

EMBA-2426-110-Managing Diversity and Multiculturality		
Name of lecturer(s) & Email Claudia Toma claudia.toma@ulb.be	Level/Semester, Status, Timing Level 2 Compulsory Between 5/6/2025 and 7/6/25	ECTS*, CH & SDL** 3 20 70
Description of the course Managing diversity is key for a sustainable workforce in organizations. This course offers conceptual, analytical and practical skills necessary to be an inclusive leader in multicultural and diverse business environments.		
Course units • Diversity, Inclusion and Diversity Management • Inclusive and Multicultural Leadership • Culture and Gender Diversity at Work • Build a Diversity and Inclusion Program • Leadership for Change		
Course Learning Outcomes (CLOs) 1. Understand how diversity impacts work-outcomes 2. Develop concrete skills to become multicultural and inclusive leaders 3. Identify and address challenges that leaders face in diverse organizations 4. Diagnose and design a diversity program for a specific organization 5. Deal with diversity change and resistance		
Teaching Activities (TAs) Interactive Lecture, Directed Discussion, Experiential Learning, Case Based Learning, Project-based learning, Role plays and simulation	Learning Activities (LAs) Readings of accessible papers and cases, group discussions, role simulation, group project	
Contribution to Programme Learning Objectives (PLOs)*** • Learning Objective 1.1: Reinforcement • Learning Objective 1.2: Mastery • Learning Objective 2.1: Reinforcement • Learning Objective 2.2: Mastery • Learning Objective 3.1: Mastery • Learning Objective 3.2: Mastery	Assessment methodology / Learners Use of Time and Load Oral individual presentation (in class) • weight 30% • workload estimated = 10 hours • due (info on Canvas) Group Assignment • weight 30% • workload estimated = 20 hours • due (info on Canvas) Group in class assignment • weight 40% • workload estimated = 10 hours • due (info on Canvas)	
Evaluation scale 0-20		
Contribution to the Environmental, social and governance (ESG) Course Contribution to ESG: Yes Contact Hours are dedicated to ESG: The whole class focuses on the societal impact Contact Hours containing climate solutions for how organisations can reach net zero: 2 Description of contribution: Diversity management is part of the social sustainability pillar. We learn about how to become more inclusive, to reduce inequalities and discrimination, to structurally give access to resources to all employees. More generally, it addresses the question of well-being and satisfaction of employees from marginalized groups, but also how can we all become allies in this process that can benefit us and the society.		
Readings Required • Mensi-Klarbach, H., & Risberg, A. (2019). Diversity in organizations (2nd edition). Red Globe Press. https://www.perlego.com/book/2997213/diversity-in-organizations-concepts-and-practices-pdf?queryID=c48b057d986b64e7aae4632fac552399&index=prod_BOOKS&gridPosition=1 • the following HBS cases (Transitions Asia: Managing Across Cultures; Zurich Insurance: Diversity and Inclusion; Sonia Millar: Negotiating for the C-Suite) Optional • Bhargava, R., & Brown, J. (2021). Beyond Diversity. Ideapress Publishing. https://www.perlego.com/book/3040129/beyond-diversity-12-nonobvious-ways-to-build-a-more-inclusive-world-pdf?queryID=68a654bb5a45cdfae1e554f3a6efebb2&index=prod_BOOKS&gridPosition=1		
Other Learning Material(s) Required (Available on your Coursera for Campus) Leading Diverse Teams & Organizations (1st module) from University of Michigan (taught by Lindred Greer)		

Notice: The information available in the course outline is subject to change. Please keep yourself informed at all times by regularly checking Canvas.

*ECTS - European Credit Transfer and Accumulation System (1 ECTS = 30 hours of learning)

**CH - Contact Hours in class or online, SDL - Self-Directed Learning including readings, homework, group work, preparation to assessment, etc

***PLO - Programme Learning Objectives are available on the curriculum page