



Universidade Presbiteriana

**Mackenzie**

**Social and Applied Sciences Centre**  
**Graduate Program in Business Management**

### TEACHING PLAN

<b>Graduate Program:</b> Business Management		
<b>Course:</b> <input checked="" type="checkbox"/> Academic Master's <input type="checkbox"/> Professional Master's <input checked="" type="checkbox"/> Doctorate		
<b>Discipline:</b> Diversity Inclusive Management		<b>Discipline code:</b> ENST54922
<b>Professor:</b> Darcy Mitiko Mori Hanashiro		<b>DRT:</b> 1105666
<b>Workload:</b> 32 Horas	<b>Credits:</b> 2	<input type="checkbox"/> Mandatory <input checked="" type="checkbox"/> Elective
<b>Syllabus:</b> Global and national views on diversity, equality, and inclusion. Theoretical basis of diversity and inclusion studies in the organizational context. Racism, sexism, and ageism in organizations. Methodological and epistemological issues in diversity and inclusion research. Inclusion in the workgroup. Inclusive leadership. Organizational inclusion. Inclusion climate. Inclusive diversity management.		
<b>Objectives:</b> Analyze contemporary and classical concepts and theories of diversity and inclusion so the students can develop a theoretical framework for future manuscripts and/or their research projects.		
<b>Program Content:</b> Diversity: Global and national views on diversity, equality, and inclusion. Public Policy. Transforming the vision  Theoretical bases of diversity studies  Conceptualization of diversity, differences, diversity climate.  Racism in the organizational context.  Gender and ageism studies in organizations.  Methodological and epistemological issues in diversity and inclusion studies Inclusion in organizations. Inclusive leadership.  Inclusive diversity management.		
<b>Methodology:</b> The classes aim to provide an environment for discussion and critical reflection. The student is the protagonist of his learning process, and the teacher's role is to facilitate this process. The activities in each class can be the preparation of slides, critical synthesis of the texts, and a seminar.		
<b>Evaluation Criteria:</b> Final assessment (50%) Weekly activity (20%) Seminars (20%) Participation in class (10%)		



***Basic Bibliography***

- ALMEIDA, S. O que é racismo estrutural? Belo Horizonte (MG): Letramento, 2018. Capítulos: Raça e Racismo (p. 19 – 44)
- AYALON, Liat; TESCH-RÖMER, Clemens. Introduction to the section: Ageism—Concept and origins. In: AYALON, Liat; TESCH-RÖMER (EDs.). Contemporary perspectives on ageism. Springer, Cham, 2018. Chapter 1
- DE SOUZA SANT’ANNA, A. et al. Professional women in the transition to the Fourth Industrial Revolution: a Brazilian gaze. *Revista de Carreiras e Pessoas*, v. 12, n. 1, p. 9-30, 2022.
- FERDMAN, B. M. The Practice of Inclusion in Diverse Organizations. In: Ferdman, B.F.; Deane, B.R. Diversity at work: the practice of inclusion. San Francisco, CA: Jossey-Bass. 2014.
- HEILMAN, Madeline E.; CALEO, Suzette. Combatting gender discrimination: A lack of fit framework. *Group Processes & Intergroup Relations*, v. 21, n. 5, p. 725-744, 2018.
- NELSON, T. Handbook of prejudice, stereotype, and discrimination, 2009.
- NKOMO, S.M.; BELL, M.P.; ROBERTS, L.M.; THATCHER, S.M.B. Diversity at a critical juncture: new theories for a complex phenomenon. *Academy of Management Review*. v.44, n.3, p. 498-517, 2019. <https://doi.org/10.5465/amr.2019.0103>.
- NKOMO, Stella M. Reflections on the continuing denial of the centrality of “race” in management and organization studies. *Equality, Diversity and Inclusion: An International Journal*, 2021.
- RANDEL, Amy E. et al. Inclusive leadership: Realizing positive outcomes through belongingness and being valued for uniqueness. *Human Resource Management Review*, v. 28, n. 2, p. 190-203, 2018.
- ROBERSON, Q.M. Diversity in the Workplace: A Review, Synthesis, and Future Research Agenda. *The Annual Review of Organizational Psychology and Organizational Behavior*. v.6. p. 7.1-7.20, 2018.
- SHORE, L.M.; CLEVELAND, J.N.; SANCHEZ, D. (2018). Inclusive workplaces: A review and model. *Human Resource Management Review*. v. 28, n. 2, p. 176-189, June 2018.
- YADAV, Shatrughan; LENKA, Usha. Diversity management: a systematic review. *Equality, Diversity and Inclusion: An International Journal*, v. 39, n. 8, p. 901-929, 2020.

***Complementary Bibliography***

- ALLPORT, G.W. (1979) The nature of prejudice. New York: Basic Book.
- DWERTMANN, D. J. G.; NISHII, L. H.; van KNIPPENBERG, D. Disentangling the Fairness & Discrimination and Synergy Perspectives on Diversity Climate. *Journal of Management*, v. 42, p.5, p. 1136–1168 (until p. 1160), 2016.
- KOOIJ, D. T.A.M.; JANSEN, P. G.W.; DIKKERS, J. S.E.; DE LANGE, A. H. Managing aging workers: a mixed methods study on bundles of HR practices for aging workers. *The International Journal of Human Resource Management*. v. 25, n. 15, p. 2192–2212, 2014. <http://dx.doi.org/10.1080/09585192.2013.872169>.
- TONELLI, M. J. et al. Ageing in organizations. *RAUSP Management Journal*, v. 55, p. 127-142, 2020.
- HAFAEEZ, I.; YINGJUN, Z.; REHMAN, K.U.; HAFAEEZ, S.; JAHAN, S. Inclusion: Another Seed for Fragmentation and a New Field of Research. *International Journal of Information, Business and Management*. v. 12, n.1, 2020.