View Syllabus Information

Even after classes have commenced, course descriptions and online syllabus information may be subject to change according to the size of each class and the students' comprehension level.

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Course Information

Year	2021		**School**	School of Commerce	
Course Title	Leading Diverse Teams 1				
Instructor	TANIGUCHI, Mami				
Term/Day/Period	spring semester Thur.2				
Category			**Eligible Year**	3rd year and above	**Credits** 2
Classroom			**Campus**	waseda	
Course Key	1600004AD8		**Course Class Code**	01	
Main Language	English				
Class Modality Categories	Realtime Streaming				
Course Code	CMMI421L				
First Academic disciplines	Commerce				
Second Academic disciplines	International Business and Trade				
Third Academic disciplines	Diversity Management				
Level	Final stage advanced-level undergraduate		**Types of lesson**	Lecture	

Syllabus Information

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Course Outline	Diversityin organizations has been discussed using diversity indices or subgroupformation. This course explores the process of managing diverse teams from thestandpoint of subgroups. In each class, we first examine the theoretical background.Then we look into leading differences. We conclude by considering how closinggaps in the state of existing theory might allow us to increase team andorganizational effectiveness.
Objectives	The main goal of this course is to learn how to lead through situations in which there are misunderstandings or conflicts rooted in differences.

	1. Understand frameworks and theories for diagnosing the dynamics of diverse teams 2. Articulate multiple social identities and understand how those influence team dynamics 3. Understand potential faultlines in teams 4. Develop a mindset and skills for responding constructively to tensions that often arise in diverse teams so that diversity is an asset rather than a liability
before/after course of study	Chapter and case readings for each class will be announced. Prepare answers to the exercise questions for each class. Reflect on what you have learned after each class.
Course Schedule	1.Introduction 2.Social Identity: Understanding the In-Group/ Out-Group Phenomenon 3.Triggers of Conflict 4.Group Exercise 5.Leadership Practices Across Social Identity Groups 6.Organizational Faultlines: concept and theoretical underpinnings 7.Cultural Values 8.Social Justice and Dignity 9.Leading Across Cultural Groups: Implications of Self-Concept 10.Team Presentation (1) 11.Team Presentation (2) 12.Cultural Intelligence: A Pathway for Leading in a Rapidly Globalizing World 13.Leading Through Paradox 14.Concluding Reflections 15.Final Exam
Textbooks	.Hannum, Kelly, Belinda B. McFeeters and Booysen, Lize, (2010) "Leading Across Differences", Pfeiffer.
Evaluation	Class participation 40% Prepare for homework assignment for each class Fully involved in class discussion Team Presentation 10% Peer evaluation 10% Individual learning paper 40%
Note / URL	 ・本講義は【リアルタイム配信による授業】です。※状況により変更となる可能性があります。

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