USCAnnenberg

CMGT 599: Managing Inclusion in the Global Communications Industry
Fall 2021 – 4 Units
Wednesday 6:30-9:20 p.m.
Location: ASC 331
Professor: Mark Lloyd
Office: ASC 102A
Office Hours: Tuesday 10am – 2pm (by appointment)
Contact Info: marklloy@usc.edu

Course Description

Successful management of today's communications industries requires a full appreciation of our increasingly diverse workforce and audiences; to succeed in our global digital media environment requires both technical and *cultural* competency. The challenges of managing our complex and dynamic media businesses do not arise only from the increasing heterogeneous staff, but from our interactions with a wide-variety of suppliers and buyers and regulators and audiences. In addition, there is the unfortunate inability of some corporate managers to fully appreciate the dynamics of both the communications ecology and the deeply-embedded institutional practices created by outdated prejudices and unexamined parochial norms. Combined with the familiar concerns regarding the rights of marginalized "minorities" (racial and ethnic and immigrant workers) and women, there is a growing recognition of the demand for equal rights for older workers, workers with disabilities or nonaverage body weight, gays and lesbians, and workers with nontraditional gender expression.

This is a seminar intended to build the skills of inclusion and diversity management with a focus on the dynamic communications industries, including motion picture, broadcast, telecommunications, internet and social media. In addition to theoretical and historical background material, industry case studies, and relevant international law and policy, students will engage in practical exercises to increase cultural competency. A seminar is a small class of engaged and active students guided in a respectful discussion of the readings.

Student Learning Outcomes

Students in this course will learn how to:

- Identify the consequences of cultural bias and how to see it in themselves and others;
- Identify and apply the benefits and limits of theories related to inclusion and diversity and how they relate to communication industries;
- Assess inclusion and diversity management plans in relationship to workforce, governmental regulations, and customer/audiences.

Required Readings and Supplementary Materials

Cross-Cultural Management An Introduction, David C. Thomas, Kerr Inkson
Diversity Toward a Globally Inclusive Workplace, Michalle E. Mor Barak
The Communications Crisis in America, Mark Lloyd, Lew Friedland

All other required readings and other supplementary materials will be provided on Blackboard.

Description and Assessment of Assignments

Case Studies – Presentations: You will be expected to engage in one group work assignment; mapping and presenting to the class a case study of the diversity/inclusion challenges of a media company. You will also be required to conduct research and present a management plan for inclusion/diversity in a company of your choosing near the end of the semester. You will receive details about each case study separately. In addition to your case study mapping and management plan presentation you will be required to write a 600-1000 word essay about the case study/management plan.

First Paper: You will be required to write a 5-8 page paper reflecting on the first four weeks of class, and a response to your fellow student's presentations.

Midterm: The midterm will be an 8-10 page paper reflecting on the readings, and all the presentations of the class up through week eight – the first half of class.

Final Exam: The final exam will be an 8-10 page paper reflecting on the readings, and all the presentations of the class.

All assignments must be completed and handed in on time to avoid a grade reduction (1/3 of a grade per day including weekends). If you are unable to turn in an assignment due to illness or a family emergency, you must provide written documentation to be excused.

Grading Breakdown

Assignment	Points	% of Grade
First Paper	10	10%
Case Study/Group Work/Individual Paper	20	20%
Management Plan (Presentation and Paper)	20	20%
Midterm	25	25%
Final	25	25%
TOTAL	100	**100%**

Grading Scale

95 to 100%: A	90% to 94%: A-	86% to 89%: B+	82% to 85%: B	80% to 81%: B-
77% to 79%: C+	74% to 76%: C	70% to 73%: C-	67% to 69%: D+	64% to 66%: D

Grading Standards

Grade	Description
A	Excellent; demonstrates extraordinarily high achievement; comprehensive knowledge and understanding of subject matter; all expectations met and exceeded.
B	Good; moderately broad knowledge and understanding of subject matter; demonstrates good, if not thorough understanding; minor substantive shortcomings.
C	Satisfactory/Fair; reasonable knowledge and understanding of subject matter; most expectations are met; despite shortcomings, demonstrates basic level of understanding.
D	Marginal; minimal knowledge and understanding of subject matter; more than one significant shortcoming; deficiencies indicate rudimentary level of understanding.
F	Failing; unacceptably low level of knowledge and understanding of subject matter; deficiencies indicate lack of understanding.

Grading Timeline
Grading Timeframe and Missing or Inaccurate Score Inquiries/Disputes
Every attempt will be made to grade assignments/exams and post grades within two weeks. Scores for all assignments and exams are regularly updated on Blackboard. You are responsible for notifying the Instructor **within one (1) week** of a score posting if you think a score is missing or inaccurate. Moreover, you only have this period of time to contest a score on an assignment/exam. If you fail to inquire/notify us of any discrepancy, missing score, or contest a score within one week of the date the score is posted, no further changes will be made.

Assignment Submission Policy
All assignments are due on the dates specified. Lacking prior discussion and agreement with the instructor, late readings posts and case study responses will be marked down one full grade for each week the assignment is late. Unless there is a medical excuse, late midterms and finals will automatically be given an F. Assignments must be submitted via email to the professor unless otherwise specified.

Communication
Please feel free to meet with me during office hours, *but make an appointment* and clarify whether you are open to other students meeting at the same time. I will not respond to email asking procedural questions already address in this syllabus or in class, but will attempt to respond to all other email within 48 hours.

Add/Drop Dates for Session 001
(15 weeks: 8/23/21 – 12/3/21)
Link: https://classes.usc.edu/term-20213/calendar/
Friday, September 10: Last day to register and add classes for Session 001
Friday, September 10: Last day to change enrollment option to Pass/No Pass or Audit for Session 001
Friday, September 10: Last day to purchase or waive tuition refund insurance for fall

Tuesday, September 14: Last day to add or drop a Monday-only class without a mark of "W" and receive a refund or change to Pass/No Pass or Audit for Session 001
Friday, October 8: Last day to drop a course without a mark of "W" on the transcript for Session 001. Mark of "W" will still appear on student record and STARS report and tuition charges still apply. [Please drop any course by the end of week three (or the 20 percent mark of the session) to avoid tuition charges.]
Friday, October 8: Last day to change pass/no pass to letter grade for Session 001. [All major and minor courses must be taken for a letter grade.]
Friday, November 12: Last day to drop a class with a mark of "W" for Session 001
Saturday, November 13: Last day to change between letter grade or Pass/No pass in a letter graded course for Session 001.

Course Schedule: A Weekly Breakdown
Note: This schedule is subject to change depending upon current events relevant to class and the availability of potential guest speakers.

Week One
Cross-Cultural Management An Introduction by David C. Thomas, Kerr Inkson
    "The International Manager"
Managing Diversity Toward a Globally Inclusive Workplace, Michalle E. Mor Barak,
    Introduction

Week Two
Managing Diversity Toward a Globally Inclusive Workplace, Michalle E. Mor Barak
    "Defining Diversity in a Global Context: Prejudice and Discrimination"
    "Vive la Différence? Theoretical Perspectives on Diversity and Exclusion in the
    Workplace"
    "Culture and Communication in the Global Workplace"

Week Three
The Communications Crisis in America, Mark Lloyd, Lew Friedland
    Understanding our New Communications Economy
    Understanding a Diverse America's Critical Information Needs
    Ethnic Media and the Social Incorporation of New Americans
Executive Summary, Literature Review on Critical Information Needs for the FCC
Executive Summary, When Being Number One is Not Enough (A Case Study of the Ad Industry)

Week Four
Mapping Disney Case Study – Group Presentation/Individual Paper Due
Mapping AT&T/Discovery Case Study – Group Presentation/Individual Paper Due
Mapping Google Case Study – Group Presentation/Individual Paper Due
Mapping Facebook Case Study – Group Presentation/Individual Paper Due

Week Five
First Paper Due
Managing Diversity Toward a Globally Inclusive Workplace, Michalle E. Mor Barak

"Diversity Legislation in a Global Perspective: Equality and Fairness in Employment"
"Discrimination, Equality, and Fairness in Employment: Social Policies and Affirmative/Positive Action Programs"

Week Six
Cross-Cultural Management An Introduction by David C. Thomas, Kerr Inkson
    Chapter 2 • Describing Culture
    Chapter 3 • Comparing Cultures
    Chapter 4 • How Culture Works
    Chapter 5 • Cross-Cultural Decision Making

Week Seven
Cross-Cultural Management An Introduction by David C. Thomas, Kerr Inkson
    Chapter 6 • Communicating and Negotiating Across Cultures
    Chapter 7 • Motivation and Leadership Across Cultures
    Chapter 8 • Multicultural Work Groups and Teams
    Chapter 9 • Culture and the Structure of International Organizations
    Chapter 10 • International Assignments

Week Eight
Cross-Cultural Management An Introduction by David C. Thomas, Kerr Inkson
    Chapter 11 • Managing Across Cultures Into the Future
Managing Diversity Toward a Globally Inclusive Workplace Michalle E. Mor Barak,
    Diversity Management: Paradigms, Rationale, and Key Elements
    Inclusive Leadership: Unlocking the Diversity Potential
    An Overview of the Inclusive Workplace Model: Managing the Globalized Workforce Diversity

Week Nine
Review
Miderm Paper Due

Week Ten
Managing Diversity Toward a Globally Inclusive Workplace, Michalle E. Mor Barak
    Inclusion Through Diversity Within the Work Organization
    Inclusion Through Corporate-Community Collaborations
    Inclusion Through State/National Collaborations
    Inclusion Through International Collaborations

Week Eleven
Managing Diversity Toward a Globally Inclusive Workplace, Michalle E. Mor Barak
    Practical Steps for Creating an Inclusive Workplace: Climate for Diversity, Climate for Inclusion, and Survey Scales
    Toward a Globally Inclusive Workplace: Putting the Pieces Together

Week Twelve
    Designing an Inclusive Management Plan Presentation

Week Thirteen
    Student Presentation

Week Fourteen
    Student Presentation

Week Fifteen
    Student Presentation

Final (Date TBD)

Statement on Academic Conduct and Support Systems
a. Academic Conduct
Plagiarism
Plagiarism – presenting someone else's ideas as your own, either verbatim or recast in your own words – is a serious academic offense with serious consequences. Please familiarize yourself with the discussion of plagiarism in *SCampus* in Part B, Section 11, "Behavior Violating University Standards." Other forms of academic dishonesty are equally unacceptable. See additional information in *SCampus* and university policies on scientific misconduct, policy.usc.edu/scientific-misconduct.

The School of Communication maintains a commitment to the highest standards of ethical conduct and academic excellence. Any student found responsible for plagiarism, fabrication, cheating on examinations, or purchasing papers or other assignments will be reported to the Office of Student Judicial Affairs and Community Standards and may be dismissed from the School of Communication. There are no exceptions to the school's policy.

In addition, it is assumed that the work you submit for this course is work you have produced entirely by yourself, and has not been previously produced by you for submission in another course, without approval of the instructor.

b. Support Systems
Counseling and Mental Health - (213) 740-9355 – 24/7 on call
studenthealth.usc.edu/counseling
Free and confidential mental health treatment for students, including short-term psychotherapy, group counseling, stress fitness workshops, and crisis intervention.

National Suicide Prevention Lifeline - 1 (800) 273-8255 – 24/7 on call
suicidepreventionlifeline.org
Free and confidential emotional support to people in suicidal crisis or emotional distress 24 hours a day, 7 days a week.

*Relationship and Sexual Violence Prevention and Services (RSVP) - (213) 740-9355(WELL),
press "0" after hours – 24/7 on call*
studenthealth.usc.edu/sexual-assault

Free and confidential therapy services, workshops, and training for situations related to gender-based harm.

Office of Equity and Diversity (OED)- (213) 740-5086 | Title IX – (213) 821-8298
equity.usc.edu, titleix.usc.edu
Information about how to get help or help someone affected by harassment or discrimination, rights of protected classes, reporting options, and additional resources for students, faculty, staff, visitors, and applicants. The university prohibits discrimination or harassment based on the following *protected characteristics*: race, color, national origin, ancestry, religion, sex, gender, gender identity, gender expression, sexual orientation, age, physical disability, medical condition, mental disability, marital status, pregnancy, veteran status, genetic information, and any other characteristic which may be specified in applicable laws and governmental regulations. The university also prohibits sexual assault, non-consensual sexual contact, sexual misconduct, intimate partner violence, stalking, malicious dissuasion, retaliation, and violation of interim measures.

Reporting Incidents of Bias or Harassment - (213) 740-5086 or (213) 821-8298
usc-advocate.symplicity.com/care_report
Avenue to report incidents of bias, hate crimes, and microaggressions to the Office of Equity and Diversity |Title IX for appropriate investigation, supportive measures, and response.

The Office of Disability Services and Programs - (213) 740-0776
dsp.usc.edu
Support and accommodations for students with disabilities. Services include assistance in providing readers/notetakers/interpreters, special accommodations for test taking needs, assistance with architectural barriers, assistive technology, and support for individual needs.

USC Support and Advocacy - (213) 821-4710
uscsa.usc.edu
Assists students and families in resolving complex personal, financial, and academic issues adversely affecting their success as a student.

Diversity at USC - (213) 740-2101
diversity.usc.edu
Information on events, programs and training, the Provost's Diversity and Inclusion Council, Diversity Liaisons for each academic school, chronology, participation, and various resources for students.

USC Emergency - UPC: (213) 740-4321, HSC: (323) 442-1000 – 24/7 on call
dps.usc.edu, emergency.usc.edu
Emergency assistance and avenue to report a crime. Latest updates regarding safety, including ways in which instruction will be continued if an officially declared emergency makes travel to campus infeasible.

USC Department of Public Safety - UPC: (213) 740-6000, HSC: (323) 442-120 – 24/7 on call
dps.usc.edu
Non-emergency assistance or information.

Annenberg Student Success Fund
https://annenberg.usc.edu/current-students/resources/annenberg-scholarships-and-awards
The Annenberg Student Success Fund is a donor-funded financial aid account available to USC Annenberg undergraduate and graduate students for non-tuition expenses related to extra- and co-curricular programs and opportunities.

Professor Bio

Mark Lloyd is a Clinical Professor at the University of Southern California-Annenberg School of communication. He has been a communication lawyer and a journalist.

From 2009-2012 he served as an associate general counsel at the Federal Communications Commission, advising the Commission on how to promote diverse participation in the communications field with a focus on research into critical information needs and broadband adoption by low-income populations. His other government service includes time on the Clinton Transition Team, and working in the personnel office of the Clinton White House. He also served as a member of the Biden Policy Committee on Innovation, serving on the subcommittee on Digital Equity.

Prior to joining the FCC, Mr. Lloyd was the vice president for strategic initiatives at the Leadership Conference on Civil Rights/Education Fund, where, among other duties, he led a national campaign to assist vulnerable communities make the successful transition to digital television service. He was also the Director of the Media Policy Initiative at New America, a Senior Fellow at the Center for American Progress, and the Director of a research and advocacy group he co-founded, The Civil Rights Forum on Communication Policy, where among other work he led a national campaign to establish public interest obligations for digital television broadcasters.

Previously Prof. Lloyd has been the General Counsel of the Benton Foundation, and an attorney at the DC law firm Dow, Lohnes & Albertson. Before becoming a communications lawyer, he was an Emmy award-winning broadcast journalist, working for public and commercial radio and television, including time at NBC and CNN.

Professor Lloyd has been teaching at the USC/Annenberg School since 2013. His academic career includes two years as a visiting scholar at MIT, several years teaching communication policy at the Georgetown University Public Policy Institute, and from 2018 to 2020 he was a professor of professional practice in the Max Bell School of Public Policy at McGill University in Montreal.

The author of numerous articles, his book *Prologue to a Farce, Communication and Democracy in America* was published by the University of Illinois Press in 2007, and he co-edited *The Communication Crisis in America and How to Fix It*, published by Palgrave/Macmillan in 2016.

Prof. Lloyd graduated from the University of Michigan-Ann Arbor with a double major in journalism and political science, and from the Georgetown University Law Center.