

Organizational Behavior, 18e (Robbins)
Chapter 2 Diversity in Organizations

1) Kimberly Ortiz strongly believes in working for a company that promotes diversity. She believes that such organizations are respectful of differences and allow employees more exposure. She recently attended an interview where she was told that the company follows policies that focus on organizational diversity. However, when she finally joined the company, she had a strong feeling that the company's claim was not true. Which of the following, if true, weakens Kimberly's belief that the company does not encourage diversity?

- A) Eighty-five percent of the top management positions in the company are held by men.
- B) She is the only African-American member in the entire workforce.
- C) The workforce is not dominated by any specific ethnic or racial group.
- D) The previous company she worked for made a conscious effort to employ an equal number of men and women.
- E) Her team members believe that they are treated equally in spite of differences in performance.

Answer: C

Explanation: The fact that the workforce is not dominated by any one ethnic or racial group indicates that the workplace has a mix of all ethnicities and races and does not discriminate. The fact that 85 percent of the top management positions of the company are held by men works against the argument because it shows that the company is biased toward men. In addition, if Kimberly is the only African-American member in the entire workforce, it shows that the company is biased toward other racial groups. Kimberly's previously working for a company that believes in gender equality is irrelevant to this argument. Her team members being treated equally in spite of differences in performance represents unfair discrimination. It works against the argument.

LO: 2.1: Describe the two major forms of workplace diversity.

AACSB: Reflective thinking

Difficulty: Hard

Quest. Category: Critical Thinking

2) _____ diversity refers to diversity in observable attributes such as race, ethnicity, sex, and age.

- A) Psychographic
- B) Additive
- C) Surface-level
- D) Disjunctive
- E) Conjunctive

Answer: C

Explanation: Surface-level diversity refers to differences in easily perceived characteristics, such as gender, race, ethnicity, age, and disability, that do not necessarily reflect the ways people think or feel but that may activate certain stereotypes.

LO: 2.1: Describe the two major forms of workplace diversity.

AACSB: Diverse and multicultural work environments

Difficulty: Easy

Quest. Category: Concept

Organizational Behavior 17e Robbins Chapter 2 Diversity

Steve L. Robbins



Organizational Behavior 17e Robbins Chapter 2 Diversity :

On being different: Exploring the relationship between dissimilarity and social inclusion in the workplace Onur Sahin, 2024-09-06 In this dissertation I investigate how being different from the majority of one's colleagues shapes social inclusion perceptions at work In Chapter 1 I introduce the relational demography approach and ingroup projection model as the frameworks of my dissertation and summarize the methods findings and broader implications of the empirical chapters that follow In these chapters I utilize a multi method approach consisting of desk research experimental studies and large scale correlational studies to offer six significant contributions to the literature First in Chapter 2 an analysis of diversity statements of 84 Dutch private and public organizations showed that most statements include both surface level readily visible such as gender and ethnicity and deep level dimensions more underlying such as personality and sexual orientation However surface level dimensions were more often included without clear differences between statements of private and public organizations Second in Chapter 3 experimental studies N 128 in Study 1 N 196 in Study 2 recruited via Prolific established the causal relationship between dissimilarity and social inclusion Third in Chapter 4 a survey study with 887 employees of a public organization in the Netherlands revealed that deep level dissimilarity rather than surface level dissimilarity related to social inclusion and that inclusion explained the relationships between dissimilarity and work related outcomes Fourth in Chapter 5 a survey study with 6 312 employees of another Dutch public organization accounted for multidimensionality and revealed that as employees perceived dissimilarity on more dimensions they perceived less inclusion Furthermore the results showed that dissimilarity in personality ethnicity cultural background age level of education work experience and disability negatively related to perceptions of inclusion offering a more nuanced understanding of the dissimilarity inclusion relationship Fifth a review of the relational demography literature in Chapter 6 identified four general mechanisms theorized to explain why dissimilarity relates to outcomes 1 uncertainty 2 trust 3 disapproval and 4 initiated interaction between colleagues A survey study with 2 409 UK residents recruited via Prolific confirmed that all four mechanisms uniquely explained the dissimilarity inclusion relationship Sixth and finally I found support for the indispensable role of the organizational climate for inclusion across Chapters 4 5 and 6 In these chapters a positive climate for inclusion buffered the negative relationships between dissimilarity and outcomes My research argues for a broader consideration of dissimilarity dimensions beyond the dimensions diversity policies typically focus on emphasizing the importance of recognizing multidimensionality and the crucial contextual role of climate for inclusion This dissertation not only enriches our understanding of workplace diversity but also offers actionable opportunities to mitigate social inclusion disparities

Managing Diversity in Organizations María Triana, 2017-03-31 This book equips students with a thorough understanding of the advantages and challenges presented by workplace diversity suggesting techniques to manage diversity effectively and maximize its benefits Readers will learn to work with diverse groups to create a productive organization in

which everyone feels included The author offers a comprehensive survey of demographic groups and an analysis of their history allowing students to develop a deep understanding of the dimensions of diversity From this foundation students are taught to manage diversity effectively on the basis of race sex LGBTQIA religion age ability national origin and intersectionality in organizations and to understand the issues various groups face including discrimination Opening with current case studies and discussion questions to enhance comprehension the chapters provide practical insight into subconscious implicit bias team diversity and diversity management in the United States and abroad Global View examples further highlight how diversity management unfolds around the world Offering a fresh look at workplace diversity this book will serve students of diversity human resource management and organizational studies A companion website featuring an instructor s manual PowerPoint slides and test banks provides additional support for students and instructors [Diversity in the Workforce](#) Marilyn Y. Byrd,Chaunda L. Scott,2018-06-14 This comprehensive integrated teaching resource provides students with the tools and methodologies they need to effectively negotiate the multiple dynamics that emerge from difference and to appropriately respond to issues of marginalization and social injustice Written from an American perspective the book not only covers the traditional topics of race gender ethnicity and social class but explores emerging trends around isms racism sexism This second edition includes two new chapters one addressing social identity diversity and leadership in the workforce and the other examining under representation of diversity in the scientific technical and film workforce This edition also features an updated chapter on social justice as an emerging diversity paradigm this includes a conceptual framework to advance the ideology of organizational social justice End of chapter questions encourage students to engage in difficult conversations and case studies stimulate students awareness of real world issues that emerge from diversity helping students to develop the broad range of skills they need to mediate or resolve diversity issues as future professionals Additional links slides multiple choice quizzes and essay questions can be found online as a part of this book s Instructor Resources [Diversity in Organizations](#) The Open The Open Courses Library,2019-10-29 Diversity in Organizations Organizational Behavior Leadership should make employees feel valued be open to varied perspectives and encourage a culture of open dialogue Women and racial minorities can increase positive employment outcomes by pursuing higher levels of education and seeking employment in larger organizations All individuals should be willing to listen empathize with others and seek to better understand sensitive issues that affect different identity groups Chapter Outline An Introduction to Workplace Diversity Diversity and the Workforce Diversity and Its Impact on Companies Challenges of Diversity Key Diversity Theories Benefits and Challenges of Workplace Diversity Recommendations for Managing Diversity The Open Courses Library introduces you to the best Open Source Courses [Managing Workplace Diversity, Equity, and Inclusion](#) Rosemary Hays-Thomas,2022-09-16 Managing Workplace Diversity Equity and Inclusion bridges the gap between social science theory and research and the practical concerns of those working in diversity equity and inclusion by presenting

an applied psychological perspective Using foundational ideas in the field of diversity equity and inclusion as well as concepts in the social sciences this book provides a set of cognitive tools for dealing with situations related to workplace diversity and applies both classic theories and new ideas to topics such as United States employment law teamwork gender race and ethnicity sexual orientation and other areas Each chapter includes engaging scenarios and real world applications to stimulate learning and help students conceptualize and contextualize diversity in the workplace Intended for upper level undergraduates as well as graduate students this textbook brings together foundational theories with research based and practical real world applications to build a strong understanding of managing diversity equity and inclusion in the workplace This text also has its own companion website which has been designed to give students and instructors a comprehensive look into Workplace Diversity Equity and Inclusion offering case studies practical applications tests and essay questions *The Sum of the Differences Diversity and Public Organization* Audrey L. Mathews, 1998-12 This text incorporates and compiles the works of experts in the fields of organizational behavior and diversity management into nine chapters with key points questions readings and cases focused on the management and interaction of diversity and its impact on organizational behavior What If? Steve L. Robbins, 2011-01-11 When Steve Long Nguyen Robbins was growing up his mother routinely told him Long you walk on a path cleared by others so it is your responsibility to clear the path for others Her insightful guidance and self sacrificing example are the forces that drive Robbins s corporate work around diversity and inclusion today His goal is unwavering to clear the path for others and recruit more path makers to honor his mother and to make a better world for everyone In What If Robbins provides twenty six inspiring lively and sometimes deeply personal stories illustrating diversity and inclusion concepts He offers insight and practical advice on how to reconcile unity with diversity and reframe our organizations for competitive advances He adds tips and suggestions for putting key learning into action in your organization ending each chapter with questions an activity and an assignment to inspire you to be more open minded and inclusive and to discover how the ideas presented in the book might apply to your daily life at work and at home

Handbook of Workplace Diversity Alison M Konrad, Pushkala Prasad, Judith Pringle, 2005-12-06 By assembling an international cast of contributors from all walks of research life Professors Prasad Pringle and Konrad successfully broaden the scope of scholarly discourse on workplace diversity This stimulating volume considers how to define this fuzzy construct what differences are more important than others and how to make best use of alternative research methods at different levels of analysis It reviews what we have learned about workplace diversity along several important dimensions e g gender race ethnicity weight sexual orientation disabilities class and it offers useful recommendations for how to conduct future research that will expand our knowledge of the implications of diversity for individuals marginalized groups work organizations and societies Gary N Powell Professor of Management University of Connecticut In this much needed handbook an international collection of first rate scholars deals incisively and perceptively with the problems of diversity difference

inclusion and cultural pluralism in organizations This handbook will be invaluable for researchers and advanced students one of those books that stays on the top of the desk covered with bookmarks Joanne Martin Stanford University Globalization and its melting pot of different nationalities ethnicities and cultures is attracting research that is gathering in substance and theory A dynamic new field that represents a significant focus within management and organisation studies is emerging This handbook showcases the scope of international perspectives that exist on workplace diversity and is the first to define this hotly contested field Part one of the handbook dissects the theoretical reasons and shows how the study of workplace diversity follows different directions Part two critiques quantitative and qualitative research methods within the field while Part three investigates the parallels and distinctions between different workplace groups Key issues are drawn together in an insightful introduction from the editors and future directions for research are proposed in the conclusion The Handbook of Workforce Diversity is an indispensable resource for students and academics of human resource management organisational behaviour organisational psychology and organisation studies

Rethinking Organizational Diversity, Equity, and Inclusion William J. Rothwell, Phillip L. Ealy, Jamie Campbell, 2022-05-03 Research has shown that having a diverse organization only improves and enhances businesses Forbes and Time report that diversity is an 8 Billion a year investment However poorly implementing diversity programs have damaging effects on the organization and the very individuals these programs attempt to help Poorly implemented programs can cause peers and subordinates to question decisions and lose faith in leadership In addition it can cause even the most confident individuals to doubt their own skillset and qualifications Many organizations have turned to training to solve this complex issue Yet still other organizations have created and filled diversity and inclusion positions to tackle the issue The effects of these poorly implemented programs are highlighted during strenuous times such as the latest COVID 19 pandemic Marginalized people are more marginalized and resources and support do not reach everyone Tasks such as providing technical support conducting large group meetings or distributing work obligations without seeing employees on a daily basis becomes more challenging Complex problems cannot be solved with simple solutions Using organization development OD to develop a comprehensive change initiative can help This book outlines how properly conducting an OD change initiative can effectively increase an organization s diversity and inclusion it is grounded in research based literature on diversity and OD principles Many organizational leaders realize the key importance of diversity equity inclusion and multiculturalism in modern organizations It is only through such efforts can organizations thrive in a networked world where much work is done virtually and often across borders But a common scenario is that leaders recognizing the need for a diversity program will pick someone from the organization to launch it Perhaps the person identified for this challenge is in the HR department but has had no experience in launching diversity efforts or even in managing large scale long term organization wide change efforts But these are the challenges to be faced This book quickly identifies some reasons why diversity programs fail and how to avoid those failures The majority of the

book highlights how to use OD to improve organization culture and processes to not only increase diversity and inclusion but develop overall organization talent and prevent personal preferences and biases from hindering the selection of the best talent for positions Practical and Theoretical Implications of Successfully Doing Difference in Organizations Donnalyn Pompper,2014-03-28 Practical and Theoretical Implications of Successfully Doing Difference in Organizations is a book for managers and researchers passionate about follow through on promises of workplace diversity across social identity dimensions including age class culture ethnicity faith gender physical psychological ability sexual orientation and more

Diversity in Organizations Cedric Herring,Loren Henderson,2014-08-21 Diversity in Organizations argues that ensuring a diverse workforce composition has tangible benefits for organizations Rather than relying on touchy feely arguments Herring and Henderson present compelling evidence that directly links diversity to the bottom line Readers will learn How and why diversity is related to business performance The impact of diversity training programs on productivity business performance and promotions The biggest mistakes in diversity management and how to avoid them What can be done to make diversity initiatives more effective and politically palatable How to measure success in diversity initiatives in rigorous non technical ways to achieve desired results Presented accessibly without shying away from the contentious aspects of diversity the book also provides concrete advice and guidance to those who seek to implement diversity programs and initiatives in their organizations and to make their companies more competitive Students taking classes in diversity human resource management sociology of work and organizational psychology will find this a comprehensive helpful resource Managing Diversity Norma Carr-Ruffino,1996 *Understanding and Managing Diversity* Carol P. Harvey,M. June Allard,2005 Includes readings cases and exercises organized in terms of three perspectives individual social group identity and organizational diversity teaching material on topics such as the business case for diversity ethics board diversity the military the media cross cultural management and diversity audits and more **Understanding and Managing Diversity** Carol Harvey,M. June Allard,2014-05-28 This is the eBook of the printed book and may not include any media website access codes or print supplements that may come packaged with the bound book For undergraduate and graduate courses in human resources A diverse approach to understanding and managing diversity Understanding and Managing Diversity uses applications to clarify the complexity of a diverse workforce and explains how it can be used as an organizational asset This text also provides students with a wide range of expertise from the perspective of experienced interdisciplinary instructors business psychology economics theology law politics history etc to practitioners diversity trainers corporate managers etc Teaching and Learning Experience This program will provide a better teaching and learning experience for you and your students Here s how Provide Students with an Accessible Format Information is presented in a logical succession to help students learn that is in a way accessible to them Present New and Timely Diversity Topics Topics include Racial Identity Work Life Balance Diversity Leadership and Workplace Communication Stimulate Critical Thinking

about Managing Diversity A Best Practices feature provides examples of successful innovations **What If?** Steve L. Robbins, 2011 When Steve Long Nguyen Robbins was growing up his mother routinely told him Long you walk on a path cleared by others so it is your responsibility to clear the path for others Her insightful guidance and self sacrificing example are the forces that drive Robbins s corporate work around diversity and inclusion today His goal is unwavering to clear the path for others and recruit more path makers to honor his mother and to make a better world for everyone In What If Robbins provides twenty six inspiring lively and sometimes deeply personal stories illustrating diversity and inclusion concepts He offers insight and practical advice on how to reconcile unity with diversity and reframe our organizations for competitive advances He adds tips and suggestions for putting key learning into action in your organization ending each chapter with questions an activity and an assignment to inspire you to be more open minded and inclusive and to discover how the ideas presented in the book might apply to your daily life at work and at home The Power of Inclusion

Transforming Organizational Behavior and HR Management Lorenzo Juan, 2023-12 Understanding Diversity and Inclusion In today s rapidly evolving world understanding and embracing diversity and inclusion are paramount for success in both organizational behavior and human resource management The ability to effectively navigate the complexities of diverse workplaces and foster an inclusive environment has become a crucial skill for leaders and HR professionals alike This subchapter aims to provide a comprehensive understanding of diversity and inclusion their significance and how they can be effectively integrated into organizational practices Diversity encompasses the wide range of individual differences that exist among people including but not limited to race ethnicity gender age sexual orientation and physical abilities It goes beyond mere representation acknowledging the unique perspectives experiences and backgrounds that each person brings to the table Inclusion on the other hand refers to creating an environment where everyone feels valued respected and empowered to contribute their fullest potential It involves actively embracing diversity and fostering a sense of belonging for all employees Recognizing the importance of diversity and inclusion is not just morally right but also makes good business sense Numerous studies have shown that diverse and inclusive organizations tend to be more innovative creative and adaptable leading to better decision making and problem solving Moreover they attract and retain top talent enhance employee engagement and productivity and ultimately drive business growth To effectively implement diversity and inclusion initiatives organizations must first cultivate a culture of openness and acceptance This involves developing awareness and sensitivity to different perspectives challenging biases and creating opportunities for cross cultural interactions It is crucial for leaders and HR professionals to foster an inclusive mindset and actively champion diversity in all aspects of organizational life from recruitment and talent management to employee development and decision making processes Equally important is the need for robust diversity and inclusion policies and practices Organizations should establish clear goals metrics and accountability mechanisms to ensure progress and hold themselves accountable for creating an inclusive workplace This may involve

implementing diversity training programs establishing employee resource groups and designing inclusive policies that address unconscious biases and promote equitable treatment

Beyond Symbolic Diversity, Equity, and Inclusion Jamie Campbell, William Rothwell, Phillip Ealy, 2024-06 This book extends strategic diversity work beyond internal organization efforts toward social engagement and accountability and supports organizations to ground social impact across both business and employee interests the first of which is ethics covered in the initial chapter

Diversity in the Workforce Marilyn Y. Byrd, 2014 Diversity in the Workforce is a comprehensive integrated teaching resource providing students with the tools and methodologies they need to negotiate effectively the multicultural workplace and to counter issues of discrimination and privilege Written from an American perspective the book not only covers the traditional topics of race gender ethnicity and social class but moves beyond this to explore emerging trends around isms racism sexism as well as transgender issues spirituality intergenerational workforce tensions cross cultural teams physical appearance stigmatizing visible and invisible disabilities and racial harassment The book Presents theoretical models to help students think critically about the issues that emerge from workforce diversity Includes a historical perspective that explains the roots of the issues in the workplace today Covers potential legal and ethical issues Introduces a social justice paradigm to encourage social action Illustrates strategies organizations are using to leverage diversity effectively With end of chapter questions encouraging students to engage in difficult conversations and case studies to stimulate students awareness of the real problems and issues that emerge from diversity this book will help students develop the critical analytical problem solving and decision making skills they need to mediate or resolve diversity issues as future professionals

Reviewing **Organizational Behavior 17e Robbins Chapter 2 Diversity** : Unlocking the Spellbinding Force of Linguistics

In a fast-paced world fueled by information and interconnectivity, the spellbinding force of linguistics has acquired newfound prominence. Its capacity to evoke emotions, stimulate contemplation, and stimulate metamorphosis is truly astonishing.

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