

Diversity Management in Organisations A Conceptual Analysis

Md. Abdul Mannan*

Abstract: *Managing diversity is a way of doing business by changing an organisation's culture to recognise people's differences and not compelling them to fit in. This paper critically analyses diversity management and its various aspects in the context of human resource management. It will also argue on the issue with regard to strategic contribution of diversity management in organisations. By reviewing available literature, this essay highlights definition of diversity management, its background history, issues related to diversity management, its significance in business, diversity management and HR strategy and future trends of diversity management etc. Based on the recent trends, it is said that in order to maintain competitive advantage, in future, global and local business will witness huge cultural diversity, language differences, increase of aging population, ethical concerns, and will require more tolerance to tackle religious diversity as well.*

Introduction:

Over the last two decades, researchers, academicians and organisational practitioners have emphasised that diversity is a fact having a vast array of importance in the workplace and society at large. According to Daniels and Macdonald (2005, p.1), diversity is defined by CIPD (2004) as "valuing everyone as individual- as employee, customer, and client." Furthermore, Thomas (1990) argues that managing diversity is a way of doing business by changing an organisation's culture to recognise people's differences and not compelling them to fit in. Therefore, the purpose of this paper is to critically analyse the concept of diversity management and its various aspects in the context of human resource management (HRM). The paper will argue succinctly on the issue with regard to strategic contribution of diversity management in organisations. Finally, by reviewing available academic literature, this essay will be structured in a number of sections highlighting definition of diversity management, its background history, issues related to diversity management, its significance in business, diversity management and HR strategy and future trends of diversity management followed by a short

* Senior Assistant Secretary, Ministry of Public Administration, Dhaka, Bangladesh

conclusion. However, a comprehensive definition of diversity management will naturally set the scene in this regard.

A brief overview of diversity management:

Friday and Friday (2003) define that diversity management includes activities like planning, organising, leading people with differences in a particular organisation so that their capacities are used to achieve the strategic goals of the organisation. Additionally, Bolen and Kleiner (1996) as well as Thomas (1990) argue that managing diversity refers to facilitating everyone of the workforce to perform to their potential. Similarly, Cox (1993) highlights that diversity management involves planning and implementing practices of HRM to maximise the potential merits of diversity and minimize its demerits. Furthermore, CIPD (2004) classifies diversity into three types such as, first, 'social category diversity' relating to demographic aspects like age and race, second, 'informational diversity' relating to background like education and knowledge, and third, 'value diversity' relating to personality, belief and attitudes. Finally, Kearney et al (2009) agree with CIPD (2004) that social category diversity and informational diversity are surface level diversity while value diversity that includes attitudes, beliefs and values, is the deep level diversity.

On the other hand, Jabbour et al (2011) summarise the categories of diversity into two dimensions- primary dimension which includes ethnicity, age, race, gender, physical abilities and sexual orientation, and secondary dimension that includes educational background, income, geographic location, beliefs, work experience, and marital status. Therefore, diversity within an organisation is about recognising the range of differences in people and valuing people as individuals, respecting their differences and their needs as well as accommodating differences so that an individual can play a full part in the working environment (Daniels & Macdonald, 2005; Williams, 1999). Consequently, Jabbour (2011, p. 60) strongly argues, "Diversity is not a fad, but a requirement to keep a company competitive." Conversely, though diversity management is different from social approaches to discrimination, and though it theoretically claims to transform the organisational culture, practically it is the people and not the culture that undergo change (Kersten, 2000; Sturz et al, 2005). Nonetheless, the following section will focus on historical background of diversity management.

It is the USA where the concept of diversity management was originally propagated in the past century, and has been applied in various national contexts with diverse results (Bleijenbergh et al, 2010; Heres & Benschop, 2010; Nishii & Ozbilgin, 2007). There are narrow as well as wide meanings of diversity management (Thomas, 1991, 2004). From narrow perspective, diversity management movement is seen as a direct descendant of the traditional equal opportunities programmes run in some countries including the USA and the UK, targeting specific groups identified by sex, gender, racioethnicity and age, rather than individuals (Harrisr & Foster, 2010; Schwabenland & Tomlinson, 2008). The narrow concept of diversity largely focuses on equal opportunity in recruitment regulations, promotions, and other organisational procedures (Kandola & Fullerton, 2003; Richard, 2000). On the contrary, viewed from broader perspective, diversity management is an inclusive move towards employing new workforce, valuing individual differences including factors such as personal preferences, skills, experiences and sexual orientation (Bleijenbergh et al, 2010). Though diversity management used to be thought by some as a "narrow western concept", with the spread of globalisation and enforcement of anti discrimination legislations both locally and internationally, it has been a widely used management concept all over the globe (Harrison, 1994; Healy et al, 2011). The following discussion about issues related to diversity management will help the ideas flow smoothly.

Diversity is a multidimensional phenomenon that primarily includes demographic issues such as gender, race, nationality, religion and age on the one hand, and task related attributes like education, skills, experience and functional background on the other (Friday & Friday, 2003; Harrison & Klein, 2007; Jackson et al, 2003). Traditionally diversity at workplace deals with anti-discriminatory acts like equal opportunity for women and minority groups (Richard, 2000). Recently, new issues like age, sexual orientation, medical conditions like cancer and AIDS and physical abilities have been added to the diversity along with racioethnic background, gender, belief, age and so on (Bolen & Kleiner, 1996). Furthermore, diversity as an integral part of human resource management encompasses HR issues like selection, retention, pay and reward, promotion, transfer, employment relations, and training and development of people with diverse orientations and interests (Ivancevich & Gilbert 2000). Moreover, Allen and Montgomery (2001, p. 150) refer to a prediction made by the US Labour Department that "by 2005, 85% of

new workers entering the labour force will be women or minorities." Thus, since diversity is a very vibrant management issue, almost all the researchers invariably focus on mainstreaming women and minorities where white males in the west are seen as corporate majority (Perry, 1994). According to Rifkin (1994), as workplaces are becoming more diverse with women and minorities, white males are becoming more alienated as it is reflected in decrease of their self-esteem and increase of absenteeism. Accordingly, Bolen and Kleiner (1996, p.8) highlights on "reverse discrimination? saying that "if we want to diversify successfully, we must help not only minorities but also white males with their adjustment to a diverse workplace." However, the next section will focus on significance of diversity management.

HR strategy for diversity management:

Thomas (2000), one of the frontline proponents of diversity at workplace, as well as Barclay and Scott (2006) argue that organisations now work with more heterogeneous people in terms of ethnicity, race, gender, religion and other culturally varied minority groups like gay, lesbian, smoker, alcoholic, vegetarian, environmentalist, anti-war activist and the like. Both Fleury (1999) and Oswick (2011) agree that diversity is essential and enormously promising if viewed as a means for "social inclusion?". Additionally, Prasad (2003) as well as Treven and Mulej (2007) stresses that organisations with effective diversity management efforts can gain competitive advantage in terms of employee attitude, lower cost, wider market, productivity, problem solving and creativity. Similarly, Cox (1994) and Fleury (1999) further argue that diversity management aims at planning and implementing organisational practices to utilise individuals in order that possible competitive advantages are harvested.

Furthermore, managing diversity will ultimately add value to the organisation (Harris & Foster, 2010). If diversity management operates in an organisation effectively there naturally emerges a number of benefits. Firstly, it helps the organisation in attracting and retaining the best talents from the labour market (O'Mara, 1994; Wright et al, 1995). Secondly, diverse organisations enhance marketing activities by addressing various segments of diversified market and the democratic work environment helps to reduce direct and indirect organisational costs (Cox, 1994; Williams, 1998). Thirdly, effective diversity management fosters creativity and innovation in the organisation by enabling its workforce

feel accepted and cooperative and thus reducing absenteeism (Fleury, 1999; Kreitner et al, 2002). Additionally, Larkey (1996) as well as Treven and Mulej (2007) observes that innovative organisations persistently use heterogeneous teams for problem solving, and they employ more women and other minority people than non-innovative companies. Fourthly, diversity management makes problem solving easier by sharing unique ideas and varied perspectives of diverse individuals, and it consequently leads to effective decision-making and improved performance (O'Mara, 1994; Perry, 1994). Finally, diversity creates organisational flexibility and all of the above together improve productivity and functional efficiency by reducing level of discriminations (Allen et al, 2004). Furthermore, companies operating in increasingly competitive global marketplaces cannot ignore any area of competitive advantage (Bajawa & Woodall, 2006). Since, workforce of any organisation is a valuable asset, the diversity of their knowledge, experiences and capabilities needs to be considered cautiously (Miller, 1998). Therefore, an effective and efficient diversity management is very crucial as it vastly influences establishment costs, recruitment, employee attitudes, sales, corporate profits, market share, creativity and group problem solving (Stewart & Harte, 2010; Wright et al, 1995). So, discussion on strategic contribution of diversity management in organisations will further clarify the topic in the following section.

As argued by Jabbour and Santos (2008), diversity management efforts usually require human resource actions to obtain the best from the process. Diversity management is seen as an HR strategy considering its impact of competitive advantages and disadvantages on organisations (Margherita & Secundo, 2009). If diversity issues are handled effectively, it yields sweet fruits of employee participation, mutual understanding, environment of esprit de corps, corporate decision making, improved customer service, and enhanced productivity and performance, but in case of failure in managing diverse workforce, the net result will be utter confusion and demotivation that will ultimately hinder organisational development (Jamali et al, 2010; Kersten, 2000). In order to align issues like social integration and democratisation of access to opportunities with corporate goals, diversity management occupies a strategic position in human resource management (Kandola, 2006; Richard, 2008). Additionally, Pittis (2009) and Flood and Romm (1996) highlight that diversity management deals with components like recruitment from diverse groups, recognising diversity, valuing differences and managing

them which has much likeness with main functions of HRM namely-attracting, guiding, developing and rewarding. For instance, companies like Digital, Westpac, Esso, Ford Motors and Google implement diversity management policies as part of their HRM practices (Bolen & Kleiner, 1996; Bracket, 2008; Gross, 2007).

Furthermore, diversity management as a business strategy is very much important in the present day global market competition (Johnstone, 2009; Kandola, 2006). For example, at recruitment level, organisations that promote diversity will attract the best candidates including minority groups (Heres & Benschop, 2010). At marketing level, such companies by serving diverse customers can collect new clients as well (Gross, 2007; Harrison, 1994). Through devising sound practices at present and reviewing the effective means of dealing with diversity, companies that promote diverse workforces will find themselves stand on a vantage ground in future (Grubb, 1995; Pitts et al, 2010). For example, Nike and Google are renowned for their ethical practices as well as diversity management programmes, and which will create wider business prospects in return (Healy et al, 2011; Shah, 2011). From an American survey of 1994 it is found that almost 50% executives declared diversity programme as a business need, 38% considered it to be a competitive issue, and 4% thought it as a corporate social responsibility (Allen & Montgomery, 2001). The CEO of Tesco reasserts that diversity is the main strength of the company that has really pushed it up (Bartlett, 2008).

On the contrary, companies will lose customers and talented employees if they fail to successfully integrate their workforce by effectively managing workplace diversity (Davis-Blake, 1995). Diversity training may be a useful tool in the hand of the managers in order to effectively connect with potential clients and to get the best output from a diverse workforce (Allen et al, 2004). Diversity initiatives at corporate level include issues like organising task forces, setting up employee affinity groups, offering mentoring programmes, and finally diversity training for managers (Bleijenbergh et al, 2010; Friday & Friday, 2003). In addition, Galen and Palmer (1995) outline some strategies for retaining diverse employees such as career plan based on performance reviews, focus on bringing the best talent, introducing mentoring programmes among cross-cultural employees, promoting minorities to corporate positions, setting diversity goals for managers and diversifying the board of directors. Moreover, Treven and Mulej (2007) stress that employee unions can play a vital role

in implementing diversity strategies by bargaining for equal treatment for diverse workforce. Furthermore, it clearly indicates the importance of diversity management when a 1995 survey shows that about 75% of top fifty American firms have "diversity managers" whose main responsibility is to modify corporate culture (Galen & Palmer, 1995). For example, Kraft Food, Digital Equipment Corporation, IBM, Texaco and Dow Chemical are some reputed US companies having specific diversity training programmes (Kearney et al, 2009; Lublin, 1995).

Despite its wide applicability, there are some criticisms of diversity management as well (Caligiuri et al, 2004). The heavy stress put on diversity management creates an apprehension whether underqualified employees will be recruited and promoted when HR managers are given diversity targets to achieve (Cox, 1993). Even allocation of diversity bonus, for example in Sun Trust Banks, also may cause resentment among the mainstream workers (Healey et al 2011; Thanem, 2008). Finally, preferential treatment like quota reservation for minorities may be a cause of compromise with merit which will hamper organisational standard of talent pool (Bolen, & Kleiner, 1996). However, the next section will highlight on future direction of diversity management.

Trends of diversity management:

When Smith (1998) argues that consistent with the USA and the UK, women will represent 50% of Australian workforce by the year 2010, future trends of diversity at workplace becomes evident in the context of other countries as well. According to a 1995 survey by the American Management Association, more than 50% of the companies have regular diversity management programmes compared with 46% in 1992, which further indicates growing trends of investing in diversity management by American companies (Treven & Mulej, 2007). Daniels and Macdonald (2005) suggest three specific future trends of diversity which are legal trends, globalisation, and education and training. Firstly, there are legal bindings upon business organisations to comply with laws on equal opportunities and discrimination, which will create diversity issues as legal obligations upon the companies. Secondly, globalisation and supranational unionisation like EU directives will have impacts on organisations and their workforce, because they will operate in greater range of countries (Heres & Benschop, 2010). Additionally, the diverse workplace will create diverse knowledge from different groups and

nations, which will positively impact on the innovation and problem solving or even it may be coupled with potential difficulties such as division between groups, and competition for resources (ILO, 2004). Finally, legislation alone is not sufficient to address the issues of discrimination and diversity, and that more needs to be done to promote diversity through education and training given to employers and employees in order to stop discrimination (Thomas, 2004).

More specifically, senior vice president of McDonalds, Bob Beavers expresses a "do or die" message about importance of diversity management in future by saying "those companies that have addressed ... diversity will be better prepared, with people of colour and women in key management positions to lead them into the next century. Those without people in the pipeline now will perish" (Allen & Montgomery, 2001, p. 151). Additionally, HSBC, UK has introduced Islamic loans and pension schemes, and for which they have employed a good number of Muslim officers which is no doubt an instance of growing trend of accommodating diversity issues in world business (BBC News, 2004). Consequently, based on the recent trends, it can be said that in future global and local business will witness huge cultural diversity, language differences, increase of aging population, ethical concerns, and will require more tolerance to tackle religious diversity as well (Caligiuri et al, 2004; Galen & Palmer, 1995). However, the essay will be concluded in the following section.

Conclusion:

An organisation's capacity to effectively manage diversity will be more important in future, if it wants to compete successfully in the world market. The competitive advantages obtained from diversity management include high employee commitment, increased creativity, improved productivity, and more integration among workforce. In contrast, the common diversity management challenges are stereotyping, biases, cultural conflicts, discriminatory actions, and harassment toward minority employees. The paper has identified that diversity management though emerged in America more than two decades ago, now it has been an important business issue all over the world that requires careful consideration. It has found that diversity is a complex issue that involves a number of other social concerns like age, race, sex, ethnicity, religion as well as sexual orientation, physical abilities, medical conditions and so on

(CIPD, 2004; Healey et al, 2011). Therefore, diversity at workplace should be holistically managed in order to extract benefits of competitive advantage which helps organisations reduce costs and maximise productivity and performance.

Above all, now- a- days diversity is such a critical business concern that it is popularly viewed as a strategic issue for overall sustainability and development of an organisation, and not simply an equal opportunity issue. Furthermore, the essay has illuminated on the future trends of diversity management in the context of globalisation, national and international legislations and role of education and training for eliminating workplace discrimination of all sorts. Wendy et al (2013) proposed for framing a strategy of actions for the academics and the activists to implement change and promote diversity and inclusion in today's organisations and thus to bridge the gap between theory and practice. To conclude, it can be said that systematic management of culturally diverse individuals can offer synergistic benefits to the organisation from their contributions as well.

References:

- Allen, R. S. & Montgomery, K. A. (2001). Applying an organizational development approach to creating diversity. *Organizational Dynamics*, 30(2), 149-161.
- Allen, R., Dawson, G., Wheatley, K. & White C. S. (2004). Diversity practices: Learning responses for modern organizations. *Development and Learning in Organizations*, 18(6), 13-15.
- Bajawa, A. & Woodall, J. (2006). Equal opportunity and diversity management meet downsizing: A case study in the UK airline industry. *Employee Relations*, 28(1), 46- 61.
- Barclay, J. M. & Scott, L. J. (2006). Transsexuals and workplace diversity: A case of "change" management. *Personnel Review*, 35(4), 487-502.
- Bartlett, K. (2008). Diversity is a pillar of Tesco success: The retailer appeals to customers and employees of all ethnic groups and ages. *The Sunday Times*, October 5, available at http://business.timesonline.co.uk/tol/business/career_and_jobs/article4881128.ece, accessed on 08 March 2011.
- BBC News (2004). HSBC offers Islamic pension fund. Tuesday, 13 April, available at <http://news.bbc.co.uk/1/hi/business/3621653.stm>, accessed on 25 March 2011.
- Bleijenbergh, I., Peters, P. & Poutsma, E. (2010). Diversity management beyond the business case. *Equality, Diversity and Inclusion: An International Journal*, 29(5), 413-421.
- Bolen, L. & Kleiner, B. H. (1996). Managing Diversity in the Workplace. *Cross Cultural Management: An International Journal*, 3(4) 3-8.
- Bracket, J. (2008). The management of knowledge workers at Google. Course Study Guide, Human Resource Strategy Course, MA IHRM 2010-11, the University of Greenwich, pp 60-64.
- Caligiuri, P., Lazarova, M. & Zehetbauer, S. (2004). Top managers' national diversity and boundary spanning: Attitudinal indicators of a firm's internationalization. *Journal of Management Development*, 23(9), 848-859.
- CIPD (2004). Diversity: Stacking up the evidence. CIPD Bulletin, London: CIPD.
- Cox, T. H. J. (1993). *Cultural Diversity in Organizations: Theory, Research & Practice*, San Francisco: Berrett Koehler.
- Daniels, K. & Macdonald, L. (2005). *Equality, Diversity and Discrimination*, London: CIPD.

- Davis-Blake, A. (1995). The diversity advantage: How American business can out-perform Japanese and European companies in the global marketplace. *Administrative Science Quarterly*, 40(3), 530-534.
- Fleury, M. T. L. (1999). The management of culture diversity: lessons from Brazilian companies. *Industrial Management & Data Systems*, 99(3), 109-114.
- Flood, R. L. & Romm, N. R. A. (1996). Contours of diversity management and triple loop learning, *Kybernetes*, 25(7/8), 154-163.
- Friday, E. & Friday, S. S. (2003). Managing diversity using a strategic planned change approach. *Journal of Management Development*, 22(10), 863-880.
- Galen, M. & Palmer, A. T. (1995). Diversity: Beyond the Numbers Game. *Business Week*, August 14.
- Gilbert, J. A. & Ivancevich, J. M. (2000). Valuing diversity: A tale of two organizations. *Academy of Management Executive*, 14(1), 93-105.
- Gross, A. (2007). Asian cultural diversity in human resource management, *Talent Management Online*. Available on <http://www.pacificbridge.com/publication.asp?id=91>, accessed on 08/03/2011.
- Grubb, D. J. (1995). Respecting our differences. *Women in Business*, 47(6), 36-8.
- Harrison, J. K. (1994). Developing successful expatriate managers: A framework for the structural design and strategic alignment of cross-cultural training programs. *Human Resource Planning*, 17(3), 17-35.
- Harris, L. & Foster, C. (2010). Aligning talent management with approaches to equality and diversity: Challenges for UK public sector managers. *Equality, Diversity and Inclusion: An International Journal*, 29(5), 422-435.
- Healey, G., Kirtin, G. & Noon, M. (2011). *Equality, Inequality and Diversity: Contemporary Challenges and Strategies*, Great Britain: Palgrave Macmillan.
- Heres, L. & Benschop, Y. (2010). Taming diversity: An exploratory study on the travel of a management fashion. *Equality, Diversity and Inclusion: An International Journal*, 29(5), 436-457.
- International Labour Organisation (ILO) (2004). *Towards a fair deal for migrant workers in the global economy*, Conference paper, Geneva.

- Jabbour, C.J.C. & Santos, F.C.A. (2008). The central role of human resource management in the search for sustainable organizations. *International Journal of Human Resource Management*, 19(12), 133-154.
- Jabbour, C.J.C., Gordon, F.S., Oliveira, J.H. C., Martinez, J.C., & Battistelle, R.A.G.(2011). Diversity management Challenges, benefits, and the role of human resource management in Brazilian organizations. *Equality, Diversity and Inclusion: An International Journal*, 30(1), 58-74.
- Jamali, D., Abdallah, H. & Hmaidan, S. (2010). The challenge of moving beyond rhetoric: Paradoxes of diversity management in the Middle East. *Equality, Diversity and Inclusion: An International Journal*, 29(2), 167-185.
- Johnstone, S. (2009). Equality and diversity training: an EOR survey. *Equal Opportunities Review*. No 192, September, 7-14.
- Kandola, P. (2006). *Managing diversity*, 2nd ed., CIPD toolkit, London: Chartered Institute of Personnel and Development.
- Kandola, R. & Fullerton, J. (2003). *Diversity in Action: Managing the Mosaic*, London: CIPD.
- Kearney, E., Gebert, D., & Voelpel, S. C. (2009). When and how diversity benefits teams: The importance of team members' need for cognition. *Academy of Management Journal*, 52(3), 581-598.
- Kersten, A. (2000). Diversity management: Dialogue, dialectics and diversion. *Journal of Organizational Change Management*, 13(3), 235-248.
- Koonce, R. (2001). Redefining diversity: it's not just the right thing to do. It also makes good business sense. *Training & Development*, 12(12), 22-32.
- Kreitner, R., Kinicki, A. & Buelens, M. (2002). *Organizational Behaviour*, Berkshire: McGraw-Hill.
- Lublin, J. S. (1995). Focus shifts in diversity training in wake of high court decision, *Wall Street Journal*, June 16.
- Margherita, A. & Secundo, G. (2009). Density, diversity, openness and speed: Is management development aligned?. *Journal of Management Development*, 28(10), 933-944.
- Miller, F.A. (1998). Strategic culture change: The door to achieving high performance and Inclusion. *Public Personnel Management*, 27(2), 151-60.

- Moffat, S. (1994). The young and the diverse. Los Angeles Times, May 16.
- O'Mara, J. (1994). Managing diversity, in Tracey, W. R. (ed.), Human Resources Management & Development Handbook, New York: Amacon.
- Oswick, C. (2011). The social construction of diversity, equality and inclusion: An exploration of academic and public discourses, in Healey, G., Kirtin, G. & Noon, M. (eds.), Equality, Inequality and Diversity: Contemporary Challenges and Strategies, Great Britain: Palgrave Macmillan.
- Perry, T. (1994). Trading Places. Los Angeles Times, May 16.
- Pittis, D. (2009). Diversity management, job satisfaction, and performance: Evidence from US federal agencies. Public Administration Review, 69(2), 328-338.
- Pitts, D. W., Hicklin, A. K., Hawes, D. P. & Melton, E. (2010). What drives the implementation of diversity management programs? Evidence from public organizations. Journal of Public Administration Research and Theory, 20, 867-886.
- Prasad, A. (2003). The gaze of the other: Postcolonial theory and organizational analysis. in Prasad, A. (Ed.), Postcolonial Theory and Organizational Analysis: A Critical Engagement, New York: Palgrave.
- Riccucci, N. M. (1997). Cultural diversity programs to prepare for work force 2000: What's gone wrong? Public Personnel Management, 26(1), 35-41.
- Richard, O.C. (2000). Racial diversity, business strategy, and firm performance: A resource-based view. Academy of Management Journal, 43, 164-177.
- Rifkin, G. (1994). Workplace Diversity: The Forgotten White Male. Harvard Business Review, 72(4), pp 8.
- Schwabenland, C. & Tomlinson, F. (2008). Managing diversity or diversifying management? Critical Perspectives on International Business, 4(2/3), 320-333.
- Shah, P. (2011). Ethnic and religious diversity in Britain: Where are we going?, in Healey, G., Kirtin, G. & Noon, M. (eds.), Equality, Inequality and Diversity: Contemporary Challenges and Strategies, Great Britain: Palgrave Macmillan.
- Smith, C. R. (1998). Best practice in management education: capitalising on gender diversity awareness. Journal of Management Development, 17(1), 6-16.

- Stewart, J. & Harte, V. (2010). The implications of talent management for diversity training: An exploratory study. *Journal of European Industrial Training*, 34(6), 506-518.
- Sturz, D. L., Kleiner, B.H. & Fernandez, A. (2005). Effective management of cultural diversity in a classroom setting. *Equal Opportunities International*, 24(5/6), 57-64.
- Thanem, T. (2008). Embodying disability in diversity management research. *Equal Opportunities International*, 27(7), 581-595.
- Thomas, C. (2004). How is disability understood? An examination of sociological approaches, *Disability & Society*, 19(6), 569-83.
- Thomas, R. R. (1990). From affirmative action to affirming diversity. *Harvard Business, Week*, August 14.
- Treven, S. & Mulej, M. (2007). The systemic approach to the encouragement of innovativeness through employee diversity management. *Kybernetes*, 36(2), 144- 156.
- Wendy C., Suzanne G., Laura, M. L., Charity, H. & Sarah, A. (2013). A [critical] ecological model to enabling change: Promoting diversity and inclusion, in Virpi Malin, Jonathan Murphy, Marjo Siltaoja (ed.) *Getting Things Done (Dialogues in Critical Management Studies, Volume 2)*.
- Williams, K. & O'Reilly, C. (1997). The complexity of diversity: a review of forty years of Research, in Gruenfeld, D. & Neale, M. (eds.), *Research on Managing in Groups and Teams*, Vol. 1, Greenwich: JAI Press.
- Williams, S. J. (1999). Is anybody there? Critical realism, chronic illness and the disability debate. *Sociology of Health and Illness*, 21(6), 797-819.
- Wright, P., Ferris, S.P., Hiller, J.S. & Kroll, M. (1995). Competitiveness through management of diversity: Effects on stock price valuation. *Academy of Management Journal*, 38(1), 272-87.