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CAMBRIDGE COMPANIONS TO MANAGEMENT

# DIVERSITY AT WORK

Edited by Arthur P. Brief



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## *Foreword*

We are pleased to introduce Art Brief's *Diversity at Work*, as part of the Cambridge Companions to Management series. The series is intended to advance knowledge in the fields of management by presenting the latest scholarship and research on topics of growing importance. Bridging the gap between journal articles and student textbooks, the volumes offer in-depth treatment of selected management topics, exploring the current knowledge base and identifying future opportunities for research. Each topic covered in the series is one with great future promise, and one that also has developed a sufficient body of research to allow informed reviews and debate.

Management scholarship is increasingly international in scope. No longer can scholars read only the work conducted in their own countries, or talk only to their near neighbors. Creative and innovative work in management is now being conducted throughout the world. Each volume is organized by one of our most prominent scholars who brings researchers from several countries together to provide cross-national perspectives and debate. Through this series we hope to introduce readers to scholarship in their field they may not yet know, and open scholarship debate to a wider set of perspectives.

We feel fortunate to be working with Cambridge University Press. Their rigorous independent scholarly reviews and board approval process helps ensure that only the highest-quality scholarship is published. We feel confident that scholars will find these books useful to their own research programs, as well as in their doctoral courses.


In this volume, Art Brief and his chapter authors explore the growing field of diversity at work. The editor highlights the fact that, since 2000, 19% and 14% of the work published in peer-reviewed psychology and sociology journals (respectively) dealt with race or gender or diversity. On the other hand, only 5% of articles on these topics have appeared in the Academy of Management journals since that date. There is evidence, however, that, throughout the management

literature, the topics of ethnicity, gender, and religion are becoming fertile areas for research.

*Diversity at Work* draws on leading researchers in the field from countries such as the Netherlands, Australia, and the USA. They examine issues surrounding the study of diversity in organizations, which leads into an assessment of the metaphors of gateways and pathways toward diversity. Chapters include an exploration of workplace discrimination derived from a mostly individual, cognitive orientation towards stereotypes and prejudice, together with a study highlighting how members of disadvantaged groups perpetuate or exacerbate their disadvantage. Three further chapters assess the pathway from a dyadic or group orientation, with a study of team-diversity research, diversity and conflict, and identity negotiation. And finally, the volume concludes with two chapters looking at what organizations can do to encourage greater diversity by promoting racial diversity at work and by the establishment of diversity initiatives through recruitment, training, and formal mentoring programs.

We know that you will find this up-to-date and innovative volume a useful resource, both in doing further research and in the practice of improving diversity effectiveness.

Cary Cooper, Lancaster University, England  
Jone L. Pearce, University of California, Irvine  
Series Editors



## *Diversity at Work*

What effects do racism, sexism, and other forms of discrimination have on the functioning of organizations? Is there a way of managing organizations so that we can benefit both the members of traditionally disadvantaged groups and the organizations in which they work?

Discrimination on the basis of race or gender, whether implicit or explicit, is still commonplace in many organizations. Organizational scholars have long been aware that diversity leads to dysfunctional individual, group, and organizational outcomes. What is not well understood is precisely when and why such negative outcomes occur. In *Diversity at Work*, leading scholars in psychology, sociology, and management address these issues by presenting innovative theoretical ways of thinking about diversity in organizations. With each contribution challenging existing approaches to the study of organizational diversity, the book sets a demanding agenda for those seeking to create equality in the workplace.

ARTHUR P. BRIEF is the George Eccles Chair in Business Ethics and Presidential Professor at the University of Utah. He was formerly a Fulbright Fellow in Lisbon, a Batten Fellow at the Darden Graduate School of Business at the University of Virginia, and the Thomas S. Murphy Distinguished Research Professor at Harvard Business School. Professor Brief has published widely on the moral dimensions of organizational life including *Attitudes in and around Organizations* (1998).



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*Cambridge Companions to Management* is an essential new resource for academics, graduate students and reflective business practitioners seeking cutting-edge perspectives on managing people in organizations. Each *Companion* integrates the latest academic thinking with contemporary business practice, dealing with real-world issues facing organizations and individuals in the workplace, and demonstrating how and why practice has changed over time. World-class editors and contributors write with unrivalled depth on managing people and organizations in today's global business environment, making the series a truly international resource.

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# Diversity at Work

Edited by

ARTHUR P. BRIEF

*University of Utah*



CAMBRIDGE  
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*To the people that count the most,  
the ones that truly make my life worth living –  
Kay, Laura, and now, Noah Jacob Fernandez.*



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# Diversity at Work

Edited by  
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