

Group 8

Name	Student Number
Anju Khadka	1812265
Chowdhury Mahfuza	1811264
Duc Hoang	1710966
Safa Alamgir	1805917
Stephanie Dare	1708907
Waseem Shahzad	1303668

**Diversity Management
at the workplace: A
Human Resource
Perspective**

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“Diversity management is much more than just a multicultural issue: it is about embracing many different types of people, who stand for different things and represent different cultures, generations, ideas, and thinking” (Llopis, 2011)

Primary dimensions	Secondary dimensions	Tertiary dimensions
• Race • Ethnicity • Gender • Age • Disability	• Religion • Culture • Sexual orientation • Thinking style • Geographic origin • Family status • Lifestyle • Economic status • Political orientation • Work experience • Education • Language • Nationality	• Beliefs • Assumptions • Perceptions • Attitudes • Feelings • Values • Group norms

History of cultural diversity at the workplace

Year	Act	Bases
1963	The Equal Pay Act of 1963	SEX (WAGES)
1964	The Civil Rights Act of 1964	RACE, COLOR, RELIGION, SEX, NATIONAL ORIGIN
1967	The Age Discrimination in Employment Act of 1967	AGE
1990	The Americans with Disabilities Act of 1990	DISABILITY
2008	The Genetic Information Nondiscrimination Act of 2008	GENETICS

Source: U.S. Department of Labor





**WHY DO COMPANIES
EMBRACE DIVERSITY
MANAGEMENT?**

Internal factors

- Innovation
- Productivity
- Reputation

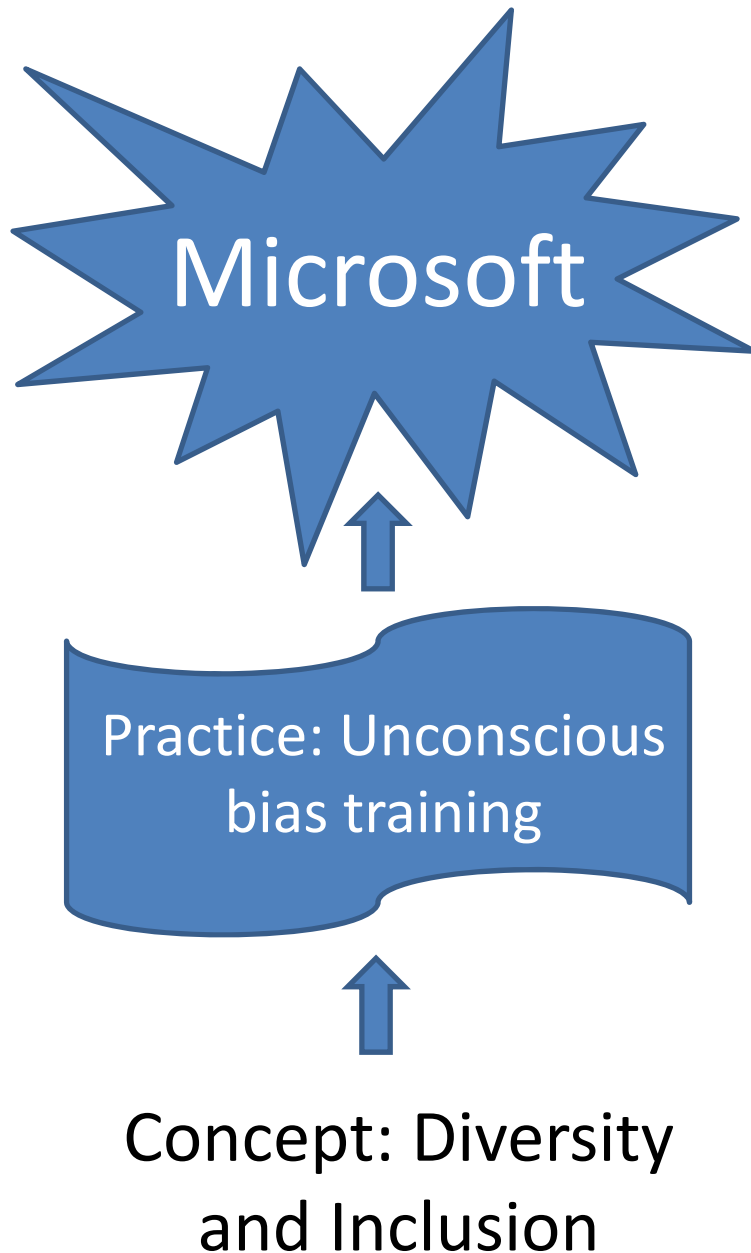
Diversity
Management

External factors

- Government regulations
- Market environment



Current Practices in the Business World



Diversity and Inclusion training

More than 70,000 employees have completed our Unconscious Bias training course, which we've made publicly available in seven different languages as part of our efforts to share best practices with the industry.

Current Practices in the Business World

Apple

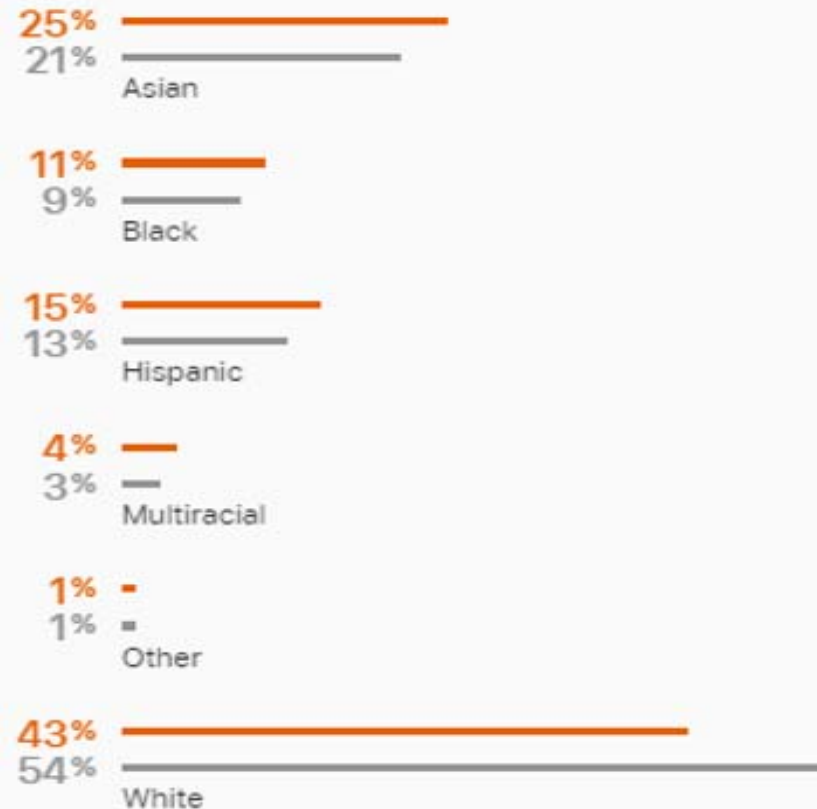
Practice: Introduce and Create Affinity Groups

Concept: Assimilation of different Affinity groups

Our new hires are even more diverse than our current employees.

Representation by ethnicity in the U.S.

— New hires — Overall representation



Advantages of promoting diversity

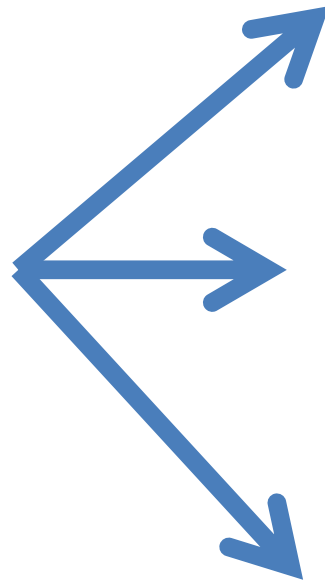
Concept	Attribute	Evidence
Performance	Financial Performance	McKinsey Report 2017: • 1007 companies across 12 countries - Culture diverse boards worldwide are 43% more likely to experience higher profit
Productivity	Dominant positive effect on productivity	Forbes Global Diversity and Inclusion: • Found that 77% of companies use productivity to measure diversity programs
Innovation	New ideas and concepts to remain competitive	Centre for Talent Innovation's 2013 survey : • Found that 48% of companies in the US with more diversity at senior management level improved their market share by employing workers fluent in mandarin to increase companies reputation in Chinese communities while only 33% with less diversity had significant growth

Disadvantages of promoting diversity

Concept	Attribute	Evidence
Diversity Policies	Promoting diversity is not free	• Opportunities costs ❖ Aetna has contributed between \$400m-\$500m (since 1970s) • Costs of business risks ❖ Roberson & Park (2006) found a curvilinear U-shaped relationship between leader diversity & revenues
Unconscious-bias training (UBT)	The effectiveness of UBT is questionable	• It is likely that UBT would have no impact on symbolic, modern or colour-blind racists • Only the aversive racists are likely to be amenable to UBT (Noon, 2018)

Future Aspects

Revise strategy
for adopting
diverse
workforce or
promoting
workplace
diversity

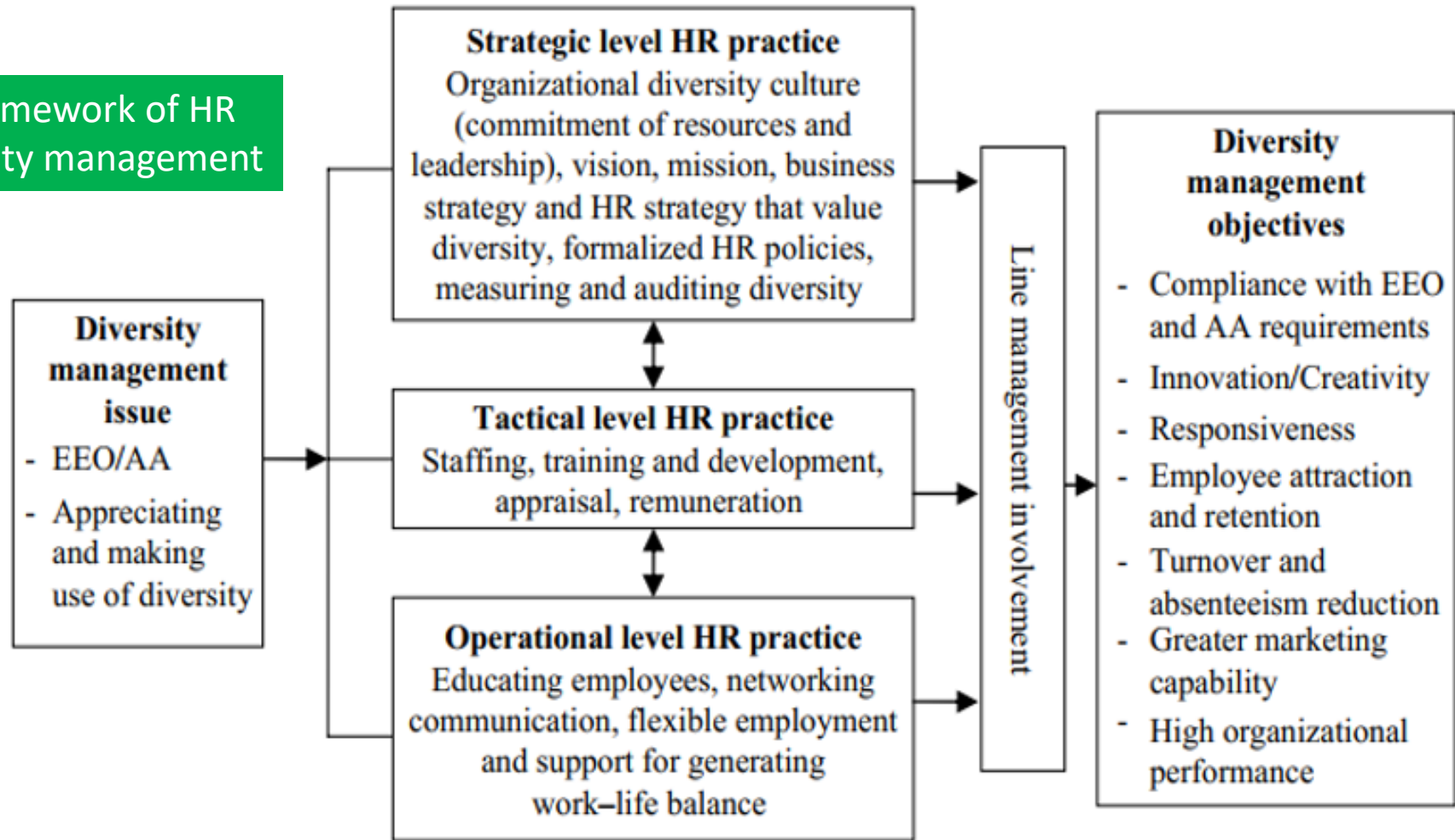


Company Type: Difference in size and activities coming with their own rules and acts. Public companies tend to employ more workers due to its size (The times 100, 2013).

Organisational Culture: Each organisational culture is unique and different from any other company's therefore, any decision is based on the company's belief and norms that reflect on the company

Company location: Company location contributes to the decisions of a company to or not to employ a diverse workforce. Some countries has the ability to decide whether or not to employ a diverse workforce when they are situated only in their own country of origin

A framework of HR diversity management



Highlights:

- Integration of different levels of HR
- Involvement of line managers at every step.
- Assistance in achieving diversity management objectives.

Criticisms:

- Existing Literature does not indicate how diversity has been managed via HR.
- There are different diversity management problems in different national contexts.

CONCLUSION



Every company can alter their approach to diversity management according to their needs.

Thank you!

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