8th edition

Griffin

management

chapter **6**

Ready Notes

The Multicultural Environment

For in-class note taking, choose Handouts or Notes Pages from the print options, with three slides per page.

The Nature of Organization and Social Culture

- Organization culture: the set of values, beliefs, behaviors, customs, and attitudes that help the members of the organization understand what it stands for, how it does things, and what it considers important.

- Multiculturalism: the broad issues associated with differences in values, beliefs, behaviors, customs, and attitudes held by people in different cultures.

Diversity and Multiculturalism in Organizations

- All organizations are becoming more diverse and multicultural.

- The reasons for increasing diversity and multiculturalism
    - Legislation: diversity improves the quality of the workforce, changing demographics, the globalization movement.

Dimensions of Diversity and Multiculturalism

- Age distributions: average age of the workforce is increasing, median age is expected to rise from 35.5 to 38 years.

- Gender: more women are entering the workforce causing organizations to change the relative proportion women to men, to create a fair balance.

Reasons for Increasing Diversity and Multiculturalism

Legislation and legal action

Changing demographics in the labor force

Increasing diversity and multiculturalism in organizations

Increased awareness that diversity improves the quality of the workforce

The globalization movement

The Glass Ceiling

- A barrier that keeps women from advancing to top management positions in many organizations.

- This ceiling is a real barrier that is difficult to break, but is also subtle that is difficult to discern.

Ethnicity

- The third major dimension of cultural diversity in organizations is ethnicity.

- Ethnicity refers to the ethnic composition of a group or organization.

- The biggest projected changes involve whites and Hispanics, the percentage of whites in the workforce is expected to drop from 72% to 62.4%.

- Hispanics will climb from 11.5% to 17.6%, while other groups will rise at a lower rate.

Effects of Diversity and Multiculturalism in Organizations

- Diversity, multiculturalism, and competitive advantage, for example:
    - Organizations that learn to manage diversity and multiculturalism generally have higher levels of productivity and lower levels of turnover and absenteeism.
- Conflict can rise through misunderstood, misinterpreted, or inappropriate interactions between people of different groups.
- However, these conflicts will disappear in the future.
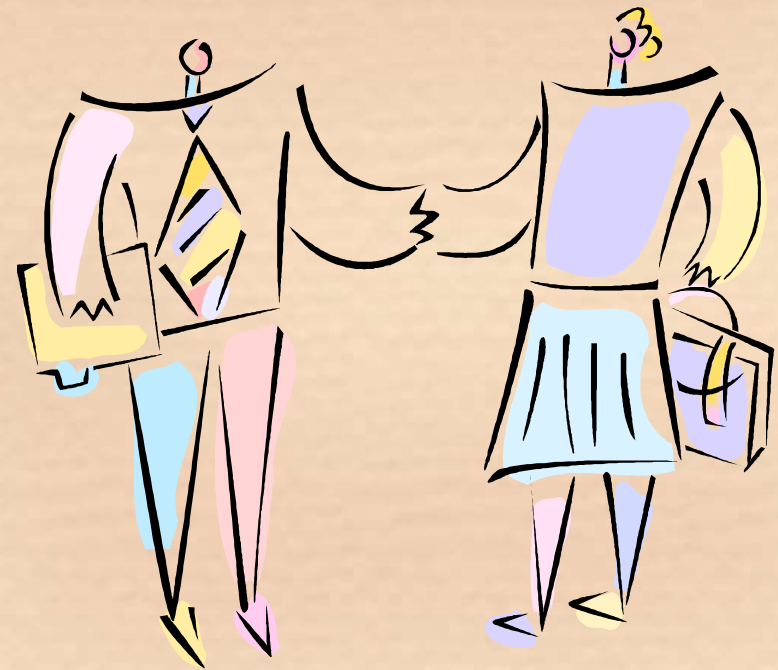
Managing Diversity and Multiculturalism in Organizations

- Understanding is an important element of managing diversity and multiculturalism.

- Empathy: people in organizations should try to understand the perspective of others.

- Tolerance: learning to accept all aspects of another person's beliefs or behavior.

- Willingness to communicate: initiate two-way communication between people.

Organizational Approaches

- Organizational policies that an organization adopts to affect directly and indirectly how people are treated.

- Organizational practices through benefits packages and flexible work hours.

- In addition, making sure that all committees and executive teams are diverse.

Toward the Multicultural Organization

- An organization that has achieved high levels of diversity is able to capitalize fully on the advantages of diversity and has few diversity-related problems.

- Few, if any organizations have become truly multicultural.

- More and more organizations are moving in this direction.

How Diversity and Multiculturalism Promote Competitive Advantage

Resource Acquisition argument → Competitive Advantage

Cost argument → Competitive Advantage

Creativity argument → Competitive Advantage

Marketing argument → Competitive Advantage

Systems Flexibility argument → Competitive Advantage

Problem-Solving argument → Competitive Advantage