

THE HONG KONG POLYTECHNIC UNIVERSITY
DEPARTMENT OF MANAGEMENT & MARKETING
DEPARTMENTAL RESEARCH SEMINAR

**Strategic Diversity Management:
A Configurational Approach to Diversity-
Related HRM Practices**

By

**Prof. Alison Konrad
University of Western Ontario, Canada**

Date: Monday, 21 September 2009

Time: 2:30 p.m. - 4:00 p.m.

Venue: M802

All interested are welcome

Strategic Diversity Management: A Configurational Approach to Diversity-Related HRM Practices

ABSTRACT

We utilize the Resource-Based View of the firm and institutional theory to derive four configurations of organizational diversity management practices. Data from 155 Canadian organizations support three of the four theoretical configurations as distinct systems of diversity practices. As predicted, configurations were related to different firm outcomes; firms with institutional diversity systems showing poorer financial performance than classical disparity firms. Firms that combined institutionalized best practices with strategic motivation to succeed through diversity overcame the negative performance effect of government requirements. Customizing institutionalized practices to fit horizontally with internal organizational systems and vertically with firm strategy is linked to superior performance.