

Chapter 2

Theoretical Tenets of Diversity and Inclusion

The purpose of this chapter is to offer an overview of theories used to understand diversity and inclusion in sport organizations. Theory moves beyond description to provide an understanding of how, when, why, and under what conditions phenomena take place. The author categorizes the theories into three groups: managerial, sociological, and social psychological. Managerial theories focus on the impact of diversity on organizational outcomes. Sociological theories focus on structural issues, power, and conflict, and how these factors influence diversity and persons who differ from the majority. Finally, social psychological theories focus on how being dissimilar from others in social settings influences an individual's affect and behavior. The chapter includes a discussion of how sport managers can use the theories in practice.

After studying this chapter, you should be able to: (a) summarize what theory is and why theory is important in understanding diversity and inclusion; (b) list and describe the different theories used to understand diversity and inclusion; and (c) paraphrase how sport managers can apply the different theories to diversity and inclusion issues within organizations for sport and physical activity.

Essay Questions

1. Why is understanding theory important in the study of diversity?
2. Identify and describe the different ways of studying diversity. In doing so, also provide examples of each method and the limitations associated with each approach.
3. Of the three classes of diversity theories, with which perspective do you most identify in terms of understanding diversity in organizations?

Multiple Choice

1. Juan develops a theory in which he proposes that, as surface-level diversity increases, so too does workplace creativity. From this description, surface-level diversity would be considered a _____ while its relationship to creativity would be considered a _____.

- a. Boundary condition; construct
 - b. Construct; proposition
 - c. Proposition; model
 - d. Constraint; theoretical premise
2. Jamil theorizes that the positive relationship between workplace diversity and idea generation is made stronger when there is a cooperative workplace culture. Which of the following best describes cooperative workplace culture in Jamil's theory?
- a. Boundary condition
 - b. Construct
 - c. Proposition
 - d. Mediator
3. According to Fink, without theory, researchers and practitioners would be relying on:
- a. Research briefs
 - b. Common sense
 - c. Data analysts
 - d. A and C only
4. According to Intervening Process Theory, diversity characteristics with high job relatedness and high visibility are likely to do which of the following?
- a. Increase affective conflict
 - b. Increase substantive conflict
 - c. Decrease affective conflict

- d. A and B only
 - e. None of the above
5. According to Creative Capital Theory, creative people are attracted to locations that have:
- a. Many tax breaks to encourage entrepreneurship.
 - b. A high concentration of highly educated people.
 - c. An inclusive environment for LGBT individuals.
 - d. A and C only
 - e. B and C only
6. According to _____ Theory, sport teaches participants valuable lessons, such as teamwork and the value of persevering.
- a. Conflict
 - b. Critical
 - c. Functionalism
 - d. Creative capital
7. People following a _____ Theory perspective would likely point to the high costs of attending a sporting event to show that sport is designed to privilege the rich over the poor.
- a. Conflict
 - b. Interactionist
 - c. Intervening/Process
 - d. Critical

8. Becky's research shows that gender and social class intersect such that poor women have the worst work experiences of any sport organization employees. These findings are consistent with which principle?
- a. Intersectionality
 - b. Propositions
 - c. Critical analysis
 - d. Management inquiry
9. Research shows that _____ can result in negative performance appraisals, self-limiting behaviors, and ultimately poor performance.
- a. In-group processes
 - b. Social categorization
 - c. Stigmata
 - d. Job-related diversity
10. Optimal Distinctiveness Theory holds that people have the dual desire to uniquely express important identities and:
- a. Value differences among others.
 - b. Maintain some identities privately.
 - c. Work at an optimal level of success.
 - d. All of the above.
 - e. None of the above.
11. Jason and Adam both have a disability: Jason has a learning disability and Adam uses a wheelchair. Though both are high performing members of the organization, Adam frequently faces stigma from coworkers. According to Stigma Theory, this is likely due to which principle?

- a. Controllable
- b. Visible
- c. Legally Protected
- d. Oppositional

True or False

1. **T or F:** The most important part of theory is explaining why phenomena take place.
2. **T or F:** Intervening Process Theory holds that some diversity forms are preferred while others are not.
3. **T or F:** According to Interactionist Theory, firms are likely to hold a competitive advantage when they possess resources that are valuable, rare, and difficult to imitate.
4. **T or F:** In 2015-2016, a family earning the median household income in the US would need to spend 24 percent of their income for NBA season tickets.
5. **T or F:** Critical Race Theory holds that there are objective truths that can be discerned.
6. **T or F:** Researchers have shown that consumers will interpret LGBT inclusiveness as reflective of inclusiveness across other diversity dimensions, too.

Answers to Test Questions

Essay Questions

Answers will vary.

Multiple Choice

1. b
2. a
3. b
4. d
5. e
6. c
7. a
8. a
9. b
10. e
11. b

True or False

1. True
2. True
3. False
4. True
5. False
6. True