



Management, Gender, and Race in the 21st Century

Margaret Foegen Karsten

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Management, Gender, and Race in the 21st Century summarizes experiences of specific racial and ethnic minorities and women in leadership positions in U.S. organizations since World War II, with emphasis on the past 10 years. It explores new leadership styles and proposed changes in organizational structure to empower previously disenfranchised groups and presents evidence allowing readers to decide whether it remains "only a matter of time" until women run major corporations.

Pay equity, new standards in sexual harassment cases, precedent-setting employment discrimination court decisions, and federal equal employment laws from Title VII of the Civil Rights Act to the Family and Medical Leave Act are discussed. This comprehensive work explores possible connections between workplace romance and sexual harassment and presents the latest findings about illegal racial, same-sex, and nonsexual gender harassment. It highlights ways in which landmark cases have reshaped the affirmative action debate and explains what really must be done to manage diversity effectively and why that is crucial.

Effects of race- and gender-based socialization and stereotypes on perceptions of candidates' suitability for management are explored, as are issues involving power, organizational politics, and tokenism. An inclusive career planning model incorporating issues women and ethnic minorities face across their lives is presented as is a stress model showing linkages among stressors, perceived stress, and consequences while handling the complexity occurring when one factor is simultaneously a moderating variable and coping mechanism.

Trends in developmental relationships, such as mentoring and its alternatives and networking, are presented as are research results on pros and cons of same- versus cross-sex or cross-race mentoring. Though pondering whether work and life should be balanced or integrated may be a luxury to some, this question is addressed as are reasons why it was not discussed until it affected mid- to upper

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