

RACE & GENDER IEQUALITY IN WORK ORGANIZATIONS

Sociology 268 – Spring 2007 Wednesdays 6:10-8:00

Rome 459

Dr. L. Torres

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Office Location: Phillips Hall, Rm. 409C

Office Hour: Wednesdays, 3:00 to 4:00 and Fridays, 4:00 to 5:00

Course Description:

In this class we explore the interpersonal, structural, and organizational forces that generate, sustain, and (sometimes) erode gender and race discrimination in U.S. work organizations. Course readings are drawn from key research and theory in sociology, social psychology, labor economics, and legal studies. Topics to be discussed include the impact of affirmative action and EEO legislation on workers and organizations; the cultural and cognitive bases of discrimination (for example, the formation of racial stereotypes); and, the cultural narratives, that is, “stories we tell ourselves” about the nature and extent of discrimination. Later, we’ll examine the impact of social science research has had in the legal realm by reading court cases involving race/gender discrimination under Title VII.

Course Requirements:

Attendance: Mandatory.

Reading: Students are responsible for reading all assigned articles on each week’s topic to be posted on Blackboard.

Writing: You will prepare for seminar discussion a one-page brief on each article assigned for that week. A guide on how to write a brief will be distributed during class and posted on Blackboard. [Briefs are simply formalized notes to help you understand an author’s argument by summarizing it. Briefs can also include any questions you might have about the readings].

Discussion: Show up prepared to talk about the week’s topic and the articles assigned.

Final Exam: To be discussed

Grading: Your course grade will be based on your participation in class discussions (55%) and performance on a final exam (45%).

Link to dictionary of labor and legal terms:

<http://homepages.uhwo.hawaii.edu/~clear/Glossary.html>

WEEK 1 January 17 : Introduction to Course : Readings for following week's discussion posted on Blackboard

WEEK 2 January 24th

Discussion Topic: *Employment and Affirmative Action Policy*

Required Reading:

- ♣ Reskin, Barbara. 1998. *The Realities of Affirmative Action in Employment*. American Sociological Association, Washington, D.C. (Chapters 1 & 2).
- ♣ Burstein, Paul. 1990. "Intergroup Conflict, Law, and the Concept of Labor Market Discrimination," *Sociological Forum*, Vol. 5.

Selected Readings:

I. Understanding the debates over Affirmative Action & EEO legislation

- ◆ Burstein, Paul. 1991. "Legal Mobilization as a Social Movement Tactic: The Struggle for Equal Employment Opportunity." *American Journal of Sociology*. 96:1201-1225.
- ◆ Burstein, Paul and Margo MacLeod. 1980. "Prohibiting Employment Discrimination: Ideas and Politics in the Congressional Debate over Equal Employment Opportunity Legislation." *American Journal of Sociology*. 86:512-533.
- ◆ Steeh, Charlotte and Maria Krysan. 1996. "Trends: Affirmative Action and the Public, 1970-1995." *Public Opinion Quarterly* 60: 128

II. Attitudes/Beliefs about Affirmative Action Policy & Programs

- ◆ Coate, Stephen and Glenn C. Loury. 1993. "Will Affirmative Action Policies Eliminate Negative Stereotypes?" *The American Economic Review* 83:1220-1240.
- ◆ Heilman Madeline E., Caryn J. Block, and Peter Stathatos. 1997. "The Affirmative Action Stigma of Incompetence: Effects of Performance Information Ambiguity." *The Academy of Management Journal* 40:603-625.
- ◆ Kluegel, James R. and Eliot R. Smith. 1983. "Affirmative Action Attitudes: Effects of Self-Interest, Racial Affect, and Stratification Beliefs on Whites' Views." *Social Forces* 61:797-824.
- ◆ Taylor, Marylee. 1995. "White Backlash to Workplace Affirmative Action: Peril or Myth?" *Social Forces* 73:1385-1414.

- ♠ **Glossary of Terms** (Excerpted from *Race and Gender Discrimination at Work*. Samuel Cohn. 2000 Oxford: Westview Press).

Week 3 January 31st**Discussion Topic:** *Affirmative Action Continued***Required reading:**

- ♣ Skrentny, John. 1996. *The Ironies of Affirmative Action*. (Chapters 2 and 6- pages 146-161).

Selected Readings:**I. Consequences of Affirmative Action –Did Affirmative Action Matter?**

- ◆ Carrington, William, Kristin McCue, and Brooks Pierce. 2000. “Using Establishment Size to Measure the Impact of Title VII and Affirmative Action.” *The Journal of Human Resources* 35:503-523.
- ◆ Holzer, Harry and David Neumark. 1999. “Are Affirmative Action Hires Less Qualified? Evidence from Employer-Employee Data on New Hires.” *Journal of Labor Economics* 17:534-569.
- ◆ Leonard, Jonathan. 1985. “What Promises are Worth: The Impact of Affirmative Action Goals.” *The Journal of Human Resources*. 20:3-20.

II. Transformations in Affirmative Action Policy: Are “Diversity” Programs the Answer?

- ◆ Kelly, Erin and Frank Dobbin. “How Affirmative Action Became Diversity Management.” *American Behavioral Scientist*. 41:960-984.
- ◆ Kalev, F., F. Dobbin, and E. Kelly. 2006. “Best Practices or Best Guesses? Diversity Management and Remediation of Inequality,” *American Sociological Review*, Vol. 71.
- ◆ Torres, Lisa and Matt Huffman. 2005. “Who Benefits? Gender Differences in Returns to Employment Network Diversity,” *Sociology of Work*.

WEEK 4 February 7th*Human Capital & Supply-Demand Side Explanations: Economic theories about why men and women, whites and non-whites are rewarded differently in the labor market***Required readings:**

- ♣ Padavic, Irene and Barbara Reskin. *Women and Men at Work* (2nd edition), pp: 47-53.
- ♣ “Introduction: The Social Construction of Economics and the Social Construction of Gender,” from *Beyond Economic Man, Feminist Theory and Economics* (eds. M. Ferber and J. Nelson), The University of Chicago Press: Chicago, IL. 1993.
- ♣ Strassman, Diana. “Not a Free Market: The Rhetoric of Disciplinary Authority in Economics,” from *Beyond Economic Man, Feminist Theory and Economics* (eds. M. Ferber and J. Nelson), The University of Chicago Press: Chicago, IL. 1993.

Selected Readings:

- ◆ Cohen, Samuel. 2002. *Race and Gender Discrimination at Work* (chapter 2. “Discrimination and Market Competition”)
- ◆ Becker, Gary. 1985. “Human Capital, Effort, and the Sexual Division of

Labor.” *Journal of Labor Economics*, Part 2: Trends in Women's Work, Education, and Family Building, 3: S33-S58.

- ◆ Bielby Denise D., and William T. Bielby. 1988. “She Works Hard for the Money: Household Responsibilities and the Allocation of Work Effort. *American Journal of Sociology*, 93:1031-1059.

Legal Case: “Sex Segregation. Gender Stereotypes and the Impact of Lucky Stores’ Personnel Policies on Women Employees’ Opportunities for Advancement.”

♠ [Link to Daubert “factors” on Blackboard: Supreme Court Standards for Expert Witness Science Testimony](#)

<p>WEEK 5 February 14th <i>Human Capital Explanations Con’t.</i></p>
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Required readings:

- ◆ Selected chapters from *Women’s Work, Men’s Work: Sex Segregation on the Job*, National Academy Press, 1986.
- ◆ Fiske, Susan T. Donald N. Bersoff, Eugene Borgida; Kay Deaux; and others. 1991. "Social Science Research on Trial: Use of Sex Stereotyping Research in Price Waterhouse v. Hopkins." *American Psychologist* 46: 1049-1060

Selected Readings:

- ◆ M Bertrand, S Mullainathan. 2003. “Are Emily and Greg more Employable than Lakisha and Jamal?” - NBER WORKING PAPER SERIES.
- ◆ Lobel, Sharon A., and Lynda St. Clair. 1992. “Effects of Family Responsibilities, Gender, and Career Identity Salience on Performance Outcomes” (in Research Notes). *The Academy of Management Journal*, 35:1057-1069.
- ◆ Macpherson, D.A. and B.T. Hirsch. 1995. “Wages and Gender Composition: Why Do Women’s Jobs Pay Less?” *Journal of Labor Economics*, Vol. 13, p.426-471.
- ◆ Uhlmann, E.L. and G.L.Cohen. 2005. “Constructed Criteria: Redefining Merit to Justify Discrimination,” *Psychological Science*, Vol. 16, p.474-480.

Legal Case: *Ann B. Hopkins v. Price Waterhouse*

<p>WEEK 6 February 21st <i>The Social Psychology of Discrimination: Race & Gender Stereotype Formation</i></p>
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Required Reading:

Bersoff, Donald N. 1988a. "Should Subjective Employment Devices be Scrutinized? It's Elementary, My Dear Ms. Watson." *American Psychologist* 43: 1016-18.

_____. 1988b. "In the Supreme Court of the United States: *Clara Watson v. Fort Worth Bank & Trust.*" Amicus Curiae Brief for the American Psychological Association. Reprinted in *American*

Psychologist 43: 1019-28.

Selected Readings:

Borgida, E., C. Hunt, and A. Kim. 2005. "Research in Sex Discrimination Litigation," *Journal of Law and Policy*, Vol. 13, p. 613-628.

*Devine, Patricia G. and A. J. Elliot. 1995. "Are Racial Stereotypes Really Fading? The Princeton Trilogy Revisited." *Personality and Social Psychology Bulletin* 21: 1139-1150.

Fiske, Susan T. 1993. "Controlling Other People: The Impact of Power on Stereotyping." *American Psychologist* 48: 621-628.

*Nelson, Thomas E., Michele Acker, and Melvin Manis. 1996. "Irrepressible Stereotypes." *Journal of Experimental Social Psychology*, 32: 13-38.

Tetlock, P.E. 1985. "Accountability: The Neglected Social Context of Judgment and Choice." *Research in Organizational Behavior* 7: 297-332.

Class Exercise: Implicit Attitudes Test: Gender, Race, Skin-Tone. Go to:
<https://implicit.harvard.edu/implicit/demo/measureyourattitudes.html>

Legal Case : *Clara Watson v. Fort Worth Bank and Trust:*

WEEK 7 February 28th <i>Social Psychology Con't. : Are Stereotypes Real?</i>
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Selected Readings:

*Baron, James N. and Jeffrey Pfeffer. 1994. "The Social Psychology of Organizations and Inequality." *Social Psychology Quarterly* 57: 190-209.

Kraiger, Kurt and J. Kevin Ford. 1985. "A Meta-Analysis of Ratee Race Effects in Performance Ratings." *Journal of Applied Psychology* 70: 56-65.

Hoffman, Curt and Nancy Hurst. 1990. "Gender Stereotypes: Perception or Rationalization." *Journal of Personality and Social Psychology* 58: 197-208.

Gorman, Elizabeth. 2005. "Gender Stereotypes and Hiring Decisions in Law Firms," *American Sociological Review*, Vol 70.

Tetlock, P. E. and J. I. Kim. 1987. "Accountability and Judgment Processes in a Personality Prediction Task." *Journal of Personality and Social Psychology* 52: 700-709.

Video: Primetime Undercover : Male & Female testers

Legal Case: *Cremin et al v. Merrill Lynch*

WEEK 8 March 7th**Topic Discussion:** *Organizational Bases of Gender Segregation***Selected Readings:**

Nelson, Robert L. and William P. Bridges. 1999. *Legalizing Gender Inequality : Courts, Markets, and Unequal Pay for Women in America*, Cambridge University Press.

Acker, Joan. 1990. "Hierarchies, Jobs, Bodies: A Theory of Gendered Organizations." *Gender & Society* 4: 139-158.

Baron James N., Brian S. Mittman, and Anderw E. Newman. 1991. "Targets of Opportunity: Organizational and Environmental Determinants of Gender Integration within the California Civil Service, 1979-85." *American Journal of Sociology* 96: 1362-1401.

Bielby, William T. and James N. Baron. 1984. "A Woman's Place is with Other Women: Sex Segregation within Organizations." Pp. 27-55 in B. F. Reskin (ed.), *Sex Segregation in the Workplace: Trends, Explanations, Remedies*. Washington, D.C.: National Academy Press.

_____. 1986. "Men and Women at Work: Sex Segregation and Statistical Discrimination." *American Journal of Sociology* 91: 759-99.

Video: Primetime Undercover : Black – White testers**Legal Case:** *Betty Dukes, et al. v. Wal-Mart Stores, Inc.***WEEK 9 March 14th Spring Break – No Class Meeting****WEEK 10 March 21st Organizational Bases of Race Discrimination****Selected Readings:**

Pettigrew, Thomas F. and Joanne Martin. 1987. "Shaping the Organizational Context for Black American Inclusion." *Journal of Social Issues* 43: 41-78.

Bendick, Marc, Jr., Charles W.; Jackson, , Victor A. Reinoso. 1994. "Measuring Employment Discrimination through Controlled Experiments." *Review of Black Political Economy* 23: 25-48. (24 pages).

Braddock Jomills and James M. McPartland. 1987. "How Minorities Continue to be Excluded from Equal Employment Opportunities: Research on Labor Market and Institutional Barriers." *Journal of Social Issues* 43: 5-39.

Kirschenman, Joleen and Kathryn Neckerman. 1991. "'We'd Love to Hire them, But...': The Meaning of Race for Employers." Pp. 203-234 in Christopher Jencks and Paul E. Peterson, (eds.), *The Urban*

Underclass. Washington: Brookings Institution.

Neckerman, Kathryn M. and Joleen Kirschenman. 1991. "Hiring Strategies, Racial Bias, and Inner-City Workers." *Social Problems* 38:433-447.

Legal case: *Arnold et al. v. Cargill*

WEEK 11 March 28th <i>Gender, Race, and Management</i>
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Selected Readings:

Collins, Sharon M. 1993. "Blacks on the Bubble: The Vulnerability of Black Executives in White Corporations." *Sociological Quarterly* 34:429-447.

Eagly, Alice H., Mona G. Makhijani, and Bruce G. Klonsky. 1992. "Gender and the Evaluation of Leaders: A Meta-Analysis." *Psychological Bulletin* 111: 3-22.

Reskin, Barbara F. 2000. "The Proximate Causes of Employment Discrimination." *Contemporary Sociology* 29: 319-xx

Reskin, Barbara F. and Debra McBrier. 2000. "Why Not Ascription? Organizations' Employment of Male and Female Managers," *American Sociological Review*, Vol 65.

Nkomo, Stella. 1992. "The Emperor Has No Clothes: Rewriting Race in Organizations." *Academy of Management Review* 17: 487-513.

Legal Case: "The Impact of Gender Stereotypes on the Treatment of Marilyn Bush at California Institute of Technology Jet Propulsion Laboratory"

WEEK 12 April 4th <i>Cultural Narratives about the Nature of Discrimination</i>

Selected Readings:

Selected chapters from, *Stories Employers Tell* Tilly and Moss (to be announced)

Legal Case: Melodee Shores et al. v. Publix Super Markets, Inc. Defendant's Memorandum of Law in Opposition to Plaintiff's Motion for Class Certification

WEEK 13 April 11th <i>Responses to EEO Pressures: How does change happen?</i>

Selected Readings:

Dobbin, Frank, John R. Sutton, John W. Meyer, and W. Richard Scott. 1993. "Equal Opportunity Law and the Construction of Internal Labor Markets." *American Journal of Sociology* 99: 396-427.

Edelman, Lauren B., Howard S. Erlanger, and John Lande. 1993. "Employers' Handling of Discrimination Complaints: The Transformation of Rights in the Workplace." *Law & Society Review* 27: 497-534.

Edelman, Lauren B. Stephen Patterson, Elizabeth Chambliss, and Howard S. Erlanger. 1991. "Legal Ambiguity and the Politics of Compliance: Affirmative Action Officers' Dilemma." *Law and Policy* 13: 73-xx.

Bielby, William T. 1999. "Framing Sociology in Court: Affirmative Action Discourse and Expert Testimony on Employment Discrimination." *Research on Social Stratification and Mobility*, Vol. 17.

Legal Case: *Derrick Satchell, et al. v. FedEx Express*

<p>WEEK 14 April 18th <i>When Things Looked Different :Women's employment during WWII</i></p>

Readings: TBA

Video: "Rosie the Riveter" or "The Fly Girls"

<p>WEEK 15 April 25th Last seminar meeting to be held at my home: Final distributed then.</p>

GUIDELINES FOR WRITING BRIEFS

POINT: Briefs are not essays. Briefs are formal notes you take on your reading. They are “formal” because they are organized in such a way that another reader can get the main points of what you’ve read. Briefs can take the form of short paragraphs.

Use the questions below as prompts to make sure you have a grasp of the reading.

In one page:

Every piece of writing, every act of research is an attempt to contribute, in some way, to a debate on a problem or question. Together, all the research produced by scholars working on a question is referred to as “the literature.” Think of it as an extensive conversation where participants have competing positions (agree, disagree) and are attempting to persuade one another through writing.

With this in mind, think about the following:

What problem is your author(s) responding to?

(A more difficult question) Who is your author(s) responding to?

The author may be trying to steer the debate in a new direction or provide new evidence to support or refute what is already generally accepted on the topic. If everything on a particular problem was already known and there were no disagreements, why would anyone bother writing (or, for that matter, reading) another article on the subject? So....

What is your author(s) trying to do? Refute or support a position? Add new evidence?

If writing is way to convince an audience of the soundness of your position then you need convincing evidence. To that end...

What evidence does your author(s) bring to bear on the problem?

Is this evidence convincing? What more would you need to see?

It is quite common to walk away from a piece of writing with questions. If there are concepts or ideas that are unclear, include any questions you have in your brief.

Finally, briefs are meant to help you think through the meaning and relevance of a piece of research. Later we will piece together how your article fits into the larger topic discussion.