"Impact of diversity and conflict on performance of Nestle Bangladesh Ltd."

By

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Declaration

It is hereby declared that

1. The thesis report submitted is my/our own original work while completing degree at BRAC University.

2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.

3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.

4. I/We have acknowledged all main sources of help.

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Subject: Impact of diversity and conflict on performance of Nestle Bangladesh Company Ltd.

Dear Madam,

I have attempted my best to finish the report with the essential data and recommended proposition in a significant compact and comprehensive manner as possible.

I trust that the report will meet the desires.

Sincerely yours,

_____

Adeba Jahan

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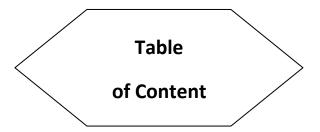
My thanks and appreciation also go to those people who have willingly help me out with their abilities.

ABSTRACT

Diversity and diverse integration viewpoints into organizations are pertinent in a world of shifting demographic patterns and work practices. The challenge of implementing diversity in organizations is increased by the lack of clarification regarding the difference between functional and social diversity in the literature, which results in a lack of differentiation in organizational policies. This lack of clarification is reflected in theoretical research regarding diversity in the workforce and in pragmatic research regarding diversity. This research thematically analyzes the definitions of diversity in management literature to determine whether this differentiation is made in theoretical or practical discussions of diversity management. NBL has some Corporate Social Responsibility (CSR) activities in, which it call Creating Shared Value (CSV). We have tried to explain briefly the CSV of the Company. They have briefly discussed general management, finance and control, human resource management, supply chain management and marketing, and their performance in Bangladesh. They have also highlighted the efficiency and effectiveness of working capital management system and food market for Nestlé in Bangladesh.

Literature Review

The foundational literature regarding diversity in the workforce is decidedly mixed. Theoretical assumptions assert that diversity in workgroups can have both positive and negative effects (Christian, Porter and Moffitt, 2006). While some researchers assert that there will be positive outcomes because of broader perspectives, other researchers assert that detrimental effects will accrue because of problems with group cohesion. Thus, the combined effects of the use of diversity in workgroups are not well defined (Milliken and Martins, 1996). However, the actual findings of the practical research in this area do not necessarily reflect this theoretical foundation. A comprehensive review of the literature demonstrates that there is a broad range of definitions of diversity in use in the literature, and that findings regarding the effects of diversity tend to vary based on the definition in use (Christian, Porter and Moffitt, 2006). According to the review of Christian, Porter and Moffitt (2006), most diversity research focuses on demographic attributes, including "age, gender, race-ethnicity, functional background, educational background, and tenure" (p. 460). Although other forms of diversity are sometimes reviewed in the research, they tend to be much rarer. The empirical literature is also mixed on whether or not the expected improvements in organizational effectiveness actually occur, with many studies finding that a reduction in diversity actually increases group performance as well as cohesion (Christian, Porter and Moffitt, 2006)

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SUMMERY

As the global competition is increasingly intense, composition for team members tends to be more diverse. Besides, conflicts among team members are increasing gradually. So, team performance is greatly affected. This paper investigated 10 creative management teams according to 100 questionnaires. It studied the effect on team performance from diverse team compositions. Then, it took conflicts inside the team into great consideration and studied its intermediary role in the team. Through the study, it is found that higher diversity in education, profession backgrounds and task conflicts among team members result in higher team performance. However, higher diversity in values and relationship conflicts bring on lower team performance. As per such research results, it finds that enterprises should improve task conflicts while reduce relationship conflicts in order to improve team performance in specific practice. Moreover, enterprises should choose those employees with higher diversity in education and profession backgrounds and comparatively concordant values in team building.

INTRODUCTION

Nestlé is the world's largest health, nutrition and wellness company (measured by revenues). Its Headquartered is in Vevey, Switzerland. In the food industry Nestlé is the most trusted name with high quality products. Nestlé produces a diversified portfolio of product categories ranging from baby foods, bottled water, chocolate, coffee, dairy to healthcare and sports nutrition. From the start of Nestlé, nutrition has been at the core of its business. According to the company's Annual Report, it has employed about 339,000 people in over 196 countries and over 450 factories in more than 86 countries around the world. Employees of Nestlé by geographic area are; 28.0% in Europe (10,175 employees in Switzerland in 2013), 32.5% in Americas and 39.5% in Asia, Oceania and Africa. Factories of Nestlé by geographic area are; about 140 in Europe, about 164 in Americas and about 143 in Asia, Oceania and Africa. Nestlé has more than 250,000 shareholders worldwide (42% Swiss, 22% US Citizens, 10% British, 8% French and 5% German). It applies the principle

of "one share–one vote" up to a maximum of 3% of the total shares. Some of the basic Nestlé values and principles are

▪ favoring long-term development over shortterm profit

. ▪ Long-term commitments and relationships.

▪ Respect for and integration with diverse cultures.

 ▪ Proper conduct and ethical values as basic requirements for management and employees.

 ▪ Recognition that consumers deserve information about the products they buy and the company behind the brand. Nestlé is in the developing stage in Bangladesh. But recently it has experienced an organic growth of 40% and this trend predicted to continue in the near future. Nestlé Bangladesh Limited (NBL) is not a listed company in the stock exchange of Bangladesh. "Good Food Good Life" is the mission of Nestlé, which drives the company to provide consumers with the best tasting and most nutritious choices in a wide range of food and beverage categories. Its business practices have been governed by integrity, honesty, fair dealing and full compliance with all applicable laws. In Bangladesh Nestlé's vision is to establish the most successful food and drink Company in Bangladesh by generating sustainable, profitable growth and continuously improving results to the benefit of shareholders and employees.

The modern workforce is far more varied in its composition than it has been previously, due to demographic factors, such as immigration and economic factors like globalization (Christian, Porter and Moffitt, 2006). According to Christian, Porter and Moffitt (2006), the minority workforce in the United States is expected to rise from 16.5% in 2000 to an estimated 25% in 2050. In keeping with this increasing level of diversity inherent in the workforce, diversity management has been increasingly a matter of academic and practical interest, and the rate at which diversity management programs have been adopted has been steadily growing. However, this relationship has not been carefree, and a number of companies have reported problems with or outright failure of their diversity management approaches (Christian, Porter and Moffitt, 2006).

One of the challenges in implementing diversity in the organization is the confusion between functional diversity and types of non-functional diversity. Functional diversity, or diversity that leads to more effective function or innovation (Bunderson and Sutcliffe, 2002), is often the form of diversity intended in common workplace statements such as "we need to focus on diversity," or "diversity is something we strive for." However, in practice there are many forms of diversity that can be encountered in organizations, not all of which are related to improving organizational effectiveness, and some of which may be harmful. Many of these forms of diversity have been termed social diversity (Bunderson and Sutcliffe, 2002).

Enterprise development to a certain stage or enterprise to participate in international competition is bound to hire employees of a variety of ingredients, which will inevitably have to face the issue of workforce diversity (Pelled et al.1999). (Enterprise development at different stages or enterprises participating in international competition is bound to hire employees with different competencies and diverse backgrounds (Pelled et al 1999). (The word ingredients refer to things that we add to food or cake) Diversity among members is a key factor and important way to improve competitive capacity of an enterprise (Cox, 1993) .Good Diversity among members can reduce losses on human capital due to labor turnover. Meanwhile, it is easier to select good employees and promote team creation. Moreover, more different ideas are put forward when come across problems, which increase organizational flexibility. (Mcenrue, 1993) Diversity management can improve working spirits and job satisfaction of employees. Then, organizational flexibility and competition can be improved. Hence, managers should transform their old concept that all employees are similar individuals, and gradually take the differences among employees seriously and make good use of such differences. They should establish diverse teams so that each member in the organization can cooperate, communicate and learn from each other well. All staff can develop their specialties and skills as much as possible.

BACKGROUND AND CONTEXT

Global Products of Nestlé

At present Nestlé covers almost every food and beverage category globally. It always provides the consumers tastier and healthier products. It is the trust and effort of the Nestlé professionals which created the win and wining scenario globally. The main products of Nestlé are as follows: 1. Baby foods: Cerelac, Gerber, Gerber Graduates, NaturNes and Nestum. 2. Food service: Chef, Chef-Mate, Maggi, Milo, Minor's, Nescafé, Nestea, Sjora, Lean Cuisine and Stouffer's. 3. Cereals: Chocapic, Cini Minis, Cookie Crisp, Estrelitas, Fitness and Nesquik Cereal. 4. Culinary, chilled and frozen food: Buitoni, Herta, Hot Pockets, Lean Cuisine, Maggi, Stouffer's and Thomy. 5. Bottled water: Nestlé Pure Life, Perrier, Poland Spring and S. Pellegrino. 6. Drinks: Juicy Juice, Milo, Nesquik and Nestea. 7. Coffee: Nescafé, Nescafé 3 in 1, Nescafé Cappuccino, Nescafé Classic, Nescafé Decaff, Nescafé Dolce Gusto, Nescafé Gold and Nespresso. 8. Chocolate & confectionery: Aero, Butterfinger, Cailler, Crunch, Kit Kat, Orion, Smarties and Wonka. 9. Healthcare nutrition: Boost, Nutren Junior, Peptamen and Resource. 10. Ice cream: Dreyer's, Extrême, Häagen-Dazs, Mövenpick and Nestlé Ice Cream. 11. Pet care: Alpo, Bakers Complete, Beneful, Cat Chow, Chef Michael's Canine Creations, Dog Chow, Fancy Feast, Felix, Friskies, Gourmet, Purina, Purina ONE and Pro Plan. 12. Sports nutrition: Power Bar. 13. Weight management: Jenny Craig.

Accordingly, team working efficiency and enterprise performances can be promoted (Glick et al., 1993). Team Diversity is the individual differences of the members, including differences in explicit and implicit differences, which is different from the Diversity of business management and product Diversity. In term of diversity, (Arredondo, 1996) considered member diversity in an organization as individual difference as it covered explicit differences (Gender, age, race and other characteristics in demographic) and implicit differences (Attitude, belief, life-style, personality and so on). From organizational levels, staff diversity means differences with social recognition. (Like nationality, race, gender, age and etc). Namely, teams or individuals with different social recognitions work or live in the social system together. Scholars tried to make classifications of team diversity. Till now, it has been classified into two dimensions, three dimensions, five dimension and multi-dimensions. Explorations of staff diversity initially started from explicit

characteristics, and most were demographic variables and variables related to work tasks. However, individuals in the team differed from each other not only in explicit characteristics, but also in experiences, specialties and educations. In order for further exploration of the effect on team performance from team diversity, it is a must to cover implicit variables or different values from team members. Under such circumstance, Jehn et al (1999) introduced a dimension which was value diversity. Jackson and Alvarez (1992) thought efficiency from diverse team was much higher than that from homogeneous team. At the same time, Ancona and Caldwell considered that it was easier for similar team to avoid poor communication patterns and excessive conflicts than diverse team. Cox (1993) stated that diversity was a enterprise strategy in the light of commercial benefits and survival motives. Cox indicated that diversity could bring about some continuous competition advantages as follows; Maintain and obtain market share. Select excellent staff more easily. Promote team creation. Help solve problems with various ideas. Increase organizational flexibility. Establish good organizational image.

METHODOLOGY

The methodology used in this research was a literature search and review methodology, in which various discussions of diversity management in the literature were selected and compared based on their definitions of diversity. The goal of the research was to determine what differences, if any, were made between social and functional diversity. Articles were selected using the number of citations found in database searches (indicating impact on existing literature). The articles that were selected were all field studies or other empirical findings rather than theoretical studies (although theoretical studies often suffer from the same issues of lack of definition, as noted above). They were then compared according to their definitions of the terms and identification of differences between functional and social diversity. The goal was to determine the availability and clarity of differentiation between functional and social diversity in the literature, including both theoretical literature and empirical literature including case studies.

STATEMENT OF PURPOSE

The purpose of this research is to examine the definitions offered within the literature on diversity and explore the various constructions of diversity that are extant. It will consider how the definitions of diversity offered in the literature help or impede the formation of effective organizational innovation if applied. This paper uses a selection of case studies using a small number of previously published papers to address achieve these purposes. Ultimately, the goal of this paper is to identify where areas of improvement could be made in the existing literature regarding the discussion of diversity in order to improve its impact on the expected organizational outcomes.

KEY LITERATURE

Key literature has been reviewed to provide a foundation for the research discussion. This literature is used to define the concepts that will be used and provide a foundation for consideration of how well the pragmatic literature on the subject defines the concepts at hand. The theoretical foundation of the research comes from the sociological concept of the social network, while key foundational texts include research on two different perspectives on social networks, the information and decision making perspective and the social diversity perspective.

Overview of company

"Nestlé is the leading nutrition, health and wellness company throughout the world. It enhance lives with science-based nutrition and health solutions for all stages of life, helping consumers, care for themselves and their families" (Nestle, 2016). Nestlé initiated with only some limited brands such as, Nespray, Cerelac, Lactogen, and Blue Cross etc. after the independence of Bangladesh in 1971. However, it started its operation commercially in Bangladesh in the year of 1994 (Bangladesh Business Directory, 2016). There are some products like Maggi Noodles, Soup, Nido, Cerelac, some SKUs (Stock Keeping Units) of Nescafe etc. are manufactured here in Bangladesh factory established in Sreepur. Some packaging and 'Stickering' are done here in Bangladesh. Others are imported from outside the country. The company provides excellent working environment for the employees and celebrates "Subordinateship" with them. NBL is well

organized with efficient departments under different functions. It has Finance and Control, Marketing, Sales, HR, Corporate Affairs and Supply Chain functions for managing the operations in Bangladesh. Supply Chain is a huge function containing three departments.

They are- Demand & Supply Planning (D&SP), Procurement and Customer Service & Distribution (CS&D). Demand and Supply Planning aligns and adapts the physical resources of the Business with the strategic and tactical plans in order to translate the high level expectations into local and timely capability to respond to risk and opportunity. Procurement is responsible for acquiring and ensuring on time arrival of the Finished Goods, Raw materials and Packaging materials required by D&SP. CS&D is a key function of Supply Chain who are mainly dealing with daily Primary Sales of Nestle with its distributors. CS&D is a combination of customer service, customer facing supply chain and distribution. This combination makes happen smooth workflow of CS&D. The members of this whole team have their own role to play in order to fulfill the whole Order to Cash Process and Delivery process. There are two transport agencies (SBTA and UCCL) deliver the product to various distribution points located at six regions of Bangladesh. Distributors are the integral part of Nestle Supply Chain. There are 109 authorized distributors of NBL. They can be divided into high, moderate and low revenue generator. The distributors are more or less satisfied with the performance of the company. However, they have some complains about transport agencies, delayed shipment, late night delivery of products, unavailability of some products and so on. Nestle Bangladesh is trying to come out of these problematic issues and moving forward for the betterment of the company.

Corporate Business Principles of Nestlé

Nestlé provides nutritionally sound products designed for children and helps to reduce risk of malnutrition through micronutrient fortification. Nestlé reduces sugars, salts, saturated fats and trans fats. It helps to increase consumption of whole grains and vegetables, including via healthier home cooking. There are 10 corporate business principles of Nestlé, which comply with all applicable legal requirements and international norms, ensure activities are environmentally sustainable and create significant value for society. These 10 corporate business principles are as follows 1. nutrition, health and wellness, 2. quality assurance and product safety, 3. consumer

communication, 4. human rights in business activities (eliminate child labor), 5. leadership and personal responsibility, 6. safety and health at work, 7. supplier and customer relations, 8. agriculture and rural development, 9. environmental sustainability, and 10. improvement of water efficiency. The 1st three principles are in reference to Nestlé's consumer. The Company works to improve the nutritional value, taste, and enjoyment of its products while guaranteeing a safe product that fully informs the consumer about the benefits and pitfalls of its products. The 4th principle is about the necessity of human rights and exercising and promoting good human rights practices. Principles 5 and 6 are about requiring that employees respect each other and their management while also ensuring healthy and safe conditions for all employees worldwide. Principles 7 and 8 require that Company's customers and suppliers stay to the same high standards of honesty, integrity and fairness that it expects of itself. The 9th and 10th principles expressed environmental sustainability and Nestlé continuing attempts to advance its environmentally safe practices and sustainability initiative.

Strategy of Nestlé

Strategy of the Nestlé Company is as follows: Four competitive advantages

❖ Unmatched product and brand portfolio: Focused and diverse product portfolio, with 75% of sales accounted for by around 30 brands and an understanding of local needs.

❖ Unmatched research and development capability: An impetus from R&D that supports growth through consumer-centric innovation and renovation.

❖ Unmatched geographic presence: Company presence in many markets, including emerging markets, which created close relationships between the Company and the consumers.

❖ Pe`ople, culture, values and attitude: Decentralized structure with devolved responsibilities as well as cohesive strategic directions to encourage entrepreneurial spirit.

Four growth drivers • Nutrition, health and wellness: These are the main goals that the Company is aiming to achieve through science-based nutritional expertise and all of its activities.

• Emerging markets and popularly positioned products: Nestlé's operations in emerging markets are both well developed and rich with opportunity.

• Out-of-home consumption: Nestlé Professional is the largest branded manufacturer in the out-of-home segment, and this segment has two divisions: Branded Beverages and Customized Food Solutions.

• Premiumisation: Increasing incomes and leisure time are positive trends for this sector. Four operational pillars

 ▪ Innovation and renovation to ensure products are new or remain relevant to the customers.

 ▪ Operational efficiency to ensure the highest quality, the lowest cost and the best customer service.

▪ Whenever, wherever, however...to have the products always in an arm's reached of the consumers.

▪ Consumer communication to excite and to learn from the consumers.

Business Functions of NBL

Demand and trust on the Nestlé products are growing day by day in Bangladesh. The products of Nestlé are distributed throughout the country with the help of the distributors. There are currently 80 distributors of its products of which 76 are retail distributors and remaining 4 are Nestlé Professional's distributors providing products for the out of home consumptions. The whole country is divided into 7 regions: Dhaka North, Dhaka South, Chittagong, Bogra, Khulna, Sylhet and Barisal. Nestlé has 10 functions in Bangladesh, among which the Managing Director controls 3 and the rest are controlled by their individual directors. Among 10 functions, 5 functional areas of NBL are as follows:

General Management: The General Management takes cares of the overall operation of the Company, by maintaining regular governmental affairs and by taking the key decisions. The General Management also deals the manufacturing function, where some products are made and some are packed.

Finance and Control: The Finance and Control department of NBL deals with the financial transactions and most importantly it also applies the control mechanism to remain the Company complaint financially and procedurally.

Human Resource Management: Human resource management (HRM) is a function in organizations designed to maximize employee performance in service of their employer's strategic

objectives. It is primarily concerned with how people are managed within organizations, focusing on policies and systems. It is typically responsible for a number of activities, including employee recruitment, training and development, performance appraisal, and rewarding.

In 2014, NBL directly employed more than 650 people and many more with indirect contracts with its own factory in Sreepur. More than 1,000 people are employed by suppliers and distributors in connection to Nestlé. Manpower is considered by NBL to be its best asset and prefer people to work with enthusiasm, wit and efficiency to enhance productivity and sustainable growth to the organization.

Supply Chain Management: The Supply Chain ensures the stable supply of the products of NBL according to the demand of the customers.

Marketing: The marketing department of NBL looks after the existing brands, market share and product development of the products. It is divided into different sub-departments like, Corporate Affairs and Communication, Regulatory Affairs, Nestlé Professional etc.

Sales and Nestlé Professionals are responsible for earning revenue for the company, but sales goes for the retail distributors and Nestlé Professionals looks after the institutional sales. Every function of NBL contributes from their end to meet the corporate goal and main aim of every function is to gain ultimate excellence.

Success of NBL

Key success factors of NBL are as follows:

1. Strong brands/relationships with consumers.

2. Research and development (R&D).

3. Innovation and renovation.

4. Product availability.

5. Building relations with medical and scientific community.

Creating Shared Value (CSV) of NBL

Nestlé Bangladesh Limited (NBL) has some Corporate Social Responsibility (CSR) activities in, which it call Creating Shared Value (CSV). Nestlé always focuses on long-term, sustainable and profitable growth and helps communities around its operation to improve their quality of life in a similar manner. So, NBL calls CSR as CSV. At present CSR activities are one of the inevitable parts of any organization. In Bangladesh CSR is very philanthropic work. Most of the organizations perform their CSR activities as a charitable work. Almost all the renowned organizations perform CSR activities for the sake of society. Tax exemption (10% of the actual expenditure of CSR) is another cause for performing CSR at a high rate in Bangladesh. But NBL follows its own way to do CSV, which is very aligned with its business. It neither does charitable work nor rigidly follows the top ten issues of CSR. NBL first puts emphasis on the compliance, where they remain compliant to the local and international law then it focuses on its sustainability as a business organization and finally contributes for CSV. NBL has three areas where it is working extensively as a part of CSV: Nutrition (mainly Healthy Kids Programme), Water and Rural Development. Nutrition is the first and leading CSR among school kids so that they can ensure balanced food value in their regular meal. At present NBL is arranging the safe drinking water, where the sources of the pure drinking water are rare. It is establishing water tank to provide pure drinking water to the children and nearby community. NBL emphasizes the compliance with laws, rules and Codes of Conduct. For the sustainability of the company it meets the needs of present without compromising for future generations. CSV is created for farmers, consumers, employees, communities, and shareholders.

Three Areas of NBL

As a Part of CSV NBL has started its CSV operation parallel to other operating countries around the world. Nutrition Nutrition programme of NBL is divided into two parts: i) Nestlé Healthy Kids (NHK) Programmers' in rural schools, and ii) Knowledge sharing programmes. Thinking nutritional deficiencies of children NBL initiated NHK model in Bangladesh. The programme was launched in April 2010 in the Sreepur factory area in the Gazipur district. At present it provides nutrition facilities to more than eighteen thousand school children. It is carefully designed for children between the ages of 13 to 17 years. The programme consists of six modules and is of six week duration. It provides school students in rural communities' guidance on living a healthy

lifestyle. It educates school students on good food habits, nutritional deficiencies, food related disorders, food hygiene, and techniques to safeguard the nutritional value of food during preparation. In Bangladesh till 2014, about 4,000 kids are enrolled in NHK training and shared nutrition knowledge among 15,000 kids through this pilot initiative.

Water

Water programme of NBL is divided into two parts: i) Construct water tank in rural schools to provide clean drinking water, ii) Water education. To support the community in the rural area, NBL has constructed several water tanks of the highest hygiene and quality to supply clean drinking water, which are built by drilling and constructing water tanks that store clean drinking water allowing the school children regular access to drinking water. NBL is increasing awareness regarding the depletion of water and advice farmers on the optimal use of water in agriculture and dairy. In Bangladesh till 2014, NBL constructed 40 water tanks to provide clean drinking water and 4,000 students are provided with water training to rural school children

Rural Development

NBL believes that education and empowerment of students can enhance the quality of life in communities. In Bangladesh, majority of the girl students in the rural areas drop-outs from schools due to early marriage and absence of a separate or any sanitation. Thinking these NBL has set up 21 sanitation facilities in village schools in the Gazipur district till 2013, which benefited about 11,000 girl students. In Bangladesh till 2014, NBL constructed 24 girls' toilets in Gazipur district. NBL has taken initiative to collect the raw materials from farmers directly rather than importing from abroad. It trains the farmers about modern methodology of cultivation, use of seed and fertilizer etc. and then buys raw materials from the farmers.

Mission, Vision, Objectives and Strategies of NBL

The missions of NBL are as follows:

• Provide nutrition, health and wellness to the people of Bangladesh.

• As "Good Food, Good Life" is the mission of Nestlé S.A., its mission is also same as for Bangladesh.

 • The aim of the Company by providing consumers with the best tasting, most nutritious choices in a wide range of food and beverage categories and eating occasions in Bangladesh.

 • Its mission is to produce foods for the consumers of Bangladesh from morning to night.

The visions of NBL are as follows:

• To be a leading and competitive food Company in Bangladesh.

 • To build the respected and trustworthy leading food, beverage, nutrition, health and wellness Company in Bangladesh ensuring long-term sustainable and profitable growth.

 • To improve shareholder value by being a preferred corporate citizen preferred employer in Bangladesh.

• Its aim is to preferred supplier selling preferred products in Bangladesh.

 • It focuses to ensure that the vision is implemented in every aspect.

The objectives of NBL are as follows:

• To be recognized as the leader in nutrition, health and wellness, trusted by all its stakeholders, and to be the reference for financial performance in its industry.

 • To create long-term sustainable value for the shareholders if their behavior, strategies and operations are also creating value for the communities in Bangladesh.

• To develop safe and wholesome packaged foods using the most efficient and appropriate packaging materials available in Bangladesh.

 • To build long-term inspiration for the future and short-term entrepreneurial actions by delivering the necessary level of performance.

• To provide only foods which satisfy consumer requirements and expectations.

• To provide lowest possible weight and volume of packages.

• To achieve leadership and earn the trust by satisfying the expectations of consumers, whose daily choices drive their performance, of shareholders, of the communities in which they operate and of society as a whole.

• New packaging materials and processes that will reduce the environment pollution.

• Increase the use of recycled materials in the whole process wherever possible.

The strategies of NBL are as follows:

• To offer strong brands to the consumers.

• To keep the best relationships with consumers.

• To invest in Research and Development (R&D) for the development of the products.

• To maintain innovation and renovation of the products.

• For the product availability to all type of consumers.

Marketing Structure of NBL

Marketing structure of NBL is as follows:

• It is more people, product and brand oriented than system oriented.

• It seeks to earn consumer's confidence, loyalty and preference and anticipate their demands through innovation and renovations.

• It remains conscious of satisfying the wants needs and demands of its consumers.

• It is always committed to the concept of continuous improvement of its activities and customer satisfaction through market segmentation, positioning and target marketing.

• It favors long-term successful business development and even to greater extent, customer life-time value.

• It is driven by an acute sense of performance adhering to quality and customer satisfaction.

• It does not lose sight of the necessity to improve in terms of quality, price and distribution.

• It is always aware of the need to generate a sound profit annually.

Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis

A SWOT analysis is a structured planning method used to evaluate the strengths, weaknesses, opportunities, and threats involved in an organization. The technique is credited to Albert Humphrey, who led a convention at the Stanford Research Institute in the 1960s and 1970s using data from Fortune 500 companies. Strength is something or some capability that can help the team be successful and sustaining. It could be something that the team would share with other teams. Weakness is something that is a disadvantage or significant additional challenge to the team. An opportunity is something the team may be able to do to help be more competitive or improve sustainability. Threat is something that poses a risk to the team and the ability of the team to sustain itself. The strengths and weaknesses are internal factors and the opportunities and threats are the environment external of an organization. SWOT analysis helps organizations to set achievable goals, objectives, and steps to further the social change or community development effort.

A SWOT analysis can be used to for the following purposes:

• Explores possibilities for new efforts or solutions to problems.

• Identifies barriers that will limit goals/objectives.

• Decides on direction that will be most effective.

• To revise plans to the best navigate systems, communities, and organizations.

• As a brainstorming and recording device as a means of communication.

• To enhance credibility of interpretation to be utilized in presentation to leaders or key supporters.

• Makes decisions about the best path for initiative. Identify opportunities for success in context of threats to success can clarify directions and choices.

• Determines where change is possible. In the turning point, an inventory of an organization's strengths and weaknesses can reveal priorities as well as possibilities.

• Adjusts and refines plans mid-course. A new opportunity might open wider avenues, while a new threat could close a path that once existed.

SWOT Analysis of NBL

Strengths

1. A portfolio of products which responds to the consumer always.

2. A unique strategic position which combines powerful local brands with strong global product brands.

3. Strong internal growth and internal emphasis on innovation.

4. Carefully selected employees who are dedicative and understand company's culture and values, and are willing to provide significant labor hours to accomplish any project efficiently.

5. Operational efficiency makes the company competitive in the market.

6. Strong cultural environment.

7. Heavy emphasis on quality and benefit of the products.

8. Centralized organization that helps in easier coordination of business activities.

9. Highly diversified product and brand portfolio, which decreases the fluctuation of company's performance and increases competitiveness.

10. Well developed and performing R&D project which is one of the main drivers to ensure company's growth and constantly increasing performance.

Weaknesses

➢ Warehouse storage problems.

➢ Diversified portfolio at times makes decision process difficult.

➢ Nestlé is less well-known and only specialist products are marketed by Nestlé Nutrition.

➢ Prices of some of the Nestlé products are more expensive than its competitors.

➢ Unable to control raw material prices.

Opportunities

❖ Good reputation, well-known brand leads to customer's loyalty.

❖ Increasing demand for healthier food products.

❖ can establish new joint ventures.

❖ Launch the products with integration of social and cultural factors by matching the taste buds of Bangladeshi consumers.

❖ can enhance distribution of Infant Nutrition Products in Bangladesh where malnutrition already exists.

❖ can make certain products available in the market at a relatively lower price so that a larger number of consumers can buy it.

❖ Leader in the most of the markets that show the strength to the future development.

❖ Nestlé has footprints and may improve its presence in emerging markets.

Threats

• Rivals doing more vigorous advertisements and campaigns.

• Controversies.

• Product pricing not preferred by many customers.

• Far fewer staffs than actually required in terms of tasks to be completed.

• Significantly less customer support services than is required in terms of the number of customers and the complexity of the services offered.

• Few local manufacturers who tend to sale their products at a relatively lower price through various unethical means.

• Uncertainty of the new market. Entering new market company cannot mitigate all the risks.

• Changing economic and political situation, which pushes the company to make future predictions and forecasts.

• Different needs and habits of customers in every market. Company is operating in the markets where people have different taste, habits, income

BCG Matrix of Nestlé Bangladesh Limited

The BCG matrix structures of NBL are as follows

Stars

Nescafe, Cerelac are stars in Bangladesh. Nescafe is one of the leading coffee brands in the Bangladeshi market, which is unparalleled by any other brand in the country. It has a high market share and its growth rate is significantly high. Cerelac has become one of the leading baby food products in the country. Its different variants are available and it is a major contributor for NBL revenues. Its market share with its sales is increasing on a continuous basis from the start of its marketing. It has witnessed a substantial growth of Nescafe, Cerelac in the market of Bangladesh at present and seems to continue dominating the market for some time. At present these two products are very popular in Dhaka and Chittagong. NBL must try to expand market of these in all districts of Bangladesh equally. It must be sincere in bringing new variants in order to hold on to their positions. Although they are stars but it can do much better in terms of expanding their shares by adopting market development strategies.

Cash cows

The cash cows are children food items in Bangladesh, such as, Maggi Noodles. It is the first preference of Bangladeshi children in terms of instant food but market growth rate of it is not very high. Though the number of repeat purchasers is high in case of Maggi Noodles, the rate of increase among the new purchasers is not too high. Company has to take measures to make these products as stars. Maggi Noodles of NBL has targeted only for the children, it should now also concentrate on placing the products for Office Executives, Mid wives, Young adults, and the elite wing of the society . Cocola Noodles and Products of Pran are competitors of NBL.

Question marks

Maggi Soup, Kit Kat and Nestlé Milk are question marks in Bangladesh. Though these items are of superior quality but market share are not sufficient. These items are comparatively higher prices than the competitors and they are not turning up that size of revenues as like the other popular products of NBL. According to the sellers' experience, the demand of Maggi Soup is underdeveloped, because of high demand of other soups. Kit Kat has an upper edge over its competitors because of to crispiness and superior quality but it suffers lack a significant market

share. It is not produced in Bangladesh, instead imported from India. NBL can take necessary market strategies, such as, capitalize for the Kit Kat to make it popular to the people of all age levels of Bangladesh. Nestlé Milk (Nido) is popular to the consumers of Bangladesh. But its market share is not satisfactory.

Dogs

Munch, Koko Crunch, Nestea are dogs in Bangladesh. Though these items have been popularized worldwide but they have not been popularized to the Bangladeshi customers. Nestea is also not accepted cordially to the customers because Ispahani, Taza and Shelon tea are popular to the consumers of Bangladesh. Munch is a very cheap snack bar in Bangladesh but it is not well known to the children of the country. Koko Crunch is a tasty nutritious food but it is very costly and only very rich customers can buy it. Nestle should take necessary steps to make these items as stars in Bangladesh.

Understanding Diversity Definitions

A theoretical foundation for workplace diversity can be found in research regarding social networks. One principle of social networks is that they are homophiles and tend to be homogenous (McPherson, Smith-Lovin, and Cook, 2001). That is, individuals often prefer to form social relationships with those whom they share significant socio-demographic and other personal characteristics. This tendency is prevalent throughout social interaction groups in many societies, including familial, marriage, work, and other personal relationships (McPherson, Smith-Lovin, and Cook, 2001). This does not indicate that dissimilar individuals never form social ties, but social ties formed between dissimilar individuals tend to dissolve faster and be more fragile than those that form between similar individuals. However, this does not indicate that homophilous connections are most appropriate for all situations. As McPherson, SmithLovin, and Cook (2001) note, recent research in social networks has shown that in order to promote change within this network, even in cases where there is a clear impetus for change, the use of external perspectives is often demanded because of the similarity in outlook between individuals. Furthermore, another important element of the organizational perspective on diversity is the issue of the organization itself, which serves as a point of connection for individuals despite any differences in their socio-

demographic or other characteristics. In fact, in studies of entrepreneurs, female entrepreneurs could increase their access to capital and other resources such as business expertise by joining male-dominated business groups.

CLASSIFICATION OF DIVERSITY

There have been a number of types of diversity classification proposed in the literature, not all of which are defined consistently. A majority of these diversity characteristic classifications are based on perception and are dichotomous in nature. Some of the classifications that can be identified in the literature include readily detectable/less observable, surface-level/deep-level, highly job-related/less jobrelated, task-related/relations-oriented, and role-related/ inherent dimensions (Christian, Porter and Moffitt, 2006). However, the majority of these classifications can be broken down into two perspectives, the information and decision making perspective and the social organization perspective (Christian, Porter and Moffitt, 2006).

INFORMATION AND DECISION MAKING PERSPECTIVE

The information and decision making perspective is presented by Cox and Blake (1991), who proposed this perspective as a theoretical means of understanding the link between organizational diversity and organizational effectiveness. They observed that up to that time, the literature available had asserted a link between organizational diversity and organizational effectiveness (and some studies had demonstrated this link using field studies of empirical findings) (Cox and Blake, 1991). However, none of these studies had actually proposed or tested a causal mechanism associated with this link, instead leaving this issue open to interpretation. The information processing and decision making perspective effectively encapsulates the cognitive resource diversity theory, which posits that the cognitive resources of each team member contribute to the overall success of the team; therefore, a diversity of the cognitive resources promotes creativity and decision making capacity (Horwitz, 2005). There is evidence from a wide variety of team types, including flight crews and virtual teams, support this framework of understanding diversity in teams (Guzzo and Dickson, 1996). However, this framework is often only explored in the team context and does not move beyond the team into the organization as a whole (Van Knippenberg and Schippers, 2007). Cox and Blake (1991) proposed that cultural diversity would impact six direct aspects of organizational effectiveness, including the capability to attract human resources, cost, the issues of innovation, creativity, and problem solving, the marketing advantages of a

diverse workforce, and organizational flexibility. These six elements were reviewed in terms of the major literature of the period. For the information and decision making perspective, the most relevant domains studied by the authors were innovation and creativity, problem solving capacity, and organizational flexibility. The authors' argument regarding these three perspectives can be summarized as follows. Creativity and innovation can be aided by "diversity of perspectives and less emphasis on conformity to the norms of the past" (Cox and Blake, 1991, p. 47), which will increase the ability of the organization to create and innovate. The problem-solving argument holds that better decisions would be produced through more perspectives inherent in heterogeneous problem solving groups (Cox and Blake, 1991). Finally, the flexibility argument indicates that multicultural management practices would result in changes that meant "that the system will become less determinant, less standardized, and therefore more fluid" (Cox and Blake, 1991, p. 47). These changes are likely to increase the ability of the organization to react to changing environments. These three arguments of diversity form the core of what is defined as functional diversity within this discussion. However, in common with later discussions of this type of diversity, the authors do not offer a specific definition of diversity that identifies the forms of diversity likely to be affected by this mechanism, although the discussion touches on issues of bilingualism and gender diversity (Cox and Blake, 1991). This can be seen to be a persistent theme throughout the literature, with many of the studies that were reviewed not clarifying what types of diversity were reflected in their studies.

SOCIAL ORGANIZATION PERSPECTIVE

An alternative perspective on the definition of diversity is that of the social organization perspective. This definition is based in the similarity attraction paradigm (Horwitz, 2005). The similarity attraction paradigm is based in the idea of social homophily as discussed above. That is, individuals that are more similar will be able to work together more effectively (McPherson, Smith-Lovin, and Cook, 2001). The social organization perspective focuses on social categories (including age, race-ethnicity, and so on) as a means of accessing external networks as well as a source of increasing conflict between individuals within the social group (Horwitz, 2005). However, the social organization perspective also recognizes a significant source of conflict and loss of efficiency within organizations related to the alignment of individuals along social identity lines. In particular, alignment along social identity lines can cause considerable conflict between social groups since this identity-based alignment replicates tensions within the organization based on differing social treatment of groups (Schneider and Northcraft, 1999). This social identity causes what the authors term "temporal gaps and collective fences" (Schneider and Northcraft, 1999, p. 1445), which creates conditions under which functional diversity becomes less important. This can also create gaps in individual and managerial participation in diversity, which ultimately can cause problems in the social foundation of the organization (Schneider and Northcraft, 1999). This effect is not consistent as significant amounts of other research has determined that social identity diversity can cause positive effects in teams as well as negative effects if well-managed, implying that leadership plays a moderating role in social identity diversity relationships (Christian, Porter and Moffitt, 2006; Horwitz, 2005). There is other research that also suggests that leadership plays an important role in the outcomes of team management. The full body of this research is too complex to review, given that leadership is one of the most important and high-volume areas of management research. However, a recent review has examined the role of leadership in the organization and its effects on innovation (Friedrich, et al., 2010). Interestingly, the study conducted by Friedrich, et al. (2010) found that using a single catch-all construct for the central idea of innovation did not have the most effective results. Instead, the use of multiple constructs that reflected innovation at the individual, team, and organizational level as well as in terms of simple and complex innovations was more effective in identifying the effects of innovation. The study used multiple constructs of diversity, focusing specifically on functional diversity at the group level, and found that functional diversity of the group was directly related to the outcomes of the innovation process and leadership. Thus, leadership and the potential for a

mediating or moderating role between diversity and innovation is well founded. However, there is a need to consider the potential for leadership in studies that have not included this factor, as it may be an explanatory factor in the variation of studies regarding diversity.

Furthermore, research has shown that diversity of values, rather than diversity of demographic characteristics, was more likely to be at the heart of negative effects on team performance (Van Knippenberg and Schippers, 2007). This research is interesting because it does imply that studies that find differences in diversity outcomes based on demographics are actually identifying a rough proxy based on some demographic characteristics. However, there are also differences that can be found in the activation of social identity structures based on the organizational environment. In particular, organizational factors including organizational focus on social identity may affect the identification of individuals along these lines. Other factors that are likely to affect the outcomes of this identification include cognition, behavior, and affect of the team members (including both the identity-bearer and those around them) (Brickson, 2000). Put simply, Brickson's theoretical model is based on the assumption that the outcomes of social identity diversity are likely to be dependent on the reactions to the individuals with these diverse social identities. This posits that an underlying values-based diversity issue rather than the superficial social diversity issue is more likely to be problematic given the outcomes.

PERSPECTIVE INTEGRATION

The two models of diversity proposed above have a clear internal conflict, which makes them difficult to resolve in concrete terms. The social diversity perspective holds that according to the similarity attraction paradigm, those that are more similar will be more willing to work together, increasing efficiency. On the other hand, the information processing perspective holds that, according to the cognitive diversity theory, a multiplicity of viewpoints will result in better decision making skills and creativity (Horwitz, 2005). Horwitz identified a framework for integration of these two perspectives that could help to identify the characteristic conditions under which these features may be accurate. Critically, this model clearly differentiates between job related diversity, or what might be termed functional diversity characteristics, and bio-demographic diversity, which does not necessarily have a direct bearing on the job outcomes. Horwitz also noted a number of moderating factors that reflect on the outcomes of team performance, which could help to determine the differentiated outcomes that are seen within the

literature. Thus, this integrated model is extremely useful for understanding the differences that may be seen in findings regarding diversity. However, even among the different characteristics identified, Horwitz identified a number of different findings regarding diversity depending on the perspective in use by the authors.

Horwitz also noted that all of the diversity characteristics studied had mixed and inconclusive findings regarding their relative positive or negative effects on team performance. Thus, even in this most clearly defined model, a lack of consistency in the literature does not allow for clarity of definition. This integration of the models is also supported by the empirical findings, which indicate that neither functional nor social diversity has an indisputably positive or negative relationship on the outcomes of team performance. This is not to state that diversity is not at all related to performance, but that the evidence for these findings conflict in terms of the effects and degree seen. Instead, studies have found mixed effects two categories of team diversity on team performance.

DEFINITION OF DIVERSITY

Although the majority of studies offered a brief definition of diversity, not all offered a clear differentiation between functional and social diversity. Gonzales and Denisi (2009) identified diversity simply as "differences between individuals on any personal attributes that determine how people perceive one another" (p. 22). They did not differentiate between social and functional diversity, instead grouping all diversity traits into a single undefined category. One of the most limited definitions was offered by Richards and Kirby (1999), who defined diversity only as differences in a limited subset of demographic characteristics (including age, race-ethnicity, and gender). A more expansive definition was offered by Jehn and Bezkrukova (2004), who, beginning with a generic definition of diversity similar to the one offered by Gonzalez and Denisi (2009), further refined this definition using multiple guidelines. In particular, the authors clarified the issue of visibility of diversity, which was not well discussed within the majority of studies (Jehn and Bezrukova, 2004). This definition was one of the more comprehensive definitions that found within the research. However, the most comprehensive definition of diversity identified information diversity, social diversity, and value diversity as separate constructs and identified different factors in each of these constructs (Jehn, Northcraft and Neale, 1999). This definition is

both the clearest and most useful in the study; unfortunately, it was not repeated. The definition of diversity offered by Zanoni and Janssens (2004) was among the most useful because it identified a definition actually in use in the organizations they studied. This definition also encompassed the idea of power and its relation to diversity, a factor that is noticeably missing from the formal academic definitions. Given the relative importance of power in the conflict between social identities, it seems clear that this would be a significant factor in the actual practice of diversity management in the organization. Thus, its lack in the formal definitions of the academic literature is significant. Some researchers did not offer a definition of their core constructs at all, or defined them only obliquely. In particular, Rynes and Rosen (1995) discussed diversity training, but did not define either diversity or diversity training in their discussion. Bunderson and Sutcliffe (2002) focused on functional diversity, but did not define functional diversity as a general concept, referring instead to their two sub-constructs in their definition. Pitts, et al. (2010) also did not offer an underlying definition of diversity, although they did define the overarching construct of diversity management well.

SELECTION OF DIVERSITY TYPES AND TYPOLOGIES

The choice of social or functional diversity (or both) varied between studies. Bunderson and Sutcliffe (2002) studied functional diversity, using two different formulations including dominant function diversity and intrapersonal functional diversity to compare different formulations of functional diversity. However, the authors did not specify how this type of diversity was defined. A common selection of social diversity types were race-ethnicity and gender (Gonzales and Denisi, 2009), although some studies focused only on a single aspect of diversity such as race (Richards and Kirby, 1999). stergaard, Timmermans and Kristinsson (2011) also used ethnicity (although not classified as race) and gender, as well as age and educational level. Arguably, educational level could actually be seen as a functional characteristic, but this distinction was not made by the authors, who positioned education as a demographic difference. The authors did not use any other functional characteristics. Some authors combined studies of both social and functional diversity, with varying degrees of differentiation between them. For example, Jehn and Bezrukova (2004) used a mixture of social characteristics (age, race and gender) and functional characteristics (tenure, educational level, and functional background) as differentiating factors, although they did not identify these groupings as social or functional. Jehn, Northcraft and Neal (1999), however,

clearly identified multiple forms of diversity and identified which characteristics belonged to each, providing a very clear understanding of the constructs they were using. A few researchers did not clearly identify the type of diversity they were discussing. For example, Rynes and Rosen (1995), who discussed diversity training programs, but did not examine what the content of these training programs was. Given the time period and the fact that they mentioned women and minorities in the introduction, it can be presumed that gender and race-ethnicity were the targets of the diversity training programs discussed, but this is not explicitly identified. There was no clear definition of the type of diversity discussed in Zanoni and Janssens (2004), but given the emergent nature of this research this is a reasonable outcome for this study. There was also no clear indication of a type of diversity focused on by Pitts, et al. (2010).

IMPLICATIONS OF DEFINITION

The wide variance in definitions of diversity offered by the field studies and surveys in this research does have some important implications. The first implication is that, obviously, there is some degree of ambiguity even within the academic literature regarding the definition of diversity, as it often does not differentiate between social and functional diversity constructs. Although the model offered by Horwitz (2005) does provide an integrative model, none of the research used discussed this integrative model. Instead, there were a number of different models, which either focused on one or the other (the primary approach) or simply mashed together different types of characteristics. The only researchers that clearly identified different types of diversity were Jehn, Northcraft and Neal (1999), whose research hinged on the different types of diversity. Otherwise, there was a great deal of overlap between categories, and many of the studies failed to offer this definition at all. Given the confusion regarding these definitions in some of the most accessed literature, it is not surprising that there is a lack of clarity regarding the definition and understanding of diversity within the practice of diversity management. Clarification in this regard would be extremely important for improving outcomes. A related issue, although it does not speak directly to the problem of differentiation in the academic literature, is a gap between practical and theoretical research in its understanding of the meaning of social diversity in the organization. Research focused on field definitions identifies power as a major factor in diversity within the

organization, explicitly recognizing the power differentials inherent in social identity groups (Zanoni and Janssens, 2004). However, this acknowledgement is often missing in academic literature, with reasons why friction might arise between social identities being left unexplored. While this is certainly an uncomfortable question in many cases, as it is difficult to admit that power differentials continue to exist among social groups in the modern organization, it is certainly an issue that deserves further exploration.

CONTRIBUTION TO THE FIELD

The existing literature is often confusing on the difference between social diversity (which is neutral to unhelpful in the organization) and functional diversity (which is helpful in the organization). This can often lead to a feeling of disenchantment with diversity programs that do not seek to define the difference between these two concepts, but instead accepts all diversity as positive diversity. By offering a clear distinction between social diversity and functional diversity, this paper offers a contribution to the practice of diversity management by allowing for identification of specific traits of diversity and a better understanding of how diversity functions in the organization.

FINDINGS

 The findings were based on nine studies derived from the organizational literature of the past twenty years. All of these studies were field studies, surveys, or other empirical research studies aimed at identifying causes and understandings of diversity in the organization. These studies were selected because it is presumed that these field studies, offering empirical findings, would be considered to be most useful in a practical diversity management environment. Thus, they would be the most likely sources of information for human resources managers in organizations enacting the diversity programs.

The studies that were examined had a wide range of different definitions and understandings of diversity, with some focusing on functional diversity, some on social diversity, and some attempting to integrate both perspectives. In two cases the studies were unusual in their focus. The study by Gonzales and Denisi (2009) is the only study identified that had an organizational rather than a workgroup or team orientation. This was to be expected given the theoretical literature

review, which indicated that the vast majority of such studies are based on the workgroup rather than on the organization as a whole (despite the grounding in organizational studies) (Van Knippenberg and Schippers, 2007). However, it was surprising that so few studies were selected that addressed this issue. The second unusual study was the study by Zanoni and Janssens (2004), which integrated the views of the human resources professionals identified into the study rather than focusing entirely on received definitions from academic literature. This finding was particularly important because of the introduction of the issue of social power, which is conspicuously absent from the rest of the literature on diversity. Studies were examined in a number of different lights, with major themes being allowed to come to light through this multiple analysis. The main themes that were chosen for analysis in these studies included preciseness of definition of diversity and selection of diversity types and typologies. The implications of these definitions for the practice of diversity management are also discussed.

LIMITATIONS

The main limitation of this research is that, as it is based on prior research and synthesis, it cannot make exact statements about the pragmatic value of this clarification in the organization. It is suggested that applying this definition to clarify the goals and processes of an organization as a case study would be able to determine the value of its application within the organization.

CONCLUSION

In the study we have found that at present NBL is using and developing their market strategy properly with gradual success. The ambition of Nestlé is to enhance the quality of consumer's lives

through nutrition, health and wellness. Nestlé Nutrition develops science-based nutrition products and services that improve the quality of life for people with specific nutritional needs. It is always very careful for infant nutrition, healthcare nutrition and performance nutrition. It produces foods with different cultures, different geographies, different needs, tastes, flavors and habits that all consumers eat and drink. It does not discriminate on the basis of origin, nationality, religion, race, gender or age. It is not involved with politics in any country. In the 150- year life of Nestlé, its fundamental approach to business has been the creation of long-term sustainable value for our consumers, customers, employees, shareholders, and society as a whole. Nestlé, as global company that has many known brands, have good possibilities to create a permanent market in Bangladesh. Company has a wide variety of suppliers and customers that are based on trust and long-term relationships. After three decades of talking about diversity in the workplace there is still considerable confusion over what diversity actually consists of. Broad definitions seek inclusion, but do not allow for identification of a difference between functional and social diversity. Narrow definitions may be used to define either of these, but exclude a large number of diverse understandings. These differences often leave organizations in a state of confusion, as a diversity management program adopted in good faith falters or fails due to lack of consistency in the definition of diversity. To effectively manage diversity, it is necessary for organizations to understand the difference between functional and social diversity, and to treat these forms of diversity differently in terms of creating functional and innovative teams. This research has shown that this issue is not clear even within the management literature or education literature, which does lead to some obvious problems in clarifying the definition of diversity for practice. Although this research has provided some clarification in terms of the alternative definitions, these definitions have only rarely been put into practice in the pragmatic research. This represents an ongoing gap in the research and an opportunity to dramatically improve the outcomes of diversity management in practice. The difference between social and functional diversity should be clearly emphasized within the literature and efforts should be made to explain what this difference means in practice for the organization. This will help to improve both expectations of diversity management programs and their outcomes.

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