Age Diversity in the workplace - A Critical Management Perspective

Co-edited volume by:

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Deadline for submission of full chapters: April 30, 2016

Theme
Over the last few decades, the workforce has become increasingly diverse on various dimensions, including age. One of the implications of the longer working lifespan is that the distance among employees at both extreme ends of the age continuum is growing. Very young employees must work together with considerably older colleagues and vice versa, making it compelling for organizations to effectively manage this age diversity. However, despite the growing relevance of this phenomenon, research on the implication of age diversity in the workplace is still much under-explored than that on race and gender. This volume aims to explore the impact of age diversity on individual, group and organizational outcomes, offering a critical perspective on the way organizations frame and manage age diversity. Although scholars seem to reach a consensus about the necessity to engage a more age-diverse workforce, its conceptualization, strategic impact, and related HR practices are not well-balanced in the literature. As individuals and societies, organizations still struggle to deal with the complexity associated to unprecedented demographic changes. Facing the demographic challenge in the workplace calls into question conventional ways of management thinking, doing and being. This volume bridges theoretical and empirical approaches to provide insights on the challenges of valuing workers at any points of their professional life, from youth to retirement, embracing perspectives that span from the individual, to the group and organizational levels of analysis.

The book is divided into three parts. Contributions in the first section raise questions about the meanings of age and age diversity and how and when age matters in organizations. The second part of the volume explores the relationship between age diversity and individual, group and organizational performance, taking into account the boundary conditions that shape this relationship, helping to explain the inconclusive findings reported in the extant literature. The last section critically examines the role and contribution of HR practices in forging an age inclusive workplace, focusing on the ways selection, career development, work design and flexibility, and training should address the challenges of an age diverse workforce.

Possible topics are (but are not limited to):
• Bringing the demographic challenge in the workplace
• The multiple meanings of age diversity and their relevance in the workplace
• Understanding the influences of context at macro, meso and micro levels in age diversity management research
• An individual, group and organizational perspective on age diversity
• Who is accountable for managing age diversity and inclusion in the workplace?
• Age diversity as a double-edged sword for performance
• Antecedents and consequences of age diversity climate
• The role of individual age similarity preference in an age-diverse environment
• Social cohesion, conflict, communication and knowledge exchange within age diverse work teams and organizations
• The implementation of age-related HR practices
• A lifespan perspective on job design
• Ageing, age diversity, and career development
• Training learning, and skill acquisition across the lifespan
• Successful aging at work

Target audience
The target audience includes researchers, practitioners and post graduate students. Therefore, contributions need to address both scientific and practical implications of the research.

Type of contributions and length
Contributions to this volume could herald from a range of different literatures including, but possibly not limited to, management, organization theory, organizational psychology, ergonomics, and sociology. Empirical analyses, qualitative studies as well as conceptual contributions are encouraged.

Chapters are expected to have between 7,000 and 10,000 words (including references, figures, and tables). Only original work whose copyright is owned (or cleared) by the chapter authors, and not considered for publication elsewhere, can be considered for inclusion in the ASM series.

Submission
Scholars whose work is likely to fit this call for chapters are invited to contact the editors via email (linnocenti@luiss.it; silvia.profili@unier.it; alessia.samarra@univaq.it) to discuss their ideas and in preliminary form assess whether their contribution would be included. Brief descriptions (300 words or less) of the main contents of their chapter, their methodology and about 200-word author(s)’ bio(s) highlighting their expertise in the area should be sent to all editors for initial consideration, before February 5, 2016.

Chapter authors (and voluntary peers) are also expected to review anonymously the chapters submitted for this volume, as part of their contribution.

Important deadlines
• **February 5, 2016**: preliminary screening of ideas for chapters (up to 300 words abstract)
• **April 30, 2016**: full chapters
• **September 30, 2016**: reviews/ comments to the authors
• **December 1, 2016**: revised chapters resubmitted
• **January 15, 2017**: last comments from the editors to the authors
• **February 15, 2017**: final chapters submission
August 2017: publication of the volume

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