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 **PRESIDENCY UNIVERSITY**

  **Bengaluru**

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| **Ph.D. Course Work End Term Examinations – JAN-FEB 2025** |
| **Date:** 31- 01- 2025 **Time:** 09:30 am – 12:30 pm |

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| **School:** SOM | **Program:** Ph.D. |
| **Course Code :** MGT921 | **Course Name :** Diversity, Equity, and Inclusion (DEI) for HR Professionals |
| **Semester**: | **Max Marks**: 100 | **Weightage**: 50% |

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| **CO - Levels** | **CO1** | **CO2** | **CO3** | **CO4** | **CO5** |
| **Marks** | **20** | **20** | **10** | **30** | **20** |

**Instructions:**

1. *Read all questions carefully and answer accordingly.*
2. *Do not write anything on the question paper other than roll number.*

**Part A**

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| **Answer ALL the Questions. Each question carries 10 marks. 6Q x 10M=60Marks** |
| **1** | Analyze the difficulties organizations face in using DEIB data and suggest solutions. | **10 Marks** | **L1** | **CO1** |
| **2** | Provide an in-depth discussion on the importance of belonging metrics and how they contribute to organizational success. | **10 Marks** | **L1** | **CO1** |
| **3** | Discuss the ethical challenges in DEIB data collection and analysis and how organizations can address them. | **10 Marks** | **L2** | **CO2** |
| **4** | Discuss strategies for sustaining DEIB efforts over time in a multicultural environment. | **10 Marks** | **L2** | **CO2** |
| **5** | What challenges might arise when fostering inclusivity in virtual teams, and how can these be overcome? | **10 Marks** | **L3** | **CO3** |
| **6** | Discuss the role of career paths and competencies for Chief Diversity Officers (CDOs) in promoting DEI. | **10 Marks** | **L3** | **CO4** |

 **Part B**

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| **Answer the Questions. Each question carries 20 marks 2Q x 20 = 40 Marks** |
| **7.** |  | Analyze the effectiveness of bias-reduction strategies in managing diversity. | **20 Marks** | **L5** | **CO4** |
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| **8.** |  | **Case Study****Background**:Salesforce, a global leader in customer relationship management (CRM) software, identified that despite its commitment to equality, there were pay disparities within its workforce based on gender and race. Recognizing the need to address these disparities and foster an inclusive workplace, Salesforce launched its Equality Initiative. The program aimed to ensure equal pay for equal work, promote diversity at all levels, and establish a culture of inclusivity.**Actions Taken**:1. **Pay Equity Audit**: Salesforce conducted a comprehensive analysis of employee salaries, identifying gaps in pay between men and women and among racial/ethnic groups.
2. **Adjusting Pay**: Allocated $3 million to address pay disparities across the organization.
3. **Employee Resource Groups (ERGs)**: Established groups such as Women’s Network and BOLDforce (Black Organization for Leadership and Development) to support underrepresented employees and provide mentorship.
4. **Leadership Training**: Introduced unconscious bias training programs for managers to ensure fair decision-making in hiring, promotions, and daily interactions.
5. **Transparency and Accountability**: Published annual Equality Progress Reports to share their progress with employees and the public.

**Challenges Faced**:* Resistance from certain departments in accepting changes to salary structures.
* Difficulty in addressing intersectionality (overlapping social identities and related systems of oppression).
* Sustaining momentum in a global organization with diverse legal and cultural contexts.

**Results**:* **Financial Adjustments**: Over $10 million spent over five years to address pay inequities.
* **Increased Representation**: Women represented 35% of leadership positions by 2023, up from 28% in 2018.
* **Employee Engagement**: Surveys showed a 20% increase in employees feeling valued and included.
* **Recognition**: Salesforce was ranked among the top companies for diversity and inclusion by Forbes and Glassdoor.

**Questions**:1. What key steps did Salesforce take to address pay disparities and promote inclusivity across the organization?
2. What challenges might arise when implementing DEI initiatives in a global organization, and how can they be addressed?
3. If you were tasked with designing a pay equity audit for your organization, what factors would you consider, and why?
 | **20 Marks** | **L5** | **CO5** |

**\*\*\*\*\* BEST WISHES \*\*\*\*\***