

**K J SOMAIYA INSTITUTE OF MANAGEMENT STUDIES AND RESEARCH  
VIDYA NAGAR, VIDYA VIHAR, MUMBAI – 400 077  
PGDM-HR,MMS-HR Elective and Batches  
Trimester V 2017 -19 Batch  
Diversity and Inclusion  
(End-Trimester Examination)**

**Max. Marks: 25**

15/01/2019

**Duration: 2 hrs.**

**Instructions**

**All questions are compulsory and carry equal marks**

**Questions 1 and 2 are based on the case study**

**Case: Female Leaders - It's Not Just About Gender**

My male peers were struggling to get one job offer. I stopped my job search after offer number six. I was an affirmative action hire. The offer I accepted was Project Manager in a unionized plant in Chicago. I was the first female manager. Although my engineering degree prepared me for the technical challenges, it did nothing to prepare me for the workplace prior to Title 7 of the Civil Rights Act of 1986 (a law which banned discrimination based on race, color, religion, sex, or national origin). The easy part was a first female manager; the hard part was a female leader. I was on my own to create my own rules.

The male managers were all in the vernacular “factory hearty.” This meant they were not concerned about broken fingernails, loud noises, obnoxious smells, climbing ladders, angry employees, assignments on the night shift, swearing, sweating, etc. They could tolerate and thrive in this environment. A female was assumed to lack heartiness until proven otherwise. Faint (weak) of heart need not apply. The hazing (ragging) was a rite of passage, a way to establish my heartiness. Fortunately, most of the hazing was, at least in hindsight, rather funny. For example, the wrench I was sent to get was too heavy to lift; I dragged it. The flagpole I was sent to grease; I learned flagpoles don't need greasing. All this made me the center point of laughter and smirk. *There were no rules.* I chose my response to each situation. The hazing eventually ended. Yes, I hazed back, as turnabout is fair play.

I believe my boss agonized over my first project as a project engineer, as we were both in the spotlight. I was the first female manager, and he was the boss of the first female manager. He selected a project for me that had already passed the necessary first steps of financial justifications, approvals, and engineering work.

After much deliberation, he handed me a set of drawings and an approved project. The project

title was “Renovate the Male Managers’ Locker rooms”. Hourly employees were assigned to satellite male and female locker rooms spread throughout the 32-acre plant. On the other hand, the management, all males up until that time, had been assigned the Managers' Locker Room. Office employees, all females, were assigned the Women’s Locker Room. My locker was in the Women’s Locker Room. I was not allowed to use the locker room previously assigned to “managers.”

The project was designated as a plant project. This meant outside contracting firms would not be utilized. The plant’s unionized crafts—carpenters, sheet metal, plumbers, etc., would supply the necessary labor to complete the project and, as the project engineer, I was responsible for supervising the craft employees assigned to this project.

Since a carpenter was needed for the project, I scheduled a meeting with Ed, the plant carpenter. I was convinced Ed would ask me a technical question I would not be able to answer. Instead, he asked me if I was a Women’s Libber (member of women’s liberation movement). I had to stop and think. I pointed out that we were standing in an all-male locker room next to the urinals. In this case, it was clear that launching into a lengthy discussion of women’s rights would have been a disaster. In hindsight, I realized that the selected project provided me with the opportunity to establish myself and develop higher self-esteem in the perception of my male colleagues.

1. Use the theories of prejudice and discrimination to explain the behaviors of employees towards the female Engineer in the unionized plant in Chicago (5marks)
2. Suggest suitable intervention from the interventions covered in class to address the problems faced by a female engineer in the case. (5 marks)
3. #MeToo’, movement is highlight how sexual harassment and assault can impact on employees’ mental wellbeing. Explain the steps involved under the Internal Complaints Committee (ICC) to redress the sexual harassment and assault at workplace.
4. Explain briefly the paradigm s of how diversity is managed within and between nations. What are the HR paradigms of managing diversity? (5marks)
5. Write a short note on **any one** of the following (5marks)
  - a. Persons with disability (PwD)
  - b. Intergenerational diversity in the workplace

-----