

JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA

PGDM / PGDM (M) / PGDM (SM)

SIXTH TRIMESTER (BATCH 2022-24)

ENDTERM EXAMINATION, APRIL 2024

Course Name	Diversity and Inclusion at Workplace	Course Code	20333
Max. Time	2 Hours	Max. Marks	40 MM

INSTRUCTIONS:

- a. All the questions are compulsory.
- b. Be precise and objective in your answers.

1. Coca-Cola has come under fire from conservative critics, who have accused the drinks brand of reverse racism, after it used a training video that encouraged staff to "try to be less white". The content of a training session was leaked by a Coca-Cola employee who sent pictures of slides asking white people to be "less ignorant," and "less oppressive". The training session was in association with Robin DiAngelo, author of *White Fragility: Why It's So Hard for White People to Talk About Racism*, and was sent to staff to help build an "inclusive workplace". DiAngelo has done diversity training for businesses for more than 20 years and previously said she has experienced hostility from white people when talking about race during her training. Her *White Fragility* book discusses the response white people have when their skin tone is mentioned. She argues that 'wokeness' also doesn't deal with the problem of race, as it helps to avoid questioning one's own unconscious racist bias. One slide in her training session sent to Coca-Cola employees outlined that "to be less white" is to be less "arrogant", "certain" and "defensive". Another slide expressed the idea that in order to confront racism you first have to understand what it means to be white. "Research shows that by age 3 to 4, children understand that it is better to be white," read another slide.

Q1a) "I will never buy another Coca-Cola again in my life," one individual said in the comments. "Time to boycott Coke." Interpret the statement and explain the importance of training and development in promoting inclusivity. **(5 marks)**

Q1b) The tips to "be less white" included: "be less arrogant, be less certain, be less defensive, be humbler, listen, believe, break with apathy," and "break with white solidarity." Explain as to how Coke defended their reverse discrimination. **(5 marks)**

2. Diversity is a 'double-edged sword', referring to the trade-off between process losses and gains. Analyze the statement with suitable example from current scenario where organizations are following the policy of 40% of diversity while hiring. **(10 marks)**
3. Glass ceiling is a vertical discrimination where, the metaphor's value in highlighting the stereotype-based practices that embed discrimination deep within organizational structures and understanding why women continue to be underrepresented in senior organizational roles around the world. Apply the underlying principles of discrimination and stereotyping and identify the factors that would lead to mitigating glass ceiling. **(10 marks)**
4. AJIO is a fashion and lifestyle brand. Ajo's philosophy and initiatives point to inclusivity and acceptance as the only way to make society a little more humane. Ajo's body-inclusive recommendation system led to a significant growth on their business metrics propelling the brand's success in the competitive fashion market. This feature enhanced user's body confidence, promoted inclusivity, and enabled them to explore new styles and brands. Identify stereotypes and biases for diverse population groups and build an argument for Ajo's body-inclusive recommendation system. **(10 marks)**