

DISCIPLINE SPECIFIC ELECTIVE COURSE: 12

CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/Practice		
Inclusion and Diversity at Work	4	3	1	0	Class XII Passed	Nil

Learning Objectives

- To build a moral and business case for why diversity matters in workplaces.
- To encourage critical examination of organizational practices and policies for creating more inclusive work environments.

Learning Outcomes

- Understand and strategically execute key concepts and principles of diversity, equity, and inclusion in the context of human resource practices.
- Understand and examine the psychology of diversity and its implications for the workplace.
- Critically examine the opportunities and challenges related to workforce diversity.
- Reflect on issues of diversity in organizations.
- Apply principles learned in the course to recommend policies and practices for building a more inclusive workforce.

Syllabus DSE 12

Unit I Foundational Concepts of Diversity, Equity and Inclusion (DEI) (9 hours)

Meaning of DEI; Differences between Equal Employment Opportunities (EEO), Affirmative Action, and Diversity Management; From Diversity to Inclusion: Psychological Lens.

Unit II Addressing Stereotypes and Working with Different Types of Diversity in Indian Context (11 hours)

Understanding different kinds of Diversity: Cultural, Linguistic, Disability, Gender.

Unit III Inclusive Human Resource Management Practices (15 hours)

Recruitment; Selection; Training; Performance Appraisal.

Unit IV Organizational Policy and Provisions**(10 hours)**

Initiatives for DE & I in workplaces; Creating an inclusive environment -Case studies.

Practical Component (if any)- NIL

Tutorial Component: **(15 hours)**

Suggested activities for tutorials

- Exercises with students encouraging them being to become effective allies to peers from diverse groups
- Role plays demonstrating inclusive language usage in various scenarios
- Panel discussion on diversity issues.
- Self-awareness exercises to identify potential existence of stereotypes and biases.
- Mock interview sessions for hiring e.g. from culture fit to culture add exercise.
- Student projects and discussions on awareness of government policies/legal provisions and their impact on diverse target groups.

This is a suggestive and not an exhaustive list of tutorial activities.

Essential/ Recommended Readings

Barak, M. (2017). *Managing diversity towards a globally inclusive workplace* (4th ed.). Sage.

Ferdman, B. M., & Deane, B. (2014). *Diversity at work: The practice of inclusion*. Wiley Online Library.

Hubbard, E. E. (2004). *The manager's pocket guide to diversity management*. HRD Press.

McFadden, C. (2025). *Equality, diversity and inclusion in the workplace: International context, policies and practices*. London: Kogan Page.

Saxena, R. & Singh, V. (2019). Shifting landscapes of diversity in India: New Meaning or a contextual shift. In A. Giorgiadou, M.A. Gonzalwz-Perez, M.R. Olivas-Lujan (Eds.), *Diversity within diversity management: Country based perspectives*, A.es. Emerald Publishing.

Sahoo, D.K. & Lenka, U. (2024). Affirmative action and government initiatives to improve gender equality in India: A retrospective view. *Equality, Diversity & Inclusion: An International Journal, ahead of print*

Singh, S. & Shyamsunder, A. (2022). Bringing caste into the DEI conversation. *Harvard Business Review*, 94(4), 90.

Stone, D. L., Dulebohn, J. H., & Lukaszewski, K. M. (Eds.). (2020). *Diversity and inclusion in organizations*. IAP.

Thomas, D. A., & Ely, R. J. (1996). Making differences matter. *Harvard Business Review*, 74(5), 79-90.

Vohra, N., Chari, V., Mathur, P., Sudarshan, P., Verma, N., Mathur, N., ... & Gandhi, H. K. (2015). Inclusive workplaces: Lessons from theory and practice. *Vikalpa*, 40(3), 324-362.

Suggestive Readings

Bourke, J., Garr, S., van Berkel, A., and Wong, J. (2017). Diversity and inclusion: The reality gap.

Deloitte University: <https://www2.deloitte.com/insights/us/en/focus/human-capital-trends/2017/diversity-and-inclusion-at-the-workplace.html>

Cooke, F.L. & Saini, D.S.(2010). Diversity Management in India: A study of organizations in different ownership forms and industrial sectors. *Human Resource Management*, 4(3), 477-500.

Dobbin, F., & Kalev, A. (2016). Why diversity programs fail. *Harvard Business Review*, 94(7), 60.

Government of India. (2015). Towards a new dawn Government of India Ministry of Women and Child Development On Sexual Harassment of Women at Workplace for Employers / Institutions / Organisations/ Internal Complaints Committee / Local Complaints Committee. <http://www.shebox.nic.in/assets/site/main/images/Handbook%20on%20Sexual%20Harassment%20of%20Women%20at%20Workplace.pdf>

McFadden, C.(2025). *Equality, diversity and inclusion in the workplace: International context, policies and practices*. London: Kogan Page.

Hristov, I, Camilli, & R Mechelli (2022). Cognitive biases in implementing performance management system. *Management Research Review*, 45(9), 1110-1135.

Nair, N., & Vohra, N. (2015). *Diversity and inclusion at the workplace: A review of research and perspectives*. Working Paper Number 2015-03-34. IIM Ahmedabad.

Panicker, A. & Agarwal, R.K.(2020). Transition from diversity to inclusion: Auditing the pulse from an Indian perspective. In J. Marques (Ed.), *The Routledge Companion to Inclusive Leadership* (pp. 203-214). NY: Taylor & Francis.

Robertson,L., Culik, C.T & Tan,R.Y.(2013). Effective diversity staffing. In P.E. Nathan (Ed.), *The Oxford Handbook of Diversity and Work* (pp. 341-365). New Delhi: Oxford University Press.

Roy, I., Saini, T., & Ghosh, P. (2022). Nurturing diversity: Are we ready yet?. *Vikalpa*, 47(3), 235-241.

Sen, K. & Shahi, S. (2021). *Creating a culture of diversity and inclusiveness in India Inc*. Singapore: Springer.

Theodorakopoulos,N & Budhwar, P. (2015).Diversity and inclusion in different work settings: Emerging patterns, challenges and research agenda. *Human Resource Management*, 54(2), 177-197.

Thomas Jr, R. R. (1990). From affirmative action to affirming diversity. *Harvard Business Review*, 68(2), 107-117.

Wilson, E. M. (2003). Managing diversity: Caste and gender issues in organizations in India. In M.J. Davidson & S. L. Fielden (Ed.). *Individual Diversity and Psychology in Organizations*, (pp. 149-169). John Wiley.

Note: Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time.