



CHRISTIAN SERVICE UNIVERSITY COLLEGE

KUMASI

CSUC SCHOOL OF BUSINESS

DEPARTMENT OF MANAGEMENT AND GENERAL STUDIES

BACHELOR OF BUSINESS ADMINISTRATION

End of First Semester Examinations, 2019/2020 Academic Year

Level 400

Regular/Weekend School

CSBH 428: Diversity and Gender Management

Second

June, 2020

Time Allowed: 72hours

GENERAL INSTRUCTIONS:

- i. Answer two questions in all.**
- ii. Question **one** is **compulsory** for all students
- iii. Question one carries **40 marks** and all others questions carry **30 marks**.
- iv. Not less than four pages**, excluding referrefences

Examiner: JOSEPH KOFI NKUAH (DBA)

Q.1.

CASE STUDY

Ford motor company



The information gathered about Ford Motors Company is based on online sources that are already available to the public. Most of the information was gathered from the company's website. The purpose of the information gathered is to get detailed information of the company's workplace diversity involvement, and the impact it has had on the company's activities and success.

Ford Motor Company is a reputable company, which was incorporated on 6 June 1903, and focuses on developing and manufacturing of varieties of vehicles that deliver an outstanding value to their customers worldwide without changing their product strategy irrespective of the country of operation. The company has over 100 plants in the United States, Brazil, Thailand, South Africa, and eighteen other countries. It employs over 350,000 people all over the world. Throughout the history of Ford Motors, their diverse employees have created a variety of products that has immensely contributed to its success. Ford has been one of the world leaders in workplace diversity and inclusion, which has since remained the key business strategy of the company. Diversity could be found in every level of the company's operations, from the boardroom to the design studio, from the plant floors to the engineering centre, their diversity makes them a better and successful company. (Wikipedia 2013)

Ford Motors History of Diversity

In the early days, Ford Motor Company took the necessary steps to ensure that its workforce has reflected the communities in which it does business. Within its first five years, Ford had established production or sales operations in the United States, Canada, France, the United Kingdom, parts of Scandinavia, Eastern Europe and in Russia.

The C.E.O of the company, Henry Ford In 1913, adopted a strategy, which greatly helped the company to meet its customer demands. He upgraded the positions of some of the workers, and offered attractive wages and salaries, which were more than double the industry average at that time. The 5 dollars a day attracted thousands of immigrants and African Americans to join the company. Ford effectively formed a new American middle class which made Ford Motor Company one of the first American companies to reflect the growing diversity of the United States. (History of Diversity, 2013)

Recognising the company's day-by-day growth in diversity in the company, Ford realised that it needed to strategically and effectively manage the diverse workforce to enable its implementation continue to work to the company's advantage. Ford therefore recognised some measures, which they thought would retain and also attract new diverse workforce and successful diversity implementation and management. These measures involves Ford Motors' recognition of its Global diversity vision of Diversity and inclusion, of which some strategies are underlined and explained below:

Global Diversity Vision at Ford

The vision of diversity and inclusion of Ford is to maintain diversity and inclusion environment. In order for Ford Motors to achieve its vision and strategy, it identified 5 strategic focuses that involve: (Strategic Areas of Focus, 2013)

Diverse workforce: Employing people from all over the world irrespective of their race, gender, ethnicity, age, disability to contribute to the company's success story.

Respectful and Inclusive Work Environment: A working environment where no one is left out but instead all is included in the decision-making process as well as opinion sharing. And also a mutual respect for each individual's culture believe and their personality.

Leading the Way: To ensure that Ford Motors stands "on top of the chart" above other reputable companies, by moving one step further from them in terms of workplace diversity and productivity as a whole.

Work life Integration: This integration involves workers making choices as well as exercising control of their life's challenges in order to meet their goals. In recognising the impact of the work life integration strategy, the company designed a conducive-working environment for workers to successfully combine personal lives with their working life, thereby motivating them to work productively and efficiently. (Worklife integration and achieving, 2013)

External Partnerships: Ford Motors created partnership sales group, which aims at giving large discounts to employees, retirees and spouses of eligible partner companies to serve as goodwill and a means to promote workplace diversity. (Special pricing on Ford, 2012)

Global Diversity Challenges at Ford

Ford Motors had encountered numerous challenges and has since continued to improve on their strategies to manage these challenges in order to continue with their success story regarding workplace diversity. Below are some of the challenges

Forming A Structure and Guideline for Different Religious groups: one of the challenges that Ford Motors encountered the ability to effectively form a structure and the best guideline that all workers from different religious backgrounds could fit in some way, and could accept and follow irrespective of their believe. It took some time to overcome, due to the fact that workers too into consideration how to work with their own faith and support others with different faith at the same time. (Ford Interfaith Network 2005)

Developing solutions and new strategies: One of the major challenges at ford is to continuously develop new diversity solutions and strategies to manage workplace diversity, as well as explore new and effective methods of doing things. (James J. P.)

To be fair to all: Ford Motors has been making a tremendous effort to battle the challenge of being open and fair to all workers, by creating equal opportunity for all employees to portray their full potentials in the various roles they play.

Effective Diversity Education: To effectively educate workers on diversity and it practicalities have been one of the challenges at ford as the company strives to ensure successful diversity implementation.

Diversity Management Tools at Ford

To successfully manage a diverse workforce as well as continue to promote its diversity initiative, Ford Motors established various meeting and outreach groups that aims to educate and serves as a tool to address diversity challenges as well as guide employees through the day-to-day activities both at work and their personal lives. To mention but a few, some of the groups are explained as follows: (Employee Resource Groups 2013)

Disabled Employees (FEDA): FEDA aims to ensure that disabled employees enjoy flexible and comfortable working environment by providing them the needed resources and networking tools

Employee Resource Groups (ERGs): This group is a joint corporate-sponsored Employee resource group. It provides support network and contribute to employee's professional development.

Gay, Lesbian, Bisexual or Transgender Employees (GLOBE): The group strongly supports the company's Equal Employment Opportunity policy. It provides networking and supports employee's freedom of choice.

The employees African-Ancestry Network (FAAN): The group was formed since 1994 to promote leadership and development through counselling and dialogues on diversity with top management. It also organises seminars and mentoring programs for employees

Asian Indian Association (FAIA): The group focuses on developing the competencies of employees to help them become strong leaders. It also forms a community and corporate citizenship outreach, as well as promote Ford brand.

The Interfaith Network (FIN): FIN aims to promote religious tolerance and understanding, peace and dignity of all humans. The group brings together employees of +all religious backgrounds to express their faith in a meaningful and appropriate way.

To be fair to all: Ford Motors has been making a tremendous effort to battle the challenge of being open and fair to all workers, by creating equal opportunity for all employees to portray their full potentials in the various roles they play.

Effective Diversity Education: To effectively educate workers on diversity and its practicalities have been one of the challenges at Ford as the company strives to ensure successful diversity implementation.

Answer the following Questions:

- i. State and discuss **five** diversity management tools employed at Ford Motors. **(20 marks)**
- ii. The vision of diversity and inclusion of Ford is to maintain diversity and inclusion environment.
Identify **5 strategies** employed by Ford Motors to achieve its vision and strategy. **(20 marks)**

Q.2. What is Organisational Justice? Using **four** examples discuss the benefits derived from organisational Justice.

(30 marks)

Q.3. Briefly define diversity and discuss **four** common sources of diversity.

(30 marks)

Q. 4. Critically assess **five** rights available to women employees in Ghana as provided under Section 24(1) of the 1992 Constitution of Ghana and Section 68 of the Labour Act, 2003 (Act 651)

(30 marks)