

Title: The Role of promoting diversity in project management in an Organisation.

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Chapter 1: Introduction

Research Background

The research background includes roles and responsibilities comprised within the diversity promotion throughout the internal environment of a firm to integrate project management. Diversity in the workplace incorporates the concern of attracting people from different backgrounds, races, nations, ages and gender with the creation of a healthy working environment for everyone (Scarborough *et al.*, 2019). Promoting diversity within the project management allows the organisation to demonstrate a sense of belonging for everyone that integrates the workforce and consents them to attract and retain talent. The research background contributes to the incorporation of various culture and background that provides the ability to elevate creativity and innovation throughout the working ecosystem with the association of distinct perspectives.

Research Purpose and Significance

The purpose of this research is to identify the role and responsibilities encompassed with the concept of project management within the business environment. Google incorporate the vision of doubling the number of black workers within the business environment by the end of 2025 to ensure diversity and inclusion in their workplace (Lyons, 2021). However, the current diversity report of the firm identifies that the organisation is lagging in reaching this goal despite some gains. Overall, this makes promoting diversity in project management an important aspect for the organisation as it will consent them to reach their goal. Workplace Diversity can integrate the value proposition for all employees and elevate the employee retention rate and talent acquisition across the global environment.

Aims

The aim of this research is to identify the role of promoting diversity across project management within Google.

Objectives

- To identify the role of promoting diversity in the Google
- To identify the concept of project management
- To evaluate the relationship between promoting diversity and project management
- To recognise relevant strategies to promote diversity in project management.

Question

1. What is the roles and responsibility associated with diversity promotion at Google?
2. What is the concept of project management?
3. How promoting diversity and project management is interrelated within the organisation?
4. What strategies can be used to promote diversity in project management?

Chapter 2: Literature Review

Role and Responsibility of promoting diversity in the Workplace

Promoting diversity in the workplace can be defined as the organisational approach to ensure the inclusion and acceptance of employees from all cultures, backgrounds and races. According to Tamunomiebi and John-Eke (2020), workplace diversity can be comprised as an integral asset for any firm as it assists in reaching higher potential for an organisational member, which leads to the optimisation of productivity and performance significantly. One of the most essential roles of diversity includes boosting innovation and creativity throughout the workplace with the association of different perspectives and approaches. This support in widening the point of view of the company that also helps in enhancing the decision-making capabilities of the organisations. Kele and Cassell (2022) state that the key roles and responsibilities comprised of the promotion of diversity in the workplace include higher cultural awareness that consents multinational firms to improve the brand image and reputation across the local markets. However, the promotion of diversity in the workplace can lead to the emergence of cultural prejudice, which can hinder working efficiency.

Importance of promoting diversity in project management in organisations

Project management requires the use of specific skills, tools and techniques particle for the deliverance of valuable offerings to stakeholders of a brand. According to Magano *et al.* (2021), the importance of the promotion of diversity in the project management operations of a brand lies in the total usage of their skills, strengths and competencies which creates a respectable and involved atmosphere. With the attainment of higher motivation in project teams, employee retention increases effectively which reduces their turnover and dissatisfaction. Diverse and inclusive working culture is important for the enhancement of better coordination and cooperation systems within the staff and delegates proper project interdependence with timely delivery of projects to match client deadlines.

Theoretical Perspective

Social Cognitive Theory states individual behaviour in a working system is deeply influenced by individual experiences and actions of others. As stated by Beauchamp, Crawford and Jackson (2019), Social Cognitive Theory refers to the learning of individuals which happens in a social context via reciprocal and dynamic interactions of persons. The theory views people as active agents that can be influenced by their operational environment and influence their

actions effectively with valued decisions. This theory is impeccable for guiding the behaviour change intervention for trainees and examining their interactions with surroundings and locating the effect of past experiences on behaviours. The major disadvantage of the social cognitive theory lies in its non-consideration of the importance of emotion and motivation of individuals which affects their working pace and intonation.

Advantages of promoting diversity in the workplace

The promotion of diversity in the workplace is essential as it increases the chance of collaboration and cooperation of individuals based on the attainment of positive organisational goals. As stated by, Bocquet et al. (2019) diverse organisations have been engaged in the inclusion of innovative and creative practices and get better critical and practical answers for solving business issues. It is engaged in the improvement of firm performance and caters to better decisions which expand the brand recognition over the larger target customer market and boosts its competitive edge. The proper flow of ideas and processes in brands enhances the performance and productivity of staff and allocates different perspectives and experiences to solve business issues.

Disadvantages of promoting diversity in the Workplace

Despite the varied advantage present with the promotion of diversity in the workplace, several issues have been surfacing that disregards its vitality. As narrated by Adams, Meyers and Sekaja (2020), colleagues from some cultures may be less likely to be vocal about their perspectives. This can lead to the creation of intrusion in their personal views and options and discomfort to the entire project team. Further, the integration of teams with multicultural values and ideas is more likely to be subjected to prejudices and negative stereotyping which limits personal motivation and involvement. Personal communication channels can be misinterpreted and difficult to assess owing to the differences between languages and cultures and fail to boost the operations of the brand.

Challenges faced by brands in promoting diversity in project management

In the contemporary globalised period, brands have been facing numerous issues which are limiting the promotion of diversity in project management spheres. Communication issues have been increasing between employees which has raised cultural misunderstandings and showered the decisions making to solve critical business issues. As narrated by Adams, Meyers and Sekaja (2020), employees have been often subjected to discrimination and inequitable

inclusion which makes them discomforted to share their experiences and perspectives to solve business issues. Such challenges have often been posed by senior management of global brands and created unconscious gaps. Further, companies have been alarmed by problems of gender harassment and generation gaps where diversity is being pledged without proper inclusive operations.

Strategies to improve the promotion of diversity

Several strategies can be implemented for the promotion of diversity in the workplace and to reduce challenges faced by businesses. As suggested by McQuillan and Leininger (2021) the deployment of diversity and inclusivity training in brands is useful to raise awareness of unconscious bias present within the working sphere. Managers have to be incorporated in the modification of the accountability of transparent communications and develop inclusive management skills. Several employees can be motivated to act as vocal allies to create communication bridges between different cultures of employees and enhance chances of diversified attention and engagement. Mentorship programs will be useful for the reduction of unconscious bias of staff and acknowledge the importance of diversity.

Literature Gap

The literature review has been inconsiderate of the challenges faced by global brands regarding the management of their diversified employee base. It has been unable to project industry-specific data to assess the operations of Google and its diversified strategies.

Chapter 3: Research Methods and Methodology

Research Philosophy

Research philosophy can be stated as a set of basic beliefs and narratives which guides the apt execution and design of a study and can be characterised as positivism, interpretivism and realism. ***Interpretivism*** is engaged in aiding researchers to interpret elements of study and assess individual motivations and beliefs and will be used owing to its ability to produce high-quality data (Scauso, 2020).

Research paradigm

Research paradigms are methods, patterns and models which are used for the reasonable conduction of research and are narrated as Ontology and epistemology. ***Ontology*** is concerned with the philosophy of existence and makes assumptions and beliefs of individuals based on their nature of existence and will be applied to facilitate and enhance the knowledge of the scholar (Al-Ababneh, 2020). It has improved the use and reuse of information of the diversity of Google in several situations.

Research approach

Research approaches are the procedures elected by the researcher for proper collection, analysis and interpretation of data and are Deductive and Inductive. ***Deductive*** is applauded in the exploration of known phenomena and tests its validity under certain govern circumstances (Scauso, 2020). This will be applied by the researcher to describe the relationship between diversity and variables of project management practices.

Research Methodology

In this study, the ***Qualitative*** method will be used by the researcher to understand the experiences, attitudes and interactions regarding diversity in the company (Kuo and Wallace, 2020). It will be necessary to create non-numerical data and reduce the complexity of the scholar with its time-effective approach. The ***Mono method*** will be applied in the study and aid the proper submission of the study within the allotted deadline.

Research strategy

Research strategy is the overall plan undertaken by researchers to conduct a study and monitor the progress of the same and can be differentiated as interviews, surveys, focus groups and

others. **Archival Study** is inclusive of searching and extraction of information and evidence from original archives which are documents and records of the topic (Das, Jain and Mishra, 2018). This will be operated because of attaining large volumes of data which will benefit future research on Google.

Sampling

For sampling, the Latest **books and articles** will be sourced from Google Scholar and company information will be attached via **Google website** and **employee review platforms**. No data prior to 2017 will be cited in the project to manage the relevance and accuracy of the diversified approaches followed by Google.

Data Collection Method and Tools

Data collection is the process of measuring, allocating and analysing accurate information from varied sources and can be characterised as primary and secondary processes. **Secondary** data collection refers to information which is collected from existing sources and is important because of its wide availability and cost-effective forms which will match the project constraints (Ruggiano and Perry, 2019). **Microsoft Word** will be a major tool used by the researcher.

Data interpretation

Thematic Analysis will be articulated for the Analysis of qualitative data and involves the reading of information from patterns and data themes (Braun and Clarke, 2019). It will be allocated because of its simplistic nature which will assist proper interpretation without the proper experience of the scholar.

Time prospects of the research

Activity	We ek 1	Wee k 2	We ek 3	We ek 4	We ek 5	We ek 6	We ek 7	We ek 8	We ek 9	We ek 10	We ek 11	We ek 12
Research project description												

Research Rationale												
Research Aims and Objectives												
Literature Review												
Research Methodology												
Ethical consideration												
Data Collection												
Data analysis												
Recommendations and conclusions												
Project Submission												

Table 1: Gantt chart

(Source: Created by the learner)

Ethical Considerations

The scholar will collect and store data in secure places abiding by the Data Protection Act 2018 and reduce the chances of misinformation projection with the conduction of critical analysis at multiple steps (Bradford, Aboy and Liddell, 2020).

Chapter 4: Conclusion

From the above research proposal, it can be stated that diversity in the workplace is important for the attraction and allocation of perspectives of individuals from different backgrounds. In Google, the promotion of diversity has been important to aid project management teams reach their ultimate goals. The aim of the study has relied on identifying the role of promoting diversity across project management within Google. In the literature review, it has been presented that brands have been facing issues due to communication issues and discrimination. The study will follow a secondary data collection process to reduce complicities and enhance the time effectiveness of the same

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