**Chapter Ten**

**Social Responsibility: Legal Issues, Managing Diversity, and Career Challenges**

# OBJECTIVES

1. Discuss the role of training partnerships in developing skills and contributing to local communities.

2. Discuss the potential legal issues that relate to training.

3. Develop a program for effectively managing diversity.

4. Design a program for preparing for cross-cultural assignments.

5. Discuss the importance of career paths and dual career paths for employees and companies.

6. Develop policies to help employees achieve work-life balance.

7. Describe how companies are helping veterans develop skills and get employment.

8. Explain the value of phase retirement programs for older employees.

**MULTIPLE CHOICE**

10.1. The cornerstone of the \_\_\_\_\_ system is One-Stop service delivery, which unifies numerous training, education, and employment programs into a single, customer-friendly system in each community.

1. workforce investment
2. school-to-work opportunities
3. dual-career-path
4. social security

Answer: a

Difficulty: easy

Learning objective: 1

10.2. The \_\_\_\_\_ Act is designed to assist states in building school-to-work systems that prepare students for high-skill, high-wage jobs or for future education.

1. School-to-Work Opportunities
2. Workforce Innovation and Opportunity
3. Workforce Investment
4. Sector Partnership

Answer: a

Difficulty: easy

Learning objective: 1

10.3. Legal action against a company may likely not be incurred when \_\_\_\_\_.

1. employees incur injuries during training conducted by the company
2. employees incur injuries or damages in training conducted by a vendor or consultant
3. the company uses small amounts of copyrighted material as per the fair use doctrine
4. decisions about training and development opportunities are made on the basis of age

Answer: c

Difficulty: medium

Learning objective: 2

10.4. Which of the following is a characteristic associated with the long-term success of diversity programs?

1. Diversity programs are evaluated using metrics such as sales and promotion rates.
2. Managers are blamed for problems.
3. Manager involvement in diversity programs is optional and not mandatory.
4. Diversity programs are “one-shot” efforts.

Answer: a

Difficulty: medium

Learning objective: 3

10.5. The \_\_\_\_\_ refers to a barrier to advancement for women and minorities.

1. adverse effect
2. funnel effect
3. glass ceiling
4. discrimination effect

Answer: c

Difficulty: easy

Learning objective: 3

10.6. An expatriate is an employee \_\_\_\_\_.

1. working as a spy in a competitor’s company
2. who has been headhunted from a firm to join another company
3. who works in a country other than his or her country of origin
4. working for a multinational company in his home country

Answer: c

Difficulty: easy

Learning objective: 4

10.7. Which of the following is the best way to provide training for international assignments with a high level of cultural and job novelty that require a good deal of interpersonal interaction with host nationals?

1. Standard lecture method
2. Group-building method
3. Self-paced learning
4. Presentation method

Answer: b

Difficulty: medium

Learning objective: 4

10.8. Which of the following causes overseas assignments to fail?

1. Including an employee’s family in orientation programs
2. High tolerance of ambiguity
3. Asking employees to self-manage the repatriation process
4. Developing technical skills over cross-cultural preparation

Answer: d

Difficulty: medium

Learning objective: 4

10.9. \_\_\_\_\_ prepares expatriates for their return to the parent company and home country.

1. Repatriation
2. Immigration
3. Emigration
4. Inpatriation

Answer: a

Difficulty: medium

Learning objective: 4

10.10. Which of the following is true of repatriation?

1. Employees are guaranteed a higher standard of living.
2. Employees may leave the company if their assignments upon returning home have less responsibility.
3. Expatriates tend to experience little or no stress.
4. Employees should not be asked to self-manage the repatriation process.

Answer: b

Difficulty: medium

Learning objective: 4

10.11 \_\_\_\_\_ refer to employees who have an assignment to manage an operation abroad without being located in that country.

1. Virtual expatriates
2. Market mavens
3. Offshore employees
4. Intrapreneurial employees

Answer: a

Difficulty: easy

Learning objective: 4

10.12. Which of the following is a disadvantage of virtual expatriates?

1. They expose the family to the culture shock of an overseas move.
2. They are more expensive than traditional expatriates.
3. They lack a strong personal relationship with local employees.
4. They have no interactions with the home office.

Answer: c

Difficulty: medium

Learning objective: 4

10.13. The establishment stage of an employee’s career involves \_\_\_\_\_.

1. pursuing the type of education and training an employee needs
2. finding employment, achieving more responsibility, and financial success
3. a self-assessment of interests, values, and preferences
4. being perceived as someone with many years of experience

Answer: b

Difficulty: medium

Learning objective: 5

10.14. In the \_\_\_\_\_ stage, individuals are concerned with keeping their skills up to date and being perceived as someone who is still contributing to the company.

1. exploration
2. decline
3. establishment
4. maintenance

Answer: d

Difficulty: easy

Learning objective: 5

10.15. In the \_\_\_\_\_ stage, individuals are largely concerned with achieving more responsibility and financial success.

1. exploration
2. decline
3. establishment
4. maintenance

Answer: c

Difficulty: easy

Learning objective: 5

10.16. \_\_\_\_\_ involves changing one’s major work activity after having been established in a specific field.

1. Job repositioning
2. Job novelty
3. Career recycling
4. Telecommuting

Answer: c

Difficulty: easy

Learning objective: 5

10.17. \_\_\_\_\_ refers to employees changing jobs, usually between companies, every two to three years.

1. Job hopping
2. Job rotation
3. Job migration
4. Job skipping

Answer: a

Difficulty: easy

Learning objective: 5

10.18. Which of the following is a disadvantage of job hopping?

1. Job hopping makes it difficult for a company to downsize if necessary.
2. Job hopping makes it difficult to sustain continuity in employee-customer relationships.
3. Job hopping reduces a company’s opportunity to hire employees with a variety of experiences.
4. Hiring employees who job hop decreases the company’s flexibility and adaptability.

Answer: b

Difficulty: medium

Learning objective: 5

10.19. Which of the following statements is most true regarding dual career paths?

1. They were designed to enhance work-life balance for working families.
2. They were designed to help chart future employment prospects for individual contributors.
3. They were designed to primarily meet the needs of Millennials.
4. There were designed to help with early retirement.

Answer: b

Difficulty: medium

Learning objective: 5

10.20. \_\_\_\_\_ refers to having two employees divide the hours, the responsibilities, and the benefits of a full-time job.

1. Job rotation
2. Job sharing
3. Job enlargement
4. Job shadowing

Answer: b

Difficulty: easy

Learning objective: 6

10.21. \_\_\_\_\_ refers to giving employees the option of choosing when to work during the workday or workweek.

1. Telecommuting
2. Compressed workweek
3. Job autonomy
4. Flextime

Answer: d

Difficulty: easy

Learning objective: 6

10.22. The \_\_\_\_\_ Act makes it easier for veterans to find employment when they return from service.

1. Workforce Investment
2. Age Discrimination in Employment
3. Equal Employment Opportunity
4. Uniformed Services Employment and Reemployment

Answer: d

Difficulty: easy

Learning objective: 7

10.23. \_\_\_\_\_ is a way to reduce head count and lower labor costs.

1. Offering an early retirement plan
2. Encouraging flextime
3. Job hopping
4. Compressing the workweek

Answer: a

Difficulty: easy

Learning objective: 8

10.24. \_\_\_\_\_ involves employees transitioning from full-time employment to full-time retirement by working part-time.

1. Compressed retirement
2. Early retirement
3. Phased retirement
4. Golden parachute retirement

Answer: c

Difficulty: easy

Learning objective: 8

10.25. Which of the following relates to employees making a transition into life without work?

1. Retirement
2. Retrenchment
3. Retreatment
4. Recycling

Answer: a

Difficulty: easy

Learning objective: 8

10.26. Which of the following is true of early retirement programs?

1. They should be an integral part of a strategy to lay off employees.
2. Eligibility is usually based on age and years of service.
3. These programs should be informal.
4. These programs are often involuntary.

Answer: b

Difficulty: medium

Learning objective: 8

**TRUE-FALSE**

10.27. Sector partnerships typically focus on jobs that require more than a four-year college degree.

Answer: false

Difficulty: easy

Learning objective: 1

10.28. Through sector partnerships, workforce skill needs can be met faster than if individual employers worked alone.

Answer: true

Difficulty: easy

Learning objective: 1

10.29. Sector partnerships are designed to help individuals recycle their careers.

Answer: false

Difficulty: medium

Learning objective: 1

10.30. In most circumstances, organizations are not required to pay employees for attending training.

Answer: false

Difficulty: easy

Learning objective: 2

10.31. Federal laws require companies in the gaming industry, such as casinos, to train employees to report suspicious activity.

Answer: true

Difficulty: easy

Learning objective: 2

10.32. Injuries incurred by employees during training cannot result in legal action.

Answer: false

Difficulty: medium

Learning objective: 2

10.33. The Age Discrimination in Employment Act (ADEA) provides protection for all individuals based on age.

Answer: false

Difficulty: medium

Learning objective: 2

10.34. Copyrights protect the ideas that materials contain.

Answer: false

Difficulty: medium

Learning objective: 2

10.35. Companies can deduct the cost of training as a business expense.

Answer: true

Difficulty: easy

Learning objective: 2

10.36. Managing diversity may require changing company culture.

Answer: true

Difficulty: easy

Learning objective: 3

10.37. The glass ceiling facilitates women and minorities advancing to higher levels of the organization.

Answer: false

Difficulty: easy

Learning objective: 3

10.38. It is important for companies to place more emphasis on developing potential expatriates’ technical skills than on preparing them to work in other cultures.

Answer: false

Difficulty: medium

Learning objective: 4

10.39. Expatriates and their families are likely to experience high levels of stress when they return from foreign assignments.

Answer: true

Difficulty: medium

Learning objective: 4

10.40. Repatriation is the process of preparing individuals for expatriate assignments.

Answer: false

Difficulty: easy

Learning objective: 4

10.41. Virtual expatriates are more expensive than traditional expatriates.

Answer: false

Difficulty: easy

Learning objective: 4

10.42. Millennials and Gen Xers are more used to change and job insecurity than Baby Boomers.

Answer: true

Difficulty: medium

Learning objective: 5

10.43. The individual contributor career path is used to satisfy poor performers who have no managerial potential.

Answer: false

Difficulty: medium

Learning objective: 5

10.44. Career recycling is limited to older employees who are nearing retirement.

Answer: false

Difficulty: easy

Learning objective: 5

10.45. Job hopping is prevalent in high-technology industries.

Answer: true

Difficulty: easy

Learning objective: 5

10.46. Preretirement socialization helps employees avoid being forced to return to work because of poor financial planning.

Answer: true

Difficulty: medium

Learning objective: 8

10.47. Individuals must wait until the age of 65 to begin receiving social security benefits.

Answer: false

Difficulty: medium

Learning objective: 8

10.48. The use of phased retirement plans is complicated by regulations regarding taxation of retirement benefits.

Answer: true

Difficulty: medium

Learning objective: 8

**SHORT ANSWER-ESSAY**

10.49. List six training-related situations that may result in legal action.

* Failing to provide required training or providing inadequate training
* Incurring employee injury during a training activity
* Incurring injuries to employees or others outside the training session
* Incurring breach of confidentiality or defamation
* Reproducing and using copyrighted material in training classes without permission
* Excluding women, minorities, and older employees from training programs
* Failing to ensure equal treatment while in training
* Requiring employees to attend training programs that they may find offensive
* Revealing discriminatory information during a training session
* Not accommodating trainees with disabilities
* Incorrectly reporting training as an expense
* Failing to report training reimbursement as income
* Failing to pay employees for attending training

Difficulty: medium

Learning objective: 2

10.50. Describe six characteristics associated with a diversity program’s long-term success.

* There is management support and involvement
* The diversity program is structured
* Business objectives focus on diversity
* The program is evaluated using metrics such as sales, retention, and promotion rates
* The program is ongoing and not a one-time effort
* Different groups are not blamed for problems
* Skills needed to successfully interact with others are taught
* Managers are rewarded for achieving diversity goals
* Managers collect feedback and act on it

Difficulty: medium

Learning objective: 3

10.51. Describe what is meant by a dual career path and the characteristics associated with these paths.

Many companies structure career paths so that individuals advance through the company by moving into management positions. However, not all individuals desire to move into management, but still seek to advance within the organization. For this reason, some organizations have developed dual career path systems, which enable individuals to follow an individual contributor path or a management career path.

Effective dual-career paths have several characteristics:

* Salary, status, and incentives for individual contributors compare favorably with those of managers.
* While individual contributor base salaries may be lower than managers, they are given opportunities to increase their total compensation through bonuses.
* The individual contributor career path is not used to satisfy poor performers who have no managerial potential. This path is for employees with outstanding technical skills.
* Individual contributors are given the opportunity to choose their career path.

Difficulty: medium

Learning objective: 5

10.52. Discuss the advantages and challenges of job hopping from the employer’s and the employee’s perspectives

For employers, job hopping results in a loss of talent, productivity, and higher costs related to turnover, recruitment, and retraining. Furthermore, job hopping makes it difficult to create and sustain a culture that supports relationships between employees and continuity in employee-customer relationships.

On the positive side for employers, job hopping does provide companies with the opportunity to hire employees who have a variety of experiences in different companies, which can allow the company to understand best practices. Hiring employees who job hop may increase a company’s flexibility and adaptability because these employees may be capable of quickly learning different jobs. Also, employees who job hop likely have lower expectations for job security, making it easier to downsize if necessary.

From an employee perspective, in addition to better pay and growth opportunities, job hopping can provide opportunities to work in a variety of industries, in different-sized companies, and to gain new skills, experiences, and personal contacts. However, individuals may not be staying in any one job long enough to complete important projects, develop deep personal networks, or gain relevant experience.

Difficulty: medium/hard

Learning objective: 5

10.53. Describe what companies can do to prepare employees for layoffs and to reduce their potential negative effects?

Sometimes layoffs are inevitable, and efforts should be taken to reduce their potential negative effects. In particular, companies should provide outplacement services, which should include:

* Advance warning and an explanation for the layoff
* Psychological, financial, and career counseling
* Assessment of skills and interests
* Job seeking services, such as resume writing and interviewing training
* Job banks where job leads are posted
* Electronic delivery of job openings, self-directed career management guides, and interest inventories

Difficulty: medium

Learning objective: