

## Answers to Applying the Concept Exercises

### Applying the Concept 3-1: BFOQ

State if each of the following would or wouldn't meet the test of a BFOQ:

- a. It is a legal BFOQ
- b. It is NOT a legal BFOQ

1. For the job of modeling women's clothing, applicants must be female.

*A. Legal. Legal for the purposes of authenticity.*

2. For a job of loading packages onto trucks to be delivered, applicants must be able to lift 35 pounds.

*A. Legal. Lifting it an important part of being able to do the job.*

3. For the job of teaching business at a Catholic college, applicants must be practicing Catholics.

*B. Illegal. You don't need to be Catholic to teach business, but it could be legal to teach Catholic Religion classes.*

4. For the job of attendant in a men's locker facility at a gym, applicants must be male.

*A. Legal. could legitimately be a BFOQ to be male if there is a likelihood of an invasion of another person's privacy.*

5. For the job of a guard in a prison with male inmates, applicants must be men.

*B. Illegal. There are women guards in men's prisons. However, a court case upheld being male in a prison with a very high percentage of male rapists. The judge said it was too risky for women guards.*

### Applying the Concept 3-2: Employment Laws

Review the laws listed below and then write the letter corresponding to each law before the statement(s) describing a situation where that law would apply.

- a. Equal Pay
- b. Title VII CRA 1964
- c. ADEA
- d. VEVRAA
- e. PDA
- f. ADA

- g. CRA 1991
- h. USERRA
- i. VBIA
- j. GINA
- k. LLFPA
- l. Immigration laws

6. I had to take a medical test, and the company found out that I am at high risk to get cancer. So it decided not to hire me so it could save money on medical insurance.

*K. GINA. This is discrimination based on genetic information.*

7. Although I was the best qualified, I was intentionally not promoted because I am a woman.

*B. Title VII CRA 1964. CRA was the major law to protect against discrimination.*

8. I can't understand why this firm doesn't want to hire me just because I served my country. I didn't want to go and fight overseas, but I was drafted into the Army in 1969 and had no choice; I didn't want to go to jail for draft evasion.

*D. VEVRAA. This soldier served during the Vietnam war.*

9. My boss is laying me off because I serve in the National Guard and will be deployed overseas for six months. As a result, I will have to find a new job when I get back.

*I. USERRA. The firm can't legally lay off the person who needs to serve his or her country.*

10. The firm is laying me off to hire some younger person to save money. Is this what I deserve for my 20 years of dedication?

*C. ADEA. This is clearly age discrimination.*

11. The company I work for is in trouble with the INS because it never asked me any questions about my being legally eligible to work in America.

*M. Immigration. Employers are required to check to make sure employees are legal to work in the U.S.*

12. I'm being paid less than the men who do the same jobs, just because I'm a woman.

*A. Equal pay. Men and women must be paid the same wages for the same job, unless there is a good reason, such as experience.*

13. The firm hired this new guy and bought a special low desk because he is so short.

*F. ADA. This is a reasonable accommodation.*

14. I'm suing the firm for lost wages because they intentionally discriminated against me and fired me when I complained about it.

*G. CRA 1991. The CRA allowed for the payment of Compensatory and punitive damages.*

### Applying the Concept 3-3: Sexual Harassment

Write the letter and number codes listed below before each statement to indicate the kind of behavior it describes.

- a. sexual harassment: After the harassment letter, write in if it is (1) quid pro quo or (2) hostile work environment harassment (i.e., write a/1 or a/2).
- b. not sexual harassment

15. Karen tells her coworker Jim an explicitly sexual joke, even though twice before, Jim told her not to tell him any dirty jokes.

*A/2: Sexual harassment/hostile work environment. After being told to stop, this behavior is sexual harassment.*

16. Ricky-Joe typically puts his hand on his secretary's shoulder as he talks to her, and she is comfortable with this behavior.

*B: Not sexual harassment. As long as both parties are comfortable with touching, it is not sexual harassment. However, touching is generally not recommended and if one party tells the other to stop touching, and it continues, it is sexual harassment.*

17. José, the supervisor, tells his secretary, Latoya, that he'd like to take her out for the first time today.

*B: Not sexual harassment. There is nothing wrong with asking for a date, unless the person has stated "No" before and asked that the behavior stop; or if it is against company policy. The person may want to go on a date.*

18. Cindy tells her assistant, Juan, that he will have to go to a motel with her if he wants to be recommended for a promotion.

*A/1: Sexual harassment/quid pro quo. Sex as a requirement for the job is sexual harassment.*

19. Jack and Jill have each hung up pictures of nude men and women on the walls near their desks, in view of other employees who walk by.

*A/2: Sexual harassment/hostile work environment. Although no complaint is stated, the courts have stated nude pictures may create an uncomfortable hostile work environment. It is not a good idea to allow any pictures, etc. that can be offensive to a reasonable person.*

20. As coworker Rachel talks to Carlos, he is surprised and uncomfortable because she gently rubbed his buttock.

*A/2: Sexual harassment/hostile work environment. Touching in private areas is sexual harassment when unwelcomed, and since this is between coworkers it would not be quid pro quo.*

## Answers to Applying the Concept Exercises

### Applying the Concept 2-1: The External Environment

Read each statement and write in the letter corresponding to the external environmental factor it refers to.

- a. customers
- b. competition
- c. suppliers
- d. labor force
- e. shareholders
- f. society
- g. technology
- h. the economy
- i. governments

1. The CEO was fired by the owners because our company is not profitable.

*E. Shareholders. They own the company and appoint top managers.*

2. GE wanted to acquire our company, but the SEC said that would be in violation of antitrust laws, thereby preventing the deal.

*H. Governments. The government can stop mergers and acquisitions when it believes society will be harmed by the business transaction.*

3. Karen bought a new oven that will cook our pizza in half the time and make it taste even better.

*G. Technology. A new improved faster oven is a technology change.*

4. eHarmony online dating service is losing some customers to other services focusing on Christian, African-American, and older people seeking matches.

*B. E-Harmony has more competition now.*

5. Our purchasing agent just closed a deal that will let us buy sugar for a few cents less per pound, saving us thousands of dollars per year.

*I. Suppliers. The company purchases sugar from a supplier.*

### Applying the Concept 2-2: Strategies

Identify which strategy is used by each brand or company listed and write the letter corresponding to the company's strategy by the company's name.

- a. cost leadership
- b. differentiation
- c. focus or niche

6. iPhone

*B. Differentiation. iPhones are high priced differentiated smart phones.*

7. *Bodybuilder* magazine

*C. Focus. It focuses on selling to bodybuilders.*

8. Rolex watches

*C. Focus. It focuses on selling to wealthy people.*

9. TOMS shoes

*B. Differentiation. The TOMS logo differentiates it from other brands, and TOMS has a social mission of giving away free shoes for every pair you buy.*

10. Wal-Mart

*A. Low cost. Walmart emphasizes low every day prices.*