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The College Graduate

- Purpose:*
1. To examine issues that arise when college graduates enter the workplace.
 2. To examine interactions between younger and older employees in work settings.
 3. To examine the influence of physical appearance on workplace interactions.

Preparation: None

Time: 60 to 75 minutes

BACKGROUND

As stated in the introduction to the previous learning activity, The Older Employee, the Age Discrimination in Employment Act (ADEA) bans discrimination against individuals who are 40 years old and over. However, the ADEA does not protect individuals under the age of 40 who may also be subject to age discrimination.

Several issues may arise when younger workers who are college graduates, especially if they have little work experience, begin their employment. On the one hand, older coworkers as well as coworkers who are less educated may resent their presence and not give them a chance to prove themselves. When a less-experienced recent college graduate is promoted into a management position, more-experienced

AUTHOR'S NOTE: This exercise was prepared by Kevin M. Ladabouche, Daniel R. Mento, Jennifer E. Moter, Stephen C. Potter, Emilia Traina, Casey M. Walsh, and Gary N. Powell.

4. After all skits have been performed and discussed, compare responses to the two discussion questions and identify factors that the college graduate's boss should take into account when responding in such situations. (remaining time)

REFERENCES

- Armour, S. (1999, April 20). New kids on the block: Younger bosses raising workplace issues. *USA Today*, A1-A2.
- U.S. Equal Employment Opportunity Commission. (2010). *Age discrimination*. Retrieved May 4, 2010, from <http://www1.eeoc.gov>.

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Diversity Incidents

- Purpose:*
1. To examine the managerial implications of having a diverse work force.
 2. To help you deal more effectively with situations in which diversity plays a role.
 3. To distinguish between situations in which discrimination has taken place, situations that have been managed poorly, and situations in which oversensitivity has occurred.

Preparation: Read and analyze incidents

Time: 60 to 120 minutes

BACKGROUND

Organizations benefit when they **promote nondiscrimination** in treatment of people and decisions about people. This means promoting compliance by all employees with federal, state, and local equal employment opportunity (EEO) laws. Such laws ban discrimination on the basis of sex, race, ethnicity, national origin, age, religion, pregnancy, and other personal characteristics that are not relevant to the job at hand. It also means refraining from discrimination on the basis of job-irrelevant personal characteristics even if it not illegal. For

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