

# The Wall Street Journal Instructor Guide

---

An Overview for Human Resources and  
Organizational Behavior Professors  
Fall 2018

---

## About The Wall Street Journal's Instructor Guide

We developed this guide to help you maximize The Wall Street Journal as a resource for your classes. You'll be able to energize discussions and engage students with tangible examples of course concepts that your students can apply in the real world. In addition, with the help of faculty partners, we've curated a special collection of our most popular and thought-provoking articles across management. For each of these readings, we provide a summary, correlation to course topics, classroom applications and questions suitable for launching discussions and conducting assessments. Here are some of the many ways to incorporate WSJ into your courses:

- **Course Readings:** Assign articles as required reading alongside your textbook sections. For best results, include assessment questions on quizzes and exams.
- **Discussion Launchers:** Use articles to spur classroom and threaded discussions in online and hybrid courses on core concepts and current events.
- **Extra Credit:** Allow students to read optional articles and answer assessment questions for extra credit.
- **Group Projects:** WSJ is a rich source of real-world topics for group research and presentation projects.
- **Research Papers and Case Studies:** WSJ features provide timely citations for research projects.

## Table of Contents

1. [One Surprising Reason Why Companies Struggle to Fill Jobs](#) 6/6/2018
2. [Starbucks Racial Bias Training "Uncomfortable" and "Enlightening": Employees React](#) 6/1/2018
3. [Need a Lunchtime Companion at Work? Check the Office App](#) 5/30/2018
4. ["I Lost It": The Boss Who Banned Phones, and What Came Next](#) 5/17/2018
5. [Companies Trying to Deal With Discrimination Face Backlash](#) 5/8/2018

---

# One Surprising Reason Why Companies Struggle to Fill Jobs



**Reporters:** Justin Lahart (6/6/18)

**Reviewed By:** Sheila Simarian Webber, PhD, Suffolk University

**Topics:** Hiring

**Summary:** The churn rate in the jobs market is less than you'd think with unemployment at multi-decade lows, and one reason is an aging workforce.

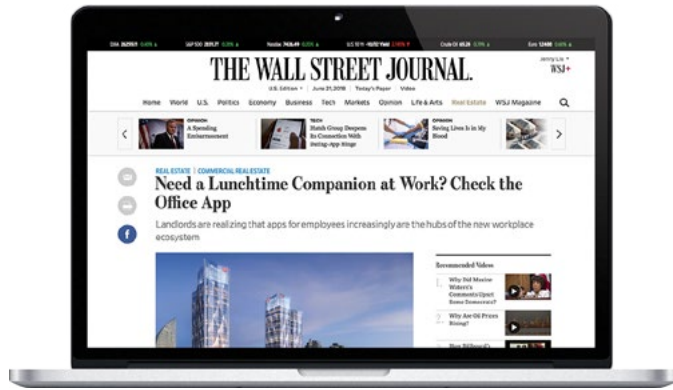
**Classroom Application:** Hiring talented employees is an increasing challenge for organizations due to low unemployment and large numbers of job openings. Organizations are seeking new strategies for recruiting employees and providing increased incentives and benefits. This article discusses the churn rate and aging workforce as drivers of employee retention.

## Questions:

1. Why is there less churn in the US workforce?
2. What are the benefits and problems for companies with low churn rate? Offer two ideas from the article.
3. What is the shift in job openings and unemployment? How is this impacting organizations?

---

# Starbucks Racial Bias Training “Uncomfortable” and “Enlightening”: Employees React



**Reporters:** Julie Jargon and Rachel Feintzeig (6/1/18)

**Reviewed By:** Sheila Simarian Webber, PhD, Suffolk University

**Topics:** Training

**Summary:** Some Starbucks employees said they found this week’s company training on racial bias eye-opening. Others said they were left unsure how to apply the lessons to their jobs, suggesting the coffee chain has a difficult task ahead.

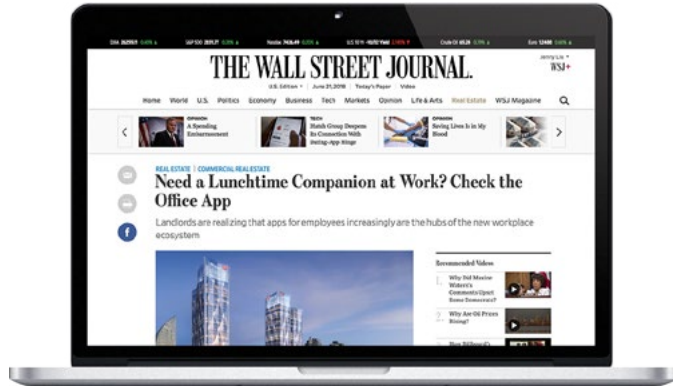
**Classroom Application:** Training employees on racial bias provides the opportunity to engage in important conversations and promote a shared culture. Employees and customers often experience biases in the workplace and retail environments. This article discusses the use of antibias training by Starbucks to improve the organization and customer experience.

## Questions:

1. What was the employee training at Starbucks?
2. How are Starbucks employees reacting to the training? What are the unanswered questions?
3. What are the changes at Starbucks as a result of antibias training? What are the challenges still facing Starbucks?

---

# Need a Lunchtime Companion at Work? Check the Office App



**Reporter:** Peter Grant (5/30/18)

**Reviewed By:** Sheila Simarian Webber, PhD, Suffolk University

**Topics:** Benefits

**Summary:** A new weapon is emerging in the amenities arms race among office landlords: workplace apps for tenants. Order food, schedule a gym class, book a meeting room, and more.

**Classroom Application:** Employee benefits and innovative apps to build a stronger workplace environment are increasing as companies attempt to attract and retain top talent. Workplace apps also include risks associated with employee perceptions of being tracked and monitored. This article discusses the new workplace apps offered by landlords

## Questions:

1. What is a workplace app? Why is this an important benefit for employees and landlords?
2. What are the features on the workplace app? Offer three ideas from the article.
3. How are organizations attempting to have integrated social workforces? What is the role of the app in the new workplace?

---

# “I Lost It”: The Boss Who Banned Phones, and What Came Next



**Reporter:** John Simmons (5/17/18)

**Reviewed By:** Sheila Simarian Webber, PhD, Suffolk University

**Topics:** Change

**Summary:** Two thousand six hundred seventeen times a day. That is how often the average person taps, pokes, pinches or swipes their personal phone. It all adds up to about 2 hours and 25 minutes. And a good chunk of that time comes during work hours.

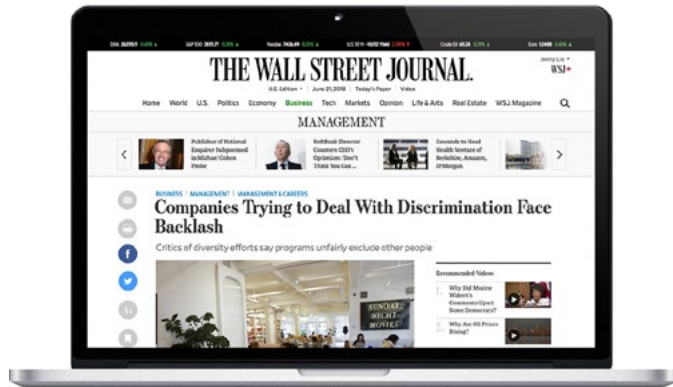
**Classroom Application:** Technology advancements impact the work environment and the nature of workplace interactions. The increased use and abuse of smartphones during meetings and at work is negatively impacting performance and creating distractions. This article discusses the approaches managers are using to limit smartphones at work.

## Questions:

1. Why are phones a distraction at work?
2. Why are managers conflicted about how or whether to limit smartphone use in the workplace? Offer two ideas.
3. What steps are bosses taking to reduce phone use during meetings? What is the impact?

---

# Companies Trying to Deal With Discrimination Face Backlash



**Reporter:** Kelsey Gee and Lauren Weber (5/8/18)

**Reviewed By:** Sheila Simarian Webber, PhD, Suffolk University

**Topics:** Discrimination

**Summary:** Companies trying to rectify a legacy of discrimination are finding that some tactics can breed resentment and new concerns about reverse prejudices.

**Classroom Application:** Initiatives to increase women in the workplace and achieve greater inclusion are facing resistance as possibly discriminating. Companies are attempting to provide increased opportunities for women to progress to leadership positions. This article discusses the challenges facing organizations due to gender discrimination concerns.

## Questions:

1. Why are female only initiatives drawing objections?
2. What is gender discrimination? How are all female work opportunities potentially discriminating?
3. What are the gender challenges facing Google? How are companies attempting to increase women in the workplace and not discriminate?

