

Chapter 9 Management Rights, Employee Rights, and Discipline

MULTIPLE CHOICE

1. In law, what is known as “failure to use a reasonable amount of care where such failure results in injury to another person”?

- a. negligence
- b. employee right
- c. just cause
- d. procedural caution with management rights

ANS: A PTS: 1 DIF: Key Terms
REF: 307
OBJ: 1 BLM: R

2. Which of the following includes only groups that can grant rights to employees?

- a. federal courts; unions; employers
- b. employers; provincial governments; federal courts
- c. provincial governments; employers
- d. unions; employers; federal courts

ANS: B PTS: 1 DIF: Understanding
REF: 308|309 OBJ: 1 BLM: R

3. In the text, which employee protection rights include legal considerations?

- a. statutory rights and basic human rights
- b. freedom of expression and religious freedom
- c. contractual rights, statutory rights, and due process
- d. right to make reasonable mistakes

ANS: C PTS: 1 DIF: Key Terms
REF: 308|309|310
OBJ: 1 BLM: R

4. What is the term for the right of an employee to expect that he/she will not be subjected to discrimination in the workplace?

- a. statutory right
- b. conditional right
- c. moral right
- d. contractual right

ANS: A PTS: 1 DIF: Understanding

REF: 307|308 OBJ: 1 BLM: R

5. In which circumstance can an implied contract become binding?

- a. stating promises of job security in an employee handbook
- b. establishing a succession plan
- c. sending an e-mail to employees regarding the vacation schedule for the year
- d. introducing an empowerment program in the organization

ANS: A PTS: 1 DIF: Key Terms

REF: 309

OBJ: 1 BLM: R

6. What is an implied employment contract?

- a. a clearly written document that describes the conditions of work, such as job security
- b. a conversation between employers and unions regarding job security issues
- c. an email that itemizes elements of existing job security policy
- d. a promise made by an employer to an employee that regards job security

ANS: D PTS: 1 DIF: Key Terms

REF: 309

OBJ: 1 BLM: R

7. Who can terminate the employment relationship under contractual rights?

- a. employers
- b. employees
- c. employees or employers
- d. employees, unions, or employers

ANS: C PTS: 1 DIF: Understanding

REF: 309 OBJ: 1 BLM: R

8. In Canada, what are employers' rights with respect to dismissals?
- a. employers can legally dismiss employees without prior notice only for just cause
 - b. employers can hire and dismiss employees at their discretion
 - c. employers can dismiss a mentally challenged employee without considering accommodation
 - d. employers can legally dismiss employees without prior notice

ANS: A PTS: 1 DIF: Application

REF: 309

OBJ: 1 BLM: R

9. ABC Corporation recruited computer programmers from competitors by promising higher salaries. However, when the programmers started work for ABC, the company denied making any such promises. What has ABC violated through its behaviour?
- a. implied covenant rules
 - b. common laws
 - c. no laws; as long as there were no written guarantees, ABC cannot be held liable
 - d. implied contract rules

ANS: D PTS: 1 DIF: Application

REF: 309

OBJ: 1 BLM: R

10. Which of the following is NOT a part of employment due process?
- a. the right to know job expectations and consequences of not fulfilling them
 - b. the right to appeal disciplinary actions taken by an employer
 - c. the right to fair discipline based on facts
 - d. the right to positive discipline

ANS: D PTS: 1 DIF: Understanding

REF: 310 OBJ: 1 BLM: R

11. What is due process the central issue in?
- a. the employment-at-will doctrine
 - b. implied contracts
 - c. statutory rights

d. wrongful dismissal

ANS: D PTS: 1 DIF: Understanding

REF: 310 OBJ: 1 BLM: R

12. ABC Co. wants to dismiss an employee for failing to maintain an acceptable performance level. What must the company do before it dismisses that employee?

- a. give him six months advanced notice of the dismissal
- b. prove that he is not meeting job expectations
- c. place him on probation
- d. change the job requirements so that they'll meet his abilities

ANS: B PTS: 1 DIF: Application

REF: 310

OBJ: 1 BLM: R

13. Which statement best describes privacy rights for employees?

- a. no reasonable expectation of privacy while in the workplace
- b. no reasonable expectation of privacy while performing job-related duties
- c. no reasonable expectation of privacy in workplaces where monitoring is already in effect
- d. no reasonable expectation of privacy if the employer has a privacy policy

ANS: C PTS: 1 DIF: Application

REF: 311

OBJ: 2 BLM: R

14. Which job types are most likely to be forced to submit to drug testing under present law?

- a. customer service positions
- b. administrative positions
- c. labour-intensive positions
- d. safety-sensitive positions

ANS: D PTS: 1 DIF: Application

REF: 312

OBJ: 2 BLM: R

15. What does most human rights legislation consider substance abuse to be?

- a. a performance issue that needs to be disciplined
- b. a disability that needs to be accommodated
- c. a valid reason for the employer to sanction the employee
- d. a privacy issue that protects the employee from surveillance

ANS: B PTS: 1 DIF: Application
REF: 311
OBJ: 2 BLM: R

16. Which statement accurately describes the benefits of drug testing?

- a. companies with drug testing policies experience reductions in absenteeism and accidents
- b. drug testing is largely an error-free process that assists employers with discipline procedures
- c. mandatory random drug testing policies provide an employer with greater freedoms in the surveillance of employees
- d. employers can force a drug test after establishing “probable cause”, which deters other employees from using drugs while at work

ANS: A PTS: 1 DIF: Understanding
REF: 311 OBJ: 2 BLM: R

17. Which a employee search actions and surveillance are allowable?

- a. random searches of employee vehicles while parked on workplace property
- b. monitoring of private telephone conversations on personal cell phones while in the workplace
- c. requiring employees to undergo a medical exam if a supervisor removes an employee from the worksite due to suspected impairment
- d. random searches of employer-owned toolboxes and desks

ANS: D PTS: 1 DIF: Application
REF: 311
OBJ: 2 BLM: R

18. What is the most common means of electronic surveillance for employee monitoring?

- a. locker searches

- b. video surveillance
- c. telephone use
- d. Internet connections

ANS: C PTS: 1 DIF: Key Terms
 REF: 312
 OBJ: 2 BLM: R

19. Which methods are commonly used by employers for electronic monitoring?

- a. GPS tracking of all employee movements
- b. installing hidden security cameras in walls and ceilings
- c. scanning employee backpacks or lunch pails as they leave work
- d. paying employees to record video of peers and colleagues

ANS: B PTS: 1 DIF: Application
 REF: 311
 OBJ: 2 BLM: R

20. Which statement regarding access to personnel files is permissible?

- a. withholding references given by a former employer
- b. withholding access to personnel files
- c. withholding information stored in an electronic database
- d. withholding personal information prior to obtaining consent

ANS: D PTS: 1 DIF: Understanding
 REF: 315 OBJ: 2 BLM: R

21. What is one issue associated with the growth of electronic information systems?

- a. the systems provide global access to information
- b. the systems allow employees to publicly share opinions about colleagues and workplace practices
- c. the systems allow more involvement in decision making
- d. the systems promote increased sharing of information

ANS: B PTS: 1 DIF: Key Terms
 REF: 316
 OBJ: 2 BLM: R

22. The ABC Company wants to design an e-mail and voice mail policy. Which guideline should the company follow?

- a. specify that all categories of information are to be sent electronically
- b. ensure the policy complies with industry benchmarks
- c. specify that electronic information be sent for business purposes only
- d. ensure that there is equal accessibility to all websites

ANS: C PTS: 1 DIF: Key Terms
REF: 315
OBJ: 2 BLM: R

23. The ABC Company wants to discipline an employee for his off-duty drug use. How can the company best position itself to discipline the employee?

- a. demonstrate that the behaviour does not conform to the company code of ethics
- b. obtain a court order showing employee guilt
- c. wait until the employee is formally charged with the offence
- d. establish a clear connection between the drug use and its negative effect on the company

ANS: D PTS: 1 DIF: Application
REF: 319
OBJ: 3 BLM: R

24. What primary purpose do disciplinary policies and procedures serve?

- a. they enable the use of punishment for unacceptable conduct
- b. they help ensure that employees receive fair and constructive treatment
- c. they help to make employees more productive
- d. they allow the HR department to terminate repeat offenders

ANS: B PTS: 1 DIF: Key Terms
REF: 319
OBJ: 3 BLM: R

25. The ABC Corporation wishes to establish an effective disciplinary policy. Which manager should have primary responsibility to prevent or correct disciplinary problems?

- a. human resources manager
- b. top-level manager
- c. manager in the legal department

d. the employee's manager

ANS: D PTS: 1 DIF: Understanding

REF: 319 OBJ: 3 BLM: R

26. What is the HR department's major responsibility in matters of discipline?

- a. assist managers in monitoring the performance of their subordinates
- b. develop disciplinary policies and procedures
- c. handle the legal defense against allegations of wrongful discipline
- d. decide what the appropriate punishment is for each act of misconduct

ANS: B PTS: 1 DIF: Understanding

REF: 319 OBJ: 3 BLM: R

27. What common mistake do organizations make that results in reduced effectiveness of the organizational rules?

- a. share the reasons for the rules with employees
- b. review the rules that are critical to work success only periodically
- c. restate any rules that have not been enforced on a consistent basis
- d. allow managers to interpret rules according to experience and judgement

ANS: D PTS: 1 DIF: Application

REF: 320

OBJ: 3 BLM: R

28. Which statement will lower employee acceptance and understanding of the organizational rules?

- a. rules are enforced for a representative selection of violations
- b. rules are reviewed periodically by management personnel
- c. the reasons for a rules are widely communicated and understood
- d. rules are written and verbally conveyed

ANS: A PTS: 1 DIF: Key Terms

REF: 320

OBJ: 3 BLM: R

29. Which common meaning of the term "discipline" is associated with an employee's willingness to practice self-control?

- a. the treatment of behaviours that results in punishment

- b. positive reinforcement of peer and colleague conformity
- c. training that is designed to strengthen desirable conduct
- d. demonstration of orderly behaviour in an organizational setting

ANS: D PTS: 1 DIF: Understanding

REF: 320 OBJ: 4 BLM: R

30. Which common meaning of the term “discipline” is associated with the correction of undesirable behaviour?

- a. the treatment of behaviours that results in punishment
- b. positive reinforcement of peer and colleague conformity
- c. training that is designed to strengthen desirable conduct
- d. demonstration of orderly behaviour in an organizational setting

ANS: C PTS: 1 DIF: Key Terms

REF: 320

OBJ: 4 BLM: R

31. A supervisor wants to correctly document the poor performance of an employee. Which action would be least helpful in the due process of discipline?

- a. record the consequences of the employee’s action on the work unit
- b. list the negative behaviour exhibited by the employee
- c. note the date, time, and location of the misconduct
- d. record the assumed intent of the employee’s actions

ANS: D PTS: 1 DIF: Application

REF: 321

OBJ: 4 BLM: R

32. In disciplinary investigations, which question should be asked when you seek to determine if the employee was provoked by a manager or another employee?

- a. Has the rule been uniformly enforced?
- b. Is the offence related to the workplace?
- c. Are there extenuating circumstances?
- d. Did the employee know he/she was doing something wrong?

ANS: C PTS: 1 DIF:

Understanding/Application

REF: 321 OBJ: 4 BLM: R

33. What is the least important consideration for disciplinary investigations?

- a. Is the employee showing any signs of remorse?
- b. Is the offence related to the workplace?
- c. Has the rule been uniformly and consistently enforced?
- d. What rules or provisions have been violated?

ANS: A PTS: 1 DIF:

Understanding/Application

REF: 321 OBJ: 4 BLM: R

34. What key principle underpins and shapes disciplinary investigations?

- a. judicial review
- b. due process
- c. ethical behaviour
- d. contractual obligation

ANS: B PTS: 1 DIF:

Understanding/Application

REF: 321 OBJ: 4 BLM: R

35. What is required of an investigative interview?

- a. the supervisor must wait until the employee is ready to fully discuss the incident
- b. the employee must provide a written account of the incident prior to the interview
- c. the employee must have been provided with legal assistance
- d. the interview must occur before disciplinary action is initiated

ANS: D PTS: 1 DIF: Key Terms

REF: 322

OBJ: 4 BLM: R

36. What step immediately precedes the termination of the employee in a typical progressive discipline program?

- a. a formal discussion
- b. a written warning
- c. a formal grievance
- d. a suspension

ANS: D PTS: 1 DIF: Understanding

REF: 321 OBJ: 5 BLM: R

37. What program is designed to help an employee voluntarily correct his or her own misconduct?

- a. progressive discipline program
- b. hot-stove program
- c. step-help program
- d. respect-discipline program

ANS: A PTS: 1 DIF: Key Terms

REF: 322

OBJ: 5 BLM: R

38. Which programs, focused on employee misconduct, are joint discussion and problem-solving activities central to?

- a. nondirective counseling programs
- b. management-by-objectives programs
- c. progressive discipline programs
- d. non-punitive discipline programs

ANS: D PTS: 1 DIF: Key Terms

REF: 323

OBJ: 5 BLM: R

39. An employer uses a positive discipline system to correct undesirable employee conduct. What do managers in this organization issue to employees in order to improve their unacceptable performance?

- a. reminders
- b. policies
- c. reprimands
- d. warnings

ANS: A PTS: 1 DIF: Application

REF: 323

OBJ: 5 BLM: R

40. What is the most significant cause of a manager's inadequate documentation of employee misconduct?

- a. the documentation process is too complex
- b. the manager does not know what constitutes good documentation
- c. the manager doesn't have time to document employee misconduct

d. other high priority management tasks take precedence

ANS: B PTS: 1 DIF: Understanding

REF: 325 OBJ: 5 BLM: R

41. What should employers apply before firing an employee?

- a. principles of just cause
- b. policies of equity and responsibility
- c. standards of employment conduct
- d. rules of fair employment

ANS: A PTS: 1 DIF: Application

REF: 326

OBJ: 5 BLM: R

42. Which suggestion should NOT be followed when a supervisor decides to dismiss an employee?

- a. Make certain that the termination does not violate any laws before actually informing the employee of the discharge.
- b. Avoid bringing up personality differences.
- c. Come to the point within the first two or three minutes.
- d. Keep an open mind in case the subordinate offers an acceptable plan to correct his or her disciplinary problem.

ANS: D PTS: 1 DIF: Application

REF: 288|289

OBJ: 5 BLM: R

43. Why would an employer who is using positive discipline procedures grant a paid decision-making leave to an employee?

- a. it gives an employee time to consider a new job offer
- b. it allows an employee to seek legal help for the disciplinary process
- c. it gives an employee time to consider whether he or she wishes to remain with the organization
- d. it is used primarily as a “cooling off” period for an irate employee

ANS: C PTS: 1 DIF: Application

REF: 325

OBJ: 5 BLM: R

44. Sometimes organizations provide services to terminated employees that help them bridge the gap between their old position and a new job. What are these services known as?

- a. outplacement assistance
- b. employee assistance programs
- c. downsizing programs
- d. "headhunting" assistance programs

ANS: A PTS: 1 DIF: Key Terms
REF: 330
OBJ: 5 BLM: R

45. How are many organizations now taking steps to protect employees from arbitrary and inequitable treatment from their supervisors?

- a. providing legal counsel in matters pertaining to unjust discipline
- b. utilizing alternative dispute resolution processes
- c. including a grievance arbitration clause in their collective agreements
- d. providing access to certified conciliation officers

ANS: B PTS: 1 DIF: Key Terms/Understanding
REF: 332 OBJ: 6 BLM: R

46. Which employee complaint process is most similar to a grievance procedure under a union contract?

- a. open-door policy
- b. hearing officer complaint system
- c. step review system
- d. peer review system

ANS: C PTS: 1 DIF: Key Terms
REF: 332
OBJ: 6 BLM: R

47. Which dispute resolution method results in a decision that is NOT binding?

- a. mediation
- b. human rights tribunal
- c. hearing officer
- d. arbitration

ANS: A PTS: 1 DIF: Understanding

REF: 332 OBJ: 6 BLM: R

48. Which employee group does the last step of a conventional step-review appeal procedure involve?

- a. top management
- b. department head
- c. a jury consisting of equal numbers of supervisory and non-supervisory employees
- d. human resources specialists

ANS: A PTS: 1 DIF: Understanding

REF: 332 OBJ: 6 BLM: R

49. How is a Hearing Officer expected to function within an organization?

- a. they represent employers in discipline appeals
- b. they represent employees in discipline appeals
- c. they are expected to be neutral and unbiased in their decision making
- d. they broker a compromise between supervisor and subordinate in a labour dispute

ANS: C PTS: 1 DIF: Key Terms

REF: 332|333

OBJ: 6 BLM: R

50. What must managers do if they want to maintain an effective open-door policy?

- a. ensure that employees come to them only with job-related concerns
- b. emphasize that they can offer solutions only on an advisory basis
- c. formalize the procedure and encourage employees to “start at the top”
- d. encourage employees to voice their complaints and listen honestly to those concerns

ANS: D PTS: 1 DIF: Application

REF: 333

OBJ: 6 BLM: R

51. What role or position in an organization is dedicated to listening to employees' complaints and then seeking solutions through negotiation and mediation?

- a. employee assistance program counselor
- b. ombudsperson

- c. step-review coordinator
- d. hearing officer

ANS: B PTS: 1 DIF: Key Terms
REF: 333
OBJ: 6 BLM: R

52. Which statement explains a significant benefit of using arbitration to resolve an employer–employee discrimination complaint?
- a. it saves time and cost and usually results in a faster dismissal process
 - b. it saves time and cost and usually results in less unfavourable publicity
 - c. it saves time and cost and usually results in more decisions that favour the employer
 - d. it saves time and cost and usually results in less need for due process documentation

ANS: B PTS: 1 DIF: Understanding
REF: 294 OBJ: 6 BLM: R

53. What is the term for a set of standards of acceptable conduct and moral judgment?
- a. ethics
 - b. morals
 - c. legislation
 - d. rules

ANS: A PTS: 1 DIF: Key Terms
REF: 333
OBJ: 7 BLM: R

Scenario 9.1

Bob, the Manager of the Maintenance Department at City Hospital, has been busy preparing for year-end performance evaluations. He decides to pop into the office on the weekend to prepare the necessary paperwork for this week's staff evaluations.

When Bob gets to the Maintenance shop there is no sign of Randy, who is supposed to be on shift, so he pages him. After being in his office for over an hour, Randy has still not arrived, and he has not responded to his pager. Bob starts to become concerned for Randy's safety and decides to go in search of him, floor by floor, starting in the basement where the majority of the plant services (furnace, electrical, water, etc.) are located.

When Bob arrives at the basement of the hospital, he notices that the storage room door—which is usually locked—is slightly ajar. When he looks inside he sees Randy sleeping soundly on a makeshift bed he's formed out of some foam pieces, with a hospital blanket and pillow that he must have grabbed from the laundry room across the hall. Bob is very angry and shakes Randy awake. Randy appears startled, quickly regains composure, and says he wasn't sleeping but was simply resting his eyes. Randy has been working for Bob for four years. Bob wants to immediately fire Randy for his misconduct.

54. Please refer to Scenario 9.1. Bob wants to correctly document the poor performance of Randy. Which action would be least helpful in the due process of disciplining Randy?

- a. Bob records the consequences of the employee's action on the hospital operations
- b. Bob documents the negative behaviour exhibited by Randy
- c. Bob records the date, time, and location of the misconduct
- d. Bob records the assumed intent of the employee's actions

ANS: D PTS: 1 DIF: Application
REF: 321
OBJ: 4 BLM: HO

55. Please refer to Scenario 9.1. If a disciplinary investigation is conducted, which question should be asked to determine if Randy's behaviour was somehow provoked or influenced by his manager or a fellow employee?

- a. Have the rules about sleeping on the job been uniformly enforced?
- b. Is the offence related to the effective functioning of the workplace?
- c. Are there any extenuating circumstances to consider?
- d. Did Randy know he was doing something wrong?

ANS: C PTS: 1 DIF: Understanding/Application
REF: 321 OBJ: 4 BLM: HO

56. Please refer to Scenario 9.1. Which of the following is the least important consideration for a disciplinary investigation regarding Randy's misconduct?

- a. Did Randy show any signs of remorse for his actions?
- b. Is the misconduct related to his work duties?
- c. Have the rules about napping on the job been uniformly and consistently enforced?
- d. What specific rule or rules have been clearly violated?

ANS: A PTS: 1 DIF:

Understanding/Application

REF: 321 OBJ: 4 BLM: HO

57. Please refer to Scenario 9.1. What is required if Bob decides to conduct an investigative interview?

- a. Bob must wait until Randy is ready to fully discuss the incident.
- b. Randy must provide a written account of the incident prior to the interview.
- c. Randy must have been encouraged to seek legal assistance prior to the interview.
- d. Bob must hold the interview before disciplinary action is initiated against Randy.

ANS: D PTS: 1 DIF: Key Terms

REF: 322

OBJ: 4 BLM: HO

58. Please refer to Scenario 9.1. In a typical progressive discipline program, what is the final step Bob should take before finally terminating Randy for repeated misconduct of this nature?

- a. a formal discussion
- b. a written warning
- c. a formal grievance
- d. a suspension

ANS: D PTS: 1 DIF: Understanding

REF: 321 OBJ: 5 BLM: HO

59. Please refer to Scenario 9.1. What would a program be called which dealt with employee misconduct, and used joint discussion and problem-solving activities to solve problems?

- a. nondirective counseling program
- b. management-by-objectives program

- c. progressive discipline program
- d. non-punitive discipline program

ANS: D PTS: 1 DIF: Key Terms
REF: 323
OBJ: 5 BLM: HO

60. Please refer to Scenario 9.1. What approach would Bob take to help Randy improve his unacceptable performance if the hospital used a positive discipline system to correct undesirable employee conduct?

- a. offer a reminder about the rules
- b. create a new policy to specifically address Randy's behaviour
- c. reprimand Randy for his misconduct
- d. issue a formal written warning to Randy and place it in his employee file

ANS: A PTS: 1 DIF: Application
REF: 323
OBJ: 5 BLM: HO

61. Please refer to Scenario 9.1. If Bob did not adequately document Randy's misconduct, what is the most likely reason?

- a. the documentation process required by the hospital is too complex
- b. Bob does not know what constitutes good documentation
- c. Bob doesn't have time to document Randy's misconduct
- d. Bob has other high priority tasks that take precedence

ANS: B PTS: 1 DIF: Understanding
REF: 325 OBJ: 5 BLM: HO

62. Please refer to Scenario 9.1. What should Bob ensure that he applies in his decision to dismiss Randy from his current position?

- a. principles of just cause
- b. policies of equity and responsibility
- c. standards of employment conduct
- d. rules of fair employment

ANS: A PTS: 1 DIF: Application
REF: 326
OBJ: 5 BLM: HO

TRUE/FALSE

1. Managers are discovering that the traditional responsibility of management to discipline and discharge employees is easier to exercise because of the growing attention paid to employee responsibilities.

ANS: F PTS: 1 DIF: Understanding

REF: 306 OBJ: 1

2. Supervisors and managers are expected to behave and act in ways that acknowledge that employees also have certain rights.

ANS: T PTS: 1 DIF: Key Terms

REF: 306

OBJ: 1

3. The guarantees of fair treatment that employees expect in protection of their employment status are known as employee rights.

ANS: T PTS: 1 DIF: Key Terms

REF: 307

OBJ: 1

4. Employee rights are granted to workers by the courts, legislatures, and/or employers.

ANS: T PTS: 1 DIF: Key Terms

REF: 307

OBJ: 1

5. The three legal considerations regarding the security of one's job are: statutory rights, contractual rights, and ethical rights.

ANS: F PTS: 1 DIF: Key Terms

REF: 307

OBJ: 1

6. Only a minority of Canadian employees are hired under an implied contract.

ANS: F PTS: 1 DIF: Key Terms
REF: 309
OBJ: 1

7. To lessen the occurrence of lawsuits regarding implied employment contract, management may include in the employment offer a statement that the employee may voluntarily terminate employment with proper notice.

ANS: F PTS: 1 DIF: Understanding
REF: 309 OBJ: 1

8. As an employee, Mike would be denied due process if his employer refused to allow him to work overtime when offered.

ANS: F PTS: 1 DIF:
Understanding/Application
REF: 310 OBJ: 1

9. Public-sector employees have fewer job protection rights than their counterparts in the private sector.

ANS: F PTS: 1 DIF: Application
REF: 309|310
OBJ: 1

10. An implied contract may result from statements found in employee handbooks or other employment documents.

ANS: T PTS: 1 DIF: Understanding
REF: 309 OBJ: 1

11. During the interview, Angela's future manager tells her that, if she is a good worker, she will have a permanent job with the company. Her manager has likely created an implied contract with Angela.

ANS: T PTS: 1 DIF: Application
REF: 309
OBJ: 1

12. Implied contract claims are limited to termination cases.

ANS: F PTS: 1 DIF: Understanding
REF: 309 OBJ: 1

13. Implied contract may become binding when management urges an employee to leave another organization by promising higher wages and benefits and then renegeing after the person has been hired.

ANS: T PTS: 1 DIF: Key Terms
REF: 309
OBJ: 1

14. The concept of due process and of a job as a right obligates management to act in a consistent manner that is fair and equitable to all employees.

ANS: T PTS: 1 DIF: Key Terms
REF: 310
OBJ: 1

15. In order to protect itself against a wrongful dismissal suit, management needs to give only a verbal warning regarding the behaviour and poor performance level of an employee.

ANS: F PTS: 1 DIF: Application
REF: 310
OBJ: 1

16. The establishment of a progressive discipline policy may limit employers' flexibility and discretion in terms of demoting employees.

ANS: T PTS: 1 DIF: Understanding

REF: 310 OBJ: 1

17. The concept of due process, in general, does guarantee employees assurance of employment.

ANS: F PTS: 1 DIF: Key Terms
REF: 310
OBJ: 1

18. It has been estimated that substance abuse by employees costs Canadian employers approximately \$39 billion.

ANS: T PTS: 1 DIF: Key Terms
REF: 311
OBJ: 2

19. The failure of an employer to ensure a safe and drug-free workplace can result in astronomical liability claims.

ANS: T PTS: 1 DIF: Key Terms
REF: 311
OBJ: 2

20. Drug testing policies have not had any impact on employee absenteeism and accidents.

ANS: F PTS: 1 DIF: Key Terms
REF: 311
OBJ: 2

21. Employee rights on the job do not include those regarding drug testing and just-cause disciplinary procedures.

ANS: F PTS: 1 DIF: Understanding
REF: 311 OBJ: 2

22. In Canada, companies with drug testing policies report reductions in absenteeism, sick days, and accidents.

ANS: T PTS: 1 DIF: Key Terms
REF: 311
OBJ: 2

23. Employees must comply with employers' searches where "probable cause" exists.

ANS: T PTS: 1 DIF: Understanding
REF: 311 OBJ: 2

24. Employee searches must be conducted with utmost care and should only occur when there are probable reasons for the search.

ANS: T PTS: 1 DIF: Application
REF: 312
OBJ: 2

25. Telephone surveillance is one of the most common means of monitoring employees who work as customer representatives.

ANS: T PTS: 1 DIF: Key Terms
REF: 312
OBJ: 2

26. Electronic monitoring can create adverse working conditions and lead to stress and anxiety.

ANS: T PTS: 1 DIF: Application
REF: 312
OBJ: 2

27. Employers have the right to monitor employees, provided they do it for compelling business reasons and employees are informed.

ANS: T PTS: 1 DIF: Key Terms
REF: 313
OBJ: 2

28. Because personnel files are the employer's property, an employee may be barred from seeing his or her file.

ANS: F PTS: 1 DIF: Application
REF: 315
OBJ: 2

29. Employees are correct in assuming that their rights to privacy extend to e-mail and voice mail messages.

ANS: F PTS: 1 DIF: Key Terms
REF: 316
OBJ: 2

30. Employers can discipline employees for off-duty conduct; however, there must be a relationship between the employee's behaviour and its effect on the organization.

ANS: T PTS: 1 DIF: Application
REF: 318
OBJ: 2

31. Legal authorities generally conclude that the off-duty behaviour of employees is not subject to employer disciplinary action.

ANS: T PTS: 1 DIF: Understanding
REF: 318 OBJ: 2

32. Disciplinary action taken against an employee must be for justifiable reasons and backed up by effective policies and procedures.

ANS: T PTS: 1 DIF: Key Terms
REF: 319
OBJ: 3

33. HR personnel have the primary responsibility for preventing or correcting the disciplinary problems of employees.

ANS: F PTS: 1 DIF: Understanding

REF: 319 OBJ: 3

34. Organizational policies and rules regarding discipline should be clearly written to avoid the possibility of different interpretations by different supervisors.

ANS: T PTS: 1 DIF: Understanding

REF: 320 OBJ: 3

35. In order to be effective, employee discipline must be founded upon clearly stated expectations of performance and behaviours.

ANS: T PTS: 1 DIF: Application

REF: 320

OBJ: 3

36. If organizational rules are widely known, it is not necessary to put them in writing.

ANS: F PTS: 1 DIF: Understanding

REF: 320 OBJ: 3

37. In an organizational setting, discipline should be viewed as an educational process rather than a punishment.

ANS: T PTS: 1 DIF: Understanding

REF: 320 OBJ: 4

38. The goal of discipline is to punish employees so that they will improve their behaviour.

ANS: F PTS: 1 DIF: Key Terms

REF: 320

OBJ: 4

39. The maintenance of accurate and complete work records is an essential part of an effective disciplinary system.

ANS: T PTS: 1 DIF: Key Terms
REF: 321
OBJ: 4

40. Documentation of employee misconduct includes stating the improvement expected by the employer.

ANS: T PTS: 1 DIF: Application
REF: 321
OBJ: 4

41. One of the major reasons for investigative interviews is to establish the facts surrounding the performance standards of the job.

ANS: F PTS: 1 DIF: Application
REF: 322
OBJ: 4

42. It is not necessary that the employee be given an opportunity to explain his or her side of the issue during the investigative interview.

ANS: F PTS: 1 DIF: Understanding
REF: 322 OBJ: 4

43. The primary goal of discipline is to ensure the punishment is such that it will discourage an employee from repeating an offence.

ANS: F PTS: 1 DIF: Understanding
REF: 322 OBJ: 5

44. Progressive discipline is the application of corrective measures by increasing degrees.

ANS: T PTS: 1 DIF: Key Terms
REF: 322

OBJ: 5

45. The step between a verbal warning and termination is the disciplinary interview.

ANS: F PTS: 1 DIF: Understanding

REF: 322 OBJ: 5

46. Progressive discipline is designed to force an employee to improve his or her performance.

ANS: F PTS: 1 DIF: Key Terms

REF: 322

OBJ: 5

47. Progressive discipline results from using positive reinforcement instead of punishment to correct behavioural problems.

ANS: F PTS: 1 DIF: Key Terms

REF: 322

OBJ: 5

48. The correct sequence of progressive discipline is as follows: (1) written warning, (2) oral warning, (3) suspension, and (4) discharge.

ANS: F PTS: 1 DIF: Understanding

REF: 322 OBJ: 5

49. Bill has been found guilty of theft, a termination offense. Before he is discharged, his manager must apply all the steps of progressive discipline.

ANS: F PTS: 1 DIF: Application

REF: 322

OBJ: 5

50. Positive discipline is based on the concept that employees must assume responsibility for their personal conduct and job performance.

ANS: T PTS: 1 DIF: Key Terms
REF: 323
OBJ: 5

51. Positive discipline is different from progressive discipline in that it is based on a “problem-solving” approach to discipline.

ANS: T PTS: 1 DIF: Understanding
REF: 323 OBJ: 5

52. Positive discipline relies on “reminders” given to employees as a way to improve performance.

ANS: T PTS: 1 DIF: Application
REF: 323
OBJ: 5

53. In order to maintain a complete record of employee misconduct, written warnings should remain as permanent documents in the employee’s file.

ANS: F PTS: 1 DIF: Application
REF: 323
OBJ: 5

54. “Just cause” rules provide the basis for upholding discharges/dismissals.

ANS: T PTS: 1 DIF: Understanding
REF: 326 OBJ: 5

55. Constructive dismissal occurs when an employer unilaterally changes an employee’s working conditions such that compensation, status or prestige is reduced.

ANS: T PTS: 1 DIF: Key Terms
REF: 328
OBJ: 5

56. In dismissing employees, managers must inform the employees honestly, yet tactfully, of the exact reasons for the action.

ANS: T PTS: 1 DIF: Key Terms
REF: 330
OBJ: 5

57. Outplacement assistance, such as career transition assistance, is generally offered to all terminated employees.

ANS: F PTS: 1 DIF: Application
REF: 330
OBJ: 5

58. Sometimes outplacement assistance is provided for employees being laid off as a result of organizational right-sizing or restructuring.

ANS: T PTS: 1 DIF: Key Terms
REF: 330
OBJ: 5

59. In non-union organizations, alternative dispute-resolution (ADR) procedures are a relatively recent development.

ANS: T PTS: 1 DIF: Key Terms
REF: 332
OBJ: 6

60. Alternative Dispute Resolution procedures include the step-review system; the behaviour anchored interview; and the open-door policy.

ANS: F PTS: 1 DIF:
Understanding/Application
REF: 332 OBJ: 6

61. The decision of a mediator is final and binding on the parties.

ANS: F PTS: 1 DIF: Understanding

REF: 332 OBJ: 6

62. Step-review systems involving non-union employees are very similar to grievance procedures used in union contracts.

ANS: T PTS: 1 DIF: Key Terms
REF: 332
OBJ: 6

63. In most step-review systems, the chief executive officer or HR director acts as the final authority whose decision is NOT subject to appeal.

ANS: T PTS: 1 DIF: Key Terms
REF: 332
OBJ: 6

64. If the Juniper Corporation wishes to establish an alternative dispute-resolution procedure that will provide a sense of justice for employees, a Step-Review system would offer this benefit.

ANS: T PTS: 1 DIF: Application
REF: 332
OBJ: 6

65. Hearing officers are compensated by the employer but are expected to be neutral in cases involving the employer and its employees.

ANS: T PTS: 1 DIF: Key Terms
REF: 332|333
OBJ: 6

66. With an open-door policy, decisions tend to be consistent across managers.

ANS: F PTS: 1 DIF: Understanding
REF: 333 OBJ: 6

67. Ombudsmen solve problems through negotiation and mediation activities between supervisors and subordinates.

ANS: T PTS: 1 DIF: Understanding

REF: 333 OBJ: 6

68. Open-door policy is often successful when supported by all levels of management.

ANS: T PTS: 1 DIF: Understanding

REF: 333 OBJ: 6

69. Arbitration results in a resolution that is binding on the parties.

ANS: T PTS: 1 DIF: Key Terms

REF: 333

OBJ: 6

70. Ethics can be defined as a set of standards of acceptable conduct and moral judgement.

ANS: T PTS: 1 DIF: Key Terms

REF: 333

OBJ: 7

71. Organizations are required by law to comply with ethical guidelines.

ANS: F PTS: 1 DIF: Understanding

REF: 334 OBJ: 7

72. The ultimate goal of ethics training is to avoid unethical behaviour and adverse publicity.

ANS: T PTS: 1 DIF: Key Terms

REF: 334

OBJ: 7

73. “Whistle-blowing” refers to situations where an employee reports an organization’s unethical practices outside the organization.

ANS: T PTS: 1 DIF: Key Terms
REF: 334
OBJ: 7

ESSAY

1. Briefly describe the employment protection rights.

ANS:

The Employment Protection Rights hold that because a job is extremely important to a person’s welfare, an employer must exercise great caution when terminating employees so as to protect their rights. Central to these rights are the concepts of statutory rights, contractual rights, and due process. Under due process, employees may not be terminated unless management treats them fairly and equitably. While the contractual rights do not guarantee employees permanent jobs, they do restrict managerial discretion in the termination of workers. They also stipulate a number of hurdles that management must leap before firing employees, they state that either employer or employee may terminate the employment relationship at any time for almost any justified reason. In addition to contractual rights and due process, there are a number of statutes in Canada that place legal obligations upon employers in terms of fair treatment of employees. These statutes are often administered outside the court system but lead to final and binding decisions that have the same enforcement powers as a court order.

PTS: 1 DIF: Key Terms REF: 272|274
OBJ: 1

2. What is progressive discipline? How does it differ from positive discipline?

ANS:

Progressive discipline is the application of corrective measures by increasing degrees. The intent is to stop the undesired behaviour using the minimum amount of corrective action necessary. In practice, progressive discipline starts as a low-key, informal reminder and moves through several levels of more intensive measures until the behaviour is extinguished. If the behaviour cannot or will not be altered, the progression ends at terminating the employee. In short, using progressive discipline allows the employer several opportunities to correct undesired employee behaviour before terminating the employment relationship.

Positive discipline is similar to progressive discipline in that both methods involve a multi-step approach to employee discipline that favours early correction of problem behaviours. However, positive discipline differs in several ways. First, under positive discipline, the employee has primary responsibility for resolving his or her behavioural problem. Second, positive discipline involves a spirit of cooperation and problem solving rather than confrontation. Instead of being strictly punitive, supervisors are expected to encourage and work with problem employees. In sum, the positive discipline relationship seems more like parental guidance than the adversarial relationship inherent in the progressive model.

PTS:	1	DIF:	Key Terms	REF:	285 287
OBJ:	5				

3. Discuss the advantages, problems and privacy issues regarding email, voice mail, and electronic information in general.

ANS:

In terms of advantages, the ability to communicate around the globe instantaneously means that important information can be disseminated in a manner that is most timely and effective. Information sharing and openness are both encouraged and facilitated. The decision-making and problem-solving processes can be expedited much more quickly, enhancing an organization's capabilities to take advantage of opportunities and prepare more timely responses to potential threats. On the other hand, all forms of electronic information sharing open up the possibilities of information being accessed by parties outside the organization that may use this information inappropriately. This creates a major demand on organizations to ensure the latest information protection technology is utilized to maintain the privacy of employee information. As for employee privacy, protection does not extend to email and voice mail which means companies can access employee usage and content. This presents a conflict between an employee's right to privacy and the organization's need to control employee use of this technology for personal and possibly inappropriate use. Statistics support managements concern regarding lost productivity resulting from use of these technologies during work hours. It is essential for organizations to develop clear policies and procedures regarding personal use of company technology and to ensure that employees acknowledge their awareness and understanding of these rules.

PTS: 1 DIF: Understanding REF:
277|282 OBJ: 2

4. Employee behaviour standards are established through the setting and communicating of organizational procedures and rules. Identify and briefly describe five of the seven key suggestions for establishing rules in the workplace.

ANS:

- Information about rules should be widely distributed and known to all employees. It should not be assumed that employees know what is expected of them.
- Rules, especially those critical to work success, should be reviewed periodically, perhaps annually.
- The reasons for rules concerning performance and behaviour should always be explained. Acceptance is greater when employees understand the reasons behind rules.
- Organization policies and rules should always be written. Ambiguity should be avoided, since this can result in different interpretations by different supervisors.
- Rules must be reasonable and relate to the safe and efficient operation of the organization. They should not be made simply because of personal likes or dislikes.

- If management has been lax in the enforcement of a policy or rule, it must be restated, along with the consequences for its violation, before disciplinary action can begin.

- Have employees sign that they have read and understood the organizational rules regarding their behaviour and performance in the organization.

PTS: 1 DIF: Understanding
REF: 320
OBJ: 3

5. When investigating a disciplinary problem, an investigative interview is part of the process. Describe the timing, purpose and approach to conducting an investigative interview.

ANS:

Before any disciplinary action is initiated, an investigative interview should be conducted to make sure employees are fully aware of the offence. This interview is necessary because the supervisor's perceptions of the employee's behaviour may not be entirely accurate. The interview should concentrate on how the offence violated the performance standards of the job. It should avoid getting into personalities or areas unrelated to job performance. Most important, the employee must be given a full opportunity to explain so that any deficiencies for which the organization may be responsible are revealed.

PTS: 1 DIF: Understanding
REF: 322
OBJ: 3

6. Mediation and arbitration are two methods used to handle employee complaints and labour disputes. Describe mediation and identify the key difference between mediation and arbitration.

ANS:

The essence of mediation is facilitating face-to-face meetings so that the employee and manager can reach an agreement. Mediation is a flexible process that is shaped to deal with the particular conflict between the parties. It can also be used to resolve a wide range of employee complaints, and is particularly helpful when an organization has a very diverse workforce. Employees like the process because of its informality. Settlements fashioned through mediation are readily accepted by the parties, thus promoting a favourable working relationship.

The key difference between mediation and arbitration is that arbitration results in binding resolutions, whereas mediated solutions are not binding.

PTS: 1 DIF: Understanding

REF: 332|333

OBJ: 6

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