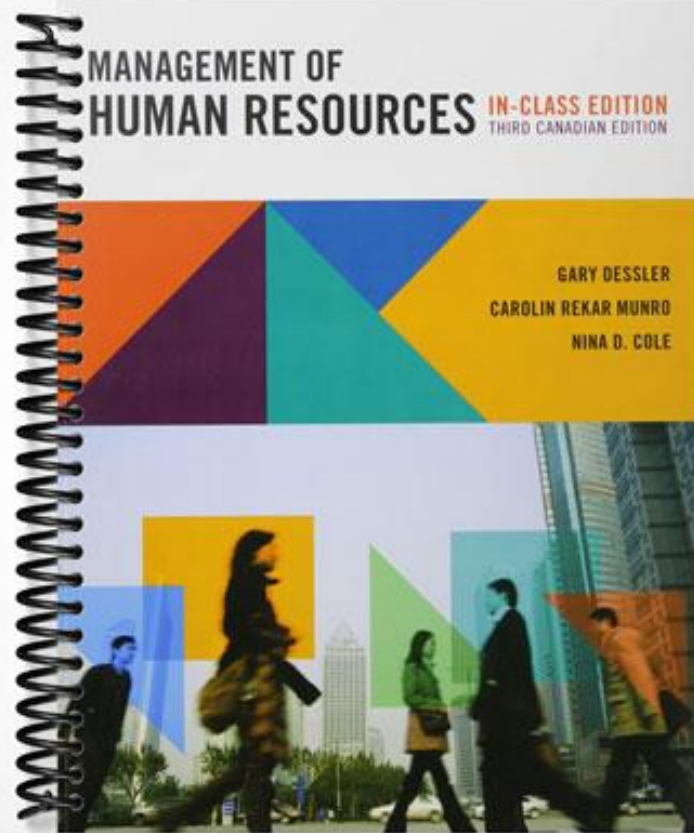


TEST BANK



MULTIPLE CHOICE. Choose the one alternative that best completes the statement or answers the question.

- 1) The Charter of Rights and Freedoms: 1) _____
A) is fairly limited in scope.
B) is part of the *Constitution Act* of 1992.
C) ensures that no laws infringe on Charter rights.
D) takes precedence over all other laws.
E) applies to most Canadian employees and employers.
- 2) Which of the following statement about the Charter of Rights and Freedoms is false? 2) _____
A) Because Charter terms are well defined, therefore few issues are challenged.
B) The Charter allows laws to infringe on Charter rights if they can be demonstrably justified as reasonable limits in a free and democratic society.
C) The Supreme Court is the ultimate interpreter of the Charter.
D) The Charter provides Canadian multicultural heritage rights.
E) Legislation can be exempted from challenge under the Charter if a legislative body invokes the "notwithstanding" provision.
- 3) The Charter of Rights and Freedoms provides all of the following fundamental rights to every Canadian EXCEPT: 3) _____
A) pay equity.
B) peaceful assembly.
C) thought and expression.
D) association.
E) conscience and religion.
- 4) Human rights legislation: 4) _____
A) prohibits intentional discrimination only.
B) primarily affects compensation and selection.
C) is critically important to HR specialists, but has a relatively insignificant impact on supervisors and managers throughout the firm.
D) is quite limited in scope.
E) affects every employer in Canada.
- 5) The objective of human rights legislation is to: 5) _____
A) ensure pay equity.
B) provide equal employment opportunity.
C) provide equal opportunity for members of protected groups in such areas as accommodation, contracts, provision of goods and services, and employment.
D) ensure that there is equal pay for equal work.
- 6) A company in the manufacturing sector terminated an employee because she was pregnant and about to go on maternity leave. This is a direct violation of the: 6) _____
A) employment equity legislation of the applicable province.
B) Charter of Rights and Freedoms.
C) health and safety legislation.
D) human rights legislation of the applicable province.
- 7) The *Canadian Human Rights Act* covers: 7) _____
A) all federally regulated employers and employees, except federal civil servants.
B) all businesses under federal jurisdiction.
C) federal government employees.

D) all employers and employees in most provinces.

- 8) Which of the following statement about discrimination is false? 8) _____
A) Discrimination has taken on a negative connotation.
B) Deciding which college or university to attend is an example of discrimination.
C) Definitions of the term include choosing with good care and discernment.
D) What the law prohibits is unfair discrimination.
E) Discrimination is clearly defined in the Charter of Rights and Freedoms.
- 9) Deliberately refusing to hire, train, or promote an individual on the basis of age is an example of: 9) _____
A) intentional direct discrimination. B) intentional indirect discrimination.
C) unintentional discrimination. D) systemic discrimination.
- 10) Requesting that an employment agency refer only male candidates for consideration as management trainees is an example of: 10) _____
A) discrimination on the basis of gender. B) reverse discrimination.
C) systemic discrimination. D) discrimination on the basis of association.
- 11) Which of the following statement about intentional discrimination is false? 11) _____
A) It is typically overt.
B) It can involve direct or indirect discrimination, as well as differential treatment.
C) It is illegal to engage in intentional discrimination *indirectly*, through another party.
D) Asking supervisors that women of childbearing age be excluded from consideration for promotions is an example.
E) It is sometimes difficult for rejected jobseekers to know if discrimination was involved.
- 12) Asking female factory-position applicants to demonstrate their lifting skills and not asking male candidates to do so is an example of: 12) _____
A) intentional direct discrimination.
B) intentional indirect discrimination.
C) a permissible employer practice.
D) reverse discrimination.
E) differential treatment.
- 13) Refusing to promote a highly qualified white male into senior management because his wife has just been diagnosed with a chronic illness that might interfere with his willingness to work long hours is an example of: 13) _____
A) reverse discrimination.
B) differential treatment.
C) intentional indirect discrimination.
D) discrimination on the basis of association.
E) systemic discrimination.
- 14) The most difficult type of discrimination to detect and combat is: 14) _____
A) systemic discrimination.
B) reverse discrimination.
C) intentional direct discrimination.
D) intentional indirect discrimination.
E) differential treatment.
- 15) Which of the following is NOT an example of systemic discrimination: 15) _____

- A) internal or word-of-mouth hiring policies in workplaces that have not embraced diversity.
- B) non—job-related employment tests.
- C) promotions based on merit.
- D) limited accessibility of buildings and facilities.
- E) lack of explicit anti-harassment guidelines.

- 16) Airlines are legally permitted to: 16) _____
- A) indicate a hiring preference for pilots based on qualification.
 - B) indicate a hiring preference for single persons as pilots.
 - C) indicate a hiring preference for women as flight attendants.
 - D) exclude pregnant women from applying as flight attendants.
 - E) indicate a hiring preference for single persons as flight attendants.
- 17) A justifiable reason for discrimination based on business necessity is known as: 17) _____
- A) a justifiable occupational requirement.
 - B) permissible discrimination.
 - C) reverse discrimination.
 - D) a *bona fide* occupational requirement.
 - E) reasonable accommodation.
- 18) Comments that imply sexual unattractiveness: 18) _____
- A) may constitute harassment because of sex.
 - B) are not an issue about which employers need to be concerned.
 - C) should simply be laughed off.
 - D) are less of a liability issue than comments about sexual attractiveness.
 - E) only constitute harassment if such comments are directly linked to tangible job benefits.
- 19) The Royal Canadian Mounted Police has a requirement that guards be of the same sex as prisoners being guarded. This is an example of: 19) _____
- A) intentional and indirect discrimination.
 - B) a *bona fide* occupational requirement.
 - C) systemic discrimination.
 - D) reasonable accommodation.
 - E) a violation of a *bona fide* occupational requirement.
- 20) Jim is a new employee. He makes unwelcome sexual remarks and jokes. His behaviour is offensive and intimidating to female employees. Jim's behaviour is an example of: 20) _____
- A) permissible behaviour.
 - B) sexual coercion.
 - C) sexual harassment.
 - D) sexual annoyance.
 - E) permissible behaviour as long as it does not violate a policy.
- 21) A supervisor informing an employee that refusal to grant sexual favours will result in a poor performance rating is an example of: 21) _____
- A) sexual annoyance.
 - B) a joke that should be laughed off.
 - C) executive privilege.
 - D) a BFOR.
 - E) sexual coercion.
- 22) A "poisoned" work environment is associated with: 22) _____

- A) an occupational health and safety violation.
- B) toxic substances.
- C) sexual annoyance.
- D) a direct link to tangible job benefits.

- 23) *Bona fide* occupational requirement (BFOR) refers to: 23) _____
- A) a justifiable reason for discrimination based on business necessity.
 - B) legislation that governs collective agreements.
 - C) a law enacted that guarantees fundamental freedoms to all Canadians.
 - D) the stipulation that an employer cannot pay male and female employees differently.
 - E) the accumulation of judicial precedents that do not derive from specific pieces of legislation.
- 24) The existence of certain occupations that have traditionally been performed by males and others that have been female-dominated is known as: 24) _____
- A) concentration.
 - B) occupational segregation.
 - C) underutilization.
 - D) underemployment.
 - E) the glass ceiling.
- 25) Having a smaller proportion of designated group members in specific jobs or levels of the organization than is found in the labour market is known as: 25) _____
- A) the glass ceiling.
 - B) concentration.
 - C) occupational segregation.
 - D) underutilization.
 - E) underemployment.
- 26) Having a higher proportion of designated group members in specific jobs or levels of the organization than is found in the labour market is known as: 26) _____
- A) underutilization.
 - B) concentration.
 - C) occupational segregation.
 - D) underemployment.
 - E) the glass ceiling.
- 27) Obtaining employment in jobs that do not take full advantage of the skills and qualifications possessed is known as: 27) _____
- A) concentration.
 - B) underemployment.
 - C) unemployment.
 - D) the glass ceiling.
 - E) underutilization.
- 28) For an employment equity program to be successful: 28) _____
- A) an employment equity committee should be given ultimate authority.
 - B) a senior official should be appointed with the authority to discipline those failing to comply.
 - C) an employment equity policy statement should be filed in the company's HR policies and procedures manual.
 - D) every department manager and supervisor must be assigned accountability and

responsibility for program results.

- 29) Which of the following statements about equal pay for equal work legislation is TRUE? 29) _____
- A) The principle "equal pay for equal work" makes it illegal to pay nurses and firefighters differently if their jobs are deemed to be of equal worth to the employer.
 - B) Every jurisdiction in Canada has legislation incorporating the principle of equal pay for equal work.
 - C) The principle "equal pay for equal work" makes it illegal to discriminate in pay on the basis of age.
 - D) Entitlement is found in the employment/labour standards legislation in every Canadian jurisdiction.
- 30) Equal pay for equal work specifies that: 30) _____
- A) there can be no pay discrimination on the basis of race, gender, or age.
 - B) jobs with similar titles must be paid the same.
 - C) an employer cannot pay male and female employees differently if they are performing substantially the same work.
 - D) all people doing the same job should receive an identical pay rate.
- 31) Which of the following statements is TRUE? 31) _____
- A) The majority of Canadian men assume an equal share of responsibility at home.
 - B) Where pay differences between men and women exist, almost 90 percent can be accounted for by factors such as educational attainment and experience.
 - C) Pay equity means equal pay for equal work.
 - D) Women working full-time, year-round make 73 percent of what men take home.
 - E) Pay equity is legislated in every Canadian jurisdiction.
- 32) Saleem is a new immigrant with a Master's degree in management. Despite his qualifications, he has worked as a clerk in the shipping department of a company for the past year. This is an example of: 32) _____
- A) indirect discrimination.
 - B) a BFOR.
 - C) underemployment.
 - D) underutilization.
 - E) occupational segregation.
- 33) Which of the following statement about pay equity is false? 33) _____
- A) Pay equity requires an employer to provide equal pay to male-dominated and female-dominated job classes of equal value.
 - B) The federal pay equity legislation applies to all organizations under federal jurisdiction with more than 100 employees.
 - C) The focus of pay equity is on eliminating the historical income gap attributable to the undervaluing of jobs traditionally performed by women.
 - D) Pay equity may require comparing jobs that are quite different in content.
 - E) Factors considered in determining the value of jobs for pay equity purposes include skill, effort, responsibility, and working conditions.
- 34) The Federal Contractors Program refers to: 34) _____
- A) a detailed plan designed to identify and correct existing discrimination.
 - B) a provision providing employees who have the same skills, knowledge, and abilities be paid the same.
 - C) federal legislation intended to remove discrimination.

D) a provision of the *Employment Equity Act* that requires firms with 100 or more employees wishing to bid on federal contracts to certify their commitment to employment equity.

- 35) A bank is collecting the following information for an employment equity program: number of designated group members who have applied for jobs with the firm, been interviewed, been hired, and been given opportunities for training, promotions, and terminations. What type of data is this organization collecting? 35) _____
- A) stock data
 - B) statistical data
 - C) internal data
 - D) utility analysis data
 - E) flow data
- 36) Concentration refers to: 36) _____
- A) having a higher proportion of designated group members in specific jobs than is found in the labour market.
 - B) having a smaller proportion of designated group members in a particular job than is found in the labour market.
 - C) an invisible barrier that limits the advancement opportunities of qualified designated group members.
 - D) being employed in a job that does not fully utilize one's knowledge, skills, and abilities.
 - E) having just the right proportion of designated group members in specific jobs than is found in the labour market.
- 37) Occupational segregation refers to: 37) _____
- A) an invisible barrier that limits the advancement opportunities of qualified designated group members.
 - B) harassment of a sexual nature that results in some direct consequence to the worker's employment status.
 - C) the existence of certain occupations that have traditionally been male-dominated and others that have been female-dominated.
 - D) being employed in a job that does not fully utilize one's knowledge, skills, and abilities.
- 38) Reverse discrimination: 38) _____
- A) is an inevitable result of equal opportunity and equity legislation.
 - B) is a major problem in Canada.
 - C) is caused by the fact that Canada's employment equity legislation involves government-imposed quotas.
 - D) can be avoided if realistic goals and timetables are established.
 - E) results when preferential treatment is given to a designated group member in the case of two equally qualified candidates.
- 39) The HR department is generally assigned overall responsibility for legal compliance with human rights legislation. The HR department staff members are responsible for the following: 39) _____
- A) ensuring that top management understands the emerging legal developments and lobbying with local governments to influence policies and procedures.
 - B) ensuring that line managers take leadership roles in acquiring information concerning emerging legal developments and developing programs to ensure company compliance.
 - C) receiving legal requirements documents from the top management and developing training programs to ensure company compliance.
 - D) receiving legal requirements documents from top management and implementing these changes company wide.

E) taking leadership roles in acquiring information concerning emerging legal developments; developing programs to ensure company compliance.

40) Diversity management is: 40) _____

- A) a voluntarily-initiated employment equity initiative.
- B) broader and more inclusive in scope than employment equity.
- C) encompassed in legal compliance with human rights and employment equity legislation.
- D) another term for employment equity.
- E) targeted at the four designated groups.

41) Which of the following represents the estimated spending power of Canada's visible minorities? 41) _____

- A) \$100 billion
- B) \$150 billion
- C) over \$300 billion
- D) \$200 billion
- E) \$50 billion

42) Reasons for embracing diversity include each of the following EXCEPT: 42) _____

- A) the fact that employees with different ethnic backgrounds often possess foreign-language skills.
- B) the spending power of Canada's visible minorities.
- C) that doing so can help to increase an organization's competitiveness.
- D) ethical and social responsibility concerns.
- E) diversity is known to increase company profits substantially.

43) At Levi-Strauss, the Dockers line of casual pants, now worth more than \$1 billion a year, has been credited to ideas obtained from: 43) _____

- A) Argentinean employees.
- B) Jamaican employees.
- C) a team of marketing experts.
- D) a team of multicultural employees.
- E) customer suggestions.

44) Diversity training programs: 44) _____

- A) are usually one-day workshops that try to educate employees about specific gender and cultural differences and ways to handle them.
- B) are often one-day workshops delivered by internal HR departments to assist supervisors to learn effective strategies for managing and motivating a diverse group of employees.
- C) are ongoing and are often provided by an outside consulting firm to educate employees about gender and cultural differences and ways to handle them.
- D) are usually one-day workshops that are designed to provide awareness of diversity issues.
- E) are ongoing and are often delivered by internal HR departments to educate employees about gender and cultural differences and ways to handle them.

TRUE/FALSE. Write 'T' if the statement is true and 'F' if the statement is false.

45) Contract law governs collective agreements and individual employment contracts. 45) _____

46) Job evaluation systems that undervalue jobs traditionally held by women are an example of constructive discrimination. 46) _____

47) Excluding pregnant women from insurance benefits is an example of sex discrimination. 47) _____

- 48) Refusing to hire an individual for a security-guard position on the basis that he or she is considered to be too big and heavy is an example of a *bona fide* occupational requirement. 48) _____
- 49) When casting in the theatre, there may be specific roles that justify using age, sex, or national origin as a *bona fide* recruitment and selection criterion. 49) _____
- 50) Protection against harassment extends to incidents occurring away from the workplace and/or outside normal working hours, provided such incidents are employment related. 50) _____
- 51) Making derogatory comments implying sexual unattractiveness can constitute sexual harassment if the person making such comments continues to do so after being asked to cease and desist. 51) _____
- 52) Complying with the legal obligation to provide a "poison-free" workplace and exercise due diligence after a complaint is lodged requires severe discipline in every case in which harassment is proven. 52) _____
- 53) It is a criminal offense to retaliate in any way against those who exercise their rights under human rights legislation. 53) _____
- 54) The fact that, historically, over 60 percent of all women worked in 500 possible occupational classifications is an example of underemployment. 54) _____
- 55) The Federal Contractors Program requires firms with 100 or more employees wishing to bid on federal contracts to certify their commitment to employment equity. 55) _____
- 56) Mandatory employment equity programs are virtually nonexistent in provincial and territorial jurisdictions. 56) _____
- 57) Under equal pay for equal work legislation, pay differences based on a valid merit or seniority system or employee productivity are permitted. 57) _____
- 58) It is inevitable that first-line supervisors and other managers feel a loss of authority when firms implement employment equity programs. 58) _____
- 59) Managing diversity refers to a set of activities designed to integrate all members of a multicultural workforce. 59) _____
- 60) Diversity audits assess the effectiveness of an organization's employment equity initiatives. 60) _____
- 61) Managing diversity in international business requires more than a code of conduct. 61) _____

ESSAY. Write your answer in the space provided or on a separate sheet of paper.

- 62) Differentiate between intentional and unintentional discrimination.
- 63) Explain an employer's duty to provide "reasonable accommodation."
- 64) Differentiate between equal pay for equal work and equal pay for work of equal value.
- 65) Outline the six steps typically included in the implementation of an employment equity program.
- 66) Define the term "diversity management" and explain why an increasing number of Canadian firms believe

that embracing diversity makes good business sense.

67) Describe diversity management and what factors act as barriers to diversity management programs.

- 1) D
- 2) A
- 3) A
- 4) E
- 5) C
- 6) D
- 7) D
- 8) E
- 9) A
- 10) A
- 11) A
- 12) E
- 13) D
- 14) A
- 15) C
- 16) A
- 17) D
- 18) A
- 19) B
- 20) C
- 21) E
- 22) D
- 23) A
- 24) B
- 25) D
- 26) B
- 27) B
- 28) D
- 29) B
- 30) C
- 31) D
- 32) D
- 33) B
- 34) D
- 35) E
- 36) A
- 37) C
- 38) D
- 39) E
- 40) B
- 41) C
- 42) E
- 43) A
- 44) C
- 45) TRUE
- 46) TRUE
- 47) FALSE
- 48) FALSE
- 49) TRUE
- 50) TRUE
- 51) TRUE

- 52) FALSE
- 53) TRUE
- 54) FALSE
- 55) TRUE
- 56) TRUE
- 57) TRUE
- 58) FALSE
- 59) TRUE
- 60) FALSE
- 61) TRUE

62) **Intentional discrimination** involves the deliberate use of criteria such as race, religion, or other prohibited grounds when making employment decisions. It can be direct, indirect, in the form of differential treatment, or on the basis of association. Deliberate discrimination does not have to be overt (blatant).

Unintentional discrimination, also known as systemic and constructive discrimination, is difficult to detect and combat. Typically, it is embedded in policies and practices that, although appearing neutral on the surface and being implemented impartially, have adverse impact on specific groups of people for reasons that are not job-related or required for the safe and efficient operation of the business.

63) Reasonable accommodation deals with the adjustment of employment policies and practices so that no individual is denied benefits, disadvantaged in employment, or prevented from carrying out the essential components of a job on the basis of prohibited grounds of discrimination. This may involve making adjustments to meet needs based on the group to which an individual belongs, such as schedule adjustments to accommodate religious beliefs, or on an individual employee basis, such as workstation redesign to enable an individual with a physical disability to perform a particular task.

Employers are expected to accommodate to the point of undue hardship, a term for which there is no definitive definition. Generally, however, to claim undue hardship, employers must present evidence that the financial cost of accommodation (even with outside sources of funding) or health and safety risks to the individual concerned or other employees would make accommodation impossible. Factors that cannot be taken into consideration include business inconvenience, customer preference, or disruption to a collective agreement.

Failure to make every reasonable effort to accommodate employees is a violation of human rights legislation.

64) Every jurisdiction in Canada has legislation incorporating the principle of **equal pay for equal work**. In most jurisdictions, this entitlement is found in the employment (labour) standards legislation; otherwise, it is in the human rights legislation. Equal pay for equal work specifies that an employer cannot pay male and female employees differently if they are performing substantially the same work, requiring the same degree of skill, effort, and responsibility, under similar working conditions. This principle makes it illegal, for example, for a school board to classify male employees as janitors and female employees doing virtually the same work as housekeepers and provide different wage rates based on these classifications. Pay differences based on a valid merit or seniority system or employee productivity are permitted; it is only sex-based discrimination that is prohibited.

Equal pay for work of equal or comparable value, also known as pay equity, is designed to augment the equal pay for equal work legislation. Not all jurisdictions have legislation incorporating the equal pay for work of equal value principle. Pay equity requires an employer to provide equal pay to male-dominated and female-dominated job classes of equal value, on the basis of skill, effort, responsibility, and working conditions, which may require comparing job classes that are quite different, such as nurses and firefighters. The focus is on eliminating the historical income gap between male-dominated and female-dominated jobs attributable to the undervaluing of work traditionally performed by women.

65) obtaining senior-management commitment and support, developing a widely disseminated written policy, assigning overall responsibility and authority for program design and implementation to a senior official, and developing internal and external communication strategies

- data collection and analysis, which involves the development of an internal workforce profile and collecting data on the number of designated group members available in the labour markets from which the firm recruits

- a employment systems review
 - com • plan development, which includes setting goals and timetables, and establishing positive, accommodation, and
 - preh supportive measures
 - ensiv • implementation, which means transforming goals, timetables, and special measures into reality
 - e • a follow-up process encompassing monitoring, evaluation, and revision
- 66) While there are ethical and social responsibility issues involved in embracing diversity, there are more pragmatic reasons for doing so:
- It makes economic sense. The estimated spending power of Canada's visible minorities was \$311 billion as of 2001.
 - Employees with different ethnic backgrounds often also possess foreign-language skills, knowledge of different cultures and business practices, and may even have established trade links in other nations, which can lead to competitive advantage.
 - Having a workforce representative of the firm's clientele is of value both morally and economically, and may enable the firm to identify differences in customer needs or preferences that might otherwise be overlooked.
 - Visible minorities can help to increase an organization's competitiveness and international savvy in the global business arena. Specifically, cultural diversity can help fine-tune product design, marketing, and ultimately customer satisfaction.
- 67) Diversity management involves a set of activities designed to integrate all members of an organization's multicultural workforce and use their diversity to enhance the firm's effectiveness.

Canada has seen continued immigration from many parts of the world during the past four decades and managers are managing an increasingly diverse workforce. Diversity in the workforce can be positive if utilized and channeled properly. As research shows, it can enhance organizational effectiveness and culture. However, there are number of barriers that should be handled appropriately in order to reap the maximum out of diversity initiatives. It is recommended that diversity initiatives be taken slowly, since they involve complex change processes. There may be resistance from the existing workforce, which will have to be overcome. Stereotyped beliefs and prejudices can surface, creating resentment.

It is therefore important for any organization that is undertaking diversity initiatives to have top management commitment, training, inclusive representation and communication, support and mentoring programs/groups, regular audits, and defined management responsibilities and accountabilities.