

Chapter 13 - Employee Rights and Discipline

1. Tammy Faye, a university student, is doing research on cases decided by the Supreme Court on employee dismissals for theft. Which of the following regimes of employment law is Tammy researching?
 - a. criminal law
 - b. civil law
 - c. statutory regulation
 - d. common law

ANSWER: d

2. Which of the following is a key characteristic of an implied employment contract?
 - a. It is valid only if in writing.
 - b. It contains terms that judges read into employment contracts when the written contract does not expressly deal with the matter.
 - c. It exists after an employee passes his or her probation period.
 - d. It covers approximately 90 percent of the Canadian workforce.

ANSWER: b

3. ABC Corporation induced engineers to leave their old jobs through the promise of better benefits. However, when the engineers started to work for ABC, the company denied making any promises to them. Through its behaviour, what has ABC likely violated?
 - a. implied contract rules
 - b. Its code of conduct
 - c. the job-as-right concept
 - d. implied covenant rules

ANSWER: a

4. What is another term used to describe a body of decisions from court cases that has developed over time?
 - a. common law
 - b. court law
 - c. judicial law
 - d. statutory law

ANSWER: a

5. In British Columbia, members of the provincial parliament (MPPs) voted to implement new anti-bullying rules for workplaces. What type of employment law does this represent?
 - a. ethical law
 - b. statutory legislation
 - c. anti-discrimination law
 - d. common law

ANSWER: b

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6. Assume that the governing political party does not like how some employers have been taking advantage of a loophole in the law to pay women discriminatory wages and it wants this situation corrected. What should the government do?
- introduce a motion in the legislature to amend the legislation
 - ask women to challenge their employers in court
 - call the judges and instruct them to change their decisions
 - appeal to the cases to the International Labour Office

ANSWER: a

7. Bob Parker's employer has moved him to a job that is three to four levels below his previous position; it also pays much less. He has been advised by his lawyer that he can challenge this decision in the courts. What do you think Bob will claim happened to him?
- lack of due process
 - constructive dismissal
 - termination
 - wrongful dismissal

ANSWER: b

8. Johnny Damon, the human resource manager at Damon Electric Utility, wants to reduce the pay for one of his employees. The pay is included in the employee's employment contract. How can Mr. Damon legally change the employee's pay?
- get the employee to agree to the change and provide a new benefit
 - adjust the pay unilaterally, as Mr. Damon is the human resource manager
 - get a lawyer to make the change
 - get top management to make the change

ANSWER: a

9. Under the employment-at-will concept, who can terminate the employment relationship?
- employees, unions, or employers
 - employers or the government
 - employees or employers
 - employees or the government

ANSWER: c

10. The HR manager at Stacco Ltd. is planning to fire Paul for poor job performance. He is aware that he has to give "reasonable notice" to Paul. What are two factors that he has to consider when determining the amount of notice?
- Paul's salary and the amount of leave previously taken
 - Paul's length of service and the nature of his work
 - Paul's education and position in the firm
 - Paul's education and length of service

ANSWER: b

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11. Which of the following is an example of an employee's statutory right?
- a collective bargaining agreement
 - the implied contract
 - the right to due notice
 - employment standards legislation

ANSWER: d

12. Based on the research evidence on summary dismissal cases, in which of the following scenarios does the employer stand the **least** chance of winning in the courts?
- An accountant is dismissed because of theft from the workplace.
 - A clerk is dismissed because of insubordination.
 - A manager is dismissed because he was found doing work for a competitor.
 - A secretary is dismissed because of poor typing skills.

ANSWER: d

13. What is a common reason why dismissed employees tend to accept minimum statutory rights for notice of termination rather than better outcomes sometimes provided through implied contractual rights?
- because employees get access to their accrued benefits
 - because it can be expensive and time consuming to challenge the employer
 - because employees often lose these cases in courts
 - because it is the law

ANSWER: b

14. Claire is concerned that her performance evaluations were incorrectly entered into her personnel file. Which of the following pieces of legislation provides for Claire to ask her employer to see her personnel file?
- the *Performance Evaluation Protection Act*
 - the *Right to Protect Privacy Act*
 - the *Personal Information Protection and Electronic Documents Act (PIPEDA)*
 - the *Freedom of Information Act*

ANSWER: c

15. The courts have ruled that employers can monitor the computer use and Internet access of employees when they are at work. What is a key reason the courts give for this?
- Employers need to protect themselves against lawsuits.
 - It is integral to the implied employment contract.
 - Organizations need this right so as to compete globally.
 - The employer owns the computer.

ANSWER: d

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16. In which of the following scenarios can an employer summarily dismiss an employee in a non-union environment for his or her activities outside of the workplace?
- The employee talks to fellow workers about the possible benefits of a union in the workplace.
 - The employee has a fight with someone at a bar.
 - The employee discloses confidential information on a personal blog.
 - The employee attends a press conference hosted by the union.

ANSWER: c

17. Which of the following conditions must be met for an employer to summarily dismiss an employee in a non-union environment for off-duty conduct?
- The employer would have to prove that its interests are adversely affected by the conduct.
 - The employee must be employed on a full-time basis.
 - The employer must have a good human resource management department in place.
 - The employee cannot be from a minority group, as this would be discrimination.

ANSWER: a

18. After an investigation by the relevant bodies, it was found that Darren, who works in a unionized organization, was dismissed without just cause. Who can order reinstatement after an investigation?
- an arbitrator
 - a mediator
 - a conciliator
 - Darren's lawyer

ANSWER: a

19. In a unionized organization, it is generally expected that employers will follow the procedures laid out in which of the following before they dismiss an employee?
- challenges through the courts
 - government investigations
 - the grievance process
 - job evaluations

ANSWER: c

20. John was dismissed by his organization after he was caught on live TV cameras making racist and sexist comments after a soccer game. If he challenges his dismissal in courts, what would the employer have to prove, among other things, to successfully argue its case?
- that John usually does the same at work
 - that John caused damage to the reputation of the organization
 - that John is not a good employee
 - that John was not given permission to attend the game

ANSWER: b

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21. To keep organizational rules effective, employers should do all of the following **EXCEPT** which one?
- ensure that employees understand the reasons for the rules
 - restate any rules that have not been enforced on a consistent basis
 - remove any rules that do not involve the safe and efficient operation of the organization
 - make certain that all rules are communicated orally to all employees

ANSWER: d

22. In regard to the documentation in employee disciplinary cases, what is the most significant cause of inadequate documentation?
- The courts have ruled that documentation be limited.
 - Organizations do not want to spend too much money for documentation.
 - Managers do not have enough time to do the documentation.
 - Managers have problems understanding what's good documentation.

ANSWER: d

23. What is the key purpose of the investigative interview with an employee in a disciplinary case against him or her?
- to train HR managers with their investigative skills
 - to give the employee an opportunity to explain his or her actions and behaviours in the case
 - to ensure that there is a recording of the interview for the courts if the employer is challenged
 - to get the police involved early in the case

ANSWER: b

24. What is the term for discipline programs designed to motivate an employee to correct his or her misconduct by taking responsibility for his or her actions?
- hot-stove programs
 - progressive discipline
 - respect-discipline programs
 - positive discipline

ANSWER: d

25. ABC Inc. has a disciplinary system whereby its programs are designed to motivate an employee to correct his or her misconduct voluntarily. What type of disciplinary program is ABC Inc. most likely using?
- a self-help program
 - a progressive discipline program
 - a hot-stove program
 - a positive discipline program

ANSWER: d

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26. The human resource manager has invited Tammy for a meeting to discuss reports of her misconduct. The two parties will have joint discussion and problem-solving activities to address and overcome any proven misconduct. What type of disciplinary program is evident here?
- an open-door discipline program
 - a nondirective discipline program
 - a positive discipline program
 - a progressive discipline program

ANSWER: c

27. The step-review procedure in non-unionized organizations is similar to which of the following disciplinary approaches?
- collective bargaining
 - hot-stove discipline
 - positive discipline
 - progressive discipline

ANSWER: d

28. What type of work environment is essential for positive discipline to be successfully conducted?
- confrontational work environment
 - adjudicative work environment
 - cooperative work environment
 - judicial work environment

ANSWER: c

29. In a typical progressive discipline program, what step immediately precedes the termination of the employee?
- suspension
 - formal discussions
 - a "pre-warning"
 - a written warning

ANSWER: a

30. Using a positive discipline approach, which of the following is the best reason for giving an employee a paid decision-making leave?
- It gives an employee time to consider a new job offer.
 - It is often used to allow an organization to start the process of finding a replacement employee.
 - It is mandatory because of the law.
 - It gives an employee time to consider whether he or she wishes to remain with the organization

ANSWER: d

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31. Mary has been given a reminder to self-evaluate her actions in a recent disciplinary case against her. What type of disciplinary procedure is the most likely being used here?
- progressive discipline
 - positive discipline
 - step-review discipline
 - cooperative discipline

ANSWER: b

32. Where should termination meetings with employees be held?
- at the employee's workstation
 - in a neutral location, such as a conference room
 - outside the employer's premises
 - in the HR manager's office

ANSWER: b

33. What is a key difference between a step-review process of dealing with employee complaints in nonunionized workplaces versus a grievance procedure in a collective bargaining agreement?
- A step-review process allows for better outcomes for both sides.
 - Step-reviews do not provide for a neutral third party as a judge of last resort.
 - A grievance procedure generally allows for a legal strike by employees.
 - Step-reviews lead to less workplace conflict.

ANSWER: b

34. Which of the following best describes alternative dispute resolution mechanisms?
- They are used only in unionized organizations.
 - They will likely replace the need for grievance procedures.
 - They are used in nonunion organizations.
 - They are forms of progressive discipline.

ANSWER: c

35. In a nonunion workplace, which of the following complaint processes is most similar to a grievance procedure in a collective agreement?
- step-review system
 - open-door management system
 - at-will complaint process
 - peer-review system

ANSWER: a

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36. In a disciplinary case against Mandy, her employer has set up a committee to hear the case. The committee includes two of Mandy's coworkers and two management personnel. What type of disciplinary process is most likely being used here?
- a peer-review system
 - a positive discipline system
 - an expedited review system
 - a grievance procedure

ANSWER: a

37. What is a key objective for employers in using a peer-review process in disciplinary cases with employees?
- to avoid costs incurred in court cases
 - to help train HR managers for tribunal hearings
 - to get evidence for the courts in the event that dismissals are challenged by employees
 - to give employees a sense of justice

ANSWER: d

38. Which of the following best describes an open-door policy?
- It identifies various levels of management above an employee's immediate supervisor that an aggrieved employee may contact.
 - It is based on a pre-established set of steps for the review of an employee complaint to successively higher levels of management.
 - It is a requirement of the alternative dispute resolution process.
 - It is the best resolution to any employee complaint by the HR department.

ANSWER: a

39. British Columbia Gold Inc. is planning to implement an open-door policy to deal with employee complaints. Which of the following is a key criterion for this policy to be successful?
- Managers must ensure that employees come to them only with job-related concerns.
 - Managers must encourage employees to voice their complaints and listen honestly to those concerns.
 - Managers must formalize the procedure and encourage employees to "start at the top."
 - Managers must emphasize that they can offer solutions only on an advisory basis.

ANSWER: b

40. The University of Lalaland has decided to move to a new system in dealing with employee complaints. It has hired a retired judge whose job is to listen to employees' complaints and then try to seek solutions through negotiation and mediation. What is the most likely title of this person's job?
- complaint officer
 - hearing judge
 - arbitrator
 - ombudsperson

ANSWER: d

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41. Which of the following is a major weakness of an open-door policy of settling grievances in the workplace?
- Managers tend to be too busy to use this policy.
 - The courts have ruled that open-door policies are legally questionable.
 - It is generally too expensive for organizations to use.
 - Workers are reluctant to approach managers with their complaints.

ANSWER: d

42. Which of the following processes involves the use of a third party to settle disputes and where the parties voluntarily try to settle the issue?
- mediation
 - arbitration
 - court orders
 - strikes

ANSWER: a

43. Which of the following processes involves the use of a third party to settle disputes and where the parties are bound by the decision?
- mediation
 - arbitration
 - conciliation
 - strikes

ANSWER: b

44. According to a study cited in the textbook, what is the most important driver of employee trust and loyalty?
- the organization's disciplinary system
 - employees' benefits
 - employees' perceptions of ethical behaviour by leaders
 - the strategy of the organization

ANSWER: c

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Scenario 13.1

The Beer Pitt Inc. is a Canadian brewery that distributes premium lager beers across the country. Over the years, the company has been having problems with employees drinking on the job, resulting in arguments, fights, and back-ups on the production line. Because employees are unionized, it has always been difficult to determine that drinking on the job is the cause of the problems the company is experiencing since these problems have been occurring for decades. Recently, however, an employee was injured. The HR department wants to develop and implement new sets of disciplinary policies and procedures to help curb these problems.

45. Refer to Scenario 13.1. Which of the following accurately represents some of the steps in the disciplinary model that the Beer Pitt needs to implement?
- violation of rules, collective agreements, investigation, documenting the results
 - violation of rules, investigation of offences, disciplinary interviews, progressive discipline
 - intoxication, insubordination, gambling at work, smoking in authorized places
 - due process, burden of proof, ensuring compliance

ANSWER: b

46. Refer to Scenario 13.1. The Beer Pitt must document all misconduct. Which of the following is **NOT** true about the completeness of the information?
- names of witnesses to the incident are not needed
 - behaviour exhibited by employees need not be included
 - consequences for action or behaviour are not important
 - date, time, and location of the incident are not important

ANSWER: a

47. Refer to Scenario 13.1. Assume that the Beer Pitt might be better off using positive discipline given that the company has allowed employees to behave this way for decades. Which of the following is **NOT** a focus of this approach?
- employees take total responsibility for resolving the problems
 - nothing is imposed by management
 - all solutions and affirmations are made by management
 - nonpunitive discipline replaces threats and punishment with encouragement

ANSWER: c

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Scenario 13.2

Woodbridge Group Inc. (WG), a Canadian consultancy firm, is having a hard time keeping all its employees as a result of the last recession. Most of its clients are based in the United States, and tighter restrictions there have led to some clients severing business ties with WG. With the loss of business, the company claims it cannot afford to continue paying employees even though the company is still profitable. Management is planning to let some of them go, and plans to give them four weeks' pay in lieu of notice. While these employees are not unionized, they do have contracts that entitle them to fixed numbers of weeks worked for each year they have been with WG.

48. Refer to Scenario 13.2. Either the employer or the employee can terminate the employment contract. What does WG need to do to avoid expensive lawsuits for wrongful dismissal?
- pay employees what the company can afford
 - pay only the amount stipulated by employment standards legislation
 - allow the court to decide what is reasonable notice
 - provide employees with the amount of notice specified in the contract

ANSWER: d

49. Refer to Scenario 13.2. If WG terminates the contracts as planned and employees sue for wrongful dismissal, which of the following does **NOT** play a role in the judge's decision to award reasonable notice?
- the employee's age and availability of similar employment given the employee's experience and training
 - the employer's ability to pay
 - the nature of the job performed by the employee
 - the length of service with the employer

ANSWER: b

50. Refer to Scenario 13.2. WG wants to avoid being sued for wrongful dismissal as it may cost the company more than what is stipulated in the contract. Which of the following is **NOT** accurate?
- Nonmanagerial employees may be entitled to up to 12 months' notice.
 - Managerial employees may be entitled to as much as 24 months' notice.
 - An employer needs just cause to terminate a nonunionized employee.
 - Legal and court fees can be very costly and potentially embarrassing.

ANSWER: c

51. Employee rights are granted to workers by the courts, legislatures, and/or employers.
- True
 - False

ANSWER: True

52. Employees have statutory rights that are derived from contracts.
- True
 - False

ANSWER: False

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53. It is standard practice for employers and contingent employees to utilize formal employment contracts.
- a. True
 - b. False

ANSWER: True

54. Implied contract terms are terms that judges read into employment contracts when the written contract does not expressly deal with the matter.
- a. True
 - b. False

ANSWER: True

55. During her interview, Angela is told by her future manager 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.
- a. True
 - b. False

ANSWER: True

56. The employment-at-will doctrine states that either the employee or the employer may terminate the employment relationship for any reason.
- a. True
 - b. False

ANSWER: True

57. Employees are rarely successful when they attempt to sue employees for wrongful dismissal.
- a. True
 - b. False

ANSWER: False

58. Constructive dismissal occurs when an employer unilaterally changes an employee's working conditions such that compensation, status, or prestige is reduced.
- a. True
 - b. False

ANSWER: True

59. In law, negligence is the failure to honour established contracts.
- a. True
 - b. False

ANSWER: False

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60. Wrongful dismissal is a lawsuit filed in a court by an employee alleging that he or she was dismissed without proper contractual or reasonable notice.

- a. True
- b. False

ANSWER: True

61. An example of a statutory right is an employee right to a safe workplace.

- a. True
- b. False

ANSWER: True

62. An employee's legal and moral rights to privacy are clear and well-defined.

- a. True
- b. False

ANSWER: False

63. Employee rights issues frequently involve an employer's alleged invasion of an employee's right to privacy.

- a. True
- b. False

ANSWER: True

64. Canadians' privacy with respect to personal information is protected by federal legislation that came into effect January 1, 2001.

- a. True
- b. False

ANSWER: True

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

- a. True
- b. False

ANSWER: False

66. Employees are correct in assuming that their rights to privacy extend to email and voice mail messages.

- a. True
- b. False

ANSWER: False

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67. Managers have virtually unlimited discretion in taking disciplinary action against an employee.
- a. True
 - b. False

ANSWER: False

68. The HR department is responsible for developing disciplinary policies and procedures.
- a. True
 - b. False

ANSWER: True

69. A major responsibility of the HR department is to develop, and to have top management approve, its disciplinary policies and procedures.
- a. True
 - b. False

ANSWER: True

70. The primary responsibility for preventing or correcting disciplinary problems rests with the HR department.
- a. True
 - b. False

ANSWER: False

71. In order to be effective, employee discipline must take place as soon as possible after the problem is verified.
- a. True
 - b. False

ANSWER: True

72. The failure to document earlier actions often results in management not imposing disciplinary penalty when a transgression is committed.
- a. True
 - b. False

ANSWER: True

73. Positive discipline is based on a mutual problem-solving approach, but resolutions are still mandated by the HR department.
- a. True
 - b. False

ANSWER: False

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74. In an organizational setting, discipline should be viewed as an educational process rather than a punishment.
- a. True
 - b. False

ANSWER: True

75. Management's failure to communicate rules to employees is one of the major reasons for reversing disciplinary action.
- a. True
 - b. False

ANSWER: True

76. Employees do not have the right to have an attorney present during an investigative interview.
- a. True
 - b. False

ANSWER: True

77. One of the major reasons for investigative interviews is to establish the facts surrounding an employee's offence.
- a. True
 - b. False

ANSWER: True

78. Documentation of employee misconduct includes stating the improvement expected by the employer.
- a. True
 - b. False

ANSWER: True

79. It is not necessary that the employee be given an opportunity to explain his or her side of the issue during the investigative interview.
- a. True
 - b. False

ANSWER: False

80. The step between a verbal warning and termination in progressive discipline is the disciplinary interview.
- a. True
 - b. False

ANSWER: False

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

- a. True
- b. False

ANSWER: False

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

- a. True
- b. False

ANSWER: False

83. Bill has been found guilty of theft, a termination offence. Before he is dismissed, his manager must apply all the steps of progressive discipline.

- a. True
- b. False

ANSWER: False

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

- a. True
- b. False

ANSWER: True

85. Positive discipline relies on encouragement given to employees as a way to improve performance.

- a. True
- b. False

ANSWER: True

86. When applying either progressive or positive discipline, it is important to maintain complete records of each step of the procedure.

- a. True
- b. False

ANSWER: True

87. Dismissal is the final disciplinary action.

- a. True
- b. False

ANSWER: True

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88. Decision-making leave is typically paid leave, and eliminates the negative effects of loss of pay.
- a. True
 - b. False

ANSWER: True

89. Whatever the reason for dismissal, it should be done with primary concern for the organization.
- a. True
 - b. False

ANSWER: False

90. Alternative dispute resolution (ADR) is a relatively recent development utilized in non-union workplaces.
- a. True
 - b. False

ANSWER: True

91. Step-review systems involving non-union employees are very similar to grievance procedures used in union contracts.
- a. True
 - b. False

ANSWER: True

92. Peer-review boards consist only of people whose jobs are similar to that of the person appearing before the board.
- a. True
 - b. False

ANSWER: False

93. A peer-review system, also called a “complaint committee,” is composed only of people whose jobs are similar to the person appearing before the board.
- a. True
 - b. False

ANSWER: False

94. The Juniper Corporation wishes to establish an alternative dispute-resolution procedure that will provide a sense of justice for employees. A peer-review board would offer this benefit.
- a. True
 - b. False

ANSWER: True

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

- a. True
- b. False

ANSWER: False

96. An ombudsperson solves problems through negotiation and mediation activities between supervisors and subordinates.

- a. True
- b. False

ANSWER: True

97. An ombudsperson helps management by providing a check on itself.

- a. True
- b. False

ANSWER: True

98. Mediation is a formal process resulting in compromise.

- a. True
- b. False

ANSWER: False

99. Ethics can be defined as a set of standards of acceptable conduct and moral judgment.

- a. True
- b. False

ANSWER: True

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

- a. True
- b. False

ANSWER: False

101. HR departments strive to ensure ethical treatment of employees by communicating the organization's values and communicating and enforcing standards throughout the organization.

- a. True
- b. False

ANSWER: True

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

ANSWER: 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 multistep 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 employees with performance problems. In sum, the positive discipline relationship seems more like parental guidance than the adversarial relationship inherent in the progressive model.

103. What are some of the pros and cons of “open-door” policies?

ANSWER: On the positive side, open-door policies provide an avenue for employees to voice complaints about their work. Open-door policies are especially useful when the subject of the complaint is an employee’s immediate supervisor. Moreover, complaints made through an open-door program can provide valuable information to upper-level management.

While open-door policies can work quite well, problems are not unusual under these programs. First, there may be large differences in managers’ commitment to the policy. This situation creates doubt in the minds of employees. Second, some employees may be reluctant to raise a complaint under this system. If an employee has concerns about the supervisors “hanging together” against complainants, it is unlikely that he or she will issue a complaint. Furthermore, there may be inconsistencies between managers in terms of their decisions. Perceptions of inequity and unfairness will prevent employees from using the open-door system effectively. Finally, there are concerns that some managers do not listen honestly to employees who raise complaints through this system.

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104. Susan is a fast-track employee slotted for a vice-president position. Her next job assignment is a foreign position in a South American country as director of your manufacturing division. Unfortunately, this position requires supervising foreign male managers who are largely opposed to supervision by females. To *not* send Susan on this assignment would “short-step” her promotion to vice-president, and possibly be viewed as discriminatory. How would you handle this ethical situation? Be specific.

ANSWER: To treat Susan in a fair and equitable manner, a sound decision would be to send Susan to the next job assignment in South America. There are two primary issues involved in this decision. First, it is critical that managers comply with government regulations to promote an environment free from discrimination. If a manager does not send Susan on the foreign assignment, he or she could face the possibility of being accused of gender discrimination. As a consequence, her manager must provide Susan with the same opportunities that would be provided to a male in her position.

Second, beyond what is required by the law is the question of organizational ethics. Ethics are defined as the set of standards of acceptable conduct and moral judgment that provide cultural guidelines that help decide between proper and improper behaviour. In this situation, the ethical decision is not an easy one to make because there are multiple cultures, countries, and ethical standards involved. However, one possible solution to handling this situation would be to refer to the organization’s code of ethics. Many organizations have their own code of ethics that governs relations with employees that may prove useful. Even if a code of ethics does not exist, from an ethical perspective, it is important that Susan’s personal and work-related rights are respected and valued.