

# ch11

Student: \_\_\_\_\_

1. Solid employee relations demand careful attention to, among other factors, all of the following except
  - A. organizational communications
  - B. employee counselling
  - C. employee discipline
  - D.** technological factors
  - E. management of work groups
  
2. Even when the basic human resource functions are performed properly, solid employee relations still depend on careful attention paid by managers to all the following except
  - A. work group management
  - B. developing employee counselling skills
  - C. effective disciplinary procedures
  - D. organizational communication
  - E.** compensation and benefits
  
3. A policy of encouraging employees to come to higher management with any concerns is often referred to as
  - A. a policy of concern
  - B.** an open-door policy
  - C. management by hierarchy
  - D. management by objectives
  - E. the whiney-employee policy
  
4. An open-door policy is designed to
  - A.** allow employees to address their problems to higher levels of management
  - B. encourage managers to get up from their desk and go through the door to talk to employees
  - C. allow managers to better control their employees by being able to see what they are doing at any time
  - D. diminish health concerns in closed office spaces by allowing air to circulate
  - E. encourage people to open doors before going through them
  
5. Surveys indicate that about \_\_\_\_\_ of all employees believe that their job offers little recognition and low satisfaction.
  - A. 10 percent
  - B. 18 percent
  - C.** 25 percent
  - D. 45 percent
  - E. 92 percent
  
6. One study identified in the text indicated that there are a number of factors that are important in building employee commitment, including
  - A. lack of job security
  - B. lack of trust in senior management
  - C. poor quality of organization's products/services
  - D.** competitiveness of rewards
  - E. employer's unethical conduct

7. One study identified seven factors important to building employee commitment, including all the below except
- A. competitiveness of rewards
  - B. integrity of employer's business conduct
  - C. quality of the organization's products
  - D. job security
  - E.** ability to be promoted to senior management
8. Corporate culture, individual perceptions, and human resource practices make up the blend of factors important in the area of
- A. employee discipline
  - B.** employee relations
  - C. employer relations
  - D. job analysis
  - E. technological change
9. Reasons why good employee relations practices are important can include the fact that they can do all the following except
- A. improve productivity
  - B. reduce employment costs
  - C. ensure implementation of organizational strategies
  - D. help employees grow and develop
  - E.** improve wages and salaries
10. Good employee relations practices can reduce employment costs by
- A. increasing turnover and absenteeism among less effective employees
  - B. having employees take voluntary salary and wage cuts
  - C. reducing the number and size of rewards needed
  - D.** offering an organization a recruiting advantage
  - E. improving workforce demographics
11. Components of effective employee relations include all of the following except
- A. discipline
  - B. involvement
  - C. counselling
  - D. communication
  - E.** recruiting and selection
12. Most approaches to organizational communication systems include
- A. horizontal and vertical communication systems
  - B. vertically integrated and horizontally integrated communications systems
  - C.** upward and downward communications systems
  - D. circular and non-linear communication systems
  - E. "semi-soft" communication systems
13. The purpose of downward communication systems in organizations is to
- A.** get information to the employees
  - B. get information from the employees
  - C. scan the external environment
  - D. enforce job analysis data
  - E. permit management to "talk down" to employees that they do not like
14. The purpose of organizational upward communication systems is to
- A. get information to the employees
  - B. reinforce the work-trend line
  - C.** obtain information from the employees
  - D. communicate the organization's mission and culture
  - E. talk up good ideas

15. Some common examples of downward communication methods include all the following except
- A. meetings
  - B. e-mail
  - C. in-house newsletters
  - D. jobholder reports
  - E. suggestion systems**
16. All of the following are examples of methods of downward communication except
- A. in-house publications
  - B. electronic communication
  - C. in-house complaint procedures**
  - D. prerecorded messages
  - E. information booklets
17. The employee handbook (often given to new employees) is an example of
- A. upward communication
  - B. top-down communication**
  - C. employee referral programs
  - D. open-door policy
  - E. employee assistance program (EAP)
18. Internal job postings are a form of
- A. upward communication
  - B. union-management communication
  - C. downward communication**
  - D. lateral communication
  - E. job evaluation communication
19. The information in employee handbooks should
- A. be updated rarely to avoid confusion
  - B. be updated regularly and carefully reviewed**
  - C. be fairly specific but still vague enough to allow employees some leeway in interpretation
  - D. not give specific information on benefit and assistance plans
  - E. not discuss human resource activities directly
20. A study of email users reported that employees believe email has
- A. allowed employees to freely access confidential information for their own purposes
  - B. improved communication with supervisors**
  - C. increased time at work
  - D. decreased the need for a company website
  - E. increased administrative tasks for management
21. A disadvantage of using electronic mail as an organizational communication method is that
- A. it allows for two-way interactive communication, e.g. employee surveys
  - B. it can be accessed quickly and easily
  - C. it can be limited to select recipients
  - D. it can be easily directed to all employees
  - E. not everyone uses or can access e-mail**
22. Organization-specific internal computer networks are usually called
- A. internets
  - B. intranets**
  - C. infonets
  - D. extranets
  - E. hairnets

23. Examples of the use of intranet communication to human resource departments include all of the following except
- A. setting up an electronic employee directory
  - B. using electronic pay stubs
  - C. managing succession planning
  - D. managing the grapevine**
  - E. creating discussion groups
24. As more employees use the Internet at work, issues that organizations need to consider include all the following, except
- A. the rights of employers to monitor employee usage
  - B. the restriction of use to business purposes
  - C. concerns dealing with copyright
  - D. the posting or downloading of offensive or defamatory material
  - E. which insurance company to provide on line benefit access to**
25. Some practical steps to prevent employee misuse of electronic communications include all the below except
- A. developing and implementing a policy concerning the subject
  - B. being aware of legal issues
  - C. training employees and managers concerning the policy
  - D. actively addressing complaints
  - E. encouraging the reporting of policy violations only after an in-depth investigation**
26. Employee blogs are a concern for some employers for all of the following reasons except
- A. using common sense may break existing rules**
  - B. confidential information may be leaked about the company
  - C. the company may be exposed to a potential liability
  - D. the reputation of the company may be hurt
  - E. business may be described in a negative way
27. Open-book management refers to
- A. an organization where all the rules are known and publicized
  - B. an organization that "goes by the book", and where this is common knowledge among all employees
  - C. an organization where employees receive information about the firm's economic performance**
  - D. an organization where employees can access their own, and other's, personnel records
  - E. the system of constructive or corrective discipline
28. To improve communications internally and enhance links between employees and the organization, companies should do all of the following except
- A. invest in research and surveys to find out what the employees attitudes are towards communication
  - B. focus on performance oriented communication
  - C. communicate training needs with managers and employees
  - D. provide monetary rewards communication, rather than total rewards communication**
  - E. regularly review and audit the communication systems
29. Upward communication systems can include all the following except
- A. the grapevine
  - B. open-book management**
  - C. in-house complaint procedures
  - D. suggestion systems
  - E. attitude survey feedback

30. An informal communication system that arises spontaneously from the social interaction of people in any organization is called
- A. the grapevine
  - B. the informal gripe line
  - C. the bush telegraph
  - D. the water cooler exchange
  - E. the rumour tumour
31. A procedure for non-unionized employees that is in writing, is communicated to employees, and guarantees employees the right to present complaints to management is often referred to as
- A. an unofficial complaint system
  - B. in-house complaint procedure
  - C. labour-management relations
  - D. the formal grapevine
  - E. a human resource method for identifying trouble-makers
32. For employee suggestion systems to work, all the following must happen except
- A. management must provide a fair and prompt response
  - B. employees must be encouraged to make suggestions
  - C. top management must support the idea
  - D. supervisors should be trained to encourage employee suggestions
  - E. employees should be encouraged to check suggestions with upper management before making them
33. When an organization formally discusses employees' problem(s) with them and/or assists them in coping with these problems, this is normally referred to as
- A. employee assistance
  - B. employee counselling
  - C. employee stroking
  - D. employee involvement
  - E. an intrusion into an employee's private life
34. Official and comprehensive company programs designed to help employees overcome personal and work-related problems are referred to as
- A. employee evaluation programs (EEPs)
  - B. employee problem-solving programs (ESPs)
  - C. employee assistance programs (EAPs)
  - D. employee personal problem programs (EPPs)
  - E. employee tell-and-sell programs (ETSs)
35. Action taken by supervisors prior to any infraction and that is designed to encourage employees to follow the rules is called
- A. corrective discipline
  - B. progressive discipline
  - C. preventive discipline
  - D. positive discipline
  - E. advisory discipline
36. The definition of corrective discipline is that it is an action
- A. that is taken before an infraction occurs in order to encourage employees to follow the rules
  - B. that follows a rule infraction and seeks to discourage further infractions
  - C. that encourages employees to discipline themselves
  - D. where supervisors attempt to correct unwanted behaviour without making any critical comments
  - E. that is designed to correct behaviours through negative punishments and withdrawals

37. The objectives of a corrective disciplinary action are to achieve all the following except
- A. to reform the offender
  - B.** to punish past actions
  - C. to maintain consistent and effective group standards
  - D. to deter others from similar actions
  - E. be positive and corrective
38. The objectives of corrective disciplinary actions can be said to be
- A. positive only
  - B. educational only
  - C. corrective only
  - D.** positive, educational, and corrective
  - E. both positive and corrective
39. Employer disciplinary actions are substantially restricted by all the following except
- A. human rights legislation
  - B. labour relations legislation
  - C. occupational health and safety legislation
  - D.** pension and benefits legislation
  - E. collective agreements
40. Following established rules and procedures and allowing employees to respond in disciplinary action is referred to as
- A. diligent process
  - B.** due process
  - C. disciplinary process
  - D. corrective process
  - E. mandated process
41. The hot-stove rule of corrective discipline means that discipline is all of the following except
- A. that it is immediate
  - B. that it follows a warning
  - C. that it is impersonal
  - D. that it is consistent
  - E.** that it is severe
42. A typical progressive discipline system has a number of steps and would likely include all the following except
- A. a verbal reprimand
  - B. a written warning
  - C. a suspension from work
  - D. discharge for cause
  - E.** cancellation of the warning after discipline has been applied and actions changed
43. Select the first step in a standard progressive discipline system
- A. written reprimand by supervisor
  - B. more serious written reprimand with two day suspension
  - C. written reprimand with one week suspension
  - D.** verbal reprimand by supervisor
  - E. dismissal for cause
44. Dismissing an employee without just cause or reasonable notice is called
- A. unfair dismissal
  - B. unlawful dismissal
  - C.** wrongful dismissal
  - D. preventative dismissal
  - E. illegal dismissal

45. Generally speaking, an employer can dismiss a non-union employee
- A. for almost any reason
  - B.** by giving "reasonable notice"
  - C. without having to give compensation in lieu of notice
  - D. only according to the collective agreement
  - E. only during working hours
46. The law of wrongful dismissal
- A. only applies to union members
  - B.** tends to require prudent legal advice
  - C. is straight-forward
  - D. has not been applied in Canada since 1945
  - E. has no specific legal ramifications
47. Just cause for dismissal under common law includes any act by the employee that
- A.** could have serious negative impact on the organization's reputation
  - B. is felt to be unreasonable or unacceptable by top management
  - C. could have serious negative impact on the organization's operations, even if not the employee's fault
  - D. the union supports
  - E. a supervisor does not approve of
48. The onus for proving just cause in dismissing an employee lies with
- A. the employee
  - B. the courts
  - C. the labour board
  - D.** the employer
  - E. the human rights commission
49. For an employer, one of the most difficult employee dismissal situations to successfully defend in court is dismissal for just cause in the case of
- A. insubordination
  - B.** incompetence
  - C. conflict of interest
  - D. dishonesty or theft
  - E. frailty of character (e.g. drug use, bad or abusive behaviour, and so on.)
50. All of the following are among the requirements necessary to dismiss an employee for incompetence except
- A. having reasonable and objective performance standards that have been communicated to all employees
  - B. being able to show that other employees are able to achieve the standards set
  - C.** it can be based on a single incident of incompetence
  - D. having evidence of warnings given to the employee
  - E. demonstrating that the employee concerned had reasonable time to improve performance
51. Under common law, if an employer makes a major change in employment terms that results in an employee resigning, this can be considered as
- A.** constructive dismissal
  - B. reasonable notice
  - C. just cause
  - D. corrective discipline
  - E. contractual dismissal

52. The Wallace Effect refers to
- A. awarding extended periods of notice in wrongful dismissal cases, when the employer was found to have terminated the employee in bad faith
  - B. awarding decreased periods of notice in wrongful dismissal cases, when the employer was found to have terminated the employee in bad faith
  - C. awarding extended periods of notice in wrongful dismissal cases, when the employer was found to have terminated the employee in good faith
  - D. awarding decreased periods of notice in wrongful dismissal cases, when the employer was found to have terminated the employee in good faith
  - E. forcing the employer to take the employee back in cases of wrongful dismissal, when the employer was found to have terminated the employee in bad faith
53. Employee rights could include all the following except
- A. right to privacy
  - B. right to fair treatment
  - C. rights in workplace restructuring
  - D. rights in business closings
  - E. right to permanent employment
54. All the below are true of employee rights except that
- A. they refer to rights desired by employees relating to job security and working conditions
  - B. they are, in many cases, protected under law
  - C. they are protected under a collective agreement, if one exists
  - D. many may be listed in an employee's contract of employment or in company policies
  - E. they exist only for unionized employees
55. Employees' rights to privacy are covered under which act?
- A. Constitution
  - B. Charter of Human Rights and Freedoms
  - C. Personal Information Protection and Electronic Documents Act
  - D. Private Information Passage and Email Delivery Act
  - E. Postponing Issues Prior to Email Delivery Act
56. According to PIPEDA, which of the following does not qualify as personal information?
- A. factual information about the company
  - B. non recorded factual information about an individual
  - C. recorded factual information about an individual
  - D. an employee's home address
  - E. an employee's Social Insurance Number (SIN)
57. Problems around information security include all of the following except
- A. poor enforcement of policies
  - B. outdated security software
  - C. poor hiring
  - D. high possibility of identity theft at work
  - E. human resource systems not being confidential
58. According to a 2007 survey by the American Management Association, what percent of employers had employees email or instant messaging subpoenaed?
- A. 0%
  - B. 18%
  - C. 24%
  - D. 57%
  - E. 72%

59. An effective internet usage policy should include a policy stating that
- A. the employee is the rightful owner of the computer resources
  - B. employees can have expectations about privacy concerning computer resources
  - C. information sent over email is confidential
  - D.** there are consequences for employees who contravene the policy
  - E. that downloading software and using the computer off hours for personal use is permissible
60. Employee involvement in the workplace has been shown to increase both productivity and satisfaction, and overall quality of work life. Such involvement can take the form of
- A. quality circles
  - B. codetermination
  - C.** self-directed work teams
  - D. job enlargement/enrichment
  - E. self-promotion
61. Although the concept of employee \_\_\_\_\_ is relatively new, a growing number of organizations are introducing it as a means of reducing the cost of administrative work performed by human resource departments.
- A.** self-service
  - B. administration
  - C. production
  - D. avoidance
  - E. relations
62. Practices that lead to successful organizations include all of the following except
- A. selective hiring
  - B. self-managed teams
  - C. extensive training
  - D. sharing of information with employees
  - E.** clear status levels
63. Reducing employment to improve efficiency, productivity, and competitiveness is often referred to as
- A. outsourcing
  - B.** downsizing
  - C. midsizeing
  - D. resizing
  - E. cotton sizing
64. Numerous studies indicate that after an organization downsizes
- A. morale and productivity are unaffected
  - B. it performs better financially
  - C.** it does not perform any better financially
  - D. morale drops but productivity improves
  - E. morale improves but productivity drops
65. Types of downsizing strategies include all of the following except
- A. work redesign
  - B. systematic change
  - C. workforce reduction
  - D.** constructive dismissal
  - E. voluntary severance
66. Human resource professionals get involved in a variety of roles during downsizing efforts, including all of the following except:
- A.** assist quality performers with finding new positions
  - B. develop skills inventories
  - C. assist in communicating the decision
  - D. evaluate the downsizing program
  - E. job design and redesign

67. A policy of encouraging employees to come to higher management with their concerns is called an open door policy.  
True False
68. The policy in some organization of encouraging employees to come to higher management with any concerns is often referred to as a compassionate management policy.  
True False
69. Solid employee relations demand careful attention to communication, counselling, and employee management.  
True False
70. Almost 80 percent of all employees believe that their job offers them little opportunity to use their abilities.  
True False
71. Factors that are important in building employee commitment include job security, quality of organization's products, and trust in top management.  
True False
72. Good employee relations practices ensure implementation of organizational strategies and improve productivity.  
True False
73. While good employee relations practices tend to make for happier employees, they do not have any direct effect on either productivity or employment costs.  
True False
74. One factor that makes employee relations a complex issue is the presence of individual perceptions.  
True False
75. One reason that good employee relations are a reasonably simple issue is that they don't involve the more complex factors of either corporate culture or basic human resource activities.  
True False
76. Good employee relations practices reduce employment costs.  
True False
77. One problem with effective employee relations is that they can inhibit the implementation of organizational strategies.  
True False
78. The key dimensions of employee relations include communication, involvement, and discipline.  
True False
79. Directly included in the key dimensions of good employee relations are job evaluation and job pricing.  
True False
80. The five key dimensions of employee relations are rights, discipline, counselling, involvement, and communication.  
True False
81. The five key dimensions of employee relations are: employee rights, employee counselling, employee involvement, job evaluation, and workforce analysis.  
True False
82. Organizational communication systems can generally be divided into upward systems and downward systems.  
True False

83. Downward communication systems are designed to get information from employees to management.  
True False
84. Communication systems that exist to get information from employees are called an upward system.  
True False
85. Upward communication goes in the opposite direction from downward communication.  
True False
86. An organizational in-house newsletter is an example of upward communication.  
True False
87. Information bulletins, employee handbooks, and prerecorded messages are all forms of downward communication.  
True False
88. Organization-specific internal computer networks (internet) are often known as in-house internets.  
True False
89. Organization-specific internal computer networks (internet) are often known as intranets  
True False
90. Open-book management is another term for an open door policy.  
True False
91. Giving the organization's economic and financial information to employees is referred to as open-book management.  
True False
92. Interestingly enough, one step that is missing from the seven-step plan to protect an organization from the misuse of its electronic communications by employees is the development and implementation of a relevant policy.  
True False
93. An informal communication system that arises spontaneously from the social interaction between people is referred to as grapevine communication.  
True False
94. The grapevine communication system is the system used by upper management to transfer financial data.  
True False
95. The biggest problem with the grapevine communication system is its structured formality.  
True False
96. In-house complaint procedures are organizationally developed methods for employees to register a complaint.  
True False
97. An in-house complaint procedure and a non-union grievance procedure could be seen as similar systems for employees to address their complaints.  
True False
98. An in-house complaint procedure and a non-union grievance procedure are two extremely different systems that are intended to deal with very different situations or employee problems.  
True False
99. If an employer can show its legitimate business interests are affected by material posted on a social network by an employee, that employee may be liable and subject to discipline.  
True False

100. A non-union grievance procedure is used to resolve disputes in non-union settings.  
True False
101. Management's overly prompt response to employee suggestions can tend to make a suggestion system less effective.  
True False
102. Rewarding employees for useful suggestions tends to encourage the use of a suggestion system.  
True False
103. A proper and effective employee complaint system should make it clear to employees that they are liable for disciplinary action if their complaints are substantiated.  
True False
104. Comprehensive company programs that seek to help employees overcome their personal and work-related problems are referred to as employee assistance programs.  
True False
105. Comprehensive company programs that seek to help employees overcome their personal and work-related problems are referred to as either employee involvement programs or employee evaluation programs.  
True False
106. Counselling is discussing issues with employees in the hopes of helping employees cope with situations that are happening away from the workplace.  
True False
107. Some managers are not encouraged to provide advice because they could make an employee's problems worse.  
True False
108. Discipline may be defined as management actions to encourage employee compliance with organizational standards.  
True False
109. Preventive discipline and corrective discipline are basically two names for the same thing.  
True False
110. Corrective discipline is action taken prior to any infraction, whereas preventive discipline is action taken subsequent to an infraction.  
True False
111. The three purposes of corrective discipline are to reform the offender, to deter others, and to maintain consistent group standards.  
True False
112. The three purposes of corrective discipline are to punish the offender, to make the punishment public, and to deter others from doing the same thing.  
True False
113. Due process means that established rules and procedures for disciplinary action are followed and that employees have the opportunity to respond to charges.  
True False
114. Progressive discipline is also referred to as due process.  
True False
115. The hot-stove rule states that disciplinary action must be all of the following: immediate, consistent, and personal.  
True False

116. Preventive discipline is also known as positive discipline to human resource specialists.  
True False
117. When punishment is effective in correcting a problem, this is referred to as positive discipline.  
True False
118. Dismissal without just cause or reasonable notice is referred to as wrongful dismissal.  
True False
119. Dismissal without just cause or reasonable notice of termination is referred to as either incorrect dismissal or unlawful dismissal.  
True False
120. The law of wrongful dismissal is very complicated and demands either human resource professionals with specific expertise or outside legal advice.  
True False
121. Just cause for dismissal under common law includes any act by an employee that could have serious negative impact on the employer's operation or reputation.  
True False
122. An employee's off-duty conduct is never considered as just cause for dismissal.  
True False
123. Employers win more just cause dismissal cases when it involves employee incompetence than when the cases involve an employee's frailty of character or conflict of interest.  
True False
124. Constructive dismissal is a term that refers to dismissing an employee for their own good.  
True False
125. A major change in a significant term of the employment relationship that results in an employee resigning may be legally considered as constructive dismissal.  
True False
126. "Reasonable notice" or compensation must be provided to employees who are being terminated for just cause.  
True False
127. Employee rights include both the right to privacy and the right to fair treatment.  
True False
128. There is an increasing awareness among employers that collecting nonwork information about employees is an unnecessary intrusion on employees' lives.  
True False
129. Information collected under PIPEDA should only be kept for as long as it is needed.  
True False
130. Consent is not a required principle under PIPEDA  
True False
131. Under PIPEDA, individuals are not allowed to access their personal information files unless a judge or court orders so.  
True False
132. Employers are concerned with inappropriate web surfing and just under two-thirds have software's to block access to the sites that have inappropriate information  
True False

133. Employees tend to be very resistant to video monitoring  
True False
134. Self-directed work teams are one form of employee involvement.  
True False
135. High involvement work practices can increase human resource costs.  
True False
136. No-layoff policies are part of an integrated system of progressive HR practices  
True False
137. There are three types of downsizing strategies: work redesign, systematic reduction, and workforce layoffs.  
True False
138. Though it usually involves laying off employees, downsizing has been a very effective organizational tool for increasing productivity and improving a firm's financial picture.  
True False
139. Human resource professionals have an important role to play in downsizing efforts and should be involved in the strategic process.  
True False
140. A policy that encourages employees to come to higher management with any concerns is referred to as a(n) \_\_\_\_\_ policy.  
\_\_\_\_\_
141. Good employee relations practices both improve employee \_\_\_\_\_ and reduce employee \_\_\_\_\_.  
\_\_\_\_\_
142. Employee relations are a complex blend of a number of factors, including \_\_\_\_\_ culture and \_\_\_\_\_ perceptions.  
\_\_\_\_\_
143. The five key dimensions of employee relations include employee counselling, employee rights, employee \_\_\_\_\_, employee involvement, and employee \_\_\_\_\_.  
\_\_\_\_\_
144. Generally, one refers to organizational communication systems as being either \_\_\_\_\_ or \_\_\_\_\_.  
\_\_\_\_\_
145. Another name for downward communication is the \_\_\_\_\_.  
\_\_\_\_\_
146. Insufficient \_\_\_\_\_ can cause stress and dissatisfaction among employees and managers.  
\_\_\_\_\_
147. Electronic communication or an in-house newsletter are examples of a(n) \_\_\_\_\_ communication system.  
\_\_\_\_\_
148. Organization-specific internal computer networks that function like smaller versions of the Internet are referred to as \_\_\_\_\_.  
\_\_\_\_\_
149. When the organization shares information about economic performance with employees this is called \_\_\_\_\_ management.  
\_\_\_\_\_

150. An informal communication system that arises simply out of people's social interaction within an organization is referred to as (the) \_\_\_\_\_ communication.  
\_\_\_\_\_
151. In an effort to enhance communications, some organizations use a concept known as management by \_\_\_\_\_ to encourage face-to-face contact between managers and employees.  
\_\_\_\_\_
152. The goal of \_\_\_\_\_ programs is to resolve disputes in a timely, cost-effective manner.  
\_\_\_\_\_
153. Formal and specific procedures designed to encourage employees to recommend ideas are referred to as \_\_\_\_\_ systems.  
\_\_\_\_\_
154. For suggestion systems to be effective, management must provide a fair and a prompt \_\_\_\_\_ to any ideas submitted by employees.  
\_\_\_\_\_
155. When organizations wish to determine what their employees think about the firm, they often design a systematic method known as a(n) \_\_\_\_\_.  
\_\_\_\_\_
156. Discussion of a problem with an employee, to help the employee better cope with it, is referred to as employee \_\_\_\_\_.  
\_\_\_\_\_
157. Comprehensive company programs that seek to help employees overcome personal and work-related problems are usually called \_\_\_\_\_ programs.  
\_\_\_\_\_
158. When management takes action to correct undesirable activities and to encourage compliance with the organization's standards, this action is called \_\_\_\_\_.  
\_\_\_\_\_
159. An action that is taken prior to a rule infraction and therefore seeks to encourage compliance with organizational standards is called \_\_\_\_\_ discipline.  
\_\_\_\_\_
160. Two purposes of corrective discipline are to reform the offender, and to \_\_\_\_\_ others from similar actions.  
\_\_\_\_\_
161. \_\_\_\_\_ means that established procedures for disciplinary actions need to be followed and that employees are provided an opportunity to respond.  
\_\_\_\_\_
162. The principle that discipline should be with warning, immediate, consistent and impersonal is called the \_\_\_\_\_ rule.  
\_\_\_\_\_
163. When an employer issues stronger penalties for repeated offences by an employee, this is called \_\_\_\_\_ discipline.  
\_\_\_\_\_
164. When an organization, rather than using punishment, attempts to get an employee to admit that a problem exists and that the employee must assume a responsibility for the wrong behaviour, this is called \_\_\_\_\_ discipline.  
\_\_\_\_\_

165. Dismissal without just cause or reasonable notice is called \_\_\_\_\_ dismissal.

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166. If an employer wishes to dismiss an employee, the onus is on the employer to prove the existence of \_\_\_\_\_ for the dismissal.

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167. For all the various reasons for dismissing an employee, the one most difficult for employers to prove in court is dismissal for \_\_\_\_\_.

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168. Under common law, if an employer commits a major breach of a major term of the employment contract that results in an employee resigning, this may be considered as \_\_\_\_\_ dismissal.

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169. Employee rights include the \_\_\_\_\_, the right to fair treatment, and rights in business closings and restructuring.

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170. Reducing employment to improve efficiency, productivity, and competitiveness is defined as \_\_\_\_\_.

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171. Traditionally, the unwritten commitments between employers and employees were referred to as \_\_\_\_\_ contracts.

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172. Discuss the strategic importance of effective employee relations practices.

173. What are the different programs that human resource departments manage to facilitate communication? Compare and contrast these different programs.

174. Why are grapevines important to human resource departments?

175.What are the major counselling functions?

176.Describe the type of computer technology used to provide EAP services.

177.What are the differences between preventive and corrective discipline?

178.What are the emerging restrictions on use of corrective discipline in organizations?

179.Dismissal is the ultimate disciplinary action. What are some of the issues involved (legal, ethical, etc.)?

180.Management rights have been well established. How does that compare to employee rights? Discuss

181.Explain the role of the human resource department in quality of work life efforts.

182.What are self-directed work teams and what makes them unique?

183.Discuss the measures management can take to retain good employees.

184.Downsizing has become a major issue in the industrialized world. Why is it so popular? Is it effective?  
How should it be done effectively?

185.Identify and describe the three types of downsizing strategies.

# ch11 Key

1. (p. 391) D
2. (p. 391) E
3. (p. 398) B
4. (p. 398) A
5. (p. 391) C
6. (p. 391) D
7. (p. 391) E
8. (p. 391) B
9. (p. 391-392) E
10. (p. 392) D
11. (p. 392, Fig 11-1) E
12. (p. 393) C
13. (p. 393) A
14. (p. 393) C
15. (p. 393) E
16. (p. 393) C
17. (p. 393) B
18. (p. 393) C
19. (p. 393) B
20. (p. 394) B
21. (p. 394) E
22. (p. 394) B
23. (p. 394) D
24. (p. 394-395) E
25. (p. 395) E
26. (p. 395) A
27. (p. 396) C
28. (p. 397) D
29. (p. 397) B
30. (p. 397) A
31. (p. 398-399) B
32. (p. 400) E
33. (p. 400) B
34. (p. 401) C
35. (p. 401) C
36. (p. 402) B

37. (p. 402) B
38. (p. 402) D
39. (p. 402-404) D
40. (p. 402) B
41. (p. 402) E
42. (p. 403, Fig 11-2) E
43. (p. 403, Fig 11-2) D
44. (p. 404) C
45. (p. 404) B
46. (p. 404) B
47. (p. 404) A
48. (p. 404) D
49. (p. 405) B
50. (p. 405, Fig 11-3) C
51. (p. 406) A
52. (p. 408) A
53. (p. 410-413) E
54. (p. 408) E
55. (p. 410) C
56. (p. 410) A
57. (p. 410) E
58. (p. 411) C
59. (p. 413, Fig 11-5) D
60. (p. 415) C
61. (p. 416) A
62. (p. 415) E
63. (p. 418) B
64. (p. 418) C
65. (p. 418) D
66. (p. 419) A
67. (p. 398) TRUE
68. (p. 398) FALSE
69. (p. 391) TRUE
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78. (p. 392, Fig 11-1) TRUE
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134. (p. 415) TRUE
135. (p. 415) FALSE
136. (p. 417) TRUE
137. (p. 418) FALSE
138. (p. 418) FALSE
139. (p. 419) TRUE
140. (p. 398) open-door
141. (p. 391-392) performance; costs
142. (p. 391) organizational; individual
143. (p. 392, Fig 11-1) discipline; communication (either order)
144. (p. 393) upward; downward (either order)
145. (p. 393) top-down approach
146. (p. 392) information
147. (p. 393) downward
148. (p. 394) intranets
149. (p. 396) open-book
150. (p. 397) grapevine

151. (p. 397) walking around
152. (p. 398) alternative dispute resolution
153. (p. 399-400) suggestion
154. (p. 400) response (or assessment or similar idea)
155. (p. 400) attitude survey
156. (p. 400) counselling
157. (p. 401) employee assistance
158. (p. 402) corrective discipline
159. (p. 401) preventive
160. (p. 402) deter
161. (p. 402) Due process
162. (p. 402) hot-stove
163. (p. 402) progressive
164. (p. 403) positive
165. (p. 404) wrongful
166. (p. 404) just cause
167. (p. 404-405) incompetence
168. (p. 406) constructive
169. (p. 410-413) right to privacy
170. (p. 418) downsizing
171. (p. 417) psychological
172. (p. 391-392) Answers will vary
173. (p. 392-400) Answers will vary
174. (p. 397-398) Answers will vary
175. (p. 400-401) Answers will vary
176. (p. 401) Answers will vary
177. (p. 401-402) Answers will vary
178. (p. 402) Answers will vary
179. (p. 403-408) Answers will vary
180. (p. 408-413) Answers will vary
181. (p. 413-414) Answers will vary
182. (p. 413-414) Answers will vary
183. (p. 419-421) Answers will vary
184. (p. 417-419) Answers will vary
185. (p. 418) Answers will vary

# ch11 Summary

<u>Category</u>	<u># of Questions</u>
Difficulty: Easy	5
Difficulty: Hard	1
Difficulty: Medium	133
Learning Objective: 11-01 Discuss the importance of downward and upward communication in organizational settings.	88
Learning Objective: 11-02 Define employee counselling and the major types of counselling.	9
Learning Objective: 11-03 Describe how progressive discipline and wrongful dismissal work.	68
Learning Objective: 11-04 Explain the different techniques available to improve quality of work life.	7
Learning Objective: 11-05 Outline the major issues relating to downsizing the workforce and their implications for strategic human resource management.	13
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