

# ch04

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

1. The impact of government on the human resource function is:
  - A. subtle and indirect
  - B. direct and immediate**
  - C. indirect but increasing
  - D. present but decreasing
  - E. important to strategy, but not important to daily operations
  
2. Governments often create special regulatory commissions and boards in order to:
  - A. to avoid flooding the courts (with often minor issues) as the workplace becomes increasingly regulated.**
  - B. to make jobs for the unemployed regulators.
  - C. to do a preliminary organizing of cases before sending them to the courts.
  - D. because courts are refusing to hear workplace complaints.
  - E. because courts did not know enough to make reasonable judgments.
  
3. Human Resource specialists are concerned with legislation and regulations for all of the following reasons except:
  - A. its necessity to stay informed or their knowledge becomes useless to the organization.
  - B. interpretation by regulatory bodies and court rulings affect HR activities.
  - C. company programs must be legally compliant.
  - D. poor public relations or law suits can occur against an organization without legislation in place.
  - E. being legally responsible for all of an organization's activities.**
  
4. The Canadian Charter of Rights and Freedoms is contained in the:
  - A. BNA Act of 1867.
  - B. Constitution Act of 1982.**
  - C. Declaration of Independence.
  - D. Canadian Human Rights Act (1977).
  - E. Canadian Immigration Act.
  
5. The Canadian Charter of Rights and Freedoms provides the following fundamental rights except:
  - A. freedom of conscience and religion.
  - B. freedom of thought, belief, opinion, and expression.
  - C. freedom from hunger and want.**
  - D. freedom of peaceful assembly.
  - E. freedom of association.
  
6. The purpose of the Charter of Rights and Freedoms is to:
  - A. provide moral guidance.
  - B. provide a structure for human resource specialists.
  - C. provide fundamental rights to Canadians.**
  - D. provide a framework for lawyers and their families.
  - E. provide a safe working environment.
  
7. Specific areas where the Charter of Rights and Freedoms provides protection include all of the following except:
  - A. democratic rights.
  - B. equality rights.
  - C. language rights.
  - D. Aboriginal rights.
  - E. union rights, especially the right to bargain collectively and to strike.**

8. The impact of the Charter of Rights and Freedoms, specifically on human resources management:
- A. is minimal.
  - B. does not apply to business organizations.
  - C. varies from province to province.
  - D. is major and far-reaching.**
  - E. is felt less by Canadian organizations than by foreign subsidiaries.
9. Section 1 of the Charter guarantees rights and freedoms, but qualifies with adjectives such as "reasonable" and "demonstratively justified", which is one reason why:
- A. the Charter is no longer valid.
  - B. cases end up in the judicial system.**
  - C. the Charter doesn't apply to non-human resource managers.
  - D. the Charter is seen as anti-union.
  - E. it is easier for employees to defend their rights in Canada.
10. Although the right to strike is not currently protected under the Charter, some labour experts are arguing that it is only a matter of time before the law:
- A. relating to lock outs is altered.
  - B. relating to collective bargaining is altered.
  - C. relating to labour disputes will be removed from the Charter and the Canadian Charter of Rights and Freedoms.
  - D. relating to strikes is altered.**
  - E. relating to unions is altered.
11. A review of the application of the Charter to human resources and industrial relations issues reveals that its impact has been important, but:
- A. has caused the Supreme Court to be flooded with these cases.
  - B. needs to be re-evaluated for better efficiency.
  - C. somewhat limited so far.**
  - D. has the cases appearing in the Supreme Court too fast and requires additional processes.
  - E. its application to human resources likely to be phased out over the next decade.
12. The Charter of Rights and Freedoms applies only to individuals dealing with:
- A. agencies working under the United Nations jurisdiction.
  - B. federal and provincial governments (excluding the North West Territories and Nunavut) and agencies under their jurisdiction.
  - C. the federal government and agencies under their jurisdiction.
  - D. provincial governments and agencies under their jurisdiction.
  - E. federal and provincial governments and agencies under their jurisdiction.**
13. The difference between the Charter and the Canadian Human Rights Act is that the Charter guarantees equality before the law, while the Human Rights Act seeks to provide:
- A. women's rights.
  - B. aboriginal rights.
  - C. equal employment opportunities.**
  - D. equal language rights.
  - E. social welfare rights.
14. Human rights legislation differs from other employment related laws and regulations in that it:
- A. is limited in scope and application.
  - B. affects nearly every human resource function.**
  - C. can only be applied if organizations wish
  - D. is not relevant in most cases.
  - E. cannot supersede any organization's current policies.

15. Canadian human rights legislation consists of:
- A. federal acts only.
  - B. provincial acts only.
  - C. federal, international, and United Nations acts.
  - D. both federal and provincial acts.**
  - E. federal, provincial, and international acts.
16. Human rights legislation does not permit employers to reward or penalize employees based upon:
- A. race.**
  - B. ability.
  - C. performance.
  - D. productivity.
  - E. workplace behaviour.
17. Federal and provincial human rights legislation:
- A. are completely identical.
  - B. are not identical but generally mirror one another.**
  - C. differ to a fair degree.
  - D. have no common elements between them.
  - E. actually contradict each other.
18. Provincial human rights legislation exist in every province/territory except Nunavut and:
- A. Ontario.
  - B. Northwest Territories.
  - C. Quebec.
  - D. Alberta.
  - E. only Nunavut; because it is still under federal legislation.**
19. Discrimination is clearly and specifically defined in:
- A. the Charter of Rights and Freedoms, but nowhere else.
  - B. almost all provincial human rights acts, but not in the Charter.
  - C. the Charter and in most provincial acts.
  - D. neither the Charter nor any provincial human rights legislation except in the Quebec charter.**
  - E. the Canadian Human Rights Act alone.
20. Which of the following is not prohibited grounds for discrimination in Canada as it pertains to employment?
- A. religion
  - B. physical or mental disability
  - C. source of income (i.e. social assistance)
  - D. educational background**
  - E. political belief
21. The following prohibited grounds for discrimination are common to all human rights acts in Canada except:
- A. race or colour.
  - B. sex.
  - C. family status.**
  - D. physical or mental disability.
  - E. religion.
22. Under certain circumstances direct intentional discrimination is acceptable. In Canada, such legal discrimination is called:
- A. bona fide occupational qualification.**
  - B. affirmative action.
  - C. bona fide special case employment.
  - D. a priori occupational qualifications.
  - E. ad hoc accommodation.

23. When there is no intention to discriminate but discrimination occurs nonetheless this is called:
- A. direct discrimination.
  - B. intentional discrimination.
  - C. systemic discrimination.
  - D. unplanned discrimination.
  - E. bona fide occupational qualification.
24. Indirect or systemic discrimination occurs when:
- A. discrimination is intended but hidden and applied subtly.
  - B. employment practices exclude specific groups for reasons that cannot be shown to be job-related.
  - C. bona fide occupational requirements are permitted.
  - D. particular groups may not be hired because there are specific safety or efficiency related reasons.
  - E. organizational policies forbid the hiring of people based solely on race or sex.
25. All the following are examples of indirect discrimination except:
- A. psychological inability of people to deal with persons with disabilities.
  - B. requirements that an attendant in a women's locker room must be female.
  - C. minimum scores on certain employment tests.
  - D. minimum height or weight requirements for police forces.
  - E. internal or word-of-mouth hiring policies.
26. An employer must accommodate an employee's religious practices unless:
- A. such accommodation presents a conflict with the employer's own religious beliefs.
  - B. the employee's religious beliefs are objectionable to the employer.
  - C. the employee's religious beliefs are objectionable to a majority of the other employees.
  - D. the accommodation presents "undue hardship" to the employer.
  - E. such accommodation implies that the employee's beliefs are superior to those of the other employees.
27. An employer has a duty to accommodate an employee's human rights up to the point:
- A. of "undue hardship".
  - B. where the employer spends up to \$3000 per employee.
  - C. that the employer feels they want to.
  - D. that the employee demands.
  - E. stated specifically in the Human Rights Act.
28. Relevant considerations of the principle of "undue hardship" include all the following except:
- A. financial cost.
  - B. disruption of a collective agreement.
  - C. morale problems with other employees.
  - D. interchangeability of work force and facilities.
  - E. employer's reluctance to accommodate.
29. The courts have ruled that terminating someone's employment due to their age:
- A. is always discriminatory.
  - B. is not discriminatory for anyone over the age of 55.
  - C. is not discriminatory if the person has reached the normal retirement age for that profession.
  - D. is only discriminatory for minority groups.
  - E. is not a factor to be considered.
30. While it is illegal to recruit, hire and promote employees based upon a person's sex, it is not illegal:
- A. to have separate policies for men and women.
  - B. to reserve some jobs for men only (eg. male welders).
  - C. to have bona fide occupational qualifications.
  - D. to have similar standards for men or women even if such standards are arbitrary.
  - E. to hire on the basis of sex so long as this has been made clear from the beginning.

31. In a recent ruling the Supreme Court established new criteria to define a bona fide occupational qualification, including that:
- A. the BFOQ standard must be unconnected to job performance.
  - B. the BFOQ standard was established in an honest belief that it was rationally connected to the proper performance of the job.
  - C. the BFOQ standard must be an unnecessary requirement to successful job performance.
  - D. the BFOQ standard must only apply to certain groups.
  - E. the BFOQ standard cannot apply to target groups listed in the Employment Equity Act.
32. Recently the Supreme Court has decided in regards to same-sex couples that:
- A. sexual orientation is a prohibited ground for discrimination.
  - B. only married same-sex couples must be treated the same way as heterosexual couples.
  - C. sexual orientation is not a human rights issue.
  - D. like heterosexual couples, businesses may refuse to hire both partners to work together.
  - E. individual gays and lesbians are not protected, but gay and lesbian couples are.
33. A Canadian Human Rights Commission ruling has said that nepotism:
- A. amounts to a form of discrimination.
  - B. is discriminatory except for hiring the children of employees for summer jobs.
  - C. is not discrimination.
  - D. is only discriminatory if it involves white males.
  - E. is not an issue for the Commission to consider.
34. No person should be denied employment because of a disability and voluntary adjustments to a workplace are made for special needs employees. This is referred to as:
- A. BFOQ.
  - B. reasonable accommodation.
  - C. adjusted requirements.
  - D. systemic changes.
  - E. reverse discrimination.
35. Federal Court rulings have indicated that drug and alcohol dependencies:
- A. can be grounds for immediate dismissal.
  - B. are not covered in any sense under the Canadian Human Rights Act.
  - C. can be interpreted as disabilities under the Act.
  - D. are not an excuse for behaviour that could otherwise result in dismissal.
  - E. may be allowed to indulge their dependencies in the workplace.
36. Certain types of disabilities do not require assistive technology or tangible accommodations (i.e. specially designed ergonomic chair); however they may require accommodations in other forms such as all of the following except:
- A. a private space for the employee to rest.
  - B. flex-time.
  - C. driving services (pick up from and return to home).
  - D. job coach.
  - E. adjusting work duties.
37. The Canadian Human Rights Act prohibits discriminating against a person if:
- A. they have ever been convicted of an offence.
  - B. they have ever been arrested, even if not convicted of anything.
  - C. they have been convicted of an offence for which a pardon has been issued.
  - D. they have served time in jail or prison.
  - E. they have ever filed a complaint with the police.

38. Harassment may include all the following except:
- A. verbal abuse,
  - B. leering or related gestures.
  - C. unwelcome remarks, jokes or innuendo.
  - D. unnecessary physical contact.
  - E.** innocent compliments.
39. Legally actionable workplace harassment includes incidents or behaviours that occur:
- A. anytime or anyplace.
  - B. only during working hours.
  - C. only at the workplace.
  - D.** anytime or anyplace if they are employment-related.
  - E. only between supervisors and their immediate subordinates.
40. Sexual harassment only applies if the complainant is:
- A. female.
  - B. female, gay or lesbian.
  - C. female, gay, lesbian, or a member of a protected class.
  - D. female, gay, lesbian, or a member of a protected class, plus male if harassed by another male.
  - E.** a human being.
41. Human Rights Tribunals have maintained that sexual harassment exists when all of the following occur except:
- A. encounters are unsolicited and unwelcome.
  - B. conduct continues despite protests.
  - C. if the behaviour discontinues, the complainant's protests must have led to negative employment consequences .
  - D. conduct ceases but complainant suffers negative workplace consequences.
  - E.** encounters are mutually welcome.
42. In addition to investigating and trying to resolve allegations of discrimination in employment and the provision of services within the federal jurisdiction; the Canadian Human Rights Commission (CHRC) also administers the *Employment Equity Act*. The Commission is also mandated to do the follow except:
- A. report annually to Parliament.
  - B. sponsor research.
  - C.** conduct and implement the results of employment satisfaction surveys.
  - D. conduct research.
  - E. develop and conduct information and prevention programs.
43. Managers or supervisors who retaliate in any way against employees who have brought complaints under the Human Rights Act:
- A.** are committing a criminal act.
  - B. may legally do so.
  - C. may legally do so as long as the employee doesn't complain.
  - D. may do so with the approval of the firm's human resource department.
  - E. may do so with the approval of the Human Rights Commission.
44. The Canadian Human Rights Tribunal has several remedies at its disposal. For example, it can order a violator to do any of the following except:
- A. stop the discriminatory practice.
  - B. restore the rights, opportunities, and privileges denied the victim.
  - C. compensate the victim for wages lost and any expenses incurred as a result of the discriminatory practice.
  - D. compensate the victim for pain and suffering.
  - E.** pay all costs associated with hearing and/or reviewing the case.

45. Experience seems to indicate that most human rights cases are settled at the following stage:
- A. the complainant goes to a provincial human rights officer who investigates and attempts to settle it.
  - B. the case is presented to the Human Rights Commission.
  - C. the case goes before a Human Rights Tribunal.
  - D. the case goes before the courts.
  - E. most cases are never settled.
46. The Employment Equity Act of 1987 is specifically intended to remove employment barriers and promote equity for all the following groups except:
- A. women.
  - B. aboriginal peoples.
  - C. gays and lesbians.
  - D. people with disabilities.
  - E. visible minorities.
47. If an organization has been charged with non-compliance by the Human Rights Commission, who can the charge be against?
- A. The CEO alone
  - B. Individuals within the organization
  - C. Shareholders
  - D. The organization or individuals within the organization
  - E. The HR department only
48. The term "employment equity" has been officially used in Canada rather than the U.S. term "affirmative action" mainly because:
- A. the Americans have copyrighted their term and Canada would have to pay to use it.
  - B. the American term cannot be easily translated into French.
  - C. the American term carries too many negative associations with it.
  - D. Canadians tend to be less "affirmative" than Americans.
  - E. Canadian law forbids the use of the word affirmative.
49. The Employment Equity Act specifies that an employer shall provide "reasonable accommodation to correct...under-representation." All the below are examples of "reasonable accommodation" except:
- A. providing a sign language interpreter to interview a deaf candidate.
  - B. putting in an elevator to the third floor of a home office to provide for a disabled job applicant.
  - C. allowing religious minorities to alter their work schedules to accommodate certain religious obligations.
  - D. altering dress codes to permit aboriginal people to wear braids.
  - E. providing special telephone or computer equipment for a person who is hearing or visually impaired.
50. Employment Equity particularly affects the human resource function of all the following except:
- A. recruiting.
  - B. producing job descriptions.
  - C. selection.
  - D. performance appraisal.
  - E. occupational health and safety.
51. Employers often voluntarily enact Employment Equity Programs because of all of the following except:
- A. open discrimination can lead to negative publicity.
  - B. excluding an entire group of people limits the number of people available to work.
  - C. apparent or perceived discrimination can lead to government intervention.
  - D. perceived discrimination can lead to consumer boycott.
  - E. they have been told to by the courts or fall under government regulations.

52. In order to effectively develop an employment equity program an organization should:
- A. first exhibit bottom-up support from all employees.
  - B.** appoint a high-ranking director to indicate commitment.
  - C. avoid publicizing new policies both internally and externally until they are successful.
  - D. avoid a high-profile program director so as not to embarrass minority/target groups.
  - E. avoid setting goals that require specific timetables.
53. Among the steps in an Employment Equity Program are included all the following except:
- A. surveying the workforce (both internal and external).
  - B. appointing a senior director to oversee the program.
  - C. publicizing organizational commitment.
  - D. developing goals and timetables.
  - E.** providing flexibility by establishing vague, non-specific control systems and reporting procedures.
54. Women aged 25-54 earn on average \_\_\_\_\_ for every dollar earned by men.
- A. \$0.98
  - B. \$0.79
  - C.** \$0.85
  - D. \$0.94
  - E. \$1.05
55. The wage gap is \_\_\_\_\_ for unionized women aged 25-54 earning on average \_\_\_\_\_ for every dollar earned by men.
- A. less; \$0.98
  - B. more; \$0.79
  - C. equal; \$0.85
  - D.** less; \$0.94
  - E. equal; \$1.00
56. The wage gap is \_\_\_\_\_ for non-unionized women aged 25-54 earning on average \_\_\_\_\_ for every dollar earned by men.
- A. equal; \$0.98
  - B.** much more; \$0.79
  - C. equal; \$0.85
  - D. much less; \$0.94
  - E. equal; \$1.00
57. All the following can result from a charge of reverse discrimination in enacting employment equity except:
- A. it may place a human resource department in a difficult position.
  - B. it can raise questions about intrinsic fairness.
  - C. it can be irrelevant providing the CHRC has made a ruling for a quota to the company, even if they result in reverse discrimination.
  - D. it can be seen by the Human Rights Act to be non-discriminatory when fulfilling the spirit of the law.
  - E.** it indicates that the organization is not responding to employment equity requirements.
58. Legal challenges and issues that affect the management of human resources include all the below except:
- A. human rights complaints.
  - B. harassment.
  - C. pay equity.
  - D.** automation.
  - E. employment equity.

59. In addition to discrimination and harassment issues there are many other legal challenges that affect the management of human resources include all the below except
- Occupational health and safety
  - Corporate of Conduct and Mission
  - Weekly rest day
  - Dismissal
  - The Canada Labour Code
60. All the below are rules in the concept of natural justice except:
- the right to a fair hearing.
  - the right to having all cost of a hearing covered by a third party.
  - the right to legal representation.
  - the right to an impartial hearing.
  - the right to a hearing within a reasonable time.
61. The minimum standards that have been accepted as non-legal guidelines by arbitrators, judges, and other decision makers of fair decision making is called:
- the principle of equity.
  - the principle of natural justice.
  - the principle of distributive justice.
  - the principle of moral decision-making.
  - the principle of utilitarian fairness.
62. If there is one basic rule in HRM, it is to:
- Start with the best recruitment plan possible to ensure a successful selection process
  - Properly administer all forms of benefits and compensations
  - Minimize workplace conflict
  - Ensure any dismissal is done in a discrete and professional manner.
  - Obey the law
63. Following legal requirements also has implications for \_\_\_\_\_. Managers and supervisors have to be familiar with the \_\_\_\_\_ as they apply to \_\_\_\_\_.
- training; laws; human relations movement
  - reputation; laws; human resource management
  - reputation; Canadian Human Rights Commission; human resource management
  - training; laws; human resource management
  - reputation; laws; human relations management
64. Which of the following is not prohibited grounds for discrimination in Canada as it pertains to employment workforce diversification that necessitates managers with fresh leadership styles who understand their varying needs and creatively respond by offering flexible management policies and practices. These statistics indicate major changes in the way we live and work except:
- the legalization of same-sex marriage in July 2005, Canada became the third country in the world to legalize same-sex marriage.
  - the number of same-sex couples surged 32.6 percent between 2001 and 2006, five times the pace of opposite-sex couples (+5.9 percent). \*Based on the 2006 Census.
  - over 18 percent of Canadians were born outside the country and this is expected to increase to more than 25 percent by 2031.
  - nearly 5.1 million Canadians or 16.2 percent of the total population (as per 2006 census) were visible minorities. This number is expected to increase to about 30 percent by 2031.
  - over 6 percent of working Canadians have some disability.

65. According to the Conference Board of Canada, women made up about 48 percent of the Canadian workforce, but only \_\_\_\_\_ percent had \_\_\_\_\_ positions.
- A. 32; middle management
  - B. 28; middle management
  - C. 32; senior management**
  - D. 28; senior management
  - E. 32; chief officer
66. An invisible, but real obstruction to career advancement of women and people of visible minorities, resulting in frustration, career dissatisfaction, and increased turnover is known as:
- A. glass ceiling.**
  - B. old boys' club.
  - C. glass roof.
  - D. old boys' network.
  - E. glass cap.
67. Important human characteristics that influence employee values, their perceptions of self and others, behaviours, and interpretations of events is the definition of:
- A. diversity paradigm.
  - B. managing diversity.
  - C. workplace diversity.**
  - D. diversity implementation.
  - E. systemic diversity.
68. Which of the following is the list of core dimensions of diversity?
- A. ethnicity and culture, sex/gender, race, language, status, and religion
  - B. age, ethnicity and culture, sex/gender, race, religion, sexual orientation, and capabilities**
  - C. sex/gender, sexual orientation, language, education, status, income levels, and capabilities
  - D. age, gender, race, status, religion, education and capabilities
  - E. age, education, ethnicity and culture, status, sex/gender, language, and race
69. Which of the following are included in the list of core dimensions of diversity?
- A. ethnicity and culture, sex/gender, education, and status
  - B. education, status, language, and income levels**
  - C. sex/gender, sexual orientation, language, and education
  - D. age, income levels, race, and status,
  - E. age, religion, education and capabilities
70. \_\_\_\_\_ recognizes that an organization is a mosaic where employees with varying beliefs, cultures, values, and behaviour patterns come together to create a whole organization and where these differences are acknowledged and accepted.
- A. Diversity paradigm
  - B. Diversity implementation
  - C. Workplace diversity
  - D. Managing diversity**
  - E. Systemic diversity
71. Which of these is not one of the steps in managing diversity?
- A. change systems, policies, and structures
  - B. identify ideal future state
  - C. analyze the model that will be followed**
  - D. evaluate results and follow up
  - E. analyze present systems and procedures

72. Systems and practices requiring modification during a diversity effort all of the following except:
- A. benefits policy.
  - B. employee counselling practices.
  - C.** probationary processes and procedures.
  - D. performance management.
  - E. recruitment and selection processes and criteria.
73. A diverse workforce, while adding to the \_\_\_\_\_ of the firm, also provides a major \_\_\_\_\_.
- A. multicultural knowledge; competitive advantage
  - B.** strategic advantage; managerial challenge
  - C. multicultural knowledge; competitive disadvantage
  - D. strategic disadvantage; managerial challenge
  - E. multicultural knowledge; managerial challenge
74. Flexible work hours, telecommuting, extended leave, job sharing, etc. have been used in the past as:
- A. sustainability management arrangements.
  - B. alternate workplace accommodations.
  - C.** employee wellness arrangements.
  - D. alternate shift arrangements.
  - E. alternate work arrangements.
75. Organizations can bring greater predictability into diversity outcomes by establishing formal mentoring systems since they result in greater tangible results and accountability on the part of both \_\_\_\_\_ and \_\_\_\_\_.
- A. organizations; mentors
  - B. protégés; organizations
  - C. mentors; protégés
  - D. mentors; senior management
  - E.** senior management; protégés
76. Participants in a process-oriented diversity training program develop an understanding of diversity is affected by the following except:
- A. management style.
  - B. the interpersonal communication process.
  - C.** the segregated processes within work groups.
  - D. teamwork.
  - E. other managerial issues.
77. Educating employees on specific cultural differences and how to respond to differences in the workplace is the process of:
- A. diversity management training.
  - B.** skill-building training.
  - C. conflict management training.
  - D. awareness training.
  - E. mentor training.
78. Training programs aimed at importing new skills to motivate and manage a diverse workforce is:
- A.** diversity management training.
  - B. skill-building training.
  - C. conflict management training.
  - D. awareness training.
  - E. mentor training.

79. The following type of training is also meant to increase participants' self-awareness of diversity-related issues such as stereotyping and cross-cultural insensitivity:
- A. diversity management training.
  - B. skill-building training.
  - C. conflict management training.
  - D. awareness training.**
  - E. mentor training.
80. Few challenges encountered by human resource departments are as overwhelming as those presented by government.  
True False
81. Human resource specialists should avoid becoming involved with regulations because legislation and regulations affect the employment relationship.  
True False
82. While the Charter of Rights and Freedoms does indicate some fundamental rights that it says should exist, it does not provide for any specific rights for Canadians.  
True False
83. The Canadian Charter gives every Canadian the right to live and work anywhere in Canada.  
True False
84. The Charter of Rights and Freedoms specifically discusses aboriginal rights.  
True False
85. Although a powerful social document, the Charter of Rights and Freedoms has minimal implications for employers.  
True False
86. The Charter of Rights and Freedoms specifically discusses the rights of gay/lesbians.  
True False
87. The Canadian Human Rights Act is the common name for the Charter of Rights and Freedoms.  
True False
88. The Charter can override any existing law or statute.  
True False
89. When the Charter came into effect it was hoped the impact would be substantial in strengthening human resource and industrial relations issues, but the impact has actually been modest so far.  
True False
90. The Supreme Court has held that the Canadian Charter does not include the right to strike or to collectively bargain.  
True False
91. The Supreme Court has generally upheld mandatory retirement as illegal because it is a form of age discrimination.  
True False
92. In actual fact, Canadian human rights legislation is a family of federal and provincial acts that have a common objective.  
True False
93. Provincial human rights acts generally mirror federal laws except in the areas of pay equity and employment equity.  
True False
94. Broadly speaking, the provincial and the federal human rights acts are more or less similar.  
True False

95. One problem with human rights legislation is that it makes it very difficult for employers to reward performance or penalize poor productivity.  
True False
96. Every human rights act in Canada, except Quebec, starts off by defining the meaning of discrimination.  
True False
97. The Canadian Human Rights Act seeks to guarantee equality before the law for every Canadian.  
True False
98. The Canadian Human Rights Act seeks to provide equal employment opportunities without regard to sex, race, religion, colour or disability.  
True False
99. Legal direct discrimination is called bona fide occupational requirement.  
True False
100. Legal intentional discrimination is often referred to as occupational pro forma employment requirements.  
True False
101. Human rights legislation prohibits discrimination in employment under all circumstances.  
True False
102. Systemic discrimination (generally) occurs when there is no intention to discriminate.  
True False
103. An example of indirect discrimination could be weight or height requirements for employment.  
True False
104. A lack of explicit anti-harassment policies in an organization could be an example of indirect discrimination.  
True False
105. Asking for women only to apply for the position of attendant in a women's health club is an example of a BFOQ.  
True False
106. Human rights legislation now exists in every area of Canada except the Yukon.  
True False
107. Every human rights act in Canada prohibits discrimination on the basis of race, religion, sex and disability.  
True False
108. All human rights legislation in Canada prohibits discrimination due to alcohol or drug dependency.  
True False
109. Every human rights act in Canada specifically prohibits discrimination based upon political belief.  
True False
110. If a supervisor is abusive to all employees, it is more difficult for a single employee to prove discrimination.  
True False
111. A person's religious beliefs must be accommodated by an employer up to the point of "undue hardship."  
True False

112. Employers have a "duty to accommodate" up to a level of "undue hardship" in accommodating employee's religious practices.  
True False
113. Allowing an employee who has just joined a relatively obscure religious organization to take off on a busy work day for a special religious observance would be considered "undue hardship" and can be safely refused.  
True False
114. Although it is unlawful to discriminate in recruiting or hiring men and women, it is not unlawful to have separate policies for men and women.  
True False
115. It is illegal to have separate measurement and performance standards for men and women, regardless of the reason.  
True False
116. One problem with the Canadian Human Rights Act is that when a job standard discriminates against a person under the Act, the burden of proof rests with the individual, not the organization.  
True False
117. Recent court rulings have made it easier for human resource managers to establish and defend BFOQs.  
True False
118. Nepotism can be a form of discrimination based on family status.  
True False
119. Refusing a blind person a job as a truck driver is an example of discrimination based on disability.  
True False
120. Firing an employee for drug or alcohol dependency can be considered as discrimination in some cases.  
True False
121. Harassing behaviour takes place even when an employee doesn't know their actions were unwelcome.  
True False
122. According to court decisions, even friendly conversation can be considered harassment in many cases.  
True False
123. Protection against harassment can exist even outside the workplace if the incidents are employment-related.  
True False
124. An employer who retaliates against an employee for exercising rights under the Human Rights Act is wrong but cannot currently be charged with any offence under the law.  
True False
125. It is an offence punishable by jail time to obstruct or fail to comply with a human rights tribunal.  
True False
126. The Canadian Human Rights Commission is responsible for enforcing the Canadian Human Rights Act.  
True False
127. Employment Equity has designated six target (or protected) groups within Canada.  
True False

128. Recruiting, selection and compensation are the three human resource functions affected by employment equity plans.  
True False
129. The first step in an Employment Equity Program is to have the CEO support the program in writing.  
True False
130. The first step in an Employment Equity Program in a union environment is to gain union support for the idea.  
True False
131. Pay equity legislation is concerned with the concept of "equal pay for equal work."  
True False
132. Court decisions have decreed that the rules of natural justice are important, but that they do not supersede any organizational rules and policies.  
True False
133. Despite their purpose, employment equity programs are considered as being legally guilty of reverse discrimination when they give preference to people based upon their race, sex or colour.  
True False
134. To ensure that decisions that can have a serious impact on a person's life and career follow a fair and equitable process, a concept referred to as natural justice has been adopted internationally.  
True False
135. It is in the best interest of a company to be perceived by the public as being a "good corporate citizen."  
True False
136. Fewer employees dismissed for unsatisfactory performance or other reasons have challenged their dismissal; if challenged management did not have to prove that the decision was valid.  
True False
137. The traditional "one size fits all" managerial policies of the past will no longer suffice.  
True False
138. Despite the existence of the old boys' network, women within the judicial system do not find themselves subject to this form of harassment.  
True False
139. The existing values, norms, and patterns of interactions among managers may also act as a pathway that enhances the career growth of women and minority persons beyond a certain level.  
True False
140. Several secondary dimensions of diversity inclusive of education, family status, language, and even income levels play important roles in shaping our values, expectations, behaviours, and experiences.  
True False
141. Managing diversity focuses on four key dimensions.  
True False
142. Cultural conventions and values create a "system" when interacting with others and reduce uncertainty for individuals in a society. These largely unwritten rules themselves are not changing and the cultures that follow them are resistant to change.  
True False
143. The average member of the workforce of the past was male, white, approximately 30 years of age, and had an education level no higher than a high school diploma.  
True False

144. Globalization and evolving domestic markets (demographic changes, immigration, etc.) is showing that a firm's clientele will remain a homogenous group of individuals.  
True False
145. Task accomplishments that have been assigned to work teams have enable firms to distance themselves from the competitors and safeguard their longevity.  
True False
146. Effective system wide organizational changes require both managerial support and CHRC approval.  
True False
147. The first step in managing diversity is to analyze present systems and procedures.  
True False
148. Tying diversity initiatives to business goals and incorporating diversity goals into performance standards ensures the accountability of managers for diversity.  
True False
149. In order to manage and motivate a diverse workforce current industry practices have several forms of training including diversity training programs, awareness training and skill-building training.  
True False
150. Apprenticeship is a form of on-the-job training in which junior employees learn a trade from recently certified individual.  
True False
151. In order to avoid offending members of different sex/gender, racial, ethnic, age, or other groups several organizations have established communication standards.  
True False
152. Many aspects of human resource management are affected by \_\_\_\_\_ legislation.  
\_\_\_\_\_
153. Canadians are guaranteed fundamental rights under the \_\_\_\_\_, contained in the Constitution Act of 1982.  
\_\_\_\_\_
154. The Charter does specify legal rights such as the right to life, \_\_\_\_\_, and personal security.  
\_\_\_\_\_
155. When the Charter came into effect, there was considerable concern about its impact on \_\_\_\_\_ relations.  
\_\_\_\_\_
156. The Supreme Court has held that the Charter does not include a union's right to \_\_\_\_\_ and to \_\_\_\_\_.  
\_\_\_\_\_
157. The Supreme Court, in recent years, has \_\_\_\_\_ mandatory retirement in jurisdictions across the country.  
\_\_\_\_\_
158. Human Rights Acts seek to provide equal \_\_\_\_\_ opportunities without regard to age, sex, race, religion, natural origin and disability.  
\_\_\_\_\_
159. Human rights acts now exist in all territories and provinces in Canada, with the exception of \_\_\_\_\_.  
\_\_\_\_\_

160. Though it prevents discriminating against people the Charter of Rights and Freedoms does not expressly define the meaning of \_\_\_\_\_.
161. Indirect or unintentional discrimination is also known as \_\_\_\_\_ discrimination.
162. A ladies clothing store, advertising for female clerks is carrying out a legal form of discrimination referred to as \_\_\_\_\_.
163. Legal direct discrimination is called \_\_\_\_\_.
164. Internal hiring or word-of-mouth hiring policies could be examples of \_\_\_\_\_ discrimination.
165. Promoting on seniority or experience in traditionally male-oriented organizations could represent a form of \_\_\_\_\_ discrimination.
166. Employers must accommodate a person's religious practices up to a point of " \_\_\_\_\_ " to the employer.
167. Until they reach a point of "undue hardship" employers have a " \_\_\_\_\_ " an employee's religious practices.
168. Sex and age are also \_\_\_\_\_ grounds of discrimination in Canada.
169. In 1999 the Supreme Court established \_\_\_\_\_ new criteria to assess the appropriateness of a BFOQ.
170. Sexual orientation is currently covered under \_\_\_\_\_.
171. Employers are expected to follow the principle of " \_\_\_\_\_ " in taking measures to make available a suitable job for a person with a disability.
172. Unwelcome touching, remarks, jokes and gestures may be examples of workplace \_\_\_\_\_.
173. Harassing behaviour occurs if a " \_\_\_\_\_ " ought to have known such behaviour was unwelcome.
174. A gender based form of harassment, \_\_\_\_\_ harassment, has become an important human resource issue.
175. It is a criminal act for an employer to \_\_\_\_\_ against any employee who has exercised his/her rights under the Human Rights Act.
176. What the Americans call affirmative action, Canadians call \_\_\_\_\_.

177. The Employment Equity Act states that there are \_\_\_\_\_ designated groups to be considered.  
\_\_\_\_\_
178. The designated groups under the Employment Equity Act include women, people with disabilities, \_\_\_\_\_ and visible minorities.  
\_\_\_\_\_
179. Employers who do not comply with The Employment Equity Act are investigated by the \_\_\_\_\_.  
\_\_\_\_\_
180. There are \_\_\_\_\_ major steps in an Employment Equity Program.  
\_\_\_\_\_
181. The first step in an Employment equity Program is to \_\_\_\_\_.  
\_\_\_\_\_
182. The second step in an Employment Equity Program is to \_\_\_\_\_.  
\_\_\_\_\_
183. Paying women less than men for doing jobs of equal value is regarded as discrimination on the basis of \_\_\_\_\_.  
\_\_\_\_\_
184. When an Employment Equity Program gives preference to members of one group—even if members of another group are better qualified—this is often referred to as \_\_\_\_\_.  
\_\_\_\_\_
185. To ensure that decisions that can have a serious impact on a person's life and career follow a fair and equitable process, a concept referred to as \_\_\_\_\_ has been adopted internationally.  
\_\_\_\_\_
186. Sexual harassment is an issue that has cost \_\_\_\_\_ and \_\_\_\_\_ organizations large amounts of money in fines, court costs, and compensation to the victims.  
\_\_\_\_\_
187. The set of informal relationships among male managers that provides for career opportunities and other benefits is known as (the) \_\_\_\_\_.  
\_\_\_\_\_
188. The number of visible minorities is expected to increase by \_\_\_\_\_ percent by the year 2031.  
\_\_\_\_\_
189. According to the 2006 census, nearly 5.1 million Canadians (16.1% of the general population) were \_\_\_\_\_.  
\_\_\_\_\_
190. According to the 2006 census, about 0.6 percent of all Canadian couples are \_\_\_\_\_ common-law relationships.  
\_\_\_\_\_
191. An invisible, but real, set of barriers to the advancement of women and minorities in organizations is called the \_\_\_\_\_.  
\_\_\_\_\_
192. The so-called glass ceiling is an invisible (but real) barrier to the advancement of \_\_\_\_\_ and \_\_\_\_\_ in many organizations.  
\_\_\_\_\_

193. The term "glass ceiling" refers to an organizational barrier to career advancement for some groups (such as women) which is both \_\_\_\_\_, yet very \_\_\_\_\_.
194. The term workplace \_\_\_\_\_ may be defined to include important human characteristics that influence values, perceptions, behaviours, and interpretation of events.
195. There are \_\_\_\_\_ areas (such as age and gender) that are considered to be the core dimensions of diversity.
196. Factors such as age, religion, race, gender, disabilities *etc.* are considered to be among the \_\_\_\_\_ of diversity.
197. The core dimensions of diversity include gender, race, age, ethnicity, religion, \_\_\_\_\_, and mental and physical capabilities.
198. Such factors as education, language, and family status that play roles in shaping our values and behaviours are referred to as the \_\_\_\_\_ of diversity.
199. Managing diversity requires an organization to treat its employees as \_\_\_\_\_ rather than as \_\_\_\_\_.
200. Grouping people by placing them into preconceived social or behavioural categories is referred to as \_\_\_\_\_.
201. Proactive organizations recognize that \_\_\_\_\_ often lies in focusing on their employees and clients.
202. A fundamental shift in systems or ways of thinking—such as understanding the world around us—is called a \_\_\_\_\_ shift.
203. Traditionally organizations placed emphasis on such "masculine" values as competitiveness and aggressiveness, but a paradigm shift has occurred where many now equally value such "\_\_\_\_\_ " values as openness and flexibility.
204. The differences in members of a work team must be considered \_\_\_\_\_ rather than as \_\_\_\_\_.
205. The first step in diversity management is to identify a(n) \_\_\_\_\_ state.
206. Before an organization can go to step 3 in diversity management, it must perform step 2, which is to \_\_\_\_\_ present systems and procedures.
207. Values and norms that determine behaviours of individuals and groups in different cultures are commonly referred to as \_\_\_\_\_.

208. Step 3 in managing diversity involves a number of factors, including the key requirement of \_\_\_\_\_ commitment.  
\_\_\_\_\_
209. Step 3 in managing diversity involves a number of factors, including the requirement for the establishment of a \_\_\_\_\_ committee.  
\_\_\_\_\_
210. Step 3 in managing diversity involves a number of factors, including the requirement for \_\_\_\_\_ and retraining.  
\_\_\_\_\_
211. Some cultures that wish to avoid conflict or "loss of face" might say, "It is interesting in principle" when what they really mean is, \_\_\_\_\_.  
\_\_\_\_\_
212. When an organization goes through itself on a regular basis to uncover underlying dimensions, causes, and current progress on diversity management-related issues, it is said to be performing a \_\_\_\_\_ audit.  
\_\_\_\_\_
213. With diversity management programs, experts suggest two types of training, \_\_\_\_\_ training and \_\_\_\_\_ training.  
\_\_\_\_\_
214. Diversity training that focuses on creating an understanding of the need for managing and valuing diversity is called \_\_\_\_\_ training.  
\_\_\_\_\_
215. Diversity training that focuses on educating employees on specific cultural differences and how to respond to these in the workplace is usually called \_\_\_\_\_ training.  
\_\_\_\_\_
216. Another issue that diversity management trainers must resolve is the balance between content based training and \_\_\_\_\_ based training.  
\_\_\_\_\_
217. In diversity management, \_\_\_\_\_ programs are programs that involve members of a disadvantaged group working with a senior manager who acts as a friend and guide within the organization.  
\_\_\_\_\_
218. Many organizations develop \_\_\_\_\_ as formal protocols for their internal messages and communications to avoid offending any of their employees.  
\_\_\_\_\_
219. Discuss why the Canadian Charter of Rights and Freedoms has major implications for employers.

220. In a 4-2 split decision the Supreme Court held that Section 2 of the Charter of Rights and Freedoms does not include the right to bargain collectively and to strike. Discuss the implications.

221. Discuss the key grounds on which discrimination is prohibited by the Canadian Human Rights Act.

222. Discuss the concepts of "duty to accommodate," "reasonable accommodation," and "undue hardship." What are your opinions on these concepts?

223. Employers may be found guilty of discrimination even in circumstances in which they do not intend to discriminate. What type of discrimination would they be found guilty of? Provide a reason that an employer would legally be able to discriminate and provide the legal term for it.

224. Discuss the discretion and remedies that the Canadian Human Rights Tribunal has at its disposal

225. What are the reasons for having employment equity programs?

226. How is an employment equity program developed? Discuss the steps involved.

227. Discuss the concept of Natural Justice, and its application and impact on human resource management.

228. Discuss the issue of diversity. What is it? Why has it become an issue of importance to Canadian managers?

229. "Managing diversity requires an organization to treat its employees as individuals rather than as numbers or categories." Comment on the challenges the diversity issue poses for organizations.

230. Diversity management has important strategic implications for management. Please discuss.

231. Is diversity a competitive advantage for an organization? If so, why? Explain how you as the leader of an organization would maximize on diversity to your organization's advantage.

232. There has been a revolutionary change in organizational assumptions about people and their work. This paradigm shift can have a profound effect on the behaviour of organizations. Compare the traditional views on diversity with the new views.

233. Discuss the steps organizations have to take to implement diversity management effectively.

234. Compare the key values and assumptions of mainstream Canadians with those from other cultures. How do you think these impacts daily business interactions as international business increases?

## ch04 Key

1. (p. 129) B
2. (p. 129) A
3. (p. 129) E
4. (p. 129) B
5. (p. 129) C
6. (p. 129) C
7. (p. 129-130) E
8. (p. 130) D
9. (p. 130) B
10. (p. 130) D
11. (p. 130) C
12. (p. 130) E
13. (p. 131) C
14. (p. 131) B
15. (p. 131) D
16. (p. 131) A
17. (p. 131) B
18. (p. 132) E
19. (p. 134) D
20. (p. 133-134, Fig4-2) D
21. (p. 136-142) C
22. (p. 135) A
23. (p. 135) C
24. (p. 135) B
25. (p. 135) B
26. (p. 137) D
27. (p. 137) A
28. (p. 137) E
29. (p. 137-138) C
30. (p. 135) C
31. (p. 139) B
32. (p. 139) A
33. (p. 140) A
34. (p. 140) B
35. (p. 140) C
36. (p. 141) C

37. (p. 141) C
38. (p. 142) E
39. (p. 142) D
40. (p. 143) E
41. (p. 143) E
42. (p. 143) C
43. (p. 143) A
44. (p. 145, Fig 4-3) E
45. (p. 145) A
46. (p. 146) C
47. (p. 146) D
48. (p. 146) C
49. (p. 146) B
50. (p. 146-147) E
51. (p. 147) E
52. (p. 147, Fig 4-4) B
53. (p. 147, Fig 4-4) E
54. (p. 149) C
55. (p. 149) D
56. (p. 149) B
57. (p. 149-150) E
58. (p. 132-150) D
59. (p. 150) B
60. (p. 150) B
61. (p. 150) B
62. (p. 151) E
63. (p. 151) D
64. (p. 151) D
65. (p. 152) C
66. (p. 152) A
67. (p. 153) C
68. (p. 153, Fig 4-5) B
69. (p. 153, Fig 4-5) B
70. (p. 154) D
71. (p. 157-158, Fig4-7) C
72. (p. 159, Fig4-8) C
73. (p. 160) B
74. (p. 162) E

75. (p. 162) C
76. (p. 162) C
77. (p. 162) B
78. (p. 161-162) A
79. (p. 162) D
80. (p. 129) TRUE
81. (p. 129) FALSE
82. (p. 129) FALSE
83. (p. 129) TRUE
84. (p. 129) TRUE
85. (p. 130) FALSE
86. (p. 129) FALSE
87. (p. 129-131) FALSE
88. (p. 130) TRUE
89. (p. 129) TRUE
90. (p. 130) TRUE
91. (p. 130) FALSE
92. (p. 131) TRUE
93. (p. 131) TRUE
94. (p. 131) TRUE
95. (p. 131) FALSE
96. (p. 134) FALSE
97. (p. 132) FALSE
98. (p. 132) TRUE
99. (p. 135) TRUE
100. (p. 135) FALSE
101. (p. 135) FALSE
102. (p. 135) TRUE
103. (p. 135) TRUE
104. (p. 135) TRUE
105. (p. 135) TRUE
106. (p. 132) FALSE
107. (p. 136-141) TRUE
108. (p. 140-141) FALSE
109. (p. 133-134, Fig 4-2) FALSE
110. (p. 136) TRUE
111. (p. 137) TRUE
112. (p. 137) TRUE

113. (p. 137) FALSE
114. (p. 138) FALSE
115. (p. 138) FALSE
116. (p. 138) FALSE
117. (p. 139) FALSE
118. (p. 140) TRUE
119. (p. 140) FALSE
120. (p. 140) TRUE
121. (p. 142) FALSE
122. (p. 142) FALSE
123. (p. 142) TRUE
124. (p. 143) FALSE
125. (p. 143) TRUE
126. (p. 143) TRUE
127. (p. 146) FALSE
128. (p. 146-147) FALSE
129. (p. 148) TRUE
130. (p. 148) FALSE
131. (p. 149) FALSE
132. (p. 150) FALSE
133. (p. 149-150) FALSE
134. (p. 150) TRUE
135. (p. 151) TRUE
136. (p. 151) FALSE
137. (p. 151) TRUE
138. (p. 151) FALSE
139. (p. 152) FALSE
140. (p. 153) TRUE
141. (p. 154) FALSE
142. (p. 154) FALSE
143. (p. 155) TRUE
144. (p. 155) FALSE
145. (p. 156) TRUE
146. (p. 157) FALSE
147. (p. 157-158) FALSE
148. (p. 159) TRUE
149. (p. 161-162) TRUE
150. (p. 163) FALSE

151. (p. 163) TRUE
152. (p. 129) human rights
153. (p. 129) canadian charter of rights and freedoms
154. (p. 129) liberty
155. (p. 130) union-management
156. (p. 130) strike; bargain collectively
157. (p. 138) abolished
158. (p. 132) employment
159. (p. 132) nunavut
160. (p. 134) discrimination
161. (p. 135) systemic
162. (p. 135) bona fide occupational requirement or bfor
163. (p. 135) bona fide occupational qualification
164. (p. 135) indirect (unintentional) (systemic)
165. (p. 135) indirect (unintentional) (systemic)
166. (p. 137) undue Hardship
167. (p. 137) duty to Accommodate
168. (p. 137-139) prohibited
169. (p. 139) three
170. (p. 139) (canadian) human rights act
171. (p. 140) reasonable accommodation
172. (p. 142) harassment
173. (p. 142) reasonable person
174. (p. 143) sexual
175. (p. 143) retaliate
176. (p. 146) employment equity
177. (p. 146) four; 4
178. (p. 146) aboriginal people
179. (p. 146) Human Rights Commission
180. (p. 147, Fig 4-4) seven (7)
181. (p. 148) exhibit (top down) commitment
182. (p. 148) appoint a (senior) director
183. (p. 149) sex
184. (p. 149) reverse discrimination
185. (p. 150) natural justice
186. (p. 151) business; government
187. (p. 151) old boy's network
188. (p. 151) 30 (thirty)

189. (p. 151) visible minorities
190. (p. 151) same-sex
191. (p. 152) glass ceiling
192. (p. 152) women; minorities (either order)
193. (p. 152) invisible; real
194. (p. 153) diversity
195. (p. 153) seven (7)
196. (p. 153, Fig 4-5) core dimensions
197. (p. 153, Fig 4-5) sexual orientation
198. (p. 153) secondary dimensions
199. (p. 154) individuals; numbers or categories (or categories or numbers)
200. (p. 154) stereotyping
201. (p. 155) competitive strength
202. (p. 156) paradigm
203. (p. 156, Fig 4-6) feminine
204. (p. 156) value added; problematic
205. (p. 157) ideal future
206. (p. 158) analyze
207. (p. 158) cultural norms
208. (p. 158) senior management
209. (p. 159) diversity
210. (p. 159-160) education
211. (p. 160, Fig 4-9) "no"
212. (p. 161) diversity
213. (p. 162) awareness; skill-building (either order)
214. (p. 162) awareness
215. (p. 162) skill-building
216. (p. 162) process
217. (p. 162) mentoring
218. (p. 163) communication standards
219. (p. 129-130) Answers will vary
220. (p. 130) Answers will vary.
221. (p. 133-134, Fig 4-2) Answers will vary
222. (p. 137 & 140) Answers will vary.
223. (p. 135-141) Answers will vary.
224. (p. 145, Fig 4-3) Answers will vary.
225. (p. 147-148) Answers will vary.
226. (p. 148) Answers will vary.

227. (p. 150) Answers will vary.

228. (p. 153-154) Answers will vary

229. (p. 154-155) Answers will vary

230. (p. 155-156) Answers will vary

231. (p. 155) Answers will vary

232. (p. 156, Fig 4-6) Answers will vary

233. (p. 157-161) Answers will vary

234. (p. 160, Fig 4-9) Answers will vary

## ch04 Summary

<u>Category</u>	<u># of Questions</u>
Difficulty: Easy	38
Difficulty: Hard	17
Difficulty: Medium	96
Learning Objective: 04-01 Explain the impact of government on human resource management.	41
Learning Objective: 04-02 List the major provisions of the Canadian Human Rights Act.	63
Learning Objective: 04-03 Define harassment and explain what is meant by the term sexual harassment.	19
Learning Objective: 04-04 Outline an employment equity program.	37
Learning Objective: 04-05 Explain the effect of human rights legislation on the role of human resource specialists.	5
Learning Objective: 04-06 Define diversity management and discuss the strategic importance of managing diversity.	39
Learning Objective: 04-07 Discuss the various steps in managing diversity.	31
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