1	Compensation& Benefits
2	Tax & Accounting Treatment of Compensation & Benefit Programs
3	FASB Regulations
4	IRS Regulations
5	Economic Factors Affecting Compensation
6	Inflation
7	Interest Rates
8	Industry Competition
9	Foreign Competition
10	Economic Growth
11	Labor Market Trends/Demographics
12	Compensation Philosophy, Strategy, and Policy
13	Fitting Strategy & Policy to the External Environment and to an Organization's Culture, Structure, & Objectives
14	Training in and Communication of Compensation Programs
15	Making Compensation Programs Achieve Organizational Objectives
16	Establishing Administrative Controls
17	Compensation Programs: Types, Characteristics, and Advantages/Disadvantages
18	Base Pay
19	Differential Pay
20	Incentive Pay
21	Pay Programs for Selected Employees
22	Job Evaluation Methods
23	Compensable Factors
24	Ranking Method
25	Classification/Grading Method
26	Factor Comparison Method
27	Point Method
28	Guide Chart-Profile Method (Hay Method)
29	Job Pricing, Pay Structures, and Pay Rate Administration
30	Job Pricing and Pay Structures
31	Individual Pay Rate Determination
32	Utilizing Performance Appraisal in Pay Administration
33	Reflecting Market Influences in Pay Structures
34	Wage Surveys
35	Employee Benefit Programs: Types, Objectives, Characteristics, and Advantages/Disadvantages
36	Legally Required Programs/Payments
37	Income Replacement
38	Insurance and Income Protection
39	Deferred Pay
40	Pay for Time Not Worked
41	Unpaid Leave
42	Elexible Benefit Plans
43	Recognition and Achievement Awards
43 44	
44 45	Managing Employee Benefit Programs Employee Benefits Philosophy, Planning, and Strategy
46 47	Employee Need/Preference Assessment: Surveys
47 19	Administrative Systems
48	Funding/Investment Responsibilities
49	Coordination with Plan Trustees, Insurers, Health Service Providers and Third-Party Administrators

50	Utilization Review
51	Cost-Benefit Analysis and Cost Management
52	Communicating Benefit Programs/Individual Annual Benefits Reports
53	Monitoring Compensation/Benefits Legal Compliance Programs
54	Evaluating Total Compensation Strategy & Program Effectiveness
55	Budgeting
56	Cost Management
57	Assessment of Methods and Processes
58	Employee & Labor Relations
59	Union Representation of Employees
60	Scope of the Labor Management Relations (Taft-Hartley) Act (1947)
61	Achieving Representative Status
62	Petitioning for an NLRB Election
63	Election Campaign
64	Union Security
65	Employee Unfair Labor Practices
66	Procedures for Processing Charges of Unfair Labor Practices
67	Interference, Restraining, and Coercion
68	Domination and Unlawful Support of Labor Organization
69	Employee Discrimination to Discourage Union Membership
70	Retaliation
71	Remedies
72	Union Unfair Labor Practices, Strikes, and Boycotts
73	Responsibility for Acts of Union Agents
74	Union Restraint or Coercion
75	Duty of Fair Representation
76	Inducing Unlawful Discrimination by Employer
77	Excessive or Discriminatory Membership Fees
78	Strikes and Secondary Boycotts
79	Strike Preparation
80	Collective Bargaining
81	Bargaining Issues and Concepts
82	Negotiation Strategies
83	Good Faith Requirements
84	Notice Requirements
85	Unilateral Changes in Terms of Employment
86	Duty to Successor Employers or Unions: Buyouts, Mergers, or Bankruptcy
87	Enforcement Provisions
88	Injunctions
89	Mediation and Conciliation
90	National Emergency Strikes
91 00	Managing and Union Relations
92	Building and Maintaining Union-Organization Relationships: Cooperative Programs
93	Grievance Processes and Procedures
94 05	Dispute Resolution
95 06	Maintaining Nonunion Status
96 07	Reasons
97	Strategies

00	Dublic Contou Lobou Delations		
98 00	Public Sector Labor Relations		
99 100	Right to Organize		
100	Federal Labor Relations Council		
101	Limitations on Strikes		
102	Mediation and Conciliation		
103 104	Employment Practices		
104	Case Histories		
105	<u>(Indicates Law/Act name, enactment date and headcount to take effect)</u> Common Law Tort Theories		
100	Copyright Statutes		
108	Compensation Laws and Regulations		
109	Age Discrimination in Employment Act of 1967 (ADEA), 20-49EE		
110	Americans with Disabilities Act of 1990, 15 - 19EE		
111	Consolidated Omnibus Benefits Reconciliation Act (COBRA) of 1986, 20-49EE		
112	Consumer Credit Protection Act of 1968, 1 - 14EE		
113	Contract Work Hours and Safety Standards Act 1986, (CWHSSA), 50+EE		
114	Copeland Act of 1934, 50+EE		
115	Davis Bacon Act of 1931, 50+EE		
116	Drug Free Workplace Act of 1988, 50+EE		
117	Employee Polygraph Protection Act of 1988, 1 - 14EE		
118	Employee Retirement Income Security Act (ERISA) of 1974 (if company offers benefits), 1 - 14EE		
119	Equal Pay Act of 1963, 1 - 14EE		
120	Executive Order 11246 of 1965, 50+EE		
121	Fair and Accurate Credit Transactions Act of 2003 (FACT), 1 - 14EE		
122	Fair Credit Reporting Act of 1969, 1 - 14EE		
123	Fair Labor Standards Act of 1938, 1 - 14EE		
124	Family and Medical Leave Act of 1993, 50+EE		
125	Federal Insurance Contributions Act of 1935 (FICA) (Social Security), 1 - 14EE		
126	Health Insurance Portability and Accountability Act (HIPAA) of 1996 (if company offers benefits), 1 - 14EE		
127	Immigration Reform and Control Act of 1986, 1 - 14EE		
128	Mental Health Parity Act of 1996 (for employers who offer mental health benefits), 50+EE		
129	National Labor Relations Act of 1947, 1 - 14EE		
130	Newborns' and Mothers' Health Protection Act of 1996, 1 - 14EE		
131	Pregnancy Discrimination Act of 1978		
132 133	Occupational Safety and Health Act of 1970, 1 - 14EE Sarbanes-Oxley Act of 2002, 1 - 14EE		
133	Sarbanes-Oxley Act 012002, 1 - 14EE Service Contract Act, 1965, 50+EE		
135	Title VII of the Civil Rights Act of 1964 15 - 19EE		
136	Uniform Guidelines on Employee Selection Procedures of 1978, 1 - 14EE		
137	Uniformed Services Employment and Reemployment Rights Act of 1994, 1 - 14EE		
138	Vietnam-Era Veterans Readjustment Act of 1974, 1 - 14EE		
139	Vocational Rehabilitation Act of 1973, 50+EE		
140	Walsh-Healy Act of 1936, 50+EE		
141	Worker Adjustment and Retraining Notification Act of 1988, 50+EE		
142	Job Analysis, Job Description, and Job Specification		
143	Methods of Job Analysis		
144	Types of Data Gathered in a Job Analysis		
145	Uses of Job Analysis		
146	Job Descriptions		
147	Job/Position Specifications		

148		Validity & Reliability of Job Analysis, Job Description, & Job Specification
149	Individu	ual Employment Rights
150		Employment-At-Will Doctrine
151		Exceptions to Employment-At-Will
152		Common Law Tort Theories
153		Job-As-Property Doctrine
154		Non-Compete Agreements
155	Perform	nance Appraisals
156		Performance Measurement The Criterion
157		Criterion Problems
158		Documenting Employee Performance
159		Category Rating Appraisal Methods
160		Comparative Appraisal Methods
161		Narrative Appraisal Methods
162		Special Appraisal Methods: MBO, BARS, BOS
163		Types of Appraisals
164		Rating Errors
165		Appraisal Interview
166		Linking Appraisals to Employment Decisions
167		Legal Constraints on Performance Appraisal
168		Documentation
169	Workpl	ace Behavior Problems
170		Discipline
171		Absenteeism and Tardiness
172		Sexual Harassment
173		Drug and Alcohol Use
174		Off-Duty Conduct
175	Employ	ee Attitudes, Opinions and Satisfaction
176		Measurement
177		Results Analysis
178		Interpretation
179		Feedback
180		Intervention
181		Confidentiality and Anonymity of Surveys
182	Health, Safe	ety, & Security
183	Health	
184		Employee Assistance Programs
185		Employee Wellness Programs
186		Reproductive Health Policies
187		Chemical Dependency
188		Communicable Diseases in the Workplace
189		Employer Liabilities
190		Stress Management
191		Smoking Policies
192		Recordkeeping and Reporting
193	Safety	
194		Areas of Concern
195		Organization of Safety Program
196		Safety Promotion
197		Accident Investigation

198	Safety Inspections
199	Human Factors Engineering (Ergonomics)
200	Special Safety Considerations
201	Sources of Assistance
202	Security
203	Organization of Security
204	Control Systems
205	Protection of Proprietary Information
206	Crisis Management and Contingency Planning
207	Theft and Fraud
208	Investigations and Preventive Corrections
209	Human Resource Development
210	HR Training and the Organization
211	The Learning Organization, Linking Training to Organizational Goals, Objectives, and Strategies
212	Human Resources Development as an Organizational Component
212	Funding the Training Function
213	
	Cost/Benefit Analysis of Training
215	Training Needs Analysis
216	Training Needs Analysis Process
217	Methods for Assessing Training Needs
218	Training and Development Programs
219	Trainer Selection
220	Design Considerations and Learning Principles
221	Types of Training Programs
222	Instructional Methods and Processes
223	Training Facilities Planning
224	Training Materials
225	Evaluation of Training Effectiveness
226	Sources for Evaluation
227	Research Methods for Evaluation
228	Criteria for Evaluating Training
229	Management Practices
230	Role of HR in the Organization
231	HR Roles: Advisory/Counselor, Consultant,
232	Change Agent Role/Reengineering and Facilitating Both Content & Process
233	HR's Role in Strategic Planning
234	HR Generalist and HR Specialist Roles
235	Effects of Different Organizational Contexts and Industries on HR functions
236	HR Policies and Procedures
237	Integration and Coordination of HR Functions
238	Outsourcing the HR Functions
239	Human Resource Planning
240	Environmental Scanning
241	Internal Scanning
242	Human Resources Inventory
243	Human Resource Information Systems
244	Action Plans and Programs
245	Evaluation of Human Resource Planning
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246	Organizational Design
247	Organizational Structures
248	Organizational Development
249	Diagnosis and Intervention Strategies: Action Research, Sensing, Team Building, Goal Setting, Survey Feedback, Strategic Planning, Visioning, Sensitivity Training (T-groups), Grid Training
250	Role of Organizational Culture in Organizational Development
251	Role of International Culture in Organizational Development
252	Organizational Development in Response to Technological Change
253	Budgeting, Controlling, and Measurement
254	HR Budgeting Process
255	HR Control Process
256	Evaluating HR Effectiveness
257	Motivation
258	Motivation Theories
259	Applying Motivation Theory in Management
260	Leadership
261	Leadership Theories
262	Effect of Leadership in Organizations
263	Leadership Training
264	Quality and Performance Management/TQM
265	Performance Planning: Identifying Goals/Desired Behaviors
266	Setting and Communicating Performance Standards
267	Measuring Results and Providing Feedback
268	Implementing Performance Improvement Strategies
269	Evaluating Results
270	Employee Involvement Strategies
271	Work Teams
272	Job Design and Redesign
273	Employee Ownership/ESOPs
274	Employee Suggestion System
275	Participative Management
276	Alternative Work Schedules
277	Role of HR in Employee Involvement Programs
278	HR Research
279	Research Design and Methodology
280	Quantitative Analysis
281	Qualitative Research
282	
	International HR Management Cultural Differences
283	
284	Legal Aspects of International HR
285	Expatriation and Repatriation
286	Issues of Multinational Corporations
287	Compensation and Benefits for Foreign Nationals and Expatriates
288	The Role of HR in International Business
289	Ethics
290	Ethical Issues
291	Establishing Ethical Behavior in the Organization

292	Staffing & Recruitment Practices
293	Equal Employment Opportunity/Affirmative Action
294	Legal Endorsement of EEO: Supreme Court Decisions
295	Equal Employment Opportunity Programs
296	Affirmative Action Plans
297	Special Programs to Eliminate Discrimination
298	Fairness Issues: Reverse Discrimination, Quota Hiring vs. Merit Hiring
299	Recruitment
300	Determining Recruitment Needs and Objectives
301	Identifying Selection Criteria
302	Internal Sourcing
303	External Sourcing
304	Evaluating Recruiting Effectiveness
305	Selection
306	Application Process
307	Interviewing
308	Pre-employment Testing
309	Background Investigation
310	Medical Examination
311	Hiring Applicants with Disabilities
312	Illegal Use of Drugs and Alcohol
313	Validation and Evaluation of Selection Process Components
314	Career Planning and Development
315	Accommodating Organizational and Individual Needs
316	Mobility Within the Organization
317	Managing Transitions
318	Organizational Exit
319	General Issues
320	Layoffs/Reductions-in-Force
321	Constructive Discharge
322	Retaliatory
323	Retirement
324	Employer Defenses Against Litigation