

PHR Exam Prep (0-7897-3450-8) Errata
Compiled 11/7/06

Page number	Paragraph number	Correction
vii	ch 4, 131	Affirmative Action Plans (AAPs)
vii	ch 4, 133	Age Discrimination in Employment Act (ADEA)
vii	ch 4, 138	(WARNA)
vii	ch 4, 140	Civil Rights Act (CRA) (1991)
xii	ch 8 , 448	(MSHA)
xii	ch 8, 455	(EAPs)
xiv	1	Cathy Lee Gibson, (SPHR), is the Director of Human Resource Management Programs at...
xiv	1	in the for-profit, and...
xvii	1	and for some truly great lawyer jokes.
xvii	3	possible (including the Mahers, the Meyers, and our beloved Nanny Panny
xvii	7	“Krazy Bee Rummy”
1	5	taken an important first step
2	6	you can use in the future, as well.
5	1	numbers where each objective
5	3	DELETE FAST FACTS SENTENCE
7	1	you may find yourself dreading
7	4	learner, a hands-on
7	5	exam, or even postpone
7	5	well, on what
9	2	represents a rather
16	1	possible answers,
16	5	center (online “virtual tools” are available),
16	8	worst possible thing
17	6	linger too long on
17	11	you can “mark”, return to, and
17	12	questions that contain

Page number	Paragraph number	Correction
18	1	if you missed, misread, or
21	1	information that is essential
21	1	prepare you for
21	1	will present
21	1	preparation on which you are embarking
22	2	Relations “Cornell – ILR”
22	9	certification more than
25	6	test, or to earning
26	3 and 4	switch the order of bullet points
30	10	respect to HR certification
31	2	skills, education, or
31	5	Exam Prep. The
37	1	knowledge identified by HRCI. 39
39	2	the area of instructional
42	3	Why communicate:
44	2	organization, maintaining
44	4	can also impact the
44	8	within the organization, as
46	1	theories in order
46	2	from fundamental to
46	6	personally and/or professionally.
46	8	even though employees
46	11	become problematic, and fall
47	1	conditions to which they
47	6	company’s recently distributed policies
47	7	Demonstrating undesired
47	7	engage in that undesired behavior
47	9	undesired elicits
47	10	sorts of conversations again.

Page number	Paragraph number	Correction
49	1	According to McClelland,
50	4	organizations we
50	8	exercises, role play,
51	5	identifying two critical
54	Figure 2.2	5,5 should read “Middle of the road”
55	9	not mutually exclusive; rather,
56	2	uncommon for projects
56	2	projects not to have
56		Start a new paragraph at As HR professionals
56	3	areas of HR.
56	4	growth, and (often) survival.
56	5	that are identified in EEO law
59	4	Skills database—employees
59	5	Training programs administration
59	6	limited to question such as:
59	17	one of the organization’s objectives
59	18	A third key
62	6	rather than directive.
64	9	on behalf of clients.
64	9	The clients are
65	1	analysis. Rather, it is
65	2	abilities, or abilities that
66	1	conducted in-person,
66	3	information gathered
67	6	requirements. But if
67	6	strategic or visible.
67	6	(human, as well as
67	10	documentation more strategically.
68	1	HR are clearly

Page number	Paragraph number	Correction
70	1	following exercises present some
71	10	support and maintain the
72	5	C. “Acceptable” hygiene factors won’t cause an employee to be happy
74	2	operant conditioning theory
75	3	members of affinity groups might also derive
76	7	Currently within HR,
77	4	efforts on developing others;
77	4	honing their own skill level.
79	1	and try writing your answers
80	1	familiar saying that goes
80	7	to our profession.
83	1	We wouldn’t get
83	1	even if a car had the most
83	1	design will only come to life
83	9	functions are often referred
86	1	place at the right time.
90	2	organizations, both small and large, now
93	2	thus must be able to withstand
93	4	mission, vision and
93	7	assessment would ascertain
97	2	profession is our craft.
97	10	idea that these
103	3	HR professionals need
107	4	a familiar saying: “Some
110	18	Speak for others
110	18	claim to represent
111	4	organizations. And
111	4	how you execute your role.

Page number	Paragraph number	Correction
112	2	as well as within their craft.
112	28 th bullet point	technique (PERT) charts
114	2	relating to strategic management.
118	1	in the organizational lifecycle.
118	4	project stays in line
122	1	carry out the workforce planning and employment
124	5	For instance:
125	2	perpetuating the discriminatory decisions
127	5	ever-evolving concept. As such,
132	9	must set goals to
135	5	conditions in the same manner
136	3	All interviews for a position
136	12	position would demonstrate content validity.
138	7	500 full-time employees
138	8	33% includes between 50 – 499 full-time
140	1	or more) responsibilities relating
141	16	By effectively performing responsibilities
143	6	number of cars
143	6	assigned to work per day
144	9	bad. Just like cholesterol,
144	9	“good” or “bad,”
144	9	involves making value
146	7	Any positions who the
146	10	required: Acceptable levels
147	5	essential and non-essential
148	1	relatively unimportant part
148	8	five years or, he or
148	9	skills,” “teamwork,” and/or “initiative.” The

Page number	Paragraph number	Correction
149	1	need to be approached accordingly:
149	5	position could unintentionally be tainted
150	4	qualified for a position
150	6	identify employees who
150	6	for other positions,
150	6	applying for them.
150	6	consequences for employees who
150	6	to pursue higher-level
150	6	positions for which
151	1	opening occurs.
151	2	made in each other,
152	2	techniques used to
152	12	DELETE (who voluntarily terminated)
152	19	interviewing for a different position.
153	4	before deciding whether to make
154	5	perceived by the
154	6	than most other forms
156	3	many of these measures,
156	3	particular recruiting source
156	3	might also be
156	3	to compare this yield
157	2	organizations may require
157	2	of color apply for
157	2	and are therefore required to
157	5	different states in which
158	2	specific position for which
159	1	of this might include
159	9	purpose of a résumé

Page number	Paragraph number	Correction
160	1	interviewers observe
160	1	observe (and emulate) may
161	9	job requirements—the same ones that
161	9	in advance. This can include
162	1	she possesses the knowledge
162	2	candidates should describe
162	3	questions. Probing questions must focus on
162	3	“stray” into a different area
162	3	candidate might prefer to
162	4	high stress work situation.
162	5	primary concerns with respect
162	6	A second area of
162	6	legal challenge or allegations
163	4	qualifications for the position.
164	4	only asking probing questions
165	3	provide no “feedback” relative
166	4	careful not to assign specific
169	6	in candi-dates that, add hyphen
169	7	selection processes, candidates
169	7	selection processes try
171	table 4.3	insert "sex discrimination" in the second column
172	table 4.5	in the Ask This Job-Related Question Instead column: The required schedule for this position in Monday to Friday...
173	table 4.7	Why column: first entry s/b Disability discrimination
173	table 4.7	Ask This Job-Related Question Instead column, second entry: The job requires visiting different company location throughout the country every week to ...
175	table 4.9	Test is Designed to Ascertain column, third entry: The degree to which a candidate would be likely to engage in behavior that is dishonest or that lacks integrity.

Page number	Paragraph number	Correction
175	table 4.9	and other characteristics.
175	9	successfully completed, the final
175	10	(and HR professionals)
176	1	performance, obtaining such information at any
176	4	certifications, and the dates
176	5	prior instances of workplace violence.
179	2	organization may decide to outsource.
184	1	called upon to participate
187	2	This paragraph s/b moved to page 189 and placed at the top of the page because that puts it in chronological order.
190	2	understanding or, and an appreciation for,
190	3	many laws and cases that shape
190	4	organization is going. HR professionals
194	6	arriving candidates.
194	6	This way, candidates can ask
194	7	blizzard or heat wave comes your way
199	1	their manager—while they are still
199	2	work in a window-less workspace
200	2	since certain portions of the I-9
201	3	in the event of a legal challenge
201	7	manifests itself as a hostile
202	3	500 full-time employees
202	3	50 – 499 full-time employees)
203	6	categories of skills that are
203	6	even measurable skill.
203	6	“key success factors” or “performance factors.”
205	5	covered in this chapter.
205	6	philosophy/practice.
205	7	sets of cards together.
206	1	research describes HRD

Page number	Paragraph number	Correction
212	1	would need to achieve in order to
225	2	Lecture/ “Lecturette”
226	5	punctuation is correct
228	4	By now, the HRD/training
229	1	a great deal of time, talent
239	3	didn’t take this bus.”
241	1	Juran focused on the
243	3	the organization, training is
243	3 and 4	run up the sentence beginning with the word "training" to the prev para and make a new para beginning with the word "Learning"
245	2	to learning: “What I learn today will help me solve problems at my workplace tomorrow—not at some unspecified time in the future.”
251	7	Tony Panos (Statewide Director
251	7	Training, Inc.),
252	3	understanding the organization’s goals
252	3	aspirations of your staff. Furthermore
252	3	more importantly is being honest
252	4	not on your success. That will come
253	3	development, a sounding board,
253	5	Why? Individual performance
253	5	organizational performance. So performance`
255	figure 5.9	The mission-driven organization (© Gibson)
259	5	during the performance
260	1	“worst.” While fairly simple to use, this method
264	4	overall performance.
264	5	employees by “giving” “inflated” performance
267	2	an employee’s performance
275	3	B is the best response.
276	1	reports in an overly lenient--

Page number	Paragraph number	Correction
276	1	established at the beginning
277	2	insert this text at end of para: Work created by the Federal government is also by definition considered to be in the public domain.
278	5	trainer was at ensuring
279	1	since it more closely describes
279	3	response, since enhancing the overall effectiveness of organizations is a
279	3	major purpose of OD.
279	4	B is the best response.
279	5	Answer D is the best response.
279	5	prevention, not appraisal, is one
284	5	revisions, therefore, seems to be more
284	7	relative to how to determine whether
287	3	the duties described below:
287	3	DELETE The employee's primary duty must consist of
296	2	(full-time students, certain people with disabilities
302	7	each compensable factor.
302	7	The appropriate level is then selected. Unlike the point factor method, however, a "dollar value" is associated with each compensable factor. When all of
308	bottom of page	delete the first \$40,000
309	3	numbers or letters are often assigned
311	2	Laws that actually created
312	1	It's important to note that the private industry plans that ERISA is designed to regulate are <i>voluntary</i> .
328		move the Note on this page to 330 or 331.
331	3	offer that are voluntary.
331	6	Defined benefit plans represent
331	6	defined benefit plans promise
331	7	Defined benefit plans tend
332	3	Unlike defined benefit plans,

Page number	Paragraph number	Correction
332	5	apply to defined benefit plans
333	4	Organizations can choose
334	3	the actual amount of care
335	2	apparent than in dental care
341	3	This direct report happens to be an executive
346	5	Answer B is the best response. First,
349	6	Diversity has not been designated as an affirmative
350	2	Answer A is not the best choice, since it represents
350	2	Answer C is not the best choice, since it represents a
350	2	could generate the numerator
354	3	amorphous entity, perhaps even an opponent, without
359	4	charging party can also request
359	8	likely to identify with a plaintiff than with an organization.
372	4	employee performance so as to meet or even exceed performance
373	2	for instance, the very assumption
373	3	bargaining agreement could overrule
374	2	for employees to make choices that will result
374	3	(and, for that matter, many other dimensions
375	2	remember that it is not possible to enumerate every behavior
375	3	progressive discipline processes
375	3	those who would argue “often,” this step
375	4	Verbal warning (“counseling,” rather than “coaching”)--
376	3	accompanying this step will likely include
376	4	employer’s response to continued
377	bullet list	insert bullet: Return on Investment (ROI)
377	3	we’ve focused on the commonalities
378	4	might also be asked to adhere to
378	4	types of agreements in

Page number	Paragraph number	Correction
380	2	Others might apply as well,
380	4	implied contract can be created;
381	2	recruiters, and others say to current,
381	3	(this process, by the way, which is sometimes accompanied by a “counter offer,”
386	2	with language similar to this:
387	4	some of them impact employees
397	2	DELETE The most common way that the union grants recognition is through an NLRB secret ballot election.
397	6	organizing and campaign processes.
398	1	in order for a union to be recognized
399	3	workers that the employer will fire
400	1	discontinued if the employee is unionized
400	1	unionization will force the employer to lay off
400	3	50% of employees who vote (not 50%
400	3	members of the CBU) vote to remove
400	3	union will also be decertified if vote is
401	2	refrain from any or all such activities.
402	3	without some discussion of strikes.
406	4	bargaining that could be committed
406	4	the employer:
406	4	DELETE than by the union (for reasons that will be self-evident upon review):
411	4	achieve the Employer’s goals
412	1	The term Human Resources Department shall mean “appropriate” Human Resources Department: coordinate Employee’s Human Resources.
412	2	member of Employee’s management
412	5	July 1, 2003 and shall
412	5	June 30, 2006.
420	3	two types of contract provisions,
420	5	DELETE entire NOTE

Page number	Paragraph number	Correction
421	1	DELETE entire NOTE
429	1	5. If an employee EEO charge is not settled, what
433	2	5. Assuming that it is not settled, there are four primary ways that a charge can be handled by the EEOC, which can:
433	3	union is afforded to most workers under the
435	13	by Richard C. Kearney, David G. Carnevale
442	2	and “who” of work-related injuries
449	2	increasing the likelihood of accidents.
450	4	nail salon, or certain cleaning supplies in an office).
453	6	Employers should educate employees
454	5	Prevention as the most chronic
459	1	DELETE 55% prevent of employee assistance programs
460	2	according to OSHA, nearly 16,000 workers are injured every workday.
467	3	footsteps at his former company
470	3	DELETE You may ask OSHA to keep your name confidential.
471	3	Answer B is the best response.
471	4	is also triggered even if chemicals
473	1	best response. WARN, the Worker
474	3	Answer A is the best response.
477	1	four categories of invasion of privacy?
477	1	C. Unbecoming light
479	1	D. Assimilate existing data
479	3	which one would not need to be included
479	3	A. Overtime pay
480	1	C. ULP strikes are
482	1	C. (even if they are over the age of 40
482	1	D. (even if they are over the age of 40
482	2	by jobs within each level. Each level incorporates

Page number	Paragraph number	Correction
483	4	he is least likely to take which of the following actions? DELETE except
485	3	A. Unlike defined benefit plans,
487	3	an organization does all of the following except:
491	1	B. It gives employees an awareness
492	3	DELETE (ADA)
492	3	B. 100 or more full-time employees DELETE remainder of B
492	3	C. All private employers DELETE (Title VII)
503	4	B. in its employ even if it didn't know
503	4	D. Employers are automatically liable
505	2	An undue hardship does all of the following except
505	5	Taft-Hartley identifies all of the following unfair labor practices that could be committed by unions except
506	1	(also known as Landrum-Griffin) are all of the following except
509	2	at least twice (and sometimes four times) a year
510	3	Job specs can be expressed as all of the following except
515	1	obligation to establish policies to protect
520	1	when President George H. W. Bush
521	1	advice to follow relative to offer
522	2	Mackay Doctrine and who cannot
522	4	B. By employers with
527	3	during an interview is related
528	2	handle more—specifically more than the job “originally” requires, and more than is required of other incumbents who held the same position.
529	2	feedback during and after the development
530	3	to address individual's employee relations
531	1	actual job performance.
531	4	Taft-Hartley accomplished all of the following except

Page number	Paragraph number	Correction
533	3	collected by others (existing data is
533	5	SUBSTITUTE WITH: 10. Answer C is the best response. Bonus pay (which, unlike incentive pay, is discretionary) would not be included in an employee's regular rate of pay.
534	3	economic dispute who choose not
534	6	best response. As long as they fall under the category of "first aid", injuries
535	3	(even if they are over the age
535	3	(even if they are over the age
535	4	jobs within each level. Each level
536	1	to consider vendors' technological
536	5	person standard. Answer A is not the best response; in <i>Taxman v. Board</i>
538	2	Answer A is not the best response; it could
538	3	unlike defined benefit plans,
538	6	Answer A is the best response.
539	4	Stacy Adams' equity theory
540	1	best response; the functions
542	4	against discrimination afforded by EEO laws).
543	1	employees (this is a somewhat
543	3	measurement period is less likely
543	3	recency effect than a manager who did not maintain such documentation.
544	3	only be used when a job structure
544	4	union, as well as for those who do not. DELETE This interpretation was confirmed by <i>NLRB v. Phoenix Mutual Life Insurance Co., (1948).</i>
545	1	<i>McDonnell Douglas Corp</i>
548	3	strikes are related to the filling
548	6	it makes sound sense
548	7	retire from that particular position at age
549	6	Answer B is the best response. Answer A

Page number	Paragraph number	Correction
550	5	Answer D is the best response. Answer B is not the best response; The Supreme Court
550	5	Rights act of 1964; The Supreme Court
551	1	Answer C is not the best response; whole job
552	6	Answer C is the best response;
554	1	best response; the Hazard
554	9	Answer C is the best response.
554	10	(or any other appraisers) to
556	2	A is not the best response; there
556	2	C is not the best response; HCV is
556	2	D is not the best response; a person
556	2	employment solely because of HCV
556	3	Answer A is the best response.
556	4	Answer D is the best response.
557	4	action, the employer may not
558	3	concepts are not synonymous.
559	2	constitute a violation of the NLRA if it
560	2	chance to participate).
563	6	Doctrine); however, this is unrelated to “protected class.”
564	2	filed by employers with 100
564	2	federal contractors with at least
564	6	realistic job—and organizational—preview.
564	6	interact with current employees can be a good
566	3	while the employers in question
566	3	picketing share a common work location. Answer A
567	3	and individuals over the age of 40
567	3	involuntary termination. Answer C
568	6	feedback during and after the development
569	4	to address individual’s employee
570	6	comes from the NLRB decision

Page number	Paragraph number	Correction
581	9	can petition the NLRB
583	9	certifying body (HRCI).
589	4	standard (as opposed to acceptable quality levels (AQLs)).
589	7	customer satisfaction. Dissatisfied
592	4	as a defense that it acted reasonably
603	4	basis of one poor characteristic or dimension of performance.
603	7	40-hour overtime threshold
603	7	compensated for that time. So
603	8	respect to ascertaining how
604	5	“undocumented workers,” rather than
604	8	and others say to current,
605	9	It looks at how the needs
607	1	skills,” “teamwork,” and/or “judgment.”
609	3	relations (see definition).
612	1	visibility, the manager
612	4	market data can help in
612	8	includes 50 – 499 full-time
617	3	based on spoken language.
617	4	to strike. It also prohibited
619	8	and “who” of certain work-related injuries
619	10	illness, and that must be maintained
624	2	by only asking probing questions
624	2	that relate to each original primary
624	9	protected concerted activity Protected
624	9	are non-unionized.
626	10	realistic job preview A realistic
626	11	Accommodations do not necessarily have to
629	2	a result of training did in fact
629	3	fill executive level positions.

Page number	Paragraph number	Correction
629	9	shops are illegal. In a right-to-work state,
630	13	The process of choosing the
632	12	the employer's true reasons
633	9	ideas (often anonymously) relative to any work-related
636	2	transformational HR Takes a long-term,
636	2	DELETE Transformational HR is one leg of the HR stool—the other two legs are strategic HR and operational/tactical HR.
636	9	positions, when an employee has lost
637	6	entire bargaining unit, not just the
638	3	Specifically, a patent holder
639	1	welfare benefit. An employer will
640	2	and intentional. OSHA may import
back cover	quote	compilation of practice-examination questions.
back cover	bio	(SPHR)
back cover	bio	Resource Management
back cover	bio	delete the word "nearly": Cathy brings 20 years of...