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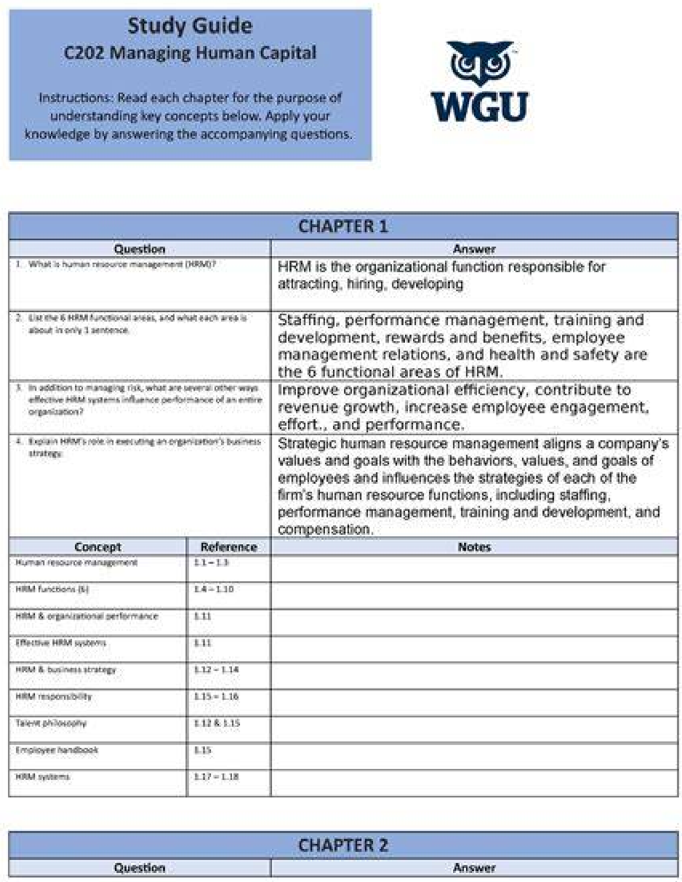

Study Guide

C202 Managing Human Capital

Instructions: Read each chapter for the purpose of understanding key concepts below. Apply your knowledge by answering the accompanying questions.

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CHAPTER 1	
Question	**Answer**
1. What is human resource management (HRM)?	HRM is the organizational function responsible for attracting, hiring, developing
2. List the 6 HRM functional areas, and what each area is about in only 1 sentence.	Staffing, performance management, training and development, rewards and benefits, employee management relations, and health and safety are the 6 functional areas of HRM.
3. In addition to managing risk, what are several other ways effective HRM systems influence performance of an entire organization?	Improve organizational efficiency, contribute to revenue growth, increase employee engagement, effort., and performance.
4. Explain HRM's role in executing an organization's business strategy.	Strategic human resource management aligns a company's values and goals with the behaviors, values, and goals of employees and influences the strategies of each of the firm's human resource functions, including staffing, performance management, training and development, and compensation.

Concept	Reference	Notes
Human resource management	1.1 – 1.3	
HRM functions (6)	1.4 – 1.10	
HRM & organizational performance	1.11	
Effective HRM systems	1.11	
HRM & business strategy	1.12 – 1.14	
HRM responsibility	1.15 – 1.16	
Talent philosophy	1.12 & 1.15	
Employee handbook	1.15	
HRM systems	1.17 – 1.18	

CHAPTER 2	
Question	**Answer**

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The interface is made simple and convenient for the users. In the web-based practice exam, you will be given conceptual questions of the actual WGU Managing-Human-Capital exam and gives you the results so that you can improve it at the end of every attempt. This sort of self-evaluation will help you know your exact weak points and you will improve a lot before the actual Managing-Human-Capital Exam. It is compatible with every browser. All operating systems also support the web-based practice exam.

WGU Managing-Human-Capital Exam Syllabus Topics:

Topic	Details
Topic 1	• Performance Management Best Practices: This section of the exam measures skills of Human Resource Managers and covers best practices to manage performance for added value. Learners examine systems and processes for measuring, evaluating, and improving employee performance. The content addresses how managers can establish clear performance expectations, provide effective feedback, conduct performance reviews, and implement improvement plans that drive individual and organizational results.
Topic 2	• Talent Management Strategies: This section of the exam measures skills of Human Resource Managers and covers talent management strategies to motivate and develop employees. Learners explore methods for attracting, developing, and retaining talent within organizations. The content addresses how managers can implement effective talent management programs that align employee capabilities with organizational goals and foster employee engagement and productivity.

Topic 3	- Maximizing Employee Contribution: This section of the exam measures skills of Business Managers and covers strategies to maximize employee contribution to organizational excellence. Learners investigate methods for leveraging employee strengths and capabilities to achieve business objectives. The material focuses on how managers can create environments where employees are empowered to contribute their best work and how individual contributions integrate to create overall organizational excellence.
Topic 4	- Employee Motivation and Development: This section of the exam measures skills of Organizational Development Specialists and covers strategies to motivate and develop employees for optimal performance. Learners study approaches for understanding employee motivation factors and creating development opportunities. The material focuses on techniques managers use to enhance employee skills, encourage professional growth, and build a motivated workforce that contributes to organizational success.
Topic 5	- Managing Human Capital: Managing Human Capital focuses on strategies and tools that managers use to maximize employee contribution and create organizational excellence. You will learn talent management strategies to motivate and develop employees as well as best practices to manage performance for added value.

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WGU Managing Human Capital C202 Sample Questions (Q50-Q55):

NEW QUESTION # 50
An employee was surprised to receive low rankings from a manager on a performance evaluation. The employee was unaware that some of the goals that caused the low rankings were job expectations because the manager had never discussed the goals with the employee.
Which obstacle to effective performance management is illustrated in this example?

- A. Showing bias in comparing the employee to other employees
- B. Failing to develop a performance plan with the employee
- C. Committing a leniency error in the employee's performance evaluation
- D. Having personal standards that are too high for the employee's position

Answer: B

Explanation:
Effective performance management requires clear communication of job expectations, performance standards, and goals before evaluating employee performance. According toHuman Resource Management, 16th Editionby Gary Dessler, one of the most critical steps in performance management isjointly developing a performance planthat specifies what the employee is expected to accomplish and how performance will be measured. When this step is skipped, performance appraisals often appear unfair and unexpected to employees.
In this scenario, the employee received low ratings based on goals that were never discussed or clarified. This reflects a failure in the planning phase of performance management, not a rating error such as leniency or bias. Dessler emphasizes that employees must clearly understand expectations at the start of the appraisal period; otherwise, evaluations lose credibility and can damage trust, motivation, and engagement.
Performance planning aligns employee efforts with organizational objectives and provides a standard against which performance can be fairly assessed. When managers fail to develop and communicate a performance plan, employees cannot reasonably be held accountable for unmet goals. Therefore, the obstacle illustrated here isfailing to develop a performance plan with the employee.
Source:
Gary Dessler,Human Resource Management, 16th Edition, Chapter on Performance Management and Appraisal

NEW QUESTION # 51
What is a cause of an employee leaving an organization that the organization could have avoided?

- A. Retirement
- B. New career
- C. Compensation issues
- D. Performance issues

Answer: C

Explanation:
Employee turnover can be classified as either avoidable or unavoidable. According toHuman Resource Management, 16th Editionby Gary Dessler,avoidable turnoveroccurs when employees leave for reasons that management can influence or control, such as dissatisfaction with pay, supervision, working conditions, or career opportunities.
Compensation issues are a common and preventable cause of voluntary turnover. Dessler notes that when employees perceive pay as unfair or uncompetitive, they are more likely to leave for better opportunities.
Organizations can address this through market-based pay structures, merit increases, and transparent compensation policies.
In contrast, retirement and pursuing a new career are typically unavoidable, as they are driven by personal life stages or individual career choices beyond organizational control. Performance-related separations are usually involuntary and initiated by the employer rather than the employee.
Therefore, the cause of employee departure that an organization could have avoided iscompensation issues.
Source:
Gary Dessler,Human Resource Management, 16th Edition, Chapter on Employee Retention and Turnover

NEW QUESTION # 52
What makes an organization a closed union shop?

- A. It considers only nonunion employees for promotions.
- B. It allows employees to choose whether they join a union.
- C. It has a policy against union membership for employees.
- D. It hires and employs current union members exclusively.

Answer: D

Explanation:
Aclosed union shopis a workplace in which employers agree to hire and employonly workers who are already members of a union.
According toHuman Resource Management, 16th Editionby Gary Dessler, this arrangement gives unions significant control over workforce entry by restricting employment exclusively to union members.
Dessler explains that closed shops were once common but are now illegal in the United States under the Taft- Hartley Act.
However, understanding the concept remains important for distinguishing it from other union arrangements, such as union shops and agency shops. In contrast, a union shop allows nonunion employees to be hired but requires them to join the union after a certain period.
Options involving voluntary union membership or nonunion-only policies do not define a closed shop.
Therefore, the defining feature of a closed union shop is that ithires and employs current union members exclusively.
Source:
Gary Dessler,Human Resource Management, 16th Edition, Chapter on Labor Relations and Union Structures

NEW QUESTION # 53
Which characteristic of an organization shows strong employee engagement?

- A. Employees stay because of salary considerations.
- B. Employees meet the requirements to perform their jobs.
- C. Employees are required to undergo performance evaluations.
- D. Employees feel recognized for their contributions.

Answer: D

Explanation:

Employee engagement reflects the degree to which employees are emotionally and psychologically committed to their work and organization. According toHuman Resource Management, 16th Editionby Gary Dessler, a key indicator of strong employee engagement is whenemployees feel recognized and valued for their contributions.
Dessler emphasizes that engaged employees go beyond simply meeting job requirements. They demonstrate enthusiasm, discretionary effort, and a sense of purpose because they believe their work matters.
Recognition-whether through praise, feedback, or rewards-reinforces this connection and strengthens employees' commitment to organizational goals.
Requirements such as performance evaluations or baseline job performance do not necessarily indicate engagement; they reflect compliance rather than emotional involvement. Similarly, employees who remain solely because of salary may be retained but not engaged. True engagement involves motivation, recognition, and alignment with organizational values.
Thus, an organization where employees feel appreciated for their contributions demonstrates strong employee engagement.
Source:
Gary Dessler,Human Resource Management, 16th Edition, Chapter on Employee Engagement and Performance

NEW QUESTION # 54
What is the main reason for the failure of mergers and acquisitions?

- A. Poor organizational design
- B. Unsuccessful marketing approach
- C. Inaccurate bookkeeping
- D. Culture mismatch

Answer: D

Explanation:
The main reason for the failure of mergers and acquisitions is often a culture mismatch between the merging organizations. When two companies with different corporate cultures come together, clashes can occur if their values, beliefs, and ways of doing business do not align. This can lead to misunderstandings, conflicts, and a lack of cohesion, ultimately hindering the integration process and reducing the chances of a successful merger or acquisition.
"Mergers and Acquisitions: Managing Culture and Human Resources" by Mark E. Mendenhall and Gary R.
Oddou
McKinsey & Company articles on mergers and acquisitions

NEW QUESTION # 55
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