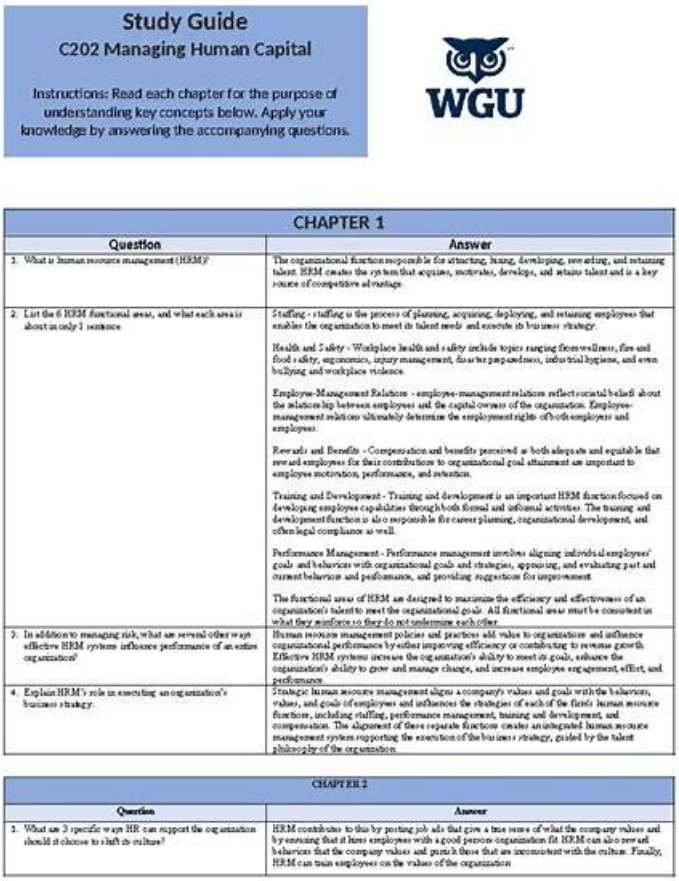
Managing-Human-Capital Reliable Study Guide & Exam Managing-Human-Capital Simulator



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.

WGU

CHAPTER 1

Question	Answer
1. What is human resource management (HRM)?	The organizational function responsible for attracting, hiring, developing, rewarding, and retaining talent. HRM creates the system that acquires, motivates, develops, and retains talent and is a key source of competitive advantage.
2. List the 6 HRM functional areas, and what each area is about in only 1 sentence.	Staffing - staffing is the process of planning, acquiring, deploying, and retaining employees that enables the organization to meet its talent needs and execute its business strategy. Health and Safety - Workplace health and safety include topics ranging from wellness, fire and food safety, ergonomics, injury management, disaster preparedness, industrial hygiene, and even bullying and workplace violence. Employee-Management Relations - employee-management relations reflect societal beliefs about the relationship between employees and the capital owners of the organization. Employee-management relations ultimately determine the employment rights of both employers and employees. Rewards and Benefits - Compensation and benefits perceived as both adequate and equitable that reward employees for their contributions to organizational goal attainment are important to employee motivation, performance, and retention. Training and Development - Training and development is an important HRM function focused on developing employee capabilities through both formal and informal activities. The training and development function is also responsible for career planning, organizational development, and often legal compliance as well. Performance Management - Performance management involves aligning individual employees' goals and behaviors with organizational goals and strategies, appraising, and evaluating past and current behaviors and performance, and providing suggestions for improvement. The functional areas of HRM are designed to maximize the efficiency and effectiveness of an organization's talent to meet the organizational goals. All functional areas must be consistent in what they reinforce so they do not undermine each other.
3. In addition to managing risk, what are several other ways effective HRM systems influence performance of an entire organization?	Human resource management policies and practices add value to organizations and influence organizational performance by either improving efficiency or contributing to revenue growth. Effective HRM systems increase the organization's ability to meet its goals, enhance the organization's ability to grow and manage change, and 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. The alignment of these separate functions creates an integrated human resource management system supporting the execution of the business strategy, guided by the talent philosophy of the organization.

CHAPTER 2

Question	Answer
1. What are 3 specific ways HR can support the organization should it choose to shift its culture?	HRM contributes to this by posting job ads that give a true sense of what the company values and by ensuring that it hires employees with a good person-organization fit. HRM can also reward behaviors that the company values and punish those that are inconsistent with the culture. Finally, HRM can train employees on the values of the organization.

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WGU Managing-Human-Capital Exam Syllabus Topics:

Topic	Details
Topic 1	• 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.
Topic 2	• 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 3	• 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 4	• 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 5	• 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.

WGU Managing Human Capital C202 Sample Questions (Q28-Q33):

NEW QUESTION # 28
Why do employees who exhibit continuance commitment choose to remain employed with an organization?

- A. A feeling of moral or ethical obligation to the organization
- B. Perceived economic or social costs of leaving
- C. Strong identification with the organization's values and goals
- D. Close relationships with managers and peers

Answer: B

Explanation:
Organizational commitment is commonly categorized into affective, continuance, and normative commitment. According toHuman Resource Management, 16th Editionby Gary Dessler,continuance commitmentrefers to an employee's attachment to an organization based on theperceived costs associated with leaving, rather than emotional attachment or moral obligation.
Employees with continuance commitment remain because they believe leaving would result in significant economic or social losses, such as loss of salary, benefits, retirement plans, seniority, or difficulty finding comparable employment. Dessler explains that this type of commitment is calculated and cost-based; employees stay not because they want to or feel they ought to, but because they feel they have to.
Close relationships and strong identification with organizational values reflect affective commitment, while moral or ethical obligation

reflects normative commitment. Since the question specifically refers to continuance commitment, the correct explanation is theperceived economic or social costs of leaving.
Source:
Gary Dessler,Human Resource Management, 16th Edition, Chapter on Employee Engagement and Organizational Commitment

NEW QUESTION # 29
Which type of benefit is typically more secure for unionized workers than for nonunionized workers?

- A. Merit pay
- B. Guaranteed pensions
- C. 401(k) plans
- D. Individual bonuses

Answer: B

Explanation:
Unionized workers often enjoy stronger benefit protections because benefits are negotiated and formalized through collective bargaining agreements. According toHuman Resource Management, 16th Editionby Gary Dessler,guaranteed pensions, particularly defined benefit pension plans, are typically more secure for unionized employees than for nonunionized employees.
Unions have historically prioritized retirement security and have negotiated pension plans that guarantee a specific retirement benefit based on factors such as years of service and earnings. These benefits are legally binding components of labor contracts and cannot be easily altered or eliminated by employers without union agreement.
In contrast, benefits such as merit pay, individual bonuses, and even 401(k) plans are more commonly used in nonunionized environments and are often discretionary or subject to market performance. Dessler explains that many employers have shifted away from guaranteed pensions for nonunion employees due to cost and risk, while unions continue to protect these benefits for their members.
Thus, the benefit that is typically more secure for unionized workers isguaranteed pensions.
Source:
Gary Dessler,Human Resource Management, 16th Edition, Chapter on Labor Relations and Employee Benefits

NEW QUESTION # 30
What is the difference between sourcing and recruiting?

- A. Sourcing is a strategy to attract candidates to an employer, and recruiting is a process for making employers desire certain candidates.
- B. Sourcing focuses on factors external to an employer, and recruiting focuses on factors internal to an employer.
- C. Sourcing relies on interpersonal skills to attract candidates to apply for positions, and recruiting is a process for identifying talent pools.
- D. Sourcing identifies the best applicants to meet staffing goals, and recruiting takes steps to convert potential candidates into applicants.

Answer: D

Explanation:
Sourcing and recruiting are two distinct but interrelated steps in the hiring process. Sourcing involves identifying and attracting potential candidates who have the skills and qualifications necessary to meet the organization's staffing needs. This process can include searching for candidates through various channels such as job boards, social media, networking events, and employee referrals. Once a pool of potential candidates is identified, the recruiting process begins. Recruiting involves engaging with these candidates, assessing their suitability for the role, and encouraging them to apply for the open positions. This includes activities such as conducting interviews, evaluating applications, and managing the offer process. By differentiating between sourcing and recruiting, organizations can streamline their hiring processes and ensure they attract and hire the best possible talent.
References
* Phillips, J. M., & Gully, S. M. (2015). "Strategic Staffing." Pearson Education.
* SHRM. "Sourcing Candidates."

NEW QUESTION # 31
Which activity is benefited by maintaining skills inventories for current employees?

- A. Workforce redeployment efforts
- B. External sourcing methods
- C. Legal hiring procedures
- D. Voluntary termination practices

Answer: A

Explanation:
Askills inventoryis a database or record of employees' current skills, abilities, experiences, education, and qualifications. According toHuman Resource Management, 16th Editionby Gary Dessler, maintaining accurate skills inventories is especially valuable forworkforce redeployment efforts.
Dessler explains that organizations use skills inventories to match employees with internal job openings, project assignments, or new roles when business needs change. During restructuring, downsizing, or strategic shifts, skills inventories allow management to identify employees who can be reassigned or retrained rather than laid off. This supports internal mobility, reduces turnover costs, and preserves organizational knowledge.
Skills inventories are not primarily used for voluntary termination practices or legal hiring procedures. While they may indirectly support staffing decisions, they are far more critical for internal workforce planning than for external sourcing. External sourcing focuses on recruiting talent from outside the organization, whereas skills inventories emphasize maximizing the use of existing human capital.
Therefore, the activity most directly benefited by maintaining skills inventories isworkforce redeployment efforts.
Source:
Gary Dessler,Human Resource Management, 16th Edition, Chapter on Workforce Planning, Succession Planning, and Talent Management

NEW QUESTION # 32
Which behavior from a manager qualifies as workplace bullying?

- A. Mistakenly revealing personal information about an employee during a staff meeting
- B. Documenting negative observations in an employee's performance review
- C. Responding with an irritated tone of voice to an employee's disruptive behavior
- D. Consistently ignoring emails and questions from one particular employee

Answer: D

Explanation:
Workplace bullying is defined as repeated, unreasonable actions directed toward an employee that are intended to intimidate, degrade, or undermine them. According toHuman Resource Management, 16th Editionby Gary Dessler, bullying often involvespersistent behaviorssuch as exclusion, isolation, or deliberately withholding information necessary for an employee to perform their job.
Consistently ignoring emails and questions from one specific employee fits this definition because it represents ongoing, targeted behavior that can harm the employee's ability to work effectively and can cause emotional distress. Dessler highlights that bullying is distinguished from occasional irritation or isolated mistakes by its repetitive and targeted nature.
An irritated tone used in response to disruptive behavior may be poor communication but does not necessarily constitute bullying.
Accidentally revealing personal information is a confidentiality breach, not bullying.
Documenting negative observations in a performance review is a legitimate management responsibility when done objectively and fairly.
Thus, the behavior that qualifies as workplace bullying isconsistently ignoring emails and questions from one particular employee.
Source:
Gary Dessler,Human Resource Management, 16th Edition, Chapter on Workplace Fairness and Employee Relations

NEW QUESTION # 33
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