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Managing Human Capital

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This page contains an overview of the main ideas from Chapter 3. Use the chapter's learning objectives and key takeaway points to complete the downloadable chapter review.

Diversity and Inclusion

In this section, you will review information about diversity and inclusion and use it to build your chapter review. *Objective: Explain how diversity and inclusion benefit organizational performance.* Diversity awareness enables managers to hire, retain, and motivate the best talent, which will help maximize the performance of both employees and the organization. Diversity also fosters creativity and innovation. Similarly, inclusion can make employees feel respected and heard and help them contribute to their fullest potential.

Chapter Review: Diversity and Inclusion

Use the writing template to answer the following questions for your downloadable chapter review.

WRITING TEMPLATE

In addition to staying out of legal trouble, why should we care about diversity?

Type your response here.

What is inclusion?

Type your response here.

To complete this template, you must click the "Add to Chapter Review" button.

If the button cannot be clicked, make sure you have responded to all the prompts.

Affirmative Action

In this section, you will review information about affirmative action and use it to build your chapter review. *Objective: Define affirmative action.* Affirmative action refers to proactive efforts to eliminate discrimination and its past effects. The goal of affirmative action is to provide employment opportunities to protected classes, or groups underrepresented in

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WGU Managing-Human-Capital Exam Syllabus Topics:

Topic	Details
Topic 1	<ul style="list-style-type: none"> • 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 2	<ul style="list-style-type: none"> • 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 3	<ul style="list-style-type: none"> • 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 4	<ul style="list-style-type: none"> • 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 5	<ul style="list-style-type: none"> • 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.

WGU Managing Human Capital C202 Sample Questions (Q70-Q75):

NEW QUESTION # 70

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 hires and employs current union members exclusively.**
- D. It has a policy against union membership for employees.

Answer: C

Explanation:

A closed union shop is a workplace in which employers agree to hire and employ only workers who are already members of a union. According to Human Resource Management, 16th Edition by 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 it hires and employs current union members exclusively.

Source:

Gary Dessler, Human Resource Management, 16th Edition, Chapter on Labor Relations and Union Structures

NEW QUESTION # 71

Which scenario illustrates how a human resources (HR) department serves as an internal consultant for managers?

- A. A manager informs the HR department that an employee has been late numerous times, and the HR department tells the manager to refer to the organization's policy.
- B. An HR department conducts background checks on newly hired employees before they report for their first day with their manager.
- C. An HR department selects applicants who will receive job offers without seeking a manager's approval.
- **D. A manager wants to address repeated employee tardiness and gets advice from the HR department about protocol before addressing the situation.**

Answer: D

Explanation:

In this scenario, the HR department acts as an internal consultant by providing expert advice and guidance to the manager on handling a specific employee issue-repeated tardiness. The HR department helps the manager understand the appropriate protocol, ensuring that the manager's actions are consistent with company policies and legal requirements. This consultative role supports managers in making informed decisions and effectively addressing workplace challenges.

"Human Resource Management" by Gary Dessler

Society for Human Resource Management (SHRM) resources on HR as an internal consultant

NEW QUESTION # 72

What is a benefit of internal recruiting?

- A. Increased staff diversity in management roles
- B. Reduced employee anxiety from improved workloads
- **C. Enhanced engagement by promoting from within**
- D. Increased new insights and ability to lead change efforts

Answer: C

Explanation:

Internal recruiting involves filling job vacancies with current employees from within the organization. One significant benefit of this approach is that it enhances employee engagement and morale. When employees see that the organization values their growth and offers opportunities for advancement, they are more likely to be motivated, committed, and loyal. This practice also reduces the time and cost associated with onboarding and training new hires, as internal candidates are already familiar with the company's culture and processes.

References:

* Dessler, G. (2020). Human Resource Management. Pearson.

* Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2019). Human Resource Management: Gaining a Competitive Advantage. McGraw-Hill Education.

NEW QUESTION # 73

A hiring manager researched a job applicant's social media history and discovered a post from the applicant about a family member being diagnosed with Parkinson disease. The hiring manager decided not to hire the applicant based on this discovery.

Which law did the hiring manager violate?

- A. Family and Medical Leave Act of 1993
- **B. Genetic Information Nondiscrimination Act of 2008**
- C. Americans with Disabilities Act of 1990
- D. Fair Labor Standards Act of 1938

Answer: B

Explanation:

The Genetic Information Nondiscrimination Act (GINA) of 2008 also covers situations where genetic information is inadvertently obtained, such as through social media. It prohibits employers from using genetic information in making employment decisions, including hiring, firing, job assignments, and promotions. The hiring manager's decision not to hire the applicant based on a social media post about a family member's diagnosis with Parkinson's disease constitutes a violation of GINA.

Genetic Information Nondiscrimination Act of 2008, U.S. Equal Employment Opportunity Commission (EEOC) website

NEW QUESTION # 74

How can exit interviews be used to reduce voluntary turnover?

- A. To identify causes and improve current conditions
- B. To ensure equitable departure processes
- C. To determine why employees were fired
- D. To track potential wrongful termination conditions

Answer: A

Explanation:

Exit interviews are an important tool for understanding employee turnover. According to Human Resource Management, 16th Edition by Gary Dessler, exit interviews are most effective when used to identify the underlying causes of employee departures and to guide improvements in current workplace conditions.

Dessler notes that while exit interviews cannot prevent the departure of the exiting employee, they provide valuable insights into organizational weaknesses such as poor supervision, inadequate pay, limited advancement opportunities, or unsatisfactory working conditions. When organizations systematically analyze exit interview data, they can identify patterns and take corrective action to reduce future voluntary turnover.

Exit interviews are not designed to investigate wrongful termination or to determine why employees were fired, as they are typically conducted during voluntary separations. Ensuring equitable departure processes is an administrative concern, not a retention strategy. Thus, the primary value of exit interviews lies in identifying causes of turnover and improving organizational practices.

Source:

Gary Dessler, Human Resource Management, 16th Edition, Chapter on Employee Retention, Turnover, and Exit Interviews

NEW QUESTION # 75

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