

Managing-Human-Capital WGU Managing Human Capital C202 Learning Material in 3 Different Formats

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.



CHAPTER 1	
Question	Answer
1. What is human resource management (HRM)?	The organizational function responsible for attracting, hiring, developing, rewarding, and retaining talent.
2. List the 6 HRM functional areas, and what each area is about in only 2 sentences.	Staffing (process of planning, acquiring, deploying, and retaining employees that enables the organization to meet its talent needs and execute its business strategy), performance management (must be aligned with training goals, 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), training & development (developing employee capabilities through both formal and informal activities, career planning, organizational development, and legal compliance), rewards & benefits (reward employees for their contributions to organizational goal attainment, rewards are direct/indirect financial compensation (benefits), nonfinancial compensation), health & safety (topics range from wellness, fire/food safety, ergonomics, injury management, disaster preparedness, industrial hygiene, bullying/violent), and employee-management relations (the HR function that refers to industrial relation, more commonly known as unionized employment relations).
3. In addition to managing risk, what are several other ways effective HRM systems influence performance of an entire organization?	Improve organizational efficiency, contribute revenue growth, increase employees understanding of their region and how they relate to org. mission/business strategy/goals, develop/enhance employee capabilities/talent to enable strategic execution/goal attainment, equitably link rewards to responsibility level/performance, promote efficient/effective utilization of employee's skills/knowledge, increase employee engagement/effort/performance, increase organization's ability to manage change, decrease organization's legal ability for compliance with employment laws.
4. Explain HRM's role in executing an organization's business strategy.	Which products/services to offer, gain a competitive advantage. Not only must HRM policies and practices align with a company's strategies, but its business strategy must also align with the competitive environment and immediate business conditions. The company makes the HRM policies but the managers execute them.
Concept	Reference
Human resource management	1.1 - 1.2
HRM functions (6)	1.4 - 1.20
HRM & organizational performance	1.11
Effective HRM systems	1.11
HRM & business strategy	1.12 - 1.14
HRM responsibility	1.15 - 1.16

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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"> • 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	<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 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 (Q26-Q31):

NEW QUESTION # 26

A manager gives an employee a verbal warning for being tardy. The employee arrives late to work one more time the following week.

What is the next step if the manager is using progressive discipline?

- A. Written warning
- B. Termination
- C. Suspension
- D. Demotion

Answer: A

Explanation:

Progressive discipline is a structured and systematic approach used by managers to address employee misconduct or performance issues by applying increasingly severe penalties for repeated offenses. According to Human Resource Management, 16th Edition by Gary Dessler, progressive discipline is designed to give employees clear notice of unacceptable behavior and a fair opportunity to correct it before more serious action is taken.

The typical sequence of progressive discipline begins with a verbal warning, followed by a written warning, then suspension, and finally termination if the behavior continues. In this case, the employee has already received a verbal warning for tardiness. When the

employee arrives late again the following week, the manager must move to the next formal step in the disciplinary process. That step is issuing a written warning, which formally documents the problem, specifies expectations for improvement, and warns the employee of possible future consequences if the behavior persists.

Skipping directly to harsher penalties such as suspension, demotion, or termination would violate the principles of fairness and due process emphasized in effective human resource management. Progressive discipline ensures consistency, legal defensibility, and transparency, while reinforcing organizational standards. Thus, based on established HRM practices, the correct next step after a verbal warning is a written warning.

Source:

Gary Dessler, Human Resource Management, 16th Edition, Chapter on Employee Discipline and Employee Relations

NEW QUESTION # 27

What is an advantage of a pay-for-performance plan?

- A. It connects performance with intrinsic motivation.
- B. It rewards those who are most knowledgeable.
- C. It provides a positive reinforcement method.
- D. It recognizes the most tenured employees.

Answer: C

Explanation:

A pay-for-performance plan is advantageous because it provides a method of positive reinforcement, which directly links an employee's compensation to their performance. This system incentivizes employees to achieve high performance by rewarding them with financial bonuses or raises based on their achievements.

Positive reinforcement encourages desirable behaviors and high productivity, aligning individual performance with organizational goals.

References

* Managing Human Capital Textbook

* "Pay for Performance: Evaluating Performance Appraisal and Merit Pay" by George T. Milkovich and Alexandra K. Wigdor

* SHRM (Society for Human Resource Management) guidelines on pay-for-performance plans

NEW QUESTION # 28

Which type of benefit is typically more secure for unionized workers than for nonunionized workers?

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

Answer: D

Explanation:

Unionized workers often enjoy stronger benefit protections because benefits are negotiated and formalized through collective bargaining agreements. According to Human Resource Management, 16th Edition by 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 is guaranteed pensions.

Source:

Gary Dessler, Human Resource Management, 16th Edition, Chapter on Labor Relations and Employee Benefits

NEW QUESTION # 29

Which factor influences employees' attitudes about workplace safety?

- **A. Leadership's positive reinforcement of reporting potential hazards**
- B. An organization's generous attendance policy
- C. An employee's level of compensation
- D. An employee's potential for career development

Answer: A

Explanation:

Employees' attitudes toward workplace safety are strongly shaped by leadership behavior and organizational culture. According to Human Resource Management, 16th Edition by Gary Dessler, one of the most influential factors in shaping safety attitudes is management's visible commitment to safety, particularly through positive reinforcement of safe behaviors and hazard reporting. Dessler explains that when leaders actively encourage employees to report unsafe conditions without fear of retaliation and recognize those who do so, employees perceive safety as a core organizational value. This perception increases safety awareness, compliance with safety rules, and employee participation in safety initiatives. In contrast, if leadership ignores or discourages hazard reporting, employees may believe productivity is valued more than safety, which weakens safety attitudes.

Factors such as compensation, attendance policies, or career development opportunities may affect motivation or satisfaction, but they do not directly shape employees' perceptions of safety priorities. Leadership behavior sends a powerful signal about what truly matters in the organization. Therefore, positive reinforcement by leadership for reporting potential hazards most directly influences employees' attitudes about workplace safety.

Source:

Gary Dessler, Human Resource Management, 16th Edition, Chapter on Employee Safety and Health

NEW QUESTION # 30

How can human resource managers increase procedural fairness in the hiring process?

- **A. By using validated selection methods that are job related**
- B. By assessing a variety of interpersonal skills through unstructured interviews
- C. By utilizing interviewers who are friendly and personable
- D. By asking personal questions to better understand a candidate

Answer: A

Explanation:

Procedural fairness in the hiring process can be increased by implementing validated selection methods that are directly related to the job requirements. This includes using standardized tests, structured interviews, and job simulations that have been scientifically proven to predict job performance. These methods ensure that all candidates are evaluated consistently and objectively based on their qualifications and abilities relevant to the job, thereby reducing biases and enhancing the perceived fairness of the selection process.

References:

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

* Boudreau, J. W., & Cascio, W. F. (2017). Applied Psychology in Talent Management. Sage Publications.

NEW QUESTION # 31

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