

Managing-Human-Capital 높은통과율공부문제 - Managing-Human-Capital참고자료

Managing Human Capital

[webtexts.com/courses/09526/traditional-book/chapter0073244-analyzing-work-and-human-resource-planning/pages/6000075-chapter-4](https://www.webtexts.com/courses/09526/traditional-book/chapter0073244-analyzing-work-and-human-resource-planning/pages/6000075-chapter-4)

This page contains an overview of the main ideas from Chapter 4. Use the chapter's learning objectives and key takeaway points to complete the downloadable chapter review.

HRM Planning

In this section, you will review information about HRM planning and use it to build your chapter review. *Objectives: Describe how managers align performance metrics, organizational action plans, and human resource planning.* Human resource planning aligns the organization's human resources to effectively accomplish its strategic goals by reconciling labor demand and labor supply forecasts. Without meaningful data, it is difficult to make sound decisions in support of the business and strategic execution. It is most important to identify and measure the HRM activities that contribute to business strategy execution and the organization's financial performance.

Human Resource Planning Process Step	Description
Step 1: Strategic Planning	A company's strategic vision, mission, values, and strategy influence the type, quality, and quantity of skills and employees needed.
Step 2: Human Resource Planning	Human resource planning aligns the organization's talent to effectively and efficiently accomplish the organization's strategic goals.
Step 3: Forecasting Labor Supply and Demand	Forecasting both expected labor demand and expected labor supply identifies any expected labor shortages or surpluses. It is also important to determine whether any gaps are expected to be short term or long term in duration.
Step 4: Action Planning	Develop action plans to address any gaps between expected labor supply and demand. Action plans should be consistent with the firm's talent philosophy and values and include recruiting, retention, compensation, succession management, and training and development plans as needed. For example, addressing the issues related to a workforce lacking skills that will be needed in five years when the company plans to adopt a new technology might require an action plan focused on recruiting, training, and possibly compensation to motivate employees to learn the new skills.

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WGU Managing-Human-Capital 시험요강:

주제	소개
주제 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.
주제 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.

주제 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.
주제 4	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.
주제 5	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.

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최신 Courses and Certificates Managing-Human-Capital 무료샘플문제 (Q19-Q24):

질문 # 19

Employee A and Employee B are unable to reach an agreement on how to approach a project. Their manager instructs them to sit down and quickly reach a solution that will make both employees partially happy.

Which type of conflict management strategy has the manager instructed these employees to use?

- A. Competing
- B. Avoiding
- C. Accommodating
- D. Compromising

정답: D

설명:

Conflict management strategies describe how individuals or managers handle disagreements in the workplace.

According to Human Resource Management, 16th Edition by Gary Dessler, compromising is a strategy in which each party gives up something to reach a mutually acceptable solution. The outcome does not fully satisfy either party but resolves the conflict quickly and fairly.

In this scenario, the manager instructs both employees to reach a solution that will make them partially happy, which directly aligns with the definition of compromise. Dessler explains that compromise is particularly useful when time is limited and when maintaining working relationships is important. It allows progress without prolonged conflict, even though it may not produce the optimal solution.

Avoiding would involve ignoring the conflict, competing would result in one party winning at the expense of the other, and accommodating would require one employee to fully give in. None of these match the manager's instruction. Therefore, the correct answer is compromising.

Source:

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

질문 # 20

A manager and an employee go on a lunch break together. The manager tells the employee about another coworker that received discipline. The manager discloses to the employee that the coworker was reprimanded for poor performance. Which part of this scenario involves an ethical dilemma?

- A. The employee listening to what the manager shared
- B. The manager having an unofficial one-on-one conversation with the employee
- **C. The manager disclosing the discipline of the coworker to the employee**
- D. The employee going on a lunch break with the manager

정답: C

설명:

* Confidentiality Breach: The manager discussing the disciplinary actions taken against another employee violates the principle of confidentiality. Disciplinary actions are private matters and should only be shared with those directly involved or authorized personnel.

* Professional Ethics: According to professional ethics, particularly in HR and management, sensitive information about employees should not be disclosed to others who do not have a legitimate need to know.

* Trust and Morale: Such disclosures can erode trust within the team and negatively impact morale, as employees might feel their privacy is not respected.

* Legal Implications: There could be potential legal implications if the disclosed information is used improperly or causes harm to the reputation of the disciplined employee.

References:

* Society for Human Resource Management (SHRM) Code of Ethical and Professional Standards

* HR Confidentiality Policies and Best Practices

질문 # 21

What is a characteristic of psychological contracts in the workplace?

- **A. They consist of the unwritten expectations of the employment relationship.**
- B. They include formal agreements made during voluntary counseling sessions.
- C. They are formed to encourage positive workplace environments.
- D. They are based on shared core values between employees and their managers.

정답: A

설명:

Psychological contracts refer to the informal and unwritten set of expectations that exists between an employee and the employer. According to Human Resource Management, 16th Edition by Gary Dessler, psychological contracts include beliefs about job security, career development, fairness, recognition, and mutual obligations that are not formally stated in employment contracts. Dessler emphasizes that psychological contracts develop over time through communication, organizational culture, and managerial behavior. When employees believe these unwritten expectations are fulfilled, trust and commitment increase. When they are violated, employees may experience dissatisfaction, reduced engagement, or withdrawal behaviors.

Psychological contracts are not formal legal agreements, nor are they created through counseling sessions.

While shared values and positive environments may influence them, their defining characteristic is that they are unwritten expectations governing the employment relationship. Therefore, the correct answer is they consist of the unwritten expectations of the employment relationship.

Source:

Gary Dessler, Human Resource Management, 16th Edition, Chapter on Employee Engagement and Organizational Culture

질문 # 22

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

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

정답: A

설명:

Unionized workers typically enjoy more secure benefits compared to nonunionized workers, with guaranteed pensions being one of the most secure. Unions negotiate defined benefit pension plans that promise a specified monthly benefit at retirement, which is often based on factors such as salary history and years of service. These plans provide financial security for employees upon retirement and are less common in nonunionized workplaces, where defined contribution plans like 401(k)s are more prevalent.

References:

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

Freeman, R. B., & Medoff, J. L. (1984). What Do Unions Do?. Basic Books.

질문 # 23

What describes a bona fide occupational qualification under Title VII of the Civil Rights Act of 1964?

- A. A provision that makes retaliation against whistleblowers illegal
- B. A quota for workforce diversity in government agencies and large organizations
- C. An exemption from performing essential job functions for people with specific traits
- **D. A characteristic that is essential to the successful performance of a relevant job function**

정답: D

설명:

A bona fide occupational qualification (BFOQ) under Title VII of the Civil Rights Act of 1964 allows employers to hire employees based on characteristics typically prohibited under the act, such as religion, sex, or national origin, if these characteristics are reasonably necessary to the normal operation of a particular business. This means the characteristic must be essential to the performance of the job. For example, hiring a female actor for a female role is considered a BFOQ.

Title VII of the Civil Rights Act of 1964, U.S. Equal Employment Opportunity Commission (EEOC) website

질문 # 24

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