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QUESTION NO: 1

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

ANSWER: D

Explanation:

Written warning is the appropriate next step in a typical progressive-discipline process. Progressive discipline applies increasingly formal corrective actions when an employee repeats a performance or conduct issue after receiving notice and an opportunity to improve. Because the employee has already received a verbal warning for tardiness and then arrives late again, the manager should document the continued issue in writing. The written warning should clearly identify the attendance expectation, describe the recent occurrence and prior verbal counseling, state the improvement required, establish a reasonable period for sustained improvement, and explain that further violations may result in more serious discipline. Documentation helps ensure that the employee understands the concern and provides a consistent record of the organization's corrective efforts. The manager should apply the organization's attendance and disciplinary policies consistently, ensure the employee has a chance to provide relevant context, and retain the documentation according to company practice. The U.S. Equal Employment Opportunity Commission emphasizes the importance of consistent application of workplace rules and policies; see [EEOC guidance on employment policies](#). For a general overview of effective disciplinary documentation and progressive action, see the [SHRM employee conduct management toolkit](#).

QUESTION NO: 2

What is a primary focus of global leadership training?

- A. Union requirements
- B. A job's technical skills
- C. Cross-cultural collaboration
- D. Safe work behaviors

ANSWER: C

Explanation:

Cross-cultural collaboration is a primary focus of global leadership training because global leaders must work effectively with people whose cultural norms, communication styles, expectations about authority, and approaches to decision-making may differ substantially. Training therefore develops cultural intelligence: the ability to recognize relevant cultural differences, remain curious rather than assume one's own practices are universal, adapt communication, and build trust across geographic and organizational boundaries. These capabilities help leaders create inclusive conditions in which distributed, culturally diverse teams can share information, coordinate work, resolve misunderstandings, and pursue common business objectives. Global leadership is not simply leadership delivered in another country; it requires the practical capacity to lead across cultures while balancing consistency with sensitivity to local contexts. The Center for Creative Leadership describes cross-cultural competence as essential for leading effectively in today's global organizations and emphasizes understanding cultural differences and adapting one's leadership approach. Similarly, the Society for Human Resource Management identifies cultural intelligence and inclusive leadership as important capabilities for organizations operating globally. These sources support cross-cultural collaboration as the central developmental outcome identified in the question. See [Center for Creative Leadership: Cross-Cultural Leadership](#) and [SHRM: Cultural Intelligence and Global Business](#).

QUESTION NO: 3

Which area has the main functions of staffing, health, safety, employee-management relations, rewards, benefits, training, development, and performance management?

- A. Strategic management planning
- B. Human resource management
- C. Human and financial management
- D. Succession planning

ANSWER: B

Explanation:

Human resource management is the organizational area responsible for managing the employment relationship and the workforce practices named in the question. Its scope spans staffing employees; maintaining workplace health and safety; fostering productive employee-management relations; administering compensation, rewards, and benefits; supporting employee training and development; and managing performance. Together, these interrelated functions enable an organization to acquire capable people, help them perform effectively, support their well-being, and align their contributions with organizational needs. The U.S. Bureau of Labor Statistics describes human resources specialists as recruiting, screening, interviewing, and placing workers, while human resources managers plan, coordinate, and direct an organization's administrative functions, including staffing and employee-related programs. The Society for Human Resource Management also identifies core HR responsibilities such as talent acquisition, total rewards, learning and development, employee relations, and workplace safety. Therefore, the complete set of functions in the question identifies human resource management as the relevant area. See the [U.S. Bureau of Labor Statistics overview of human resources managers](#) and [SHRM's HR strategy resources](#).

QUESTION NO: 4

Employees are allowed to have flexible work schedules.

Which form of compensation is represented in this example?

- A. Direct financial compensation
- B. Nonfinancial compensation
- C. Variable financial compensation
- D. Indirect financial compensation

ANSWER: B

Explanation:

Flexible work schedules are **nonfinancial compensation** because they provide employees with a valued reward that does not take the form of a direct cash payment. Compensation encompasses more than salary, hourly wages, bonuses, and benefits; it also includes elements of the work experience that employees value. Schedule flexibility can give employees greater control over when they perform their work, helping them manage personal responsibilities and improve work-life balance. This can strengthen job satisfaction, engagement, and retention even when an employee's base pay does not change.

In human resource management, nonfinancial rewards commonly include flexible work arrangements, recognition, meaningful work, autonomy, career-development opportunities, and positive work conditions. Flexible scheduling is therefore appropriately categorized according to the nonmonetary value it delivers to the employee. The U.S. Office of Personnel Management describes flexible work schedules as arrangements that allow employees to vary arrival and departure times within established limits, illustrating that the benefit concerns the organization and timing of work rather than a payment. See [OPM's Alternative Work Schedules fact sheet](#) and the [SHRM flexible work arrangements toolkit](#).

QUESTION NO: 5

What are employees experiencing if they are motivated by finding fulfillment in their work?

- A. External motivation
- B. Intrinsic motivation
- C. Incentive motivation
- D. Extrinsic motivation

ANSWER: B

Explanation:

Employees motivated by finding fulfillment in their work are experiencing intrinsic motivation. Intrinsic motivation arises from the inherent satisfaction of performing an activity: the work feels meaningful, enjoyable, interesting, challenging, or aligned with the employee's personal values. In this situation, the work itself is the source of motivation rather than a separate consequence of doing the work. For example, an employee may persist with a complex assignment because solving the problem is personally rewarding and provides a sense of accomplishment. This form of motivation is important in human-capital management because work design, autonomy, skill variety, task significance, feedback, and opportunities for growth can all support employees' internal sense of meaning and fulfillment. Managers can foster intrinsic motivation by connecting roles to a meaningful purpose, giving employees appropriate discretion in how they carry out their work, and ensuring they can see the impact of their contributions. The distinction rests on the stated source of motivation: fulfillment derived directly from the work is internal to the individual and the activity. This aligns with self-determination theory's emphasis on autonomous motivation and the psychological needs that support engaged, self-directed behavior. See the [Self-Determination Theory overview](#) and the [American Psychological Association's motivation resources](#).

QUESTION NO: 6

What is a driver for employee retention?

- A. Performance metrics
- B. Succession management
- C. Competency databases
- D. External sourcing

ANSWER: B

Explanation:

Succession management is a driver of employee retention because it connects employees' present work to visible future opportunities within the organization. An effective succession-management process identifies roles that are important to organizational continuity, assesses potential future candidates, and gives those employees targeted development, experience, feedback, and career-path information. This investment communicates that the employer sees employees as long-term contributors rather than merely as current job holders. Employees who can envision advancement and believe they have a credible opportunity to develop are more likely to remain engaged and committed to the organization. Succession management also helps organizations retain institutional knowledge by preparing internal talent for critical positions before vacancies occur. The U.S. Office of Personnel Management describes succession planning and management as a systematic effort to build leadership continuity and develop a talent pipeline, both of which depend on developing and retaining capable employees. Similarly, SHRM identifies career development and advancement opportunities as important retention practices. See the [U.S. Office of Personnel Management's succession-planning guidance](#) and SHRM's overview of [managing employee retention](#).

QUESTION NO: 7

An organization is preparing to implement a new inventory system. The new system will change the steps employees use to receive, store, and reconcile products.

Which type of training needs analysis should be used to identify the knowledge and skills employees will need for the changed work?

- A. Organizational analysis
- B. Task analysis
- C. Person analysis
- D. Turnover analysis

ANSWER: B

Explanation:

Task analysis is correct because it examines the duties, work processes, and knowledge, skills, and abilities required to perform a job successfully. Since the inventory system changes how employees complete core tasks, HR should analyze the new workflow to identify the specific capabilities employees must learn.

Organizational analysis focuses on whether training supports business strategy and whether resources are available. Person analysis identifies which individual employees need training. Those analyses may also be useful, but task analysis is the decisive method for determining the content required by the redesigned work.

QUESTION NO: 8

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

ANSWER: B

Explanation:

The correct answer is **Genetic Information Nondiscrimination Act of 2008**. GINA prohibits covered employers from discriminating against applicants or employees because of genetic information. Genetic information includes not only an individual's own genetic tests, but also the manifestation of a disease or disorder in a family member. Therefore, a social-media post revealing that the applicant's family member has Parkinson disease is family medical history and is protected genetic information under GINA. Making a hiring decision based on that information directly connects the adverse employment action to protected genetic information. GINA's employment protections apply to employers with 15 or more employees and cover hiring, discharge, compensation, and other terms or conditions of employment. The fact that the manager located the information through the applicant's social-media history does not permit its use in an employment decision. The Equal Employment Opportunity Commission specifically explains that family medical history is genetic information and that employers may not use genetic information to make employment decisions. See the [EEOC's GINA statutory guidance](#) and the EEOC's [GINA fact sheet](#).

QUESTION NO: 9

What is an example of affirmative action in an organization?

- A. Removing identifying information from resumes so recruiters are unaware of applicants ' backgrounds
- B. Establishing a workforce outreach program for protected groups underrepresented in the organization
- C. Enacting a policy that race or gender may not be criteria for hiring decisions
- D. Including a statement in commercials that the organization has a diverse workforce

ANSWER: B

Explanation:

Establishing a workforce outreach program for protected groups underrepresented in the organization is an example of affirmative action because affirmative action consists of proactive, good-faith efforts to expand equal employment opportunity and address underrepresentation. In an organizational setting, targeted outreach can include building relationships with community organizations, professional associations, educational institutions, or recruitment sources that serve qualified individuals from groups that have historically had limited representation in a particular workforce or job category. The purpose is to broaden the pool of qualified applicants and ensure that recruiting practices reach all available talent; it is not a guarantee of employment or a decision to hire an unqualified candidate. For covered federal contractors and subcontractors, affirmative-action obligations may include evaluating workforce representation, identifying areas of underutilization, and developing action-oriented programs such as outreach and recruitment efforts. These practices support compliance with equal-employment-opportunity principles by helping employers identify and remove barriers to participation while making employment decisions based on job-related qualifications. The U.S. Department of Labor's Office of Federal Contract Compliance Programs describes affirmative action as positive efforts to recruit, hire, train, and advance qualified individuals, including people from protected groups. See the [OFCCP affirmative action FAQs](#) and the [OFCCP FAQs](#).