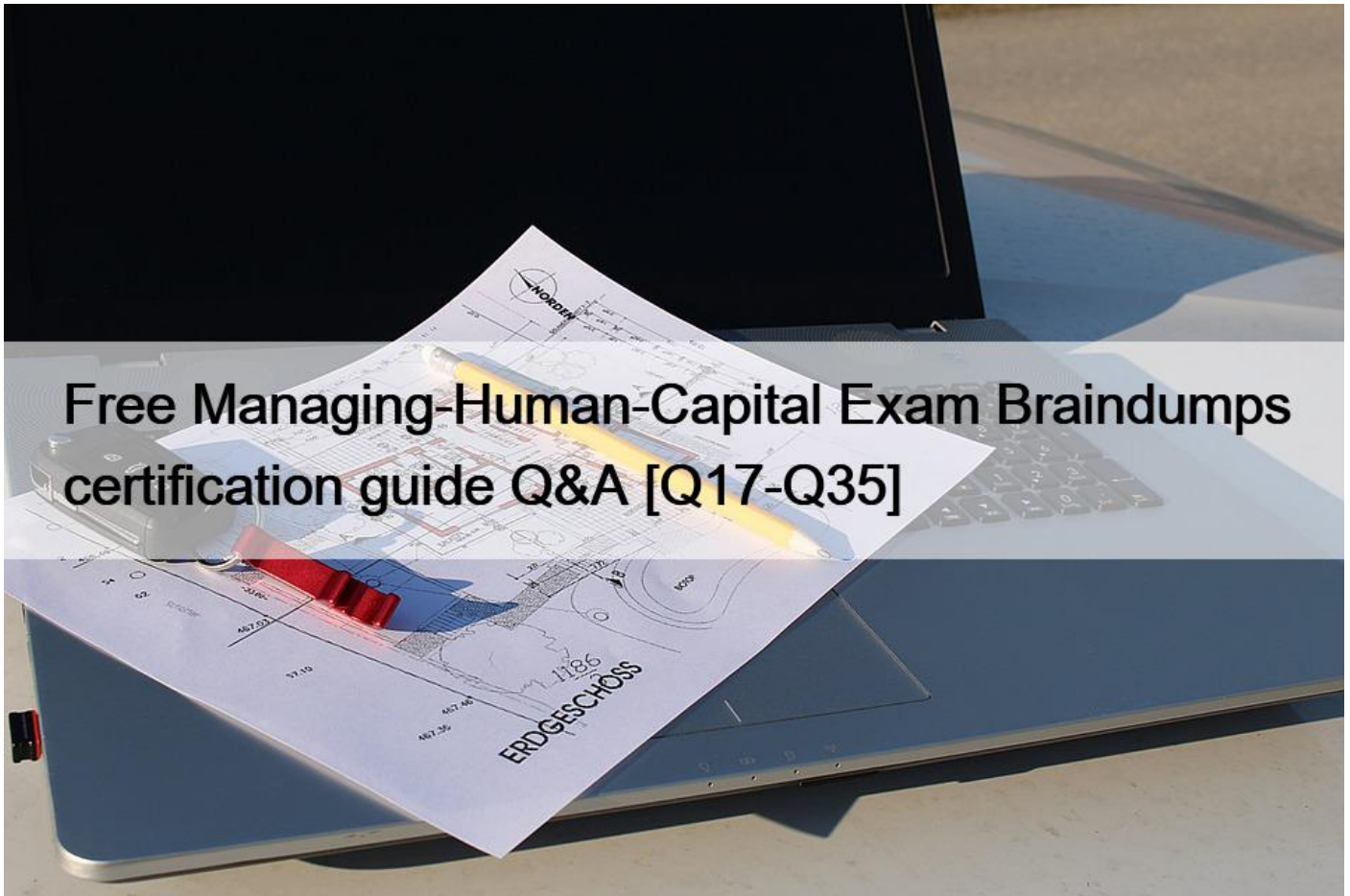


Free Managing-Human-Capital Exam Braindumps certification guide Q&A [Q17-Q35]



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Managing-Human-Capital Certification Overview Latest Managing-Human-Capital PDF Dumps

NO.17 What is a benefit to the employer of providing a healthy and safe work environment?

- * Increased health benefit options
- * Decreased absenteeism due to health-related issues
- * Increased availability of the employer's assistance program
- * Reduced need for policies and procedures
- * Healthy Work Environment: Providing a healthy and safe work environment helps prevent workplace injuries and illnesses, promoting overall well-being.
- * Absenteeism Reduction: When employees are healthy, they are less likely to take time off due to illness or injury, leading to decreased absenteeism.
- * Productivity and Morale: A safe work environment enhances employee morale and productivity, as employees feel valued and protected.

* **Cost Savings:** Reduced absenteeism also translates into cost savings for the employer, as fewer resources are spent on temporary replacements and overtime for covering absent employees.

References:

- * Occupational Safety and Health Administration (OSHA) guidelines
- * Studies on workplace safety and productivity by the National Institute for Occupational Safety and Health (NIOSH)

NO.18 Which type of work culture utilizes hiring, retaining, developing, and motivating employees while making work assignments that are connected to data or outcomes?

- * Performance culture
- * Innovative culture
- * Risk culture
- * Compliance culture

A performance culture is one that focuses on achieving specific results and aligning employee activities with the organization's strategic goals. In this type of culture, hiring, retaining, developing, and motivating employees are driven by data and outcomes. Performance metrics are used to make work assignments and evaluate employee contributions to ensure that the organizational objectives are met effectively and efficiently.

References:

- * **High Performance Work Systems**; by David A. Buchanan and Andrzej A. Huczynski, **Organizational Behavior**;
- * Society for Human Resource Management (SHRM) articles on performance culture

NO.19 What is the main reason for the failure of mergers and acquisitions?

- * Culture mismatch
- * Poor organizational design
- * Unsuccessful marketing approach
- * Inaccurate bookkeeping

The main reason for the failure of mergers and acquisitions is often a culture mismatch between the merging organizations. When two companies with different corporate cultures come together, clashes can occur if their values, beliefs, and ways of doing business do not align. This can lead to misunderstandings, conflicts, and a lack of cohesion, ultimately hindering the integration process and reducing the chances of a successful merger or acquisition.

References:

- * **Mergers and Acquisitions: Managing Culture and Human Resources**; by Mark E. Mendenhall and Gary

R. Oddou

- * McKinsey & Company articles on mergers and acquisitions

NO.20 What explains how (or the sequence of steps) to apply company guidelines to accomplish a task?

- * Rule
- * Principle
- * Policy
- * Procedure

A procedure explains how to apply company guidelines to accomplish a task through a sequence of steps. It is more detailed than a policy and provides the exact steps to follow in order to ensure consistency and efficiency in task completion.

References:

- * Managing Human Capital Textbook
- * HR best practices from SHRM (Society for Human Resource Management)

NO.21 Employees are allowed to have flexible work schedules.

Which form of compensation is represented in this example?

- * Nonfinancial compensation
- * Indirect financial compensation
- * Direct financial compensation
- * Variable financial compensation

Flexible work schedules are considered a form of nonfinancial compensation because they do not directly increase an employee's monetary earnings. Instead, they offer value through improved work-life balance, increased autonomy, and greater job satisfaction. Nonfinancial compensation can include various perks and benefits that enhance an employee's quality of life, contributing to their overall well-being and job satisfaction without direct financial incentives.

References

- * Managing Human Capital Textbook
- * [Strategic Compensation: A Human Resource Management Approach](#); by Joseph J. Martocchio
- * SHRM (Society for Human Resource Management) guidelines on nonfinancial compensation

NO.22 What is an example of the perception of personal loss leading to bias?

- * A manager not knowing if a hiring practice violates federal law
- * A manager believing all employees should celebrate Christian holidays instead of other holidays
- * A manager believing all female employees like to gossip
- * A manager believing hiring a diverse workforce will limit future employment opportunities
- * Definition of Perception of Personal Loss: This refers to the feeling that one's own opportunities or status within the organization may be threatened by certain changes or policies.

* Bias Formation: When a manager believes that hiring a diverse workforce will limit future employment opportunities, this belief stems from a perception of personal loss. The manager might feel that their own prospects or advantages are at risk due to increased competition or changes in organizational priorities.

* Impact on Diversity and Inclusion: Such a bias can negatively impact the organization's diversity and inclusion efforts. It can lead to resistance against hiring diverse candidates and maintaining a homogenous workforce, which can limit the benefits that come from a diverse team.

* Addressing the Bias: It is important to educate and train managers to understand the value of diversity, which includes improved problem-solving, creativity, and performance. Overcoming this bias helps create a more inclusive environment that benefits everyone in the organization.

References:

* SHRM: Understanding and Managing Bias in the Workplace

* Diversity and Inclusion Best Practices by the Human Resources Professional Association (HRPA)

* Studies on the impact of diversity on organizational performance by McKinsey & Company

NO.23 How can job design benefit an organization?

* By creating positions that motivate managers to segment work into very simple elements, removing opportunities for creativity and increasing efficiency

* By creating positions that enable the organization to achieve its goals while motivating employees by assigning them work based on their needs and talents

* By creating positions that require consistent performance from employees, which increases the organization's output

* By creating positions that can push an employee to the highest level of output for the benefit of the organization

Job design is the process of organizing tasks, duties, and responsibilities into a productive unit of work. By creating positions that align with employees' needs and talents, job design can significantly benefit an organization. This approach not only helps in achieving organizational goals by ensuring that work is done efficiently and effectively but also motivates employees by recognizing their individual strengths and preferences. Motivated employees tend to be more engaged, productive, and satisfied with their jobs, which in turn leads to higher retention rates and better overall organizational performance. Effective job design considers various factors such as job enrichment, job enlargement, job rotation, and the use of teams to create a fulfilling work environment. References

* Hackman, J. R., & Oldham, G. R. (1976). Motivation through the Design of Work: Test of a Theory. Organizational Behavior and Human Performance.

* Armstrong, M. (2021). Armstrong's Handbook of Human Resource Management Practice; Kogan Page.

NO.24 What is organizational design?

* Using a graphic representation of the structure of an organization to see the relationships between the organization's positions

* Making decisions about how to plan and organize work and exercise authority

* Allocating, coordinating, and supervising tasks to achieve organizational aims

* Selecting and managing aspects of organizational structure in order to facilitate organizational goal achievement

Organizational design involves configuring the structure of an organization to effectively achieve its goals.

This includes determining the best ways to allocate resources, coordinate activities, and supervise tasks. The aim is to create an optimal organizational framework that enhances communication, improves efficiency, and supports the achievement of strategic objectives. It includes decisions about hierarchy, departmentalization, span of control, and formalization.

References:

* Organization Design: A Guide to Building Effective Organizations; by Naomi Stanford

* Harvard Business Review articles on organizational design

NO.25 How can human resource managers increase procedural fairness in the hiring process?

* By assessing a variety of interpersonal skills through unstructured interviews

* By asking personal questions to better understand a candidate

* By using validated selection methods that are job related

* By utilizing interviewers who are friendly and personable

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.

NO.26 What is an example of a customary benefit?

- * Workers' compensation
- * Social security
- * Retirement plan
- * Unemployment insurance

A customary benefit refers to benefits that are traditionally offered by employers, though not legally required.

Retirement plans, such as 401(k) plans or pension plans, are common examples of customary benefits. These plans provide financial security for employees in their post-working years and are often used by employers to attract and retain talent by offering long-term financial planning options.

References

- * Managing Human Capital Textbook
- * Employee Benefits; by Joseph J. Martocchio
- * SHRM (Society for Human Resource Management) guidelines on customary benefits

NO.27 What is the definition of staffing?

- * The process of acquiring employees from wherever possible with the goal of remaining unbiased
- * The process of planning, acquiring, deploying, and retaining employees to enable an employer to meet its talent needs
- * The process of hiring and terminating employees to enable an employer to meet its budgetary needs
- * The process of workforce planning that supports the exchange of talent every few months in order to keep the organization fresh
- * Definition of Staffing: Staffing encompasses a series of activities aimed at ensuring the organization has the right people in the right jobs at the right time.

* Components:

- * Planning: Assessing current and future staffing needs based on organizational goals.
- * Acquiring: Recruiting and selecting candidates who fit the organizational culture and job requirements.
- * Deploying: Placing employees in roles where they can be most effective.
- * Retaining: Implementing strategies to keep talented employees engaged and committed to the organization.
- * Importance: Effective staffing ensures that the organization has the human capital necessary to achieve its objectives and maintain a competitive edge.

References:

* Human Resource Management theories and practices

* Strategic Staffing models and frameworks

NO.28 What is a characteristic of psychological contracts in the workplace?

* They include formal agreements made during voluntary counseling sessions.

* They consist of the unwritten expectations of the employment relationship.

* They are formed to encourage positive workplace environments.

* They are based on shared core values between employees and their managers.

Psychological contracts in the workplace refer to the unspoken, informal agreements and mutual expectations between employees and employers. These contracts encompass beliefs about the reciprocal obligations between both parties, such as job security, advancement opportunities, and support from the employer, while employees are expected to demonstrate loyalty, productivity, and commitment. Psychological contracts are critical because they influence employee behavior, satisfaction, and engagement. Violations of these unwritten expectations can lead to decreased trust, job dissatisfaction, and increased turnover. References:

* Rousseau, D. M. (1995). *Psychological Contracts in Organizations: Understanding Written and Unwritten Agreements*. Sage Publications.

* Armstrong, M., & Taylor, S. (2020). *Armstrong's Handbook of Human Resource Management Practice*.

Kogan Page.

NO.29 How does diversity awareness improve an organization's performance?

* Enables companies to give managers flexibility in their hiring practices

* Enables companies to earn more profit

* Enables companies to have better reputations

* Enables companies to hire, retain, and motivate the best talent

Inclusion in the workplace refers to creating an environment where all employees feel valued, respected, and have equal access to opportunities and resources. An inclusive scenario is one where team members collaborate, and everyone's ideas and contributions are considered. This encourages a sense of belonging and leverages the diverse perspectives of the entire team, leading to enhanced innovation and team performance.

The given example demonstrates this by showing a department where collaboration and open sharing of ideas are practiced. References:

* Roberson, Q. M. (2006). *Disentangling the meanings of diversity and inclusion in organizations*. Group

& Organization Management.

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

NO.30 What is an example of a situational interview question?

* "What have you done to successfully turn a difficult customer into a satisfied and loyal customer?"

* "How have you handled a situation in which you and a coworker could not cooperate and had to get management involved?"

* "Which type of leadership style do you prefer from your direct manager, and why do you prefer this style?"

* "How would you handle a scenario in which you are asked to do something that goes against company policy?"

Situational interview questions are designed to assess how candidates would handle hypothetical scenarios related to the job. The

question?” requires the candidate to demonstrate their problem-solving abilities, ethical judgment, and adherence to organizational rules. This type of question helps employers gauge a candidate’s potential behavior and decision-making skills in challenging situations. References:

- * Dessler, G. (2020). Human Resource Management. Pearson.
- * Campion, M. A., Palmer, D. K., & Campion, J. E. (1997). A review of structure in the selection interview. Personnel Psychology.

NO.31 Which scenario is an example of inclusion?

- * A manager of a department works on a project independently.
- * The majority of a department works well together, but opinions and requests are ignored by some.
- * A manager picks 2 of 10 employees to work on a project.
- * A department works together on a project, and ideas are freely shared.

Inclusion in the workplace refers to creating an environment where all employees feel valued, respected, and have equal access to opportunities and resources. An inclusive scenario is one where team members collaborate, and everyone’s ideas and contributions are considered. This encourages a sense of belonging and leverages the diverse perspectives of the entire team, leading to enhanced innovation and team performance.

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- * Roberson, Q. M. (2006). Disentangling the meanings of diversity and inclusion in organizations. Group & Organization Management.
- * Dessler, G. (2020). Human Resource Management. Pearson.

NO.32 How is understanding a trainee’s learning style important to training effectiveness?

- * It improves training outcomes.
- * It expands employee skill gaps.
- * It influences the location of the training.
- * It increases the positive feedback given to the trainer.

Understanding a trainee’s learning style is crucial for the effectiveness of training because it allows the training to be tailored to the individual’s preferred method of learning, thereby improving retention and application of the material. For instance, visual learners benefit from diagrams and videos, auditory learners from lectures and discussions, and kinesthetic learners from hands-on activities. By aligning training methods with learning styles, the overall training outcomes improve, leading to better performance and skill acquisition.

References

- * Managing Human Capital Textbook
- * “Training and Development for Dummies” by Elaine Biech
- * SHRM (Society for Human Resource Management) guidelines on training effectiveness

NO.33 What is the difference between sourcing and recruiting?

- * Sourcing identifies the best applicants to meet staffing goals, and recruiting takes steps to convert potential candidates into applicants.

- * Sourcing is a strategy to attract candidates to an employer, and recruiting is a process for making employers desire certain candidates.
- * Sourcing relies on interpersonal skills to attract candidates to apply for positions, and recruiting is a process for identifying talent pools.
- * Sourcing focuses on factors external to an employer, and recruiting focuses on factors internal to an employer.

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.

- * Phillips, J. M., & Gully, S. M. (2015). *Strategic Staffing*; Pearson Education.
- * SHRM. *Sourcing Candidates*;

NO.34 What is a benefit of internal recruiting?

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

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.

NO.35 A manager meets with an employee to praise the employee for achieving monthly sales goals.

Which performance management technique did this manager implement?

- * Formal coaching
- * Progressive coaching
- * Positive feedback
- * Constructive feedback

The manager implemented the technique of positive feedback by praising the employee for achieving monthly sales goals. Positive feedback involves recognizing and affirming good performance, which helps to reinforce desirable behaviors and motivate employees. It is a critical component of effective performance management because it not only acknowledges the employee's efforts and achievements but also encourages them to maintain or improve their performance.

References

* Managing Human Capital Textbook

* “The Power of Feedback: Giving, Seeking, and Using Feedback for Performance Improvement” by Manuel London

* SHRM (Society for Human Resource Management) guidelines on performance feedback

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