



This course supports the assessment for Managing Human Capital. The course covers 4 competencies and represents 3 competency units.

Introduction

Overview

This course 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.

Getting Started

Welcome to the Managing Human Capital course. In this course you will learn eleven topics: strategic human resource management; the role of human resource management in business; diversity, equal employment opportunity, and affirmative action; analyzing work and human resource planning; sourcing and recruiting; selection and hiring; training and development; performance management; base compensation, incentives and benefits; creating a healthy work environment; creating positive employee management relations; and managing engagement and turnover.

Within these topics, you will be asked to read text and external articles, watch videos, and complete review activities. Competency will be demonstrated by the successful completion of an objective assessment. To help you track your progress in the course, view the Topics and Pacing Guide located in the Preparing for Success section in the study plan.

Watch the following welcome video for an introduction to this course:

Note: To download this video, right-click the following link and choose "Save as...": [download video](#).

Competencies

This course provides guidance to help you demonstrate the following 4 competencies:

- **Competency 3020.1.1: Legal and Regulatory Requirements**
The graduate analyzes applicable legal and regulatory requirements to determine whether organizations meet legal responsibilities.
- **Competency 3020.1.2: Strategic Human Resource Management**
The graduate determines the strategic impact of human resource management on organizations.
- **Competency 3020.1.3: Analyzing Work and Human Resource Planning**
The graduate evaluates strategies, policies, and procedures for effective human resource management within an organization.
- **Competency 3020.1.4: Motivational Concepts in Human Resources**
The graduate manages diverse human resources by applying motivational concepts to



enhance organizational performance.

Course Instructor Assistance

As you prepare to demonstrate competency in this subject, remember that course instructors stand ready to help you reach your educational goals. As subject matter experts, mentors enjoy and take pride in helping students become reflective learners, problem solvers, and critical thinkers. Course instructors are excited to hear from you and eager to work with you.

Successful students report that working with a course instructor is the key to their success. Course instructors are able to share tips on approaches, tools, and skills that can help you apply the content you're studying. They also provide guidance in assessment preparation strategies and troubleshoot areas of deficiency. Even if things don't work out on your first try, course instructors act as a support system to help you prepare for another attempt. You should expect to work with course instructors for the duration of your coursework, and you are encouraged to contact them as soon as you begin. Course instructors are fully committed to your success!

Preparing for Success

The information in this section is provided to detail the resources available for you to use as you complete this course.

Learning Resources

The learning resources listed in this section are required to complete the activities in this course. For many resources, WGU has provided automatic access through the course. However, you may need to enroll manually or acquire other resources independently. Read the full instructions provided to ensure that you have access to all of your resources in a timely manner.

Automatically Enrolled Resources

You can access the learning resources listed in this section by clicking on the links provided throughout the course. You may be prompted to log in to the WGU student portal to access the resources.

Cengage MindTap

You will access the materials in the following MindTap courseware at the activity level within this course.

- Human Resource Management

This web-based resource includes access to the following e-text along with flashcards for mastering key concepts and vocabulary, videos, interactive quizzes, and homework questions.

- Phillips, J. M., & Gully, S. M. (2014). *Human resource management* (1st ed.). Cengage. ISBN-13: 9781111533557

Note: This e-text is available to you as part of your program tuition and fees, but you may purchase a hard copy at your own expense through a retailer of your choice. If you choose to do



so, please use the ISBN listed to ensure that you receive the correct edition.

The following video will show you how to access your Cengage MindTap learning resource and install the mobile app to your mobile device:

- [MindTap App Navigational Video](#)

Review the following tutorials to become familiar with MindTap:

- [MindTap Basic Navigation](#)
- [MindTap Annotations](#)
- [MindTap Media](#)
- [MindTap Apps](#)

Supplemental Readings

This course utilizes supplemental readings which have been added to the related chapters within the MindTap course. You can access the readings by clicking on the assigned chapter readings within the MindTap courseware.

Ebook Central E-Books

The following textbook is available to you as an e-text within this course. You will be directly linked to the specific readings required within the activities that follow.

- [Bogardus, A. \(2012\). *PHR/SPHR—Professional in human resources certification study guide* \(4th ed.\) Hoboken, NJ: Wiley. ISBN: 9781118289174.](#)

EBL e-books can be downloaded to your computer or mobile device. Follow the [instructions](#) to download your e-books for offline access.

Note: These e-texts are available to you as part of your program tuition and fees, but you may purchase hard copies at your own expense through a retailer of your choice. If you choose to do so, please use the ISBN listed to ensure that you receive the correct edition.

Topics and Pacing

This outline is a guided structure of the topics recommended to complete the learning activities. It is provided as a suggested structure and can be adapted according to your knowledge, skills, and experience. Use the topics and pacing outline to support your completion of the course within the recommended timeframe.

Week 1

- Pre-assessment (if previous HR experience or education)
- Strategic Human Resource Management
- The Role of Human Resource Management in Business
- Diversity, Equal Employment Opportunity, and Affirmative Action



Week 2

- Analyzing Work and Human Resource Planning
- Sourcing and Recruiting
- Selection and Hiring

Week 3

- Training and Development
- Performance Management

Week 4

- Base Compensation, Incentives, and Benefits

Week 5

- Creating a Healthy Work Environment
- Creating Positive Employee Management Relations
- Managing Engagement and Turnover

Week 6

- Objective Assessment

Managing Human Capital

The need to manage human resources effectively is vital to the success of any organization. Management strategies to motivate and develop employees as well as best practices to manage performance for added value use a variety of practices and approaches, including performance appraisals, team development and performance, and succession planning. It is essential that a manager be able to support employees in making valuable contributions to the company through a strategy for maximizing the use of human resources.

Strategic Human Resource Management

This section covers human resource management (HRM) and the functions of the HRM department, such as staffing, training and development, performance management, rewards and benefits, health and safety, and employee-management relations. It also addresses how HRM influences organizational performance and the role in business strategy.

This topic addresses the following competency:

- **Competency 3020.1.2: Strategic Human Resource Management**
The graduate determines the strategic impact of human resource management on organizations.

This topic highlights the following objectives:



- Explain how HRM strategy supports business strategy.
- Describe primary HRM functions.
- Explain why HRM is important to organizational performance.
- Explain how HRM practices reinforce organizational culture.
- Explain how biases can create barriers to equal treatment in the organization.
- Describe how HRM strategy can support organizational change.

Strategic Human Resource Management

Human resource management works with organizational managers, leaders, and employees to meet organizational goals.

As you complete the listed material below, pay attention to the following key points:

- definition of human resource management
- function of human resource management
- the impact of HRM on business strategy
- competitive advantage
- financial compensation

Access [Chapter 1 \(“Strategic Human Resource Management”\)](#) in *Managing Human Management* and complete the following activities:

- Read the chapter.
- Answer the discussion questions in the course community discussion link.
- View the video ("[Strategic Human Resource Management](#)")
- Review the flashcards for terminology.
- Take the post-chapter quiz.
- Complete the homework.

The Role of Human Resource Management in Business

This topic covers the importance of ethics and social responsibility and how HRM supports these functions. It also covers many of the ways that HRM supports managers and leaders in business organizations.

This topic addresses the following competencies:

- **Competency 3020.1.1: Legal and Regulatory Requirements**
The graduate analyzes applicable legal and regulatory requirements to determine whether organizations meet legal responsibilities.
- **Competency 3020.1.2: Strategic Human Resource Management**
The graduate determines the strategic impact of human resource management on organizations.

This topic highlights the following objectives:

- Identify an ethical dilemma in the area of human resource management.



- Recommend an approach to resolve an ethical dilemma.
- Describe how HRM supports organizational leadership.
- Describe how HRM can create the foundation for the success of a merger or acquisition.
- Describe how human resource managers may serve as internal consultants for managers.

The Role of Human Resource Management in Business

In this activity, you will gain an understanding of the role of HRM as internal consultants in businesses.

As you complete the listed material below, pay attention to the following key points:

- organizational culture
- codes of conduct
- code of ethics
- corporate social responsibility
- approaches or standards for making ethical decisions

Access [Chapter 2 \(“The Role of Human Resource Management in Business”\)](#) in *Managing Human Management* and complete the following activities:

- Read the chapter.
- View the video ([“The Role of HR Management in Business”](#))
- Review flashcards for terminology.
- Take the post-chapter quiz.
- Complete the homework.

Additional Reading

Access and read the following supplemental materials:

- “Organizational Values and Ethics” in [PHR/SPHR—Professional in Human Resources Certification Study Guide](#)

Access and complete the following MindTap module:

- [Chapter 2 \(“The Role of Human Resource Management in Business”\)](#)

Diversity, Equal Employment Opportunity, and Affirmative Action

Employment laws and diversity are issues that business leaders need to be aware of. They also need to know when to consult their HR specialists for support in ensuring organizational compliance.

This topic addresses the following competency:

- **Competency 3020.1.1: Legal and Regulatory Requirements**



The graduate analyzes applicable legal and regulatory requirements to determine whether organizations meet legal responsibilities.

This topic highlights the following objectives:

- Define affirmative action.
- Describe the differences between adverse impact and disparate treatment.
- Identify the protected classes and the laws that protect them.
- Define at-will employment.
- Identify the key purposes of the following employment laws: ADA, ADEA, Equal Pay Act, Title VII of the Civil Rights Act, Pregnancy Discrimination Act, the Civil Rights Law of 1991, Fair Labor (FLSA), ACA, HIPAA, OSHA, FMLA, USERRA, and IRCA.
- Describe the difference between unemployment compensation and workers' compensation.

Diversity, Equal Employment Opportunity, and Affirmative Action

In order to comply with the law, a leader must understand and be able to apply the concepts of diversity, equal employment opportunity, and affirmative action. Perhaps just as importantly, application of these concepts is proven to increase company performance and employee engagement.

As you complete the listed material below, pay attention to the following key points:

- the importance of employment laws
- the importance of diversity and inclusion to business performance
- major federal employment laws
- affirmative action
- types of employment lawsuits

Access [Chapter 3 \("Diversity, Equal Employment Opportunity, and Affirmative Action"\)](#) in *Managing Human Management* and complete the following activities:

- Read the chapter.
- Answer the discussion questions in the course community discussion link.
- View the video ("[Diversity, Equal Employment Opportunity, & Affirmative Action](#)").
- Review flashcards for terminology.
- Take the post-chapter quiz.
- Complete the homework.

Additional Reading

Access and read the following supplemental materials:

- Involuntary Benefits (in Ch. 6) and Appendix C
 - "Involuntary Benefits" in [PHR/SPHR—Professional in Human Resources Certification Study Guide](#) (located in Chapter 6: Total Rewards under Benefits)



section)

- Appendix C ("Legislation and Case Law Summary") of [PHR/SPHR—Professional in Human Resources Certification Study Guide](#)

Analyzing Work and Human Resource Planning

Organizational structure and workforce planning provide managers and leaders with the ability to meet organizational opportunities and future challenges.

This topic addresses the following competency:

- **Competency 3020.1.3: Analyzing Work and Human Resource Planning**
The graduate evaluates strategies, policies, and procedures for effective human resource management within an organization.

This topic highlights the following objectives:

- Describe the purpose of a job analysis and how it is used.
- Describe how managers align performance metrics, organizational action plans, and human resource planning.
- Explain how diversity and inclusion benefit organizational performance.
- Explain the differences between rules, policies, and procedures.
- Explain how the employee handbook can protect the organization and the employee.

Analyzing Work and Human Resource Planning

Organizational structure and HR planning provide the foundation for human resource activities by identifying and addressing future challenges to an organization's ability to get the right talent to the right place at the right time. Proactive workforce planning ensures that the right people will be in place to successfully execute the business strategy both now and in the future.

As you complete the listed material below, pay attention to the following key points:

- labor supply and demand
- job design
- job analysis
- organizational structure
- workflow analyses
- how HRM supports organizational leadership
- how HRM may serve as internal consultants to organizational leadership

Access [Chapter 4 \("Analyzing Work and Human Resource Planning"\)](#) in *Human Resource Management* and complete the following activities:

- Read the chapter.
- View the video ("[Analyzing Work and HR Planning](#)").
- Review flashcards for terminology.
- Take the post-chapter quiz.



- Complete the homework.

Sourcing and Recruiting

Understanding how organizations find and recruit candidates helps managers to meet organizational goals.

This topic addresses the following competency:

- **Competency 3020.1.3: Analyzing Work and Human Resource Planning**
The graduate evaluates strategies, policies, and procedures for effective human resource management within an organization.

This topic highlights the following objectives:

- Define person-organizational (P-O) fit.
- Explain the difference between sourcing and recruiting.
- Identify types and benefits of internal and external recruiting sources.

Sourcing and Recruiting

In many organizations, sourcing and recruiting is handled by the HR department, but it is important to be aware of these concepts. Sourcing is more analytical and identifies qualified individuals. Recruiting involves activities to influence people to apply for and accept job offers.

As you complete the listed material below, pay attention to the following key points:

- recruiting sources, internal and external
- recruiting techniques
- recruiting metrics
- applicant attraction strategies
- ethical issues

Access [Chapter 5 \("Sourcing and Recruiting"\)](#) in *Human Resource Management* and complete the following activities:

- Read the chapter.
- View the video ("[Sourcing and Recruiting](#)").
- Review flashcards for terminology.
- Take the post-chapter quiz.
- Complete the homework.

Selection and Hiring

The goals of candidate assessment and methods are to evaluate job candidates, decide who to hire and negotiate job offers.

This topic addresses the following competency:

- **Competency 3020.1.3: Analyzing Work and Human Resource Planning**



The graduate evaluates strategies, policies, and procedures for effective human resource management within an organization.

This topic highlights the following objectives:

- Describe the differences between structured, behavioral, and case interviews.
- Explain how to promote fairness in hiring practices.

Selection and Hiring

The assessment and selection of job candidates is essential for organizations. The assessment methods depend on the job analysis, business strategy, and predictions of job success. Candidates are compared to a hiring standard and job offers are determined. Employment contracts formalize the arrangements. Often managers and leaders in organizations work with HRM for the selection and hiring of personnel.

As you complete the listed material below, pay attention to the following key points:

- assessment
- selection
- job offers
- employment contracts

Access [Chapter 6 \("Selection and Hiring"\)](#) in *Human Resource Management* and complete the following activities:

- Read the chapter.
- View the video ("[Selection and Hiring](#)").
- Review flashcards for terminology.
- Take the post-chapter quiz.
- Complete the homework.

Training and Development

This module focuses on how training can adapt employees' skills for changing needs within organizations.

This topic addresses the following competency:

- **Competency 3020.1.3: Analyzing Work and Human Resource Planning**
The graduate evaluates strategies, policies, and procedures for effective human resource management within an organization.

This topic highlights the following objectives:

- Describe steps to create an effective training program.
- Describe various training methods.
- Explain why learning style is important to training effectiveness



- Explain Kirkpatrick's four levels of training evaluation.

Training and Development

Once new employees are hired, onboarding begins. HRM also involves effective training for reinforcement and employee development.

As you complete the listed material below, pay attention to the following key points:

- effective training
- reinforcing training
- training in ethics, global leadership, and diversity
- socialization

Access [Chapter 7 \("Training and Development"\)](#) in *Human Resource Management* and complete the following activities:

- Read the chapter.
- View the video ("[Training & Development](#)").
- Review flashcards for terminology.
- Take the post-chapter quiz.
- Complete the homework.

Performance Management

Performance management directs and motivates employees, work groups, and business units to accomplish organizational goals.

This topic addresses the following competency:

- **Competency 3020.1.3: Analyzing Work and Human Resource Planning**
The graduate evaluates strategies, policies, and procedures for effective human resource management within an organization.

This topic highlights the following objectives:

- Describe the benefits of performance management.
- Explain the benefits of goal setting.
- Identify sources of performance information.
- Explain why feedback is important to goal accomplishment.
- Describe the purpose of progressive discipline.
- Describe the process of progressive discipline.
- Identify common obstacles to effective performance management.

Performance Management

Performance management aligns the individual, team, work unit, and organizational goals. Goal setting, feedback, and coaching are effective performance-management techniques. Multiple performance measurement approaches can be used together. This section discusses some of



the approaches to performance management and performance improvement.

As you complete the listed material below, pay attention to the following key points:

- aligning organizational goals with team and individual goals
- balanced scorecard
- performance management process
- setting goals and standards
- performance information sources
- performance measurement methods
- performance improvement
- legal and ethical issues in performance management

Access [Chapter 8 \("Performance Management"\)](#) in *Human Resource Management* and complete the following activities:

- Read the chapter.
- View the video ("[Performance Management](#)").
- Review flashcards for terminology.
- Take the post-chapter quiz.
- Complete the homework.

Base Compensation, Incentives and Benefits

Compensation deals with rewards employees receive. Managers can use compensation strategically to meet organizational goals. Incentives help align employee goals with organizational goals.

This topic addresses the following competency:

- **Competency 3020.1.4: Motivational Concepts in Human Resources**
The graduate manages diverse human resources by applying motivational concepts to enhance organizational performance.

This topic highlights the following objectives:

- Describe types of monetary and non-monetary compensation.
- Describe the advantages and disadvantages of pay for performance.
- Explain why organizations offer employee benefits.
- Differentiate between mandatory, customary, and optional benefits.
- Identify factors that influence an organization's benefit choices.

Base Compensation

Decisions an organization makes about how to reward and how to create incentives for employees in order to affect the ability to recruit and retain employees and motivate them to perform their best. Understanding the different types of compensation and how it is determined can help the organization.



As you complete the listed material below, pay attention to the following key points:

- what compensation is
- how compensation can be strategic
- factors that influence compensation
- how to evaluate the worth of a job to an organization
- job pricing
- methods of communicating compensation
- laws and regulations affecting compensation
- how organizations determine base pay levels

Access [Chapter 9 \("Base Compensation"\)](#) in *Human Resource Management* and complete the following activities:

- Read the chapter.
- View the video ("[Base Compensation](#)").
- Review flashcards for terminology.
- Take the post-chapter quiz.
- Complete the homework.

Incentives

Incentives can give organizations a competitive advantage by aligning employees' goals and behaviors with the company's strategy and goals. Rewards are one of the most powerful motivational tools managers have at their disposal. Further, rewards offered by a job may determine whether someone joins your organization and, once employed, how much effort that person puts forth.

As you complete the listed material for Chapter 10, pay attention to the following key points:

- implementing incentive plans
- managing incentive plans

Access [Chapter 10 \("Incentives"\)](#) in *Human Resource Management* and complete the following activities:

- Read the chapter.
- View the video ("[Incentives](#)").
- Review flashcards for terminology.
- Take the post-chapter quiz.
- Complete the homework.

Benefits

Effectively using benefits can maximize value for employees and the return on investment that the company achieves through organizational effectiveness. Understanding the benefits you value the most can also help you better evaluate prospective employees. By influencing motivation, benefits might influence how employees will perform.



As you complete the listed material below, pay attention to the following key points:

- purpose of benefits
- types of benefits
- implementing benefits
- managing benefits
- differences between unemployment compensation and workers' compensation.

Access [Chapter 11 \("Benefits"\)](#) in *Human Resource Management* and complete the following activities:

- Read the chapter.
- View the video (["Benefits"](#)).
- Review flashcards for terminology.
- Take the post-chapter quiz.
- Complete the homework.

Creating a Healthy Work Environment

Workplace safety and healthy employees contribute to organizational goals.

This topic addresses the following competency:

- **Competency 3020.1.3: Analyzing Work and Human Resource Planning**
The graduate evaluates strategies, policies, and procedures for effective human resource management within an organization.

This topic highlights the following objectives:

- Explain the concept, "culture of safety."
- Explain the primary goal of OSHA.
- Describe how employee wellness programs benefit employers and employees.
- Explain the difference between functional and dysfunctional stress.
- Identify forms of bullying at work.
- Recommend ways to protect employees and others from workplace violence.
- Describe how providing a safe workplace impacts employee engagement and motivation.

Creating a Healthy Work Environment

Organizations of all sizes and types need to be concerned about employee safety and security for ethical as well as business-related reasons. Tripping, slipping, and falling can happen anywhere. Repetitive-motion injuries are a risk to workers on computers, assembly lines, and other physically repetitive jobs. Healthier employees are more productive, take fewer sick and disability days, and are at a lower risk for many serious health problems.

As you complete the listed material below, pay attention to the following key points:



- employee safety and ergonomics
- employee wellness
- bullying
- disaster preparedness and response

Access [Chapter 12 \("Creating a Healthy Work Environment"\)](#) in *Human Resource Management* and complete the following activities:

- Read the chapter.
- View the video (["Creating a Healthy Work Environment"](#)).
- Review flashcards for terminology.
- Take the post-chapter quiz.
- Complete the homework.

Creating Positive Employee Management Relations

Managers need to be aware of labor relations and collective bargaining in order to manage employees more effectively.

This topic addresses the following competency:

- **Competency 3020.1.3: Analyzing Work and Human Resource Planning**
The graduate evaluates strategies, policies, and procedures for effective human resource management within an organization.

This topic highlights the following objectives:

- Describe labor relations strategies.
- Describe how unions impact human resource management.
- Explain the concept of psychological contract in the workplace.

Creating Positive Employee-Management Relations

Understanding the role of unions can help you better decide if you would like to join one, and will help you manage employees more effectively in a unionized environment. Unfair labor practices and employee rights and discipline are important concepts in managing employees and protecting your company. Creating positive employee-management relations influences effective work processes overall.

As you complete the listed material below, pay attention to the following key points:

- the pros and cons of unions
- management rights
- negotiation types and tactics
- impact of unions on HRM

Access [Chapter 13 \("Creating Positive Employee-Management Relations"\)](#) in *Human Resource Management* and complete the following activities:



- Read the chapter.
- View the video (["Creating Positive Employee-Management Relations"](#)).
- Review flashcards for terminology.
- Take the post-chapter quiz.
- Complete the homework.

Additional Reading

Access [Chapter 13 \("Creating Positive Employee-Management Relations"\)](#) and read the following supplemental readings in MindTap:

- "Research Briefs"

Managing Engagement and Turnover

There are many types of employee turnover that impact organizations. Management and HRM are involved in employee engagement, commitment, and turnover decisions.

This topic addresses the following competency:

- **Competency 3020.1.4: Motivational Concepts in Human Resources**
The graduate manages diverse human resources by applying motivational concepts to enhance organizational performance.

This topic highlights the following objectives:

- Define employee engagement.
- Describe factors that impact employee engagement.
- Describe types of organizational commitment.
- Describe types of voluntary and involuntary turnover.
- Identify the costs of voluntary turnover.
- Explain how voluntary turnover can be reduced.
- Explain the benefits of succession management.
- Describe reasons for workforce redeployment.

Managing Engagement and Turnover

As you complete the listed material for Chapter 14, pay attention to the following key points:

- employee engagement
- types of organizational commitment
- types of turnover
- influencing turnover

Access [Chapter 14 \("Managing Engagement and Turnover"\)](#) in *Human Resource Management* and complete the following activities:

- Read the chapter.
- View the video (["Managing Engagement and Turnover"](#)).



- Review flashcards for terminology.
- Take the post-chapter quiz.
- Complete the homework.

Final Steps

Congratulations on completing the activities in this course! This course has prepared you to complete the assessment associated with this course. If you have not already been directed to complete it, schedule and complete your assessment now.