1. **700 words essay**

Discuss the concept of ‘internal fit’ in HRM. Give some workplace or case examples of how HRM planners might ensure internal fit (horizontal alignment) exists across an organisation’s HR policies. In your essay you should provide a specific example of HR policies which work together and those which don’t and the sort of business and people outcomes an organisation might expect from good horizontal fit.

1. **Answer 2 questions 250 words per question**

A Successful Global Manager

General Electric is a diversified global infrastructure, finance and media company that is built to meet essential world needs. From energy, water, transportation and health to access to money and information, GE serves customers in more than 100 countries and employs more than 300,000 people worldwide. In 2009 GE announced the appointment of Heather (Xiaojun) Wang, 46, as vice president, Human Resources for GE International.

During her 15 years at GE, Wang has held leadership positions within GE Lighting, GE Capital and GE International. Wang joined GE in China in 1994. After graduating from GE's global Human Resources Leadership Program (HRLP), she held HR leadership positions at GE Lighting and GE Capital - Information Technology Solutions in the United States. In 2002, Wang joined GE International as senior human resources manager for GE China, based in Shanghai. In 2005, she was promoted to senior HR manager for GE Asia Pacific and GE China, and in October 2008 to senior HR manager for GE International, headquartered in Brussels. Prior to joining GE, Wang had 10 years of extensive business and HR management experience, including working for China International Trust & Investment Corp. in international trade, business development and operations; and with AT&T Beijing Fiber Optic Cable Co. in human resources management. She holds a M.B.A. from Rutgers University in New Jersey. Wang has grown in maturity as she has risen through the ranks, thanks largely as a result of the challenging times she has encountered. To Wang, every new position is a new challenge, and this has proved to be a key to her success. Heather Wang is truly a global manager and a key member of GE’s ‘officer’ class – Senior Leadership Team.

Case Questions

*1. What are some typical career barriers faced by women managers when building their careers in national or international companies? Give an example from the case of a barrier Heather seems to have overcome.*

*2. What appear to be the key lessons other multi-national companies can take from Helen Wang’s successful ascent to the top tier of GE’s executive team, what do you think GE did well in developing policies that support the emergence of a leader such as Helen Wang?*

1. **150 words per answer**

1.Give one or two examples of poor selection practices – (e.g. being on a selection panel if one of your friends is a candidate) – give a thoughtful critique (and offer an improvement to the process) using evidence from the HR literature.

2. What are some typical forms of harassment and discrimination that companies should strive to overcome in the workplace? What kinds of policies and practices help to minimize or eliminate such problems in modern workplaces?

3. What methods could you as an individual line manager adopt to retain talent in your team even when formal retention policies have not been put in place by your organization.

4. A manager receives a report from a female team member who is claiming sexual harassment from another male employee. The manager counsels the employee to avoid the other person, wear more conservative clothing and let things “cool off”. Assess this advice from an ethical and legal perspective.

5. A general manager of a hotel group complains to you the HR manager that his booking sales team are underperforming, but he can never give you any specific examples and he has not collected much substantiating information. What should you ask him to do prior to taking any action and what course of action should you suggest to lift the performance culture in the sales team?