窗体顶端



**Strategic Human Resource Management in A Global Context**



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本科生 硕士生

Undergraduate Master



English



none



In English via Lectures, Case Studies and Analysis, Role-Plays, Exercises, Videos, Student Presentations, and Class Discussions



A 2-hour open book exam at the end of the teaching. The exam will consist of 6 questions of multiple parts and the students will have to do three questions. Each question will carry equal marks.



2 credits



Pawan Budhwar is a Professor of International HRM at Aston Business School, UK, where he headed the Work & Organizational Psychology Group and his last assignment was that of the Associate Dean for Research. He received his doctorate from Manchester Business School and prior to moving to Aston in 2003, he worked at Cardiff Business School, UK for six years and MD University, India (for five years). He is the co-founder and first President of the Indian Academy of Management, an affiliate of Academy of Management (USA). Pawan has published over 90 articles in leading journals (such as HRM, OBHDP, JIBS, JOB, Human Relations, Organization Studies) on strategic HRM related topics with a specific focus on India and also written and/or co-edited 13 books on HRM related topics for different national and regional contexts. He is the Editor-in-Chief of British Journal of Management, an Associate Editor of Human Resource Management, a Fellow of the Higher Education Academy (UK), British Academy of Management and the Academy of Social Sciences and a chartered member of the Chartered Institute of Personnel and Development. He has been an advisor to the Commonwealth Commission for six years and presently works on the Council of British Academy of Management where he heads the Awards committee. Pawan has regularly received research grants from a variety of funding bodies such as the Society for HRM, the ESRC, the British Academy, the EPSRC, and the ERDF. He has a vast experience of organizing international meetings such as the Annual British Academy of Management and the biennial International HRM and Indian Academy of Management Conferences.
Pawan regularly delivers executive programs to a variety of organizations in different countries on strategic HRM, leadership, change management, performance via human resource management and international business negotiations. He also regularly organizes and delivers a variety of professional development workshops at leading conferences. He has been a visiting professor to institutions in France, German, Italy, and India. He also regularly delivers keynote speeches at major international conference.
Pawan was the All Academy of Management Caucuses Chair in 2009 and has been a member of different HR Division task forces (e.g., ‘welcoming of international members’ in 2009 and selection committee to find the best contributor to the field of IHRM in 2005 & 2009). He also led the ‘adopt a new member’ initiative at the 2010 AOM Meetings.



Module Objectives and Learning Outcomes:
The core focus of strategic HRM is to ensure that people related issues are proactively discussed and clear actions are structured to implement HR strategy during the formation of an organizational strategy or at the board level of an organization. In a global context, the focus of strategic HRM is from three perspectives: multinational enterprise, comparative and cross-cultural. The objectives of this course are therefore:
• To enhance students’ knowledge and understanding about the importance of the main issues involved in the strategic management of human resources in the global context.
• To develop skills in order to contribute to the development and review of human resource policy, practices and systems in the field of international and strategic human resource management.
• To share knowledge about different perspectives on global human resource management, in order to prepare students for international operations.
• To raise student’s awareness regarding the key HR issues important for the success of global strategic alliances and global assignments.
• To demonstrate how a critical evaluation and analysis of case studies on international and strategic HRM help to highlight the relevance of different theoretical constructs to practice and prepares students for decision-making roles in the global context.
• To highlight how strategic HRM helps to improve organizational performance in an international setting.



Each of the below topics will be delivered on average in 3.5 hours time.
Topic 1 Introduction – HRM to Strategic and International HRM
Introduction to the module, need to study strategic HRM in the global context, differences between HRM and IHRM, impact of environment on strategic and international HRM.
Topic 2 Organizational Strategy and Strategic and International HRM
What is organizational strategy and strategic international HRM, and matching HRM to business strategies in the global context.
Topic 3 International HRM, Challenges and Approaches
Key issues in IHRM, challenges to IHRM, main approaches to IHRM, issue of nationality, local versus global.
Topic 4 IHRM, National culture and Cross-cultural Communication
Meaning, elements, and dimensions of national culture, cross-cultural encounters, cultural profiles, cross-cultural communication – issues and way out.
Topic 5 Diversity Management and International HRM
What and why of diversity, dimensions of diversity, reasons for increasing diversity, management of diversity and challenges and barriers to managing diversity at the work place.
Topic 6 Strategic HR Issues in Expatriation and Repatriation
Reasons for the use of expatriates, why expatriates fail, management of expatriates (recruitment, training and development), and repatriation.
Topic 7 Strategic HR Issues in Acquisitions & Mergers
What, why, how and when of international alliances, basic assumptions about mergers and acquisitions, issues related to failure, success and different stages of mergers and acquisitions, HR issues in each stage and how to succeed in international alliances.
Topic 8 Strategic HR Issues in Business Negotiations
What, why and how of international business negotiation (IBR)? Context and process of IBR, management of IBR and contributions of HR in the same.
Topic 9 HR Outsourcing (HRO)
What, why and how of HR, developing contracts for HRO, future and challenges
Topic 10 Revision, student presentations and preparation for the exam



Crawshaw, J., Budhwar, P. and Davis, A. (2014) (Eds) Human Resource Management: Strategic & International Perspectives. London: Sage.
Dowling, P. J., Festing, M., & Engle, Sr., A. D. (2013). International Human Resource Management, 6th Edition. Andover: Cengage Learning EMEA.



Budhwar, P., Schuler, R. and Sparrow, P. (2009) (Eds) Major Works in International Human Resource Management. Sage.
Briscoe, D.R., Schuler, R.S. and Tarique, I. (2011) International Human Resource Management. London: Routledge. Evans, P., Pucik. V. and Bjorkman, I. (2011) The Global Challenge - International Human Resource Management. New York: McGraw Hill

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