

# **Curriculum Vitae**

**Pawan Budhwar, PhD, MCIPD, FBAM, AcSS**

**Professor of International HRM**

**Aston Business School**

**Professor of International Human Resource Management**

**Work & Organisational Psychology Group**

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## Summary

### 1. Overall

- Full-time Lecturer at Department of Business Administration, M.D. University Rohtak, India, December 1988 – September 1993.
- Full-time doctoral student at Manchester Business School, September 1993 – April 1997.
- Appointed as Lecturer B at Cardiff Business School in April 1997.
- Promoted to Senior Lecturer at Cardiff Business School in September 2002.
- Appointed as Reader at Aston Business School in September 2003.
- Promoted to Professor at Aston Business School in March 2006.

### 2. Research

- Main research areas include: HRM, international HRM, work processes in call centres and employment relationship in emerging markets (with an emphasis on India).
- Publications: 9 Books; over 75 articles in international refereed journals; and many chapters in edited books. Two books are forthcoming.
- 5 papers recognised for excellence.
- Successfully supervised 6 PhD students, currently principal supervisor to 6 PhD/DBAs.
- Associate editor of two journals and editorial board member of 11 journals.
- ESRC Grant of **£100826** (2006-2009); SHRM Foundation Grant **\$ 36228** (2008-10); Science Bridge Grant **£117,000** (2009-12); BA Conference Award **£17475** (2010); ESRC Case Studentship **£75000** (2011-14); ESRC Grant **£10,000** (2011); ESRC Seminar Grant **£15,000** (2011-12), KEEN Grant **£86,000** (2012-14), EREBUS **£7000** (2012-13), ERDF **£237,862** (2013-2015).

### 3. Teaching

- Currently teach International Perspectives on Organisations (UG); Strategic HRM in a Global Context (MBA); and Strategic HRM and Performance to MSc HRMB, MSc Work Psychology and Business and MSc in OB.
- Supervise 4-5 postgraduate dissertations every year, since 1997.

### 4. Administration and Other Activities

- Founding Director, Diploma in Personnel Management, M.D. University, India, 1989-92.
- Placement Tutor and Staff Advisor to students, Department of Business Administration, M.D. University, India, 1989-93.
- Programme Director, MSc HRM, Cardiff Business School, 2002-03.
- Deputy Director of Asian Accounting Finance and Business Research Unit, 2003.
- External examiner for 15+ PhDs.
- Panel member for internal review of courses, Aston University, 2004 - 2010.
- Lead the environment sustainability project, Aston Business School, Jan 2005- 2006.
- Director of Aston Centre for Human Resources, November 2005 – 2010.
- Research Convenor, Work & Organisational Psychology Group from Sept 05 – March 07.
- Director of India Foundation for Applied Research at Aston University, 2007 – present.
- Head, Work & Organisational Psychology Group from April 2007 – Sept 2009.
- All Academy of Management Meetings, Caucus Chair, 2009.
- Advisor to Commonwealth Commission for Scholarships and Fellowships (Oct 2007-13).
- Co-Founder and First President of Indian Academy of Management, 2009 – 2012.
- Associate Dean Research, Aston Business School, October 2010 – Present.
- British Academy of Management Council Member, 2011-2014.
- Editor-in-Chief, British Journal of Management, 2014-2016.

# Detailed Curriculum Vitae

## Higher Education and Qualifications

BA (Economics and Geography), University College, Rohtak, India, 1984.  
MBA (Personnel Management and Marketing), M.D. University, Rohtak, India, 1986.  
MA (Industrial Sociology), M.D. University, Rohtak, India, 1988.  
MPhil (Industrial Sociology), M.D. University, Rohtak, India, 1990.  
PhD (Cross-National Comparative HRM), Manchester Business School, 1998.  
MCIPD, 2011.

## Academic Positions

Department of Business Administration, M.D. University, Rohtak, India  
Lecturer (December 1988 – September 1993)

Manchester Business School  
Tutor of OB & OD and Statistics (September 1995 – March 1997)

Cardiff Business School  
Lecturer (April 1997 – September 2002)  
Senior Lecturer (September 2002 – September 2003)

Aston Business School  
Reader (September 2003 – February 2006)  
Professor (March 2006 – present)  
Research Convenor, Work & Organisational Psychology Group (September 2005 – March 2007)  
Head, Work & Organisational Psychology Group (April 2007 – September 2009)  
Associate Dean Research (October 2009 - )

Visiting Professor, ADHEC, Nice (4 - 7 January 2004)

Visiting Professor, Trier University (2005; 2007; 2008; 2009; 2011)

Visiting Professor, ESC Toulouse Business School (22 - 26 May 2006)

Visiting Professor, EM Lyon (27 – 29 November 2007)

Visiting Professor, University of Saarbrucken (2008)

Visiting Professor, MDI, India (2010, 2011, 2012, 2013)

## Key Positions Held

1. Joint Editor-in-Chief of *British Journal of Management* (January 2014 -).
2. Member of Scientific Committee for the Association of Business Schools International Guide to Academic Journal Quality (June 2013 – present).
3. Indian Academy of Management Professional Development Workshop Chair, 2013 AOM Meetings.
4. Chair of Awards Sub-committee, British Academy of Management (2012 – present).
5. British Academy of Management, Council Member (2011 – 2014).
6. Associate Editor *Human Resource Management* (August 2011 - present).
7. HRM Track and SIG Co-chair, British Academy of Management (2010 - present).
8. Academy of Management Chair for Caucuses (2008 - 2009).
9. Associate Dean Research (October 2009 – present).
10. Co-Founder and First President of Indian Academy of Management (2009 - 2012).
11. Senior Associate Editor *British Journal of Management* (January 2007 - 2010).
12. Advisor to Commonwealth Commission for Awards of Scholarship and Fellowships (October 2007 – Summer 2013).
13. Senate Member, Aston University (2007 – 2010).
14. Head, Work and Organisational Psychology Group (April 2007 – September 2009).
15. Associate Editor *International Journal of Cross Cultural Management* (2006-Present).
16. Research Convenor for Work and Organisational Psychology Group Sept 2005 – March 2007.
17. Director of Aston Centre for Human Resources (November 2005 – April 2010).
18. Director of Aston India Foundation for Applied Business Research (March 2007 – present).
19. Member of Editorial Board of *Human Resource Management, British Journal of Management, International Journal of Management Reviews, International Journal of HRM, European Journal of Work & Organizational Psychology, Thunderbird International Business Review, Asia Pacific Journal of Human Resources, Personnel Review, Asian Business & Management, International Association of Management Journal, Journal of Management Systems, Scientific Journal of Administrative Development, and Vision* (India) (Present).
20. Ad-hoc reviewer for *Human Relations, International Business Review, Qualitative Research, Journal of Management Studies, JIBS, & Organizational Research Method*.
21. External Examiner for Ph.D. Thesis: Swedish School of Economics, Helsinki (November 2003); Sheffield University Management School (December 2004); Stirling University (June 2005), Manchester Business School (July 2006 and July 2007), Open University (March 2008), UCT Graduate School of Business, University of Cape Town (December 2009), S.J. Mehta School of Management, IIT Bombay (March 2010), Norwich Business School (October 2010), Cardiff Business School (November 2010), Griffith University (May 2011), Universiti Putra Malaysia

- (September 2010), Griffith University (February, 2012), University of Fiji (July 2013), IIT Roorkee (November 2013), University of Melbourne (January 2014).
22. Internal Examiner for 15+ PhD Theses.
  23. Lead the 'adopt a new member' initiative at the Academy of Management Annual Conference, August 2010.
  24. Member of Academy of Management Task Force (it was a 5 member team) looking at welcoming of international members at AOM (2009).
  25. Member of Academy of Management Committee to develop criteria to select on an annual basis the most important contributor to field of International HRM (2005 and 2009).
  26. Member of Academy of Management Committee for the HR Division to develop the field of International HRM within the Academy (2005 - 2011).
  27. External Examiner for Postgraduate HRM Modules, The University of Plymouth Business School (2003 – 2008).
  28. External Examiner for MSc HRM Dissertations, School of Management, UMIST (2003 – 2008).
  29. Deputy Director, Asian Accounting Finance and Business Research Unit, Cardiff Business School (2003).
  30. Programme Director for MSc HRM, Cardiff Business School (2002 – 2003).
  31. HRM Section's Research Representative, Cardiff Business School (2001 – 2003).
  32. Member of Admission Committee, Equal Opportunity Committee and Studentship Awards Committee, Cardiff Business School (2001 – 2003).
  33. Course Consultant for University of Arab Emirates (2001 - 2010).
  34. Assistant Editor, UK AIB Newsletter (2000-2002).
  35. Editor of Manchester Business School Research News Letter (1995-1997).
  36. Programme Director for Diploma in Personnel Management and Industrial Relations at Institute of Management Studies and Research, M.D. University, India (1990-1993).
  37. Member of different committees such as admissions, exams, disciplinary, selection of university cricket, lawn tennis and football teams, and recruitment of staff members at the Department of Business Administration, M.D. University, India (1989-1993).
  38. Staff Advisor to students at the Department of Business Administration, M.D. University, India (1989-1993).

## **Academic Leadership**

### **Recognition/ Awards and Grants**

- Gold Medal for standing first in order of merit in MA Industrial Sociology (1986).
- Commonwealth Scholarship to pursue doctorate, September 1993 to September 1996.
- Young Researcher's Grant, Cardiff University, 2001-2002 (**£5100**).
- Seedcorn Fund, Cardiff Business School, 2002-2003 (**£450**).

- Corporate funding of **\$500,000** (for 2003 – 2012) by ‘Dar-Alarkan’ - a Saudi Arabian Company for the Asian Accounting Finance and Business Research Unit at Cardiff Business School (I was the Deputy Director of the Unit during its launch in 2003).
- British Academy, Small Research Grants, 2003-2004 (**£3215**).
- British Academy, Conference Travel Grant, 2005 (**£800**).
- ESRC Grant to conduct HR and Internal Marketing related research in Indian call centres, 2006-2008 (**£100826**, with Neeru Malhotra).
- Society for HRM Foundation (USA) Grant to Examine HRM Strategies & Practices across Subsidiaries in Multinational Corporations from Emerging Economies – An Indian Perspective, 2008-2010 (**US \$ 36228**, with Mohan Thite and Adrian Wilkinson of Griffith University, Australia).
- Science Bridge Grant to investigate Bio-energy: Technology and Business Solutions for the UK and India, 2009-2012 (**£1.5 mn** in total with School of Engineering, Aston University. Aston Business School’s share = **£117,000** with Prasanta Dey).
- British Academy Conference Award (**£17475**) for 11<sup>th</sup> IHRM Conference, 2010.
- ESRC CASE Studentship, 2011-2014 (**£75,000**) Public Sector Organisational Redesign: Exploring Links between Organisational Redesign, Innovation, Human Resource Management and Service Delivery (with Judy Scully).
- ESRC Grant, 2011 (**£10,000**) on ESRC Emerging Economies Review (with Sumon Bhaumik).
- ESRC Seminar, 2011-12 (**£15,000**) Organizational innovation, people management and sustained performance: towards a multi-level framework for medium-sized businesses (with Helen Shipton – Aston University, Helen Bimrose - Warwick University and Paul Sparrow - University of Lancaster).
- KEEN Grant 2013-2015 (**£86,000**) To develop assessment tools to demonstrate financial and social impact of My Time CIC (Community Interest Company) Services (with Judy Scully and Jo Lyubovnikova – Aston University).
- EREBUS Placement Grant 2012-2013 (**£7,000**) Mapping areas of potential collaboration for future partnership opportunity (with Judy Scully and Carole Parkes).
- ERDF Grant on Innovation Vouchers 2012 (**£237,862**) with Nick Theodorakoulos, Geoff Parkes, and Stathis Tapinos (2013-2015).

### **Recognition for Excellence and Media Coverage**

Sparrow, P. and Budhwar, P. (1997) Competition and Change: Mapping the Indian HRM Recipe against Worldwide Patterns. *Journal of World Business*, 32 (3), 224-242 (*ANBAR Citation for Excellence*).

Budhwar, P. (2000) Evaluating Levels of Strategic Integration and Devolvement of Human Resource Management in Britain. *Personnel Review*, 29 (2), 141-157 (*Emerald Literati Club – Best Paper for 2000*).

Aryee, S., Tan, H. H. and Budhwar, P. (2002) Relational Leadership: Antecedents, Mediators and a Moderator of the Leader-Member Exchange -Organizational Citizenship Behavior Relationship. *Annual Academy of Management Conference*, 9-14 August 2002, Denver (*Paper Nominated for Carolyn Dexter Award*).

Budhwar, P. and Sparrow, P. (2002) Strategic HRM through the Cultural Looking Glass: Mapping Cognitions of British and Indian HRM Managers. *Organization Studies*, 23 (4), 599-638 (*Emerald Citation for Excellence*).

Budhwar, P. (2003) Employment Relations in India. *Employee Relations*, 25 (2), 132-148 (*Emerald Literati Club*).

Khatri, N., Templer, K.J. and Budhwar, P. (2012) Great (Transformational) Leadership = Charisma + Vision. *South Asian Journal of Global Business Research*, 1(1): 38-62 (*Emerald Literati Club – Best Paper for 2013*).

“Celebrating Success” (annual acknowledgement of achievements by Aston colleagues) – 2009 and 2010.

Interviewed by BBC Radio about Aston India Foundation; ITV and Radio 1 for Asian Jewel Awards; Interviewed by Times magazine on global economic crisis and its less impact on Asian economies; Interviewed by local business magazine in Manchester about Aston India Foundation; Coverage provided in Asian Voice and Indian Digest regarding India related seminars, and Interviewed by CNN online on challenges in doing business in India.

Regularly deliver at ‘Executive Development Programmes’.

Finalist for ‘Asian Jewel Award’ – 2007 (sponsored by Lloyds TSB).

Nominated for ‘Glory of India’ award – 2010 (by Indian International Friendship Society).

Nominated to run for Board of Governors of Academy of Management as representative at large - 2011.

Nominated to run for Executive Committee of the HR Division of Academy of Management - 2013.

### **Conferences Organised**

Organised (with colleagues at Cardiff Business School) the 18<sup>th</sup> Annual *Employment Research Unit* Conference in 2002 at Cardiff Business School.

Budhwar et al. (Eds.) (2002) *Organizing/Theorizing: Developments in Organization Theory and Practice*. Special Issue of *Management Research News*, 25 (8/9/10).

Co-chair of HRM track, European Academy of Management Conference, 4-7 May 2005.

Hosted the 21<sup>st</sup> EIASM Workshop on SHRM at Aston University, 30-31 March, 2006.

Chair for the OB/HRM track, 5<sup>th</sup> Asia Academy of Management Conference, Tokyo, 19-21 December, 2006.

Co-track Chair for Talent Management, *Asia Pacific Research in Organization Studies*, 12<sup>th</sup> International Colloquium, MDI, Gurgaon, New Delhi, India, 9-12 December, 2007.

Co-track Chair for the OB/HRM track, 7<sup>th</sup> Asia Academy of Management Conference, Taipei, 14-16 December 2008.

Co-organiser and Advisory Board Member for the Inaugural Indian Academy of Management Conference, XLRI – Jamshedpur, India, 28-30 December 2009.

Organised the 11<sup>th</sup> International HRM Conference at Aston University, 9-12 June 2010.

Co-track Chair for the OB/HRM track, 8<sup>th</sup> Asia Academy of Management Conference, Macau, December 2010.

Academic lead for British Academy of Management Conference, 12 – 15 September 2011, Aston Business School.

Co-organiser, 2<sup>nd</sup> Indian Academy of Management Conference, 18 – 20 December 2011, IIM Bangalore, India.

Regional Forum Track Chair, 11<sup>th</sup> World Congress of IFSAM, 26-29 June 2012, University of Limerick, Ireland.

Co-organiser, 12<sup>th</sup> International Human Resource Management Conference, December 2012, MDI, India.



Co-organiser, 3<sup>rd</sup> Indian Academy of Management Conference, 12 – 14 December 2013, IIM Ahmadabad, India.

### **Guest Editors of Special Issues of Journals**

Budhwar, P. and Mellahi, K. (2006) Human Resource Management in the Middle-East, *International Journal of Human Resource Management*.

Budhwar, P. (2007) Dynamics of Human Resource Management in the Indian Sub-continent, *Employee Relations*.

Budhwar, P. and Varma, A. (2010) Emerging Patterns of HRM in the New Indian Economic Environment, *Human Resource Management*.

Budhwar, P. and Mellahi, K. (2010) Islam and Human Resource Management. Special Issue Guest Editor, *Personnel Review*.

Varma, A. and Budhwar, P. (2011) International Human Resource Management in the Indian Context, *Journal of World Business*.

Jain, H., Budhwar, P., Varma, A., and Venkata Ratnam, C.S. (2012) Human Resource Management in the New Economy in India, *International Journal of Human Resource Management*.

Shipton, H., Budhwar, P. and Crashaw, J. (2012) A Global Perspective on HRM, *Thunderbird International Business Review*.

Theodorakopoulos, N., Budhwar, P. and Patel, C. (2012) Knowledge Flows, Learning and Development in an International Context, *European Journal of International Management*.

Davis, A., Parkes, C. and Budhwar, P. (2013) 11<sup>th</sup> International Human Resource Management Conference, *International Journal of Human Resource Management*.

Theodorakopoulos, N. and Budhwar, P. (2014) Diversity and Inclusion in Different Work Settings: Emerging Patterns, Challenges, Implications, and Research Agenda, *Human Resource Management*.

Festing, M., Budhwar, P., Cascio, W., Dowling, P.J. and Scullion, H. (2014) Current Issues in International HRM: Alternative Forms of Assignments, Careers and Talent Management in a Global Context, *Zeitschrift für Personalforschung*<sup>[1]</sup><sub>[SEP]</sub> (*German Journal of Research in Human Resource Management*).

Vohra, N. and Budhwar, P. (2015) Rethinking Management Theory and Practice in the Present Indian Economic Context, *Thunderbird International Business Review*.

### **Membership of Professional Bodies**

Higher Education Academy  
Academy of Management

Asia Academy of Management  
Academy of International Business  
British Academy of Management  
Chartered Institute of Personnel and Development  
Indian Academy of Management

## Research

**Research Interests:** International HRM, HRM, Emerging Markets, India, Expatriation, and Work Processes of Business Process Outsourcing Firms in India.

## Publications

### Books

Thite, M., Wilkinson, A. and Budhwar, P. (2015) (Eds) *Indian Multinationals: Taking India to the World*. Oxford University Press (Forthcoming).

Horwitz, F. and Budhwar, P. (2014) (Eds) *Handbook of Human Resource Management in Emerging Markets*. Cheltenham: Edward Elgar (Forthcoming).

Crawshaw, J., Budhwar, P. and Davis, A. (2014) (Eds) *Human Resource Management: Strategic and International Perspectives*. London: Sage (In Press).

Varma, A. and Budhwar, P. (2013) (Eds.) *Managing Human Resources in Asia-Pacific*. Routledge: London.

Budhwar, P. and Varma, A. (2011) (Eds.) *Doing Business in India*. London: Routledge.

Budhwar, P., Schuler, R. and Sparrow, P. (2009) (Eds.) *Major Works in International Human Resource Management*. London: Sage (4 Volumes).

Budhwar, P. and Bhatnagar, J. (2009) *The Changing Face of People Management in India*. London: Routledge.

Varma, A., Budhwar, P. and DeNisi, A. (2008) (Eds.) *Performance Management Systems around the Globe*. London: Routledge.

Budhwar, P. and Mellahi, K. (2006) (Eds.) *Managing Human Resources in the Middle East*. Routledge: London.

Budhwar, P. and Debrah, Y. (2004) (Eds.) *HRM in Developing Countries*. London: Routledge (Paper Back Edition).

Budhwar, P. (2004) (Ed.) *Managing Human Resources in Asia-Pacific*. Routledge: London.

Budhwar, P. and Debrah, Y. (2001) (Eds.) *HRM in Developing Countries*. London: Routledge.

Budhwar, P. and Budhwar, L. (1999) *Research Methods for Business Studies: Issues and Perspectives*. New Delhi: Global Business Press.

## **Book Chapters**

Budhwar, P. and Varma, A. (2013) Managing Human Resources in the Asia-Pacific: An Introduction. In A. Varma and P. Budhwar (Eds.) *Managing Human Resources in Asia-Pacific*. London: Routledge, 1-9.

Saini, D. and Budhwar, P. (2013) Human Resource Management in India. In A. Varma and P. Budhwar (Eds.) *Managing Human Resources in Asia-Pacific*. London: Routledge, 126-149.

Malek, M.A., Varma, A. and Budhwar, P. (2013) Human Resource Management in Malaysia. In A. Varma and P. Budhwar (Eds.) *Managing Human Resources in Asia-Pacific*. London: Routledge, 191-208.

Varma, A. and Budhwar, P. (2013) Human Resources in Asia Pacific: Agenda for Future Research. In A. Varma and P. Budhwar (Eds.) *Managing Human Resources in Asia-Pacific*. London: Routledge, 281-287.

Mishra, S. K. and Budhwar, P. (2013) Global Careers: An Indian Perspective. In C. Reis and Y. Baruch (Eds) *Careers without Borders: Critical Perspectives*. London: Routledge, 285-296.

Budhwar, P. and Varma, A. (2012) Human Resource Management in the Indian Subcontinent. In C. Brewster and W. Mafrhofer (Eds.) *Handbook of Research on Comparative Human Resource Management*. Cheltenham: Edward Elgar, 576-597.

Budhwar, P., Bhatnagar, J. and Saini, D. (2012) Organizational Change and Development: A Case Study in the Indian Electricity Market. In C.L.H. Rathbone (Ed.) *Ready for Change?* Basingstoke: Palgrave Macmillan, 145-163.

Budhwar, P. and Mellahi, K. (2012) Human Resource Management in the Middle East. In C. Brewster and W. Mafrhofer (Eds.) *Handbook of Research on Comparative Human Resource Management*. Cheltenham: Edward Elgar, 512-527.

Budhwar, P. and Varma, A. (2011) Introduction: The Indian Business Context. In P. Budhwar and A. Varma (Eds.) *Doing Business in India*, London: Routledge, 3-9.

Budhwar, P., Varma, A. and Sengupta, S. (2011) Socio-Cultural and Institutional Context of India. In P. Budhwar and A. Varma (Eds.) *Doing Business in India*, London: Routledge, 46-60.

Budhwar, P. and Varma, A. (2011) Management of Human Resources in India. In P. Budhwar and A. Varma (Eds.) *Doing Business in India*, London: Routledge, 164-182.

Patel, C. and Budhwar, P. (2011) Outsourcing and Offshoring to India. In P. Budhwar and A. Varma (Eds.) *Doing Business in India*, London: Routledge, 201-223.

Varma, A., Dasgupta, B. and Budhwar, P (2011) Living Abroad. In P. Budhwar and A. Varma (Eds.) *Doing Business in India*, London: Routledge, 238-249.

Budhwar, P. and Varma, A. (2010) Human Resource Management in the Indian Subcontinent. In C. Brewster and M. Wolfgang (Eds.) *Handbook of Research in Comparative Human Resource Management*. Edward Elgar.

Budhwar, P. and Mellahi, K. (2010) Human Resource Management in the Middle East. In C. Brewster and M. Wolfgang (Eds.) *Handbook of Research in Comparative Human Resource Management*. Edward Elgar.

Budhwar, P. and Debrah, Y. (2009) HRM in Developing countries. In A. Wilkinson, S. Snell and Redman, T. (Eds.) *Handbook of Human Resource Management*. London: Sage, 393-406.

Cooke, F. and Budhwar, P. (2009) HR Offshoring and Outsourcing: Research Issues for IHRM. In P. Sparrow (Ed.) *Handbook of International HR Research: Integrating People, Process and Context*. London: Blackwell, 341-361.

Schuler, R.S., Sparrow, P. and Budhwar, P. (2009) Major Works in International Human Resource Management. In P. Budhwar, R. Schuler and P. Sparrow (Eds.) *Major Works in International Human Resource Management – Volume 1*. London: Sage, xxiii - xxviii.

Schuler, R.S., Sparrow, P. and Budhwar, P. (2009) Editors' Introduction: Developments in IHRM – The MNE Perspective (I). In P. Budhwar, R. Schuler and P. Sparrow (Eds.) *Major Works in International Human Resource Management – Volume 1*. London: Sage, xxix – xxiv.

Schuler, R.S., Sparrow, P. and Budhwar, P. (2009) Editors' Introduction: Developments in IHRM – The MNE Perspective (II). In P. Budhwar, R. Schuler and P. Sparrow (Eds.) *Major Works in International Human Resource Management – Volume 2*. London: Sage, vii - xiii.

Sparrow, P., Schuler, R.S. and Budhwar, P. (2009) Editors' Introduction: Developments in Cross-Cultural HRM. In P. Budhwar, R. Schuler and P. Sparrow (Eds.) *Major Works in International Human Resource Management – Volume 3*. London: Sage, vii - xviii.

Budhwar, P., Schuler, R.S. and Sparrow, P. (2009) Editors' Introduction: Developments in Cross-National Comparative HRM. In P. Budhwar, R. Schuler and P. Sparrow (Eds.) *Major Works in International Human Resource Management – Volume 4*. London: Sage, vii – xiii.

Budhwar, P. (2009) Managing Human Resources in India. In J. Storey, P. Wright, and D. Ulrich (Eds.) *The Routledge Companion to Strategic HRM*. Routledge: London, 435-446.

Budhwar, P., Malhotra, N. and Singh, V. (2009) Work Processes and Emerging Problems in Indian Call Centres. In M. Thite and B. Russell (Eds.) *The Next Available Operator - Managing Human Resources in Indian BPO Industry*. Response Books from Sage: New Delhi, 59-82.

Budhwar, P. (2009) Introduction: HRM in the Indian Context. In P. Budhwar and J. Bhatnagar (Eds.) *The Changing Face of People Management in India*. London: Routledge, 3-19.

- Budhwar, P. and Singh, V. (2009) Factors Influencing Indian HRM Policies and Practices. In P. Budhwar and J. Bhatnagar (Eds.) *The Changing Face of People Management in India*. London: Routledge, 95-112.
- Budhwar, P., Bjorkman, I. and Singh, V. (2009) Emerging HRM Systems of Foreign Firms Operating in India. In P. Budhwar and J. Bhatnagar (Eds.) *The Changing Face of People Management in India*. London: Routledge, 115-134.
- Budhwar, P. (2009) HRM in BPO Firms Operating in India. In P. Budhwar and J. Bhatnagar (Eds.) *The Changing Face of People Management in India*. London: Routledge, 135-158.
- Budhwar, P. (2009) Challenges Facing Indian HRM and the Way Forward. In P. Budhwar and J. Bhatnagar (Eds.) *The Changing Face of People Management in India*. London: Routledge, 287-301.
- Varma, A., Budhwar, P. and DeNisi, A. (2008) Introduction – Performance Appraisal Systems in the Global Context. In A. Varma, P. Budhwar and A. DeNisi (Eds.) *Performance Management Systems around the Globe*. London: Routledge, 3-14.
- Sharma, T., Budhwar, P. and Varma, A. (2008) Performance Appraisal Systems in India. In A. Varma, P. Budhwar and A. DeNisi (Eds.) *Performance Management Systems around the Globe*. London: Routledge, 180-192.
- DeNisi, A., Varma, A. and Budhwar, P. (2008) Conclusion - Analysis, Synthesis and Recommendations. In A. Varma, P. Budhwar and A. DeNisi (Eds.) *Performance Management Systems around the Globe*. London: Routledge, 254-262.
- Budhwar, P. and Aryee, S. (2008) An Introduction to Strategic HRM. In *Strategic HRM: A Text*. Aston Centre for Human Resources, London: CIPD, 9-32.
- Aryee, S. and Budhwar, P. (2008) HRM and Organisational Performance. In *Strategic HRM: A Text*. Aston Centre for Human Resources, London: CIPD, 191-212.
- Budhwar, P. and Aryee, S. (2008) Strategic HRM in the International Context. In *Strategic HRM: A Text*. Aston Centre for Human Resources, London: CIPD, 355-377.
- Aryee, S., Katou, A., Daniels, K. and Budhwar, P. (2008) Issues in Strategic HRM and the Way Forward. In *Strategic HRM: A Text*. Aston Centre for Human Resources, London: CIPD, 378-392.
- Saini, D. and Budhwar, P. (2007) Human Resource Management in India. In Schuler, R. and Jackson, S. (Eds.) *Strategic Human Resource Management*. Oxford: Blackwell Publishing, 287-312.
- Malhotra, N., Budhwar, P. and Bhatnagar, J. (2006) Investigating Antecedents of Organisational Commitment: An Empirical Investigation in Retail Banking Call Centres. In P. Singh, J. Bhatnagar and A. Bhandarker (Eds.) *Future of Work: Masterin Change*. New Delhi: Excel Books, 237-252.

Budhwar, P. and Mellahi, K. (2006) Introduction: HRM in the Middle-East Context. In P. Budhwar and Mellahi, K. (Eds.) *Managing Human Resources in the Middle-East*. London: Routledge, 1-19.

Al-Hamadi, A.B. and Budhwar, P. (2006) HRM in Oman. In P. Budhwar and Mellahi, K. (Eds.) *Managing Human Resources in the Middle-East*. London: Routledge, 40-58.

Mellahi, K. and Budhwar, P. (2006) HRM Challenges in the Middle-East: Agenda for Future Research and Policy. In P. Budhwar and Mellahi, K. (Eds.) *Managing Human Resources in the Middle-East*. London: Routledge, 291-301.

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