

The Challenges of Strategic Human Resources Management in Higher Education Institutions - Reflections as Team Members of an Erasmus+ Capacity Building Project



Fátima Jorge
mfj@uevora.pt



Paulo Silva
pfs@uevora.pt



Margarida Saraiva
msaraiva@uevora.pt

Docentes do Departamento de Gestão || Escola de Ciências Sociais || Universidade de Évora e Membros do Projeto Strategic Human Resources Management for Southeast Asian Universities (HR4Asia)

The Higher Education Institutions face major challenges in its development. Demanding from different actors and the orientation of the research, more oriented to innovation and value creation, request news capacities to answer that. In order to support Higher Education organizational changes in Southeast Asia, a consortium, lead by the University of Danang, applied to a Capacity Building for Higher Education project under the framework of the Erasmus+ Program. The project “Strategic Human Resources Management for Southeast Asian Universities” (HR4Asia) approved in 2016 and co-funded by the European Commission aims at contributing to Higher Education organizational reform in Southeast Asia.

BY WAY OF INTRODUCTORY NOTE

Nowadays the Higher Education Institutions (HEIs) face major challenges in its development. Demanding from different actors and the orientation of the research, more oriented to innovation and value creation, request news capacities to answer to that.

In order to support Higher Education organizational changes in Southeast Asia, a consortium of 4 institutions from Europe (Spain, Portugal, Italy and Lithuania) and 8 from Asia (Vietnam, Cambodia, Laos and Thailand) lead by the University of Danang (Vietnam), applied to a Capacity Building for Higher Education project under the framework of the Erasmus+ Program. The project “Strategic Human Resources Management for Southeast Asian Universities” (HR4Asia) approved in 2016 and co-funded by the European Commission aims at contributing to Higher Education organizational reform in Southeast Asia by improving HRM at the target HEIs from Cambodia, Lao PDR, Vietnam and Thailand. Each partner has well defined tasks according to the work packa-

ges established on the project. By the end of this activity each Asian HEI involved will be capable of defining and developing a Strategic Human Resources Management Plan. Part of the following reflection was part of an oral communication presented at the 1st project conference in Bangkok, on the 28th of October 2018.

STRATEGIC HUMAN RESOURCES MANAGEMENT (SHRM)

Armstrong (2009) refers that the concept of Human Resources Management (HRM) was first defined by Bakke (1966) as: “The general type of activity in any function of management... is to use resources effectively for an organizational objective... The function which is related to the understanding, maintenance, development, effective employment, and integration of the potential in the resource of ‘people’ I shall call simply the human resources function”.

We consider that this first HRM definition already contains many of the dimensions of analysis present in the function even today. In this definition were already identified the