

**FATIMA MALIK**  
**Work & Employment Relations Division**  
**Leeds University Business School**  
**Leeds LST 9JT**  
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## **Academic Qualifications**

### **Postgraduate:**

1. Masters in Business Administration (MBA) – 2005. Glasgow Caledonian University. Dissertation (distinction): ISO Certification Impact on Constructs of TQM – A Departmental Analysis.
2. MSc in Instrumental Analytical Chemistry for Environmental Monitoring & Process Quality Assurance - 1994. Glasgow Caledonian University.

**Under-graduate:** BSc in Chemistry – 1991. The University of Glasgow

## **Publications**

### **Academic & Business:**

1. Malik, F., McKie, L., Hogg, G., Beattie, R. (2010) ‘A Toolkit to support Human Resource Practice.’ Personnel Review, Vol. 39(3), pp. 287-305.

### **Book Review:**

1. Malik, F. (2010). ‘Investor engagement: investors & management practice under shareholder value.’ By Roderick Martin, Peter D. Casson, Tahir M. Nissar. BSA: Sociology Journal. Vol. 44(1), pp. 172-4

### **Publications regarding practice**

1. Malik, F. (2007). ‘Work-life Balance: A Practical Guide to Policies & Practices’. European Social Fund Commission, Glasgow Caledonian University & Heriot Watt University. Malik, F. – development of initial draft (available at: [www.organisationsworkandcare.org](http://www.organisationsworkandcare.org))
2. Bryden, J., Malik, F., Sutherland, A., Wright, G. (2005-06). ‘Title of Practice – creating and using a database of frequently used feedback comments when marking students’ written coursework (Strategic Management)
3. Caledonian Business School in-house project. Maxwell, G., Williamson, E., Malik, F., McFarlane, E. (2006). Employability Skills of Caledonian Business School Post-graduate Programmes.

4. MBA dissertation (with distinction) (2005) – ‘ISO certification impact on constructs of TQM – a departmental analysis’.

## **Research Training & Development**

1. **Doctoral University Scholarship (2008-12)** – Leeds University Business School, (LUBS). Co-Editor of LUBS Working Paper Series.
2. **Research Training (2007-08)** - actively focused in improving research skills whilst working as a Research Fellow ([www.organisationsworkandcare.org](http://www.organisationsworkandcare.org)) Participated in training to enhance data analysis skills (NVIVO & SPSS) and project management awareness ([www.crfr.ac.uk](http://www.crfr.ac.uk)). Also participated in European grant application writing training sessions.
3. **MRes modules (2007-08)**: completed modules include: Philosophical & Methodological Issues in Business & Management, The Research Process in Business & Management, Quantitative Methods for Business & Management, Qualitative Research Methods for Business & Management, Advanced Research Methods and Discipline Domain Study (Public Service Management).

## **Conferences:**

1. “To what extent is skills policy drive employer demand-led within UK High Skills Ecosystems?” Annual Doctoral Conference, Leeds University Business School, The University of Leeds on 16<sup>th</sup> June, 2010.
2. “Driving a Strategic employer Demand-led approach across UK High Skills Ecosystems” (Poster Presentation) at the Annual Doctoral Conference, Leeds University Business School, The University of Leeds on 17<sup>th</sup> June, 2010
3. “The impact of Training (policy & practice) on High Skills Ecosystems.” Centre for Employment Relations Innovation & Change Conference, Leeds University Business School, The University of Leeds on 25<sup>th</sup> May, 2009
4. ‘Work-Life balance across the Life Stages within SMEs - Developing a Toolkit.’ by Malik, F., McKie, L., Hogg, G., Beattie, R. presented by Fatima Malik at the CRFR Conference, The University of Edinburgh on 30<sup>th</sup> November, 2007.
5. ‘The Future Role of Work-Life Balance within the Public Sector’ by Malik, F. for the 12th Annual Conference of the International Research Society for Public Management at Queensland University of Technology, Brisbane, Australia in March, 2008 (abstract accepted)

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## **Employment:**

1. **Research Fellow: ESF Funded Project – Work-Life Balance: Proofing Policies & Practices** [www.organisationsworkandcare.org](http://www.organisationsworkandcare.org). School of Law & Social Sciences, Glasgow Caledonian University (November 2006 – January 2008)

Post Responsibilities:

- recruiting and liaising with businesses
- collating and analysing data – this included developing questionnaires, interviewing manager/employers and analysing qualitative data to be used in the development of a work-life balance toolkit
- compiling, designing and piloting a practical user-friendly toolkit
- coordinating printing, publishing and dissemination of the toolkit
- involved in all other activities associated with the project - including team meetings/briefs/compiling and circulating agendas/schedules, project administration duties (quarterly reports, monitoring budgets)
- conference presentation and writing articles for business/academic audiences.

2. **Caledonian Business School, Glasgow Caledonian University (2005-2006)**

Post: Part-time researcher and lecturer (Professor David Edgar):

- Strategic (Level 3 seminar sessions)
- Organisational management (Level 2 seminar sessions),
- E-Security. (Level 4 seminar sessions & lectures delivered)
- E-Business Design (MSc. postgraduate level lectures delivered)

Post Requirements:

- developing & delivering lectures in accordance to quality standards and as required by programme/module leaders
- delivering seminar sessions with a focus on student collaborative discussion, group work and presentation technique
- assessment of coursework/reports, exams and presentations and exam script development
- general student administration

- participation in in-house staff seminars/pilot studies - teaching and learning/student feedback evaluation improvements
- research assistant on in-house funded research

### **3. University of Strathclyde (1992-93)**

Post: Trainee Researcher University of Strathclyde

### **Research Experience**

1. (March-June, 2010: Professor Mark Stuart, The University of Leeds) Involvement in extensive data collation phase of an employers' survey designed to evaluate management perceptions from across private, public and voluntary sectors of trade union involvement in improving workforce skills and organisational learning. Also conducted telephone interviews using an extensive and detailed questionnaire with 27 Unionlearn project managers to evaluate the effectiveness of the Union Learning Fund and integration of Unionlearn projects across workplaces from a diverse mix of industries. Qualitative data analysis resulted in the compilation of 27 Unionlearn project case studies. The work, commissioned by Unionlearn was conducted by the Centre for Employment Relations Innovation and Change as part of large scale and multi stage project.
2. (June-September, 2008, School of Health & Social Work, Glasgow Caledonian University) Involved in qualitative analysis phase of Pathways to Work investigating the perceptions of incapacity benefit personal advisors and practitioners within regional Job Centres across Glasgow in administering interventions to encourage individuals reliant on incapacity benefit back into employment. Data was obtained from focus group sessions and semi-structured interviews with incapacity benefit personal advisors and practitioners on their views on implementing the various aspects of Condition Management Programme collated. Analysis was an integrative part of ongoing research which also looked at client and employer perceptions and the influence of the decision-making processes on the effectiveness of CMP across Glasgow. Results were presented in report format.
3. (Nov. 2006 – Jan. 2008, Professor Linda McKie, Professor Gillian Hogg, Professor Rona Beattie, Glasgow Caledonian University) Research fellow on an ESF funded research project, the aim of which was to develop a toolkit to enable SME businesses proof check their work-life balance policies and practices across the life stages. The project comprised of three stages: 1.) extensive literature review regarding work-life balance within SMEs. 2.) semi-structured interviews with SME employers/managers on their perspectives of work-life balance across the life stages 3.) development of the toolkit.
4. (May-August, 2006, Dr Gillian Maxwell) Involvement in in-house research conducted for the Caledonian Business School (2006). Stakeholder employability skills expectations of postgraduate programmes delivered across the business school were explored. Responsibilities included literature review, data collation

and analysis using Survey monkey. Research methods involved qualitative and quantitative analysis of data collated by through meetings, elite interviews and focus group sessions of a sample population of international and home postgraduate students, employers/managers and programme leaders. Other duties included data analysis, transcription, research design/methodology and report writing. Results were presented by the research team in the form of an in-house report and presentation to initiate feedback and progress research.

5. MBA dissertation (2004-05, Professor Jiju Anthony) – whilst working at Scottish Power I managed my MBA research project. The title of the project was ‘ISO Certification Impact on Constructs of TQM – A Departmental Analysis’. The research involved a conducting literature review, development/design of research strategy and quantitative and qualitative data collation and analysis (semi-structured interviews with 10 managers were conducted alongside distribution of quantitative 40 survey questionnaires).

### **Memberships (Professional/Other):**

1. Associate Researcher - Centre for Research on Families and Relationships, (CRFR), The University of Edinburgh.
2. Member of British Academy of Management, (BAM).
3. Member of British Sociological Association, (BSA).