

Muhammad Ali



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RESEARCH INTERESTS

Workforce diversity and HR practices including equal employment opportunity practices

TEACHING INTERESTS

Human resource management, organisational behaviour, managing diversity, strategic management and corporate social responsibility

EDUCATION

PhD Candidate (2005-to date) at Melbourne Business School

Discipline: Human Resource Management and Organisational Behaviour

Thesis Title: Workforce gender diversity: Is it a source of competitive advantage?

Abstract: Research on workforce diversity gained momentum in the 1990s, because of the growing trend in HR research to link HR practices with organisational performance. The new parallel wave of research focused on the business case for diversity, in which diversity was linked to organisational performance. However, the results of these studies, mainly focusing on linear diversity-performance relationships, have been inconsistent. Based on contrasting theories, this research proposes three competing predictions of the gender diversity-performance relationship at the organisational level: a positive linear relationship derived from the resource-based view of the firm, a negative linear relationship derived from self-categorisation and social identity theories, and a U-shaped curvilinear relationship derived from the integration of the resource-based view of the firm with self-categorisation and social identity theories. The research also proposes that gender identity-conscious HR structures (few vs. many) and industry type (services vs. manufacturing) moderate the gender diversity-performance relationship. The predictions were tested in two quantitative studies that adopted a combination of prospective and retrospective longitudinal research

designs. The results show evidence for the predicted positive linear relationship and an unpredicted inverted U-shaped relationship, along with moderating effects of HR structures and industry type.

Supervisors: Dr Isabel Metz and Professor Carol T. Kulik

Candidature stage: My candidature was confirmed in October 2006. As part of the confirmation process, I gave a seminar on my thesis proposal and submitted a written report of about 17,000 words. I submitted my thesis for examination on 1st June 2009.

Master of Business Administration (2003) from California State University, USA

Emphasis: International Business and International HRM

Major Research projects:

- Intellectual capital and the Corporate America
- Strategy report on a private school in Los Angeles

GPA: 3.88/4

Master of Public Administration (1998) from Quaid-i-Azam University, Pakistan

Emphasis: Organisation Theory

Major Research projects:

- Managing Pakistan Broadcasting Corporation
- Analysis of the privatisation policy of Pakistan

GPA: 3.77/4

B.Com (1995) from Hailey College of Commerce, Punjab University, Pakistan

Emphasis: Business law, economics

TEACHING EXPERIENCE

2009 – Tutor at the Department of Management and Marketing, University of Melbourne

I'll be tutoring in semester 2, 2009 for the subjects 'Human Resource Management' and 'Managing People and Organisations'. I'll be responsible for the design and delivery of two one-hour tutorials a week for each subject. My responsibilities also include student consultation and assessment.

2007 – Tutor at the Department of Management and Marketing, University of Melbourne

I tutored in semester 2, 2007 for the subject 'Managing People and Organisations'. I was responsible for the design and delivery of two one-hour tutorials a week. My responsibilities also included student consultation and assessment.

2006 – Guest Lecturer at the Department of Management and Marketing, University of Melbourne

I delivered a lecture on managing workforce diversity to post-graduate students in semester 2, 2006. I designed and delivered a one-and-half-hour lecture to Master of Commerce students on the types of workforce diversity, level of diversity in the Australian workforce, and perspectives on diversity management.

2003-2004 – Teacher at Alhuda School, California, USA

I taught Math and Computers to 4th, 5th, and 6th grade students with an average class size of 15. I also delivered a one-day workshop on cooperative learning (how students can learn effectively in groups) to the teachers of the school.

2002 – Tutor at Warren Lane Middle School, California, USA

I tutored at the Project Pyramid during 2002. Project Pyramid was an after-school program especially designed to enhance and reinforce the mathematics and science skills of African-American students of 6th, 7th, and 8th grades.

1998 – Teacher at Waqar-un-Nisa Higher Secondary School, Pakistan

I taught Business Accounting to O-Level students (O-Level is a standard qualification for school leavers in the UK education system).

RESEARCH EXPERIENCE

2006-to date – Research Assistant at the University of Melbourne

I assist a team of four academics from the University of Melbourne and University of South Australia with their research project on the development of psychological contracts. It is a longitudinal research project with multiple rounds of survey data collection. My responsibilities include assisting with literature searches, survey execution, record keeping and report generation.

INDUSTRY WORK EXPERIENCE

1999-2002 – Assistant Manager Human Resources at the MG Factory, Pakistan

I supervised most HR and general administration matters in a factory of 500 employees. This included recruitment and training of personnel up to managerial level and assisting the general manager in negotiations with the representatives of various associations. My other responsibilities included supervising the processing of pension, group insurance, superannuation, the court of enquiries and litigation cases.

1998-1999 – Assistant Branch Officer at Commercial Union Life Assurance Limited, Pakistan

I assisted the manager of a branch of 70 employees in the recruitment of development officers, deputy unit managers and unit managers. I was also responsible for the following: Arranging for training of sales staff and maintaining the record of training; maintaining the personal files of branch staff for annual appraisals, remuneration, transfers and promotions; monitoring and vetting all new business applications for accuracy and completeness before sending them to the head office.

PROFESSIONAL DEVELOPMENT

- 2008 Successful Consulting
This three-day short course was a part of the Advanced Leadership and Professional Development Skills Program at the University of Melbourne. The course was aimed at postgraduates with no previous consulting experience.
- 2006 ANZAM Doctoral Colloquium
(Australian and New Zealand Academy of Management)
Keynote speakers included Professor Anne-Wil Harzing (University of Melbourne), who shared her experiences about building networks and publishing in management.
- 2006 Research Decision in Management
(University of Melbourne)
This is a compulsory one-semester coursework subject as part of the PhD program at the University of Melbourne. The following topics were covered: Philosophy of science and epistemology, research paradigms and strategies, theoretical issues in research, and ethical issues in management research.
- 2005-06 Research Methods in Management
(University of Melbourne)
This is a compulsory two-semester coursework subject as part of the PhD program at the University of Melbourne. The following topics were covered: Developing and evaluating scales, designing surveys, sampling strategies, quantitative analysis, introduction to SPSS, experimental design, qualitative research analysis, conducting research interviews, ethnography, working with archival/secondary data, and multi-level analysis.
- 2004 Thirteenth Annual Teacher Development Program
(Aldeen Foundation, USA)
- 2004 American English Pronunciation Course
(University of California, Los Angeles, USA)
- 2001 Middle Management Computer Training Course
(National University of Sciences and Technology, Islamabad, Pakistan)
- 2000 Office Procedure and Practices under Step-down Training Program
(Secretariat Training Institute, Islamabad, Pakistan)
- 1999 Fundamentals of Life and Health
(Life Office Management Association, USA)

PUBLICATIONS

Journal Articles under Review/Preparation

Ali, M., Kulik, C. T., & Metz, I. The impact of organisational gender diversity on performance: Does industry type matter? This study focuses on the positive linear, negative linear and inverted U-shaped curvilinear competing predictions on the gender diversity-performance relationship at the organisational level in the context of services vs. manufacturing industries. The predictions were tested using archival data with time lags of two and five years between

diversity and performance. Status: Under review at **International Journal of Human Resource Management**.

Ali, M., Metz, I., & Kulik, C. T. The organisational gender diversity-turnover relationship: The moderating effect of HR structures. This paper explores the moderating effect of HR structures on the relationship between gender diversity and turnover. The study uses one and two years time lags between gender diversity and turnover. Data were collected through a survey of 1855 ASX-listed organisations in 2007 and from secondary sources. Status: Data analysis is completed and writing is in progress. Target submission date to **Academy of Management Journal: December 2009**.

Ali, M., Kulik, C. T., & Metz, I. The impact of human resource structures on organisational performance. This study examines the impact of HR policies and practices, meant to improve women's representation in organisations, on organisational performance. The study uses data from a survey of 1855 ASX-listed organisations and from secondary sources. Status: Data analysis is in progress and writing will be started in January 2010. Target submission date to **Human Resource Management: June 2010**.

Ali, M., Metz, I., & Kulik, C. T. The moderating effect of work-family programs on the relationship between gender diversity in management and organisational performance. This study investigates if the impact that gender diversity in management has on organisational performance is contingent on the number of work-family programs available. The study is again based on data collected through a survey of 1855 ASX-listed organisations and from secondary sources, and it uses one and two years time lags between diversity and performance. Status: Data analysis is in progress and writing will be started in June 2010. **Target submission date to Journal of Organizational Behavior: December 2010**.

Ali, M., Kulik, C. T., & Metz, I. The impact of organisational racial diversity on performance. This study uses archival data to investigate the organisational racial diversity-performance relationship in Canadian public organisations. It would be interesting to see whether racial diversity can also have different dynamics in different industries. Status: Data collection will start in January 2010. Target submission date to **Academy of Management Journal: June 2011**.

Conference Papers (Refereed)

Ali, M., Kulik, C. T., & Metz, I. (2009). The impact of gender diversity on performance in services and manufacturing organizations [CD-ROM]. Academy of Management Best Paper Proceedings [GDO Division Dorothy Harlow Best Paper Award and Best Student Paper Award winner].

Ali, M., Metz, I., & Kulik, C. T. (2008, December). The gender diversity-performance link: Does industry type matter [CD-ROM]? Proceedings of the 22nd ANZAM conference, Auckland, New Zealand.

Ali, M., Metz, I., & Kulik, C. T. (2007, December). Workforce gender diversity: Is it a source of competitive advantage [CD-ROM]? Proceedings of the 21st ANZAM conference, Sydney, Australia.

AWARDS

Dorothy Harlow Best Paper Award 2009

The Dorothy Harlow Best Paper Award is given annually to author(s) of the best paper submitted to the Gender and Diversity in Organizations Division of the Academy of Management.

The Best Student Paper Award 2009

The Best Student Paper Award, as the name suggests, is given to the best student manuscript submitted to the Gender and Diversity in Organizations Division of the Academy of Management.

Melbourne International Fee Remission Scholarship

Melbourne International Research Scholarship

PROFESSIONAL MEMBERSHIPS

Academy of Management, USA

Australian and New Zealand Academy of Management

Australian Human Resources Institute

ACADEMIC SERVICE

Reviewer for Australian and New Zealand Academy of Management

EXTRACURRICULAR ACTIVITIES

I was a PhD students' representative for 2007. In this role, I organised (amongst other activities) a panel discussion for our PhD candidates on 'Career choices after a PhD'. I was also a member of the organising committee for the annual PhD retreat. In August 2007, I volunteered for the University of Melbourne's 'Open day'.

ACADEMIC REFEREES

Isabel Metz

Senior Lecturer in HRM

Melbourne Business School

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Dr Metz is my first PhD supervisor. She has known me for the last four years and is well positioned to comment on my current and potential capabilities as a scholar.

Carol T. Kulik

Research Professor in HRM

School of Management, University of South Australia

City West Campus, GPO Box 2471

Adelaide, South Australia 5001

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Professor Kulik is my second PhD supervisor. She has known me for the last four years and is well positioned to comment on my current and potential capabilities as a scholar.

Christina Cregan

Associate Professor in HRM
Department of Management and Marketing
University of Melbourne
Parkville, Victoria 3010
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I have worked closely with Associate Professor Cregan in performing the Research Assistant work that I have been involved in for the last three years. She has known me for the last three years and is well positioned to comment on my research capabilities.