

Anil Verma

ANIL VERMA

Professor

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Education

Ph.D. (1984) MASSACHUSETTS INSTITUTE OF TECHNOLOGY
Sloan School of Management, Cambridge, MA, U.S.A.
Major Field: Industrial Relations
Minor Field: Organizational Behaviour & HRM
Dissertation: Union & Nonunion Industrial Relations Systems at the Plant Level
Thesis Supervisor: Professor Thomas A. Kochan

M.B.A. (1976) UNIVERSITY OF SASKATCHEWAN, Saskatoon, Saskatchewan, Canada.

B.Tech. (1971) INDIAN INSTITUTE OF TECHNOLOGY, Kanpur, U.P., India.
Major: Electrical Engineering

Employment

1989- UNIVERSITY OF TORONTO, Toronto, Canada.
Professor since July 1, 1996; Tenure granted: July 1, 1990.
Associate Professor: January 1, 1989 – June 30, 1996.
(jointly at) Rotman School of Management and the Centre for Industrial Relations.

1997 & UNIVERSITY OF CALIFORNIA, LOS ANGELES, CA., U.S.A.
1987-88 Visiting Professor, Industrial Relations & Human Resource Management,
Anderson Graduate School of Management.

1983-88 UNIVERSITY OF BRITISH COLUMBIA, Vancouver, B.C., Canada.
Assistant Professor, Industrial Relations & Human Resource Management,
Faculty of Commerce & Business Administration.

1978-80 UNIVERSITY OF SASKATCHEWAN, Saskatoon, Sask., Canada.
Lecturer - Management Science & Industrial Relations, College of Commerce.

1971-78 GUEST KEEN WILLIAMS LTD., Calcutta, India.
1976-78: Manager, Subcontract Operations
1974-76: Away on Study Leave
1972-74: Training Officer - Steel Division
1971-72: Engineer Trainee

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Professional Activities

- 2006-07 Co-Chair, Taskforce on the High Road Economic Vision for Toronto Hotels, **UNITE-HERE**
- 2007-10 Member, Peer Review Committee. The Canadian Initiative on Social Statistics (CISS) - a Strategic Joint Initiative of SSHRC and Statistics Canada.
- 2006-07 Invited Member, Strategic Planning Committee, **Labor & Employment Relations Association.**
- 2006 Member, Board of Directors, **COSTI Immigrant Services**, Toronto.
- 2006 Member, Judging Panel, **Immigrant Success Awards**, sponsored by Toronto Region Immigrant Employment Council and the Maytree Foundation.
- 2005 Academic Consultant, **Federal Labour Standards Review** (a review of Part III of the Canada Labour Code by the Government of Canada)
- 2005 Member, Quality Assessment Panel, **Postsecondary Education Quality Assessment Board, Government of Ontario.**
- 2003- Member, Advisory Board, **Centre for the Study of Education and Work**, OISE/UT.
- 2005 Research Fellow, Business and Labour Market Analysis Division, **Statistics Canada.**
- 2004- Member, Independent Board of Examiners, **Canadian Council of Human Resource Associations.**
- 2003 Member, Advisory Committee on Workplace & Employee Survey, **Statistics Canada.**
- 2002-03 Advisor, Human Resource Practices Survey, **Deloitte & Touche**, Toronto.
- 1993- Member, Advisory Committee on Labour & Income Statistics, **Statistics Canada.**
- 1995-03 Member, Advisory Board, **Canadian Workplace Research Network**, Department of **Human Resources Development, Government of Canada.**
- 1994- Member, Board of Advisors, **Toronto Area Industrial Relations Association (TAIRA).**
- 1994- Co-chair, Study Group on Public Policy and Industrial Relations, **International Industrial Relations Association.**
- 1994-01 Research Associate, **Centre for International Business**, Faculty of Management, University of Toronto.
- 1994- Research Associate, **Institute for Human Development, Lifecourse and Aging** (formerly the Centre for Studies of Aging), University of Toronto.
- 1998- Research Associate, **Centre for International Studies**, University of Toronto.

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- 2001-02 Chair, **Ontario Government Scholarship** Adjudication Panel for Management and Industrial Relations applications.
- 1999-00 Member, Nominations Committee, **Industrial Relations Research Association**.
- 1998 Member, Advisory Panel, Canadian Engineering Human Resources Board, Canadian Council of Professional Engineers.
- 1998-01 Member, Executive Board, **International Industrial Relations Association**, Geneva.
- 1998-99 Member, Nominations Committee, **Canadian Industrial Relations Association**.
- 1997-98 Member, Executive Committee, **Canadian Industrial Relations Association**.
- 1997-00 Member, Advisory Board, Human Resources in the Government Project, **Canadian Policy Research Networks**, Ottawa.
- 1997 International Advisor, The Transformation of Philippine Industrial Relations Project, **Philippine Exporters Association** in collaboration with the **University of the Philippines, School of Industrial and Labor Relations**.
- 1997- International Advisor on Executive Education, **The Employers Confederation of the Philippines**.
- 1995-96 & 1996-97 Convenor, NAFTA Committee, **Industrial Relations Research Association**, Madison, WI.
- 1994 Invited Research Fellow, **Japan Institute of Labour**, Tokyo, Japan, July 1-31.
- 1993-95 & 1991-93 Invited Research Associate, Industrial Relations Centre, **Queen's University**.
- 1994 Advisor, **Chung-Hua Institution of Economic Development**, Taipei, Taiwan.
- 1993-94 Member, **Ontario Graduate Scholarships awards panel** for Management and Industrial Relations.
- 1993-95 Member-at-large, Executive Board, **Canadian Industrial Relations Association**.
- 1993 Advisor, **Canadian Employers Council**, Ottawa.
- 1993 Advisor, **Korea Labor Institute**, Seoul, South Korea.
- 1992-93 Member, Working Group, Task Force on the Organization of Work, **Premier's Council on Economic Renewal**, Province of Ontario.
- 1992-94 Member, Advisory Board, **Queen's-Ottawa Economic Projects** (Formerly Economic Council of Canada).
- 1992-94 Secretary-Treasurer, **Toronto Area Industrial Relations Association** (TAIRA). Also, member of the Founding Committee, TAIRA.

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- 1992 Research consultant to the **Economic Council of Canada** on industrial relations and human resource response of Canadian firms to economic restructuring.
- 1992 Advisor, **Labour Canada** on harmonization of safety and health legislation.
- 1991 Advisor, **Information Technology Association of Canada** on human resources.
- 1989 Advisor, **Canadian Federation of Labour and World Trade Centres in Canada** Joint Committee working with **Employment & Immigration Canada's Industrial Adjustment Service**.
- 1987 Special Advisor, the Port of Vancouver Container Traffic Commission, An Industrial Inquiry Commission under the **Maintenance of Ports Operations Act, 1986**.
- 1986-88 Secretary-Treasurer, **British Columbia Industrial Relations Association (BCIRA)**. Resigned July 1987 to move to Los Angeles.
- 1979-80 Member, Board of Examiners for the **Society of Management Accountants (Canada)**.
- 1978-80 Adjunct Lecturer, **College of Dentistry, University of Saskatchewan**
- Occasional reviewer for academic journals: **Industrial & Labor Relations Review, Industrial Relations (Berkeley), British Journal of Industrial Relations, Advances in Industrial & Labor Relations, Relations Industrielles, Journal of Labour Research, Academy of Management Journal, Canadian Journal of Administrative Sciences, Transportation & Logistics Review, Science; International Journal of Management Reviews.**
- Reviewed grant applications from granting agencies: **Social Sciences & Humanities Research Council (SSHRC), Economic & Social Research Council (UK), Australian Research Council, Ontario Centre for International Business.**
- Reviewed research reports for: **World Bank, Economic & Social Research Council (UK), National Academy of Sciences (USA), C. D. Howe Institute.**
- Reviewed book proposals for **McGraw-Hill, Cornell University Press,**
- Occasional consultant to firms in the manufacturing and high technology sectors; to governments and government agencies at all levels.
- Reviewed tenure and promotion cases for University of Western Australia (2006); University of Fiji (2005), University of the West Indies (2005), University of Technology, Sydney (2003), University of Alberta (2003), Bar-Ilan University, Israel (2002), Cornell University (2001), UCLA (2001), University of Toronto (2001), Brock University (2001), City University of Hong Kong (2000), Queen's University (1998), University of Victoria (1998), Queen's University (1997), Boston University (1997), Indiana University (1997), University of California-Berkeley (1996), University of Victoria (1996), Cornell University (1995), Simon Fraser University (1993), University of Victoria (1993), Oregon State University (1992), Columbia University (1991).

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Conferences Organized

- 2006 Member, International Advisory Committee, **6th Asian Congress, International Industrial Relations Association**, New Delhi, April 19-21, 2007.
- 2005 Lead Coordinator, Scientific Program Committee, **14th World Congress, International Industrial Relations Association**, Lima, Peru, 11-14 September 2006.
- 2005 Chair, Program Committee, **The 2nd Conference on the Evolving Canadian Workplace**, a conference on the Workplace & Employee Survey sponsored by Statistics Canada, Canadian Workplace Research Network and the Canadian Employment Research Forum, Ottawa.
- 2003 Co-Chair, Program Committee, **First Caribbean Labour Policy Conference**, Kingston, Jamaica, April 2-5.
- 2002 Co-Chair, Program Committee, **The Evolving Canadian Workplace**, a conference on the Workplace & Employee Survey sponsored by Statistics Canada, Canadian Workplace Research Network and the Canadian Employment Research Forum, Ottawa, November 14-15.
- 2002 Co-Chair, Program Committee, **4th Regional Congress of the Americas, International Industrial Relations Association**, Toronto, June 25-28.
- 2002 Member, Program Committee, **National Policy Forum, Industrial Relations Research Association**, Washington, D.C., June 20-21, 2002.
- 2001 Chair, Program Committee, **International Conference on Union Growth**, University of Toronto, April 30-May 1, 2001.
- 1998 Member, Program Committee, **Restructuring Work and the Life Course**, an international conference organized by the Institute for Human Development, Lifecourse and Aging, May 6-8, University of Toronto.
- 1996 Member, Program Committee, **Workplace Practices and their Effect on Performance**, sponsored by Canadian Workplace Research Network and the Centre for Labour-Management Studies, University of British Columbia, Vancouver, B.C., October 1996.
- 1996 Chair, Program Committee, **33rd Annual Conference, Canadian Industrial Relations Association, May 29-31, 1996; Brock University, St. Catharines, ON.**
- 1995 Chair, Program Committee, **International Symposium on Workplace Change: Human Resources and Rationalization in the Global Steel Industry**, June 5-6 Toronto.
- 1995 Co-chair, Program Committee, **Forum on Canadian Workplace Practices**, sponsored by Human Resources Development Canada, March 23-24, Ottawa.
- 1994 Co-chair, Program Committee, **Employment Relations in an Era of Free Trade**, 4th Bargaining Group Conference, Centre for Industrial Relations, **University of Toronto**, October 14-15, Toronto.
- 1994 Co-chair, Program Committee, **Change and Restructuring in Industrial Relations at the Firm-level**, School for Industrial Relations, **Queen's University**, September 30-October 1, Kingston, ON.

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- 1994 Co-chair, Program Committee, **Changing Employment Relations in Asian Economies, Chung-hua Institution for Economic Development**, June 28-30, Taipei, Taiwan.
- 1994 Member, Program Committee, **International Developments in Workplace Innovations**, Centre for International Studies, **University of Toronto**, June 15-16, Toronto.
- 1994 Co-chair, Program Committee, **International Conference on Workforce Diversity and Competitiveness, McMaster University**, May 22-24, Hamilton, ON.
- 1993 Chair, Program Committee, **International Workshop on Industrial Relations and Human Resource Management in the Steel Industry**, November 27-28, Centre for Industrial Relations, University of Toronto.
- 1993 Chair, Program Committee, conference on **IR/HR in an Era of Global Markets: An Asia-Pacific Perspective, Korea Labor Institute**, August 25-27, Seoul, Korea.
- 1992 Co-Chair, Program Committee, **Workshop on Research in Industrial Relations and Human Resource Management in Asia**, sponsored by **Nanyang Technical University and M.I.T.**, September 7-8, Singapore.
- 1991 Chair, Program Committee, **Industrial Relations in Selected Canadian Industrial Sectors**, Queen's University, April 25-26, Kingston, ON.

Editorial Board Memberships

- 2006- Chief editor, **IIRA Book Series on Comparative & International Industrial Relations**
2005- **VISION** (published by Management Development Institute, New Delhi)
2000- **Journal of Industrial Relations** (Australia)
1999- **Global Business Review** (India)
1997-05 **HR Reporter** (Canada)
1995-06 **Canadian Public Policy**
1995-00 **Journal of Australia and New Zealand Academy of Management**
1997-01 **Trabajo**- published by Universidad Autónoma Metropolitana, Mexico City, Mexico.
1993-95 **IRC Press**, Queen's University

Professional Association Memberships

Academy of Management
Canadian Industrial Relations Association
Industrial Relations Research Association
International Industrial Relations Association

Awards & Distinctions

- 2005 Paper on "Workplace Internationalization, Innovation and HR Practices" (with Scott Walsworth) winner of \$5000 prize, Hubert H. Humphrey Institute for Public Affairs, University of Minnesota.
- 1996-97 President, **Canadian Industrial Relations Association**.
- 1989 Paper on Enterprise Unions (with S.M. Jacoby) won an award from the

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Hubert H. Humphrey Institute for Public Affairs, University of Minnesota.

1988 Faculty of Commerce Junior Faculty Fellowship, U.B.C.

1987 Nominated by the MBA class for Teaching Excellence Award, U.B.C.

1985 One of nine papers selected out of 115 submissions to the Second Berkeley Conference on
the Future of Industrial Relations, University of California, Berkeley.

1981-83 Doctoral Completion Fellowship in Management Studies, SSHRC, Canada.

1982 Nominated from M.I.T. and selected by the Academy of Management to attend the Doctoral Consortium in Personnel and Human Resources at the 42nd Annual Meetings, New York.

1980-81 Scanlon Fellow, M.I.T.

1977 Third prize in the National Competition for Young Managers for the paper, "Effectiveness of Young Professional Managers - Analysis and Prospects," New Delhi.

1976 Xerox Trophy for best team in the Business Game, University of Saskatchewan.

1975-76 University of Saskatchewan Fellow.

University Teaching and Administration

Graduate (Doctoral) Theses Supervised as Principal Supervisor: Completed

Supervisor, Sara Mann, Ph.D. (Management), Rotman School of Management, "Values As Incremental Predictors of Organizational Citizenship Behaviour", defended November 6, 2006.

Supervisor, Scott Walsworth, Ph.D. (Industrial Relations), "Three Essays on the International workplace in Canada:", Centre for Industrial Relations & Human Resources, thesis defended August 10, 2006.

Supervisor, Ted Mock, Ph.D. (Industrial Relations), "Three Essays in Human Resource Practices and Outcomes", Centre for Industrial Relations, defended April 8, 2005.

Supervisor, Maria Fonseca, Ph. D. (Industrial Relations), Centre for Industrial Relations, "Learning Dynamics and Social Interaction among Knowledge Workers in the Electronics Industry: Evidence from Canada and Mexico", defended April 27, 2004.

Supervisor, Douglas Flint, Ph.D. (Management), **Perceptions of Procedural Justice: Group Polarization Effects**, defended February 14, 2001.

Co-supervisor, Zsuzsanna Lonti, Ph.D.(Industrial Relations) **Workplace Innovations in the Government Workplace**, defended August 21, 2000.

Co-supervisor, Noel Cowell, Ph.D.(Industrial Relations), **The Use of Workplace Innovations in Jamaica: High Involvement Work Practices in a Developing Economy**, defended May 15, 2000.

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Supervisor, Kai Lamertz, Ph.D. (Management), **Social Network Structure and Social Exchange of Help in Work Groups**, defended January 29. Awarded the “Best Paper based on a PhD Dissertation” by OB Division, Academy of Management, August 1999.

Supervisor, Gangaram Singh, Ph.D.(Industrial Relations),**Work after Retirement**, Centre for Industrial Relations, defended December 4, 1997.

Supervisor, Stéphane Renaud, Ph.D.(Industrial Relations), **Union Membership, Total Compensation and Job Satisfaction in Canada**, defended December 19, 1995.

Supervisor, Jean-Guy Bergeron, Ph.D.(Industrial Relations), **Unionization in the Private Service Sector**, defended May 28, 1993.

Supervisor, Maureen Stephen, Ph.D.(Industrial Relations), **Collective Bargaining Outcomes and the Performance of the Firm**, defended April 1993.

Graduate (Doctoral) Theses Supervised as Thesis Committee Member:

Member, Thesis Committee, Kunle Akingbola, Ph.D. (Education), “Human Resources Management in Nonprofit Organizations: The Contingency of Government Funding”. Defended January 28, 2005.

Member, Thesis Committee, Jonathan Eaton, PhD (Industrial Relations), “Three Essays in Union Renewal”, defended 2004.

Member, Thesis Committee, Donna Chan, Ph.D.(Information Sciences), “Maintaining Professional Competence: Impact of Organizational and Individual Factors on the Updating Activities of Public Reference Librarians”, defended August 2, 2002.

Member, thesis Committee, Travor Brown, Ph.D.(Industrial Relations), “ The Effectiveness of Outcome Goals and Self-talk Training in Improving An Individual’s Team-Playing Behaviour”, defended May 6, 1999.

Member, thesis committee, Ann Frost, Ph.D.(Management) at Sloan School of Management, M.I.T., defended August 1996.

Member, thesis committee, Nina Cole, Ph.D.(Management), “The Effects of Training in Procedural Justice on Perception of Disciplinary Fairness by Employers and Discipline Experts”, defended January 30, 1996.

Member, thesis committee, Dan Skarlicki, Ph.D.(Management), "Increasing Citizenship Behaviour Within a Public and a Private Sector Labour Union: A Test of Organizational Justice Theory", defended December 10, 1994.

Member, thesis committee, Pushpa Seevaratnam, Ed.D., "Barriers Foreign Trained South Asian Teachers Face in Accessing Teaching Employment in Metro Toronto", defended January 28, 1994.

Member, thesis committee, Frank White, Ph.D.(Industrial Relations), "Determinants of Professional Unionization in Canada", defended May 1993.

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Member, thesis committee, Maurice Mazarolle, Ph.D.(Industrial Relations), " The Employment Incomes of Individuals Following Job Loss from Plant Closures", defended January 1993.

Member, thesis committee, S. R. Elangovan, Ph.D.(Management), "Managerial Third-party Dispute Resolution: A Normative Model of Strategy Selection", defended January 1993.

Member, thesis committee, Doug Hyatt, Ph.D. (Industrial Relations), "Issues in the Compensation of Injured Workers: Returns to Risk, Work Incentives and Accommodation", defended June 1992.

Member, thesis committee, Bob Hebdon, Ph.D. (Industrial Relations), "Industrial Conflict under Ontario's No-strike Clause", completed April 1992.

Member, thesis committee, Sharon Mason, Ph.D.(Management), completed December, 1991.

Graduate (Doctoral) Theses Examined as Member, Examination Committee or Chair:

Member, Examination Committee, Breda McCabe, Ph.D. (Sociology), "Employment Restructuring and the Search for Flexibility: The Case of Non-standard Employment in Ireland", November 25, 2005.

External Appraiser, Asha Prasad (Management), "Electricity Reforms in India and Implications for Human Resource Management", B.I.T., Mesra, Ranchi, India, September 2005.

Chair, Examination Committee, Slobodan Krakulic, Ph.D. (Sociology), June 8, 2005.

External Appraiser, Nirja Sharma (Management), "Diversity at Work Place and HRM Issues", PhD thesis submitted to **Indian Institute of Technology**, New Delhi, April 2005.

Member, Examination Committee, Guy Davidov, SJD (Law), "The Three Axes of Employment Relationships: A Characterization of Workers in Need of Protection", defended January 14, 2001.

Chair, Examination Committee, Ilias Tsiakas, Ph.D. (Economics), "Bayesian Empirical Applications of Generalized Stochastic Volatility Models", defended July 18, 2001.

Chair, Examination Committee, Sharon Beth Spier, Ph.D.(Education). "The Mything Link: An Analysis of Archetypes, Images, Metaphors and Myths in the 'Crisis in Education' Story", defended December 8, 1999.

Chair, Examination Committee, Jitendra K. Das, Ph.D.(Forestry), "A Whole Forest Management Approach to Integrating Forest Structure, Timber Harvest and Wildlife Dynamics", defended July 31, 1998.

Internal Appraiser, Gerard Seijts, Ph.D.(Management), "The Effect of Personal and Group Goal-setting on an Individual's Behaviour in Small and Large Groups in a social Dilemma", defended October 24, 1997.

Internal Appraiser, Michael Steven Kerr, Ph.D. (Community Health), "A Case-Control Study of Biomechanical and Psychological Risk Factors for Low-Back Pain Reported in an Occupational Setting", defended October 7, 1997.

Internal Appraiser, Diane L. Miller, Ph.D. (Management), "The Effects of Group Development, Member Characteristics, and Results on Teamwork Outcomes", defended November 8, 1996.

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Member, Examination Committee, Suzanne Le Blanc, Ph.D.(Sociology), "The Influence of Structural Factors on the Early Retirement Plans And Expectations of Older Workers", defended September 25, 1995.

Chair, Examination Committee, Carmel Borg, Ph.D.(Education), "Hegemony as Educational Practice: Catholicism, Traditionalism and the Fate of the Progressive Historical Bloc in Malta - A Gramscian Analysis", defended July 7, 1995.

Member, Examination Committee, Rosemary Venne, Ph.D.(Industrial Relations), "Alternative Worktime Arrangements: The Compressed Workweek", defended June 7, 1993.

Internal Appraiser, Ann Armstrong, Ph.D. (Management), "Pay for Knowledge and Skill Systems: A Multilevel Exploratory Investigation", defended March 9, 1993.

Internal Appraiser, Young Chul Chang, Ph.D. (Management), defended April 1992.

Member, Examination Committee, Jane Friesen, Ph.D.(Economics), defended March 21, 1991.

Member, Examination Committee, Ellen S. Cohen, Ph.D.(Education) , The Imposter Phenomenon: An Interactionist Perspective, defended January 12, 1990.

Member, Examination Committee, Marina Hrinco, Ph.D.(Education) , defended 1989.

Graduate (Doctoral) Supervisions: In-progress

Supervisor, Rupa Banerjee, Ph.D. (Industrial Relations), Centre for Industrial Relations, thesis in progress.

External Teaching – Executive Programs & Other Universities

- “Labour Law and Labour Relations in Canada”, to executives from **Indian Railways**, Rotman School of Management, August 3, 2007.
- “Managing Change”, to Executive MBA students, **Nankai University, Tianjin, China**; 45 students; credit course; 24 hours of instruction; March 2007.
- “Leadership Development Program”, to union leaders from **UNI-Asia-Pacific Regional Office, Kuala Lumpur, Malaysia**; 30 participants from several countries; 5-day full-time residential program; January 2007.
- “Human Resource Management”, to Executive MBA students, **University of Northern British Columbia, Prince George, B.C.**; 30 students; 20 hours of instruction; October 13-15, 2006.
- “Human Resource Management”, to Master’s in HRM students, **Chulalongkorn University, Bangkok, Thailand**; 55 students; 40 hours of instruction; April-May 2005.
- “International Human Resource Management”, to Master’s in Foreign Trade students, **GITAM Institute for Foreign Trade, Vishakhapatnam, India**; 35 students; 30 hours of instruction; February 2004.

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Publications: Edited Books

- Verma, Anil. and Thomas A. Kochan (Eds). 2004. **Unions in the 21st Century: An International Perspective**. London: Palgrave Macmillan, 267p.
<http://www.palgrave.com/products/Catalogue.aspx?is=140393505X>
- V.W. Marshall, W. Heinz, H. Krueger and A. Verma (Eds.). 2001. **Restructuring Work and the Life Course**. Toronto: University of Toronto Press, 544p.
- Verma, Anil and Richard P. Chaykowski, (Eds.). 1999. **Contract and Commitment: Employment Relations in the New Economy**. Kingston: Queen's IRC Press, 354p.
- Campbell, Duncan, Asma Lateef, Aurelio Parisotto and Anil Verma, (Eds.). 1997. **Regionalization and Labour Market Interdependence in East and South-east Asia**. London: Macmillan, 295p.
- Venkata Ratnam, C.S. and Anil Verma, (Eds.). 1997. **The Challenge of Change: Industrial Relations in Indian Industry**. New Delhi: Allied Publishers, 501p.
- Lee, Joseph and Anil Verma (Eds). 1996. **Changing Employment Relations in Asian Pacific Countries**. Taipei, Taiwan: Chung-Hua Institution for Economic Research, 373p.
- Verma, Anil, Thomas A. Kochan, and Russell L. Lansbury, (Eds.). 1995. **Employment Relations in the Changing Asian Economies**. London: Routledge, 368p.
- Chaykowski, Richard P. and Verma, Anil. (Eds.). 1992. **Industrial Relations in Canadian Industry**. Toronto: Holt, Rinehart & Winston, 491p. Winner of an award by the **Applied Arts Quarterly** for cover design.

Publications: Refereed Journal Articles

- Weststar, Johanna and Anil Verma. Forthcoming 2007. "What Makes for Effective Labor representation on Pension Boards?". **Labor Studies Journal**.
- Walsworth, Scott and Anil Verma. 2007. "Globalization, Workplace Practices and Innovation: Recent Evidence from the Canadian Workplace and Employee Survey ". **Industrial Relations**, April, 220-238.
- Eaton, Jonathan and Anil Verma. 2006. "Does "Fighting Back" Make a Difference? The Case of the Canadian Auto Workers Union". **Journal of Labor Research**, XXVII, Spring, 187-212.
- Kuruvilla, Sarosh and Anil Verma. 2006. "International Labor Standards, Soft Regulation, And National Government Roles". **Journal of Industrial Relations**, 48(1), February, 41-58.
- Verma, Anil. 2005. "Business Ethics Begins at Home: The Employee Dimension of Ethical Leadership". **Korea Journal of Business Ethics**, August, Vol 10, p. 25-48.
- Verma, Anil. 2005. "What Do Unions Do to the Workplace? Union Impact on Management and HRM Policies". **Journal of Labor Research**. 26 (3), Summer, p. 415-49.

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- Kuruville, Sarosh and Anil Verma. 2004. "Globalization, Logics of Action, International Labor Standards and National Government Roles". **KLI Quarterly Journal of Labor Policy**, 4 (2), 25-44.
- Reitz, Jeffery and Anil Verma. 2004. "Immigration, Ethnicity and Unionization: Recent Evidence from Canada". **Industrial Relations**, 43(4) October, 835-854.
- Verma, Anil. 2003. "Effective Skill Formation: The Missing Link between Capital Investment and Increasing Prosperity". **Philippine Journal of Labor and Industrial Relations**.
- Verma, Anil. 2003. "Global Labour Standards: Can we get from here to there?" **International Journal of Comparative Labour Law and Industrial Relations**, 19(4), Winter, 515-534.
- Singh, Gangaram and Anil Verma. 2003. "Work History And Later Life Labor Force Participation: Evidence From A Large Telecommunications Firm". **Industrial and Labor Relations Review**, 56(4), 699-715.
- Lonti, Zsuzsanna and Anil Verma. 2003. "The Determinants of Flexibility and Innovation in the Government Workplace: Recent Evidence from Canada". **Journal of Public Administration Research and Theory**, 13(3), 283-310.
- Fang, Tony and Anil Verma. 2002. "Union Wage Premium". **Perspectives on Labour and Income**, Vol. 14 no. 4, 17-23. For a brief summary go to:
<http://www.statcan.ca/english/indepth/75-001/online/0090275-001-XIE.html>
- Lonti, Zsuzsanna, Sara Slinn and Anil Verma. 2002. "Can Government Workplaces be made World-class?: Policy Challenges for Public Service Reform". **Canadian Labour and Employment Law Journal**, 9(3), 335-360.
- Verma, Anil, Thomas A. Kochan and Stephen Wood. 2002. "[Union Decline and Prospects for Revival](#)". **British Journal of Industrial Relations**, 40(3), September, 373-384.
- Verma, Anil, Thomas A. Kochan and Stephen Wood, editors. 2002. Special Issue on "Union Decline and Prospects for Revival". **British Journal of Industrial Relations**. 40(3), September.
- Verma, Anil and Morley Gunderson. 2001. "Labouring for Advantage: Worker stakes in a globalising economy". **Indian Journal of Labour Economics**, 44 (3), July-September, pp.363-374.
- Verma, Anil and Sara Slinn. 2000. "Labor Policy in the Internet Age: Europe's Answer to the Market Challenge", **Comparative Labor Law & Policy Journal**, 21(4), summer, 703-713.
- Gunderson, Morley and Anil Verma. 1999. "Canadian Labour in the Global Economy", **Zeitschrift für Kanada-Studien (Journal of Canadian Studies)**, 19(2), 160-171.
- Cook, Maria Lorena, Morley Gunderson, Mark Thompson and Anil Verma. 1997. "Making Free Trade More Fair: Developments in Protecting Labor Rights". **Labor Law Journal**, 48(8), 519-529.
- Gunderson, Morley, Savita Verma, and Anil Verma. 1997. "Job Loss Announcements and their Effect on Market Value of the Firm: Canadian Evidence from the 1980s". **Relations Industrielles**, 52(2), 364-380.

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- Verma, Anil and Morley Gunderson, Guest Editors. 1996. **Advances in Industrial and Labor Relations**, Volume 7, Greenwich, CT: JAI Press.
- Jain, Harish and Anil Verma, Guest Editors. 1996. "Introduction", **International Journal of Manpower**, 17(4/5), 5-13.
- Jain, Harish and Anil Verma. 1996. "Managing Workforce Diversity for Competitiveness: The Canadian Experience", **International Journal of Manpower**, 17(4/5), 14-29.
- Gunderson, Morley and Anil Verma. 1996. "Worker Protection in the New Global Economy: The Past as Prologue". **Advances in Industrial and Labor Relations**, Vol. 7, 1-13.
- Cutcher-Gershenfeld, Joel and Verma, Anil. 1994. "Joint Governance in North American Workplaces: A Glimpse of the Future or the End of an Era". **International Journal of Human Resource Management**, 5(3), September, 547-580.
- Gunderson, Morley and Verma, Anil. 1992. "Canadian Labour Policies and Global Competition", **Canadian Business Law Journal**, 20(1), 63-89.
- Jacoby, Sanford M. & Verma, Anil. 1992. "Enterprise Unions in the Modern Era: A Case Study of Corporate Compensation and Industrial Relations Strategies", **Industrial Relations**, 31(1), 137-158. Reprinted in Mario F. Bognano and Morris M. Kleiner, (Eds.). 1992. **Labor Market Institutions and the Future Role of Unions**, Cambridge, MA: Blackwell.
- Verma, Anil. 1992. "Looking Ahead: Future Directions in Canadian Industrial Relations Research", **Relations Industrielles**, 47(2), 342-347.
- Graham, J. and Verma, Anil. 1991. "Predictors & Moderators of Employee Responses to Employee Participation Programs", **Human Relations**, Vol. 44, No. 6, 551-568.
- Cutcher-Gershenfeld, Joel, Thomas A. Kochan & Verma, Anil. 1991. "Recent Developments in U.S. Employee Involvement Initiatives: Erosion or Transformation", in Donna Sockell, David Lewin & David Lipsky, eds., **Advances in Industrial & Labor Relations**, Vol. 5, JAI Press, 1-31.
- Verma, Anil and Thomas A. Kochan. August 1990. "Two Paths to Innovations in Industrial Relations: The Case of Canada and the United States", **Labor Law Journal**, 41(8), 597-601.
- Verma, Anil. August 1989. "New Union Organizing: A Return to the Old Methods?", **Labor Law Journal**, 40(8), 465-469.
- Verma, Anil. Fall 1989. "Joint Participation Programs: Self-help or Suicide for Labor?", **Industrial Relations**, 28(3), 401-410.
- Ohtsu, Makoto and Verma, Anil. 1987. "Case for Intra-Organizational Bargaining? A Study of Inter-class Wage Differentials of Saskatchewan School Teachers", **Relations Industrielles**, 42(3).
- Verma, Anil & Robert B. McKersie. July 1987. "Employee Involvement Programs: The Implications of Non-involvement by Unions", **Industrial & Labor Relations Review**, 40(4), 556-568.
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- Tourangeau, A., Doran, D., McGillis-Hall, L., O'Brien-Pallas, L., Pringle, D., Tu, J., & Verma, A. "Tests of models of mortality and unplanned readmission for acute medical patients in Canadian hospitals." IsQua 22nd International Conference, Vancouver, Canada, October 25-28, 2005.
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- Mann, Sara and Anil Verma. "Employer-supported Training: Does Training Culture Matter?", prepared for conference on The Evolving Workplace, sponsored by **Statistics Canada**, Ottawa, September 29-30, 2005.
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- Walsworth, Scott and Anil Verma. "Workplace Internationalization, Innovation and HR Practices", presented to conference on **Labor & Globalization**, Hubert H. Humphrey Centre for Public Policy, **University of Minnesota**, Minneapolis, April 15, 2005.

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Verma, Anil and Johanna Weststar. "Effective Labour Representation on Pension Boards", presented to conference on **Pensions at Work**, Winnipeg, October 16-17, 2004.

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Kuruvilla, Sarosh and Anil Verma. "Globalization, Logics of Action, International Labor Standards and National Government Roles", presented to the 5th Asian Congress, **International Industrial Relations Association**, Seoul, Korea, June 23-26, 2004.

Verma, Anil and Tony Fang. 2004. "Union-Nonunion Wage Differentials and the Role of Workplace Practices". Presented to the 64th Annual Meeting, **Academy of Management**, August 6-11, New Orleans, LA.

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Verma, Anil and Tony Fang. 2002. "Union-Nonunion Wage Differentials and Workplace Practices", presented to, **The Evolving Canadian Workplace**, a conference on the Workplace & Employee Survey sponsored by Statistics Canada, Canadian Workplace Research Network and the Canadian Employment Research Forum, Ottawa, November 14-15.

Verma, Anil. 2002. "Labour Standards: Preventing a Race to the Bottom", presented to the **Third African Congress, International Industrial Relations Association**, Stellenbosch, South Africa, March 5-8.

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- Verma, Anil. 2001. "Concessions Bargaining in Canada", presented to the Study Group #9 on Pay Systems, **Industrial Relations Research Association, New Orleans**, January 4.
- Lonti, Zsuzsanna and Anil Verma. 2000. "Workplace Innovations In Government: Evidence From A Survey Of Government Managers In Canada", presented to the **Annual Conference, Industrial Relations Research Association**, January 6-8, Boston, MA.
- Reitz, Jeffery and Anil Verma. 1999. "Immigration, Ethnicity and Unionization", presented to University and College Labor Education Association/AFL-CIO Education Conference on **Forging a Labor Community Agenda: Race, Class and Gender and the Fight for Economic Justice**, April 8-11, Atlanta, GA.
- Gangaram Singh and Anil Verma. 1998. "An application of the life course perspective to assess the return to work decision after early retirement". Presented to **Restructuring Work and the Life Course: An International Symposium**, May 7-9, Toronto, sponsored by the Institute for Human Development, Life Course and Aging, University of Toronto and the Life Course Institute, University of Bremen, Germany.
- Kaufman, Bruce, David Lewin, John Fossum and Anil Verma. 1997. "Nonunion Employee Involvement and Participation Programs: The Role of Employee Representation and the Impact of the NLRA". Presented to conference on **Nonunion Employee Representation Conference**, Banff, Alberta, September 4-5.
- Verma, Anil and Gangaram Singh. 1997. "Do managers and workers have different labour market experiences after early retirement? Presented to the Thirty-fourth Annual Conference, **Canadian Industrial Relations Association**, June 10-12, St. John's, Newfoundland.
- Weber, Caroline and Anil Verma. 1997. "The Flexibility of Canadian Establishments: Results from the WES Pilot Data". Presented to the Thirty-fourth Annual Conference, **Canadian Industrial Relations Association**, June 10-12, St. John's.
- Kaufman, Bruce, David Lewin, John Fossum and Anil Verma. 1996. "Bridging the Conceptual Gap Between Employee Participation and Representation". Presented to the **Fifth Bargaining Group Conference**, University of Minnesota, Minneapolis, October 11-12.
- Verma, Anil and Gangaram Singh. 1996. "Patterns of Employment and Working Time among Early Retirees of a Telecommunications Firm". Paper presented to conference on Worktime Arrangements, sponsored by **Canadian Employment Research Forum**, Ottawa, June 13-15.
- Meltz, Noah and Anil Verma. 1996. "Union Organizing and Certification Activity in Canada and Ontario: Comparisons with the United States". **Proceedings of the Annual Meetings of the Canadian Industrial Relations Association**, St. Catharines, ON, May 29-31.
- Verma, Anil and Diane Irvine. 1996. "Organizational Factors in Workplace Safety Outcomes". Presented to conference on Workplace Safety, sponsored by the **Institute for Work and Health**, Toronto, May 1-2.

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- Lamertz, Kai and Verma, Anil. 1995. "Joint Governance: A Network Approach to Participation in Workplace Decision-making between Labour and Management", presented to the annual conference of the **Academy of Management**, Vancouver, B.C., August 4-9.
- Stephen, Maureen and Verma, Anil. 1995. "Industrial Relations Practices and Financial Performance: Evidence from Unionized Canadian Firms", presented to the **Forum on Canadian Workplace Practices, Human Resource Development, Government of Canada**, Ottawa, March 23-24.
- Verma, Anil and N.M. Meltz. 1994. "Canadian Developments in Industrial Relations and Implications for the U.S.", paper presented to **Conference on Labor Relations Institutions and Economic Performance, Work and Technology Institute**, Washington, D.C., March 14-15.
- Verma, Anil and Daniel J.B. Mitchell. 1994. "Union Wage Freezes and Cuts in the U.S. and Canada". Paper presented to a joint session at the Annual Meeting of the **Industrial Relations Research Association and the North American Economics and Finance Association**, Boston, January 4-6.
- Verma, Anil, Thomas A. Kochan, and Russell Lansbury. 1992. "A Framework for Comparative Research in Industrial Relations/Human Resource Management in South-east Asia", presented to the **MIT-NTU conference on Comparative Research in IR/HR in South-east Asia**, Singapore, Sept. 7.
- Chaykowski, Richard P. and Verma, Anil. 1992. "Adjustment and Restructuring in Canadian Industrial Relations in the 1980s", presented to the **Ninth World Congress, International Industrial Relations Association**, Sydney, Australia, September 1-3.
- Noah M. Meltz and Verma, Anil. 1992. "Industrial Relations and Human Resource Practices in Canada", presented to the conference on Comparative IR/HR Systems, sponsored by the **Organization for Economic Cooperation and Development**, Paris, France, June 22-24.
- Verma, Anil and Basu Sharma. 1992. "The Role of Strategic Choice in Employment Relations in the Context of Economic Development", presented to the **Third Biennial Southeast Asia Business Research Conference**, University of Michigan, Ann Arbor, MI., May 16-17.
- Verma, Savita, Verma, Anil and Morley Gunderson. 1992. "Job Loss and its Effect on Market Value of the Firm: Canadian Evidence from the 1980s", presented to a joint session of the **North American Economics and Finance Association and the Industrial Relations Research Association**, New Orleans, LA., January 3-5.
- Gunderson, Morley and Verma, Anil. 1991. "The Impact of Free Trade on the Collective Agreement". Presented to conference on **North American Free Trade: Labor, Industry, and Government Policy Perspectives**, Minneapolis, sponsored by the University of Minnesota and the Twin City Area Labor Management Council. (Invited paper), November 19-20.
- Verma, Anil and Joseph Weiler. 1991. "Restructuring in Industrial Relations and the Role for Public Policy". Presented to the conference on "Work, Unemployment and Justice" sponsored by the **Canadian Institute for the Administration of Justice**, held in St. Andrews-by-the-sea, New Brunswick. (Invited paper), October 16-19.

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- Verma, Anil and Mark Gallina. 1990. "Radical and Unionist Critiques of Direct Worker Participation". Presented to the **Third European Regional Congress of the International Industrial Relations Association**, Bari-Naples, Italy. (Contributed paper), September 23-26.
- Gunderson, Morley and Verma, Anil. 1990. "Canadian Labour Policies and Global Competition", paper presented to the conference on **Canadian Federalism and Global Competition**, Faculty of Law, University of Toronto, Toronto, September 15.
- Verma, Anil and Alan M. Saks. 1990. "International Trade and Convergence in Human Resource Management Systems: Some Theoretical Propositions", presented to the **Frontiers in Global Management International Conference**, Shizuoka, Japan; sponsored by the Western Academy of Management. (selected through anonymous referral in a competition), June 17-20.
- Thompson, Mark E. and Verma, Anil. 1987. "Managerial Strategies in Industrial Relations in the 1980's: The Canadian Experience". Presented to the **Second European Regional Congress of the International Industrial Relations Association**, Herzlia, Israel. (accepted as part of a symposium selected through competition), December 13-17.
- Cutcher-Gershenfeld, Joel, Thomas A. Kochan, and Verma, Anil. 1987. "Employee Involvement: Lessons from the U.S.", presented to the **Pacific Rim Labour Policy Conference, Asia-Pacific Business Institute**, Vancouver, B.C. (Invited paper), June 24-25.
- Verma, Anil. 1987. "Union Status as a Context Variable: The Impact of Unions on Organizational Structure", presented to the **Twenty-eighth Annual Meeting of the Western Academy of Management**, Universal City, CA. (selected through anonymous referral in a competition), April 9-11.
- Verma, Anil and Wilf Zerbe. 1987. "A Comparison Group Analysis of the Scanlon Plan", presented to the **Forty-Sixth Annual Meetings of the Academy of Management**, Chicago IL. (selected through anonymous referral in a competition), August 13-16.
- Verma, Anil. 1985. "Development of the Nonunion Strategy and Its Implications for Unionized Work Places", presented to the **Twenty-sixth Annual Meetings of the Western Academy of Management**, San Diego, California. (selected through anonymous referral in a competition), March 28-30.
- Verma, Anil. 1985. "To Invest or Not to Invest: Relative Flow of Capital to Union and Nonunion Plants Within a Firm", presented to the **Second Berkeley Conference on New Directions in Industrial Relations**, Institute for Industrial Relations, University of California, Berkeley. (selected through anonymous referral in a competition), February 22-23.
- Verma, Anil & Thomas A. Kochan. 1983. "The Growth and Nature of the Nonunion Sector within a Firm", presented to the **M.I.T. Union Leadership Conference**, M.I.T., Cambridge, Massachusetts. (Invited paper), June 19-21.
- Kochan, Thomas A. & Verma, Anil. 1982. "Negotiation in Organizations: Blending Industrial Relations and Organizational Behavior Approaches", presented to the **Conference on Bargaining in Organizations**, Andover, MA. (Invited paper), October 15-17.

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Project Reports

Co-author, “An Industry at Crossroads: A High Road Economic Vision for Toronto Hotels”, Report of the **UNITE-HERE** Taskforce, April 2007.

Verma, Anil, Beatrice Moos, Young-Chul Chang and Hyun Jeong Kim. 2006. “Corporate Family Responsibility: How Firms can Contribute to Society through better Family-friendly Policies” . Report made to **Yuhan-Kimberly, Seoul, Korea**.

Verma, Anil. 2006. “The Role of Employee Voice in Obtaining Better Labour Standards”, prepared for **Federal Labour Standards Review Commission**.

Verma, Anil, Amanda Shantz, Young-Chul Chang and Hyun Jeong Kim. 2005. “Lifelong Learning in Organizations: Theory and Evidence from Leading Corporations”. Report made to **Kyung-Hee University and Yuhan-Kimberly, Seoul, Korea**.

Verma, Anil and Shirish Grover. 2005. “Employer-Sponsored Training and Firm Growth: A Review of the Literature”. Prepared for **Human Resources & Skills Development Canada**.

Employer Consultation with Union under the Federal Employment Equity Act 1995. Prepared for **Human Resources Development Canada – Labour Program**. 2003. (Role: Co-author with Harish Jain).

Workplace Innovations in the Government. Prepared for **Canadian Policy Research Networks**, Ottawa, March 2001. (Role: Principal Investigator; with Zsuzsanna Lonti).

Organizational Factors in Workplace Safety and Health. Prepared for the **Institute for Work and Health**, April 1998. (Role: principal investigator; with Diane Irvine).

Issues of an Aging Workforce: A Case-study of Slater Steels-Hamilton Specialty Bar Division. Prepared for **Human Resources Development Canada**, Centre for Studies of Aging, University of Toronto, April 1996. (Role: Case-study Coordinator)

Issues of an Aging Workforce: A Case-study of Early Retirees of Bell Canada. Prepared for **Human Resources Development Canada**, Centre for Studies of Aging, University of Toronto, April 1996. (Role: Case-study Coordinator)

Employee/Union Involvement in the Workplace: The Choices for Business Policy. Prepared for **Bell Canada**, July 1993.

Canadian Firms, Labour Policy and the New Economy. May 1993. Prepared for the **Canadian Employers Council**.

Managing Through Quality: How Employees See It? June 1992. Prepared for the **Construction and Services Division, Ontario Hydro**.

Change and Restructuring in Industrial Relations and Human Resource Management in the 1980s: A Review of Firm-level Responses, June 1992. Prepared for the **Economic Council of Canada**. (with Joseph Weiler).

Harmonization of Occupational Safety and Health Laws, March 1992. Prepared for **Labour Canada**, Federal-Provincial Relations Branch. (with Morley Gunderson).

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The Prospects for Innovation in Canadian Industrial Relations in the 1990s, May 1990. Prepared for **Canadian Federation of Labour and World Trade Centres in Canada Joint Committee on Labour Market Adjustment**.

The Changing Profile of Industrial Relations in British Columbia: A Survey Report, December 1986. Presented to the **Business Council of British Columbia**.

Fabrication Division Employee Survey, June 1985. Presented to the **International Association of Machinists and the Boeing Commercial Airplane Company**.

Comparability of Dissimilar Jobs in Wage Discrimination Cases: *Vuyanich v. Republic National Bank*, 1982, Sloan School of Management, M.I.T., Cambridge, Massachusetts. (with Phyllis A. Wallace).

Report on the Quality of Working Life Process: **Amalgamated Clothing and Textile Workers and the Xerox Corporation**. December, 1982. (with T. A. Kochan and N. Mower).*

Report on the Worker Participation Process: **Newspaper Guild of the Twin Cities and the Minneapolis Star and Tribune**. December, 1982. (with T. A. Kochan and N. Mower).*

Report on the Quality of Work Life Process: **Allied Industrial Workers and the Kunkle Valve Company**, January, 1983. (with T.A. Kochan and N. Mower).*

* submitted to the **Industrial Union Department, AFL-CIO**.

Invited Presentations (recent list only)

1. “Corporate Family Responsibility: Employer Role in Work-life Balance and Sustainable Societies”, presented to conference on Family-friendly Policies, New Paradigm Centre on Work and Employment, Korea Labor Institute, Seoul, Korea, May 15-16, 2006.
2. “Is Industrial Relations as a Discipline in Decline?”, presented to the annual conference, Canadian Association of Labour Lawyers, St. John’s, May 19-20, 2006.
3. “Issues in International Human Resource Management”, presented to conference on Public Sector Management, Standing Committee on Public Enterprises, New Delhi, December 13, 2006.
4. “New Directions in Work and Employment Relations”, presented to International Management Institute, New Delhi, India, December 12, 2006.
5. “A Multi-layered Approach to Improving Labour Standards: Evidence from Growing Asian Economies”, presented to International Seminar on Social Aspects of Globalization of Economic Relations, Universidade de São Paulo, São Paulo, September 5, 2006.
6. “Change and Innovation in Graduate Programs in Industrial Relations and Human Resources: A Comparative Review of Curricula”. Presented to the Directors of University & College Programs in IR and HR, Boston, January 4, 2006.

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7. “Attracting, Motivating & Retaining the Best: How Business is Meeting the Competitive Challenge of Globalization?”, presentation made to Marsh Canada, Regina, SK: Oct 11, 2005; Toronto, ON: Nov 7, 2005; London, ON: Nov 21, 2005; Montreal, QC: Nov 29, 2005.