

Anil Verma

ANIL VERMA

Professor Emeritus

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Rotman School of Management

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Last Revision: March, 2021

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 Emeritus, July 2020 - present
 - Director, Centre for Industrial Relations & Human Resources, July 2009-June 2015
 - Professor since July 1, 1996; Tenured effective: July 1, 1990.
 - Associate Professor: January 1, 1989 – June 30, 1996.
 - Jointly appointed to the Rotman School of Management and the Centre for Industrial Relations & Human Resources.
- 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; 1972-74: Training Officer - Steel Division
1971-72: Engineer Trainee

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Professional Activities

- 2020 Mahindra International Visiting Scholar, **XLRI Xavier School of Management**, Jamshedpur, India. February 10-22.
- 2019 Chair, Quality Assessment Panel for Conestoga College's program in International Business Management, **Postsecondary Education Quality Assessment Board, Government of Ontario.**
- 2018 Chair, Luis Aparicio Prize Committee, **International Labour and Employment Relations Association**, Geneva.
- 2018 Chair, Quality Assessment Panel for Seneca College's degree, Bachelor of Business Management (BBM), **Postsecondary Education Quality Assessment Board, Government of Ontario.**
- 2017-20 Adjunct Professor, **Ton Duc Thang University**, Ho Chi Minh City, Vietnam
- 2015 Chair, Luis Aparicio Prize Committee, **International Labour and Employment Relations Association**, Geneva.
- 2013-16 Member, Advisory Board, Trade Agreements and Labour Project, **International Labour Organization (ILO)**, Geneva.
- 2012-16 Chair, Selection Committee for **Bora Laskin Award** awarded for contributions to labour law in Canada.
- 2013-14 Chair, Ontario Minimum Wage Advisory Panel, established by the **Government of Ontario** to recommend revisions to the minimum wage.
- 2013-14 Chair, Quality Assessment Panel for Niagara College's proposed new degree, **Postsecondary Education Quality Assessment Board, Government of Ontario.**
- 2006-2015 Member, Board of Directors, **COSTI Immigrant Services**, Toronto.
- 1993-2015 Member, Advisory Committee on Labour & Income Statistics, **Statistics Canada.**
- 2012-13 Member, Quality Assessment Panel, **Postsecondary Education Quality Assessment Board, Government of Ontario.**
- 2012-13 Member, Adjudication Panel, Best Student Paper Award, Labor & Employment Relations Association.
- 2008-13 Member, Dean's Advisory Board, **Sheffield University Business School**, U.K.
- 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.

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- 2006-07 Invited Member, Strategic Planning Committee, **Labor & Employment Relations Association.**
- 2006-08 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.**
- 2003-11 Member, Advisory Board, **Centre for the Study of Education and Work**, OISE/UT.
- 2005 Research Fellow, Business and Labour Market Analysis Division, **Statistics Canada.**
- 2004-10 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.
- 1995-03 Member, Advisory Board, **Canadian Workplace Research Network**, Department of **Human Resources Development, Government of Canada.**
- 1994-99 Member, Board of Advisors, **Toronto Area Industrial Relations Association (TAIRA).**
- 1994-2012 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.
- 1994-99 Research Associate, **Institute for Human Development, Lifecourse and Aging** (formerly the Centre for Studies of Aging), University of Toronto.
- 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.**

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- 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**.
- 1997-2002 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.
- 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 Inquiry Special Advisor, the Port of Vancouver Container Traffic Commission, An Industrial Commission under the **Maintenance of Ports Operations Act, 1986**.

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- 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**
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- 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, Harvard Business School Press, Sage Books.**
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- Reviewed tenure and promotion cases for Rutgers University (2014-15); Memorial University of Newfoundland (2014-15); City University of Hong Kong, Cornell University (2013-14); University of Alberta, University of Saskatchewan (2012-13); UCLA, Cornell University and University of Guelph (2011-12); University of British Columbia (2010-11); Simon Fraser University (2009-10); York University, St. Mary's University (Halifax), Université de Montreal & Cornell University (2008-09); 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).

Conferences Organized

- 2014 Chair & Local Host, **Trade Agreements and their Effects on Labour Markets, a research project of the International Labour Organization (ILO)**, 7-8 May 2014, Toronto; I also serve on the Advisory Board of this project, 2013-2015.
- 2012-13 Co-Chair, Program Committee, **50th Annual Conference of the Canadian Industrial Relations Association**, Toronto, May 29-31, 2013.

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- 2010-12 Co-Chair, Scientific Program Committee, **16th World Congress, International Industrial Relations Association**, Philadelphia (USA), 2-5 July 2012.
- 2011 Member, Scientific Committee, **7th Congress of the Americas, International Labour & Employment Relations**, São Paulo, Brazil, 22-25 August, 2011.
- 2009 Member, Program Committee, Annual Meeting, **Labor & Employment Research Association**, January 3-5, 2010, Atlanta.
- 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.

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- 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.
- 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

- 2021- Editorial Board, **Indian Journal of Labour Economics**, published by the Indian Society for Labour Economics, India.
- 2020- Editorial Board, **Management and Labour Studies**, A SAGE Journal, XLRI Xavier School of Management, Jamshedpur, India.
- 2015- Editorial Board, Book Series, **International Labour & Employment Association** (Geneva).
- 2015-18 Editorial Board, **The Mowat Centre**, School of Public Policy and Governance, University of Toronto.
- 2015- Editorial Advisory Board, "**Amity Journal of Cross Cultural Management**"- An International, Refereed Journal of Cross Cultural Management (India)

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- 2015- Editorial Board, **UTP/Rotman Imprint**, University of Toronto Press
- 2012- Editorial Board, **E-Journal of International and Comparative Labour Studies**
- 2005- **VISION** (published by SAGE for Management Development Institute, New Delhi)
- 2000- **Journal of Industrial Relations** (Australia)
- 2008-2011 Editorial Board, **HR Professional** (Canada)
- 1999-2011 **Global Business Review** (India)
- 1997-2005 **HR Reporter** (Canada)
- 1995-2010 **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

- Canadian Industrial Relations Association
- Labor & Employment Relations Association (USA)
- International Labour & Employment Relations Association (Geneva)

Awards & Distinctions

- 2014 Gerard Dion Award, Canadian Industrial Relations Association
- 2009 Best Paper, Academy of Management, HR Division, with Jing Wang.
- 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 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.

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- 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 & Master's) Theses Supervised as Principal Supervisor: Completed

- Co-Supervisor, Yao Yao, PhD. (Industrial Relations), "Uberizing the Legal Profession? Three Essays on Lawyers in Digital Platform-based Legal Services", thesis defended 30 October 2020.
- Supervisor, Xiaoyu (Crystal) Huang, PhD. (Industrial Relations), Strategic Choices in Human Resource Management, thesis defended 15 July 2016.
- Co-Supervisor, Bruno de Souza Lessa, Master's in Administration, "The Role of Human & Social Capital in Social Enterprises and Its Sustainability". Faculty of Economics and Administration, Universidade Federal do Ceará (Federal University of Ceará), Brazil. Thesis defended, 30 March, 2016.
- Supervisor, Bruce Curran, PhD. (Industrial Relations), Dispute Resolution in Canada, thesis defended, 13 July 2015.
- Co-supervisor, Qian (Lydia) He, PhD. (Industrial Relations), "**Labour Market Experience of Non-standard Workers**", thesis defended, 15 March 2013.
- Supervisor, Jing Wang, Ph.D. (Industrial Relations), "**Three Essays on Work-life Balance in Canada**", Centre for Industrial Relations, thesis defended 7 December 2009.
- Supervisor, Rupa Banerjee, Ph.D. (Industrial Relations), "**Employment Disadvantage of Immigrants and Visible Minorities: Evidence from Three Canadian Surveys**", Centre for Industrial Relations & Human Resources, thesis defended October 29, 2007.
- 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.

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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.

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 and Master’s) Theses Supervised as Thesis Committee Member:

Member, Thesis Committee, Jennifer Harmer, Ph.D. (Industrial Relations), expected date of completion 2021.

Member, Examination Committee, Daniel Arêa Leão Barreto, Master’s in Law. “Production Chain in the Textile Industry in Ceará: An Analysis of Public Policies that Guarantee Decent Work”, Post-Graduate Program in Law, Universidade de Fortaleza, Brazil, defended 17 February 2021.

Member, Examination Committee, Francisco Savio Mauricio Araujo, M.Sc. (Administration), “Strategic Responses to Global Climate Change: Evidence From Canadian Oil Companies”. Universidade Federal do Ceará, Fortaleza, defended 18 April 2018.

Member, Examination Committee, Ella Karia, Ed.D. (Education), "Integrated Child Development: Exploring Play-based Learning in the Full Day Kindergarten Classroom in Ontario". Defended August 26, 2014.

Member, Thesis Committee, Rachel Aleks, Ph.D. (Industrial Relations), Centre for Industrial Relations & Human Resources, thesis completed, dissertation defended 6 June 2014.

Member, Thesis Committee, Byron Lee, Ph.D. (Industrial Relations), Centre for Industrial Relations, thesis defended, March 17, 2011.

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Member, Thesis Committee, Lin Xiu, Ph.D. (Industrial Relations), Centre for Industrial Relations, thesis defended May 18, 2010.

Member, Thesis Committee, Amanda Shantz, Ph.D. (Industrial Relations), "An Exploratory Field Experiment of the Effect of Non-conscious and Conscious Goals on Employee Performance", Centre for Industrial Relations, thesis defended, July 28, 2008.

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, Trevor 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.

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.

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

Member, Examination Committee, Antônio Jackson Alcântara Frota, Ph.D. (Administration), “Sustentabilidade em Associações de Beneficiamento de Óleo e Gorduras Residuais e Modelo de Avaliação Gerencial de Ecoeficiência”, (Sustainability of Oil Processing and Residual Fats Cooperatives and A Model of Managerial Evaluation of Ecoefficiency), defended 12 December 2017, Universidade de Fortaleza, Fortaleza, CE, Brazil.

Member, Examination Committee, Gabriela Moreira Gomes, M. Master’s thesis, UNIFOR. [title of dissertation and date of defence to be added here].

Chair, Examination Committee, Suzanne Jane Molitor, Ph.D. (Education), “Teacher Leaders: Understanding the Role of School-based Mentor Teachers in the Educational Change Process”, March 25, 2014.

Chair, Examination Committee, Paloma Villegas, Ph.D. (Education), “Assembling and (re)marking migrant illegalization: Mexican migrants with precarious status in Canada”, defended August 7, 2012.

Chair, Examination Committee, Paul Glavin, Ph.D. (Sociology), “Perceived Job Insecurity and Health over the Life Course”, defended March 7, 2012.

Member Examination Committee, Sue Moon, PhD. (Management), East Meets West: The Cultural-Relativity of Emotional Intelligence, defended 13 April 2011.

Chair, Examination Committee, Angelique Jenney, Ph.D. (Social Work), “Doing The Right Thing: Negotiating Risk and Safety in Child Protection Work with Domestic Violence Cases”, defended March 9, 2011.

External Examiner, Dionne Pohler, Ph.D. (Industrial Relations), “To Compete or Cooperate? Three Essays on the Relationship Between Unions and Employee and Organizational Outcomes”, University of Alberta, defended 31 August, 2010.

External Examiner, Chikako Oka, Ph.D. (Industrial Relations), “Labor Standard Compliance and the Role of Buyers: The Case of the Cambodian Garment Sector”, London School of Economics, U.K., defended 12 March 2010.

Chair, Examination Committee, Christopher Alcantara, Ph.D. (Political Science), “Deal? Or No Deal? Explaining Comprehensive Land Claims Negotiation Outcomes in Canada”, defended April 21, 2008.

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.

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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.

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.

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Consulting Projects (as of June 2019)

- **ILO: International Labour Organization.** Analyzing field data from garment factories on compliance with labour standards. 2018-19; resulted in the following paper and conference presentations:
- **ILO: International Labour Organization.** Training field staff (Enterprise Advisors) who advise factories on compliance with labour standards. 2017-19. Offered five courses during 2017-19 for ILO's Better Work program staff and for private global brands that offer these courses to their own staff.
- **OECD: Organization for Economic Cooperation & Development.** The Artificial Intelligence (AI) Threat to Jobs and Policy Responses. 2019.

Teaching in Executive Programs & at Other Universities by invitation

- Course on “Managing Talent for International Operations”, given to **Ton Duc Thang University, Faculty of Business Administration**, Ho Chi Minh City, Vietnam, 14-23 October 2016.
- Lectures given by invitation to International Doctoral School, **University of Bergamo**, Italy: “Corporate Social Responsibility in the Context of Work & Employment”, 26 October 2012; “Trends in Precarious Work and Strategies to Manage”, 27 October 2012.
- “Managing Talent for International Operations”, course given by invitation to MBA students, Faculty of Economics and Administration, **Universidade Federal do Ceará, Fortaleza, Brazil**, October-November 2011.
- Academic Director, **Business Edge for Internationally Trained Professional Women**, Executive Programs, Rotman School of Management, February-April 2011.
- “International Dimensions of Human Resource Management”, 2-week course taught by invitation to Graduate School of Business, **Moscow State University**, Moscow, September 8-18, 2010.
- Academic Director, **Business Edge for Internationally Trained Professional Women**, Executive Programs, Rotman School of Management, March-May 2010.
- Taught four sessions in **Executive Program for Indian Railways**, Rotman School of Management, August 2008.
- Academic Director, **Business Edge for Internationally Trained Professional Women**, Executive Programs, Rotman School of Management, August-October, 2008.
- “International Dimensions of Human Resource Management”, 2-week course taught by invitation to Graduate School of Business, **Moscow State University**, Moscow, May 12-23, 2008.
- “Labour Law and Labour Relations in Canada”, to executives from **Indian Railways**, Rotman School of Management, August 3, 2007.

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- “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.

University Administration

2019-20	Chair, Promotion Committee, CIRHR
2018-19	Chair, Tenure & Promotion Committee, CIRHR Member, Committee to Select the CIBC Chair Professorship, CIRHR
2016-17	On research leave: January-June 2017 Member, PhD Comprehensive Examination Committee, CIRHR Internal Appraiser (Research), Promotion to Full Professor, Rotman School
2015-16	On administrative leave
2014-15	Director, Centre for Industrial Relations & Human Resources Member, PhD Comprehensive Examination Committee, CIRHR Member, Woodsworth College Council Member, Sefton Memorial Lecture Committee, Woodsworth College
2013-14	Director, Centre for Industrial Relations & Human Resources Member, PhD Comprehensive Examination Committee, CIRHR Member, Woodsworth College Council Member, Tenure Committee, Management Department, University of Toronto Scarborough Member, Sefton Memorial Lecture Committee, Woodsworth College
2012-13	Director, Centre for Industrial Relations & Human Resources Member, PhD Comprehensive Examination Committee, CIRHR Member, Woodsworth College Council Member, Search Committee for Chair of Management Department, University of Toronto Scarborough Member, Reading Committee, Promotion of two colleagues from Associate Professor to Full Professor, Rotman School

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Member, Tenure & Promotion Committee, one colleague from Assistant Professor to Associate Professor, Rotman School

- 2011-12 Director, Centre for Industrial Relations & Human Resources
- 2010-11 Interim Director, Centre for Industrial Relations & Human Resources
Member, Tenure Committee, Soo Min Toh, University of Toronto at Mississauga
Interviewer, Selection Panel for International Exchanges, Rotman School
Chair, PhD Comprehensive Examination Committee, CIRHR
- 2009-10 Interim Director, Centre for Industrial Relations & HR
Chair, Tenure Committee, Professor Rafael Gomez, Centre for Industrial Relations & HR
Member, Learning Resources Committee, Rotman School of Management
Chair, PhD Comprehensive Examination Committee, CIRHR
Chair, talk at the Rotman School book launch: SPARK by Frank Koller; other panelist: Joe Doria, President & CEO, Lincoln Electric Canada, March 23, 2010.
Host, Mr. K. H. Moon, Visiting Executive from Korea, April 2010; Mr. Moon met several Deans and faculty and gave a public talk on April 27, 2010.
- 2008-09 Member, Faculty Search Committee, Centre for Industrial Relations & HR
Member, Learning Resources Committee, Rotman School of Management
Member, PhD Comprehensive Examination Committee, CIRHR
Host, talk at the Rotman School by Dr. F.C. Kohli, Chairman, TCS Ltd., February 2009.
Host, talk at the Rotman School by Dr. Bharat Singh, Aditya Birla Nuvo Ltd., April 2009
- 2007-08 Member, Faculty Search Committee, Rotman School of Management
Member, Faculty Search Committee, Centre for Industrial Relations & HR
Member, Permanent Status Committee, Vicki Skelton, Librarian III
Member, Master's Program Committee, Rotman School of Management
Member, PhD Comprehensive Examination Committee, CIRHR
Academic Host, Professor Inmaculada Baviera, Universidad de Navarra, Spain.

Research Grants (since 2006 only; earlier grants available upon request)

- 2016-17 Lee-Chin Institute for Corporate Citizenship (Rotman School): Firm motivation to invest in CSR: A Cross-national Comparison. \$5,500.
- 2015-2020 SSHRC: Career progression of Minimum Wage Workers; as principal investigator, \$58,500.
- 2011-2015 SSHRC: What do Unions do in Canada? A Look at Innovation, Employment, and Profits (as co-applicant; PI: Scott Walsworth): \$61,747.
- 2011-2012 Lee-Chin Institute for Corporate Citizenship (Rotman School): Why do firms engage in CSR? Testing the Damage Mitigation Hypothesis (as PI with co-applicant Rafael Gomez): \$10,000.
- 2011-2012 Workplace Safety and Insurance Board (WSIB): Understanding the Impact of the Decline in Unionisation and in Union Bargaining Power on Workplace Health. (as co-applicant with Ellen MacEachen and PI: Marcia Facey, Assistant Professor of Nursing): \$100,000.

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- 2010-2015 SSHRC: Labour Representation on Pension Boards (as PI with co-applicant Johanna Weststar); \$85,000.
- 2008-2010 SSHRC: The Knowledge Impact in Society grant on “Immigrants in the Workforce”, as part of a group of scholars led by Philip Kelly, York University. \$313,000.
- 2006-2010 SSHRC: “Unions, Jobs and Wages”; \$91,945.
- 2006-2009 SSHRC: HR Practices of Social Economy Enterprises (part of a larger grant to Jack Quarter); \$30,000.

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

- Lamb, Danielle and Anil Verma. 2021. “The Growth of Non-standard Work and its Effect on Indigenous-Non-Indigenous earnings Disparities”. **Journal of Industrial Relations**. Forthcoming.
- Lamb, Danielle, Rupa Banerjee and Anil Verma. 2021. Immigrant-Non-Immigrant Wage Differentials in Canada: A Comparison between Standard and Non-Standard Jobs. **International Migration**. <https://doi.org/10.1111/imig.12808>. Published online. Print version forthcoming.
- Bruno de Souza Lessa, Roberto Cunha Ferreira, Jose Carlos Lazaro da Silva-Filho, Anil Verma. 2019. “The Strategies of Effective Social Entrepreneurs to Frame Challenges in One of Brazil’s Most

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- Underdeveloped Regions”. **Revista Brasileira de Gestão e Desenvolvimento Regional**. 15(1), January, 237-249.
- Banerjee R, Anil Verma, Tingting Zhan. 2019. Brain Gain or Brain Waste? Horizontal, Vertical, and Full Job-Education Mismatch and Wage Progression among Skilled Immigrant Men in Canada. **International Migration Review**, 53(3):646-670. doi:[10.1177/0197918318774501](https://doi.org/10.1177/0197918318774501)
- Huang, Xiaoyu and Anil Verma. 2018. “Industry and Firm-level Determinants of Employment Relations in China: A Two-level Analysis”. **International Journal of Human Resource Management**, 29(2), 399-419. Published online at: <http://dx.doi.org/10.1080/09585192.2016.115516>
- Facey, Marcia, Ellen MacEachen, Anil Verma & Kathy Morales. 2017. “The everyday functioning of joint health and safety committees in unionized workplaces: a labour perspective”. **Policy and Practice in Health and Safety**, 15(2), 160-173.
- Verma, Anil, Jeffrey G. Reitz and Rupa Banerjee. 2015. “Unionization and Income Growth of Racial Minority Immigrants in Canada: A Longitudinal Study”. **International Migration Review**. 11(3) (Fall), 1–32.
- Gomes, Ana Virginia Moreira, Anil Verma and Dong-One Kim. 2015. “O Fim da Vigência dos Acordos Coletivos no Canadá, Coreia do Sul e Brasil: Breve Análise Comparativa” (The Expiry of Collective Agreements in Canada, South Korea and Brazil: A Comparative Analysis). **Revista Magister de Direito do Trabalho**, 69(12), 84 - 97.
- Verma, Anil and Ana V.M. Gomes. 2014. “Labor Market Flexibility & Trajectories of Development: Lessons from Brazil, India & China”. **Indian Journal of Industrial Relations**, 50(1), 51-74.
- Sayce, Susan, Johanna Weststar & Anil Verma. 2014. “The Recruitment and Selection of Pension Trustees: An Integrative Approach”. **Human Resource Management Journal**, 24(3), 307-322.
- Wang, Jing and Anil Verma. 2012. “Explaining Organizational Responsiveness to Work-Life Balance Issues: The Role of Business Strategy and High Performance Work Systems”. **Human Resource Management**, May–June, 51 (3), 407– 432.
- Banerjee, Rupa and Anil Verma. 2012. “Post-Migration Education Among Recent Adult Immigrants to Canada”. **Journal of International Migration and Integration**, 13(1), 59-82.
- Verma, Anil and Johanna Weststar. 2011. “Token Presence or Substantive Participation? A Study of Labor Trustees on Pension Boards”. **Journal of Labor Research**, 32(1), 39-60.
- Verma, Anil and Rafael Gomez. 2010. “Business Incentives and Results Relationship in the Crisis Context”. **Journal of the Moscow State University: Series "Management"** . Vol 24:2, 23-30. (in Russian: "Vestnik Moskovskogo Universiteta. Seriya XXIV. Management", ISSN 0201-7385, ISSN 2075-5996).
- Verma, Anil and Jing Wang. 2009. “Career Consequences of Taking Parental Leave: Do Women Fare Better Than Men?”. **Journal of Creativity and Innovation**, 2(2), October, 53-74.
- Verma, Anil, Young-Chul Chang, Hyun Jeong Kim and Sarah Rainboth. 2009. “Realizing the Korean Dream for Work Family Balance: Employer Policies for Sustainable Societies”. **National Human Resource Development Journal**, Special Issue on Work-Life Balance, July, 2(3), 29-52.

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- Verma, Anil, Jing Wang and Stephen Frost. 2008. "A Many-Headed Dragon: Growing Pluralism in Labour Policy and Regulation in China". **Canadian Labour and Employment Law Journal**, 14(2), 243-269.
- Verma, Anil and Sara Mann. 2007. "Learning Among Lower-wage and At-risk Workers: The Role of Personal, Organizational, and Social Resources". **Canadian Journal of Studies in Advanced Education**, 20(2), 114-129.
- Verma, Anil and Gail Elman. 2007. "Labour Standards for a Fair Globalization for Workers of the World". **Good Society**, 16(2), 57-64.
- Weststar, Johanna and Anil Verma. 2007. "What Makes for Effective Labor representation on Pension Boards?" **Labor Studies Journal**, December, 32(4), 382-410.
- Walsworth, Scott and Anil Verma. 2007. "Globalization, Workplace Practices and Innovation: Recent Evidence from the Canadian Workplace and Employee Survey". **Industrial Relations**, April, 46 (2), 04/2007, p. 222-240.
- 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.
- Kuruvilla, 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. "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>

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- 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.
- 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.

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- 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.
- Verma, Anil. Winter 1987. "Union & Nonunion Wages at the Firm Level: A Combined Institutional & Econometric Analysis", **Journal of Labor Research**, Vol. VIII, No. 1, pp. 67-83.
- Verma, Anil. Fall 1985. "Relative Flow of Capital to Union and Nonunion Plants Within a Firm", **Industrial Relations**, 24(3), pp. 395-405.
- Das, C. & Verma, Anil. June 1985. "A Heuristic Method for Finding the Optimal Location and Size of Facilities with Variable Demands", **Transportation and Logistics Review**, 21(2).
- Sen, A., G. Sridhar and Verma, Anil. June 1977. "Effectiveness of Young Professional Managers - Analysis & Prospects", **Indian Management**, pp. 3-15.

Working Papers

- Verma, Anil. "Low Wage Workers in Canada: Can they increase their upward mobility? Recent Evidence from a national survey". June 2020.

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Publications: Monographs, Theses, Edited Proceedings

Anil Verma and Luisa Lupo. 2020. "Labour standards compliance in the global garment supply chain: Evidence from ILO's Better Work Program on the Role of Unions and Collective Bargaining". Geneva: ILO. Better Work Discussion Paper 37. 31 pp. Available from: <https://betterwork.org/portfolio/discussion-paper-37-labour-standards-compliance-in-the-global-garment-supply-chain/>

Verma, Anil and Ana Gomes. 2015. **Non-standard Employment in government: an overview from Canada and Brazil**. Geneva: International Labour Organization. 45p. ISBN: 978-92-2-129091-9 (web pdf). Available online: www.ilo.org/wcmsp5/groups/public/---ed.../wcms_442067.pdf

Frank Reid, John Kervin, Anil Verma and Karen Bentham. 2003. **Trade and Labour Protection: Can the two be made to work together?** Selected Papers from the XXXIXth Annual CIRA Conference, a joint conference with the International Industrial Relations Association 4th Regional Congress of the Americas. Quebec City: Les Presses Laval, 418p.

Verma, Anil. 2001. **Proceedings of the International Conference on Union Growth**. Toronto: Centre for Industrial Relations, University of Toronto, April 30 & May 1, 2001.

Richard P. Chaykowski, Paul-André Lapointe, Guylaine Vallée and Anil Verma. 1997. **Worker Representation in the Era of Trade and Deregulation**. Selected papers from the XXXIIIrd Annual CIRA Conference. Québec: Canadian Industrial Relations Association, 300p.

Verma, Anil and Joseph P. Weiler. 1994. **Understanding Change in Canadian Industrial Relations: Firm-level Choices and Responses**. Kingston, ON: IRC Press, 61p.

Jain, Harish and Anil Verma, eds. 1994. **Proceedings of the International Conference on Managing Human Resources/Labour Relations Diversity for Global Competitiveness**. Hamilton, ON: McMaster University, May 22-24.

Ratnam, C.S. Venkata and Anil Verma. 1993. **Industrial Relations: Current Perspectives**. Proceedings of National Conference on Changes in Human Resources and Industrial Relations in Indian Industry, International Management Institute, New Delhi, 19-21 August, 1993, 409p.

Verma, Anil and Deborah Irvine. 1992. **Investing in People: The Key to Canada's Growth and Prosperity**. Toronto: Information Technology Association of Canada, 38p. (in its second printing; also published in French as **Investir dans les Ressources Humaines: La Clé de la Prospérité et de la Croissance du Canada**).

Verma, Anil. **Union and Nonunion Industrial Relations Systems at the Plant Level**. 1984. Ph.D. thesis, Sloan School of Management, M.I.T. Selected parts excerpted in Thomas A. Kochan, H.C. Katz, and R.B. McKersie, 1986. **The Transformation of American Industrial Relations**. New York: Basic Books. (see pages 72-75; 100-105).

Publications: Chapters & Articles in Books

Weststar, Johanna and Anil Verma. 2018. "Aspirations and Realities of Labour in Pension Fund Governance: Is There a Labour Voice?". In Kevin Skerrett, Chris Roberts, Johanna Weststar,

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- Simon Archer, eds., **The Contradictions of Pension Fund Capitalism**. Urbana-Champaign, IL: Labor and Employment Research Association.
- Gomes, Ana V. M. and Verma, Anil. 2018. “Direito do Trabalho e Desenvolvimento: A Questão Ausente na Reforma Trabalhista”. In, Reformas institucionais de austeridade, democracia e relações de trabalho. Sao Paulo : LTr, 2018, p. 75-84. <http://www.ltr.com.br/loja/folheie/5941.pdf>
- Verma, Anil. 2015. “When more is just not enough: Corporate Codes vis-à-vis the Role of Government in Labour Regulation in the Global Economy”. In Gina M. Pompeu, Natércia Sampaio and Wagner Menezes, eds., **Comércio, Globalização e Formação do Capital Social**. Arraes Editores: Belo Horizonte, MG (Brazil); 258-269.
- Sundar, Shyam and Anil Verma. 2015. “Employment Relations in India”. In Bamber, G.J., Lansbury, R.D. Wailes, N. & Wright, C.F. (eds). **International and Comparative Employment Relations: Regulation, Globalisation and Change**, 6th ed. Sydney: Allen & Unwin; London: Sage; 316-340.
- Gomes, Ana and Anil Verma. 2013. “The International Regulation Of Domestic Work: Challenges and Opportunities In Applying ILO Convention 189 in India, Brazil and Canada”. In Malcolm Sargent and Martina Ori, eds., **Vulnerable Workers and Precarious Working**. Newcastle-upon-Tyne, U.K.: Cambridge Scholars Publishing, 163-183.
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- Verma, Anil and Qian He. 2010. “Global Challenges for Development of Human Resources”. In Ian C. Roper, Rea Prouska, Uracha Chatrakul Na Ayudhya, eds., **Critical Issues in Human Resource Management**. London : Chartered Institute of Personnel and Development, 359-373.
- Venkata Ratnam, C.S. and Anil Verma. 2010. “Employment Relations in India”. In Greg Bamber, Russell Lansbury and Nick Wailes, eds. **International and Comparative Employment Relations**. London: SAGE, 5th ed., 330-356.
- Verma, Anil and Daphne Taras. 2009. “Managing the High Involvement Workplace”, in Morley Gunderson, Allen Ponak and Daphne Taras, eds., **Canadian Labour and Employment Relations**, 6th Edition, Pearson Addison Wesley, 125-162.
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- Verma, Anil. 2007. “What Do Unions Do to the Workplace? Union Impact on Management and HRM Policies”. In Bruce Kaufman and James T. Bennett, eds., **What Do Unions Do: A Twenty-Year Retrospective Assessment**. Piscataway, NJ: Transaction Press (a unit of Rutgers University), 275-312.
- Verma, Anil and Daphne Taras. 2005. “Employee Involvement in the Workplace”, in Morley Gunderson and Daphne Taras, eds., **Union-Management Relations in Canada**, 5th Edition. Don Mills, ON: Addison-Wesley, 447-485.

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- Verma, Anil and Rupa Banerjee. 2005. "Workforce Diversity and Public Policy Responses in Canada". In S. Reddy, (ed). **Workforce Diversity : Global Experiences**. Hyderabad, India: ICFAI University Press, 27-55.
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- Gunderson, Morley and Anil Verma. 2003. "Industrial Relations in the Global Economy". In Bruce Kaufman, ed. **Balancing the Interests: The Evolution from Industrial Relations to Human Resources and Beyond**. Armonk, NY: ME Sharpe, 330-352.
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- Singh, Gangaram and Anil verma. 2001. "Early Retirees of a Telecommunications Firm - Patterns of Employment and Working Time". In Susan Houseman and Alice Nakamura, eds., **Working Time in Comparative Perspective Volume II**. Kalamzoo, MI: Upjohn, 157-180.
- Verma, Anil. 2000. "The Role of Public Policy in Industrial Relations: What Can Governments Do?". In Arnold Sibanda and Doreen Nyamukapa, eds., **Industrial Relations and Structural Adjustment Programmes in Africa**. Harare, Zimbabwe: Zimbabwe Industrial Relations Association, Institute of Development Studies, University of Zimbabwe, 30-41.
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- Verma, Anil. 2000. "Employee Involvement in Nonunion Firms: What Canadian Employers Do and Why?" In Bruce Kaufman and Daphne Taras, eds., **Employee Involvement in Nonunion Organizations**. Armonk, NY: ME Sharpe, 307-327.
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- a. Lamb, Danielle and Anil Verma. "Non-Standard Employment and Indigenous Earnings Inequality in Canada".
- b. Verma, Anil. "Low wage workers in Canada and the USA: Recent evidence from a survey and implications for policy".
- c. Verma, Anil, Chair & Panelist, Disruptive Technologies and The Future of Work & Employment
- d. Verma, Anil. Discussant, Comparative Perspectives on Work and Worker Organizing in Global Supply Chains in The Americas

Verma, Anil and Ana Gomes. "Labour Organisations and Labour Rights in the Changing World of Work". Keynote talk given to The **Indian Society of Labour Economics 61st Annual Conference**, 7-9 December 2019, Punjabi University, Patiala, India.

Verma, Anil and Luisa Lupo. "Shopfloor Industrial Relations and Compliance with Labor Standards: Evidence from Better Work". Presented to conference on **Regulating for Decent Work**, July 2019, Geneva, International Labour Organization.

Gomes, Ana Virginia Moreira and Anil Verma. "The Brazilian Labour Law Reform: does this path lead to development?". Presented to Labour Law research Network, 23-25 June 2019, Valparaiso, Chile.

Verma, Anil. "Low Wage Workers in Canada: Can they increase their upward mobility? Recent Evidence from a national survey". June 2019. Presented to Annual Meeting of the Canadian Industrial Relations Association, 5-7 June, 2019, Vancouver, B.C.

Anil Verma and Luisa Lupo. "The Contribution of Sound Industrial Relations to Compliance with Labor Standards: Evidence from Better Work". June 2019. Presented to 71st Annual Meeting, Labour and Employment Relations Association, 13-16 June 2019, Cleveland, OH.

Danielle Lamb, Rupa Banerjee, Anil Verma and Emilie-Andrée Jabouin. "Immigrants in Non-Standard Work in Canada: Double Disadvantage or Pathway to Prosperity?" May 2019. Presented to 71st Annual Meeting, Labour and Employment Relations Association, 13-16 June 2019, Cleveland, OH.

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- Verma, Anil. Panelist, Innovations in Pension Programs to Expand Coverage. Conference on Pensions, Lancaster House, 28-29 November 2018, Toronto.
- Verma, Anil. "Labour Regulation in the Era of Disruption Economy". Presented to Conference on "What Kind of Work for the Future? Disruption, Experimentation and Re-/Regulation", 25-27 October 2018, Montreal.
- Verma, Anil. Moderator, Suitable framework conditions for improving access to TVET in rural areas. Conference on "Building skills and facilitating employment in rural areas of Southeast Asia", Regional Cooperation Programme for TVET in ASEAN (RECOTVET) and OECD Southeast Asia Regional Policy Network on Education and Skills, 10th Annual Expert Meeting of the Initiative on Employment and Skills Strategies in Southeast Asia (ESSSA), 20-22 November 2018, Vientiane, Lao PDR
- Verma, Anil. "Lifting the bottom: The Role of Minimum Wage Policy in Fostering Inclusive Prosperity". Plenary presentation to the 17th World Congress, International Labour and Employment Relations Association, 23-27 July 2018, Seoul, S. Korea.
- Gomes, Ana Virginia Moreira and Anil Verma. "The Brazilian Labour Law Reform: can this path lead to development? Presented to the 17th World Congress, International Labour and Employment Relations Association, 23-27 July 2018, Seoul, S. Korea.
- Verma, Anil. Chair, "The Future of Labour Policy: Walking the Tightrope of Job Creation and Better Regulation", Panel Discussion, 17th World Congress, International Labour and Employment Relations Association, 23-27 July 2018, Seoul, S. Korea.
- Verma, Anil. Panelist, Special Session for Graduate Students, 17th World Congress, International Labour and Employment Relations Association, 23-27 July 2018, Seoul, S. Korea.
- Verma, Anil and Johanna Weststar. "Protector or Activist? Consistency and Contradiction in Labor's Voice on Pension Boards". Presented to 70th Annual Meeting, Labour and Employment Relations Association, 14-17 June 2018, Baltimore, MD.
- Verma, Anil. Chair and Organizer, Panel on The Challenge of Labour Regulation in the Era of Globalization. Annual Meeting of the Canadian Industrial Relations Association, 30-31 May, 2017, Toronto.
- Verma, Anil. Discussant, "Comparative Analysis of Employment Relations: International Trends in Selected Countries". Presented to 69th Annual Meeting, Labour and Employment Relations Association, June 1-4, 2017, Anaheim, CA.
- Rupa Banerjee, Ryerson University; Anil Verma and Tingting Zhang, University of Toronto—Brain Gain or Brain Waste? Horizontal, Vertical and Full Job-Education Mismatch and Wage Progression Among Skilled Immigrant Men in Canada. Session on Competitive Papers. Presented to 69th Annual Meeting, Labour and Employment Relations Association, June 1-4, 2017, Anaheim, CA.
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Bruno de Lessa, José Carlos Lázaro da Silva Filho, and Anil Verma. "The role of institutional connections for effectiveness in social enterprises – A double case study in the Brazilian semi-arid zone". European Academy of Management (EURAM) Conference, Paris (France), 31 May- 4 June 2016.

Verma, Anil and Shyam Sundar. "Re-aligning labour regulation for the global economy: The case of India". Presented to the Opening Plenary, **Canadian Industrial Relations Association**, Saskatoon, SK, May 31 – June 2, 2016.

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Verma, Anil. “Trade Agreements and Impact on Labour”, workshop at the **International Labour Organization**, Geneva, February 18, 2014.

Verma, Anil. Chair, “Pension Governance”, **Lancaster House**, Toronto, December 2, 2013.

Verma, Anil. “The Collective Bargaining Experience in Canada”, presented to the Global Deans’ conference, **Renmin University**, Beijing, October 14-15, 2013.

Verma, Anil and Rupa Banerjee. “Labour Market Integration of Immigrants to Canada”, presented to conference on Regulating for Decent Work, **International Labour Organization**, Geneva, July 3-5, 2013.

Verma, Discussant, “Better Work and Labour Standards in the Global Supply Chain”, annual conference, **Labour and Employment Relations Association**, St. Louis, MO, June 6-9, 2013.

Verma, Anil. Chair, Panel on Jobs in the Global Context, Annual Conference, **Canadian Industrial Relations Association**, Toronto, May 29-31, 2013.

Verma, Anil. “Labour Market Flexibility in Brazil, India and China: Lessons for Policymakers”, presented to the 8th Asian Regional Congress, **International Labour and Employment Relations Association**, Melbourne (Australia), 9-12 April 2013.

Verma, Anil, Rupa Banerjee and Qian (Lydia) He. “Transition to and from Non-standard Employment: Recent Evidence from Canada”, presented to the annual conference, Labor and Employment Relations Association, San Diego, CA, 3-5 January 2013.

Verma, Anil. “Pension Governance from a Labour Perspective”, conference on The Future of Pension Sustainability in Canada, Ryerson University, 27 November 2012.

Gomes, Ana and Anil Verma. “The Regulation Of Domestic Work: A Comparison of the Regulatory Landscape in India, Brazil and Canada”, presented to conference on Vulnerable Workers and Precarious Work, Middlesex University, London, 10-11 September 2012.

Verma, Anil and Rafael Gomez. “Corporate Social Responsibility and Greater Worker Protection: Two Sides of the Same Coin?”, **24th SASE Annual Conference**, Massachusetts Institute of Technology, Cambridge, MA, June 28 - 30, 2012.

Verma, Anil. Discussant, Session on “Gender”. **5th Annual Ethnic and Pluralism Studies Graduate Research Conference**, Munk Centre for International Studies, 26 January 2012.

Verma, Anil. “Re-conceptualizing Job Precariousness in a Global Economy”, keynote speech given to Presented to 7th Congress of the Americas, **International Labour and Employment Relations Association**, São Paulo, 23-25 August 2011.

Verma, Anil. Discussant, Session on Employment. **4th Annual Ethnic and Pluralism Studies Graduate Research Conference**, Munk Centre for International Studies, 27 January 2011.

Verma, Anil and Lydia He. “Wages & Unionization in the Non-profit Sector: New Evidence from the Workplace & Employee Survey”, **47th Annual Meeting of the Canadian Industrial Relations Association (CIRA)**, Montreal, June 16-18, 2010.

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- Verma, Anil. “Why Firms Adopt CSR? A Test of the Damage Mitigation Hypothesis”, **9th European Congress of the International Industrial Relations Association (IIRA)**, Copenhagen, Denmark, 28 June- 1 July, 2010.
- Verma, Anil. “Responding to the Global Financial Crisis: The Impact on Asian Industrial Relations”, talk given as Rapporteur of Track 2, **7th Asian Congress of the International Industrial Relations Association (IIRA)**, Bali, Indonesia, 20-23 September 2010.
- Verma, Anil. “Policy Implications of Research on Domestic Work”. Presented to Workshop on Domestic Work and Domestic Workers”, International Institute for the Sociology of Law, Oñati, Spain, 15-16 April 2010.
- Verma, Anil. “Why Work-life Balance Policies have limited impact in Practice: Recent Evidence from Canada”. Presented to Conference on Work-life Balance Policies, Peter Drucker Society, Seoul (Korea), 8-9 October 2009.
- Verma, Anil, Kunle Akingbola and Qian He. “HR Practices of Non-profit Organizations: Recent Data from the Canadian Workplace and Employment Survey”. Presented to **Workshop on Social Economy**, Ontario Institute for Studies in Education, University of Toronto, April 24, 2009.
- Verma, Anil and Rafael Gomez. “Do Employee Relations Occur in a Vacuum? Recent Evidence on Corporate Social Responsibility and Employee Relations in Canada”. Presented to **Conference on Change at Work, Université Laval**, Quebec City, August 2008.
- Verma, Anil. “HR Strategies of Globalizing Firms from Emerging Economies”. Presented to 6th Congress of the Americas, **International Industrial Relations Association**, Buenos Aires, September 3-6, 2008.
- Verma, Anil and Johanna Weststar. “Are Labour Trustees Marginalized on Pension Boards? Presented to **Administrative Sciences Association of Canada**, Halifax, May 2008. ‘Honorable Mention’, Social Responsibility Division.
- Verma, Anil. “Industrial Relations and Human Resource Management in Canada”, presented to 1^a Conferência Brasileira de Relações de Emprego e Trabalho, **Instituto Brasileiro de Relações de Emprego e Trabalho**, São Paulo, November 5-6, 2007.
- Verma, Anil. “From Risk Minimization to Risk Management: Reformulating Management Role & Behaviour in Industrial Relations”. Presented to 8th European Congress, **International Industrial Relations Association**, Manchester, September 3-6, 2007.
- Verma, Anil and Rupa Banerjee, “Determinants and Effects of Post-Migration Education Among New Immigrants in Canada”, presented to Workshop on Education & Training, **Canadian Labour Market and Skills Research Network**, Queen’s University, September 16-17, 2007.
- Verma, Anil. “Teaching Industrial Relations Theory: Evidence from University of Toronto’s MIRHR Program”, presented at workshop on Teaching Industrial Relations Theory, 44th Annual meeting of the **Canadian Industrial Relations Association**, Montreal, June 5-7, 2007.

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Verma, Anil. "Public Policy and Industrial Relations", presented to conference on What Public Policies for Work in a Global Era? **Inter-University Research Centre for Globalization and Work (CRIMT)**, Montreal, May 24-26, 2007.

Verma, Anil and Johanna Weststar. "Effective Labour Representation on Pension Boards", presented to conference on Labour & Capital, **Labor & Worklife Program, Harvard Law School**, Boston, May 2-4, 2007.

Verma, Anil. "HR Policies of Globalizing Firms from Developing Economies", presented to the 6th Asian Congress, **International Industrial Relations Association**, New Delhi, India, April 19-21, 2007.

Verma, Anil, Jing Wang. "Improving Labour Standards in China: Is There a Third Way?", presented to Conference on **Developments in International Labour Law**, University of Western Ontario, London, ON, October 20-21, 2006.

Weststar, Johanna and Anil Verma. Union Strategies for Pension Fund Representation. **Presentation at the 3rd Pensions at Work Conference**, Toronto, ON, October 20, 2006.

Verma, Anil and Sara Mann. "Barriers to Learning Among Low Wage Workers in Manufacturing, Healthcare and Hospitality Industries", presented to international conference on **Work and Lifelong Learning**, University of Toronto, Toronto, ON, June 4-5, 2006.

Mann, Sara L. & Anil Verma. "Strategy and high performance work practices as predictors of training culture." Paper to be presented at the 21st Annual Conference of the **Society for Industrial & Organizational Psychology**, Dallas, TX, May 5-6, 2006.

Verma, Anil. "Labour's Effective Representation on Pension Boards". Labor Studies Section, **Labor & Employment Relations Association** Annual Meeting, Boston, January 5-7, 2006.

Verma, Anil and Sara Mann. 2005. "Self-efficacy, Social Capital and Access as Determinants of Learning Among Low Wage and At-risk Workers". **4th International Conference on Researching Work and Learning**, Sydney (Australia), December 12-14.

Verma, Anil. "Ethical Conduct in the Employer-employee Relationship". Conference on Corporate Social Responsibility and Business Ethics, **Korea Association of Business Ethics**, Seoul, November 5, 2005.

Verma, Anil. "Life-long Learning: From Concept to Policy and Practice". Workshop on Life-long Learning, **Korea Chamber of Commerce**, Seoul, November 4, 2005.

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.

Tourangeau, A. E., Doran, D., O'Brien-Pallas, L., Pringle, D., McGillis-Hall, L., Tu, J., & Verma, A. Determinants of 30-day mortality for medical and surgical patients. 2005 National Nursing Administration Research Conference, University of Arizona College of Nursing, Tucson, Arizona, October 5-8, 2005.

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- Verma, Anil, Jing Wang and Stephen Frost. "Improving Labour Standards in China: Is There a Third Way?", prepared for Asian Congress, **International Society for Labour Law and Social Security**, Taipei, November 2005.
- Weststar, Johanna and Anil Verma. "Labour's Voice in Labour's Capital: Preliminary Results from a Survey of Labour Representatives on Pension Boards". Presentation at the **2nd Pensions at Work Conference**, Toronto, ON, October 15, 2005.
- 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.
- Verma, Anil and Tony Fang. "Unionization and Employment Growth", prepared for conference on The Evolving Workplace, sponsored by **Statistics Canada**, Ottawa, September 29-30, 2005.
- Weststar, Johanna and Anil Verma. 2005. "Effective labour representation on pension bodies. Presentation at the annual conference of the Canadian Industrial Relations Association, London, Ontario. June 4-6.
- 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.
- Verma, Anil and Johanna Weststar. "Effective Labour Representation on Pension Boards", presented to conference on **Pensions at Work**, Winnipeg, October 16-17, 2004.
- Verma, Anil. "Public Policy and Industrial Relations in Canada", talk given to 7th European Congress, **International Industrial Relations Association**, Estoril, Portugal, September 9-10, 2004.
- 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.
- Verma, Anil and Sara Mann. "Learning Among Low Wage Workers: The Role of Personal, Human and Social Capital", presented to 41st Annual Meeting of the **Canadian Industrial Relations Association**, **Winnipeg**, June 4-6, 2004.
- Verma, Anil. 2003. "A Division of Labour: Unions and NGOs in the Context of Globalization", presented to the **First Caribbean Labour Policy Conference**, Kingston, Jamaica, April 2-5, 2003.
- Jain, Harish C., Anil Verma and Deb Zinni. 2003. "Consultation with Unions Under the Federal Employment Equity Act in Canada: Barriers and Prospects", presented to the **55th Annual Meeting, Industrial Relations Research Association, January 2-5, 2003, Washington, D.C.**
- Verma, Anil. 2002. "Knowledge Work and New HRM Paradigms", presented to conference on **Globalization, Innovation and Human Resource Development for Competitive Advantage**, School of Management, Asian Institute of Technology, Bangkok, December 15-17.

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- Verma, Anil. 2002. "The HR Dynamics of Skill Formation in Developing Economies", presented to the **Third Bi-ennial Conference, Asia Academy of Management**, sponsored by Chulalongkorn University, Bangkok, December 12-14.
- 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.
- Verma, Anil. 2002. "Workplace and Globalization: Making the Connection for Workers and Employers", presented to conference on **Workplace Governance and Globalization, University of West Indies**, Kingston, Jamaica, February 22.
- Verma, Anil. 2001. "International Labour Standards: Can they be promoted along with increase in Trade?", presented to **Fourth Asian Congress, International Industrial Relations Association**, Manila, Philippines, November 21-22.
- Ratnam, Venkata C.S. and Anil Verma. 2001. "Social Dialogue and Volunteerism in Setting Labour Standards in South Asia", presented to the **Second Annual EnviReform Conference, "Hard Choices, Soft Law: Combining Trade, Environment and Social Cohesion in Global Governance"**, University of Toronto, November 8-9.
- 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.

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- 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.
- Verma, Anil, Kai Lamertz and Peter Warrian. 1996. "CSTEC: Old-fashioned Labour-Management Cooperation or an Innovation in Joint Governance". Paper presented to conference on **Sectoral Councils**, Centre for the Study of Living Standards, Montreal, January 12-13.
- 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.

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- 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.
- 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**

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- 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.

Project Reports

- OECD. 2020. **OECD Reviews on Local Job Creation: Preparing for the Future of Work in Canada**. Report produced by a team of which I was a member. My work appears mostly in Chapter 4. Available from: <http://www.oecd.org/publications/preparing-for-the-future-of-work-in-canada-05c1b185-en.htm>
- Verma, Anil. 2016. "Labour Regulation and Jurisdictional Competitiveness, Investment, and Business Formation: A Review of the Mechanisms and Evidence", prepared for the Ontario Ministry of Labour, to support the Changing Workplaces Review of 2015.
- Verma, Anil. 2013. "Minimum Wage Advisory Panel's Final Report", submitted to Minister of Labour, Government of Ontario, 15 December 2013. Available from: <http://www.labour.gov.on.ca/english/es/advisorypanel.php>
- Verma, Anil and Basak Yanar. 2012. "Business Edge: An Assessment of a program for internationally-trained professional women", prepared for Executive Programs, Rotman School of Management, June 2012.
- Verma, Anil. 2012. "Creating and Sustaining a High-skill Equilibrium: The Case of Canada". OECD-LEED Skills For Competitiveness Project, OECD, Paris, 109p. Published online: : http://www.oecd-ilibrary.org/industry-and-services/skills-for-competitiveness-country-report-for-canada_5k9bb1vz5jhb-en

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- Verma, Anil. March 2009. "Low Wage Service Workers: A Profile". Working Paper 2009-WPONT-016. Ontario in the Creative Age Series. **Martin Prosperity Institute**, Toronto, 84p. http://martinprosperity.org/media/pdfs/Low_Wage_Service_Workers-AVerma.pdf
- Verma, Anil, Young-Chul Chang, Hyun Jeong Kim and Sarah Rainboth. 2008. "Realizing the Korean Dream for Work-Family Balance: Employer Policies for Sustainable Societies". Report made to **Peter Drucker Society** and Kyung-Hee University, Seoul, Korea, 88p.
- Co-author, "An Industry at Crossroads: A High Road Economic Vision for Toronto Hotels", Report of the **UNITE-HERE** Taskforce, April 2007, 39p.
- Verma, Anil, Beatrice Moos, Young-Chul Chang and Hyun Jeong Kim. 2006. "Work-life Balance & Family-friendly Policies: Employer Policies for Supporting Sustainable Societies". Report made to **Yuhan-Kimberly**, Seoul, Korea, 66p.
- Verma, Anil. Feb 2006. "The Role of Employee Voice in Obtaining Better Labour Standards", prepared for **Federal Labour Standards Review Commission**, 52p.
- 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, 109p.
- Verma, Anil and Shirish Grover. Aug 2005. "Employer-Sponsored Training and Firm Growth: A Review of the Literature". Prepared for **Human Resources & Skills Development Canada**, 79p.
- 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, May 2001, 114p. (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**.

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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).

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). Submitted to the **Industrial Union Department, AFL-CIO**.

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). Submitted to the **Industrial Union Department, AFL-CIO**.

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 (since 2008)

1. Verma, Anil. "Diversity and Staffing of Pension Boards in Canada". **Lancaster House Annual Pensions Conference**, December 3-4, 2020, Toronto.
2. Verma, Anil. "Indexing of Lifelong Learning at Individual, City and State levels". Presented to the conference, **Toward A Functioning Society with Lifelong Learning And Effective Management**, Organized by the **New Paradigm Institute and the Peter Drucker Society-Korea**, 17-18 December 2020, Seoul, Korea.
3. Verma, Anil. "Better Work, the ILO and International Regulation of Labour Standards". Talk given to the **ILO 100** conference, Universidade de Fortaleza (UNIFOR), Fortaleza, Brazil, 22 November 2019.
4. Verma, Anil. Keynote Address, "Lifelong Learning in the Digital Age", LLL 88000: Making Lifelong Learning Standard at Workplace, New Paradigm Institute, 23 July 2018, Seoul, S. Korea.

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5. Verma, Anil. "Minimum wage system in Canada and the United States". FKTU International Forum on Minimum Wage, 23 July 2018, Seoul, S. Korea.
6. Verma, Anil. "Am I Ready for Career Success? A Framework for Action for TDTU Graduates". Presentation given to business students, Ton Duc Thang University, 15 October 2017, Ho Chi Minh City, Vietnam.
7. Verma, Anil. "Positive teaching methods". Presentation given to business school faculty members, Ton Duc Thang University, 15 October 2017, Ho Chi Minh City, Vietnam.
8. Verma, Anil. "Smart Choices for wicked times: Labour policy in the era of disruption". Presentation given to Department of Labor and Employment and Institute of labor Studies, SOLAIR, University of the Philippines, 20 October 2017, Manila, Philippines.
9. Verma, Anil. "Smart Choices for wicked times: Labour policy in the era of disruption". Presentation given to Ministry of Employment and Labor and Korea labor institute, 26 October 2017, Seoul, S. Korea.
10. Chair, "Corporate Innovations and HRD strategy for workplace learning", Asian Congress, **International Labour and Employment Relations Association** Beijing, 1-3 November, 2016.
11. Chair, "Recently Published China-related Books on Global Work & Employment". The Global Transformation of Work: Market Integration, China's Rise, and Labor Adaptation Conference, Rutgers University, School of Management and Labor Relations, 17-18 March, 2016.
12. "Improving transitions for youth to further education, training and employment", presented to the 7th Expert meeting of the Employment and Skills Strategies in Southeast Asia Initiative (ESSSA) of the OECD-LEED Program, Siem Reap (Cambodia), 7-8 October 2015.
13. Discussant, "Transformation of the World of Work and Labor Movements in Asia". Annual Meeting of Labor and Employment Relations Association, Pittsburgh, PA, 28-31 May 2015.
14. "Developing a Research Program", Doctoral Consortium, Annual Conference of Canadian Industrial Relations Association, Montreal, 25-27 May, 2015.
15. Speaker, Panel on "Education, Public Policy and the Private Sector", Annual Conference, Association of Career Professionals International, 6-8 November, 2014, Toronto.
16. "Labour Flexibility in Brazil, China and India", talk given to Faculty of Law, University of Fortaleza, Brazil, 14 October 2014.
17. "Globalization and Its Impact on Labour and Human Resources", talk given to undergraduate students, Faculty of Law, University of Fortaleza, Brazil, 10 October 2014.
18. "Skills and Local Employment", OECD Group on East and South-east Asia, hosted by the Ministry of Skills Development, Government of Thailand, Bangkok, 17-18 September, 2014.
19. "Sustainability of Social Enterprises and the Role of Human Resources", talk given to Faculty of Social Work, University of the Philippines, 15 September 2014.

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20. “Social Security and Labour Market Flexibility: Choices for Emerging Economies”, talk given to the School of Labor & Industrial Relations, University of the Philippines, 13 September 2014.
21. “Labour Policies for Job Creation and Inclusive Growth”, talk given to Conference of Canadian Ministers of Labour, Halifax, NS, 5 September, 2014.
22. “Minimum Wage Setting: The Ontario Experience”, talk given to the Graduate *School* of Public and International Affairs, University of Ottawa, April 2, 2014.
23. “The Minimum Wage Process in Ontario”, talk given to seminar in labour law, Osgoode Hall Law School, March 19, 2014.
24. “The Minimum Wage and the Agriculture Sector”, talk given to AgHR Roundtable, University of Guelph, March 16, 2014.
25. Verma, Anil and Kelly Pike. “The Human Side of CSR: A Critical Review”, presented to workshop on CSR Policies, Middlesex University, London, 15 April 2013.
26. “Comparing Labour Markets in Brazil and India: Challenges and Opportunities”, talk given to the Study Tour to India class, Rotman School of Management, University of Toronto, 27 March 2013.
27. “International Trends in Collective Bargaining Outcomes”, talk given to Canadian Electricity Association, 25 March 2013, Toronto.
28. “Attracting, motivating and retaining talent”, invited talk given to Graduate Students’ Consulting Club, University of Toronto, 21 February 2013.
29. “The Role of Public Policy in Job Creation”, invited talk given to annual conference of Economic Developers’ Council of Ontario, London, ON, 6 February 2013.
30. “Policy Responses to Growth of Precarious Jobs”, talk given by invitation to workshop organised by All India Organisations of Employers [AIOE], Sri Ram Centre [SRC] and Friedrich Ebert Stiftung [FES], New Delhi, 18 January 2013.
31. “The Human Side of CSR”, talk given to **Management Development Institute**, New Delhi, 18 January 2013.
32. “Managing Talent”, guest lecture given to RSM 100 course with an enrollment of 800 students, Rotman Commerce program, University of Toronto, 21 January 2013.
33. “Walmart as an Employer”, guest panelist in Corporation 360 course, Rotman School of Management, University of Toronto, January 2013.
34. “Labour relations in Canada: An Overview”, guest lecture given to Faculty of Information Studies, University of Toronto, 26 November 2012.
35. “Government and Labour Relations”, talk given to Labor and Employee Relations Network and sponsored by Norton Rose LLP, 3 October 2012.

36. “Upward Mobility for Low-wage Service Workers”, invited talk given to Annual General Meeting of the Toronto Workforce Innovation Group, 27 September 2012.
37. “Trends in and Lessons from Research in IR/HR/OB”, talk given to Doctoral Consortium, Canadian Industrial Relations Association, Calgary, 29 May 2012.
38. “Developing a Global Mindset: An Essential Ingredient for Economic Development”, public talk given at the invitation of **Universidade Federal do Ceará**, Fortaleza, CE, Brazil, 25 October 2011.
39. “What Reforms are needed now to sustain economic growth in Brazil?”, Chair and Panelist, organized by the Alumni Association in São Paulo, Brazil, 29 November 2011.
40. “Attracting and Retaining Employees in a Tight Labour Market”, **Bos Navegação SA** (Brazil Offshore Services), Rio das Ostras, November 17, 2010.
41. “Why Labour Standards Improve? The Case of China”, **Universidade Catolica do Santos, Santos, Brazil**, October 27, 2010.
42. “Mis-aligned Incentives and Lessons from the Financial Crisis”, **Universidade Federal Rio Grande do Sul**, Porto Alegre, October 21, 2010.
43. “Lessons from the Financial Crisis: Insights from Industrial Relations”, Annual Conference, **Instituto Brasileiro de Relações de Emprego e Trabalho**, São Paulo, Brazil, August 25, 2010.
44. “Low-wage Service Work: Can it Contribute to Ontario’s Prosperity?”, **Toronto Summit**, City of Toronto and Martin Prosperity Institute, March 29, 2010.
45. “Talent Management: Preparing Your Organization For The Future”, GTA Rewards Association, Toronto, March 23, 2010.
46. “Risk Management as an explanation for Corporate Social Responsibility: Recent Evidence from Canada”, **London School of Economics**, March 12, 2010.
47. “How Do Corporate Employee Relations and Human Rights Practices React To Downturns in Financial Performance?” Presented at the CERIC/WUN Workshop, Leeds University (UK), November 7, 2009. (with Rafael Gomez).
48. “Labour Standards in China: A Many-headed Dragon”, talk given to International Institute for Labour studies, Geneva, February 16, 2009.
49. “Emergent Labour Policy Issues for the Canadian and the Global Economies”, invited talk given to **Instituto Brasileiro de Relações de Emprego e Trabalho**, São Paulo, Brazil, June 9, 2008.
50. “Top Five Challenges for the Canadian Labour Market”, invited talk given to Middlesex Business School, **Middlesex University**, UK, April 3, 2008.
51. “Economic Integration of New Immigrants to Canada”, invited talk given to Edwards School of Business, **University of Saskatchewan**, March 7, 2008.

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52. “Lessons from Recent Immigration to Canada”, invited talk given to **University of Havana**, Havana, Cuba, February 19, 2008.