

PMIR 810: Unions and Collective Bargaining

Fall/Winter 2010-2011

Instructor:

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Course Description:

Unions and Collective Bargaining examines the role and impact of unions at work, in the economy, and as part of the larger democratic society. The course is experiential and practical, as well as conceptual. Specifically, the course focuses on unions and the structures and processes of collective bargaining. We will examine the origins, nature and dynamics of the labour movement and the impact that collective bargaining has on workers, employers, and the broader economy and society. The course will consider recent declines in union coverage, innovations in trade union strategies and other renewal efforts in response to the changing political and economic environment.

Course Objectives:

The purpose of the course is to develop a critical understanding of unions and other key actors and institutions of our industrial relations system. The course will expose students to concepts, skills, attitudes, and strategic activities associated with unions and the practice of labour relations. The assignments are designed to develop research, analytic, and practical skills, as well as strengthen verbal and written communication.

Teaching Format and Course Requirements:

The course will be taught in a seminar format, emphasizing interactive learning through class discussions, lectures, group presentations, and role simulation exercises. The course will also build on exchanges with senior practitioners and policy-makers in unions, management, and government featured on the Friday PMIR speakers' series. Such a teaching format requires that students attend class having read the assigned materials and prepared to participate in class discussions of the key issues and topics covered.

Course Assignments, Examination & Grading

Students are expected to complete the assignments on time and follow the instructions carefully. Completed assignments should be submitted in appropriate printed format in class. Some assignments will allow for electronic submission via email. Late assignments will accrue penalties. Students eligible for accommodations should discuss those arrangements with the instructor at the beginning of the term.

At the graduate level, participation is not marked, but is an expected component of satisfactory course completion. Excessive, unexcused absences will result in an “incomplete” term mark until arrangements are completed to make up for the missed work.

Contemporary topics: Each class session will connect course topics with current events. Participants are strongly encouraged to bring up events in their organizations and stay informed about current media stories (www.labourstart.org).

Course readings: At the beginning of the course, there will be a sign up sheet for each participant to lead a discussion on a particular article or book chapter. Students may select material from the syllabus or confirm with the instructor other appropriate readings to present to class. While a brief summary of the key points from the article is appropriate, the primary focus of this assignment is to provide critical analysis and application of these key points.

The final grade will be a weighted average of the following:

1. Case analysis (10 percent)
2. Mid-term (take home) exam (35 percent)
3. Contract administration / Dispute resolution exercise (10 percent)
4. Case presentation (10 percent)
5. Final exam – Completed at home March 4 - 5 (35 percent)

Detailed instructions for each assignment will be provided.

Students interested in more advanced study of negotiations and dispute resolution are encouraged to take MIR 886 – Negotiations and Dispute Resolution.

Code of Academic Integrity:

The promotion of academic integrity involves more than the absence of dishonesty. While there is zero tolerance for academic dishonesty, students are expected to promote an environment of academic integrity by creating a safe and active learning environment that allows all students to participate fully and exchange ideas freely. For the formal statement on academic integrity at Queen’s, please refer to the “Senate Policy on Academic Integrity Procedures – Requirements of

Faculties & Schools” available at the following URL -

<http://www.queensu.ca/secretariat/senate/policies/AIprocedures.pdf>

While the appropriate use of classroom technologies is an important part of creating an active learning environment, the distractions of on-line activities (facebooking, instant messaging, etc.) are incompatible with academic engagement. To avoid such temptations, laptops, iPads, blackberries and other wireless devices will not be allowed in class. Appropriate accommodations will be made for anyone with a documented educational support need.

Safe Space

This course will engage a variety of issues related to unions, collective bargaining, conflict and the workplace. The course is designed to promote discussion and the exchange of opinions. At times, these issues may be very controversial in nature and students may hold very different opinions on a range of subjects. Learning happens best when we debate issues that we care deeply about. At the same time, a learning environment requires a safe space in which everyone feels free and comfortable to express their opinions. Such contending perspectives are an important component of the learning environment which requires a safe space for all students. As such, the instructor has adopted a Safe Space policy, which, while not part of the official Queen’s University set of policies, provides guidance for maintaining safe space and a mechanism for resolving issues should they arise.

Course Text & Resources:

Required Text:

Gunderson, Morley, and Daphne Gottlieb Taras (Eds.). 2008. *Canadian Labour and Employment Relations*. 6th edition. Toronto, ON: Pearson Education Inc.

Additional required readings are available through the course website at www.professorhickey.com

Additional References:

Black, Errol, and Jim Silver. 2001. *Building a Better World: An Introduction to Trade Unions in Canada*. Halifax, NS: Fernwood Publishing.

Godard, John. 2005. *Industrial Relations, The Economy, and Society*. 3rd edition. Toronto: Captus Press.

Hebdon, Robert and Trevor Brown. 2008. *Industrial Relations in Canada*. 2nd edition. Toronto: Nelson Thompson Publishing.

Jackson, Andrew. 2009. *Work and Labour in Canada: Critical Issues*. 2nd edition. Toronto, ON: Canadian Scholars Press Inc.

Kumar, Pradeep and Christopher Schenk (eds.) 2006. *Paths to Union Renewal: Canadian Experiences*. Peterborough, ON: Broadview Press.

Key on-line resources:

www.professorhickey.com

Union websites

CAW - <http://www.caw.ca/>

CUPE - <http://cupe.ca/>

OPSEU - <http://www.opseu.org/>

PSAC - <http://www.psac.com/>

USW - <http://www.uswa.ca/>

UNITE HERE - <http://www.unitehere.org/>

Workers United - <http://workersunitedunion.org/>

CLC - <http://www.canadianlabour.ca/home>

OFL - <http://www.ofl.ca/>

www.labourstart.org This website features an updated collection of current news items regarding unions, labour policy and workplace relations. Scanning the Canadian News headlines provides an efficient way to stay informed about current events.

School of Policy Studies, Queen's University - <http://www.queensu.ca/sps/>

Workplace Issues Today (Cornell University) -
<http://www.ilr.cornell.edu/library/research/worldOfWorkNews/wit/index.html>

Perry Work Report <http://www.chass.utoronto.ca/cir/library/wwreport/wwreportarchive.html>

University of Toronto CIRHR

Summary Course Outline and Schedule		
Session 1	Course introduction and overview	Friday, September 10
	Key features of the Canadian industrial relations system	
Session 2	Worker motivations to organize	Saturday, September 11
	Union organizing strategies	
Session 3	Managerial perspectives and strategies in labour relations	Friday, October 1
	Unions and High Performance Work Systems	
Session 4	Union leaders, structures, and strategies	Saturday, October 2
	Social, political, and economic environments	
Session 5	Legislative environments	Friday, October 29
	Impacts of globalization on Canadian unions	
Session 6	Unions and workplace change	Saturday, October 30
	Global union strategies	
Session 7	The structure and process of collective bargaining in Canada	Friday, November 26
	The collective agreement	
Session 8	Dispute resolution exercise	Saturday, November 27
	Dispute resolution practices	
Session 9	Union political action strategies	Friday, January 21
	Union renewal in Canada	
Session 10	Unions in the public sector	Saturday, January 22
	Union impacts on workplaces and society	
Session 11	Industrial relations in Quebec	Friday, February 11
	International labour rights and the future of Canadian unions	
Session 12	Case presentations	Saturday, February 12
Session 13	Final exam distributed electronically	March 4
	(Note exam to be completed remotely. Session will not meet on campus.)	
	Final exam due via electronic submission	March 5

PMIR 810 COURSE OUTLINE

The following course outline provides a detailed listing of the readings required for each class. PMIR 810 classes will meet for three (3) hours on Friday and Saturday afternoons. Each class meeting date is identified as a session. The sessions are broken into two components, part “a” and part “b” of roughly equal parts (90 minutes). Students should complete the required readings should in preparation for each session. Additional resources are listed for students with particular interests in the topic and as sources for additional classroom discussion.

SESSION 1: (SEPTEMBER 10) INTRODUCTION: WHY UNIONS MATTER? WHAT DO UNIONS DO?

SESSION 1A: COURSE INTRODUCTION AND OVERVIEW.

MIR 810 Fall 2010 Course Syllabus

Assignment:

Case analysis: Northern Lights Energy (Due October 1)

SESSION 1B: KEY FEATURES OF THE CANADIAN INDUSTRIAL RELATIONS SYSTEM.

Required readings:

Taras, Daphne and Morley Gunderson. "Canadian Labour and employment Relations." in Gunderson and Taras (Eds.) 2008. Canadian Labour and Employment Relations. 6th edition. Toronto, ON: Pearson Education Inc. (Chapter 1, pp. 1 - 22.)

Marsden, Richard. "Labour history and the development of modern capitalism." in Gunderson, Morley, and Daphne Gottlieb Taras (Eds.) . 2008. Canadian Labour and Employment Relations. 6th edition. Toronto, ON: Pearson Education Inc. (Chapter 3, pp. 56 - 73.)

Additional resources:

Godard, John. 2005. "Foundations, Concepts, Issues, and Debates." *Industrial Relations, The Economy, and Society*. 3rd edition. Toronto: Captus Press. Pp. 1-23.

Thompson, Mark and Joseph Rose. 2003. "Regional Differences in Canadian Industrial Relations: Is there a "Canadian" system?" in *Beyond the National Divide: Regional Dimensions of Industrial Relations*. McGill-Queen's University Press. Chapter 10, pp. 307-324.

On-line resources:

["Unionization"](#) in Perspectives on Labour and Income, August, 2009, Statistics Canada. Full report available [here](#).

SESSION 2: (SEPTEMBER 11) UNION ORGANIZING

SESSION 2A: WORKER MOTIVATIONS FOR UNIONIZATION

Required readings:

Frost, Ann and Daphne Taras. "Understanding the unionization decision." in Gunderson, Morley, and Daphne Gottlieb Taras (Eds.). 2008. *Canadian Labour and Employment Relations*. 6th edition. Toronto, ON: Pearson Education Inc. (Chapter 2, pp. 23 - 55.)

Barling, Julian, Clive Fullagen, and Kevin Kelloway. 1992. *The Union and its Members*. Oxford: Oxford University Press. Chapter 3, pp. 30-69.

Additional resources:

Bentham, Karen J. 2002. "Employer Resistance to Union Certification: A Study of Eight Canadian Jurisdictions." *Industrial Relations*. Vol. 57, No. 1. pp. 159-187.

Riddell, Chris. 2004. "Union Certification Success Under Voting Versus Card Check Procedures." *Industrial and Labor Relations Review*. Vol. 57, issue 4. July 2004. pp. 493-517.

Bronfenbrenner, K. (2009). [*No holds barred: the intensification of employer opposition to organizing*](#). Economic Policy Institute.

SESSION 2B: UNION ORGANIZING STRATEGIES

Required readings:

Bronfenbrenner, Kate and Robert Hickey. "Changing to Organize: A National Assessment of Union Strategies," in *Rebuilding Labor*, Ruth Milkman and Kim Voss eds. Ithaca, NY: Cornell University Press, 2004.

Monticello, Felice F. and Charlotte Yates. 2004. "Union and Employer Tactics in Ontario Organizing Campaigns" in *Advances in Industrial and Labor Relations* Volume 13, David Lewin and Bruce Kaufman eds. New York: Elsevier.

Additional resources:

Yates, Charlotte. "Rebuilding the labour movement by organizing the unorganized: Strategic considerations." Forum: Reorganizing Unions. *Studies in Political Economy* 74 (2004): 171-179.

SESSION 3: (OCTOBER 1) MANAGERIAL PERSPECTIVES OF LABOUR RELATIONS

SESSION 3A: MANAGERIAL PERSPECTIVES AND STRATEGIES IN LABOUR RELATIONS

Required readings:

Thompson, Mark. "The management of industrial relations." in Gunderson, Morley, and Daphne Gottlieb Taras. 2008. *Canadian Labour and Employment Relations*. 6th edition. Toronto, ON: Pearson Education Inc. (Chapter 5, pp. 106-124.)

Additional resources:

Kochan, T., P. Adler, R. McKersie, A. Eaton, P. Segal, and P. Gerhart. (2008). The potential and precariousness of partnership: the case of Kaiser Permanente Labor Management Partnership. *Industrial Relations*. 47(1): 36 - 65.

SESSION 3B: MANAGEMENT OF HIGH PERFORMANCE WORK SYSTEMS IN UNIONIZED ENVIRONMENTS

Required readings:

Verma, Anil, and Daphne Taras. "Managing the high-involvement workplace." in Gunderson, Morley, and Daphne Gottlieb Taras. 2008. *Canadian Labour and Employment Relations*. 6th edition. Toronto, ON: Pearson Education Inc. (Chapter 6, pp. 125-162.)

Additional resources:

Kumar, Pradeep. 2000. *Rethinking High Performance Work Systems*. Kingston, ON: IRC Press, Queen's University.

SESSION 4: (OCTOBER 2) UNIONS IN CANADA

SESSION 4A: UNION LEADERS, STRUCTURES AND STRATEGIES.

Required readings:

Murray, Gregor. "Unions: membership, structure, actions, and challenges." in Gunderson, Morley, and Daphne Gottlieb Taras (Eds.). 2008. *Canadian Labour and Employment Relations*. 6th edition. Toronto, ON: Pearson Education Inc. (Chapter 4, pp. 74-105.)

Additional resources:

Godard, John. 2005. "Foundations, Concepts, Issues, and Debates." *Industrial Relations, The Economy, and Society*. 3rd edition. Toronto: Captus Press. Chapters 7 & 8.

Kumar, P. and G. Murray. (December 2002). Innovation and change in labour organizations in Canada: Results of the National 2000-2001 HRDC Survey. Workplace Information Directorate, HRDC.

SESSION 4B: SOCIAL, POLITICAL, AND ECONOMIC ENVIRONMENTS

Required readings:

Reid, Frank, and Rafael Gomez. "Social, political, and economic environments." in Gunderson, Morley, and Daphne Gottlieb Taras. 2008. *Canadian Labour and Employment Relations*. 6th edition. Toronto, ON: Pearson Education Inc. (Chapter 7, pp. 163-190.)

Additional resources:

SESSION 5: (OCTOBER 29) THE CANADIAN INDUSTRIAL RELATIONS SYSTEM IN A GLOBAL ECONOMY

SESSION 5A: LEGISLATIVE ENVIRONMENTS

Required readings:

Slinn, Sara. "Collective bargaining legislation in Canada." in Gunderson, Morley, and Daphne Gottlieb Taras (Eds.). 2008. *Canadian Labour and Employment Relations*. 6th edition. Toronto, ON: Pearson Education Inc. (Chapter 8, pp. 191 - 222.)

England, Geoffrey. "The individual employment contract and employment legislation in Canada." in Gunderson, Morley, and Daphne Gottlieb Taras (Eds.). 2008. *Canadian Labour and Employment Relations*. 6th edition. Toronto, ON: Pearson Education Inc. (Chapter 9, pp. 223-245.)

Additional resources:

Tucker, Eric. "The constitutional right to bargain collectively: The ironies of labour history in the Supreme Court of Canada." *Labour/Le Travail*. (Spring 2008), 151-180.

SESSION 5B: IMPACTS OF GLOBALIZATION ON CANADIAN UNIONS

Required readings:

Jackson, Andrew. *Work and Labour in Canada: Critical Issues*. Toronto, ON: Canadian Scholars' Press Inc., 2009. (Chapter 11, pp. 247 – 270).

Additional resources:

Hebdon, Robert, and Trevor Brown. 2008. *Industrial Relations in Canada*. Toronto, Nelson - Thompson Canada. (Chapter 13 Globalization of Labour Markets, pp. 391-418.)

Rose, Joseph B. and Gary N. Chaison. 2001. "Unionism in Canada and the United States in the 21st Century." *Relations Industrielles/Industrial Relations*. Vol. 56, No. 1. pp. 34-65.

Yates, Michael D. 2001. "The New Economy and the Labour Movement." *Monthly Review*. 52 (11): pp. 28-42.

SESSION 6: (OCTOBER 30) UNIONS, GLOBALIZATION AND WORKPLACE CHANGE

SESSION 6A: UNIONS AND WORKPLACE CHANGE

Required readings:

Walton, Richard E., Joel E. Cutcher-Gershenfeld, and Robert McKersie. 2000. "A Theory of Strategic Negotiations." *Strategic Negotiations: A Theory of Change in Labour Management Relations*. Ithaca, NY: ILR Press, Cornell University Press. Pp. 41-65.

Additional resources:

Levesque, Christian, and Gregor Murray. (2005). "Union involvement in workplace change: A comparative study of local unions in Canada and Mexico." *British Journal of Industrial Relations*. 43(3), pp. 489-514.

Kumar, Pradeep, Gregor Murray and Sylvian Schetagne. 1998. "Workplace Change in Canada: Union Perceptions of Impacts, Responses and Support Systems." *Workplace Gazette*.

Rubinstein, Saul, and Charles Heckscher. 2003. "Partnerships and Flexible Networks: Alternatives or Complementary Models of Labor-Management Relations?" in *Negotiations and Change*, Thomas Kochan and David Lipsky eds. Ithaca, NY: Cornell University Press.

SESSION 6B: GLOBAL UNION STRATEGIES

Required readings:

Bronfenbrenner, Kate. (2007). *Global Unions: challenging transnational capital through cross-border campaigns*. Ithaca, New York. Cornell University Press. (Introduction and Chapter 1, pp. 1 – 40.)

Assignment:

Mid-term paper due November 26.

SESSION 7 (NOVEMBER 26) COLLECTIVE BARGAINING STRUCTURES, STRATEGIES, AND OUTCOMES

SESSION 7A: STRUCTURE AND PROCESS OF COLLECTIVE BARGAINING IN CANADA.

Required readings:

Chaykowski, Richard. "Collective bargaining, structure, process, and innovation." in Gunderson, Morley, and Daphne Gottlieb Taras (Eds.). 2008. *Canadian Labour and Employment Relations*. 6th edition. Toronto, ON: Pearson Education Inc. (Chapter 10, pp. 246 - 282.)

Additional resources:

Loughran, Charles S. 2003. *Negotiating a Labor Contract: A Management Handbook*. 3rd edition. Washington D.C.: Bureau of National Affairs. Selected portions.

Chamberlain, Neil W. and James Kuhn. 1986. *Collective Bargaining*. 3rd edition. Chapter 3.

BNA Special Report. "2005 Employer Bargaining Objectives." *Labor Relations Week*. Vol. 19, No. 4. Bureau of National Affairs. Washington D.C.

SESSION 7B: THE COLLECTIVE AGREEMENT

Required readings:

Giles, Anthony, and Akivah Starkman. "The collective agreement." in Gunderson, Morley, and Daphne Gottlieb Taras (Eds.). 2008. *Canadian Labour and Employment Relations*. 6th edition. Toronto, ON: Pearson Education Inc. (Chapter 11, pp. 283-321.)

Additional resources:

Collective agreements available via Negotech - <http://www.hrsdc.gc.ca/cgi-bin/search/negotech/search-eng.shtml>

SESSION 8 (NOVEMBER 27) DISPUTE RESOLUTION SYSTEMS

SESSION 8A: DISPUTE RESOLUTION SIMULATION EXERCISE

Required readings:

Role simulation case exercise material will be available via the course website, www.professorhickey.com

SESSION 8B: DISPUTE RESOLUTION PRACTICES

Required readings:

Gunderson, Morley, Bob Hebdon, and Douglas Hyatt. "Strikes and dispute resolution." in Gunderson, Morley, and Daphne Gottlieb Taras (Eds.). 2008. *Canadian Labour and Employment Relations*. 6th edition. Toronto, ON: Pearson Education Inc. (Chapter 12, pp 322-360.)

Thornicroft, Kenneth. "The grievance arbitration process and workplace conflict resolution." in Gunderson, Morley, and Daphne Gottlieb Taras (Eds.). 2008. *Canadian Labour and Employment Relations*. 6th edition. Toronto, ON: Pearson Education Inc. (Chapter 13, pp. 361-382.)

Additional resources:

Akyeampong, Ernest. 2003. "Unionization and the Grievance System," in *Perspectives on Labour and Income*. Autumn 2003.

Brown, Donald J., and David M. Beatty. 1988. *Canadian Labour Arbitration*. Aurora, ON: Canada Law Book Inc. Chapter 3 (Arbitration Process).

SESSION 9 (JANUARY 21) UNION RENEWAL STRATEGIES

SESSION 9A: UNION POLITICAL ACTION STRATEGIES

Required readings:

Savage, Larry. (2010). "Contemporary party-union relations in Canada." *Labor Studies Journal*, 35(1), pp. 8 – 26.

Walchuk, Bradley. (2010). "Changing union-party relations in Canada: The rise fo the Working Families Coalition." *Labor Studies Journal*, 35(1), pp. 27 – 50.

Additional resources:

Canadian Auto Workers. (2008). "Taking the challenge: 2008 collective bargaining and political action convention." (Chapter 2: Political overview - <http://www.caw.ca/en/2008-chapter-2-political-overview.htm>).

Review political action section of various Canadian unions

CLC - http://canadianlabour.ca/en/political_action

CAW - <http://www.caw.ca/en/campaigns-issues.htm>

OPSEU - <http://www.opseu.org/politicalaction/index.htm>

PSAC - <http://www.psac.com/issues/index-e.shtml>

USW - <http://www.usw.ca/program/content/4777.php>

Anderson, John, and John Delaney. (1990). The involvement of Canadian unions in political activities: An exploratory analysis." *Journal of Labor Research*. 11(4), pp. 361-379.

Katz, Harry, Rosemary Batt, and Jeffrey Keefe. (2003). "The revitalization of the CWA: Integrating collective bargaining, political action, and organizing." *Industrial and labor relations review*. 56(4), pp. 573-589.

SESSION 9B: UNION RENEWAL IN CANADA

Required readings:

Kumar, Pradeep and Christopher Schenk. "Union Renewal and Organizational Change: A Review of the Literature," in *Paths to Renewal*, Pradeep Kumar and Christopher Schenk eds. Peterborough, ON: Broadview Press. (Chapter 1, pp. 29 – 60).

Additional Resources:

Kumar, Pradeep. (December, 2008). "Whither unionism? Current state and future prospects of union renewal in Canada." IRC discussion paper #2008-04.

<http://irc.queensu.ca/gallery/1/dps-whither-unionism.pdf>

Fairbrother, Peter and Charlotte Yates (eds.) *Trade Unions in Renewal: A comparative study*. Ondon: Continuum, 2003. Chapter 10.

SESSION 10 (JANUARY 22) UNIONS AND CANADIAN SOCIETY

SESSION 10A: UNIONS IN THE PUBLIC SECTOR

Required readings:

Thompson, Mark, and Patrice Jalette. "Public sector collective bargaining." in Gunderson, Morley, and Daphne Gottlieb Taras (Eds.). 2008. *Canadian Labour and Employment Relations*. 6th edition. Toronto, ON: Pearson Education Inc. (Chapter 15, pp. 403-429.)

Additional resources:

Swimmer, Gene and Mark Thompson. 1995. *Public Sector Collective Bargaining in Canada*. Kinston, Ontario: IRC Press. Chp. 1 & 16.

Hebdon, Bob, and Peter Warrian. 1999. "Coercive Bargaining: Public Sector Restructuring under the Ontario Social Contract, 1993 – 1996." *Industrial and Labor Relations Review*. January 1999, Vol. 52, issue 2.

SESSION 10B: UNION IMPACTS ON WORKPLACES AND SOCIETY

Required readings:

Gunderson, Morley, and Douglas Hyatt. "Union impact on compensation, productivity, and management of the organization." in Gunderson, Morley, and Daphne Gottlieb Taras (Eds.). 2008. *Canadian Labour and Employment Relations*. 6th edition. Toronto, ON: Pearson Education Inc. (Chapter 14, pp. 383 - 402.)

Additional resources:

Zuberi, Dan. 2003. *Differences that matter: Social policy and the working poor in the United States and Canada*. Ithaca, NY: Cornell University Press. Chapter 1 (Introduction pp. 1- 12), and chapter 4 (The union difference pp. 48 - 66).

SESSION 11: COMPARATIVE INDUSTRIAL RELATIONS SYSTEMS

SESSION 11A: INDUSTRIAL RELATIONS IN QUEBEC

Required readings:

Deom, Esther, Jean-Noel Grenier, and Marie Pierre Beaumont. "Union-Management Relations In Quebec," in Gunderson, Morley, and Daphne Gottlieb Taras (Eds.). 2008. *Canadian Labour and Employment Relations*. 6th edition. Toronto, ON: Pearson Education Inc. (Chapter 16.)

Additional resources:

SESSION 11B: INTERNATIONAL LABOUR RIGHTS AND THE FUTURE OF CANADIAN UNIONS

Required readings:

Kuruvilla, S., & Verma, A. 2006. "International labor standards, soft regulation, and national government roles." *Journal of Industrial Relations*, 48(1), 41-58.

Lipsig-Mumme, Carla. "Trade unions and labour relations regimes: International perspectives in a globalizing world." in Gunderson, Morley, and Daphne Gottlieb Taras (Eds.). 2008. *Canadian Labour and Employment Relations*. 6th edition. Toronto, ON: Pearson Education Inc. (Chapter 17, pp. 460-477.)

Additional resources:

Kuruvilla, S., Hossain, J., & Berger, S. (2010). *Assessment of the progress of nations on core labor standards: Measures of freedom of association and collective bargaining*.

Retrieved [insert date] from Cornell University, ILR School site:
<http://digitalcommons.ilr.cornell.edu/articles/310>

Review the International Labour Organization's website on international labour standards -
http://www.ilo.org/global/What_we_do/InternationalLabourStandards/lang--en/index.htm

SESSION 12 (FEBRUARY 12) CASE PRESENTATIONS