

William N. Cooke
Curriculum Vitae

School of Human Resources & Labor Relations
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Education

Ph.D., University of Illinois, Urbana, Institute of Labor & Employment Relations, 1977.

M.A., University of Illinois, Urbana, Institute of Labor & Employment Relations, 1973.

B.S. in Economics, Eastern Illinois University, Charleston, 1970.

Employment History

Director and Professor (2008-present); Visiting Professor (2007-2008), School of Human Resources & Labor Relations, Michigan State University.

Director, Labor-Management Relations Center (2003-2008); Adjunct Professor (1990-2008), Executive Education Center, Ross School of Business, University of Michigan.

Director, Douglas A. Fraser Center for Workplace Issues (1999-2006); Interim Director, Masters of Arts in Employment Relations (1994-1997); Associate Dean (1990-1992); Senior Research Professor (1990-2006), College of Urban, Labor, and Metropolitan Affairs, Wayne State University.

Associate Professor (1983-1990), Management & Organizations, Ross School of Business, University of Michigan, Ann Arbor.

Co-Director, Joint Labor-Management Relations Center (1987-1990), University of Michigan, Ann Arbor.

Associate Professor and Chair (1981-1983), Organizational Behavior & Human Resource Management, Krannert Graduate School of Management, Purdue University.

Visiting Fellow (1980-1981), New York State School of Industrial and Labor Relations, Cornell University.

Visiting Scholar (1979-1980), Institute of Industrial Relations, University of California, Berkeley.

Associate Professor (1980-1981); Assistant Professor (1977-1980), Department of Management, School of Business Administration, University of Maine, Orono.

Research Associate (1975-1976), Center for Advanced Computation, University of Illinois, Urbana.

Publications

Books:

William Cooke, (editor). *Multinational Companies and Global Human Resource Strategies* (Author of Chapters 1, 4 and 19.) Westport, CT: Quorum Books, Greenwood Publishing Group, 2003.

William Cooke, *Labor-Management Cooperation: New Partnerships or Going in Circles?* Kalamazoo, MI: Upjohn Institute for Employment Research, 1990.

William Cooke, *Union Organizing and Public Policy: Failure to Secure First Contracts*. Kalamazoo, MI: Upjohn Institute for Employment Research, 1985.

Refereed Journal Articles and Chapters in Books:

William Cooke. "Integrating Technology and Human Resources: The Influence of Global Business Strategies on Workplace Strategy Choices", *Industrial Relations*, (April, 2007) Vol. 46, 4: 241-270.

William Cooke. "Multinational Companies and Global Human Resource Strategy", chapter 25 in P. Boxall, J. Purcell, and P. Wright (eds.), *Oxford University Press Handbook of Human Resource Management*. Oxford: Oxford University Press, 2007, pp. 489-508.

William Cooke. "Multinationals, Globalization and Industrial Relations", chapter 15 in M. Morley, P. Gunnigle, and D. Collings (eds.), *Global Industrial Relations*. London: Routledge, 2006, pp. 326-348.

William Cooke, "Exercising Power in a Prisoner's Dilemma: Transnational Collective Bargaining in an Era of Corporate Globalisation?", *Industrial Relations Journal*, (July, 2005) Vol. 36, 4: 283-302.

William Cooke, David Meyer, and Christopher Huxley, "Teamworking in the U.S. Motor Vehicle Supplier Sector: Strategies and Effects on Manufacturing Performance and Worker Outcomes", in A. Bardi and F. Garibaldi (eds.), *Company Strategies and Organisational Evolution in the Automotive Sector: A Worldwide Perspective*. Berlin: Peter Lang, 2005, pp. 405-440.

William Cooke, "Foreign Direct Investment in Developing Countries in the Asia-Pacific Region: The Challenge to Multinationals, Labor and Public Policy Makers", *Philippine Journal of Labor and Industrial Relations*, Vol. 21, (2002), pp. 22-40.

William Cooke, "The Effects of Labour Costs and Workplace Constraints on Foreign Direct Investment Among Highly Industrialized Countries", *International Journal of Human Resource Management*, Vol. 12, (August, 2001), pp. 697-716.

William Cooke, "Union Avoidance and Foreign Direct Investment in the U.S.A.", *Employee Relations*, Vol. 23, (2001), pp. 558-580.

Gretchen Spreitzer, Deborah Noble, Aneil Mishra, and William Cooke, "Predicting Process Improvement Team Performance in an Automotive Firm: Explicating the Roles of Trust and Empowerment", in E. Mannix and M. Neale (eds.), *Research on Groups and Teams*, Vol. 2: Greenwich, CT: JAI Press, (1999), pp. 71-92

William Cooke and Deborah Noble, "Industrial Relations Systems and U.S. Foreign Direct Investment Abroad", *British Journal of Industrial Relations*, Vol. 36 (December, 1998), pp. 581-609.

William Cooke, "The Influence of Industrial Relations Factors on U.S. Foreign Direct Investment Abroad", *Industrial & Labor Relations Review*, Vol. 51 (October, 1997), pp. 3-18.

William Cooke, Aneil Mishra, Gretchen Sprietzer, and Mary Tschirhart, "Determinants of NLRB Decision Making Revisited", *Industrial & Labor Relations Review*, Vol. 48 (January, 1995), pp. 237-257.

William Cooke, "Employee Participation Programs, Group-Based Incentives, and Company Performance: A Union-Nonunion Comparison", *Industrial & Labor Relations Review*, Vol. 46 (July, 1994), pp. 594-609.

David Meyer and William Cooke, "U.S. Labor Relations in Transition: Strategic Activities and Company Performance", *British Journal of Industrial Relations*, Vol. 31 (December, 1993), pp. 531-552.

William Cooke, "Product Quality Improvement Through Employee Participation: The Effects of Unionization and Joint Union-Management Administration", *Industrial & Labor Relations Review*, Vol. 46 (October, 1992), pp. 119-134.

William Cooke, "Factors Influencing the Effect of Joint Union-Management Programs on Employee-Supervisor Relations", *Industrial & Labor Relations Review*, Vol. 43, No. 4 (July, 1990), pp. 587-603.

William Cooke and David Meyer, "Structural and Market Predictors of Corporate Labor Relations Strategies", *Industrial & Labor Relations Review*, Vol. 43, No. 2 (January, 1990), pp. 280-293.

William Cooke, "Improving Productivity and Quality Through Collaboration", *Industrial Relations*, Vol. 28, No. 2 (Spring, 1989), pp. 299-319.

David Meyer and William Cooke, "Economic and Political Factors in the Resolution of Formal Grievances", *Industrial Relations*, Vol. 27, No. 3 (Fall, 1988), pp. 318-335.

William Cooke, "The Rising Toll of Discrimination Against Union Activists", *Industrial Relations*, Vol. 24, No. 3 (Fall, 1985), pp. 421-442.

William Cooke, "Failure to Negotiate First Contracts: Determinants and Policy Implications", *Industrial & Labor Relations Review*, Vol. 38, No. 2 (January, 1985), pp. 163-178.

William Cooke, "Toward a General Theory of Industrial Relations", *Advances in Industrial and Labor Relations*. Greenwich, CT: JAI Press, Inc. (October, 1985), pp. 233-252.

William Cooke, "Determinants of the Outcomes of Union Certification Elections", *Industrial & Labor Relations Review*, Vol. 36, No. 3 (April, 1983), pp. 403-414.

Ronald Seeber and William Cooke, "The Decline in Union Success in NLRB Representation Elections", *Industrial Relations*, Vol. 22, No. 1 (Winter 1983), pp. 34-44.

William Cooke and Morris Cobern, "Part-Time Postschool Investments in Education and Their Impact on Earnings Growth for Engineers", eds., B. Weisbrod and H. Hughes, *Human Resources, Employment, and Development, Volume 3: The Problems of Developed Countries and International Economy*, (London: Macmillan), 1983, pp. 178-186.

William Cooke and Frederick Gautschi, "Political Bias in NLRB Unfair Labor Practice Decisions", *Industrial & Labor Relations Review*, Vol. 35, No. 4 (July, 1982), pp. 539-549.

William Cooke and Frederick Gautschi, "OSHA, Plant Specific Programs, and Injury Reduction", *Industrial Relations*, Vol. 20, No. 3 (Fall, 1981), pp. 245-257.

William Cooke, "The Behavior of Unemployment Insurance Recipients Under Adverse Market Conditions", *Industrial & Labor Relations Review*, Vol. 3, No. 3 (April, 1981), pp. 386-395.

William Cooke, "Permanent Layoffs: What's Implicit in the Contract?", *Industrial Relations*, Vol. 20, No. 2 (Spring, 1981), pp. 186-192.

William Cooke, "Turnover and Earnings: The Scientist and Engineer Case", *Journal of Human Resources*, Vol. 15, No. 3 (Summer, 1980), pp. 435-443.

William Cooke and Marvin Blumenstock, "Determinants of Accident Severity in Maine Sawmills", *Journal of Safety Research*, Vol. 11, No. 3 (Fall, 1979), pp. 115-120.

William Cooke, "Turnover and Earnings: Some Empirical Evidence", *Industrial Relations*, Vol. 18, No. 2 (Spring, 1979), pp. 220-226.

Research in Progress:

(with David Meyer), "The Effects of Workplace Climate on Psychological States of Performance: A Knowledge-Based Perspective of Strategic HRM"

(with David Meyer), "Knowledge and Trust-Based Climates: Effects on Work Group Performance"

Conference & Other Presentations

"Global Human Resource & Labor Relations Strategies: In Search of Competitive Advantage", KoreaTech University and Samsung, July, 2013.

"The Role of Knowledge-Based and Trust-Based Climates on Achieving Competitive Advantage", *Mid-Michigan Labor & Employment Relations Association*, November, 2008.

(with David Meyer), "Knowledge and Trust-Based Climates: Effects on Work Group Performance", *Comparative Perspectives on HR & Line Manager Relationship and Their Effects on Employees*, Academy of Management Meetings, Anaheim, CA, August, 2008.

(with Ed Bocik, Honeywell), "Changes in Globalization", *Delta: Changes in the Field of Human Resources*, SHRM-MSU conference, E. Lansing, February, 2008.

Symposium Discussant, "Employment Relations in Multinational Companies in Organizational Context" and symposium chair, "Assessing the Efficacy of Union Organizing Strategies in Union Revitalization Projects in Australia, Britain, Canada and the U.S.", Annual *Labor & Employment Relations Association* meeting, New Orleans, December, 2007.

(with David Meyer), "The Role of Knowledge-Based Psychological Climates in Human Resource Management Systems", *In Search of Balance: Managing the Dualities of HRM*, Tilburg University, the Netherlands, November, 2007.

"Constructing Labor-Management Partnerships for Recovering Market Share", *Construction Economic Research Network Meeting: Market Recovery*, Silver Spring, Maryland., May, 2007.

"Reorganizing Work to Achieve Competitive Advantage and to Secure High-Wage Union Jobs", keynote address, *Product Quality Awards Banquet*, UAW-DaimlerChrysler, Vehicle Engineering, Detroit, April, 2007.

“Working Off-the-Clock for ‘Every Day Low Prices’ at Wal-Mart”, *Globalization, Workers and Wal-Mart: The Retail Giant’s Labor and Employment Practices in the U.S. and China*, Labor Education Program, School of Labor & Industrial Relations, Michigan State University, April, 2007.

(with David Meyer), “Employee Cognitive Responses to Knowledge-Based Workplace Strategies in Eight Automotive Supplier Firms”, *Industry Studies Annual Conference*, Sloan Foundation, Cambridge, April, 2007.

“Reorganizing Work to Achieve Competitive Advantage and to Secure High-Wage Union Jobs”, keynote address, *Partnership in Quality Initiative Awards Banquet*, UAW-DaimlerChrysler, Jeep and Truck Engineering, Detroit, February, 2007.

“Reorganizing Work to Achieve Competitive Advantage and to Secure Jobs”, keynote address, *The Critical Role of Labor-Management Cooperation*, Kentucky Labor-Management Conference Board, Kentucky Dam Village, September, 2006.

“Negotiating the Reorganization of Work for Competitive Advantage and Secure Jobs”, keynote address, *Kalamazoo Area Labor-Management Association, Annual Tribute Dinner*, Kalamazoo, Michigan, May, 2006.

“Integrating Technology and Human Resources: The Influence of Global Business Strategies on Workplace Strategy Choices”, School of Labor and Industrial Relations, Michigan State University, April, 2006.

“Working-Off-the-Clock for ‘Every Day Low Prices’ at Wal-Mart”, *Global Companies – Global Unions – Global Research – Global Campaigns: An International Conference*, New York, February, 2006.

“Integrating Technology and Human Resources: The Influence of Global Business Strategies on Workplace Strategy Choices”, Industrial Relations Center, Carlson School of Management, University of Minnesota, November, 2005.

“Integrating Technology and Human Resources: The Influence of Multinational Company Scope and Market Positioning on Workplace Strategy Choices”, competition paper, *Governing the Global Workplace: International Symposium*, University of Minnesota, April, 2005.

“Exercising Power: Transnational Collective Bargaining in An Era of Corporate Globalization”, *Union Renewal: Assessing Innovations for Union Power in a Globalized Economy*, Interuniversity Research Center on Globalization and Work, Montreal, November, 2004.

“Aligning Workplace Strategies with Market Position Strategies in the U.S. Automotive Supplier Sector”, *The Future of Work in Europe: Market and Economic and Social Cohesion*, IIRA – 7th European Congress, Lisbon, Portugal, September, 2004.

“HRM, Technology, and Business Strategies: How Multinationals Differ from National Firms in the U.S. Automotive Supplier Sector”, *Multinationals and the International Diffusion of Organizational Forms and Practices: Convergence and Diversity within the Global Economy*, IESE Business School and DeMontfort University, Barcelona, Spain, July, 2004.

“Exercising Power: The Case for Transnational, Inter-Union Partnerships in the Face of Rising Corporate Globalization”; Chair of session entitled “Globalization, IT Revolution & Employment Relations”; *Dynamics and Diversity: Employment Relations in the Asia-Pacific Region*, 5th Asian Congress, IIRA, Seoul, South Korea, June, 2004.

“Aligning Workplace Strategy Choices with Market-Positioning Strategies”, *International Symposium on Human Resources and Economic Success*, University of Paderborn, Germany, February, 2004.

“Workplace Strategies: Aligning Human Resource and Technology Decisions with Business Strategies”, *Beyond Traditional Employment: Industrial Relations in the Network Economy*, 13th World Congress, IIRA, Berlin, Germany, September, 2003.

“Shifting the Balance of Power: Transnational Collective Bargaining in an Era of Corporate Globalization?”, and Symposium Discussant, “The Diffusion of IR and HRM Practices in MNCs: Insights on the Impact of U.S. MNC Subsidiaries in Europe”, *The 7th Conference on International HRM*, University of Limerick, Ireland, June, 2003.

“Labour Policy and Foreign Direct Investment in the New Caribbean Economy”, *The First Caribbean Labour Policy Conference*, University of the West Indies, Kingston, Jamaica, April, 2003.

“Exercising Power: The Rise in Corporate Globalization and the Worldwide Decline in Union Penetration”, *Reflections and New Directions*, Association of Industrial Relations Academics of Australia and New Zealand (AIRAANZ), Melbourne, Australia, February, 2003.

“Exercising Power: Rising Corporate Globalization – Declining Union Penetration”, workshop presentations at the University of Sidney, Australia and Auckland University, New Zealand, February, 2003.

“Do Workplace Practices Contribute to Union-Nonunion Efficiency Differences?” in response to “Do Workplace Practices Contribute to Union-Nonunion Wage Differentials?” (by A. Verma and T. Fang), *Conference on Workplace Issues in Canada*, sponsored by the Canadian Employment Research Forum and Statistics Canada, Ottawa, November, 2002.

(with D. Meyer and C. Huxley), “Teamworking in the U.S. Automotive Supplier Industry: Strategies and Effects on Manufacturing Performance and Production Worker Outcomes”, *Sixth International Workshop on Teamworking*, Malmo University, Sweden, September, 2002.

“The Effects of Corporate Globalization on Unions: Forging Transnational Union Partnerships in the Americas”, and panel chair, “Globalization and its Impact on Industrial Relations”, *Trade and Labour Protection: Can the Two be Made to Work Together?*, 4th Regional Congress of the Americas (IIRA and CIRA), Toronto, June, 2002.

(with C. Huxley and D. Meyer), “Workplace Strategies and Production Worker Outcomes: The Case of the Motor Vehicle Component Supplier Industry”, *Industrial Restructuring and Its Impact on Low-Skilled Workers*, (Joint Conference of the Rockefeller and the Russell Sage Foundations), New York, May, 2002.

“The Avoidance & Marginalization of Union Representation Through Foreign Direct Investment: Implications for Transnational, Inter-Union Cooperation”, *Employment Relations in a Changing World: The African Renaissance*, 3rd IIRA African Regional Conference, Stellenbosch, South Africa, March, 2002.

(with C. Huxley and D. Meyer), “The U.S. Automotive Component Supplier Industry: A Review of Strategies Pursued”, *The Future of the Turin Automotive Supply Chain in the International Scenario*, Turin Province and the Institute for Labour Foundation (IPL), Turin, Italy, December, 2001.

“Foreign Direct Investment in Developing Countries: The Challenge to Labor and Policy Makers”, *Towards Decency and Fairness: Changing Work and Employment Relations in Globalizing Asia*, 4th Asian Regional IRRA Congress, Manila, Philippines, November, 2001.

Panel Speaker and Discussant, *IRRA Post-Congress Colloquium on Research in IR and HRD: Theory and Methods*, School of Labor & Industrial Relations, University of the Philippines, Manila, November, 2001.

“Multinational Companies and Transnational Inter-Union Strategies”, *Multinational Companies and Human Resource Management*, DeMontfort University and IESE, Leicester, U.K., July, 2001.

(with C. Huxley and D. Meyer), “Reconfiguration of the U.S. Auto Component Supplier Industry: Effects on Workplace Strategies and Production Workers”, *Reconfiguring the Auto Industry: Merger & Acquisition, Alliances and Exit*, 9th GERPISA International Colloquium, Paris, France, June, 2001.

(with C. Huxley and D. Meyer), “The Effects of Workplace Strategies on Lower-Skilled Workers in the Motor Vehicle and Equipment Sector”, *The Future of Work: Case Studies In American Industry*, (Russell Sage and Rockefeller Foundation Conference), New York, May, 2001.

“Foreign Multinational Companies in the U.S.: Evidence of Stepped-Up Union Avoidance”, *Building Union Power in a Changing Economy*, AFL-CIO and UALE, Boston, April, 2001.

“Human Resource Management Strategies & Foreign Direct Investment in the U.S.”, *Global Integration & Challenges for Industrial Relations & Human Resource Management in the 21st Century*, 12th World Congress, IIRA, Tokyo, Japan, May, 2000.

“Industrial Relations Systems & Foreign Direct Investment: Implications for Union Representation”, *Multinational Companies and Emerging Workplace Issues: Practice, Outcomes and Policy*, conference hosted by the Fraser Center for Workplace Issues, Wayne State University, April, 2000.

“North American Foreign Direct Investment and Human Resource Management Strategies”, *Future of Autowork in the Americas Conference*, Wayne State University, November, 1999.

“Creating & Sustaining Global Competitive Advantage Through Human Resource Management Strategies”, *Dupont HRM Conference*, Wilmington, Delaware, April, 1999.

“Labor-Management Partnerships: Shared Objectives, Differing Priorities”, *North American Automotive Industry: Labor-Management & Workplace Issues* conference, Detroit, January, 1999.

Panel Discussant, *Labor-Management Innovations and Organizational Performance*, Industrial Relations Research Association Annual Meetings, Washington D.C., January, 1999.

“Teamwork: Competitive Advantage in a Global Marketplace”, keynote address, Kalamazoo Area Labor-Management Committee conference, *Building a Better Workplace*, Kalamazoo, MI, October, 1998.

(with Deborah Noble), “Global Employee Relations Strategies: The Effects of IR Systems on Foreign Direct Investment”, 11th World Conference of the International Industrial Relations Association, *Developing Competitiveness and Social Justice*, Bologna, Italy, September, 1998.

(with Aneil Mishra, Gretchen Spreitzer, and Deborah Noble), “The Elements of Trust & Conflict Resolution in Building Team Effectiveness”, Academy of Management Annual Meetings, *Symposium on Leadership, Trust, and Effective Organizations*, San Diego, August, 1998.

(with Gretchen Spreitzer, Aneil Mishra, and Deborah Noble), “The Effects of Empowerment and Trust on Team Involvement and Performance”, *Annual Conference on Research on Groups and Teams*, sponsored by the Stanford Graduate School of Business and Columbia Business School, Palo Alto, May, 1998.

“Foreign Direct Investment and Challenges for Labor”, *Caribbean Perspectives on Labor & Politics Conference*, Wayne State University, Detroit, April, 1998.

“Back to the Future: It’s Here”, *UAW-Ford National Conference on Employee Involvement*, Las Vegas, January, 1998.

(with Deborah Noble), “Global HRM & Collective Bargaining Strategies of U.S. MNCs” and “The Influence of IR Systems on U.S. FDI Abroad”, *Industrial Relations Research Association, Annual Meeting*, Chicago, January, 1998.

“Factors Influencing Success and Longevity of Work Teams: A Union-Nonunion Comparison”, *Nonunion Forms of Employee Representation: History, Contemporary Practice, and Policy* conference, Banff, Canada, September, 1997.

“Industrial Relations and U.S. Foreign Direct Investment Decisions”, *The Globalization of Production and the Regulation of Labour Conference*, University of Warwick, Coventry, U.K., September, 1996.

“Researcher/Librarian Collaboration: IR & the Global Market Place”, Keynote Speaker, *Annual Conference, Committee of Industrial Relations Librarians*, Ann Arbor, Michigan, April, 1996.

“Judging the Value of Academic Research”, Keynote Panel Speaker, *AFL-CIO/Cornell University Research Conference on Organizing*, Washington D.C., March, 1996.

“Aligning Human Resource and Collective Bargaining Strategies with Manufacturing Strategies”, Tauber Manufacturing Institute, University of Michigan, Ann Arbor, February, 1996.

“Just How Important are Industrial Relations Factors in Explaining U.S. FDI?”, and Panel Chair, “Negotiating First Contracts: Employer Resistance and Public Policy Implications”, *Industrial Relations Research Association, Annual Meeting*, San Francisco, January, 1996.

“A Union-Nonunion Comparison of Work Team Systems, Profit Sharing, and Company Performance”, *Aligning Pay with Team-Based Performance*, ICM Conference, Chicago, July, 1995.

“Responding to Global Market Threats Through Labor-Management Cooperation and Employee Participation”, a Ford Sharonville Plant offsite workshop, Louisville, November, 1994.

Keynote Panel Discussant, *15th Anniversary of Employee Involvement Conference*, UAW-Ford, Detroit, October, 1994.

“Achieving Competitive Advantage Through Employee Participation and Group-Based Incentives: A Union-Nonunion Comparison”, *Human Resources and the Resource-Based View of the Firm Conference*, Wharton School, University of Pennsylvania, Philadelphia, June, 1994.

“Achieving Competitive Advantage: Pursuing Self-Interests Through Cooperation and Participation”, *Ford-UAW National Conference on Employee Involvement*, Las Vegas, February, 1994.

“Public Policy Initiatives: Proposals to Encourage Labor-Management Cooperation and Employee Participation”, Keynote Panel Speaker, *Future of the U.S. Work Place System*, Industrial Relations Research Association, Detroit, December, 1993.

“Recent Models of Industrialization: The Development of U.S. Industrial Relations in the 1980s and Alternatives for the End of the Century”, *Seminario Nacional Sobre Alternativas Para La Economia Mexicana*, sponsored by the Autonomous National University of Mexico, Puebla, Mexico, November, 1993.

Panel Chair, “Lean Production and Labor: Critical and Comparative Perspectives”, Labor Studies Center conference, Wayne State University, Detroit, May, 1993.

“Championing Work Team Systems: Factors of Success”, *Ford-UAW National Conference on Employee Involvement*, San Diego, January, 1993.

“The Medicine Needs Sweetening”, Keynote Panel Speaker, *Negotiating the Future Symposium for Irving Bluestone*, Wayne State University, Detroit, November, 1992.

“Team Work and Company Performance: A Union-Nonunion Comparison”, Kalamazoo Area Labor-Management Committee Conference, *Collective Bargaining in the 90s*, Kalamazoo, Michigan, September, 1992.

“Labor-Management Cooperation and Employee Involvement”, Annual Spring Meeting of the Pulp and Paper Manufacturers Assoc., Milwaukee, April, 1992.

“Labor-Management Cooperation: New Partnerships or Going in Circles?”, 1992 Speakers Bureau, School of Business, Eastern Michigan University, Ypsilanti, March, 1992.

“Constructing Effective Partnerships in the Construction Industry”, Annual Meeting of the Construction Labor-Management Council of Greater Wisconsin, Madison, October, 1991.

“The Future of Labor-Management Cooperation: New Partnerships or Going in Circles?”, Third Wisconsin Labor-Management Conference, *Making the Change in Labor-Management Relations*, Milwaukee, October, 1991.

Panel Chair, “Joint Union/Management Efforts to Create a Healthy Workplace”, *University of Michigan International Conference on Participatory Approaches to Improving Workplace Health*, Ann Arbor, June, 1991.

Panel Respondent, “AFL-CIO: Agendas for the Future”, and (with David Meyer) “Union-Management Cooperation: Choice, Implementation, and Effects”, *Industrial Relations Research Association, Annual Meeting*, Washington D.C., December, 1990.

“Union-Management Cooperation: Corporate and Plant Strategies”, *Industrial Relations Research Association*, Kalamazoo, Michigan, December, 1990.

“New Partnerships: Prescriptions for Trust and Commitment”, Keynote Panel Speaker, *Winning Through Cooperation: Setting a Labor-Management Agenda*, State of Ohio and the Council of Great Lakes Governors, Columbus, September, 1990.

(with David Meyer), “Union-Management Collaboration: Choice and Effects”, *Academy of Management Annual Meeting*, San Francisco, August, 1990.

(with Susan Schurman), “Inside the Black Box of Research: Factors Affecting Successful Joint Labor-Management Innovations”, *The Michigan Governor’s Labor-Management Conference*, Lansing, October, 1989.

“Corporate Labor-Management Strategies: Choices and Financial Outcomes”, *Conference of Organizational Systems Designers*, Washington D.C., June, 1989.

“Labor-Management Jointness: Avoiding Getting Disjointed”, *Ford-UAW National Conference on Employee Involvement*, Detroit, October, 1988.

“Union-Management Cooperation: Getting Started and Staying the Course”, *Labor and Industrial Relations in the Twenty First Century Conference*, sponsored by Battle Creek Unlimited and the AFL-CIO Labor Council, Battle Creek, Michigan, October, 1988.

“Labor-Management Collaboration: Key Problems and Outcomes”, *Fourth National Labor-Management Conference*, FMCS, Washington D.C., June, 1988.

“A Strategic Prescription for Long-Run Success in Labor-Management Collaboration”, Eighth International Automotive Conference, *Auto Labor Relations: 1987-88 Style*, Ann Arbor, March, 1988.

“Joint Labor-Management Programs: Factors of Success and Failure”, *Third Berkeley Conference on Industrial Relations*, University of California, competition paper, Berkeley, February, 1988.

“When Serpents Bargain for the Right to Squirm: The Case of First Contract Negotiations”, *AFL-CIO Symposium on Economic, Social and Workplace Challenges for Unions*, Linthicum, Maryland, April, 1987.

“The Impact of Education and Training on Joint Labor-Management Success”, *Conference on the Role of Higher Education in Facilitating Labor-Management Cooperative Relations*, University of Michigan, Ann Arbor, November, 1986.

“Illegal Discharge of Union Activists: Its Toll on Union Organizing and Policy Implications”, *Second Berkeley Conference on Industrial Relations*, University of California, competition paper, Berkeley, February, 1985.

“On-the-Job Training and Adaptability Premiums: The Case of the Scientific-Engineering Labor Market”, *Allied Social Sciences Association, Annual Meeting*, Dallas, December, 1984.

“Programmable Automation: Its Effect on the Scientific Engineering Labor Market” and “Labor-Management Relations in an Era of Programmable Automation”, Office of Technology Assessment conference, Washington D.C., July, 1982.

“The Collective Decision to Unionize: Theory and Evidence”, *Conference on Behavioral Approaches to Research in Industrial Relations*, Columbia University, competition paper, Arden House, February, 1982.

“Moral Hazard After Injury: A Workers’ Compensation Qualifications Dilemma”, *Conference on Research of Workers Compensation*, University of Connecticut, July, 1981.

“OJT and Post-School Education: Antidotes to Technological Obsolescence”, *Eastern Economic Association Meetings*, Philadelphia, April, 1981.

“Part-Time Post-School Investments in Education and Their Impact on Earnings Growth for Engineers”, *6th World Congress of the International Economic Association*, Mexico City, August, 1980.

“The Experienced Worker Data Base: Some Criticisms and Recommendations”, *Conference on the Scientific and Technical Personnel Data System: Strategy and Design*, National Science Foundation, Washington D.C., October, 1979.

Grants and Contracts

William Cooke (PI). “The UAW-GM Partnership in the Flint, Michigan South Engine Plant: Successfully Using Joint Union-Management Processes to Achieve Lean Production”, funded by the UAW-GM Human Resources Center, March 2005 – September 2005 (\$25,000).

William Cooke, David Fasenfest, Hal Stack, and Mike Schippiani (Project Co-Directors), “Leveraging Partnerships to Sustain and Grow Tier-One Automotive Jobs in Michigan”, funded by the Michigan Economic Development Corporation and Six Auto Supplier Firms, September 2004 – January, 2006 (\$600,000).

William Cooke (PI) and David Meyer and Chris Huxley (Co-Investigators), “The Motor Vehicle Component Supplier Industry: The Effects of Workplace Strategies on Lower-Skilled Production Workers”, funded by Russell Sage and the Rockefeller Foundations, January, 2000 - September, 2003 (\$295,000).

Principal Investigator, “Human Resource and Labor Relations Strategies: A Survey of U.S. MNCs and Foreign MNCs in the U.S.”, funded by the Executive Education Center, School of Business, University of Michigan, 1996.

Co-Principal Investigator (with Susan Schurman), “Company Performance and Union Effectiveness: Assessing Cooperative Efforts”, funded by the Michigan Department of Commerce, 1990.

Principal Investigator, “Cooperative Efforts to Solve Employment Problems”, funded by the U.S. Secretary of Labor’s Commission on Workforce Quality and Labor Market Efficiency, 1988-1989.

Co-Principal Investigator (with Susan Schurman), “Workplace Innovations and Labor-Management Cooperation”, funded by the Michigan Department of Commerce, 1988.

Principal Investigator, “Union-Management Cooperation: Antecedents and Policy Implications”, funded by the Upjohn Institute for Employment Research, 1985-1987.

Co-Chair (with Susan Schurman), “Conference on The Role of Higher Education in Facilitating Labor-Management Cooperation”, funded by the U.S. Department of Labor, University of Michigan, November, 24-25, 1986.

Project Director, *SimBarg*, a computerized costing program for simulated contract negotiations, funded by Unisys, 1985-1986.

Principal Investigator, “Union-Management Cooperation: Probabilities, Process, and Outcomes”, a preliminary research grant funded by the University of Michigan, 1983-1984.

Principal Investigator, “Failure to Negotiate the First Contract: Causes and Policy Implications”, funded by the Upjohn Institute for Employment Research, 1982-1984.

Principal Investigator, “A Longitudinal Analysis of On-the-Job Training Adjustments of Scientists and Engineers”, funded by the National Science Foundation, 1980-1983.

Principal Investigator, “Moral Hazard After Injury: A Workers’ Compensation Qualification Dilemma”, funded by the U.S. Department of Labor, 1981-1982.

Principal Investigator, “The Impact of OSHA Citations and Firm-Specific Programs on Reducing Injuries”, funded by the U.S. Department of Labor, 1977-1979.

Principal Investigator, “Labor Market Adjustments to Technological Change in the Electronics and Computer Industries”, funded by the National Science Foundation, 1979-1980.

Principal Investigator, “Unemployment Insurance and the Youth Labor Market in Maine”, funded by the Maine Employment Security Commission, 1978.

Principal Investigator, “Labor Market Adjustments by Scientists and Engineers: Probabilities and Outcomes”, funded by the National Science Foundation, 1978-1979.

Project Director, (with Hugh Folk) “Mobility and Pension Rights of Federal Contract Workers”, funded by the U.S. Department of Labor (LMSA), 1975-1976.

Conference Proceedings, Monographs, Reports & Cases

William Cooke, David Fasenfest and Willie McKether:

MRC-UAW Summary Report of Employee and Supervisor Survey Results, report to Joint Steering Committee, March, 2005.

Plastech-UAW Summary Report of Employee and Supervisor Survey Results, report to Joint Steering Committee, April, 2005.

Metaldyne-UAW Summary Report of Employee and Supervisor Survey Results, report to Joint Steering Committee, June, 2005.

Dana-UAW Summary Report of Employee and Supervisor Survey Results, report to Joint Steering Committee, June, 2005.

William Cooke, *Wells' Dairy Summary Report of Supervisor Survey Results*, June, 2005.

William Cooke, *Wells' Dairy Summary Report of Employee Survey Results*, August, 2005.

William Cooke, "HRM, Technology, and Business Strategies: How Multinationals Differ from National Firms in the U.S. Automotive Supplier Sector", *Multinationals and the International Diffusion of Organizational Forms and Practices: Convergence and Diversity within the Global Economy*, 2004 (on CD).

William Cooke, David Meyer and Chris Huxley, "The Motor Vehicle Component Supplier Industry: The Effects of Workplace Strategies on Lower-Skilled Production Workers", report to the Russell Sage and the Rockefeller Foundations, 2003.

William Cooke, "The Avoidance & Marginalization of Union Representation Through Foreign Direct Investment: Implications for Transnational, Inter-Union Cooperation", Proceedings, *Employment Relations in a Changing World: The African Renaissance*, 3rd IIRA African Regional Conference, 2002 (on CD).

William Cooke, Christopher Huxley and David Meyer, "The U.S. Automotive Component Supplier Industry: A Review of Strategies Pursued", Proceedings, *The Future of the Turin Automotive Supply Chain in the International Scenario*, Turin Province, Italy, 2002, pp. 139-163. ["L'industria American dei fornitori di componentistica nel settore automotive: analisi delle strategie perseguite", in *Il Futuro Della Catena Di Sub-Fornitura Automobilistica Torinese Nello Scenario Internazionale*]

William Cooke, *Xerox and UNITE: Setting the Stage for 2002 Negotiations*, Executive Education Center, University of Michigan, 2002.

William Cooke, "Foreign Direct Investment in Developing Countries: The Challenge to Labor and Policy Makers", Proceedings, *Towards Decency and Fairness: Changing Work and Employment Relations in Globalizing Asia*, 4th Asian Regional IIRA Congress, 2001 (on CD).

William Cooke, *Employee Participation: Factors of Success in Union and Nonunion Enterprises*, Fraser Center for Workplace Issues, Wayne State University, 2000.

William Cooke, "Human Resource Management Strategies & Foreign Direct Investment in the U.S.", Proceedings, Vol. 2, *Global Integration & Challenges for Industrial Relations & Human Resource Management in the 21st Century*, 12th World Conference, IIRA., 2000, pp. 211-224.

William Cooke and Deborah Noble, "Global Human Resource and Collective Bargaining Strategies of U.S. Multinational Companies", *1997 Annual Proceedings, Industrial Relations Research Assoc.*, (Spring, 1998), pp. 138-45

William Cooke, *UAW vs. Caterpillar: When Collective Bargaining Strategies Clash*, Executive Education Center, University of Michigan, 1998.

William Cooke, "Union-Management Cooperation", *Blackwell Dictionary of Human Resource Management*, eds., Peters, Youngblood, and Greer, (Oxford, U.K.: Blackwell Publishers), 1997.

William Cooke, *Strategic Cross-Roads: The Case of American Truck Corporation and the United Truck & Vehicle Workers of America*, UAW-Ford National Education, Development and Training Center, 1996.

William Cooke, *Xerox and the ACTWU: A Case of Strategic Negotiations*, Executive Education Center, University of Michigan, 1995.

William Cooke, *Global Investment, Trade, and Industrial Relations: A Profile of North America, Western Europe, and the Asia-Pacific Region*, Executive Education Center, University of Michigan, 1993.

William Cooke, *Joint Decision Making and the Work Team System: Ford Ypsilanti Plant and UAW Local 849*, document to the Joint Steering Committee, Ford Ypsilanti plant, 1993.

William Cooke, "Toward Promoting Labor-Management Cooperation and Employee Participation in the U.S.", advisory report to the Clinton transition team, 1992.

William Cooke and Susan Schurman, *Effects of Workplace Innovations and Cooperative Labor-Management Activities on Product Quality and Union Effectiveness*, report to the Michigan Department of Commerce, 1991.

William Cooke, "Joint Labor-Management Decision-Making: Choices, Outcomes, and Problems", *Work Place Topics*, Vol. 2, No. 2 (December, 1991), pp. 48-84.

William Cooke and David Meyer, "Union-Management Cooperation: Choice, Implementation, and Effects", *1991 Annual Proceedings of the Industrial Relations Research Assoc.*, pp. 385-389.

William Cooke, Contributor, *Labor-Management Cooperation: 1990 State of Art Symposium*, U.S. Department of Labor, BLMR, 1991.

William Cooke, "Cooperative Efforts to Solve Employment Problems", in *Investing in People: A Strategy to Address America's Workforce Crises*, Vol. II (Washington D.C.: U.S. Government Printing Office), 1989, pp. 2057-2129.

Lynn Prince and William Cooke, *Contemporary Cases in Labor-Management Relations*, (Plano, TX: Irwin/BPI), 1989.

William Cooke and Susan Schurman, *Labor-Management Cooperation and Workplace Innovations*, report to the Michigan Department of Commerce, 1989.

William Cooke, "The Effects of ULP's and NLRB Delays on Union Organizing", invited written testimony on labor law reform, prepared for the Subcommittee on Labor, Senate Committee on Labor and Human Resources, 1988.

William Cooke, *A Longitudinal Analysis of On-the-Job Training Adjustments of Scientists and Engineers*, report to the National Science Foundation, 1984.

William Cooke, *Moral Hazard After Injury: A Workers' Compensation Qualification Dilemma*, report to the U.S. Department of Labor, OSHA, 1984.

William Cooke, "Programmable Automation: Its Effects on the Scientific-Engineering Labor Market" and "Labor-Management Relations in an Era of Programmable Automation", *Automation and the Workplace: Selected Labor, Education, and Training Issues*, Office of Technology Assessment, Congress of the United States, (U.S. Government Printing Office), 1983, pp. 80-88, 97-105.

William Cooke, *Human Capital Adjustments to Technological Change in the Computer Industry: The Case of Scientists and Engineers*, report to the National Science Foundation, 1981.

William Cooke, *The Impact of OSHA Citations and Firm-Specific Programs on Lost Days Due to Injury*, report to the U.S. Department of Labor, OSHA, 1980.

William Cooke, *Labor Market Adjustments of Scientists and Engineers: Probabilities and Outcomes*, report to the National Science Foundation, 1980.

William Cooke, *The Duration and Frequency of Unemployment Insurance Reciprocity: With a Special Note on Youth*, report to the Maine Employment Security Commission, 1978.

Hugh Folk and William Cooke, *Mobility and Pension Rights of Federal Contract Workers*, report to the U.S. Department of Labor, and reprinted as a report of the Secretary of Labor to Congress, 1977.

William Cooke, *Human Capital Investments of Scientists and Engineers: On-the-Job Training and Job Information*, dissertation, University of Illinois, 1977.

William Cooke, "Public Employment Programs and Worker Stability", *Adherent*, Vol. 3 (April, 1976), pp. 16-23.

William Cooke and Roger Bezdek, "Some Questions Concerning Certification of the Disadvantaged Under the Emergency Employment Act of 1971", *Urban and Social Change Review*, Vol. 6 (Spring 1973), pp. 43-51.

Editorial & Related Activities

Member, Editorial Advisory Board, *Employee Relations Journal*, 2000 - present.

Member, Editorial Board, *Industrial Relations*, 1984-1991.

Member, Editorial Board, *Human Resource Management*, 1983-1990.

Member, Editorial Board, *Employee Rights and Responsibilities*, 1987-1993.

Reviewer of research proposals to the National Science Foundation, Upjohn Institute for Employment Research, and U.S. Department of Labor.

Referee, ad hoc, *Academy of Management Journal*, *British Journal of Industrial Relations*, *Cornell University Press*, *Human Resource Management*, *Industrial & Labor Relations Review*, *Industrial Relations*, *Industrial Relations Journal*, *International Journal of Human Resource Management*, *Journal of International Business Studies*, *Journal of Labor Studies*, and *Journal of Management*.

Listed

Who's Who in Economics, 1990-2000. 4th Edition, Edward Elgar Publishing, 2003 (based on citations of research publications).

Professional Service

Symposium Coordinator and Moderator, "The 2007 Auto Negotiations: Debrief and Analysis by the Chief Negotiators", hosted by the American Society of Employers, January, 2008.

Alfred P. Sloan Foundation Affiliate, Industry Studies Program, 2005 – present.

Conference Planning Committee, *Global Companies – Global Unions – Global Research – Global Campaigns*, New York (2006), 2005-2006.

Member, Advisory Board, Center on Conflict Resolution and Negotiation, University of Pittsburgh (Katz Graduate School of Business and Graduate School of Public and International Affairs), 2001-2005.

Invited Participant, "Industrial Relations for the 21st Century: Canada-U.S.-Mexico Tripartite Conference, North American Agreement of Labor Cooperation, Montreal, March, 1996.

Co-Sponsor (with C. Morris, C. Summers, H. Katz, T. Kochan, R. Moberly, C. Craver, and K. Stone), Employee Involvement Bill, submitted to Congress, August, 1995 (as substitute for TEAM Act bill; no formal action taken by Congress).

Facilitator, Labor Relations Executive Invitational Conference, co-sponsored by Ford Motor Company and AT&T, Detroit, December, 1994.

Invited Participant, "Conference on the Future of the American Workplace", U.S. Department of Labor and Department of Commerce, Chicago, July, 1993.

Invited Participant, "Staying Power: The Long-Term Experience with Employee Involvement/Participation", co-sponsored by Healthy Companies and the MacArthur Foundation, Dearborn, Michigan, May, 1993.

Advisor to President Clinton's Transition Team, policy recommendations for encouraging labor-management cooperation and employee participation, November, 1992.

Invited Participant, "Roundtable on Labor-Management Cooperative Strategies", National Advisory Commission on Work-Based Learning", U.S. Department of Labor, Washington D.C., March, 1992.

Member, "State of the Art Alumni Group", Bureau of Labor-Management Relations and Cooperative Programs, U.S. Department of Labor, August, 1991 to October, 1992.

Invited Participant, "1990 State of Art Symposium", Bureau of Labor-Management Relations and Cooperative Programs, U.S. Department of Labor, Peach Tree, Georgia, October, 1990.

Invited Testimony on Labor Law Reform, Subcommittee on Labor, Committee on Labor and Human Resources, United States Senate, February 5, 1988.

Member, Ad Hoc Advisory Committee to U.S. Secretary of Labor, conference on "Competitiveness and Human Values: A Challenge to Labor and Management", November, 1985 - March, 1986.

Member, Ad Hoc Advisory Committee to Office of Technology Assessment, U.S. Congress, July, 1982.

Labor-Management Education

HR Executive Education, School of Human Resources & Labor Relations, Michigan State University:

Faculty Director, “Negotiating Labor-Management Agreements for Competitive Advantage”, 2011-present.

Executive Education Center, Ross School of Business, University of Michigan:

Founder and Faculty Director, “Strategic Collective Bargaining”, 1986-2008.

Faculty Director, “Negotiating and Administering the Labor Contract”, 1986-2008.

Faculty Director, “Global Employee Relations Strategies”, September, 1997.

Instructor, “Manufacturing Executive Program”, 1988-2001.

Instructor, “TRW Human Resources Executive Program”, August, 2001.

Instructor, “Daewoo Global MBA Program”, July, 1996 and July, 1997.

Instructor, UAW-Ford Labor-Management Studies Program, 1988-1990.

Instructor, UAW-GM National Paid Educational Leave Program, 1988-1997.

Instructor, General Motors, “GM Advanced Labor Relations Workshop”, April, 1999.

Industry Advisory Positions

Member, Advisory Board, American Society of Employers, 2008-2009.

Trustee, Ford-UAW Independent Voluntary Employee Beneficiary Association (VEBA) Trust, 2006-2010.

Neutral member, Well’s Dairy Fairness Committee, 2005 to present.

Member, Community Leaders Advisory Committee, DTE Energy, 2007.

Member, Advisory Board, Southeast Michigan Labor-Management Association, 2001-2002.

Academic Advisor, UAW-Ford Labor-Management Studies Program, 1996-1999; 1988-1990.

Member, Advisory Council to the Indiana Employment Security Board, and member, Task Force on Trust Fund, 1981-1982.

Selected Consulting and Training

- Kellogg. Training and consultation on contract negotiations. March, 2014.
- Kalsec. Training and consultation on contract negotiations. October, 2013-January, 2014.
- NTE. Training and consultation on contract negotiations. May, 2013.
- GM Canada. Training and consultation on contract negotiations. June, 2012.
- Kaiser Permanente. Consultation on interest-based negotiations. December, 2011- March, 2012.
- Marathon Petroleum, Canton Plant. Consultation on negotiation processes and dynamics. November, 2011.
- General Mills and the RWDSU. Training and consultation on interest-based negotiations. May, 2011.
- Styron and Bain Capital. Chief spokesperson in negotiations with USWA in sale of Dow Chemical plant to Styron, June-July, 2010.
- The Detroit Edison Company (DTE Energy). Training and consultation on interest-based negotiations, June, 2006 – March, 2007.
- Wells' Dairy and Employees' Committee. Consultation on workplace strategy, facilitation of joint labor-management committee, training on interest-based negotiations, facilitation of contract negotiation, December, 2004 to October, 2005; March to June, 2010.
- Stant Manufacturing (Tomkins Industrial & Automotive). Consultation on workplace strategy and labor-management cooperation. March, 2005.
- Expert Witness, Class Action Suits against Wal-Mart for Off-the-Clock Work (Michigan, Wisconsin, Pennsylvania, New Jersey, Missouri, Arizona, Ohio, Kansas, Indiana, North Carolina), May, 2002 – September, 2004.
- MSP and UAW. Training on interest-based and position-based negotiations. September – October, 2004.
- James Mansville. Consultation on collective bargaining and negotiation strategy. February – March, 2003.
- GHSP. Consultation and training on collective bargaining and contract negotiations strategies. August, 2002.
- Dow Chemical Company. Consultation on development of global human resource and labor relations strategy. April - July, 2002. Consultation on collective bargaining and negotiations strategy. September, 2000 - February, 2001.
- Honeywell Corporation (Kansas City). Consultation on collective bargaining and contract negotiations strategies. July, 2002.
- Dow Chemical Company and the USWA. Consultation on work team system. September - October, 2001.
- ICI Paints. Consultation on restructuring and collective bargaining strategy. July, 2001.
- BellSouth and the CWA District 3. Consultation on development of joint decision-making processes and activities. June - July, 2001; May - August, 1999.

Columbia Energy Group. Consultation and training on interest-based and traditional contract negotiations. April, 2000.

Michelin Tire North America. Consultation and training on interest-based negotiations for local negotiation teams. February, 2000, December, 1998 and March, 1997.

Ethyl Corporation. Consultation on development of labor-management cooperation strategy. November, 1999.

Ford and UAW, Dearborn Tool and Die. Consultation and training on interest-based and traditional negotiations. July, 1999.

American Axle & Manufacturing. Consultation and training on contract negotiations. September - November, 1999.

Tenneco Automotive. Consultation and training on interest-based and traditional negotiations. November, 1998.

CIRENT Semiconductor and IBEW Local 2000. Consultation and training on interest-based negotiations. April, 1998.

Microelectronics Group (Division of Lucent Technologies). Consultation and training on contract negotiations for three negotiation committees. April, 1998.

Lucent Technologies. Consultation and training on contract negotiations for all local negotiation teams chief negotiators. March, 1998.

Gatorade and Teamsters Local 912, Oakland, CA. Plant. Consultation and training on interest-based negotiations, July - November, 1998.

Quaker Oats and UFCW Local 125. St. Joseph, MO. Plant. Consultation and facilitation of interest-based negotiations. May - August, 1997.

Baltimore Shipyard and Drydock. Consultation on labor-management relations, work teams, gainsharing and negotiation strategy regarding purchase of Bethship from Bethlehem Steel Company. March - May, 1997.

Ford Motor Company, Ypsilanti Electrical and Fuel Handling Plant and UAW Local 849. Consultation and facilitation in the development of a work team system. May, 1991 - March, 1993. Subsequent evaluation and consultation, May, 1996 - September, 1997.

Ford Motor Company, Saline Plastics and Trim and UAW Local 892. Consultation on work team system and training in interest-based negotiations. March - April, 1996.

Ford Motor Company, Plymouth Climate Control Plant and UAW Local 845. Consultation and facilitation in the development of a cooperative relationship and work-group system. January - August, 1996.

BP Oil. Consultation and training on labor-management cooperation and negotiations. August, 1995.

Ford Motor Company and the UAW, Vehicle Operations. Consultant and speaker on global economics and labor-management cooperation for video tape distributed to all body and assembly plants. February - July, 1995.

MASCO Corporation. Training in classical and interest-based negotiation strategies and techniques for employee relations managers company-wide. February, 1995.

Hannaford Brothers, Inc. and UFCW Local 410. Consultation and training on union-management cooperation strategy and negotiation strategy. Consultant to both company and union during contract negotiations. May, 1993-February, 1994.

UAW, Local 600. Training in classical and interest-based negotiation strategies and techniques for sub-local negotiation committees. July, 1996 and June - July, 1993.

Pennsylvania Power and Light Company and IBEW Locals 1600 and 1520. Assessment and consultation on design of employee involvement program. January - March, 1993.

Sprint Corporation. Consultation on corporate strategy to forge cooperative relations with IBEW and CWA. February - April, 1993.

Rouge Steel and UAW Local 600. Consultation and training in contract negotiations. March - April, 1992.