

THE UNIVERSITY OF BRITISH COLUMBIA

Curriculum Vitae Faculty Members

Date: April 23, 2019

Initials:

TRK

1. SURNAME: Knight

FIRST NAME: Thomas

MIDDLE NAME(S): Rockwell

2. DEPARTMENT/SCHOOL:

Organizational Behaviour and Human
Resources / Sauder School of Business

3. FACULTY:

Sauder School of Business

4. PRESENT RANK: Associate Professor

SINCE: Jul 1989

5. POST-SECONDARY EDUCATION

University or Institution	Degree	Subject Area	Date
Cornell University	PhD		1982
Cornell University	MSc		1978
Hampshire College	BA		1976

Title of Dissertation and Name of Supervisor

"The Retention of Grievance Outcomes in Contract Administration" (1982), supervised by: James A. Gross, Professor.

"Factors Affecting the Arbitration-Submission Rate: A Comparative Case Study." (1978), supervised by: James A. Gross, Professor.

Special Professional Qualifications

Certified Human Resources Professional (CHRP)

6. UBC EMPLOYMENT RECORD

Rank or Title	Dates
Reduced Time Appointment	Jul 1997 - Jun 2002
Director, Centre for Labour & Management Studies	Jan 1993 – Jul 1997
Associate Professor	Jul 1989
Appointment without Term	Jul 1987
Associate Membership, School of Occupational Hygiene	1986
Assistant Professor	Jul 1982

7. TEACHING

Executive Education Programs:

Coping with Conflict: Difficult Conversations (Tolko)
Maximizing Team Effectiveness (WCMRC)
COLAS Canada Leadership Development Program
Effective Grievance Handling
Resolving Workplace Conflicts
Interest-Based Collective Bargaining
Strategies, Skills & Tactics of Negotiation
Advanced Negotiation Skills Workshop
Negotiations for Administrative Professionals
The Leader's Window
Leading in a Unionized Workplace
Expedited Dispute Resolution
International Human Resource Management
Leading Organizational Transitions

Courses taught at UBC

Session	Course Number	Scheduled Hours	Class Size	Lecture Hours	Tutorial Hours	Lab Hours	Other Hours
Winter	COHR 304						
Winter	COHR 305						
Winter	COHR 308						
Winter	COHR 309						
Winter	COMM 486						
Winter	COMM 392, 203						
Winter	COMM 328						
Winter	COMM 421						
Winter	COMM 326						
Winter - Summer	HRM COOP						

Graduate Students Supervised and/or Co-Supervised

Student Name	Program	Start Year	Finish Year	Role	Other Supervisors/ Committee Members
Sharon Angel	Masters	1985	1987	Principal supervisor/committee chair	

8. SCHOLARLY AND PROFESSIONAL ACTIVITIES

(a) Areas of special interest and accomplishments

Change Processes in Labour Relations
 Collective Agreement Administration and Grievance Arbitration
 Collective Bargaining
 Family Enterprise
 Human Resources Management
 Labour Relations Law
 Negotiations
 Union and Management Organizations

(b) Research or equivalent grants (indicate under COMP whether grants were obtained competitively (C) or non-competitively (NC))

Granting Agency	Subject	COMP	\$ Per Year	Year	Principal Investigator	Co-Investigator
Sauder – Hampton Fund Discovery	Collective Bargaining under Employee Ownership	Comp		2013	Knight, Tom	
Business Families Centre, Sauder School of Business	"Family Business: The Human Resource Management Connection"	Comp	---	2008	Knight, Tom	
Centre for Labour and Management Studies	Research & Development Funding	NC	---	1992 - 1997	Knight, Tom	
Social Sciences and Humanities Research Council of Canada (SSHRC)	"Performance Appraisal in Collective Agreements and Arbitration"	Comp	---	1993	Knight, Tom	
Social Sciences and Humanities Research Council of Canada (SSHRC)	"Collective Bargaining Under Expired Agreements"	Comp	---	1992	Knight, Tom	
Social Sciences and Humanities Research Council of Canada (SSHRC)	"The Role of Information Systems in Industrial Relations"	Comp	---	1991	Knight, Tom	
Social Sciences	"Grievance	Comp	---	1990	Knight, Tom	

and Humanities Research Council of Canada (SSHRC)	Investigation under Section 112 of the Industrial Relations Act of B.C"					
Social Sciences and Humanities Research Council of Canada (SSHRC)	"The Role of Line Management in Labour Relations"	Comp	---	1989	Knight, Tom	
Social Sciences and Humanities Research Council of Canada (SSHRC)	"Analysis of Internal Union Grievance Appeal Systems"	Comp	---	1987	Knight, Tom	
Social Sciences and Humanities Research Council of Canada (SSHRC)	"The Impact of Mandatory Representation Votes on Union Organizing Outcomes"	Comp	---	1986	Knight, Tom	
Social Sciences and Humanities Research Council of Canada (SSHRC)	"Management of Industrial Relations in Canada"	Comp	---	1985	Knight, Tom	Thompson, M.; Verma, A.
Social Sciences and Humanities Research Council of Canada (SSHRC)	"Grievance Mediation Under Section 96 of the Labour Code of British Columbia"	Comp	---	1984	Knight, Tom	
Department of Regional Industrial Expansion	"The Role of Collective Bargaining in Technological Change"	Comp	---	1984	Knight, Tom	McPhillips, D.
Labour Canada	"The Duty of Fair Representation: British Columbia Experience"	Comp	---	1983	Knight, Tom	

(c) Conference Participation (organizer, keynote speaker, etc.)

Role	Conference Name	City	Date
Speaker	Certified Professionals in HRM	Prince George, B.C.	
Speaker	Int'l. Assn. of Administrative Professionals	Vancouver, B.C.	December 2014

Speaker	Canadian Medical Association	Ottawa, ON	October 2015
Panel Convener & Chair	HRMA Annual Conference	Vancouver, B.C.	April 2012
Speaker	HRMA Northern Symposium	Prince George, B.C.	October 2011
Facilitator	Human Resources Management Association of B.C.	Victoria, B.C.	May 2011
Facilitator	Human Resources Management Association of B.C.	Victoria, B.C.	Feb 2010
Keynote speaker	Business Council of B.C. 2009 Human Resources Outlook Session	Whistler, B.C.	Nov 2009
Panel Chair	Human Resources Management Association of B.C. Northern Symposium	Prince George, B.C.	Sep 2009
Paper Presentation	B.C. Human Resources Management Association		Mar 2002
Paper Presentation	Industrial Relations Outlook, Business Council of B.C		Oct 2000
Paper Presentation	Winning Strategies for Collective Bargaining Infonex Conference		Sep 2000
Conference Session Chair	Labour-Management Forum 2000, Ministry of Social & Economic Development and B.C. Government & Service Employees Union	Vancouver	Jun 2000
Conference Session Chair	The Canadian Institute	Vancouver	Feb 2000
Conference Session Chair	B.C. Coastal Forest Industry, Labour- Management Cooperation Conference, Institute for International Research	Vancouver	Sep 1999
Paper Presentation	Labour-Management Relations 1999, The Canadian Institute		Mar 1999
Conference Session Co-Chair	The Canadian Institute	Vancouver	Mar 1999
Paper presentation	Annual General Meeting, Public School Employers' Association		Jan 1999
Paper presentation	Human Resources Management Association of B.C		Nov 1998
Paper presentation	The Workplace Council		Jun 1998
Paper presentation	Labour Relations Forum of the Credit Union Central of B.C		Mar 1998
Paper presentation	Human Resources Management Association of B.C		Nov 1997
Paper presentation	Union-Management Forum, Institute of International Research		Jun 1997
Paper presentation	Management Delegation, Ministry of Labor, People's Republic of China, Century College		Mar 1997
Paper presentation	Emergency Conference of Social Services Component, B.C. Government & Service		Feb 1997

	Employess' Union		
Paper presentation	Labour Relations Conference of the Credit Union Central of B.C		Jan 1997
Paper presentation	Thirty-Second Meeting of the Canadian Industrial Relations Association	St. Catherines, Ontario	Jun 1996
Conference Session Chair	Forum on Canadian Workplace Practices	Ottawa	Mar 1995
Paper presentation	Business Council of British Columbia Industrial Relations Outlook Session		Nov 1994
Paper presentation	Conference Board of Canada 1992 Western Compensation & Human Resources Conference: The Outlook for 1993	Calgary, Alberta	Nov 1992
Paper presentation	Semi-Annual Meeting of the Western Transportation Advisory Council	Edmonton	Oct 1992
Paper presentation	B.C. PRICARE/CCERA Joint Conference	Victoria, B.C	Sep 1990
Paper presentation	American Society for Quality Control	Vancouver	Jun 1989
Paper presentation	Council of Industrial Relations Executives, Conference Board of Canada	Banff, Alberta	Jun 1989
Paper presentation	Industrial Relations Research Association	New York	Dec 1988
Paper presentation	Industrial Relations Research Association	Chicago	Dec 1987
Paper presentation	International Association of Machinists and Aerospace Workers New Technology Conference	Montreal	Sep 1987
Paper presentation	Industrial Relations Research Association	New Orleans	Dec 1986
Paper presentation	Canadian Industrial Relations Association	Winnipeg	May 1986
Paper presentation	Canadian Industrial Relations Association	Guelph	May 1984
Conference Session Chair	The Culture Conference, UBC	Vancouver	Apr 1984
Conference Session Chair	Canadian Industrial Relations Association	Vancouver	Jun 1983
Paper presentation	Industrial Relations Research Association	New York	Dec 1982

9. SERVICE TO THE UNIVERSITY

(a) Memberships on committees, including offices held and dates

Position	Committee Name	Dates
Chair	Doctoral Final Examination Committee: Danika Overmars	2019

Chair	Doctoral Final Examination Committee: Amy Lee Hall	2017
Chair	Doctoral Final Examination Committee: William Hall	2017
Chair	Doctoral Final Examination Committee: William Hall	2017
Chair	Doctoral Final Examination Committee: Jason Martens	2016
Chair	Doctoral Final Examination Committee: Javier Torres	2015
Member	UBC Faculty Research Awards Committee (FRAC)	
Leader	Professional Programming, OBHR Division	
	Sauder Equity Committee	
	Undergraduate Program Committee	
	MBA Program Committee	
Core Course Coordinator	C203, C392, C326	
Ad Hoc	Committee to Review Graduate Council	
Ad Hoc	Committee on MBA Core	
Ad Hoc	Committee to Review Proposal for Research Institute on Sustainable Development	
	IRM Professional & Alumni Liaison	
	UBC New Programs Committee	
Chair	Commerce Teaching Development Committee	
Acting Chair	OB-HR Division	
Coordinator	HRM Internship	
Member	Commerce Training & Development Committee	
	Appointments, Promotion & Tenure Committee	
Director	Centre for Labour & Management Studies	

10. SERVICE TO THE COMMUNITY

(a) Memberships on scholarly societies, including offices held and dates

Role	Society Name	Dates
Secretary-Treasurer	British Columbia Industrial Relations Association	2016-2017
Member	B.C. Human Resources Management Association	
Member	British Columbia Industrial Relations Association	
Member	Labor & Employment Relations Association	
Member	Canadian Industrial Relations Association	

(b) Reviewer (journal, agency, etc. including dates)

Industrial & Labor Relations Review
British Journal of Industrial Relations
Relations Industrielles

(c) External examiner (indicate universities and dates)

Tenure Review Referee, St. Mary's University 2012

(d) Consultant (indicate organization and dates)

TOPICS		Dates
Team & Organization Development		
Arbitration & Labour Law		
Collective Bargaining		
Joint Union-Management Problem Solving		

11. AWARDS AND DISTINCTIONS

(a) Awards for teaching

Name	Awarded By	Date
Nominee: Talking Stick Award for Pedagogical Innovation	Sauder School of Business	2011
Nominee: 3-M Undergraduate Teaching Fellowship		1997
University Teaching Prizes	University of British Columbia	1994
B.C. Post-Secondary Winner, National Awards for Excellence in Business-Education Partnerships	Conference Board of Canada	1994
Alumni Talking Stick Award for Pedagogical Innovation	Faculty of Commerce	1994
University Teaching Prizes	University of British Columbia	1993
Arne Olsen Master Teacher Award for Undergraduate Education	Faculty of Commerce	1993
CUS Teaching Excellence Award		1992

(b) Awards for scholarship

Name	Awarded By	Date
Cornell University Graduate Fellowship		1981
Benjamin A. Miller Research Scholarship		1980

(c) Other awards

Name	Awarded By	Date
Certified Human Resources Professional (CHRP)		2009
Certified Human Resources Professional (CHRP)		2006
Certified Human Resources Professional (CHRP)		2004
Industrial Relations Research Bureau Summer Appointments	Faculty of Commerce	1988
Industrial Relations Research Bureau Summer Appointments	Faculty of Commerce	1987

THE UNIVERSITY OF BRITISH COLUMBIA
Publications Record

Date: April 23, 2019 Initials: 

SURNAME: Knight

FIRST NAME: Thomas

MIDDLE NAMES(S): Rockwell

1. REFEREED PUBLICATIONS

(a) Journals

Knight, T., McPhillips, D., Shetzer, L. (1992). Culpable Non-Performance vs. Non-Culpable Incompetence: The Canadian Arbitration and Adjudication Experience. *Relations Industrielles/Industrial Relations*, 47(3), 529-546.

Knight, T. (1988). "Reply" to Michael J. Goldberg, "Propensity to Sue and the Duty of Fair Representation: A Second Point of View. *Industrial and Labor Relations Review*, 41(3), 461-464.

Knight, T., McPhillips, D. (1989). Technological Change and Collective Bargaining in Canada. *Employee Relations*, 11(4), 17-20.

Knight, T. (1987). The Role of the Duty of Fair Representation in Union Grievance Decisions. *Relations Industrielles/Industrial Relations*, 42(4), 716-736.

Knight, T. (1987). Tactical Use of the Duty of Fair Representation: An Empirical Analysis. *Industrial and Labor Relations Review*, 40(2), 180-194.

Knight, T. (1986). Feedback and Grievance Resolution. *Industrial and Labor Relations Review*, 39(4), 585-598.

Knight, T. (1986). Correlates of Informal Grievance Resolution among First-Line Supervisors. *Relations Industrielles/Industrial Relations*, 41(2), 281-298.

Knight, T. (1985). Public Policy and the Arbitration of Tenure Decisions in New York State. *The Journal of Collective Negotiations in the Public Sector*, 14(1), 25-44.

(b) Conference Proceedings

Knight, T. (2019). "How Is Collective Bargaining Compatible with Employee Ownership?" *Proceedings of the Seventy-Second Meeting of the Canadian Industrial Relations Association* (Pending)

Knight, T. (1997). Mutual Gains Bargaining in British Columbia". *Proceedings of the Proceedings of the Thirty-Second Meeting of the Canadian Industrial Relations Association*.

Knight, T., Sockell, D. (1989). "Public Policy and the Scope of Collective Bargaining in Canada and the United States". *Proceedings of the Proceedings of the Forty-First Annual Meeting of the Industrial Relations Research Association*.

Knight, T. (1988). "Discussion: Alternative Methodological and Empirical Assessments of Union-Management Grievance Procedures". *Proceedings of the Proceedings of the Fortieth*

Annual Meeting of the Industrial Relations Research Association.

Knight, T., McPhillips, D. (1987). "Recent Trends in Collective Bargaining over Technological Change". *Proceedings of the Proceedings of the Twenty-Third Annual Meeting of the Canadian Industrial Relations Association.*

Knight, T., McPhillips, D. (1987). "Public Policy and Collective Bargaining Responses to New Technology in Canada". *Proceedings of the Proceedings of the Thirty-Ninth Annual Meeting of the Industrial Relations Research Association.*

Knight, T. (1985). "Incidence of Union Fair Representation Complaints in British Columbia, 1975-1982". *Proceedings of the Proceedings of the Twenty-First Annual Meeting of the Canadian Industrial Relations Association.*

Knight, T., McPhillips, D., Frost, D. (1983). "Simulating Organizational Reality: Some Lessons from Course Experiences in Industrial Relations". *Proceedings of the Proceedings of the 35th Annual Meeting of the Industrial Relations Research Association.*

2. NON-REFEREED PUBLICATIONS

(a) Journals

Knight, T. (2008) Sustaining the Family Enterprise: The Human Resources Management Connection. *Canadian Family Business*, 1(2)

Knight, T. (2006). Communications and the Family Business. *Legacy Matters*

Knight, T. (2005). New Departures in Union-Management Relations. *HRMA News*

Knight, T. (1997). Recent Developments in the Duty of Fair Representation: Curtailing Abuse in British Columbia. *Labour Arbitration Yearbook 1996-1997*, 151-159.

Knight, T. (1994). Resistance to Change Has Many Sources. *Industrial Relations Bulletin*, 1-2.

Knight, T. (1990). The Impact of Arbitration on the Administration of Disciplinary Policies. *Readings on Labour Relations in Canada*

Knight, T. (1985) Toward A Contingency Theory of the Grievance-Arbitration System. *Advances in Industrial and Labor Relations*, 2, 269-318.

Knight, T. (1984). The Impact of Arbitration on the Administration of Disciplinary Policies. *The Arbitration Journal*, 39(1), 43-56.

Knight, T. (1983). Arbitration and Contract Interpretation: 'Common Law' v. Strict Construction. *Labor Law Journal*, 34(11), 714-726.

Knight, T. (1980). Title VII and Private Voluntary Remedial Preferences: The Impact of Weber and Bakke. *Industrial and Labor Relations Forum*, 14(2), 31-66.

Knight, T. (1979). Procedure and Delay in NLRB Representation Elections: Is Remedial Legislation Justified? *Industrial and Labor Relations Forum*, 13(2), 3-45.

3. BOOKS

(a) Edited

(1997) T. Knight, B. Bemmels (Eds.), *Organizational Practices and the Changing Employment Relationship*.

(1996) T. Knight (Ed.), *Essential Services Designations*.

(1995) T. Knight (Ed.), *New Departures in Union-Management Relations*.

(b) Chapters

Kaplan, W., **Knight, T.**, Sack, J., Gunderson, M. (1992). Book Review. *Labour Arbitration Yearbook, 1991*.

Knight, T., Lewin, D., Peterson, R. (1991). Book Review. *The Modern Grievance Procedure in the United States*.

Knight, T. (1991). The Tasks and Challenges of Union Governance. In G. Strauss, J. Fiorito, D. Gallagher (Eds.), *The State of Unions*.

Knight, T., McPhillips, D. (1988). Arbitration of Technological Change Disputes. In A. Hickling (Ed.), *Current Problems in Labour Arbitration*. Vancouver: Continuing Legal Education.

Knight, T., Kumar, P., Arrowsmith, D., Coates, M. (1987). Book Review. *The Current Industrial Relations Scene in Canada - 1986*.

Knight, T. (1987). Contract Administration. In M. Thompson (Ed.), *Personnel and Labour Relations*. Toronto: Certified Employee Benefit Specialist Program.

Knight, T., Kolb, D. (1985). Book Review. *The Mediators*.

Knight, T., McPherson, D., Gates, C., Rogers, K. (1984). Book Review. *Resolving Grievances: A Practical Approach*.

Knight, T., Davey, H., Bognanno, M., Estenson, D. (1983). Book Review. *Contemporary Collective Bargaining*.

(c) Other

Knight, T. (1998). "Testimony on Bill C-19 to Amend the Canada Labour Code, House of Commons Standing Committee on Human Resource Development and Persons with Disabilities".

Knight, T. (1993). "Commentary: Master Cartage & Warehousing Agreement between Western Assembly Ltd. & Richmond Transfer and General Truck Drivers & Helpers Local Union No. 31".

Knight, T. (1992). "Data-Base Recommendations to the B.C. Labour Relations Board".

Knight, T. (1992). "Commentary: Labour Law Reform in British Columbia, Submitted to the Committee of Special Advisors on Labour Law Reform, Government of British Columbia.