

Curriculum Vita

Cynthia L. Gramm
Professor of Management
Department of Management and Marketing
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Rank and date appointed to that rank: Professor- August 1998
Date of appointment to graduate faculty: November 19, 1990 (full member)
Office address: Management & Marketing, CAB 343

Academic specialties:

human resource management, employment law and policy, labor and industrial relations

Education

Ph.D., Labor and Industrial Relations, University of Illinois at Urbana-Champaign, October, 1983; Dissertation: "A Micro-Level Study of Strikes during Contract Negotiations: Determinants and Effects on Wage Changes".

A.M., Labor and Industrial Relations, University of Illinois at Urbana-Champaign, 1980.

M.A., Child Development, Michigan State University, 1974.

B.S., with honors, Home Economics, University of Illinois at Urbana-Champaign, 1972.

Academic Experience:

Department Chair (2011-2015), Professor (1998-present), Interim Department Chair (1997-1998), and Associate Professor (1990-1998). Department of Management, Marketing, and Information Systems, College of Business Administration Science, University of Alabama in Huntsville, Alabama.

Assistant Professor. Department of Collective Bargaining, Labor Law, and Labor History, New York State School of Industrial and Labor Relations, Cornell University, Ithaca, New York. 1985-1990.

Assistant Professor. Department of Industrial Relations and Human Resources, College of Business Administration, University of Iowa, Iowa City, Iowa. August 1983-1985.

Instructor. Department of Industrial Relations and Human Resources, College of Business Administration, University of Iowa, Iowa City, Iowa. January - August 1983.

Teaching and Research Assistant. Institute of Labor and Industrial Relations, University of Illinois at Urbana-Champaign. 1979-1983.

Instructor. Institute of Child Development, University of Minnesota, Minneapolis, MN. August 1975-June 1977:

Instructor and Day Care Consultant, Iowa State University, Ames, IA. August 1974-June 1975.

Non-academic Managerial Experience

Director. Children's Learning Center, University of Illinois at Urbana-Champaign. Managed a laboratory child care center with 10-12 employees serving 60 children. 1977-1978.

Teaching

Courses taught: Career Development; Collective Bargaining; Employment Law for Managers (graduate and undergraduate); Human Resource and Labor Relations Management; Management Practicum (graduate) Managing Organizations; Strategic Human Resource Management (graduate); various honors seminars, practicums, and internships.

Research, Creative, and Scholarly Activity

Journal Articles, Serial Articles and Book Chapters:

- Gramm, C. L. & J. F. Schnell. Forthcoming. Remedy-Seeking Responses to Discrimination: Does Management-Employee Similarity Matter? Chapter in *Advances in Industrial and Labor Relations: Managing and Resolving Workplace Conflict*.
- Gramm, C. L. & J. F. Schnell. 2013. Long-term employment and complementary human resource management practices. *Journal of Labor Research*, 34(1), 120-145.
- Cynthia, L. Gramm & John, F. Schnell. (2013). Does employment security influence hiring success? *International Journal of Business and Social Science*, 4 (3) March 2013: 23-32.
- Gramm, C., J. Schnell, and E. Weatherly. 2006. "Remedy-Seeking Responses to Wrongful Dismissal: Comparing the Similarity-Attraction and Similarity-Betrayal Paradigms." *International Journal of Conflict Management* (Vol. 17, No. 4): 266-290.
- Gramm, C. L. and J. F. Schnell. 2006. "The Relationship between Competitive Strategy and a Firm's Reliance on Long-Term Employment Contracts." *Korean Journal of Industrial Relations* (December): 107-13.
- Gramm, C. and J. Schnell. 2004. "The Effects of Using Alternative Types of Staffing Arrangements" *Advances in Industrial and Labor Relations*, Vol. 13: 27-68.
- Gramm, C. and J. Schnell. 2001. "The Use of Flexible Staffing Arrangements in Core Production Jobs" *Industrial and Labor Relations Review* (January): 245-258.
- Gramm, C. and J. Schnell. 1997. "Following the Leader: Race and Behavior in the 1987 NFL Strike" In Wallace E. Hendricks (ed.) *Advances in the Economics of Sports*, Vol. 2 (Greenwich, CT: JAI Press): 115-143.
- Gallagher, D. and Gramm C. 1996. "Collective Bargaining and Strike Activity". In David Lewin, Daniel J.B. Mitchell, and Mahmood A. Zaidi (eds.), *Handbook of Human Resources Management*. (JAI Press).
- Gramm, C. and J. Schnell. 1994. "Empirical Evidence on the Effects of Using Permanent Striker Replacements," *Contemporary Economic Policy*, Vol. XII, No 3 (July): 122-33.
- Gramm, C. and J. Schnell. 1994. "The Empirical Relations Between Employers' Striker Replacement Strategies and Strike Duration", *Industrial and Labor Relations Review*, Vol. 47, No. 2 (January): 189-206.
- Gramm, C. and J. Schnell. 1994 "Difficult Choices: Crossing the Picket Line during the 1987 National Football League Strike," *Journal of Labor Economics*, Vol. 12, No. 1 (January): 41-73.

- Fiorito, J. Gramm, C., and Hendricks, W.E. 1993. "Centralization of Bargaining Decisions in American Unions," *Industrial Relations*, Vol. 32, No. 3 (Fall): 367-390.
- Gramm, C. 1991. "Empirical Evidence on Political Arguments Relating to Replacement Worker Legislation," *Labor Law Journal*, Vol. 42, No. 8 (August): 491-495.
- Fiorito, J., Gramm, C. and Hendricks, W. E. 1991. "Union Structural Choices." In George Strauss, Daniel G. Gallagher, and Jack Fiorito (eds.), *The State of Unions* (Madison, WI: Industrial Relations Research Association).
- Gramm, C. and Greenfield, P. A. 1990. "Arbitral Standards in Medical Screening Grievances," *Employee Responsibilities and Rights Journal*, Vol. 3, No. 3 (September): 169-84.
- Gramm, C., Hendricks, W. E., and Kahn, L. 1988. "Inflation Uncertainty and Strike Activity" (with Wallace E. Hendricks and Lawrence Kahn), *Industrial Relations*, Vol. 27, No. 1 (Winter): 114-29.
- Schnell, J. F. and Gramm, C. 1987. "Learning by Striking: Estimates of the Teetotaler Effect" *Journal of Labor Economics*, Vol. 5, No. 2 (April): 221-41.
- Gramm, C. 1987. "New U.S. Estimates of the Propensity to Strike During Contract Negotiations," *Industrial and Labor Relations Review*, Vol. 40, No. 3 (April): 406-17.
- Gramm, C. 1986. "The Determinants of Strike Incidence and Severity: A Micro-Level Study," *Industrial and Labor Relations Review*, Vol. 39, No. 3 (April): 361-76.

Published Proceedings Papers:

- Gramm, C. & J. Schnell. 2009. "Abstract: Determinants of Employee Remedy-Seeking for Discrimination." *LERA Online Proceedings of the 61st Annual Meeting of the Labor and Employment Relations Research Association*.
- Gramm, C. and J. Schnell. 2004. "Abstract of Permanent Versus Temporary Employment Contracts: Determinants and Implications." (with John F. Schnell) *Proceedings of the 55th Annual Meeting of the Industrial Relations Research Association*, (Champaign, IL: IRRA).
- Gramm, C. 1992. "Labor's Legislative Initiatives to Restrict Permanently Replacing Strikers," *Proceedings of the 44th Annual Meeting of the Industrial Relations Research Association* (Madison, WI: IRRA).
- Gramm, C. 1991. "Employers' Decisions to Operate During Strikes: Consequences and Policy Implications," in William Spriggs (ed.) *Seminar: Employee Rights in a Changing Economy* (Washington, D.C.: Economic Policy Institute): 33-49.
- Gramm, C. 1991. "The Future of Industrial Relations as an Academic Field: Some Concrete Steps for Strengthening the Field," in Harry C. Katz (ed.) *The Future of Industrial Relations: Proceedings of the Second Bargaining Group Conference* (Ithaca, NY: ILR Press, 1991).
- Gramm, C. 1991. "Empirical Evidence on Political Arguments Relating to Replacement Worker Legislation," *Proceedings of the 1991 Spring Meeting of the Industrial Relations Research Association* (Madison, WI: IRRA).
- Gramm, C. and P. Greenfield. 1989. "Arbitral Standards in Medical Screening Grievances". In James W. Robinson (ed.), *Proceedings of the 1989 Annual Conference, Council of Employee Responsibilities and Rights* (October 1989): 161-90.
- Gramm, C. 1983. "A Micro-Level Study of Strikes During Contract Negotiations: Determinants and Effects on Wage Changes," *Proceedings of the Thirty-Sixth Annual Meeting of the Industrial Relations Research Association* (Madison, WI: IRRA).

Other Publications:

- Gramm, C. 2006. "Strategic Industrial Relations," in Susan Cartwright (ed.) *Blackwell Encyclopedic Dictionary of Human Resource Management, 2nd Edition* (Blackwell Publishers). (Note: New edition; this entry was first published in the 1st edition).
- "Comment," *Labor Law Journal*, Vol. 50, No. 3 (Fall 1999): 187-188. "Strategic Industrial Relations," in Lawrence Peters, Charles R. Greer and Stuart A. Youngblood (eds.), *Blackwell Encyclopedic Dictionary of Human Resource Management* (Blackwell Publishers, 1997).
- "An Analysis of 'The Economic Costs of Executive Order 12954: Barring Federal Contractors From Hiring Permanent Striker Replacements,' Employment Policy Foundation (with J. Schnell). Report prepared for the U.S. Department of Labor. June 1995.
- "Employers' Decisions to Operate During Strikes: Consequences and Policy Implications." *Hearing on H.R. 5, The Striker Replacement Bill*, Hearings before the Subcommittee on Labor-Management Relations of the Committee on Education and Labor, House of Representatives, 102nd Congress, First Session (Washington, D.C.: U.S. Government Printing Office, 1991): 478-495.
- Review of *Employee Privacy Rights: A Management Guide*, by M. Shepard and H. Olsen, in *Industrial and Labor Relations Review*, October 1987.
- Review of "Where There's Smoke: Problems and Policies Concerning Smoking in the Workplace," published by the Bureau of National Affairs, in *Industrial and Labor Relations Review*, April 1987.
- Review of *The Economics of Collective Bargaining*, by Charles Craypo, in *Industrial and Labor Relations Review*, January 1987

Working papers:

- Gramm, C. & J. Schnell. "Remedy-Seeking Responses to Discrimination: Does Management-Employee Similarity Matter?" (under first review at *Advances in Industrial and Labor Relations : Managing and Resolving Workplace Conflict*).
- Gramm, C., W. Orman, and J. Schnell. "State-Level Disability Discrimination Charges Filed with the EEOC. Completed manuscript in preparation for submission to *Contemporary Economic Policy*.

Presentations:

- Schnell, J., C. Gramm (presenter), A. Wilhite, and E. Fong. "Implications of Strategic Alliance Networks in Teams for Downsizing." Presented at Sunbelt XXXV Conference of the International Network for Social Network Analysis, Brighton, UK 23-28 June 2015.
- Schnell, J. (presenter), C. Gramm, A. Wilhite, and E. Fong. "Teams Under Stress: Internal Alliances and Consensus Fracturing" Wilhite (presenter) with Schnell, Gramm, and Fong. Presented at Western Economics Association Annual Conference, June, 2014.
- Fong, E. Gramm, C., Schnell, J. (presenter), and Wilhite, A. 2012. Strategic Alliance-Based Networks, Tribal Voting Density, and Survival. Presented at Sunbelt XXXII Conference of the International Network for Social Network Analysis, Redondo Beach California, March

- 13-18, 2012. Also presented at C.B.A. "FARG" research seminar in March of 2012; and at the ESG Management School, Paris, France, November 22, 2013.
- Gramm, C. & J. Schnell. 2010. "Remedy-Seeking for Mistreatment at Work." Presented at the 25th Cardiff Employment Research Unit Annual Conference, September 13-14, 2010, Cardiff, Wales, United Kingdom.
- Gramm, C. & J. Schnell. 2009. "Determinants of Employee Remedy-Seeking for Discrimination." Presented at the 61st Annual Meeting of the Labor and Employment Relations Research Association, San Francisco, CA.
- Gramm, C. 2008. "Strategic Management of Human Resources by Managers and Supervisors." Presentation at the Federal Labor and Employee Relations Forum, June 10, Pittsburgh, PA. (Received \$1000.00 honorarium.)
- Gramm, C., Schnell, J. and E. Weatherly, "Remedy-Seeking Responses to Wrongful Dismissal." Annual Meeting of the Academy of Management, Honolulu Hawaii, August 2005.
- Gramm, C. and J. Schnell. "Permanent Versus Temporary Employment Contracts: Determinants and Implications." Presented at the 55th Annual Meeting of the Industrial Relations Research Association to be held in Washington, D.C, January 2003.
- Gramm, C. and J. Schnell. "Contingent Work and Flexible Arrangements: A Review." Presented at the Annual Winter Meeting of North American Economics & Finance Association and the Industrial Relations Research Association, New York, NY, January 1999.
- Gramm, C. and J. Schnell. "The Use of Flexible Employment Arrangements in Core Production Jobs". Presented at the Western Economic Association International Meeting in Lake Tahoe, NV, July 1998
- Gramm, C. and J. Schnell. "The Use of Flexible Employment Arrangements in Core Production Jobs." Presented at the Sixth Bargaining Group Conference, Champaign-Urbana, IL, May 1998.
- Gramm, C., C. Maranto and J. Schnell. "The Determinants and Effects of a Union's Decision to Use Corporate Campaign Tactics During a Strike". Presented at the Annual Winter Meeting of the Industrial Relations Research Association, New Orleans, LA, January 1997.
- Gramm, C. and J. Schnell. "Skill-based Pay Structures: Determinants and Effects on Human Resource Performance." Presented at the Annual Winter Meeting of the Industrial Relations Research Association, San Francisco, CA, January 1996.
- Gramm, C. and J. Schnell. "Social Determinants of Solidarity in the 1987 NFL Strike." .Presented at the 70th Annual Western Economics Association International Conference, San Diego, CA, July 1995.
- "Collective Bargaining and Strike Activity" (with D. Gallagher). Presented at the Annual Winter Meeting of the Industrial Relations Research Association, Washington, D.C., January 1995.
- "Empirical Evidence of the Effects of Employer and Union Strike Tactics" (with J. Schnell). Presented at the Annual Winter Meeting of the Industrial Relations Research Association, Washington, D.C., January 1995.
- "The Effects of Using Permanent Striker Replacements on Operating Ability, Employment Security & Bargaining Outcomes" (with J. Schnell). Presented at the Interdisciplinary Conference on Bargaining and Dispute Settlement at the University of Wisconsin in Madison, WI, June 23-25, 1994.
- "How Effective Is the Strike Weapon?" (with J. Schnell). Presented at the A.F.L.-C.I.O./Cornell University Conference on Labor Law Reform in Linthicum Heights, MD, October 24-26, 1993.

Presentations, continued:

- "Problems and Challenges of Doing Industrial Relations Research with Public Policy Implications." Presented at the Doctoral Consortium Session on Industrial Relations Research at the annual meeting of the Academy of Management in Atlanta, GA, August 6-11, 1993.
- "Striker Replacements: Empirical Evidence and Policy Implications" (with J. Schnell). Presented at the 68th Annual Western Economic Association International Conference in Lake Tahoe, Nevada, June 1993.
- "The Empirical Relations Between Employers' Striker Replacement Strategies and Strike Duration" (with J. Schnell). Presented to the Department of Management, University of Alabama in Tuscaloosa, Alabama, April 16, 1993.
- "Integrating Behavioral and Economic Perspectives of Strike Activity: Promise or Illusion?" (with D. Gallagher). Presented at the Annual Meeting of the Southern Management Association in Atlanta, GA, November 7-10, 1991.
- "Employers' Decisions to Operate During Strikes: Consequences and Policy Implications." Presented at the 65th Annual Western Economic Association International Conference in San Diego, CA, July 1990.
- "Crossing the Picket Line: An Empirical Analysis of Player Choice During the 1987 Football Strike" (with J. Schnell). Presented to the College of Business Administration, Louisiana State University in Baton Rouge, LA, May 1990.
- "Crossing the Picket Line: An Empirical Analysis of Player Choice During the 1987 Football Strike" (with J. Schnell). Presented at the 64th Annual Western Economic Association International Conference in Lake Tahoe, NV, June 1989.
- "Crossing the Picket Line: An Empirical Analysis of Player Choice During the 1987 Football Strike" (with J. Schnell). Presented at a joint session of the Labor Economics and the Industrial Relations Workshops at the University of Illinois in Champaign, IL, May 1989.
- "Medical Screening and Personnel Allocation Decisions" (with P. Greenfield). Presented at the Workers' Compensation Conference at Syracuse University in Syracuse, NY, May 1988.
- "Inflation Uncertainty and Strike Activity" (with W. Hendricks, and L. Kahn). Presented at the Second Columbia Conference on Behavioral Research in Industrial Relations, at Arden House in Harriman, NY, May 1986.
- "The Duration of Strikes by U. S. Collective Bargaining Units" (with J. Ondrich and J. Schnell). Presented at the Annual Meeting of the Econometric Society in New Orleans, LA, December 1986.
- "Learning by Striking: Estimates of the Teetotaler Effect" (with J. Schnell). Presented to the Industrial Relations Section, Princeton University in Princeton, NJ, March 1986.
- "Empirical Determinants of Long-term, Staggered Wage Contracts" (with G. Fethke and A. Policano). Presented at the Annual Meeting of the Econometric Society in Dallas, TX, December 1984.
- "The Impact of Striking on Wage Changes: Illusion or Reality?" Presented at the Labor Research Workshop, Graduate School of Business, University of Chicago in Chicago, IL, October 1983.

Research Grants and Contracts Received:

- 2008 Research and Creative Experiences for Undergraduates grant
- 2007 Stephen Zelnak Professor of Business Award
- *Recipient*. University of Alabama in Huntsville Foundation Award for Research in the Life and Social Sciences, 1994.
- *Co-principal Investigator* (with J. Schnell). "Human Resource Allocation Practices." 1992 Annual Research Award from the Alabama Industrial Relations Research Association.
- *Principal Investigator*. "Employer Strike Strategies: Causes and Consequences," University of Alabama Mini-Grant Research Program, June 1991 - May 1992.
- *Distinguished Lecturer*. Visiting Scholars Program in the College of Business Administration, Louisiana State University in Baton Rouge, LA, May 1990.
- *Principal Investigator*. "The Employer's Decision to Operate During Strikes: Causes and Consequences," Grant No. SES-8808326 from the National Science Foundation's Law and Social Sciences Program, August 1988 - July 1990.
- *Principal Investigator*. "Employer Policies Addressing Substance Abuse Problems in the Workplace: A Case Study of the Hospital Industry," funded by the R. Brinkley Smithers Institute for Alcoholism Prevention and Workplace Problems, June 1987 - July 1990.

Research in Progress:

- Gramm, C., E. Fong, J. Schnell, and A. Wilhite. Line of research related to social networks in groups and teams consisting of projects investigating two separate research questions: (1) What factors influence team performance? and (2) What factors influence the decision of individual team members' votes to retain or expel another member of the team?

Major Institutional Service:

- Executive Committee, 2011-2015
- Search Committee, Vice President for Advancement 2012
- College of Business Administration Dean Search Committee 2009
- Faculty Handbook Review Committee, 2008-2010, chair 2009-2011.
- Promotion and Tenure Committee, College of Business Administration, most years that I was not on sabbatical, under consideration for promotion, or serving as department chair.
- Reappointment committees and departmental promotion and tenure committees: every year.
- Selection Committee for UAH Research Infrastructure Grant Program, 2008.
- Faculty search committees
- Faculty Senate, 2005-2007.
- University Undergraduate Curriculum Committee, 2005-2007.
- Women's Study Faculty, 2005-present.
- SACS Review Subcommittee on Faculty, 2004-2005
- UAH History Department 5-year review, 2004
- Performance Review Committee for Director of Office of Multi-Cultural Affairs, 2004
- UAH Graduate Council and Graduate Faculty Credentials Committee, 2002-2003
- College of Business Administration Instructional Resources & Responsibilities Committee, 1998-2002
- Performance Review Committee, Dean Billings, 2001-2002
- UAH Faculty Appeals Committee, 1999-2000

Major Service to the Discipline:

- External reviewer of candidate for promotion for Various universities, including: Columbia University, Pennsylvania State University, University of Alabama in Birmingham, University of MN, University of MN-Duluth.
 - Referee for several journals: Journal of Management Studies, British Journal of Employment Relations, Human Relations, Industrial and Labor Relations Review, Industrial Relations, Journal of Labor Research, Labor Studies Journal, Work and Occupations
 - Reviewer of research grant proposals
 - Executive Board Member, Industrial Relations Research Association (2002-2004)
- Professionally Related Public Service:

Other major public service activities:

- 2012-2014. Parent Advisory Council to Carleton College
- 1998-2002. Compensation Committee to the Board of Directors, Montessori School of Huntsville.
- 1995-2002. Alumni Board of Directors member, Institute of Labor and Industrial Relations, University of Illinois at Urbana-Champaign

Honors, Awards, and Special Recognitions:

- 2013-14 Outstanding Faculty in the College of Business Administration Award for Excellence
- 2007 Stephen Zelnak Professor of Business Award
- 2007 *Korean Journal of Industrial Relations* Best Paper Award (\$2500.00) shared with J. Schnell for our article published in the December 2006 issue of that journal.
- 2003-2004 CAS Outstanding Service Award.
- Spring 2002 - Selected to Executive Board of Industrial Relations Research Association
- March, 2001 - Inducted into University of Alabama in Huntsville Chapter of Beta Gamma Sigma.
- November, 2000 - Awarded a plaque from the professional organization, the North Alabama Society for Human Resource Management honoring me for 10 years of service as the faculty advisor to their student chapter, which serves students at UAH, Athens State University, and Alabama A & M University.

Consulting

- 2009. Developed and offered training session on “Managers as Leaders; Leaders as Managers” for the Federal Labor and Employee Relations Forum, (June) Pittsburgh, PA.
- 2008. Developed and offered training session on “Strategic Management of Human Resources by Managers and Supervisors” for the Federal Labor and Employee Relations Forum, June 10, Pittsburgh, PA.
- Served as a consultant on employment policy issues to the U.S. Department of Labor (under 2 Presidents)
- Expert witness for various law firms.