

Rosemary Batt  
Alice Hanson Cook Associate Professor of Women and Work  
ILR School, Cornell University  
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### **Education**

- Ph.D. 1996. Sloan School of Management, Massachusetts Institute of Technology, Cambridge, MA,  
M.A. 1981. Anthropology, University of Kentucky, Lexington, KY  
Visiting student, Universidad Autonoma Metropolitana, Mexico City, 1977-78  
B.A. 1977. History, Cornell University, Ithaca, New York  
Study in Absentia, Bristol University, Bristol, England, 1972

### **Academic Positions**

- 2001-present: Associate Professor, Human Resource Studies, ILR School, Cornell University  
Alice Hanson Cook Professor of Women and Work  
1995-2001: Assistant Professor, Human Resource Studies ILR School, Cornell University

### **Awards**

- Best Paper in Human Resource Studies, Academy of Management, 2003:  
"Managing Customer Services: Human Resource Practices, Quit Rates, and Sales Growth."  
*Academy of Management Journal*. 45(3):587-597.  
Scholar in Residence, Russell Sage Foundation, 2001-2002.  
Outstanding Young Scholar Award, Industrial Relations Research Association. 2000.  
Teaching Award, General Mills Award for Best Graduate Teaching, ILR School, Cornell U. 1998.  
Outstanding Undergraduate Teaching Nomination, Cornell Inter-Fraternity Council, 1997.  
Dissertation Prize: Zenon and Clotilde Zannetos Prize for Best Dissertation, Sloan School, MIT, 1996.

### **Invited Professorships, Keynote Addresses**

- Visiting Professor, 2009. Laboratoire Economique et Social du Travail, Centre de Recherche National de Science (LEST,CNRS), Aix-en-Provence, U. of Marseille, France. April.  
Visiting Professor, 2008. Manchester Business School, U. of Manchester, UK. October.  
Otto Monsted Guest Professor. 2006-08. Danish Technical University, Copenhagen, Denmark.  
Visiting Professor, 2007. Universite Rovira i Virgili, Reus, Catalonia, Spain. May-June.  
International Visiting Fellow, 2006. University of Warwick, UK.

Advanced Institute of Management, Economic and Social Research Council, UK  
Keynote Address. 2009. "Beyond the enterprise: Widening the horizons of international HRM."  
Cardiff University, England. March 31.

Keynote Address. 2007. "In Search of Balance: Human Resource Studies in the 21<sup>st</sup> Century." 5th  
International Conference of the Dutch HRM Network. Tilburg University, The Netherlands. Nov. 9-10.

Milton Derber Lecture, University of Illinois. 2007. "Good Jobs, Good Service: Redesigning Service  
Sector Work in the Global Information Age." May 1.

Keynote Address. 2006. "The Globalization of Service Work." Conference on Innovation in Services.  
Manchester University, June 15-17.

Keynote Address. 2006. "The Relevance of HR in the Global Economy." Conference on Socially  
Responsive Approaches to Employment and Work. Australian Centre for Research on Employment and  
Work (ACREW), sponsored by Monash University and Kings College, London. Prato, Italy, July 3-5.

## **Publications**

### **Books**

Ackroyd, Stephen, Rosemary Batt, Paul Thompson, and Pam Tolbert, eds. 2004. *Oxford Handbook of  
Work and Organization*. London: Oxford.

Appelbaum, Eileen, and Rosemary Batt. 1994. *The New American Workplace: Transforming Work  
Systems in the U.S.* Ithaca, New York: Cornell ILR Press. Third printing. Princeton University List of  
Top Books in Industrial Relations and Labor Economics, 1994. Korean translation, 1996. Japanese  
translation, 2003.

### **Refereed Articles**

Batt, Rosemary, David Holman, and Ursula Holtgrewe. 2009. "The Globalization of Service Work:  
Comparative Institutional Perspectives on Call Centers." Introduction to a Special Issue of *Industrial and  
Labor Relations Review*. 62(4):453-88.

Batt, Rosemary and Hiro Nohara. 2009. "How Institutions and Business Strategies Affect Wages: A  
Cross National Study of Call Centers." *Industrial and Labor Relations Review*. 62(4):533-52.

Batt, Rosemary, Hiro Nohara, and Hyunji Kwon. 2009. "Employer Strategies and Wages in New  
Service Activities: A Comparison of Coordinated and Liberal Market Economies. Forthcoming: *British  
Journal of Industrial Relations*.

Doellgast, Virginia, Rosemary Batt, and Ole Sorensen. 2009. "National Differences, Institutional  
Change, and New Forms of Labour Market Segmentation: Evidence from European Call Centres."  
Introduction to a special issue of *European Journal of Industrial Relations*. Forthcoming.

Liu, Xiangmin, and Rosemary Batt. 2009. "How Supervisors Influence Performance: A Multi-level  
Study of Coaching and Group Management in Technology-mediated Services." *Personnel Psychology*.  
Forthcoming.

- Liu, Xiangmin, and Rosemary Batt. 2007. "The Economic Pay-offs to Informal Training in Routine Service Work." *Industrial and Labor Relations Review*. 61(1); 75-89.
- Batt, Rosemary. 2004. "Who Benefits from Teams? Comparing the Outcomes for Managers, Supervisors, and Workers." *Industrial Relations*. 43(1): 183-213.
- Katz, Harry, Rosemary Batt, and Jeffrey Keefe. 2003. "The Revitalization of the CWA: Integrating Collective Bargaining, Political Action, and Organizing." *Industrial and Labor Relations Review*. 56(4) (July):573-590.
- Batt, Rosemary, and Monique Valcour. 2003. "Human Resource Practices as Predictors of Work/Family Outcomes and Employee Turnover." *Industrial Relations*. 42(2):189-222.
- Batt, Rosemary. 2002. "Managing Customer Services: Human Resource Practices, Quit Rates, and Sales Growth." *Academy of Management Journal*. 45(3):587-597.
- Batt, Rosemary, Alex Colvin, and Jeffrey Keefe. 2002. "Employee Voice, Human Resource Practices, and Quit Rates: Evidence from the Telecommunications Industry." *Industrial and Labor Relations Review*. 55(4) (July):573-594.
- Colvin, Alex, Rosemary Batt, and Harry Katz. 2002. "How High Performance Human Resource Practices and Workforce Unionization Affect Managerial Pay." *Personnel Psychology*, 54(4): 903-35.
- Batt, Rosemary, and Lisa Moynihan. 2002. "The Viability of Alternative Call Center Production Models," *Human Resource Management Journal (HRMJ)*. October.
- Batt, Rosemary. 2001. "Explaining Intra-Occupational Wage Inequality in Telecommunications Services: Customer Segmentation, Human Resource Practices, and Union Decline." *Industrial and Labor Relations Review* 54(2A):425-49.
- Batt, Rosemary. 2001. "The Economics of Teams Among Technicians." *British Journal of Industrial Relations* 39(1):1-25.
- Batt, Rosemary. 2000. "Strategic Segmentation and Frontline Services: Matching Customers, Employees, and Human Resource Systems." *International Journal of Human Resource Management*. 11(3):540-61.
- Batt, Rosemary. 1999. "Work Organization, Technology, and Performance in Customer Service and Sales." *Industrial and Labor Relations Review*, 52(4):539-564. (Reprinted in Samuel Estreicher, ed., Kluwer Publications. *Proceedings of the 52nd NYU Annual Conference on Labor Law*.)
- Batt, Rosemary, and Owen Darbishire. 1997. "Institutional Determinants of Deregulation and Restructuring: Comparative International Evidence from Telecommunications Services." In Suzanne K. Smith and Adrienne M. Birecree, eds., *International Contributions to Labour Studies*, annual labor issue of the *Cambridge Journal of Economics*. December.
- Batt, Rosemary, and Eileen Appelbaum. 1995. "Worker Participation in Diverse Settings: Does the Form Affect the Outcomes?" *British Journal of Industrial Relations*. 33(3):353-78.

Appelbaum, Eileen, and Rosemary Batt. 1993. "Policy Levers for High Performance Production Systems." In *International Contributions to Labour Studies*, annual labor issue of the *Cambridge Journal of Economics*.

Osterman, Paul, and Rosemary Batt. 1993. "Employer Centered Training for International Competitiveness." *Journal of Policy Analysis and Management* 12(3):456-477.

### **Chapters in Books**

Lloyd, Caroline, Claudia Weinkopf, and Rosemary Batt. 2009. "Restructuring Customer Service: Labor Market Institutions and Call Center Workers in Europe and the United States." In *Low Wages in a Wealthy World*, ed. by Gerhard Bosch, Jerome Gautie, Geoff Mason, Ken Mayhew, Wiemer Salverda, John Schmitt, and Niels Westergaard-Nielsen. New York: Russell Sage Foundation. Forthcoming.

Batt, Rosemary. 2007. "Service Strategies: Marketing, Operations, and Human Resource Practices," in Peter Boxall, John Purcell, and Patrick Wright, eds. *The Oxford Handbook of Human Resource Management*. Oxford: Oxford University Press.

Batt, Rosemary, Virginia Doellgast, and Hyunji Kwon. 2006. "Service Management and Employment Systems in U.S. and Indian Call Centers." In S. Collins and L. Brainard, eds., *Brookings Trade Forum 2005: Offshoring White-collar Work – The Issues and Implications*. Washington, D.C.: The Brookings Institution. [reprinted in Mohan Thite and Bob Russell, 2009. *The Next Available Operator: Managing Human Resources in Indian Business Process Outsourcing Industry*. Sage Publications].

Batt, Rosemary. 2004. "Introduction, Part I: The Division of Labor." In Stephen Ackroyd, Rosemary Batt, Paul Thompson, and Pam Tolbert, eds. *Oxford Handbook of Work and Organization*. London: Oxford.

Batt, Rosemary and Virginia Doellgast. 2004. "The Organization of Work." In S. Ackroyd, R. Batt P. Thompson, and P. Tolbert, *Oxford Handbook of Work and Organization*. London: Oxford University Press.

Batt, Rosemary, and Lisa Moynihan. 2003. "The Viability of Alternative Call Center Production Models," In Stephen Deery and Nick Kinnie, eds., *Call Centres and Human Resource Management: A Cross National Perspective*. London: Palgrave Macmillan (reprint of *HRMJ* article).

Batt, Rosemary, Larry Hunter, and Steffanie Wilk. 2003. "How and When Does Management Matter? Job Quality and Career Opportunities for Call Center Workers." In Eileen Appelbaum, Annette Bernhardt, and Richard Murnane, eds., *Low Wage America: How Employers are Reshaping Opportunity in the Workplace*. New York: Russell Sage Foundation.

Batt, Rosemary, and Virginia Doellgast. 2003. "Organizational Performance in Services." In David Holman, Toby Wall, Chris Clegg, Paul Sparrow, and Ann Howard, eds., *The New Workplace: People, Technology, and Organization: A Handbook and Guide to the Human Impact of Modern Working Practices*. England: Wiley and Sons.

Roehling, Pat, Rosemary Batt, and Phyllis Moen. 2003. "When Work Spills Over into Home and Home Spills Over into Work" In Phyllis Moen, ed., *It's About Time: Adaptive Strategies Over the Life Course*. Ithaca: Cornell University Press.

Valcour, Monique, and Rosemary Batt. 2003. "The Family-Responsive Employer: A Definition and Empirical Test." In Phyllis Moen, ed., *It's About Time: Couples and Careers: Adaptive Strategies Over the Life Course*. Ithaca: Cornell University Press.

Keefe, Jeffrey, and Rosemary Batt. 2002. "Telecommunications Services: Union-Management Relations in an Era of Industry Re-Consolidation." In Paul Clark, John Delaney, and Ann Frost, eds., *Collective Bargaining: Current Developments and Future Challenges*. Madison, Wisconsin: IRRA.

Batt, Rosemary, and Theresa Welbourne. 2002. "Revisiting the Union-Performance Relationship: Evidence from Entrepreneurial Firms." In Jerome Katz and Theresa Welbourne, eds., *Managing People in Entrepreneurial Organizations: Advances in Entrepreneurship, Firm Emergence, and Growth*. Vol 5. JAI Press.

Batt, Rosemary and Owen Darbishire. 2001. "Deregulation and Restructuring in Telecommunications Services in the United States and Germany." In Kirsten Wever, ed., *Labor, Business, Banks, and Change in Germany and the United States*. Kalamazoo, MI: W.E. UpJohn Press.

Batt, Rosemary. 2000. "Labor Market Institutions and Restructuring in Deregulated Telecommunications Services." In Peter Berg, ed., *Creating Competitive Capacity*. Berlin: edition sigma Verlag.

Batt, Rosemary, and Jeffrey Keefe. 1999. "Human Resource and Employment Practices in Telecommunications Services." In Peter Cappelli, ed., *Employment Practices and Business Strategy*. Oxford: Oxford University Press.

Keefe, Jeffrey, and Rosemary Batt. 1997. "The United States." In H. Katz, ed., *Telecommunications: Restructuring of Work and Employment Relations Worldwide*. Ithaca: Cornell University ILR Press.

Batt, Rosemary. 1996. "The Changing Nature of Managerial Jobs: Evidence From Telecommunications Services." In Paul Osterman, ed., *Broken Ladders: Changing Managerial Careers and Internal Labor Markets*. Oxford: Oxford University Press.

Kochan, Thomas, Lee Dyer, and Rosemary Batt. 1992. "International Human Resource Studies: A Framework for Future Research." In D. Lewin, P. Scherer, and O. Mhell, eds., *The Future of Industrial Relations and Human Resource Management Research*, pp. 309-337. Madison, WI: IRRA.

### **Other Articles and Proceedings**

Rousseau, Denise, and Rosemary Batt. 2007. "Global Competition's Perfect Storm: Why Business and Labor Cannot Solve their Problems Alone." *Academy of Management Perspectives* 21(2):16-23.

van Jaarsveld, Danielle, and Rosemary Batt. 2002. "Changes in Employment and Working Conditions Among Technical & Professional Workers." *Proceedings of the 54<sup>th</sup> Annual Meetings of the IRRA*. Madison, WI: IRRA Series.

Frost, Ann, and Rosemary Batt. 2000. "Implementing a High Performance Work System at Corning, Inc." Teaching Case Version 2000-05-31, Richard Ivey School of Business, U. of Western Ontario.

Batt, Rosemary. 1999. "Changing Internal Labor Markets in Service and Sales Occupations." Symposium on the Changing Nature of Industrial Relations and Work in the Telecommunications Industry. *Proceedings of the 51<sup>st</sup> Annual Meetings of the IRRA*. Madison, WI: IRRA Series.

Batt, Rosemary, and Michael Strausser. 1998. "Labor Market Outcomes of Deregulation in Telecommunications Services." *Proceedings of the 50<sup>th</sup> Annual Meetings of the IRRA*. Madison, WI: IRRA Series.

Batt, Rosemary. 1996. "The Outcomes of Self-Directed Teams in Services." Paper presented in the Session on "Work Redesign in the Service Sector." *Proceedings of the Forty-Eighth Annual Meeting of the IRRA*. Madison, WI: IRRA Series.

Wever, Kirsten, Rosemary Batt, and Saul Rubenstein. 1996. "Innovation in Isolation: Labor-Management Partnerships in the United States," Monograph prepared for the International Labor Organization, Geneva. *Economic and Labour Relations Review*. Summer.

### **Work in Progress**

Batt, Rosemary, and Mallika Banerjee. 2009. "How Relevant is Strategic HR in the Global Era? Evidence from American and British Journals." Under review: *International Journal of Human Resource Management*.

Colvin, Alexander, Rosemary Batt, and Jeffrey Keefe. 2009. "An Employment Systems Approach to Turnover: HR Practices, Quits, Dismissals, and Customer Satisfaction." Under review: *Academy of Management Journal*.

Batt, Rosemary, Jeffrey Keefe, Alexander Colvin, and Felice Klein. 2009. Management Practices in the Telecommunications Industry: A Longitudinal Study of Wages and Wage Inequality.

Batt, Rosemary, and Lisa Moynihan. 2009 "Human Resource Practices, Service Quality, and Economic Performance in Call Centers." [CAHRS working paper No. 06.01.] Target: *Organization Science*.

### **Technical Reports**

Holman, David, Rosemary Batt, and Ursula Holtgrewe. 2007. The Global Call Center Report: International Perspectives on Management and Employment.

Batt, Rosemary, Virginia Doellgast, Hyunji Kwon, Mudit Nopany, and Priti Nopany. 2005. Indian Call Center Industry Report: Strategy, HR Practices, and Performance. National Benchmarking Report. July.

Batt, Rosemary, Virginia Doellgast, and Hyunji Kwon. 2005. The US Call Center Industry: National Benchmarking Report, Strategy, HR Practices, and Performance. January.

Batt, Rosemary, Alex Colvin, Harry Katz, and Jeff Keefe. 2004. Telecommunications 2004: Business Strategy, HR Practices, and Performance. October.

Batt, Rosemary, Eileen Appelbaum, and Carrie Leana. 2002. "Social Capital at Work." White paper prepared for the Alfred P. Sloan Foundation.

Batt, Rosemary, Susan Christopherson, Ned Rightor, and Danielle Van Jaarsveld. 2001. *Net Working: Labor Market Challenges for the New Media Workforce*. Washington, D.C.: Economic Policy Institute.

Batt, Rosemary, Alex Colvin, Harry Katz, and Jeffrey Keefe. "Telecommunications 2000: Strategy, Human Resource Practices, and Performance."

Batt, Rosemary. 1998. "The Changing Nature of Work in Services." Paper commissioned by the Committee on Techniques for the Enhancement of Human Performance, National Research Council.

Batt, Rosemary. 1997. "Reassessing Union-Management Partnerships: Lessons from Corning and the American Flint Glass Workers Union." January.

Batt, Rosemary. 1995. "A Sectoral Approach to the Study of Globalization, Social Policy, and Welfare States: Evidence from Telecommunications." Paper prepared for the GAAC-SSRC-wissenschaftskolleg Summer Institutes (Harvard and Bremen) on "Globalization, Social Policy, and Semi-Sovereign Welfare States in Europe and North America." Bremen, Barkhof. July 25-August 5, 1995.

Batt, Rosemary. 1995. "The Effects of Work Restructuring on Employee Well-Being and Firm Performance. Evidence from Telecommunications Services." Working Paper No. 95-29. Center for Advanced Human Resource Studies. ILR School, Cornell University. September.

Batt, Rosemary. 1995. "Who Benefits From Workplace Innovations? Attitudinal and Performance Outcomes of Employment Systems in Telecommunications Services." Final Report to the Office of Technology Assessment, Service Sector Productivity Study. May.

Batt, Rosemary. 1993. "Work Reorganization and Labor Relations in Telecommunications Services: A Case Study of BellSouth Corporation." MIT Industrial Performance Center Working Paper 93-004WP.

Osterman, Paul, and Rosemary Batt. 1993. *A National Policy for Workplace Training: Lessons from State and Local Experience*. Washington, D.C.: The Economic Policy Institute. March.

Batt, Rosemary, and Paul Osterman. 1993. *Workplace Training Policy: Case Studies of State and Local Experiments*. Working Paper No. 105. Washington, D.C.: The Economic Policy Institute. March.

Ziegler, Nicholas, Rosemary Batt, and Michael Moore. 1992. "MIT Telecommunications Case". A Teaching case for the Sloan School, MIT. June.

### **Academic Presentations**

Batt, Rosemary. 2008. "Globalization and U.S. Labor Markets: Evidence from the Call Center Sector." Annual Meetings, American Sociological Association. Boston, MA. August.

Batt, Rosemary. 2008. "A Comparison of Wages in European Call Centers." Symposium on *Low Wage Work in Europe*. Eastern Sociological Association Annual Meetings, New York City, Feb. 23.

Batt, Rosemary, and Mallika Banerjee. 2008. "How relevant is Human Resource Studies for the 21st Century." 60<sup>th</sup> annual meeting, LERA. New Orleans, LA. Jan. 6.

Batt, Rosemary. 2008. "Globalization & U.S. Labor Markets: Evidence from the Call Center Sector." 60<sup>th</sup> annual meeting, LERA. New Orleans, LA. Jan. 6.

Mane, Ferran, and Rosemary Batt. 2008. "HR Practices and Innovation in Catalan Small Enterprises." International Workshop: The Process of Innovation: Skills, Firms, and Locational Advantage. Rovira i Virgili University. July 3-4.

Batt, Rosemary. 2007. "Comparative International Research Strategies." Sloan Industry Studies Conference, Boston, MA: April 25-6.

Liu, Xiangmin, and Rosemary Batt. 2006. "Putting Training into Context: A cross-Level, Longitudinal Investigation of Training Effectiveness. Annual meeting, AOM, Atlanta, Georgia, Aug. 5-10.

Batt, Rosemary. 2005. "The Global Call Center Industry." Sloan Industry Studies Conference, Boston, MA. December.

Colvin, Alex, Rosemary Batt, and Jeffrey Keefe. 2005. "The Impact of Employee Voice and Control Mechanisms on Voluntary Turnover and Workplace Behaviors". Annual meeting, AOM, Honolulu, Hawaii, Aug. 5-10.

Liu, Xiangmin, and Rosemary Batt. 2005. "Optimizing Individual and Team Training Effectiveness", Annual meeting, AOM, Honolulu, Hawaii, Aug. 5-10.

Kim, Sunghoon, Rosemary Batt, and Quinetta Roberson. 2005. "Being Different in a Different Workplace: A Multilevel study of Demographic Diversity, Group Heterogeneity, and Performance." Annual meeting, AOM, Honolulu, Hawaii, Aug. 5-10.

Batt, Rosemary, Virginia Doellgast, and Hyunji Kwon. 2005. "Service Management and Employment Systems in U.S. and Indian Offshore Call Centers." Brookings Trade Forum 2005: Offshoring White-collar Work – The Issues and Implications. June.

Batt, Rosemary, and Stephen Wood. 2005. "A Comparison of US and UK Call Centers." 57<sup>th</sup> annual meeting, IRRA, Philadelphia, PA. Jan. 7.

Valcour, Monique, and Rosemary Batt. 2004. "Work Exhaustion, Organizational Commitment, and Work-Life Integration." Symposium on Work-Family Practices: A Pragmatic Perspective. Annual meeting, AOM, New Orleans, LA. Aug. 10.

Moynihan, Lisa, and Rosemary Batt. 2003. "HR Practices as Antecedents of Knowledge-Sharing." Paper presented at the Symposium on Social Capital and Human Resource Practices. 55<sup>st</sup> Annual Meetings of the IRRA, Washington, D.C., January 3-5.

van Jaarsveld, Danielle, and Rosemary Batt. 2002. "Changes in Employment and Working Conditions Among Technical & Professional Workers." Paper presented at the 54<sup>st</sup> Annual Meetings, IRRA, Atlanta, GA, January 3-6.

Batt, Rosemary, Danielle van Jaarsveld, and Susan Christopherson. 2002. "Professional Associations as Labor Market Intermediaries in New Media Industries." Paper presented at the 54<sup>st</sup> Annual Meetings of the IRRA, Atlanta, GA, January 3-6.

Wilk, Steffanie, Larry Hunter, and Rosemary Batt. 2002. "Moving Up from the Bottom: The Impact of Training and Skills on Mobility in Call Centers." 54<sup>st</sup> annual meetings, IRRA, Atlanta, GA, Jan. 3-6.

Valcour, Monique, and Rosemary Batt. 2001. "Objective and Subjective Career Success Among Call Center Employees." Annual meeting, AOM, Washington, D.C., August 6.

Moynihan, Lisa, and Rosemary Batt. 2001. "The Impact of Team-based Work Systems in Call Centers on Worker Outcomes." 53<sup>rd</sup> annual meeting, IRRA, New Orleans, LA, January.

Stevens, Jennifer, and Rosemary Batt. 2001. "A Longitudinal Study of Outcomes for Workers in Team-based Work Systems." 53<sup>rd</sup> annual meeting, IRRA, New Orleans, LA, January.

Batt, Rosemary, Hunter, Chip, and Steffanie Wilk. 2001. "The Quality of Jobs and Mobility Opportunities for Low Skilled Service Workers." 53<sup>rd</sup> annual meeting, IRRA, New Orleans, LA, Jan.

Batt, Rosemary, and Monique Valcour. 2000. "Workplace Flexibility, Work-Family Integration, and Employee Turnover." Annual meeting, AOM, Toronto, Ontario, Aug. 6-9.

Moynihan, Lisa, and Rosemary Batt. 2000. "Antecedents and Consequences of Transactive Memory in Service Teams: Theory and Scale Development." Annual meeting, AOM, Toronto, Ontario, Aug. 6-9.

Batt, Rosemary, Alex Colvin, and Jeffrey Keefe. 2000. "Institutions Facilitating Employee Voice and Exit." Paper prepared for the Symposium, Inside the Black Box: Work Organization, Wages, and Other Labor Market Outcomes. 52<sup>nd</sup> annual meeting, IRRA, Boston, Mass., January.

Batt, Rosemary. 2000. "Explaining Intra-Occupational Wage Variation: The Role of Business Strategy and Human Resource Practices." Paper prepared for the Symposium, Industry Studies of Wage Inequality. 52<sup>nd</sup> annual meeting, IRRA, Boston, Mass., January.

Batt, Rosemary. 1999. "Determinants of Human Resource Practices in Telecommunications Services." Paper prepared for the Joint HR/OB Symposium, "What Explains the Adoption of High Involvement Work Practices in Services?" Annual meeting, AOM, Chicago, Illinois. Aug. 8-12.

Batt, Rosemary, Harry Katz, and Jeffrey Keefe. 1999. "The Strategic Initiatives of the CWA: Organizing, Politics, and Collective Bargaining." "Symposium on Changing Employment Relations and New Institutions of Representation," Sloan School of Management, MIT, May 25-26.

Batt, Rosemary. 1999. "Explaining Intra-Occupational Wage Variation: The Role of Business Strategy and Human Resource Practices." Workshop "Industry Studies of Wage Inequality," sponsored by the Alfred P. Sloan Foundation & the Human Resource Network, March 26-27, U. Wisconsin-Madison.

Batt, Rosemary. 1999. "Changing Internal Labor Markets in Service and Sales Occupations." 51<sup>th</sup> annual meeting, IRRA, New York City, January.

Batt, Rosemary. 1998. "Labor Market Institutions and Restructuring in Deregulated Telecommunications Services." Conference: "Germany's Competitive Capacity: Reassessing the Role of Labor Market Institutions in the New Economy." Economic Policy Institute, Washington, D.C., Oct. 22.

Batt, Rosemary. 1998. "Strategy in Context: Strategic Segmentation and HR Practices in Service Delivery." Conference: "The Service Workplace," Wharton, U. of Pa. Philadelphia, PA, Oct. 16-17.

Batt, Rosemary. 1998. "Determinants of Human Resource Practices in Telecommunications Services." Paper prepared for the Joint HR/OB Symposium, "What Explains the Adoption of High Involvement Work Practices in Services?" Annual meeting, AOM, San Diego, California. Aug. 8-12.

Batt, Rosemary. 1998. "Effects of Work-Family Benefits on Absenteeism and Long-term Attachment." Paper prepared for the Joint Symposium, "When Does the Professional Become Personal (and Visa Versa)?" Annual meeting, AOM, San Diego, California. Aug. 8-12.

Batt, Rosemary, and Michael Strausser. 1998. "Labor Market Outcomes of Deregulation in Telecommunications Services." Paper prepared for the Symposium, "The Impact of Restructuring on the Labor Market: Evidence from Firm-Level Studies in the Service Sector." 50<sup>th</sup> annual meeting, IRRA, Chicago, Ill. Jan. 3-5.

Batt, Rosemary. 1997. "Deregulation, HR Strategies, & Labor Market Outcomes in Telecommunications Services." Annual meeting, AOM, Boston, MA. Aug. 8.

Batt, Rosemary. 1997. "Symposium on Work Restructuring and Work/Family Conflict." 49<sup>th</sup> annual meeting of the IRRA. New Orleans, La. January 4.

Batt, Rosemary. 1996. "Performance of Self-Directed Teams in the Context of Downsizing: Evidence from Telecommunications Services." Showcase Symposium, "Employment Practices and Organizational Performance in the Midst of Change." Annual meeting, AOM, Cincinnati, Ohio. August.

Batt, Rosemary. 1996. "Comparing Team-Based Work Systems in Manufacturing and Services." Paper presented in the Session on "High Performance Work Transformations in Advanced Manufacturing." Annual meeting, American Association for the Advancement of Science. Baltimore, MD., Feb. 8-13.

Batt, Rosemary. 1995. "Assessing Change in the Service Sector." Workshop on Economic Adjustment and Mutual Learning, USA-Germany. Wissenschaftszentrum Berlin. December 15-16.

Batt, Rosemary, and Eileen Appelbaum. 1995. "Worker Participation in Diverse Settings: Does the Form Affect the Outcomes?" 10<sup>th</sup> World Congress, IRRA, Washington, D.C., May 31-June 4.

## **Teaching**

### **Undergraduate**

Human Resource Management; The Design of Work Systems: Comparative International Perspectives; Introduction to Globalization; Globalization at Work; Working in the New Economy: The Sociology of Work

### **Professional Masters**

Strategic Human Resource Management; Semester in Manufacturing; Competing in Services; Comparative International Perspectives on HR Management

### **PhD Seminars**

Comparative Work Systems and Industrial Performance; Interdisciplinary Perspectives on the Organization of Work; Comparative Institutional Perspectives on Work and Employment

### **European School of Management (Ecole Supérieure de Commerce de Paris)**

Professional Masters Program (Jan.-Feb., 2009).

## **Grants, Fellowships**

Grant Award. 2007. Alfred P. Sloan Foundation, Industry Studies Conference November. \$384,000.

Grant Award. 2007. Alfred P. Sloan Foundation, Industry Studies Conference July. \$41,000.

Grant Award. 2006. Alfred P. Sloan Foundation, Industry Studies Grant for Conference: Global Call Center Industry. November. \$35,000.

Grant Award. 2006. Rosemary Batt, Mingwei Liu, Xiangmin Liu, and Sunghoon Kim. 2006. “Corporate Strategy, Institutional Pressures, and Human Resource Practices in China” CAHRS, ILR School, Cornell University (\$15,000).

Grant Award. 2005. Rosemary Batt. “Global Call Center Industry Project.” CAHRS, ILR School, Cornell University (\$22,000).

Grant Award. 2004. Rosemary Batt. “The Global Call Center Industry Project: Supplemental Award.” Russell Sage Foundation (\$83,000).

Grant Award. 2003. Rosemary Batt. “The Global Call Center Industry Project.” Russell Sage Foundation (\$262,000).

Grant Award. 2003. Rosemary Batt. “Global Call Center Industry Project.” CAHRS, ILR School, Cornell University (\$29,000).

Grant Award. 2002. Eileen Appelbaum, Batt, Rosemary and Carrie Leana. Research Network on Social Capital. Alfred P. Sloan Foundation Officers Grant (\$45,000).

Grant Award. 2002. Eileen Appelbaum, Batt, Rosemary, and Carrie Leana. Social Capital at Work: Background Paper. Alfred P. Sloan Foundation Officers Grant (\$45,000).

Grant Award, 2001. Katz, Harry, Rosemary Batt, and Jeffrey Keefe. The Impact of Technological Change on Work, Skills, Training, and Income in Telecommunications Services. Alfred P. Sloan Foundation (\$487,000).

Grant Award, 2001. Batt, Rosemary. “The Quality of Jobs and Mobility Opportunities for Customer Service and Sales Workers.” ILR School, Cornell (\$10,000).

Grant Award, 1998. Batt, Rosemary, Larry Hunter, and Steffanie Wilk. “The Quality of Jobs and Mobility Opportunities for Customer Service and Sales Workers.” Russell Sage and John D. Rockefeller Foundations, The Future of Work Program (\$295,000).

Grant Award, 1998. Christopherson, Susan, Rosemary Batt, and Ned Rightor. “Skills, Training, and Careers of New Media Workers in Silicon Alley.” Alfred P. Sloan Foundation (\$30,000).

Grant Award, 1997. Batt, Rosemary, and Michael Strausser. “The Development of Technical Knowledge, Skills, and Abilities Among Engineers.” ILR School, Cornell University (\$10,000).

Grant Award, 1997. Batt, Rosemary. “Work Redesign and Information Technology for Service Occupations.” Center for Advanced Human Resource Studies, ILR School, Cornell University (\$28,000).

Grant Award, 1997. Batt, Rosemary, Harry C. Katz, and Jeffrey Keefe. “Work Organization, Human Resource Practices, and Labor Market Outcomes in Telecommunications Services.” Alfred P. Sloan Foundation (\$415,000).

Grant Award, 1995. Batt, Rosemary, Jean Clifton, and Harry Katz. "Employee Choices for Training in a Downsizing Environment." Center for Advanced Human Resource Studies, ILR School, Cornell University (\$16,500).

Fellowship, 1994-95. Social Science Research Council, German American Young Scholars Institute, "Globalization, Social Policy, and Semi-Sovereign Welfare States in Europe and North America.

Fellowship, 1993-94. MIT Industrial Performance Center Fellowship, funded by Coopers&Lybrand.

Fellowship, 1992. MIT Industrial Performance Center Doctoral Fellowship, funded by the Alfred P. Sloan Foundation.

Fellowship, 1990. John D. and Catherine T. MacArthur Foundation Scholar Award, MIT Center for International Studies.

Fellowship, 1989. American Association of University Women Educational Foundation.

### **External Research**

Work and Technology Institute, Washington, D.C.: Comparative study of work innovations at Corning, Inc. 1996.

Office of Technology Assessment, U.S. Congress, Washington, D.C.: Study of service sector productivity: telecommunications services industry. 1994.

Economic Policy Institute, Washington, D.C.: Report on competitive strategies and work innovations in U.S. firms, funded by the Sloan Foundation, New York. 1992.

Economic Development Institute, The World Bank: Evaluation studies of community and labor participation in World Bank development projects in Brazil. 1989.

Rockefeller Foundation: Report on employment and social welfare effects of changing patterns of global food production and trade, with David Barkin and Billie DeWalt. 1988.

### **Other Work Experience**

Staff Representative, National Union of Hospital and Health Care Employees, 1199, SEIU, 1981-1986.

Research Analyst, Lawyers Committee for Civil Rights, Washington, D.C.: Wrote investigative report: "The Politics of Federal Aid to Education," an analysis of state compliance with civil rights and education statutes. 1974-6

Research Analyst, U.S. Department of Justice, Civil Rights Division, Wash., D.C. 1973

### **Languages**

Spanish, French

### **Professional Affiliations**

Academy of Management: 1993-present

American Sociological Association: 2007-present

Labor and Employment Relations Association: 1992-present  
Society for the Advancement of Socio-Economics: 2006-present  
American Association of University Women: 1995-present  
Economic Policy Institute, Research Associate  
Wharton Financial Institutions Center, Sloan Fellow: 2001- present

## Service

Academy of Management:

Chair & Executive Committee: Critical Management Studies Group, 2004-8

Alfred P. Sloan Foundation:

Conference Co-Chair, Industry Studies Conference, 2008 & 2009

Advisory Committee: Industry Studies Best Paper Competition: 2006-08

Advisory Committee for the Program on Work Redesign and Work/Family, 1995-6.

Labor and Employment Relations Association:

Executive Board, 2009-2011

Work and Employment Relations Section Co-chair, 2007-09

Editorial Board, 2002-08; Program Co-chair, 2004

Special Strategic Membership Committee, 2003

50<sup>th</sup> Anniversary Advisory Committee, 1996

Editorial Boards:

*Human Relations; Industrial and Labor Relations Review; New Technology, Work, and Employment*

International Editorial Advisory Boards:

*Journal of Industrial Relations, Work, Technology, & Employment, British Journal of Industrial Relations*

National Research Council: Committee on Techniques for the Enhancement of Human Performance, 1997-99. Member of committee responsible for the book: *The Changing Nature of Work: Implications for Occupational Analysis*. Washington, DC: National Academy Press. 1999.

Russell Sage Foundation: Advisory Committee on Low Wage Europe Project: 2004-08

Adhoc Referee for Professional Journals

*Academy of Management Journal, Administrative Science Quarterly, American Sociological Review, British Journal of Industrial Relations, Cambridge Journal of Economics, Human Relations, Industrial and Labor Relations Review, Industrial Relations, Human Resource Management Journal, Personnel Management, Journal of Policy Analysis and Management, Work, Technology, and Employment.*

Cornell University:

Co-Director, Gender and Global Change Program, 2003-08

Institute for Social Sciences: Reviewer, Small Grants Program, 2005-2006

Hatfield Committee for Innovation in Teaching Economics, 2005-08

Academic Freedom and Professional Standards Committee, 2006-08

Outside member, Tenure Committee (various) 2003-2009

Committee on Education and Academic Discipline, 1996-98

ILR School, Cornell University:

Representative, Faculty Senate, 2009-2011  
Personnel Committee, 2006-09  
International Programs Committee (2003-present)  
Center for Advanced Human Resource Studies, Advisory Board (2003-present)  
Resident-Extension Committees (various) 2004-2008  
Tenure and 3<sup>rd</sup> Year Review Committees (various) 2004-09  
Recruitment Committees in HR, ICL (various) 2004-09  
Graduate Committee, 2003-06  
Undergraduate Curriculum Committee, 2004-5  
Dean's Search Committee, 2004-5  
Teaching Committee, 1996-02

Global Call Center Project: NYC 2004, Edinburgh, 2006  
International Workshop: The Process of Innovation: Skills, Firms, and Locational Advantage. Rovira i Virgili University, Reus, Spain. July 3-4.