**Carla Cecilia Lima Aranzaes, PhD**

School of Labor and Employment Relations

The Pennsylvania State University

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| **ACADEMIC APPOINTMENT** |

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| 2024 - present | Assistant Professor, School of Labor and Employment Relations, The Pennsylvania State University |

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| **EDUCATION** |

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| Aug 2024 | PhD in Human Resources and Labor Relations. Michigan State University |
| Dec 2009 | Master’s degree in Organizational Psychology. Universidad Autónoma del Estado de Morelos (Mexico) |
| Mar 2004 | Degree in Business Administration. Universidad Católica Boliviana San Pablo (Bolivia) |

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| **RESEARCH INTERESTS** |

Collective voice ▪ Collective voice ▪ Workers well-being ▪ Solidarity ▪ Comparative labor relations ▪ Unionization process ▪ Leadership ▪ Critical Race Theory ▪ Grounded Theory ▪ Social network analysis

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| **ACADEMIC PUBLICATIONS** |

Tapia, M., Ibsen, C. L., Strolle, M., **Lima Aranzaes, C.**, & DeOrtentiis, P. S. (2024). A Tale of Two Locals: The Strategic Choice of a Trade Union during the 2019 GM–UAW Strike and Member Satisfaction. *ILR Review*, 78(1), 123-154. https://doi.org/10.1177/00197939241290228 (Original work published 2025).

Tapia, M., Lee, T.L. & **Lima Aranzaes, C.** (2024). Confronting legacies of white dominance: Challenges to inclusive worker organizing through the storytelling of Amazon warehouse workers. *Stato e mercato, Società editrice il Mulino, 1,* 67-100. doi: 10.1425/113953.

Lee, T. L., Tapia, M., **Aranzaes, C. L.**, Sapre, S. R., Shimek, S., Pinto, S., & Bustamante, A. R. (2024). The Militarization of Employment Relations: Racialized Surveillance and Worker Control in Amazon Fulfillment Centers. *Work and Occupations*, 0(0). https://doi.org/10.1177/07308884241292733.

**Lima Aranzaes, C.**, Ibsen, C., DeOrtentiis, P.S. & Tapia, M. (2024). Solidarity with atypical workers? Survey evidence from the General Motors versus United Auto Workers strike in 2019. *British Journal of Industrial Relations*, 62, 72–97. https://doi.org/10.1111/bjir.12763.

**Lima Aranzaes, C.**, & Juárez García, A. (2008). Un estudio exploratorio sobre estresores laborales en conductores de transporte público colectivo en el estado de Morelos, México. Cienc. Trab, 126-131.

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| **MANUSCRIPT TO BE SUBMITTED AND RESEARCH IN PROGRESS** |

**Lima Aranzaes, C.** & Blackwell, D. From Marginalization to Labor Organizing: Independent Unionization In North Carolina.

**Lima Aranzaes, C.** Gaining support via social media: evidence from Amazon’s unionization campaign.

Clark, P., **Lima Aranzaes, C.** & Zhang, T. Union Administration Practices.

**Lima Aranzaes, C.** The strength of social ties during a representation campaign: a union’s battle against Amazon on social media.

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| **REPORT** |

Lee, T.L., Tapia, M., Pinto, S., Bustamante, A, **Lima Aranzaes, C.** & Shimeck, S. Amazon’s Policing Power, a snapshot from Bessemer. *Available at https://smlr.rutgers.edu/news-events/smlr-news/study-amazon-uses-power-police-subdue-workers-and-enforce-obedience*

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| **CONFERENCE PRESENTATIONS** |

**Lima Aranzaes, C.** Gaining support via social media: evidence from Amazon’s unionization campaign. Paper presented at the *Labor and Employment Relations Association 76th Annual Meeting*. Manhattan, 2024.

**Lima Aranzaes, C.** Gaining support via social media: evidence from Amazon’s unionization campaign. Paper presented at the *Labor and Employment Relations Association 75th Annual Meeting*. Detroit, 2023.

**Lima Aranzaes, C.** & Blackwell, D. Examining Worker-Led Organizing In The U.S. South: “Don’t Quit. Organize!”. Paper presented at the *Labor Research and Action Network Conference*. Washington, DC, 2023

**Lima Aranzaes, C.** Gaining support via social media: evidence from Amazon’s unionization campaign. Paper presented at *MSU School of Human Resources and Labor Relations’ Speaker Series*. East Lansing, Michigan, 2023.

**Lima Aranzaes, C.** Gaining support via social media: evidence from Amazon’s unionization campaign. Paper presented at *MSU College of Education, for Dr. Kenneth Frank’s research group*. East Lansing, Michigan, 2022.

**Lima Aranzaes, C.**, Ibsen CL., DeOrtentiis P. S. & Tapia M. Solidarity with Atypical Workers? Evidence from the 2019 UAW-GM strike. Paper presented at the *Labor and Employment Relations Association 72nd Annual Meeting*. Online, 2021.

**Lima Aranzaes, C.** A social network perspective on the decision to unionize in the U.S. Idea presented at the *2nd Annual Industrial Relations PhD Student Conference – Idea Generation, Cornell University.* Online, 2021.

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| **FUNDING & AWARDS** |

2023 The Susan C. Eaton Scholar-Practitioner Grant, LERA 2023 ($2,000)

2023 The Shobha Ramanand Graduate Fellowship, MSU ($2,900)

2023 LRAN New Scholars Research Grants 2022 – 2023 ($3,000)

2022 Corey Endowment Award from the College of Social Science ($2,520)

2022 Early Start Program Summer Assistantship, MSU ($3,000)

2021 Early Start Program Summer Assistantship, MSU ($2,500)

2020 Early Start Program Summer Assistantship, MSU ($2,500)

2018 – 2019 Hubert H. Humphrey Fellowship Program (Fulbright Scholarship) at Michigan State University

2007 – 2009 Scholarship for Master’s degree Studies at Universidad Autónoma del Estado de Morelos, México

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| **ACADEMIC SERVICE** |

* Member, Undergraduate Committee, School of Labor and Employment Relations, Penn State University (Fall 2024 - present).
* Judge, Erickson Discovery Grant, Undergraduate Education, Penn State University. March, 2025.
* Co-Chair for the 2024 LERA PhD Student Consortium. LERA 76th Annual Meeting. Manhattan, June, 2024.
* Guest Speaker for the Preparation For Academic Life Program (PAL) at the English Language Center at Michigan State University. August, 2022 and 2023.
* Dean's Student Advisory Council (2021 - 2022)
* School of HRLR Speaker Series Committee (2021 - 2022)
* Moderator for the "Future Directions of Work & Radicalism" panel at the *Gender, Women's Suffrage, and Political Power: Past, Present, and Future (GWSPP) Conference*. Online, 2020.

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| **PROFESSIONAL AFFILIATION** |

Member, Labor and Employment Relations Association (LERA)

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| **TEACHING EXPERIENCE** |

Fall 2024 – present The Pennsylvania State University, School of Labor and Employment Relations

*Labor and Employment Relations Fundamentals –* LHR 304 (undergraduate)

Fall 2022 – Spring 2024 Michigan State University, School of Human Resources and Labor Relations

*Comparative Human Capital Systems* – HRLR 420 (undergraduate)

*Applied Organizational Leadership* – HRLR 311 (undergraduate)

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| **EMPLOYMENT AND WORK EXPERIENCE** |

Aug 2019 – June 2024 Research and Teaching Assistant at the School of Human Resources and Labor Relations Michigan State University

Assist and support lead researchers in:

* Collection of data, both quantitatively (e.g., survey, web scraping) and qualitatively (e.g., interviews, observation).
* Analysis of data, both quantitatively (e.g., regression, hierarchical linear modeling, social network analysis) and qualitatively (e.g., grounded theory, critical race theory).
* Review of relevant literature with a multidisciplinary approach.
* Preparation of manuscripts and documentation for publication in scholarly journals and with research partners.
* Coordination of fieldwork activities including site visits, interviews, and meetings with stakeholders.
* Recruitment of research participants.
* Presentation of preliminary research findings.
* Preparation of grant proposals.
* Monitoring of the progress of research projects.

Teach and assist lead instructors:

* Planification of class sessions.
* Provide guidance to undergrad students.
* Grade reporting.

Dec 2010 – Jun 2019 Head of Talent Management at Monopol Ltda. – Bolivia

* Supervision and monitoring of the recruitment and selection process, ensuring compliance with procedures and quality objectives.
* Supervision and monitoring of the improvement plan for organizational climate.
* Supervision and monitoring of the training plan, development of training indicators, and competency management according to position and workers’ profiles.
* Responsible for managing the organizational functions manual, while ensuring the consistency and structure of job descriptions.
* Monitoring of the Human Resources Division’s key performance indicators.
* Development, improvement, and implementation of the performance evaluation process.
* Supervision and monitoring of the internal communication media.

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| **LANGUAGE SKILLS** |

Bilingual in Spanish (Native) and English.

German – Basic

Russian – Basic

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| **VOLUNTEERING ACTIVITIES** |

Real-time translation services for a North Carolina union (Remote, January–February 2025).

Assistance for Grant applications at a North Carolina union. (Remote, Summer 2023).

Community leafleting for Jobs to Move America and The Alabama Coalition for Community Benefits in support of Amazon workers. (Bessemer, Alabama, 2022).