



J. Mack Robinson College of Business
GEORGIA STATE UNIVERSITY



W. T. BEEBE

NEWSLETTER

SEPTEMBER 2008

Welcome to the W. T. Beebe Newsletter, written by the students of the W. T. Beebe Institute of Personnel and Employment Relations in the Department of Managerial Sciences at Georgia State University. Along with providing information on Beebe events, it provides interesting reading for HR professionals and students alike.

J. Mack Robinson College of Business Honor's Ceremony 2008

Celebrating the success and hard efforts of J. Mack Robinson students!

As another great year came to an end, the J. Mack Robinson College of Business celebrated the success and hard work of its students. Honors Day 2008 was held on April 10th at the Student Center. In attendance were family, friends, faculty, and staff to support and congratulate those exceptional students who excelled not only within their college, but in their academic careers. Thanks to the generosity of alumni, former Beebe Institute members, and friends of the Institute, it has been possible to recognize outstanding graduate HR students each year and provide them with financial assistance.



This year, four scholarships were granted to recognize students' achievements:

The Michael Jay Jedel Award in Human Resource Management is named in honor of our former Robinson associate dean and Beebe director. The accolade is given to a student who demonstrates high academic achievement and strong commitment to human resources management .

The William P. Key Scholarship is titled in homage to a former Beebe executive-in-resident who was instrumental in raising initial support for the Institute. His wife, Mrs. Norma Key, continues to be a strong champion for the Institute. The award is presented to a Beebe outstanding performer.

The William T. Rutherford Scholarship is given in appreciation to the student who demonstrates a passion for learning. Bill Rutherford was a long-time Beebe faculty member, and was very popular with the students. Upon his premature death, a generous portion of his estate was left to assist Beebe students.

The Atlanta Engineering Personnel Association Scholarship is granted to students who have an affinity and propensity for the human resources field. The AEPA specializes in staffing engineering and technical positions.

The Beebe Institute is very grateful to our donors. If you would like to support the Beebe Institute, Monica Scarbrough, Sr., Development Director, would welcome the opportunity to meet with you to discuss the many options available including gifts of cash, securities, pledges, and various life income gifts. Please contact Monica at (404) 413-7063 or mscarbrough@gsu.edu

2008 RCB HONORS DAY WINNERS!



Margarita L. Almeda (left), **Winner of the Michael Jay Jedel Award**, **Angela P. Vela Ramirez** (right), **Winner of the AEPA Scholarship** *Pictured with Todd J. Maurer, Director of the W.T. Beebe Institute*

Margarita received both her BBA and MBA from Georgia State, and will start a PhD program in HR this fall. She was the president of the student SHRM chapter as well as the editor of the Beebe Newsletter.

Angela also recently received an MBA at Beebe and worked in India this summer as a social responsibility intern for Coca-Cola. She will enter Georgia State University's law school in the fall.

Aaron N. Lee, Winner of the William T. Rutherford Scholarship, is a Benefits Coordinator at Southern Regional Medical Center, and is committed to continuous learning and growth within the HR field. Aaron received his MBA at the Beebe Institute, and his Bachelor of Arts Degree in Sociology from Duke University.



Sandra Page, Winner of the AEPA Scholarship, has recently been promoted to Senior Research Administrator at Emory University, and completed her MBA program this summer. Sandra received her Bachelors of Business Administration from the University of Miami.

Amy Goode, Winner of the William P. Key Scholarship, *pictured with her husband, John Goode*, received her undergraduate degree from Furman University, and is currently working at the Salvation Army.



Research Spotlight: Abusive Supervision - An interview with Bennett J. Tepper, Ph.D.

By: Margarita Almeda



Dr. Ben Tepper is a professor in the Managerial Sciences department of the Robinson College of Business. Prior to Georgia State University, Dr. Tepper taught in the University of North Carolina – Charlotte and the University of Kentucky. His research interests range from leadership to organizational justice. Most recently, however, his research explores the topic of abusive supervision in organizations.

1. Can you provide an overview of the topic of abusive supervision?

Abusive supervision refers to non-physical forms of hostility perpetrated by supervisors against their direct reports. It includes things like ridiculing subordinates publicly, angry outbursts, taking credit for subordinates' successes, and blaming subordinates for the supervisors' own mistakes. This kind of behavior is much more common than physical aggression or sexual harassment.

2. How did you get interested in this topic?

I've always been interested in the working relationship between managers and their employees, and it occurred to me while watching Alec Baldwin in the film, "Glengarry, Glen Ross," that this sort of behavior does occur in the workplace and that it warrants systematic investigation. I'm often asked if I've ever had an abusive supervisor myself and the short answer is "yes," although that happened after I began doing research on the topic. If there's a "silver lining" in my experience, it is that working with him gave me a better appreciation for the plight of the victims I'd been studying and some promising research questions that I'm still trying to answer.

3. What have you found most interesting? Most surprising?

It surprises me just how much people will put up with. Many employees whose supervisors are abusive stay with the job (supervisor) for extended periods of time (i.e., years). Often it is because they are economically dependent on the job and do not have attractive employment alternatives. Sometimes it is because they "get" something out of the relationship such that the benefits of their association with the abuser outweigh the costs of being victimized. And I find it interesting that senior management will tolerate an abuser at lower ranks who appears to be "producing." There are many reasons why this happens including the facts that confronting abusers evokes conflict and because it is difficult to put a dollar cost on the consequences of abusive supervisors. But there is a compelling business case for identifying and ridding organizations of abusive supervisors, something that Robert Sutton talks about in his recent book, *The No Ass-Hole Rule*.

4. What has been most challenging?

In some ways, the topic is difficult to study. People are more than willing to talk about their experiences with abusive supervisors and to complete surveys that allow us to explore the topic. But some companies are less than enthusiastic about administering organization-wide surveys that ask questions like, "With what frequency does your boss yell and scream at you?" This doesn't prevent us from doing research on the topic – most of my work has involved telephone and mail surveys, which allow us to study working people without going through their employer's HR Department. But such research is limited in that we can't explore many interesting questions. In particular, we have been unable to do something like a "360" where we explore the perceptions of supervisors' subordinates, peers, and superiors.

5. Is abusive supervision as prevalent as you thought it would be?

This is a difficult question to answer because I don't think that we really know just how prevalent it is. Estimates put the figure between 6% and 14% of working people. That, to me, is a large window and I'd be much more comfortable if we could come up with more precise estimates. But estimating prevalence is complicated by several factors such as the tendency for some people to not want to admit that they have been victimized (which pushes down estimates) and the tendency for some people to exaggerate the abusiveness of their boss, to perceive an autocratic style as abusive (which inflates estimates). Supervisor behavior of that sort is usually counter-productive, but it is not abusive.

6. What are the implications of abusive supervision for the subordinates? For the organization?

Abusive supervision is associated with subordinate turnover, absenteeism, and psychological distress in the form of depression, burnout, and problem drinking. Many victims of abusive supervision present with symptoms that mirror those of post-traumatic stress syndrome. In addition, compared to non-abused employees, abused employees withhold more discretionary effort and perform more acts of counterproductive behavior (e.g., revenge & sabotage). As I said earlier, the business case is overwhelming – abusive bosses are costly and organizations would be well-advised to adopt zero-tolerance policies.

SHRM - GEARING UP FOR THE FALL



The Society for Human Resource Management would like to welcome everyone to the Fall 2008 semester. SHRM at Georgia State has many excited meetings and events planned for this coming semester!

September Meeting

SHRM at Georgia State held its first meeting on September 11th from 1-2:15. Mitzi Williams joined by Katie McCarthy of SHRM-Atlanta discussed the benefits of SHRM membership!

Thank you to all who attended!

October Meeting

Please join SHRM at Georgia State as they hold their October meeting on October 16th from 4:30-6 pm in Aderhold 314. Karen Ransom for the Bureau of Labor Statistics will be their guest speaker.



2008-2009 SHRM at Georgia State Officers

President: Jennifer L. Mayfield

VP, Graduate and Alumni Relations: Patricia G. Laws

VP, Chapter Communications: Asia Jones

VP, Member Development: Phoenix Hill

Treasurer/Secretary: Amanda M. Press

Faculty Advisor: Dr. Kay Bunch

Pictured from left to right, Asia Jones, Amanda Press, Tricia Laws, Jennifer Mayfield, and Kay Bunch

For more information about SHRM at Georgia State University or how to join please visit their website at:

www.gsu.edu/~wwwshr

IN FOCUS: STUDENT & ALUMNI NEWS



Angela P. Vela Ramirez, *pictured in front of the Taj Mahal in Agra, India*, has had the opportunity to intern with Coca-Cola India over the summer. Angela worked as auditor for her first month and a half, and is now working on an HR project. She is helping to integrate Coca-Cola India's career maps, competencies tables, and job descriptions into a comprehensive and interactive system. Shortly after her return in August, Angela will embark upon the next adventure of her life; Georgia State Law School.

Danielle Hurley took an internship position over the summer with Moxie Interactive where she works within the HR Department. Congratulations Danielle!

Congratulations to **Meng Wang** who passed the PHR exam in June!



December 2007 graduate **Michelle Demain** enjoys her new career. She is currently with Mercer and Associates in Atlanta.

Sheena Virji has moved to The Home Depot's Northern Division as Organizational Effectiveness Manager. Sheena joined The Home Depot as an Organizational Effectiveness Analyst in 2006. While in this position, she played a key role in the Company's Slating, HR Review, and Change Management processes.



Randy Patterson, 2001 Robinson MBA graduate, has been appointed to the position Director of Human Resources - Store Operations, with The Home Depot in Atlanta, GA. In his new role, Randy will support store operations across the enterprise, and in addition will help manage the company's professional contractor and tool rental businesses.

Tony Dong, Beebe Alumnus, recently accepted an Internship position with Euro RSCG Impact with Sonali Das. So far he has enjoyed his experiences with the company and has learned a great amount about HR in the corporate environment. Congratulations from the Beebe Institute!



Taylor Grace Staton. We would like to congratulate former student, Emily Brackmann, and her husband, Brad Staton, on the birth of their beautiful baby girl.

Lisa Johnson just celebrated her 2nd anniversary with Porsche in HR. Congratulations Lisa!



Inspired by the thoughts of Dr. Kay Bunch, these seven women have gathered as a social group for M.S. These HR ladies share their career aspirations and plans for the future.

pictured from left to right, Tricia Laws, Tina Abdul, Erin Thomas, Lauren Killion, Sheena Virji, Amy Goode, Melissa Boggs, Dixon Stapleton, not pictured

Congratulations to **Siritta Chansy** on her new HR internship at the Georgia Department of Transportation!

Congratulations to **Shermarke Howard**, M.S. Alumna, who has started a new project working with the local Ministry of Health in Trinidad. Shermarke is an HR Consultant with PricewaterhouseCoopers.

Congratulations to **Jessica Todd-Burba** who recently took a compensation position at Cox Enterprises!

We would like to hear from you! If you have recently taken a job promotion, gotten married, had a child, graduated, passed the HR exam, or just have any interesting, fun, or exciting news let us know! Please e-mail the Beebe Institute your exciting information and include a picture of the event or yourself!

beebenewsletter@langate.gsu.edu

BEEBE FACULTY ACCOMPLISHMENTS & RECOGNITION

In June, Catalyst, the leading nonprofit membership organization working globally with businesses and the professions to build inclusive workplaces and expand opportunities for women and business, cited **Dr. Kay Bunch** in its recent research report, "Unwritten Rules: What You Don't Know Can Hurt Your Career."



Ed Miles



Sub Samaddar

Congratulations to **Sub Samaddar** for receiving the RCB Board of Advisors Faculty Excellence in Research Award, and to **Ed Miles** for receiving the RCB Board of Advisors Faculty Excellence in Service Award. The Robinson Board of Advisors selected the winners of the Faculty Excellence Awards.

Todd Maurer, "Leadership Development as Creative Destruction of Work Capability Through Intrapersonal Innovation" won the Best Applied Paper Award 2008 in the Academy of Management Careers Division when it was presented at the annual Conference of the Academy of Management in August. The paper was initiated as part of work done by the author with Georgia-Pacific and The Market-Based Management Institute.



The Chronicle of Higher Education listed the Department of Managerial Sciences at GSU among the top 10 departments in faculty productivity using a "Faculty Scholarly Productivity Index." The index compiles institutional rankings on 375 universities that offer the Ph.D. degree. In compiling this index, faculty members can be measured on books published; journal publications; citations of journal articles; federal-grant dollars awarded; and honors and awards

Congratulations to our 2008 Beebe graduates!

Spring 2008

MBA

Margarita Almeda
 Lauren Corn
 Brandy Postula
 Angela Vela Ramirez

MS

Melissa Boggs
 Lindsey Evans
 Erin Thomas

Summer 2008

MS

Linda Launey
 Bradley Lawhorne

HR Classes Underway - Fall 2008

MGS 8300	Introduction to HR
MGS 8320	Legal and Ethical Environment of Human Resource Management
MGS 8390	Strategic Compensation
MGS 8420	Enhancing Leadership Skills
MGS 8425	Coaching for Leadership
MGS 8430	Negotiation
MGS 8450	Organizational Development and Change
MGS 8730	Project Management
MGS 8760	Quality Management

MGS Classes and Elective - Spring 2009

MGS 8300	Introduction to HR	TH 4:30	H.J.Park
MGS 8360	Recruitment/Selection	W 4:30	Kay Bunch
MGS 8425	Coaching for Leadership	T 4:30	Deborah Butler
MGS 8040	Data Mining	M 7:15	Satish Nargundkar
MGS 8430	Negotiation	T 7:15	Ed Miles
MGS 8430	Negotiation	M 4:30	Ellwood Oakley
MGS 8440	Work Teams	M 7:15	Barbara Reilly
MGS 8460	Consulting	M 4:30	Barbara Reilly
MGS 8730	Project Management	M 7:15	Richard Deane

We want to hear from you!

Current and previous editions of the Beebe Newsletter are available online at www.robinson.gsu.edu/beebe/newsletter. If you have any comments, suggestions, submissions, or for more information about our programs, please email the Faculty Advisor at mgtlnm@langate.gsu.edu, visit the Beebe Institute website at robinson.gsu.edu/beebe/index.html, or write to:

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