Each spring, the Robinson College of Business holds an annual Honors Day celebration to present the many college-wide and departmental awards, scholarships, and other honors bestowed upon students during the academic year. The Honors Day festivities were held April 20th at the Rialto Center for the Performing Arts.

Beebe alum and retired SVP-Human Resources for Delta Air Lines, Beth Johnston, was this year’s guest speaker. During her 28-year career with Delta, Beth has held leadership positions throughout the company. In her role as senior vice president of Human Resources, Beth was involved in compensation, benefits and services, employment, staffing, recruitment, diversity, equal opportunity and compliance, organizational effectiveness, and leadership development.

The Robinson College of Business and the W.T. Beebe Institute would like to take this opportunity to thank our alumni, donors, and supporters. We truly appreciate the support you give to the school and our students.

If you would like to assist our students and/or programs, please contact Lucy McClurg at 404-413-7539 or email MGTLNM@langate.gsu.edu.
Michael Jay Jedel Award in Human Resource Management

This scholarship is given by the HR Roundtable and is named in honor of Michael Jay Jedel, a former associate dean of the Robinson College of Business and director of the W.T. Institute of Personnel and Employment Relations. It is presented annually to an M.S. or M.B.A. student who exhibits high standards of academic achievement, strong commitment to the human resources field, and outstanding leadership potential. Jennifer Vogel is this year’s awardee. Jennifer is presently a principal with Envision Evolution Career Management Solutions. Read more about Jennifer in our Meet the Master’s Students article on page 4.

Jennifer Vogel

William P. Key Scholarship

Named in honor of a distinguished Atlanta human resource professional, Georgia State University graduate, and Executive in Residence at the Beebe Institute, this scholarship is awarded for outstanding performance in a master’s level human resource management degree program. This year’s honor goes to Tricia Laws. Tricia is the Human Resources Manager for Homrich Berg, a wealth management firm in Buckhead. She has been with Homrich Berg for 6 years and has been in the HR field for 20 years.

Tricia Laws
William T. Rutherford Scholarship

Awarded to the student in any graduate level human resource management program who best exemplifies the high achievement and zest for learning that Professor Rutherford so valued. This year’s winner was Dixon Stapleton. Dixon is a Recruiting Coordinator at Parker, Hudson, Rainer & Dobbs and also works on HR-related projects for the firm. She is also a Big Sister in the Big Brothers/Big Sisters organization.

Atlanta Engineering Personnel Association

Awarded to master’s level students in human resource management, this scholarship is presented to students with a high GPA, significant work experience in human resources, and a commitment to the human resources field. It is presented by the Atlanta Engineering Personnel Association. This year’s award went to Aaron Lee and Sheena Virji. Sheena recently graduated with an MS degree. She is the Manager of Talent Management for the Northern Division at The Home Depot Corporate Office in Vinings. When she is not traveling, she enjoys running at Kennesaw Mountain and spending time with family and friends. Aaron currently serves as the Benefits Coordinator at Southern Regional Health System, Inc., a 331-bed, full-service hospital in Riverdale, GA. In this role, he is responsible for oversight of all hospital benefit plans, including health, vision, dental, disability, and retirement. Aaron is profiled in our Meet the Master’s Students article on page 4.
Jennifer Vogel is a recent graduate from Georgia State University. Jennifer was awarded a MS in Managerial Sciences, with a concentration in HR management, in May 2009.

**What have you enjoyed most about being a student of the Beebe Institute?**

The thorough, well-rounded instruction in the foundations of HR best practices and the opportunity to interact with students from a variety of backgrounds and perspectives. I have so enjoyed and appreciated the diversity of the student body as it really has broadened my way of thinking.

**How do you feel about receiving the Michael Jay Jedel Award?**

Being selected by the HR Executive Round Table was a tremendous honor and inspiration to live up to the spirit of this award. I am very grateful to Michael Jay Jedel for serving as the inspiration for his colleagues to establish a scholarship in his honor. Those who endow scholarships are engaging in an unselfish gesture of investing in the future and supporting the success of others. Those of us who have benefited from this and other awards like it have been able to do so only because someone took the initiative to establish them. For that we are very grateful.

**How have your classes impacted your professional development & goals? Have you been able to significantly grow your network since becoming a Beebe Institute student?**

The classes foster teamwork and leveraging diversity to come up with innovative solutions. My HR concentration course work was excellent preparation for the PHR certification exam, which I completed in December. The classes I have taken have provided the opportunity to network and share contact information with over 250 classmates. That has significantly expanded my professional network, and I have already found that helpful. I have enjoyed learning from all of my professors and fellow classmates, but I have great admiration and appreciation for Deborah Butler, Lucy McClurg, and Kay Bunch who have all, on more than one occasion gone above the call of duty to offer advice and assistance. I am very thankful to have had the privilege of learning from and getting to know them.

Aaron Lee is a graduate student at Georgia State University. He will graduate with a MS Degree in Human Resource Management this December and expects to finish his MBA spring semester 2010.

**What interested you in attending Georgia State?**

I wanted to find a graduate school program that was respected for its academics, provided convenient scheduling to fit the needs of a working professional, and offered numerous networking opportunities. Georgia State has exceeded my expectations in each of these areas.

**What kind of preparation was involved in applying for the scholarship? What was your reaction to learning you would receive it?**

I have actually been fortunate enough to receive two separate scholarships during my time in the Beebe Institute. In 2008, I was awarded the William T. Rutherford scholarship. At the 2009 Awards Banquet, I was recognized for receipt of the AEPA Scholarship. The good thing about applying for both the Rutherford scholarship and the AEPA scholarship was that the most difficult work had already been completed. The award committee seemed to heavily value academic achievement and dedication to the human resources field, which is something that I had established prior to learning about the scholarship opportunity. All I had to do was effectively convey my commitment to HR to the scholarship selection committee. It always feels good to be recognized in an area in which I have devoted so much time and energy.

**How have your classes impacted your professional development & goals?**

My classes have had a huge impact on my professional development. I feel that I am getting the best of both worlds with my MS/MBA. My human resource courses are providing me with specialized knowledge in areas where I have limited work experience (i.e., Employee Relations, Compensation), while my Business courses have increased my knowledge of business functions outside of the Human Resources arena. I feel that this will be beneficial in my career, as I will be able to better align Human Resources issues with the overall financial and strategic goals of an organization. I have had the pleasure of learning alongside HR professionals at every level, from HR Assistants to Regional Managers, and have been able to consult them with problems that arise in my own place of employment. It is really helpful to be able to communicate with other HR practitioners at different companies throughout Atlanta and see how tough problems are being tackled.
The SHRM Annual Conference is the world’s largest HR conference and was loaded with educational, networking, and social opportunities. With HR professionals trying to come to terms with the shaky business climate, most of the conference sessions had a direct tie to the economy which armed many of us with more tools and strategies relevant to today’s times. The opening session with Jack Welch, the legendary chairman and CEO of GE, was especially enlightening. Mr. Welch focused on communication between HR and the organization in helping to build trust during this recession. In addition to the conference’s educational sessions, SHRM conference planners recognized the importance of networking. Networking opportunities were made available to attendees in many venues throughout the conference, most notably was the SHRM Exposition Grand Opening and Reception held on Sunday night. As if the conference sessions and the numerous networking opportunities weren’t enough fun, the city of New Orleans added more excitement! The city has been rebuilt since Katrina hit in 2005. Bourbon Street was alive and filled with locals and tourists. The music was blaring and the shopping was abundant and eclectic. And let’s not forget, Café Du Monde’s famous powdered beignets.

Tricia Laws and Jennifer Mayfield attended the SHRM 61st Annual Conference in New Orleans. Tricia is the GSU SHRM Chapter VP of Graduate and Alumni Relations, and Jennifer is Chapter President. Tricia is looking forward to attending the SHRM 62nd Annual Conference in San Diego!
Jose Verajano is a Managerial Sciences/Human Resources Management Alumni from Georgia State University. He is pursuing an MBA at Clayton State University, where he also serves as the Chairman of the MBA Student Advisory Board. Jose plans to graduate in the Spring of 2010 and is looking to return to GSU to obtain a PhD.

Jose is currently employed as a Regional Recruiter for the 2010 Decennial U.S. Census at the US Department of Commerce: Bureau of the Census. In his role as the Regional Recruiter, he oversees the recruiting process in 57 Local Census Offices for the Atlanta Region which includes the states of Georgia, Florida, and Alabama. The 2010 Decennial Census will bring thousands of jobs to our region. This means a lot of work for Jose’s recruiting department. Jose enjoys working for the Census Bureau and says “I thank God every day for the opportunity to be part of this mega project as well as for the knowledge I acquired in human resources management, (hiring practices, recruiting, employee retention, etc.), through my studies at GSU that have certainly proven to be most valuable during my career with the Census Bureau. “

Since earning her MBA in HRM at Beebe, Anu Kothari has been National Recruitment Specialist at Larson-Juhl US LLC, a USA Berkshire Hathaway Company. She is responsible for non-exempt and exempt recruitment efforts in 29 locations across the United States and Canada, including a 70+ person call center.

Prior to that role she was Larson-Juhl's HR Representative for three years.

Jeremy Bennett was accepted into the Sociology Department’s PhD. Program. He will begin his studies at GSU this fall.

Tom Allen is now the Corporate Director of Career Services for the Education Corporation of America.

Michelle Demain is now a Human Capital Generalist at Promethean.
Dream Job!

GSU student Tokea Childs landed her dream job for the summer... an internship with Booz Allen at their McLean, Virginia headquarters. In the Learning and Development Division, Tokea worked on a new “on-boarding” initiative that will be rolled out to all 20,000 employees. Congratulations Tokea!

Internship

Amy Reinmeyer interned this summer with Euro RSOG Impact in Norcross, where she worked under GSU Alum Sonali Das. Amy primarily recruited interns for Euro’s class for credit program. She spent most days posting internships on career pages, reviewing resumes, prescreening candidates, and taking part in the interview process. Amy said “This was great hands on experience and taught me a lot about interviewing.” Amy also did a special project on updating job descriptions. She really enjoyed that project, because she had spent a fair amount of time talking about job descriptions in one of her courses at GSU.

Want to be in our next newsletter?

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 students! We would like to hear from you too! Have you recently taken an internship in HR, received a scholarship or impressive award, or simply just have some good news? LET US KNOW. Please e-mail the Beebe Institute at the address listed above and add a picture of yourself!
The GSU Human Resources Executive Roundtable is a membership group of top Human Resource executives from major Atlanta companies. Membership is by invitation. The overriding purpose of the Roundtable is to enhance the effectiveness of members in achieving their organizational goals.

The HR Roundtable provides high quality programs aimed at the concerns of corporate HR executives. These programs are strategic in focus, and the topics are chosen as a result of membership surveys. The meetings are led either by carefully chosen experts, or roundtable discussion topics driven by questions from the members. Because the membership is small, members are better able to effectively network with other executives across industries. Membership is intentionally limited to around twenty-five member companies so that the smaller meetings can allow for a thoughtful discussion of the topics.

Fall 2009 Courses

MGS 8300  Intro to HRM
MGS 8320  Legal Issues in HR
MGS 8390  Strategic Compensation
MGS 8395  Field Research in HR
MGS 8420  Enhancing Leadership Skills
MGS 8425  Coaching for Leadership

MGS 8430  Negotiation
MGS 8450  Organizational Development & Change
MGS 8428  Corporate Governance
MGS 8730  Project Management
MGS 8760  Quality Management
MGS 8040  Data Mining
BEEBE FACULTY ACCOMPLISHMENTS & RECOGNITION

Congratulations to Dr. Deborah Butler for her promotion to Clinical Associate Professor. Dr. Butler’s teaching focus has been organizational behavior, organizational theory, organizational change, and coaching for leadership. She has directed two of the six executive roundtables in the J. Mack Robinson College of Business, and she participated in the founding and development of the Society of Entrepreneurs Roundtable in 1998, serving as director until 2008. In 2003, Dr. Butler became director of the HR Executive Roundtable, a group of top Human Resource executives from major Atlanta companies.

Internationally, Dr. Marta Szabo White has lectured at The RONALD H. BROWN INSTITUTE for SUB-SAHARAN AFRICA and the UNIVERSITIÉ PANTHÉON-SORBONNE. She is the recipient of several teaching awards, including the 2004 Outstanding Teacher at Georgia State University, the 1999 and 2003 J. Mack Robinson College of Business Faculty Recognition Award for Outstanding Teaching, the 2002 Board of Advisors Teaching Excellence Award, the 2002 International Education Excellence Award, the 2005 Master Teacher Certificate Award and the nomination for the 2008 J. Mack Robinson College of Business Faculty Recognition Award for Outstanding Teaching.

In addition to striving for excellence and innovation in the practice of teaching, many of her contributions to the scholarship of teaching stem from her collaborations with the Duke CIBER, which have resulted in the publication of several Cross-Cultural Negotiation Simulations; the implementation of the ALBION in China simulation in Singapore, detailed in a 2004 Special Issue of Global Business Languages; and more recently, her role as ICE Teaching Consortium Advisor, the dissemination of CultureActive [pioneered by Richard Lewis] and ICE [initiated by Duke], both cross-cultural assessment tools grounded in the LMR [Linear-active, Multi-active, and Reactive] framework. Other research interests include strategy/structure/performance linkages.

Dr. White is the Program Director for both the Study Abroad in Transition Economies [China/Russia/South Africa] and for the Business Mediterranean Style: Study Abroad in Greece & Turkey Program. She is also the Director of the Robinson Honors Program and the Director of Robinson Business Learning Community. Marta has been at RCB since 1996.
Ethics in the workplace: from honesty to deviance

According to research, a manager may inadvertently help turn an otherwise honest employee into a deviant one. Likewise, there are specific actions managers can take in order to promote ethical behavior in the workplace.

What exactly is considered as deviant behavior? A deviant employee may engage in any one of four types of deviance:

**Production deviance:** violating quality and quantity standards that guide product consistency.

**Political deviance:** engaging in social interaction that puts other individuals at a disadvantage.

**Property deviance:** acquiring or damaging the property of an organization without authorization.

**Personal aggression:** behaving in a hostile manner toward other individuals.

As can be imagined from the above definitions, the effects of deviance in the workplace can be disastrous. They include:

- Lack of product consistency
- Higher production costs
- Loss of inventory control
- Inconsistent service quality
- Inconsistent pricing
- Loss of inventory control
- Poor service reputation
- Lack of repeat business

Here are six ways a manager can inadvertently help turn an otherwise honest employee into a deviant one:

**Compensation/Reward Structure:** creating competition for rewards may cause employees to look out for their own interests and to use any means necessary to get ahead; having employees’ compensation depend upon commissions or gratuities may trigger deviant acts which the employee rationalizes as needed to meet sales quotas and customer satisfaction.

**Social Pressure to Conform:** workplace deviance may occur when managers engage in, or tolerate deviant behavior, and/or when they create an organizational climate that allows employees to put undue pressure on newcomers to conform to group norms.

**Negative and Untrusting Attitudes:** untrusting managers who expect the worst from employees and believe they must closely monitor them in order to avoid deviant behavior may actually prompt employees to retaliate in a devious manner when they would otherwise be honest.

**Ambiguity about Job Performance:** a lack of clear guidelines and expectations about their role may lead employees to engage in deviant behavior, especially when they are in roles which bridge the gap between an organization and its customers (e.g., sales, accounting, consulting, etc.). In such roles, employees may not know how far they should go to satisfy their customers’ needs or what to do when customers’ needs conflict with management’s roles and expectations.

**Unfair Treatment:** when employees perceive managers’ rules or treatment to be unfair, they are likely to break them and engage in various forms of deviance in an effort to restore the balance or get even.

**Violating Employee Trust:** deviant acts tend to be the most severe when employees feel their trust has been violated. Some of the worst cases occur when managers severely reprimand employees in front of their customers or peers; the negative reaction to broken trust is more extreme with employees who believe they have a positive, trusting relationship with their manager than with those who do not.
How managers can reduce workplace deviance:

- Model ethical behavior; do not ignore deviant employee behavior; take a firm stance against deviant behavior.
- Explain organizational goals and help employees understand how hurting the organization in any way will negatively affect them down the line; make employees aware of the costs associated with production and property deviance.
- Involve employees in formally defining theft as a way to clarify boundaries between suitable and unsuitable behavior.
- Foster relationships based upon mutual respect and trust through the establishment of a relational psychological contract. Such a contract involves personal and long-term commitments and will influence employees’ attitudes and behaviors: they will promote high levels of involvement and commitment by employees.
- According to a large study, the best way to curb deviant behavior is through better communication, open dialogue, and serious commitment by management to address workplace deviance.
- Beware of using coercive strategies and monitoring systems which indicate low levels of trust and can have a counterproductive effect on efficiency. Instead, empower employees with decision-making authority.
- Empower employees to reward their customers through legitimate means (e.g. discounts, and free samples) as a way to eliminate the need for servicing the customer in a way that violates management rules.
- Earn your employees’ trust very early in the relationship and —research shows— you are likely to retain it.
- Have explicit discussions about reciprocal obligations with employees and explain decisions that will affect them as ways to reduce the incidence of perceived trust violations.
- Foster feelings of belonging and loyalty among employees in order to promote ethical conduct; also demonstrate a caring attitude toward employees.
- Set up compensation and discipline systems in a way that rewards appropriate and punishes inappropriate behavior. Make sure the allocation of rewards and punishments and the methods for determining them are fair.
- Set employee goals that are measurable and attainable and include employee input. Long-term goals are less likely to encourage deviancy than are short-term goals.
- Evaluate performance through a system that solicits ratings from the employee and others and whose standards are applied consistently across employees. Make sure that questionable acts of “star” performers are not overseen, that is, do not just reward the end results without regard for the means used to achieve them. Give rewards based on performance ratings.
- Use team-based rewards to help reinforce and reward ethical behavior. Rotate employees in teams to avoid the formation of subcultures that support deviant behavior.
- Communicate ethical conduct and disciplinary policies clearly and explicitly. Use punishment fairly, timely, and consistently; punishments must match the seriousness of the offense committed and similar behaviors must be punished similarly.

Managers play a critical role in helping prevent deviant behavior and encourage ethical behavior in the workplace. By paying attention to the six areas likely to trigger deviance and following the recommendations given above, managers can have an impact on their organization’s ethical landscape.

About the author: Angela Vela is a Beebe graduate. She is currently attending GSU Law School where she is studying human resources law.
STAND UP FOR KIDS

GSU has a new student chapter on campus - StandUp For Kids. The mission of SUFK is to help homeless kids improve their lives. The main thrust for 2009-10 will be the initiation of the “Don’t Run Away” program with local schools. This is part of a national SUFK program that has already been implemented in a few cities around the country. The chapter’s five initial members met this summer to develop a game plan for fall recruitment. Dr. Ken Levine will serve as the faculty advisor. For more info or to join contact Dr. Levine at mgtkcl@langate.gsu.edu.

From right to left: Chizara Ahuama-Jonas, LaShaun Hammond, Ken Levine, and Jessica Johnson

Summer 2009 Graduates

MBA
Sarah Park

MS
Sheena Virji

Congratulations Graduates!

We want to hear from you!

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

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