



October 2002

Welcome to the first edition of the W.T. Beebe newsletter! Written by the students of the W.T. Beebe Institute of Personnel and Employment Relations, part of the Robinson College of Business at Georgia State University, this newsletter is sent to friends and well-wishers of the Institute. Along with providing information on Beebe events, it provides interesting reading for HR professionals and students alike.

About Beebe:

The Beebe Institute, formerly the Institute of Industrial Relations, was established in late 1987 in the Robinson College of Business at Georgia State University. It was named after W.T. "Tom" Beebe, former chairman and chief executive office (CEO) of Delta Airlines. The term "Employment Relations" is included in the title to convey that the Institute is dedicated to teaching and research in all aspects of the employment relationship in both union and non-union settings. While the term "Personnel" is included to convey that particular emphasis is given to the contemporary practice of personnel (human resource) management.

The Institute offers both a master's and doctoral degree in Human Resource Management. It is one of the few free standing academic units in an American University dedicated to the study of personnel/human resource management. Most other institutions continue to have an industrial relations orientation and personnel or human resource is generally taught as only one of several sub-fields in a department of management.

Focus on Student Activities:

Three Student Research projects by Beebe graduate students were presented at the Southern Industrial Relations and Human Resources Conference (SIRHRC) in Charlotte on October 4-5, 2002. SIRHRC is a consortium of university, government, labor union, and corporate professionals who meet annually to present research findings and to discuss developments in the field. The three Beebe student projects were blind reviewed and competed against other submissions from government research groups and college professors for acceptance into the program. The acceptance of all three papers was quite an

accomplishment. Jennifer Crevis and Patricia Kellner, "Using Six Sigma to Address an HR Problem." With the assistance of Kevin Cruse, corporate adviser, and Kim Bankston, GE Power Systems Six Sigma expert, students adapted the six sigma quality system to improve the Graduate Placement Office at GSU. The students used benchmarking and statistical analysis to diagnose deficiencies and to implement permanent quality tracking and control.

Lori Green's paper, "Diagnosing a Job Design Problem," reported research on "disconnects" in job expectations in the customer service job of a local firm. Survey questionnaires of all constituents and customer service workers were used to identify problem areas. Interviews and documentation were also used to enable the researchers to focus on differences in expected and actual duties so that a better job design could be implemented.

Preyasi Vakil, along with Lisa Moore and Nancy Vepraskas of Atlantic Envelope Company, designed a "Behaviorally-Anchored Competency Model" for the company. This paper generated a great deal of interest from other conference attendees. As Kim LaFavor of Saturn Corporation commented, "This is an impressive product and I wish we had this at Saturn. We could use it for orientation, performance appraisal, compensation, and employee development." The authors worked with subject-matter experts to identify specific behaviors expected of skilled workers at different levels of performance. The resultant skills matrix was then used to create a performance appraisal system, orientation program, training program, and is now being expanded to the compensation area. The papers resulted from the "HR Field Research" course in the HR graduate program at Georgia State University. Conference participants complimented Beebe students on their professionalism in their presentation and the sophistication of their research. These student research papers will be published in the Conference's Proceedings. Way to go!

Focus On Increasing Enrollments:

Beebe Enrollments Up Dramatically. HRM graduate course enrollments rose over 70% last year. The increase in enrollment seems to be related to several factors. First, the Negotiation (HRM 8210) course taught by Dr. Edward Miles and Dr. Ebb Oakley, has seen a surge in popularity from students in all majors within the College of Business and across the university. A second section of the course was added and both sections filled up very quickly. The excellent work of Drs. Oakley and Miles has undoubtedly contributed to the upswing in Beebe credit hours. Second, more MBA students are finding the HRM courses relevant and are taking them as electives. The "Legal and Ethical Environment of HR" (HRM 8230) and "Strategic HRM" (HRM 8990), both taught by Dr. Kay Bunch, are especially popular with MBA students, and word-of-mouth advertising has made students much more interested in them. Third, the Institute is much more actively marketing these courses to all majors and building awareness of the content of the courses.

Scholarship Winners (2001 – 2002):

- Damiko Dickson
- Patricia Kellner
- Rhonda Bernard
- Todd Winkleman
- Lori Green

Farewell to Vida Scarpello:

The Beebe Institute recently said farewell to one of its most committed supporters. On July 1, 2002, Vida Scarpello took off on a well-deserved retirement. Vida has made a very distinctive contribution to Georgia State University and to the Beebe Institute. She joined Georgia State in 1992. During her 10 years at Georgia State, Vida was Doctoral Chair from 1996 to 2002. She was also a member of the Post Tenure Review Committee (1995), and several search committees.



At the national level, Vida played a very active role in the Academy of Management. She served as Human Resources Division Chair (1995-1996) and Division Program Chair (1994). In 1997, she was Chair of The Officer Elections Committee. Vida also served as President of Southern Management Association from November, 1998 to November, 1999. Vida has also been actively involved with the National Science Foundation. She has served on the research proposal review panel of the National Science Foundation, Innovation and Technology Program (2000, 2001) and the Software Engineering Research Center as Evaluator (1990- 2002).

Vida received her Ph.D. from the University of Minnesota and has published widely in the area of compensation. Her work appears in journals such as Journal of Applied Psychology, Journal of Organizational Behavior, Group and Organization Management, Journal of Management Compensation and Benefits Management, Educational and Psychological Measurement. Vida is also co-author of one of the most extensively used compensation textbooks.

Vida's commitment to Human Resource Management education has been unquestionable. She took great pride in producing strong professionals in the field, always lamenting over poorly trained professionals she had encountered. Students remember Vida fondly and with awe, for the very high standards she set for them, her high ethics, her many challenging questions, and her breadth of knowledge in the field.

At Georgia State, Vida helped to build a strong doctoral program that rivaled the best schools in the country. A comment from one of her recent students,

Veronica Wan-Huggins is reflective of the high regard held for Vida by her students,

“As a professor, Vida took the task of being a mentor to her students to heart. Over the years, she spent countless hours providing guidance in one form or another to her graduate and undergraduate students, alike. As long as a student showed interest, Vida was willing to spend time and impart valuable advice. As one of her students, I always felt that Vida was very generous with her time and the feedback she provided was always very constructive. I very much believe that Vida's tutelage was a vital part of my education at GSU.”

At a recent dinner in her honor, her colleague and friend, Lynn Shore referred to her as a “mensch.” This Yiddish word means “a person of integrity and honor.” This is so succinct a description! Vida, you will be missed dearly.

How to Change Your Attitude Today!

Sure, it's easy to say, "Change your attitude and you'll change your life," ...After all, if changing one's attitude was easy why don't more people do it? Especially if it means they could be happier, more joyful, and much more successful! Is it time for you to change your attitude? If so, here are a few tips to get you started....

- *Think like you want to be*

It's tough to be happy, joyful, successful, etc. if you don't think that you are a happy, joyful, and successful person. Think it first, and then do it!

- *Smile*

There's no arguing with this one -- research has shown that smiling has both psychological and physiological effects. So, put a smile on your face and you'll be on your way to a change in attitude!

- *Immerse yourself*

Read books, articles, magazines that help you understand and adopt the new attitude. Watch films or listen to music that inspires you and encourages you to change.

- *Change your actions*

It's hard to change your attitude if you keep doing the same old stuff the same old way. Do things differently to start thinking differently.

- *Change your environment*

Make your environment reflect the attitude you wish to have. Create the physical space that makes you eager to change.

- *Follow the leader*

Find someone who already has the attitude you wish to have. Follow their lead, learn from their example.

- *Help others (and help yourself)*

One of the fastest ways to change your attitude is to take the focus off yourself and to help others in need.

- *Get a little help from your friends*

Let everyone know what you're doing and enlist their support to help you change and give you ideas. The more you feel like you're part of a group effort, the more likely you are to be successful.

- *Get a pro*

If the change you desire to make is a big one or is extremely radical, consider getting the help of a mentor, counselor, or coach. These professionals can reduce the time & frustration involved as well as provide you with many new ideas to help you grow.

- *Be patient*

Recognize that most changes occur slowly, over an extended period of time. If you don't get immediate results, don't be surprised and DON'T QUIT! Keep working, it'll come. (**Jim M. Allen**)

10 Reasons why you should choose Beebe:

- ☺ *Distinguished faculty.*
- ☺ *A multi-disciplinary program that combines the insights and perspectives of several fields, such as management, economics, psychology and law.*
- ☺ *Coursework on all aspects of the employment relationship in union and non-union settings, with emphasis on the contemporary practice of human resource management.*
- ☺ *A blend of theory and practice of employment relations throughout coursework and research.*
- ☺ *Close faculty/student interaction.*
- ☺ *Generous financial aid.*
- ☺ *Excellent Placement record of graduates.*
- ☺ *Location in the heart of Atlanta, the Southeast's leading business and cultural center.*
- ☺ *Night classes to accommodate working students.*
- ☺ *Full accreditation by the American Assembly of Collegiate schools of Business.*

Human Resource Management is an exciting field that offers numerous opportunities for rapid career growth. Today's HR Professionals play challenging key roles in organizations as they plan and implement strategies for recruitment, training, development, evaluating and motivating human resources. HR Professionals are actively involved in managing change in the workplace necessitated by an increasingly competitive global economy.

Spring 2003 Schedule

HRM 8150	Introduction to HRM	M 7:15	Bunch
HRM 8210	Negotiation	Tu 7:15	Miles
HRM 8210	Negotiation	Th 7:15	Oakley
HRM 8230	Legal HR	W 7:15	Bunch
HRM 8430	Selection	Tu 4:30	Wan-Huggins

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 or suggestions about the Beebe Newsletter, available online at www.robinson.gsu.edu/beebe/newsletter, or for more information about our programs, please email the Faculty Advisor at mgtlnm@langate.gsu.edu. You can also visit the Beebe Institute website at www.cba.gsu.edu/beebe, or write to:

W. T. Beebe Institute of Personnel and Employment Relations
Robinson College of Business
MSC 4A-1049
Atlanta, GA 30303

To add or remove yourself from our mailing list, please reply to beebenewsletter@langate.gsu.edu.