Last semester, students in Management 3400 were able to take a class project to a higher level. Dr. Butler’s MGS 3400 class is charged with the task of working with nonprofits in Atlanta. Students have flexibility in how they decide to work with organizations, work with teams in class and set goals for the semester.

One of the teams was recently interviewed about the project. They discussed how they arrived at the decision to work with the Red Cross. “We originally decided to work with a different organization, but they were unavailable so we chose the Red Cross. As we learned about them we were surprised to find out all that they do for people in the community.” The team was able to partner with Buckhead Saloon and hosted a fundraiser on October 15th. Buckhead Saloon agreed to host the event for free in exchange for advertising as well as match donations raised at the event. The event had a live band, DJ and games available for attendees, in addition to drink and food specials.

Leading up to the event, team members invited friends, colleagues and classmates. They presented the event in other classes and passed out fliers around Georgia State. Through the team’s promotional efforts over 2000 people were invited. The team invested their own funds to get certain items for the event.

Altogether the team was able to raise $1035 for the Red Cross. Team members did not know each other prior to working on the event together, but in the end they all agreed, “We were lucky to be in a team where everyone took their responsibility seriously...this is definitely the best group we think we have all been in.”

Team members also felt that this project changed their perspective about fundraising and nonprofit organizations. “We have become aware of people raising money on the streets from this experience. If you make an event fun, unique, and work with a reputable charity it is easy to raise money. If you are going to go out anyway, why not make it for a good cause.” Overall the team was the most proud of their ability to put on one large event that was memorable, “People are already asking us when we are having the next one.”
IN FOCUS: STUDENT NEWS

Atlanta Engineering Personnel Association Scholarship

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 Michele Modori. Congratulations on your award Michele!

Michele Medori

Students on the move…

This summer, Megan Jackson-Cheatham, a current GSU student, was able to participate in an amazing opportunity with IBM. She served as a Southeastern Regional Software Sales intern. Megan was able to attend many client meetings and interact with global business partners based in North Carolina, Georgia, Tennessee, & Northern Florida. Megan’s projects included working on a social media project where she looked for ways that IBM could reach out to their Business Partners to better meet their needs through websites such as Facebook and Twitter. She also helped IBMers clean up and improve the system they use to keep track of their potential clients. One of Megan’s highlights was when she had lunch with one of the highest ranking IBM executives in the state of Georgia, Curtis Tearte. “This lunch was particularly special to me because unlike other meetings, this was with a much smaller group of people which allowed Mr. Tearte to individually interact with all of the interns at the table. This luncheon with Mr. Tearte showed me that it is not only important to understand the role that somebody plays in their organization but it can also be beneficial to understand them on a more personal level,” said Jackson-Cheatham.

Megan’s highlights was when she had lunch with one of the highest ranking IBM executives in the state of Georgia, Curtis Tearte. “This lunch was particularly special to me because unlike other meetings, this was with a much smaller group of people which allowed Mr. Tearte to individually interact with all of the interns at the table. This luncheon with Mr. Tearte showed me that it is not only important to understand the role that somebody plays in their organization but it can also be beneficial to understand them on a more personal level,” said Jackson-Cheatham.

Megan also recently started a job as a part-time Administrative Assistance with McCurdy & Candler. After graduation Megan plans to pursue her Master’s in Public Administration. Congratulations Megan on a great summer internship and new job!
Polish MBA Students Visit GSU and Atlanta Landmarks

Management professor, Dr. Butler frequently travels to Poznan, Poland to instruct. Over the summer, a group of Polish MBA students visited the US to witness firsthand how American businesses operate. The students were able to visit several companies including Coca-Cola, AT&T and CNN. Beebe staff asked these students to share some of the high points of their visit.

Please list all of the companies that you visited while you were in Atlanta.

“Firstly we met with Executive from CNN/Turner. Next day we had fantastic presentation with AT&T Development and Marketing Executives. Last day we visited Coke Company and had interesting presentation and panel discussion about the company worldwide.”

What did you enjoy on your company visits?

“I found the most interesting visit to CNN - the company plays very responsible role being international and well known information television. In my opinion the trust is the most important value the company has to take care of - people around the world believe in information provided. From that point of view reporters become the key employee group, who builds that trust every day and has power to destroy it in one moment. All that is a big challenge for HR department and its Manager, we have spoken to – how to find, train and keep the best people for the job.”

“For me the most interesting was visit in AT&T because of the way of presentation was prepared and presented us. I noticed amazing energy that was visible during presentation, managers were fully engaged, strongly believed in their company mission. Many time they mentioned about team work and its influence on synergy effect. I was excited to see the Polish flag at Coke!”

What did you think you learned from your company visits?

“My observation is that companies in Poland are very alike those we have visited and we are all living globally. All differences between countries in western civilization are conventional”.

“Opened my eyes on your openness and urge to succeed.”

Is there anything that you learned while you were in the US that you use in your work now? “The visit to US gave me understanding that people are more causative that they think and many things can be managed despite fear or unwillingness of others.”

“I’m R&D manager and during our meeting in AT&T has been discussed in detail procedure for product development. For me it was the coolest moment in the midst of all the meetings.”

“Positive attitude, loyal employees, energetic managers - major elements leading to success.”

Of all the places you visited in the US, what was your favorite place? “As a place to work and live in I think Atlanta was my favorite, it is nice to be surrounded by people with the same values in life. Additionally it is geographically great located and has plenty recreation places.”

If you could come back to the states to visit, what would you like to do that you did not get to do on your last visit?

“Probably I would like to come back to Atlanta and make friends with American MBA Students, share the experience. Afterwards I would like to visit West Coast, compare it both to Europe and East Coast.”
IN FOCUS: STUDENT NEWS

Summer & Fall 2010 Graduates

MBA
Ivy Horn-Scott
Melissa Polan
Ross Shoemaker

MS
Tricia Law
Amanda Kautzer
Rachel Watters

Congratulations Graduates!

Congratulations to Vincent Lafitte and Stacey Reeve for passing the PHR exam!

BEEBE BABY

Congratulations!

Recent Beebe graduate, Melissa Polan and her husband welcomed a baby boy, Preston Lawrence on New Year’s Day! Baby Preston and the family are doing great! Congratulations!

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!
Beth Johnston, a Beebe alumna, former GSU instructor and member of RCB’s Advisory Board, is taking on exciting challenges at the international level. Beth recently took a position with Qatar Airways Group as the Executive Vice President of Human Resources. Her new position also allowed her to relocate and make a new home in Qatar.

Within her company, there are employees from 145 different nations. This diversity represents how truly international her experience is at her new company.

Prior to working with the Qatar Airways Group, Beth worked with Delta Air Lines in Atlanta. Upon her retirement from Delta, Beth was Senior Vice President of Human Resources.

Beth is pictured (top right) with the marina and the city of Doha in the far background. Below (bottom right) is a picture of the marina and the city at night. Congratulations Beth! Best wishes with your new international home and exiting new job abroad!

Beebe alumni, Shane Mixon (pictured right) decided to do his part for cancer awareness and raise money for the Prostate Cancer Foundation. During the month of November, he grew out a mustache and collected donations for the organization. Through his efforts he was able to raise $1450! Way to go Shane!
Alumni on the move…

- Sarah Lim was recently promoted to Compensation Coordinator at her current company, National Vision. In her new role she will work with another Beebe alumni, Jennifer Husson.
- Angie Hartley is now an HR generalist with Ventyx.
- Richard J Buning began a Doctoral Program at University of Florida.
- Lara Joseph is working at Time, Inc. and plans to begin work on her MBA in the fall at GSU.
- Josh Hartley has spent the last four years in the Marine Corps and recently finished his tour as a company commander. He spent the last seven months in Afghanistan and is glad to be reconnecting with the Beebe and GSU community.
- Jane Barrett was recently hired as a Recruiting and Selection Coordinator in the HR Department at AMEC.
- Ross Shoemaker, MBA began a position as a Corporate Recruiter at Great Expressions Dental Centers.
- Jennifer Dunbar entered a new role as an Implementation Specialist at Navicure.
- Shayala Dave is serving as a Cardiac Center Volunteer at Grady Memorial Hospital.
- Jeremy Bennett recently began instructing at Southern New Hampshire University.
- Courtney Masters is working as a Recruiting Director at Meditology Services.
- Fatima Goines works for the State of Georgia as a Senior HR Generalist/HR Liaison.
- Carlton Burroughs is now the Managing Director at MyHRVP.com and was recently published in Savoy magazine.
- Bradley Hall was recently hired in the Sales and Marketing Department at Source Care Management.
- Leah Hunt works for the U.S. Department of Justice as a Legal Assistant.
SHRM

SHRM at GSU started the Spring semester off on a great foot with three speakers visiting campus. They discussed the benefits of joining SHRM Atlanta. Students were excited to learn that SHRM-Atlanta will serve as 2012 SHRM Volunteer Host Committee for SHRM's 2012 Conference to be held June 24-27, 2012 at the Georgia World Congress Center. Over 18,000 attendees are expected to attend from around the world. The guest speakers each have exceptional professional experience and are excited about the upcoming year with SRHM Atlanta! Below is some information about the visiting speakers:

Mary Lynn Miller joined SHRM-Atlanta as Executive Director in December, 2006. Miller is a Certified Association Executive (CAE) who started her association management career in 1981. Since coming to SHRM-Atlanta, Miller has worked with volunteer Board and leadership, and the staff team, to achieve significant innovation and results. SHRM-Atlanta has grown 40% since 2006 and has achieved 22% improvement in member satisfaction ratings as measured by membership surveys. During Miller’s tenure, SHRM-Atlanta has launched a quarterly print magazine, monthly electronic magazine, webinar offerings, and a revamped sponsorship program. Miller has an MBA from Mercer, BS from Brenau, and completed the Institute for Organizational Management by the US Chamber of Commerce.

Katy Colvin has been a member of SHRM National and various chapters throughout the country since her career began in Human Resources in 2002. She currently holds the position of SHRM Atlanta Student Membership Chair. In addition to her work with SHRM, Katy serves as Sr. HR Business Partner at Manhattan Associates in Atlanta. Katy earned her bachelor's degree from Indiana University and her Human Resources Management Certificate from the University of California San Diego.

Gabrielle Nicolini joined SHRM-Atlanta in May of 2010 as the Membership Marketing Manager. Though she’s recently joined the SHRM-Atlanta team, she has been working for Meeting Expectations since August 2006. Gabrielle is responsible for regular and corporate membership marketing and renewals. She also supports the Membership committees. Gabrielle graduated from Clemson University with a Bachelor of Arts degree in History.

Congratulations to SRHM's Chapter Officers: Rachel Watters, Immediate Past President; Vincent Lafitte, President; Bonnie Kincaid, Vice President.

For more information about SHRM at Georgia State University please contact Dr. Kay Bunch, faculty adviser, at kbunch@gsu.edu.
Counterproductive Work Behavior: Can it Sometimes Be Good to be Bad?

Counterproductive behavior in the workplace is a problem frequently encountered in the workplace. Typically this behavior is viewed as troubling and bad for business, but could being bad at work sometimes be good? Recent research indicated that there is much more to be learned when employees exhibit bad behavior.

In Focus: Research

Mindy Krischer (University of Houston), Lisa Penney (University of Houston), and Emily Hunter (Baylor University) collaborated on a study recently published in the Journal of Occupational Health Psychology, which was reviewed by Stuart D. Sidle in The Academy of Management Perspectives. New research indicates that some types of counterproductive behaviors at work may be beneficial to organizations. Employees also may benefit from these types of behaviors, particularly if they feel injustices are occurring in the workplace.

The research team concentrated on two types of counterproductive work:
1. **Withdrawal** - examples include taking excessive breaks, arriving late or leaving early from work.
2. **Production Deviance** - Intentionally doing tasks slowly or incorrectly.

Researchers were interested in whether these two types of behaviors helped employees cope with feelings of being overworked, or emotionally exhausted. These feelings were often found to derive from employees sensing unjust practices in the workplace. Commonly known workplace stress spawns from a perceived lack of organizational justice. Employees who feel this often suffer from emotional exhaustion at work.

The research team identified two forms of organizational justice in the workplace:
1. **Distributive Justice** – Perceived fairness of reward allocations such as pay raises, bonuses, promotions, and office assignments.
2. **Procedural Justice** – Perceived fairness of the process by which decisions are made, such as how leaders go about choosing who lands the plum job, who completes the performance evaluation, or who gets the corner office.

The research team surveyed 295 employees in various positions, across the United States. Survey questions focused on counterproductive work behaviors and if they indeed served as coping mechanisms. Questions also assessed perceptions of workplace justice, the frequency in which employees engaged in counterproductive work behaviors, and their level of emotional exhaustion. Results from the survey indicated that employees who engaged in withdrawal behaviors when they felt they were exposed to organizational injustice suffered from less emotional exhaustion that those who did not engage in these behaviors. The research team argued that withdrawal behaviors help employees cope with unjust work situations and allow for emotional escape.

Production deviance also appeared to help employees better manage emotional exhaustion, particularly when they were faced with distributive injustice. Employees feel that slowing down productivity or incorrectly performing tasks made them feel as though they were “evening the score” when things were unfairly distributed. However, this did not appear to help as much with employees dealing with procedural injustice.

Managers can benefit from this study by gaining an understanding of why employees engage in these counterproductive work behaviors. Alternatives can be developed by management in the workplace to help mitigate employee unrest by implementing complaint procedures, instituting more breaks, or encouraging exercise and other stress management activities. The researchers feel the findings raise an interesting paradox. Ultimately counterproductive behaviors must be dealt with in the workplace, but attempting to rid them without creating positive alternatives can cause repercussions from employees. Counterproductive work behavior is an indicator of issues in the workplace that need to be addressed and managers who understand this concept will reap the benefits.

A summary of this research article, “Counterproductive Work Behavior: Can It Sometimes Be Good to Be Bad?” by Stuart D. Sidle appeared in Volume 24, Number 3, pages 101-103, of the August 2010 issue of Academy of Management Perspectives.
Bruce Kaufman, retired GSU professor of economics and senior Beebe associate, recently delivered the keynote address at the Industrial Relations Centre in New Zealand. This centre is located at Victoria University in Wellington, NZ. Victoria University is the oldest university in the southern hemisphere.

Professor Kaufman also was recently published in the October, 2010 edition of Industrial and Labor Relations Review. His piece is entitled, “The Theoretical Foundations of Industrial Relations and Its Implications for Labor Economics and Human Resource Management.”

Dr. Irene Duhaime, Senior Associate Dean for Administration and the former Director of the Beebe Institute, was named Fellow of the Strategic Management Society. She is one of only fifty-three to have received this honor. Congratulations Dr. Duhaime!

Robinson College of Business was recently honored with the 2010 Governor’s International Education Program Award. The College was highlighted for its launch of the Center for International Business and Research (CIBER). The College was also commended for its assistance in the launch of the World Affairs Council, a nonprofit organization that helps to provide dialogue and research to the corporate community.

Dr. Ben Tepper, Professor in the Managerial Sciences Department, was named Associate Editor of The Academy of Management Journal, a premier journal in the management field. This year Dr. Tepper served as Vice President and Program Chair for the Southern Management Association and is now the association’s President-elect. Congratulations Dr. Tepper!