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. In this issue, we congratulate our students for their accomplishments at Honors Day, plus much more on distinguished guest speakers, SHRM officer updates and some exciting new beginnings for our alumni!

FOCUS ON RESEARCH

Spotlight on Research by recent Guest Speaker, Dr. Murray Barrick: The Theory of Purposeful Behavior, Why do People do What They do?

This year the Beebe Institute initiated the "Beebe Interdisciplinary Research Colloquium on Human Resource Management and People at Work." For this event, a speaker will be invited to campus each year to present research on a topic related to human resource management and people at work from an interdisciplinary perspective. Speakers will typically have a research focus that is relevant to more than one field. Research with a perspective that informs both scientific and practical perspectives is highly valued. Based upon content match for this year’s speaker, Beebe invited over 10 departments from across campus (including some within the School of Policy, College of Arts & Sciences, College of Education, College of Law, as well as the College of Business). The speaker for this year’s event was Dr. Murray Barrick, whose research we highlight this month.

Dr. Barrick is a Distinguished Professor, Chair of the Management Department, and is the Paul M. and Rosalie Robertson Chair in Business at the Mays Business School at Texas A & M University. Professor Barrick’s research focuses on the impact individual differences in behavior and personality have on job performance and on methods of measuring and predicting such differences. He also studies work team success, examining the role of team composition, interdependence, and processes on team performance. Finally, he has examined the influence candidate self-presentation tactics have on the interviewer during an employment interview. The author of more than 50 referred articles, Barrick has contributed research into publications including the Academy of Management Journal, Journal of Applied Psychology, Personnel Psychology, and Organizational Behavior and Human Decision Processes among others. He is currently serving as the Chair, HR Division of the Academy of Management Program. The Beebe Institute was honored to host this esteemed guest!

Theory of Purposeful Behavior, Why do People do What They do?

The following is taken from Dr. Barrick’s research and information presented at the Beebe Institute event.

Explaining why people do what they do at work has been the goal of behavioral scientists for nearly 100 years. Although there are many different ways to address this complex question, ultimately, any answer includes a discussion of individual characteristics such as motivation and ability and situational factors such as job characteristics. This research focuses on the motivational processes resulting from the joint effects of personality traits and task or social characteristics in explaining work behavior. The Theory of Purposeful Work Behavior integrates principles derived from the Five-factor Model (FFM) of personality and the expanded job characteristics model to explain how traits and job characteristics jointly and interactively influence work outcomes. The theory posits that when the motivational forces associated with personality traits and job characteristics act in concert, individuals experience the psychological state of meaningfulness; in turn, experienced meaningfulness leads to purposeful, goal-directed task-specific motivational processes that influence work outcomes.
The FFM Structure of Personality is based on five factors:

1. **EXTRAVERSION** - Sociability and Surgency
2. **AGREEABLENESS** - Cooperativeness and Consideration
3. **CONSCIENTIOUSNESS** - Dependability, Planful, Hardworking, Achievement Striving
4. **EMOTIONAL STABILITY** - Calm, Resilient, Self-Confident
5. **OPENNESS TO EXPERIENCE** - Cultured & Creative

From a practical perspective, a manager cannot change the person’s fundamental personality. Instead, they are better served by simply knowing their subordinates’ personality to understand where the employee’s fundamental goals originate. Yet, because the way the task and social characteristics designed at work can be altered and manipulated, the present theory provides a practical guide that can inform how to more optimally design work to better align with their personalities and goals, thereby enabling the employees to strive for what they want, based on who they are. Focusing on those job characteristics or social attributes that match what the person values or sees as meaningful will result in an employee who will be highly motivated, energized, and persistent at work. Thus, when an employee has the ability to redesign his or her own work, the Theory of Purposeful Work Behavior can provide a way to clarify which task or social characteristics to emphasize changing given their own standing on the personality traits (and higher-order goals).

The Theory of Purposeful Work Behavior could also be used to improve career planning and even performance management systems. For example, individuals may use self-assessments of personality and these fundamental goals to help them identify which occupations may be most rewarding for them to pursue, or given a choice between two organizations with a position with the same specific job title, which job to choose. That is, an applicant who is highly conscientious would likely be happier and more productive as an engineer in the company that allows current engineers more feedback from the job and greater task identity.

Information for this article was taken from a paper Dr. Barrick co-authored with Michael K. Mount, and Ning Li and is titled, *The Theory of Purposeful Work Behavior*. This paper is currently under review by the Academy of Management Review and was presented by Dr. Barrick at the Beebe-sponsored speaker event.

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**BEEBE FACULTY ACCOMPLISHMENTS & RECOGNITION**

**Associate Professor Edward W. Miles** recently returned from a lecturing trip to Germany. He is completing his fifth year of lecturing in the Junior Program at the Duale Hochschule Baden-Württemberg (DHBW) in Mosbach. The Junior Program is a study abroad experience for college seniors. The 2011 cohort was composed of students from Ecuador, Singapore, United States, France, Slovenia, Czech Republic, and Germany. In the Junior Program, Professor Miles presents a one-week segment on the topic of negotiation.

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**Congratulations to Dr. Kay Bunch on her marriage to Andy White! Best wishes to you both in your new life together!**

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Beebe Institute Director, Dr. Maurer (left) and Dr. Barrick (right) after Dr. Barrick spoke at the Beebe-sponsored lecture.
HONORS DAY

CONGRATULATIONS STUDENTS!

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 ceremony was held April 19th at the Rialto Center for the Performing Arts. Congratulations to all of the students who received awards!

Michael Jay Jedel Award in HR Management

This scholarship is named in honor of Michael Jay Jedel, a former associate dean of the Robinson College of Business and director of the W.T. Beebe 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. Stacey Reeve is this year’s awardee. She is pictured (right) with her husband Paul.

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, and awarded for outstanding performance in a master’s level human resource management degree program. Melissa Polun is this year’s awardee. (Pictured on left.)

The Beebe Institute would like to congratulate these students again for their achievements, and wish them the best of luck as they continue their education and career pursuits. We would also like 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.
**Honors Day**

**William T. Rutherford Scholarship**

Awarded to the students in any graduate level human resource management programs who best exemplify the high achievement and zest for learning which Professor Rutherford so valued. Rachel Watters is this year’s awardee. (Pictured to the right).

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**Atlanta Engineering Personnel Association**

Awarded to the master’s student pursuing a degree in human resource management, who exhibits a high GPA, significant work experience in human resources, and a commitment to the human resources field. It is given on the basis of academic excellence, work experience and leadership. This year’s awardee is Michele Medori. She is pictured (left) with AEPA representative, Mike Dowell.

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**Waino W. Soujanen Research Excellence Award**

This award is presented to a doctoral student in managerial sciences with the most outstanding record of achievement in research. Beth Clenney is this year’s awardee. She is pictured (right) with her parents, Tommy and Martha Foster.

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**Congratulations to GSU!** Last year, U.S. News shifted to ranking all part-time programs (MBA and specialized master’s programs). GSU’s part-time programs are again in the top 10% of the nearly 300 schools offering such programs. In the specialty rankings area CIS again finished in the top 10. GSU’s graduate Health Administration program, not ranked this year, but held its carry-over ranking. Previously GSU’s EMBA was ranked by Financial Times, GSU’s undergraduate program by Bloomberg BusinessWeek, and GSU’s undergraduate RMI, CIS and Real Estate programs by U.S. News. Check out the full article on GSU’s U.S. News rankings at: [http://robinson.gsu.edu/2932.html](http://robinson.gsu.edu/2932.html).
A team of Beebe students have been working with Ms. Cheryl Johnson Ransaw, Director of Georgia State University's Office of Employee Development and Wellness Services, to conduct research into measuring the return on investment (ROI) of wellness centers. The team's advisor is Ms. Erin Erbeck, a Beebe alumna, who has had experience with this topic in her career.

The project involved several stages. First, the team will examine the academic research on wellness center ROI's and then compile best practices. The second phase is interviews with practitioners who currently use metrics to assess the success of their programs. Finally, the team will reported findings and make recommendations to Ms. Ransaw's department. The wellness services program created a YouTube channel to update patrons on their latest news and events. The channel was recently launched and can be viewed online at http://www.youtube.com/user/gsuedws, where the Beebe students are shown working on the project.

Lucy McClurg, sponsor of the project, says, "This is win-win for both parties. The wellness center gets some detailed information about ROI measures and the students get a valuable resume-builder. We appreciate Ms. Ransaw and her office for allowing us this opportunity. We are all learning a lot!" Members of the student team are Judene Tulloch, Luna Liu, Melissa Polun, Sanjukta Dey, and Sonda Abernathy. Congratulations to the team for great work on this project and helping improve GSU services!

Would you like to get involved in a class that brings together HR practitioners and HR students who work together to complete challenging consulting projects? HR Field Study will be taught this fall on Mondays at 4:30. We are seeking projects from HR practitioners and executives-in-residence to work with student teams. Please contact Lucy McClurg (lmcclurg@gsu.edu) if you would be interested in any of these roles. Take advantage of this unique class to learn more about HR subjects and to network with others interested in HR.
IN FOCUS: STUDENT NEWS

Students on the move…

♦ Former GSU student Carlton Burroughs, now the Managing Director of MyHRVP.com, hired current GSU Senior Nazir Rupani as a spring Intern. Congratulations Nazir and thank you Carlton for helping students gain valuable experience!

♦ Ángela P. Vela Ramírez has been busy! She is a spring J.D. Candidate at Georgia State University College of Law. Congratulations Ángela on finishing law school!

Fall 2011 Courses

MGS 8020 Business Intelligence  MGS 8395 Field Research in HRM
MGS 8040 Data Mining  MGS 8395 Field Research in HRM
MGS 8110 Appl Regression Analysis  MGS 8420 Enhancing Leadership Skills
MGS 8150 Business Modeling  MGS 8425 Coaching for Leadership
MGS 8300 HR Management  MGS 8430 Negotiation
MGS 8320 Legal/Ethical Environ HRM  MGS 8500 Entrepreneurship
MGS 8389 Directed Readings MGS  MGS 8710 Operations Planning
MGS 8390 Strategic Compensation  MGS 8730 Project Management
MGS 8760 Quality Management

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!
GSU Alumni Help Job Seekers Score with Career Coaching

GSU graduates are making news! Recently, the Atlanta Journal-Constitution (AJC) published an article highlighting GSU graduates, Anne Quiello and Jennifer Vogel. The following is taken from the February AJC article.

Quiello and Vogel started their own company, Envision Evolution Group, LLC and are certified as Five ‘Clock Club coaches in the Atlanta area. They assist people in the job market by helping them determine what skills and talents they have, as well as areas for career interest.

The Five O’Clock Club is a national outplacement and career coaching organization that has redefined its methods through 25 years of research. Certified coaches guide clients individually and in groups through an intense search process.

“Clients learn to take control of their own search,” said Vogel. Job seekers get bombarded with so much information and advice. We invite them to turn off the noise and put trust and time into this system.” Vogel said that the process starts with a personal assessment. As coaches Vogel and Quiello ask clients to sit and think about where they see themselves in five, 10, 15, 20 and 25 years from now. What will their job, family, lifestyle look like?

Both businesswomen realize that networking is essential to find the right job, but Quiello points that that being more focused on your goals can help you network more effectively. “There’s a big difference in asking for general job help and being able to say, ‘I see myself as a learning/training designer, and in my past position I’ve accomplished this and this. Would you be willing to look at my target positions and give me some advice?’”

Take a look at Anne and Jennifer’s website at www.envisionevolution.org to find out more about their services and how GSU alumni are making a difference in the Atlanta business community!

GSU Alumni, Roy and Tina Levi are the proud new owners of Yogli Mogli Dunwoody! They celebrated the grand opening Saturday and Sunday, April 9th and 10th at the new store’s location, 2090 Dunwoody Club Dr., Ste 123 Atlanta, GA 30350. Check out information on the new store at www.yoglimgogli.com or give them a call at 404-483-5649. Good luck Roy and Tina with the new business!
Congratulations to Beebe alumni on the move...

- Michael P. Molloy was recently hired as an HR Recruiter at the company AirWatch.
- Jennifer Dunbar is working as a Consultant at the company Organo Gold.
- Maria Vargas is working as an HR Generalist at Progressive Logistics Services.
- Stacey Reeve was recently hired by Invesco to work in the Compensation department.
- Lauren Killion works in the Organizational Effectiveness Department at Home Depot.
- Mariama Barrie is working in GSU’s HR department as a Staff Recruitment and Retention Intern.
- Mary Bell has been working with Trane for about 3 years. Trane is owned by the company Ingersoll Rand, and Mary is in a regional role and oversees HR for seven sales districts throughout the Southeast.
- Jeremy Bennett is now a Instructor at Southern New Hampshire University, Instructor at Kaplan University, Research Assistant at Georgia State University
- R. Jake Bergmann has an updated current title: Real Estate Investment Banking Analyst at SunTrust Robinson Humphrey July 2010.

Linda Launey (pictured right) was recently hired as a Service and Innovation Manager for the City of New Orleans. She is tasked with consolidating the HR department and developing the training program for the city. New Orleans is Linda’s hometown and she is thrilled to be returning to the area.

GSU Alumni, Fran Carroll and her husband (pictured to the left) recently were able to travel to Asia for a six-week trip. They traveled to Beijing, China, Bangkok, Thailand, and several other locations in Asia. Great job Fran on getting out and to exploring the world!
GSU’s SHRM chapter recently announced its newest officers! Congratulations to Vincent and Bonnie on their new appointments!

Vincent Lafitte, President

Vincent is a current senior and will graduate in the summer semester from GSU with a BBA in Managerial Sciences and a Minor in Mathematics. He passed the PHR exam in December. Currently an Administrative Coordinator at Publix Supermarkets, where he has worked for 8 years, his experience is in policy and procedure administration, new hire orientation, training, employee relations, time and payroll administration, and benefits planning and administration. He plans to enter the corporate sector as an HR Generalist upon graduation.

Bonnie Kincaid, Vice President

Bonnie will complete her BBA degree with a major in Managerial Sciences at Georgia State University summer semester. Her career has been in human resources management with a position at Cintas Corporation as a Senior HR Manager. As a HR generalist, she was involved in HR planning, recruiting, selection, training/developing, safety programs, and employee relations. She was a Cintas Corporate faculty member for various training programs. After graduation, Bonnie will return to HR management.

For more information about SHRM at Georgia State University please contact Dr. Kay Bunch, faculty adviser, at kbunch@gsu.edu.

Upcoming SHRM-Atlanta Events

- **May 16**: 2011 May Airport GEM, 5-8pm
- **June 2**: Webinar: Social Media, 12-1pm
- **June 7**: Webinar: SHRM-Atlanta Orientation, 12-12:30pm
- **June 9**: Community Kick-off Special, 5:30-8pm
- **June 14**: June Power Breakfast, 7-9am
- **June 21**: June Chapter Meeting, 5-7:30pm

Events are open to students and non-members as well as SHRM-Atlanta members.
Visit [http://www.shrmatlanta.org/](http://www.shrmatlanta.org/) for more information on prices and registration, as well as other upcoming events.
Congratulations!

GSU Alumni, José M. Vejarano welcomed his daughter, Abigail Belén Vejarano, February 5th, 2011 at 7:15 am. Abigail weighed 7.1 lbs. and measured 20 inches long.

Congratulations!

GSU Alumni, Erin Erbeck gave birth to Owen Erbeck, January 24, 2011. Owen was born 7 lb. 1 oz. and was 20.5 inches long. Owen is keeping Erin very entertained and busy!

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 questions, comments, suggestions, submission, or to obtain more information about our programs, please email the faculty advisor at mgdlnm@langate.gsu.edu.

Visit the Beebe Institute website at robinson.gsu.edu/beebe/index.html.