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 welcome new faculty members and a doctoral student, discuss how the Robinson Career Management Center can help you, recognize Beebe faculty for outstanding efforts, learn about SHRM Atlanta and Georgia State updates, congratulate recent HR graduates, and see what Alumni have been up to!

WELCOME PROFESSOR NIKOS DIMOTAKIS

We are extremely excited to have Professor Nikos Dimotakis join Georgia State as a full time faculty member. He is a strong researcher and outstanding teacher. He has published articles in the Journal of Organizational Behavior, Personnel Psychology, Journal of Occupational Health Psychology, and Journal of Applied Psychology on topics such as workplace stress and mental ability. We are glad to have him on our faculty, and we have asked him a few questions below to help you get to know him better.

What is your recent professional and academic history?
I just started as an Assistant Professor of OB/HR in the Department of Managerial Sciences. I completed my PhD at Michigan State University, where I also got an MBA with a specialization in Human Resources and General Management. Before that, I received a BA in international studies from the University of Macedonia in Thessaloniki, Greece, and worked briefly in the Ministry of Foreign Affairs in Athens.

What advice would you give students and young professionals interested in an HR career?
I would advise them to learn as much as possible about the various HR functions, with a special focus on how these functions fit with each other and with the other parts of the organization. Human resources is one of the most complicated topics in management, but incredibly important and impactful for organizations; a perspective that is both broad and deep can be invaluable.

What classes will you be teaching at Georgia State?
I will be teaching Human Resources classes at the undergraduate and PhD student levels.

What attracts you to the Robinson College of Business?
I’m excited to be at Robinson because this is a time of dynamic change and growth for the college, which makes for a very vibrant workplace.

What are the topics of your current research?
My work focuses on affective and motivational processes, on the ways humans interact at work, and on employees subjective and objective well-being.

What do you think are the greatest HR challenges today?
In my opinion, the greatest HR challenge is overcoming obstacles in the transmission of ideas from academia to practice and vice versa. This is slowly changing for the better, but there is still work that needs to be done by all involved (faculty, practitioners and managers, and students).
Dina Leheta is a new doctoral student in the OB/HR department, and below Ms. Leheta shares this about herself.

I am an Egyptian, and I lived most of my life in Alexandria—the second biggest city in Egypt. Before coming to Georgia State University to pursue my PhD in the Managerial Sciences (HR/OB track) at the J. Mack Robinson College of Business, I earned a Bachelor's degree in Commerce with a major in Business Administration from Alexandria University in 2004, and then a MSc in International Human Resource Management and Comparative Industrial Relations from Manchester Business School in the UK in 2009. Between those two degrees and after finishing my Master’s, I mostly worked as a demonstrator/teaching assistant in Alexandria University starting September 2005 which marked the beginning of my academic career; before that I worked in the finance department of an Egyptian trade and export company. I am excited about my PhD because earning one will finally enable me to achieve my dream of being a university teacher and researcher, and a PhD from RCB will ensure that I do so to the highest possible standard. RCB was recommended by two of my dearest professors in Alexandria University for its excellent reputation as well as the quality and rigor of its post-graduate programs. I also chose RCB in the hope that it will open up the door for placement in similarly prestigious research universities after I graduate. Ultimately, however, my long-term aspiration is to go back to Egypt someday to help in the development of the HR and OB fields there whether in the academic realm through improving research and teaching methods in Egyptian universities or in the practical business world through consulting.

Obtaining a PhD in organizational behavior and human resource management has been my dream for several years now. The study of human cognition, emotion and behavior seemed to agree with who I am and appealed to my nature from the start since I have always immensely enjoyed analyzing people’s personalities, motives and behaviors. However, even though I loved everything in management that had to do with people from the start, it was not until I graduated and entered practical life that I realized that research and teaching in the fields of HRM and OB are my true vocation and heart’s calling. My short yet eye-opening work experience as well as that of many of my friends got me contemplating the importance of people and their skills, abilities, affect, attitudes and behavior for any organization, institution and even country. For example, my work experience has given me a firsthand experience of some of the deficient HR and managerial practices and systems used in many of the Egyptian private enterprises, e.g. nepotism or ‘wasta’, centralized decision-making and a strictly top-down approach to management, negligible focus on facilitation and enhancement of subordinate training, development and learning and the promotion of employee participation, disregard for the importance and effect of human resources and HRM systems, etc… many of which are of course more aggravated in public organizations. All such practices and others negatively affect employee competences, commitment and performance, ultimately undermining the performance and growth potential of Egyptian companies.

As for my hobbies, I like to read novels and love walking and watching movies.
Dr. David Stewart is a visiting professor to Georgia State, and we are happy to have him with us for 2011-2012. Below he has answered a few questions about himself.

**What is your recent professional and academic history?**
I graduated with my Ph.D. in Industrial and Organizational Psychology in May of 2010. I have taught courses on Personality as well as Organizational Behavior at Oklahoma State and Colorado State Universities.

**What advice would you give students and young professionals interested in an HR career?**
To maximize their career success, I would suggest showing initiative by working on activities beyond the classroom. To accomplish this, I would first recommend networking via the Atlanta chapter of SHRM. Next, previous experience in HR matters when attempting to get a job. Therefore, be as active, visible and productive during your collegiate career as possible. Specifically, volunteer and lead in an HR organization like the student chapter of SHRM. Be an active, knowledgeable participant in your professors’ classes so they know your capabilities and can provide a recommendation when organizations call for interns or references. Plan to obtain internships to gain expertise for future employment as soon as possible during your college tenure. Make every attempt to gain specialized skills – professional knowledge beyond that taught in your classes - to help your employability.

**Can you provide a brief synopsis of your approach to research and teaching?**
I use a scientist-practitioner approach to teaching. Specifically, I attempt to blend research and practice in order to maximize the benefits of the knowledge gained by the academic community. In academia, we sometimes use our own specialized language that can confuse students. By providing concrete examples of theoretical knowledge gained through my industry experience, I can give students great insights into how these theories apply to their organizations, their jobs and their lives.

**What classes will you be teaching at Georgia State?**
I am currently teaching Personnel Selection and Project Management.

**What are the topics of your current research?**
I have a number of ongoing research projects at the moment. I am working to publish my dissertation, which concerns the impact of affect on work-related behaviors as well as job-related factors that amplify that relationship. My newest research project is an attempt to better understand the use of metacognitive strategies when answering personality questionnaires in hiring and promotion situations. I am also working on a project about how differences in motivation induced by compensation impact work behaviors and work-family conflict.

**Who do you most admire?**
In academia, I have a lot of admiration for Daniel Kahneman and Amos Tversky for introducing more psychologically accurate models of decision-making to diverse academic fields. Before them, the long-held assumption of strict rationality in human decision-making was more or less unquestioned. An explosion of research into emotions and non-rationality in many fields other than investing has been fertilized by their discoveries.

**What do you do when you are not at work? Do you have family in the Atlanta area? What are your passions in life?**
I love mountain biking. In Atlanta, I don’t get out as often as I did when I learned how to ride the trails in Colorado. The physical and mental requirements of mountain biking make it my perfect exercise – it clears and refreshes my mind while keeping my body in shape. I also love to grow food in my garden. I often spend time with my son, who is not yet into his terrible twos. He learns a new word every day. It is a different pace than teaching young adults how to select personnel or manage a project, but it is rewarding.
ROBINSON CAREER MANAGEMENT CENTER

Need help updating your resume, interviewing, or finding a job? The Career Management Center (CMC) at Robinson College of Business is the place to go! Current undergraduates, graduates, and alumni can all receive services ranging from Individual Career Counseling, Self Assessment, Job Search Management to Job and Internship Interviews and Networking. The CMC is constantly putting on outstanding events, so keep checking the website so you don’t miss out! The pictures to the right and below are from this year’s Robinson Fall Career EXPO!

Upcoming Events
404-413-7155
HTTP://ROBINSON.GSU.EDU/CAREER

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<tr>
<th>Date</th>
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<th>Event</th>
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<tr>
<td>10/10/2011</td>
<td>4:30 - 7 pm</td>
<td>REIAC Distinguished Lecture &amp; Career Networking Reception for Undergraduates</td>
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<tr>
<td>October - November 2011</td>
<td>Varies</td>
<td>Graduate Level Workshops, Speakers, and Field Trips</td>
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<tr>
<td>02/17/2012</td>
<td>9am - 1pm</td>
<td>Robinson Spring Career EXPO</td>
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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!

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 below and add a picture of yourself!

beebenewsletter@gsu.edu
CONGRATULATIONS TO DR. TODD MAURER ON U.S. ARMY RESEARCH CONTRACT

Dr. Todd Maurer, a professor in the Managerial Sciences department, received a $1.3 million research contract sponsored by the U.S. Army Research Institute. The title of the project is "Predicting and Enhancing Valued Outcomes Following Challenging Experiences: Toward New Individual Difference Measures and Induction Tools For Leadership Development."

So much professional and leadership development occurs through on-the-job, challenging experiences; however, much remains to be learned about how to maximize the developmental potential that challenging experiences have for people, and about how to predict which people will be effective in developing from challenging experiences.

The goals of this research are to better understand how to predict and also how to enhance the positive developmental outcomes that can result from people having challenging experiences. In addition to a better understanding, a goal is the development of new individual difference measures and training tools that can be used to enhance professional and leadership development.

In addition to initiating this significant four year research effort within the Beebe Institute for the Army Research Institute, Dr. Maurer is also completing the final year of another research grant from the SHRM Foundation (previously covered in the Beebe newsletter) on employee development and career success. In order to devote attention to these significant research projects and other efforts in the Beebe Institute, Dr. Maurer asked to be relieved of his administrative responsibilities as Chair of the Department of Managerial Sciences and will continue as the Director of Beebe.

CONGRATULATIONS TO DR. BEN TEPPE R ON HIS NEW RESEARCH PUBLISHED AND RECENT HONOR

Dr. Ben Tepper recently co-published his research titled “Predictors of Abusive Supervision: Supervisor Perceptions of Deep-Level Dissimilarity, Relationship Conflict, and Subordinate Performance.” Co-authors were Sherry Moss from Wake Forest University and Michelle Duffy from University of Minnesota. The research identifies three previously unexamined predictors of abusive supervision: supervisor perceptions of deep-level dissimilarity, relationship conflict, and subordinate performance.

Watch future newsletter editions for more on Dr. Tepper’s research.

In addition to his recent publication, Dr. Ben Tepper was named Robinson College of Business Board of Advisors Professor.

SHRM at Georgia State University

SHRM at GSU had a great Spring semester. In April, Patricia Kellner was a guest speaker. Patricia Kellner, SPHR, is the Director of Human Resources for Hooters of America, Inc., which operates and franchises restaurants, manages the Hooters Brand entities and generates approximately $1 billion in annual revenue. In her current role, she partners with operations in order to deliver employee relations and recruitment strategies for 6500 employees at 119 locations. Ms. Kellner has over a decade of experience in Human Resources in a variety of industries including healthcare, mining, and hospitality. She received her BBA from East Tennessee State University and her MS in Human Resources from Georgia State University. She has supported the Beebe Institute in numerous ways, including serving as advisor to project teams in the HR Field Study course. In May, L. Antoinette Dempsey was a guest speaker. She became the regional director of the U.S. Department of Labor’s Office of Labor-Management Standards (OLMS) Southern Regional Office, located in Atlanta, Georgia, in October 2008. The Southern Regional Office is responsible for implementing most provisions of the Labor-Management Reporting and Disclosure Act of 1959 (commonly known as the Landrum-Griffin Act). She received her Bachelor’s Degree in Economics from the University of California, Berkeley, and her Master’s Degree in Public Administration from California State University, Hayward where she graduated with honors. The current officers of SHRM at Georgia State are Vincent Lafitte (Immediate Past President), Juadon Brown (President), Kathleen Browning (Vice President), Vincent Lafitte (Director of Chapter Information Systems and Communication), and Bonnie Kincaid (Treasurer and Director of Corporate Relations). For the Fall semester, SHRM at GSU has some great guest speakers lined up, please see below.

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

### Meetings Held in Spring and Scheduled for Fall Semester

<table>
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<tr>
<th>Speakers</th>
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| **Patricia Kellner**  
Director of Human Resources  
Hooters of America, LLC | Employee Relations | 4/20/11 | | |
| **L. Antoinette Dempsey**  
Regional Director-- Southern Region Office of Labor-Management Standards | The Labor-Management Reporting and Disclosure Act (LMRDA) | 5/11/11 | | |
| **Katy Colvin, PHR**  
SHRM-Atlanta Student Membership Chair  
**Gabrielle Nicolini**  
SHRM-Atlanta Membership Marketing Manager | SHRM-Atlanta | 9/22/11 | 7:15 | Aderhold 403 |
| | | 10/6/11 | 11:30 | Classroom South 208 |
| | | 10/6/11 | 1:00 | Aderhold 302 |
| | | 10/26/11 | 4:30 | General Classroom 325 |
| **Erin Govednik, SPHR**  
Executive Director, HR Technology  
Cox Communications, Inc. | HR Technology | 10/27/11 | 1:00 | Aderhold 302 |
| **Lois Collins**  
Talent Acquisition Manager  
Darden Restaurants | Staffing Managers | 11/10/11 | 11:00 | Classroom South 208 |
As employers today increasingly seek workers who can apply critical thinking skills on the job, there has been a surge in programs both in business and academia to teach those skills. Effective for students entering fall term 2009, all students seeking baccalaureate degrees at Georgia State are required to pass two Critical Thinking through Writing (CTW) courses in their majors. Dr. Kay Bunch developed an HR course that focuses on training students to make realistic and sound decisions. Her employment law course (MGS 4320) is the required CTW course for students pursuing a Bachelor of Business Administration degree with a concentration in human resource management (HRM). She has published several papers on the theory and practice of CTW and is currently conducting research on trainee resistance to training. We recently interviewed her about some best practices for development programs in this area.

**What is critical thinking?**

Critical thinking has four components: identifying consequential issues, generating alternatives, anticipating outcomes, and drawing correct conclusions.

**How do you use a course in HR Law to teach critical thinking?**

My CTW course is designed from an “organizationally sensible” viewpoint rather than a “legal-centric” perspective. In addition to calculating legal risks, organizationally sensible decision-makers ponder other factors including productivity, organizational culture, ethics, and equity. When making HR decisions that have a legal component, managers need knowledge of the law, HR practices, and strategy. Furthermore, it is important to consider all forms of risk, not just legal ones. Effective decision-makers examine organizational problems from various perspectives and generate alternative solutions that take into account specific advantages and disadvantages. This includes sensitivity to the organization’s mission, values, strategies, goals, HRM practices, performance, and reputation. The central goal of this course is to help students conceptualize and articulate solutions that will convince various stakeholders to adopt a strategic rather than legalistic view of HR decisions.
What are some of the barriers to learning to think critically?

One barrier to training individuals to think critically is learner resistance. Some students see little value in mastering challenging skills such as critical thinking. Fear of failure and low self-efficacy are obvious sources of resistance, especially when students have little or no experience thinking critically. Because some students doubt their abilities, it is important to provide positive reinforcement and encouragement. However, there must be a balance between providing positive information to build self-efficacy and giving the impression that course success requires little effort. Providing ample feedback early in the course can reduce unrealistic assumptions.

Students can get lost in the minutiae of long court opinions or obsess on “facts” while ignoring context. Despite their density, however, many legal decisions describe a relatively simple incident such as the rejection of a job applicant or the misclassification of a nonexempt employee. Case incidents reflect the real world of the manager where information is ambiguous and incomplete. They are written from the perspective of the management professional rather than an attorney. Incidents can be adapted to a variety of instructional activities, including “5-minute papers,” small group discussions, on-line exams, mock job interview questions, and situational judgment test items. They require various responses such as identifying the problem, recommending an intervention for a line manager, or writing an employee handbook passage based on new regulations. Realistic situations improve retention and motivate interest in learning. This reduces resistance and enhances transfer of learning by depicting situations that are similar to the actual work environment, providing a variety of situations, inculcating theory and concepts, and facilitating practice.

How do you make sure trainees can transfer the learning to the “real world?”

Transfer of learning requires exposure to a variety of situations. This is consistent with several studies that have identified factors that enhance learning and retention. First, learning activities should describe situations that are similar to situations that students will encounter on the job. They forget many details after the course, but students retain “intuitive recognition” of similar problems in the real world. This can be accomplished by merging a storyline with the essential aspects of a case. The more realistic the scenario, the more students can relate and retain. Second, teaching underlying theories increases understanding and retention. For example, a discussion of discrimination cases related to the job interview and other subjective HR measures should include an examination of cognitive bias and test validity. Third, it is important to provide a variety of examples to prepare students to apply concepts and models in different circumstances. For instance, context is a key factor in sexual harassment complaints. An identical behavior could be illegal in a law office but legal in an automobile repair shop. Finally, it is essential that students practice critical thinking. Incidents based on cases can provide various levels of complexity so that students build on early success and progress to increasingly challenging situations. It encourages metacognition where students gain understanding of their thinking processes. More exposure to workplace examples reinforces learning and instills the importance of context. Moreover, students learn to distinguish what is illegal from what is unethical or invalid.

What advice do you have for trainers and other academics who want to help their constituents think critically?

As business schools place more emphasis on integrating critical thinking within the management curriculum, it is important to include courses that most reflect what managers and HR professionals are likely to face. To ensure learning will transfer, teaching methods should be as realistic as possible, expose students to a variety of situations, and allow for practice. An organizationally sensible employment law course can meet the needs of several stakeholders including students, future employers, and faculty. Students have many opportunities to infuse their understanding of the critical thinking process with their knowledge of employment law, HR practices, and strategy.
CONGRATULATIONS TO SPRING AND SUMMER 2011 GRADUATES!

SANJUKTA BISWAS
MANDY KERSTETTER
SIMONA MASSA
JENNIFER MAYFIELD
STACEY REEVE
ANNIE SHANG

Jennifer Mayfield
“I enjoyed/learned most by learning from other students’/professionals’ experiences. Textbooks are great for the basic knowledge but learning from other students added a deeper meaning and broader perspective that applied seamlessly to the business world.”

Sanjukta Biswas
“The part that I enjoyed in graduate school was taking classes with people who were experts and professionals with years of experience. The graduate school provided a unique opportunity to hear about their experiences and learn from them.”

Mandy Kerstetter
“In addition to the knowledge I’ve gained in Business/HR, graduate school taught me that there is no substitute for group collaboration and brainstorming when working through a business problem. Often times I’ve wanted to have all the answers, but when you get a team together and share knowledge, viewpoints, and experience, you almost always arrive at a better solution in the end.”

KATIE WILSON KITE GOT MARRIED!

Congratulations to Katie Wilson Kite and Andy Kite on getting married! Katie was the former editor of the Beebe Newsletter. Best wishes to both of you!
CONGRATULATIONS TO DR. JOHN REINERS, BEEBE ALUM, FOR RECEIVING THE 2010 HUMAN RESOURCE LEADER OF THE YEAR AWARD!

Dr. John Reiners, a Beebe Alum, was named the 2010 Human Resource Leader of the Year by the Georgia State Council Society for Human Resource Management (SHRM). Reiners was featured in the article, “John Reiners Named 2010 Human Resource Leader of the Year” in the “Hometime Headlines (Greater Rome’s News Center)” for his achievement. The HR award recognizes individuals who demonstrate the value that human resources contributes to the success and effectiveness of an organization and makes contributions that advances the profession. SHRM selected Reiners from a regional pool of top nominees throughout the state. SHRM presented the award at the Georgia SHRM’s 2010 Leadership Conference.

John Reiners received his Ph.D. from the Beebe Institute. Reiners has taught college level courses for the past 14 years and worked in human resources for over 30 years. He has served in numerous HR roles, including Human Resources Director at Georgia Highlands College (then Floyd College) and Past-President of the Greater Rome Chapter of SHRM. John Reiners earned this award for all his hard work and contribution to the human resource field. Congratulations, Dr. Reiners, for this well deserved award!

BEEBE ALUMNI RECONNECTING

Recently, several former Beebe Professors got together in Brevard, N.C. to reconnect.

The Cranes and the Burdens were both very active in the Beebe community during their time at Georgia State, and have remained friends with a number of former students and colleagues at the Beebe Institute. They have all been missed greatly since their retirement.

Dr. Don Crane, retired Beebe faculty member, and his wife, Gerri, have established in 2010 a Charitable Gift Annuity that will ultimately provide need-based scholarship funding for an undergraduate or graduate student enrolled in the Department of Managerial Sciences.

Both Gerri and Don are graduates of Georgia State University. Gerri earned both her undergraduate and graduate degrees at GSU, while Don earned his MBA and Ph.D. in Business Administration.

Dr. Charlie Burden is fondly remembered by many Beebe students for his study abroad courses and his very popular course in Work and Literature. Dr. Burden won a number of teaching and service awards during his time with the Beebe Institute.
ALUMNI UPDATES

Kristen Tedesco is a Global Coordinator at Cisco Systems.

Shalena Baker is getting her Masters in Health Service Administration at Armstrong Atlantic State University in Savannah.

R. Jake Bergmann works as a Real Estate Investment Banking Analyst at SunTrust Robinson Humphrey.

Tameika L. Scott is the HR Manager at Staples in the Baltimore area, and is adjunct faculty at Mountain State University.

Scott Grayson is working at S&T LLC as a Project Manager.

Vanessa Barrios is attending GSU College of Law, and continuing to work as a paralegal at Sutherland Asbill & Brennan.

- Tea Blagojevic is working at Venadar, LLC as an Administrative Assistant/Consultant Network Manager.
- Courtney James works as the Production Coordinator at HFF.
- Michelle Demain Blanton accepted a position as a Compensation Analyst at Turner.
- Tony Sidney received an internship from Metadigm for this past summer.
- Jenna Christensen accepted the Talent Acquisition internship with Invesco this past summer.
- Shermarke Howard received his Global Remuneration Professional from the World at Work Society. Currently, he is a Consultant at PricewaterhouseCoopers.
- Marci M. Middleton is Assistant Vice Chancellor for Academic Programs at the Board of Regents for the University System of Georgia.
- Phillip Fain is now getting his Masters in Advertising at the University of Georgia and hopes to graduate in Fall 2011. He worked in the advertising industry at Euro RSCG in New York as an Account Management Intern this past summer.
ALUMNI UPDATES

Ashley Dunn has been working as the HR Compliance Coordinator at Euro RSCG 4D Impact. 

Dixon Stapleton works at PSA Healthcare as a People Services Generalist. 

Carlita Broomfield is working with the Atlanta Falcons as a Ticket Sales Account Executive. 

Jane Barrett was hired at AMEC as a Human Resources Administrator for their Construction Group. 

Colin Seal accepted a position with The Immune Deficiency Foundation in Towson, MD. 

Jeremy Bennett works at the Gwinnett Technical College as the Dean of Business, Interim Dean of Art & Design. 

• Lindsay Hendley is a M.S. alumna and is a Southeastern Regional Recruiter at J. Crew. 
• Mallory Moon accepted an internship with the State Road Tollway Authority. 
• Marie Steedley works as a Special Assets Officer at Regions Financial Corporation. 
• Kathleen Browning is a Human Resources Intern at American Safety Insurance. 
• Leslie Hawkins is now Director of Human Resources at Routh Crabtree Olsen. 
• Kelly Wilson is interning at Walt Disney World in Orlando. 

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, submissions, or to obtain more information about our programs, please email the Faculty Advisor at lmcclurg@gsu.edu. 

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

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