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 learn about a distinguished guest speaker, Dr. Timothy Judge, congratulate Beebe students for their accomplishments at Honor’s Day, and read a research piece on negotiation. Also, we will see what SHRM at GSU has done this past semester, see what the Robinson Career Management Center has to offer students, see the Fall 2012 courses, congratulate students on their accomplishments, and see what Alumni have been up to!

**Guest Speaker - Dr. Timothy Judge**

On March 26, 2012 the Beebe Institute hosted its multidisciplinary/interdisciplinary research colloquium on “People at Work.” For this event, a speaker is invited to campus to present research on a topic related to "people at work" from a multidisciplinary or interdisciplinary perspective emphasizing a social and behavioral science theme.

Speakers typically have a research focus that is relevant to more than one field or discipline as well as a perspective that informs both scientific and practical points of view. The speaker was Dr. Timothy Judge, the Franklin D. Schurz Chair of Management, Mendoza College of Business, University of Notre Dame. Previously, Professor Judge has been a member of the faculties of Cornell University, the University of Iowa and, most recently, the University of Florida.

Judge has had a distinguished career as a professor who has contributed to the fields of management and the social sciences. In his career since 1990, Judge has published 130 articles in refereed journals, including 82 articles in top-tier journals, an exceptional level of productivity in his discipline. His research, which has had a significant effect on the field, has been in the areas of personality, leadership, moods and emotions, and career and life success. Based upon his outstanding contribution and influence, he has been elected fellow of the Academy of Management, the American Psychological Association, The Society for Industrial and Organizational Psychology, and the American Psychological Society.
Professor Judge’s talk was entitled “What’s the Matter with Organizational Behavior?” In his presentation to the multi-disciplinary audience at the well-attended event within the Robinson College of Business, Judge suggested that researchers and practitioners may emphasize the situation, environment and context too much in attempting to understand behavior. He stated that in studying human resource policies, socialization practices, and management applications, much of the focus is on the situation and, according to research he reviewed for the audience, this is problematic. Based upon extensive research on behavioral genetics there are reasons to question to what degree the situation or context explains attitudes and behaviors as extensively as we may sometimes think. Some research on behavioral genetics has suggested that shared genes may be 5-10 times more important than shared environments.

Bringing all of this literature back to the issue of “Nature or nurture at work,” Judge asked to what degree are the effects of presumed work contextual variables on behavioral work outcomes genetic? Research would suggest that much variability in personality traits, intellectual and physical abilities, and a variety of work behaviors and outcomes may have very strong genetic origins. These genetic differences and predispositions can lead to some interesting and controversial implications for management and human resources. For example, he asserted perhaps this means organizations should not apply rules, structures, cultures, systems, or interventions that apply uniformly across people because not all people may be predisposed to respond to them constructively. Much of this research might imply that HR should invest more heavily in employee selection and that we should forego attempts to adapt or socialize a person to a job—rather we should perhaps fit/adapt the job to the person and HR should capitalize on strengths. Acknowledging the controversial nature of the issue, and not necessarily advocating their use, Judge raised the idea of genetic testing and the ways it could be used someday to help people and organizations make decisions.

All in all, Professor Judge’s presentation seemed to be motivated by a desire to explore the scientific evidence and its implications to help create a more complete understanding, to pose questions and to offer challenges to researchers and practitioners. He suggested that there could be value in considering this line of research and its implications for future research and practice in the disciplines interested in “people at work.”
HONOR’S DAY

Congratulations to Spring 2012 Honor’s Day Recipients
Each spring the Robinson College of Business holds an annual Honor’s 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 on April 24th at the Rialto Center for the Performing Arts. This year the W.T. Beebe Institute awarded six promising undergraduate and graduate students with awards of academic and professional distinction. We caught up with these students to ask them a few questions about how they have enjoyed their time as students of the Beebe Institute and what their plans are for the future.

Congratulations to all of the students who received awards!

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. Sigmund Garrett is this year’s recipient. Sigmund currently works at E*TRADE Financial as a Senior Training Specialist. He has been pursuing his MBA in HRM and Organizational Development. Sigmund’s career plans going forward are to be part of the Senior Management Team working to align human resources with corporate strategy. Sigmund has enjoyed being taught by teachers who have industry experience and can bring practical views to class discussions the most about GSU. The best advice Sigmund has received that has attributed to his success thus far is “Have a plan, but don’t be too rigid in your career choice. Remain open to new ideas and career opportunities.” The advice Sigmund would give to future graduates is “If you are clear about why you getting your MBA, there is a greater possibility you will learn the skills required to be a success in that field.” In Sigmund’s free time, he enjoys to play tennis. Lastly, Sigmund offered some more advice to future students about the MBA Program. He said that something about the program that he now knows, but wish he knew in the beginning was that “he would have worked more major courses in sooner because of the limited availability and spaced his MBA courses further apart.” Pictured above is Sigmund Garrett (left) and Dr. Todd Maurer, Director of the Beebe Institute (right).

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. Amy Whaley was this year’s awardee. Amy works as an actuary at Buck Consultants as an employee benefits consultant. Her undergraduate degree is in Mathematics from Southern Methodist University. Amy’s degree will help "broaden" her knowledge of business in general and HR specifically. She intends to stay in her current career. Most of Amy’s free time is spent focused on her family, her husband, her four children between the two of them, and her health (exercising and cooking healthy, gluten-free, dairy-free, sugar-free foods). Amy is pictured to the right.
Each year the Atlanta Engineering Personnel Association awards a scholarship to a graduate student studying HR in a local university. It is presented to a student 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 Judene Tulloch. Judene previously worked at Caterpillar, Inc. as a communications intern as well as AT&T in retail sales. During her time at GSU, she served as a graduate assistant and interned with the SFN Group (now a part of Randstad). Judene attended Florida International University, where she earned a B.S. in Communications and B.A. in Sociology. She recently graduated from Georgia State University with an M.S. in Managerial Sciences, HR concentration. Going forward, Judene’s career goals are to work as a human resources professional within the corporate sector. Specifically, she has a desire to work in diversity and inclusion, talent management and/or organizational development. Additionally, in Judene’s free time, she likes to cook. She enjoys discovering new and innovative ways to create memorable meals. She also likes to make dishes from different regions of the world. Lastly, Judene said that something she wish she knew in the beginning of the program that she now knows is that “the program allows you to choose your electives. However, you are not restricted to the MGS courses. I was able to study abroad in France last summer and have those credits approved as elective courses. By doing this, I was able to take courses that taught me about international HR practices, which will help me in my career. I would encourage students to take advantage of the elective options and explore their interests.” Pictured above is Judene (left) and Dr. Todd Maurer, Director of the Beebe Institute (right).
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 lmcclurg@gsu.edu.
Research Focus: “Extremely Difficult Negotiator Goals: Do They Follow the Predictions of Goal-Setting Theory?”

Dr. Ed Miles from Georgia State University and Beth Clenney, a Ph.D. candidate at Georgia State University, have published a paper entitled “Extremely Difficult Negotiator Goals: Do They Follow the Predictions of Goal-Setting Theory?” Their study was recently accepted for publication in one of the premier journals in the HR and OB fields, Organizational Behavior and Human Decision Processes. Numerous articles have been published on negotiation, and this study expands negotiation research by examining what the effect of setting extremely difficult goals would have on the negotiation outcomes.

In practice, negotiators who can estimate with fair confidence their counterpart’s bottom line will often make initial offers within or right around the bargaining zone (i.e., between their own target point and the bottom line of the counterparty). Offers that are at the counterparty’s bottom line or slightly beyond it are often considered challenging and difficult, since settling at one’s bottom line is not exactly desirable. Getting the other party to settle at their bottom line means that one party has maximized their outcome based on the bargaining range, while the other party has walked away with the least outcome they were willing to accept. Thus, goal difficulty increases as you set your goals closer to or beyond your counterpart’s bottom line.

The study conducted by Miles and Clenney tested to see if the traditional goal-setting theory holds true in the negotiation context where negotiators unknowingly set extremely difficult goals. The traditional goal-setting theory argues that goals should be set at a challenging, yet attainable level in order to achieve the most optimal outcome/level of performance, but any goal that is set beyond this level could result in performance leveling off or decreasing. Other studies have supported that in the negotiation context as the goals are set at a higher difficulty level, the level of performance increases, which is contrary to the predictions made by the goal-setting theory. Miles and Clenney set out to find what happens in a negotiation when negotiators actually set extremely difficult goals, considered to be beyond attainable. For some, this may be indicative of a goal set at or beyond the counterparty’s bottom line. Often times, “extreme” offers can be insulting to the other party, resulting in fewer outcomes for the ambitious party, but at other times, these offers can ultimately serve as an anchor that will ultimately lead to a better outcome for the more ambitious party. Given the various research findings regarding difficult goals and outcomes, Miles and Clenney wanted to test if negotiation outcomes leveled off, increased, or decreased when goals were set at extremely difficult levels.

The study by Miles and Clenney further examined this relationship by exploring another question, “Are there noteworthy effects when negotiation goals are self-set rather than assigned?” In much of the negotiation research, experiments are conducted where negotiators are given the goal they should pursue in order to standardize the experiment to some extent. However, in practice, many negotiators go into negotiations with no goals set for them by someone else and no idea of what the bargaining zone is. In other words, in some instances, a negotiator has no information regarding the other party’s bottom line, and cannot, therefore, estimate the bargaining zone. The current research today finds that there is no difference in the performance level or outcome when
one uses either self-set goals or assigned goals; however, this conclusion is only relevant to goals that are set to be challenging, yet attainable. Miles and Clenney went further to research when goals are set at an extremely difficult level that is beyond the challenging, yet attainable level, if the performance level or outcomes are affected when one uses self-set goals or assigned goals. When a negotiator has insufficient information about the other party’s bargaining range, this can cause the negotiator to under-estimate or over-estimate the level of difficulty of their self-set goals. Miles and Clenney focused specifically on those negotiators who over-estimated their self-set goal (to a level of extremely difficult), and then evaluated if their performance/outcome increased, remained the same, or decreased. Currently, there are several rational arguments from many scholars that support each of the three different outcomes, and this study tested these arguments further.

To test the authors’ hypotheses, they performed two different studies. The authors found that people who unknowingly set extremely difficult goals came out with better outcomes or performance levels in the end. People unknowingly set these extremely difficult goals because they did not have information about the other party’s bargaining range. The authors’ results contradict goal-setting theory, which says that goals that are challenging, yet attainable increase performance/outcomes, but beyond that level, performance levels off or decreases. The results showed performance increases beyond the challenging, yet attainable level for the goal. This study’s results showed that by not knowing the other party’s bottom line, negotiators who set extremely difficult goals (again not realizing they were extremely difficult), came out with better negotiated outcomes. Though there are numerous benefits to knowing the other party’s bargaining range prior to a negotiation, the results of the study by Miles and Clenney provide positive news that when such information is not available, a good negotiation outcome is possible, even when negotiation goals are unknowingly extremely difficult. A less informed negotiator may in fact take greater risks than when he or she is more informed of the parameters of the negotiation.

This study and research is helpful to practitioners in the negotiation field because it helps them understand that there are greater benefits and greater negotiation outcomes associated with setting goals that are extremely difficult. Additionally, the finding that a less informed negotiator can hold an advantage over a more informed negotiator is a powerful tool and useful knowledge that negotiators can use to help them perform at higher levels.


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
SHRM AT GEORGIA STATE UNIVERSITY

This past semester on Thursday, Feb 16, SHRM at Georgia State University had a presentation on how employers use LinkedIn to recruit and what students should do to get noticed (in the right way). This upcoming summer, they have two summer meetings planned that will discuss using SWOT analysis in career planning. SWOT (strengths, weaknesses, opportunities, threats) analysis is a key organizational strategic planning tool, but the process is invaluable for effective career planning. The purpose of these meeting is to discuss how students can use SWOT analysis to enhance their career search, especially in the field of human resource management.

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<th>Summer Meetings: Two Sessions</th>
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<td>Monday, June 18, 6:15 – 7:15, Sparks 300</td>
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ROBINSON CAREER MANAGEMENT CENTER

Need help updating your resume, interviewing, or finding a job?

http://robinson.gsu.edu/career

404-413-7155

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 for more information so you don’t miss out!

HR MANAGER - RANKED #3 BEST JOB

According to a recent Consumer Report by Careercast.com, a Human Resources Manager ranks #3 as the best job to have in 2012. The report ranks the best, worst, and most stressful careers of 2012.

FALL 2012 COURSES

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<th>MGS 8020 – Business Intelligence</th>
<th>MGS 8420 - Enhancing Leadership Skills</th>
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<tr>
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<td>MGS 8500 – Entrepreneur &amp; Enterprise</td>
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<td>MGS 8320 - Legal/Ethical Environmental HRM</td>
<td>MGS 8730 – Project Management</td>
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<td>MGS 8390 - Strategic Compensation</td>
<td>MGS 8760 - Quality Management</td>
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CONGRATULATIONS TO BEEBE STUDENTS!

Beebe students recently completed a research project for GSU’s Employee Development and Wellness Services concerning the return on investment of wellness centers. Their study was accepted for presentation at the University System of Georgia Human Resources Association Spring Conference. Along with Ms. Cheryl Johnson Ransaw, Director of GSU’s Center, and Linda Nelson, AVP of GSU Human Resources, the students presented their findings. Dr. Lucy McClurg worked with the students and assisted with the project. Congratulations on your good work! Members of the Beebe team were Sonda Randall-Abernathy, Luna Liu, Sanjukta Dey, and Judene Tulloch.

CONGRATULATIONS TO FALL 2011 GRADUATES!

Amy Reinmeyer  
Judene E. Tulloch

ALUMNI HIGHLIGHTS

Shane Mixon, owner of Saba in Emory and Oakhurst recently took part in the worldwide fundraising effort called Movember. The rules are simple: 1) Start with a clean shaved face on November the 1st. 2) Shave all facial hair except the mustache for the remainder of the month. No Gotees, no beards. 3) Get as many donations as possible for the Prostate Cancer Foundation. Shane’s recommendation: "Realize that Tom Selleck is not the norm. Most of us men look ridiculous with a mustache and no other facial hair to back it up. I ask people to donate for the right to make fun of me either in person or through social media. And it works."

Please go to www.movember.com to see how you can help in one of the most fun ways to raise money for a very serious cause.
ALUMNI UPDATES

Allison McClure passed the PHR exam in January 2012. Congratulations!

Vincent Lafitte is a Human Resources Manager at Stevens & Wilkinson, Inc.

Yves Cassamajor works in IBM’s Global Business Sector, an international powerhouse for technology consulting around the globe.

Courtney James works at HFF, a commercial real estate brokerage firm, and she is pursuing her MBA at UGA in Buckhead.

Julia Fen is working as a technical recruiter at Intellinet, a Microsoft-centric consulting firm in Dunwoody.

Arsalan Merchant is a Financial Analyst at PSA Healthcare.

- Mallory Moon works at Ericsson as a H.R. Assistant.
- James Williams works as a Corporate Recruiter for a Wireless Telecom Project Management company, Nsoro Mastec, LLC, located here in Atlanta, GA. He has given back to GSU by hiring a number of students and alumni.
- Tiara L. Watts received an internship with Whitaker-Taylor.
- Jason Barnard is working as a Compensation Consultant at Georgia Tech.
- Barbara Dunn is the Human Resources Director of the Georgia Forestry Commission. She has a son, who is a freshman at Georgia Tech and majoring in Computer Science.
- HR student, Aisha Mohammed, was featured in the article, “After long wait, buyer checks off item on ‘bucket list,’” in the Atlanta Journal Constitution. Mohammed discusses her short sale purchase of her new condo in Atlanta.
- Shalena Baker has been selected for a 2012 national summer internship with HealthEast Hospital in St. Paul, Minnesota, sponsored by the Institute for Healthcare Diversity. Shalena will be working as part of the HealthEast Corporate Human Resources Talent Acquisition Team.

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.