



February 2004

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

FOCUS ON FACULTY

Beebe welcomes its new Director!



Dr. Irene Duhaime received her Ph.D. from the University of Pittsburgh, and holds an MBA from Boston University. Internationally respected for her expertise in corporate strategy, Duhaime teaches courses across management and business from the undergraduate to the doctoral level.

Dr. Duhaime's research has been published in the leading academic journals and presented at numerous national and international conferences. She has also coauthored a textbook. In addition to her interests in strategic HR issues, her current research focuses on managerial and cognitive aspects of strategic change in established and emerging industry environments. She has served on the Editorial Boards of top scholarly journals in Management and as an elected officer in the Academy of Management as well as in appointed positions in other professional organizations. As Beebe moves toward a strategic focus, Dr. Duhaime's background and expertise will be useful and valuable in strengthening Beebe's HRM programs.

Beebe welcomes a new faculty member!

Interview with Dr. Todd Maurer, Professor of Management (Organizational Behavior/Human Resource Management), Robinson College of Business



What is your recent professional and academic history?

I came to Georgia State from Georgia Tech, having worked previously in the College of Sciences at Tech. Before that, I obtained degrees from the University of Pittsburgh and the University of Akron. I was recently elected to Fellow status of both the Society for Industrial-Organizational Psychology and also of the American Psychological Association, and won the Sidney Fine Award for research on analytic strategies to study jobs. Other than research and teaching, I enjoy consulting to organizations on a variety of human resource problems, and have been a part-time consultant since 1987.

Can you provide a brief synopsis of your approach to research and teaching?

I was trained in the scientist/practitioner tradition, so I prefer that my work be near the intersection of theory and practice. Ideally, this results in using and developing cutting-edge concepts and techniques to address practical problems in the workplace. I am very interested in the exchange between research and practice, and finding situations where one can inform the other.

What attracts you to the Robinson College of Business?

Since 1989, I have done a lot of outreach in the City of Atlanta and beyond, creating links to human resource practice within various businesses. I have worked with a variety of organizations in consulting and research. A major reason for moving to a business school from a college of science is the difference in focus. Theoretical developments in my field can come out of both settings, but in a business school there is so much more emphasis on the “so what” or the practical implications of theory, research and teaching.

I look forward to working with people in and affiliated with the Beebe Institute and the Department of Management. Although I am already privileged to know a number of human resource professionals in organizations like BellSouth,

Southern Company, Home Depot, Bank of America, UPS, and others, I look forward to meeting and working with many more in the near future.

What are the topics of your current research?

My interests are pretty broad, but generally speaking, my recent work has been in the areas of human resource selection and development. Given the changing nature of work and the work place, an increasingly important concern within organizations today is the ongoing learning and development of leaders and employees. A goal of my research in this area is to understand differences in the degree to which leaders and employees pursue continuous learning and development in their organizations and throughout their careers. Having a better understanding of the individual, situational, and organizational factors that enhance development can facilitate management of leadership and employee development. A related interest here is managing the development and learning of aging workers. There are a variety of concerns here, including things like motivation, stereotypes and discrimination. I have carried out research on these general topics using resources provided by businesses and by the federal government (e.g. NIH, NSF). For example, NIH just funded a 13 month longitudinal study of factors influencing involvement in development and learning activities by a sample of workers from across the national work force.

As another example of recent research projects, I have been working with human resource managers in the City of Atlanta in research on police and fire department promotional testing processes. As a third example, I am working with colleagues from Georgia-Pacific on research surrounding technology-based developmental planning. I have also conducted recent projects on topics such as performance appraisal/feedback and job analysis.

What do you do when you are not at work? Do you have family in the Atlanta area?

My wife, Ann, works in human resources for Coca Cola. We have collaborated on a couple of projects over the past several years: Jason (3 years old) and Matthew (6 months old). Although these two initiatives have not generated any financial income, undoubtedly they have been the most rewarding and important development-related projects I have pursued so far. I guess this is a great example of a successful academia-industry partnership!

FOCUS ON BEEBE STUDENTS

Congratulations to our students who recently passed their SHRM certification!

PHR: Sonali Das
Sara Hay

SPHR: Leslie Clennan

FOCUS ON SHRM CHAPTER ACTIVITIES

The GSU Student Society for Human Resource Management (SHRM) chapter got off to a solid start for the academic year with two meetings during the fall semester. The first gathering, held in September was an organizational meeting in which officers were elected for the year. The speakers were Christy Shropshire from Ernst & Young, who is the SHRM Atlanta liaison to the student chapters, attended, along with Erica Strickland of Georgia Pacific. They spoke about opportunities available through SHRM. The Fall Social was held at the Bridgetown Grill in Buckhead. The new officers for the 2003-2004 academic year are:

President - Tom Allen
VP, Programs – Sara Hay
VP, Membership – Cathy Hoffman
VP, Communications – Wanda Smith
Treasurer – Diedra Geter
Secretary – Leslie Clennan

Applications and information are available on the GSU student chapter web page at www.gsu.edu/~wwwshr

FOCUS ON BEEBE ALUMNI

Congratulations to **Mr. and Mrs. Eric Leef** on the birth of their daughter Janna Elizabeth. Janna weighed 8 pounds 7 ounces and the entire family is doing well. Eric, MBA-HRM '02 is currently in the Human Resources Leadership Program at GE. He was also a very popular part-time instructor at Beebe.

Lisa Wilson, MS-HRM '96, is employed at Norfolk Southern, and serves as project manager for teams of developers in their IT Project Management Office. She coordinates the work of her colleagues, assisting them in assessing work and project risk and meeting deadlines for deliverables for the transportation, properties, industrial development and engineering departments.

Lisa was selected as a charter member of the Norfolk Southern Diversity Council, representing 28,000 employees. She currently serves on the Communications team and the Council Coordinating Committee. She is also a volunteer for Hands On Atlanta and the East Lake Neighborhood and is a member of the Leadership Council of the Southern Poverty Law Center, the Women's Action Council of Amnesty International, the League of Women Voters and a Partner of the Human Rights Campaign. In her leisure time, Lisa enjoys family, friends, traveling, hiking and golfing.

FOCUS ON RECENT RESEARCH

Management Educators' Perspectives: Can Leadership Be Learned?

Leadership is a well known topic in management research and education. Here are what professors and researchers say about teaching and learning leadership.

“More than knowledge, leaders need character. Values and ethics are vitally important. The basics of leadership can be taught. What is desperately needed is more responsible leadership – a new ethic to confront the challenges of our day.”
– Oscar Arias

CAN LEADERSHIP BE LEARNED?

Steven Stumpf: “Can leadership be learned? Of course. Leadership is not like breathing – if you don’t focus your efforts and work at it, you won’t be an effective leader. It may be that every person cannot ‘learn’ how to be an effective leader, but we could say the same about learning chess. Everyone does not have the potential to be a master chess player. There are concepts and practices that can be learned (and taught) that will enhance the leadership effectiveness of many people (but not all).”

Kim Cameron: “Some people have an inclination to learn some competencies faster or better than others, of course, and some people reflect more charismatic or likable characteristics than others. But many great leaders are not the ones that appear on the covers of Time and Fortune. They have learned to achieve spectacular results in their own circumstances. Think of parents. Can people learn to become better parents, or are we just born either competent or not? Everyone would agree that effective parenting can be learned or improved. So can effective leadership.

Jay Conger: “Yes, most definitely. Here work experiences, bosses, special projects, role models, education all play a role in leadership development. Using an analogy with sports...not everyone can become an outstanding player despite coaching, yet most will benefit and improve their ‘game.’ A few will go on to become stars or outstanding leaders given coaching, extensive experiences and personal drive.”

Source: Doh, J.P. 2003. Can leadership be learned? Perspectives from management educators. *Academy of Management: Learning & Education*, Vol. 2., No.1, March 2003.

Coming up in the next issue – Can leadership be taught?

We want to hear from you!

Current and previous editions of the Beebe Newsletter are available online at www.robinson.gsu.edu/beebe/newsletter. If you have any comments or suggestions about the Beebe Newsletter, or for more information about our programs, please email the Faculty Advisor at mgtlnm@langate.gsu.edu, visit the Beebe Institute website at www.cba.gsu.edu/beebe, or write to:

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