



July 2004

Welcome to the fifth 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, alumni, 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 BEEBE ACADEMICS

Thank you to all our HRM 8900 and MGT 4395 Field Research class sponsors – the organizations, SHRM Atlanta and the GSU SHRM Chapter and the SHRM Foundation!

The graduate and undergraduate HR Field Research courses were in full swing this spring semester. These unique courses bring together practitioners, students and SHRM Atlanta members. They involve a research project on a set of predetermined HR management issues within a sponsoring organization. Students worked in small 'consulting' groups to design and implement a study to resolve a real business problem. Groups present their solutions to executives of sponsoring organizations and to GSU faculty. These courses would not have been possible without the joint effort of the Beebe Institute, SHRM Atlanta, the SHRM Foundation and the GSU SHRM Chapter. We are grateful to the following businesses that participated in the Spring 2004 HR Field Research Courses: **Atlantic Envelope Company (AECO), Cobb Galleria Centre, Georgia Community Support and Solutions, Inc. (GCSS), InfoMart and UPS.** We also appreciate the time and effort of the SHRM representatives, who worked as advisors to each group: **LaShay Crosby, Dina Dow, Lara Hertz, Athena Jones, and John Kosky.**

FOCUS ON BEEBE STUDENTS

Congratulations to our May 2004 graduates, we wish them all the best!

Dominique Bleichenbacher
Jason Brzezinski
Anne Corry
Adrienne Davidson
Cathy Hoffman-Young

Honors Day 2004 Award Recipients

Several outstanding Beebe students were recognized at the Robinson College of Business Honors Day in 2004. Congratulations to all the winners!

William T. Rutherford Scholarship – Cathy Hoffman Young, MBA-HRM '04



This award is for students in any graduate level human resource management program who best exemplify the high achievement and zest for learning which Professor Rutherford so valued. Cathy recently received her PHR certification.

William P Key Scholarship - Adrienne Davidson, MBA-HRM '04



Named in honor of a distinguished Atlanta human resource professional who was a Georgia State University graduate, as well as Executive in Residence at the Beebe Institute, this scholarship is awarded for outstanding performance in a masters' level human resource management degree program.
(From left: Dr Irene Duhaime, Adrienne Davidson, and Mrs. Norma Key)

Atlanta Engineering Personnel Association (AEPA) Scholarship 2004 – Dominique Bleichenbacher, MBA - Management & HRM '04



The Atlanta Engineering Personnel Association (AEPA) is made up of recruiters in high-tech industries in the Atlanta area. Dominique is the third GSU HRM recipient of this scholarship. The AEPA award is made on the basis of academic achievement, community service, and HRM work experience.

Honors Day 2004 Award Recipients (continued)

Michael Jay Jedel Award – Leslie E. Clennan, MS-HRM '04



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. The scholarship was established by GSU's HR Executive Roundtable to honor Dr. Jedel. 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.

2004 Phi Beta Delta Inductee – Rubaiya Hassan, MS-HRM, '04



The Phi Beta Delta Honor Society for International Scholars was founded at California State University in 1986. It was the first national honor society dedicated to recognizing scholarly achievement in international education. Honorees include international students, faculty and staff in the US, as well as American students, faculty and staff involved in academic endeavors abroad. Georgia State University was one of the founding chapters, chartered as the Alpha Lambda Chapter.

FOCUS ON THE GSU SHRM CHAPTER

Activities of the GSU Student Chapter of the Society for Human Resources Management (SHRM) continued into the Spring 2004 semester. There was a meet and greet event at Mick's Peachtree Street downtown location. Christy Shropshire from Ernst & Young, the SHRM Atlanta liaison to the student chapters was present. The second meeting was held on March 4, 2004 in the General Classroom Building. Randall Cumba from Emory University and Richard Clark from RA Clark Consulting spoke to the group and answered questions. The next meeting was on April 21, 2004 with David Brookmire as the speaker. David is a highly experienced business partner with a successful track record of accomplishments at Frito-Lay, General Motors, Digital Communications, and Profit Recovery Group. Information and applications for SHRM membership are available on the GSU-SHRM student chapter web page at www.gsu.edu/~wwwshr.

FOCUS ON BEEBE FACULTY

Dr. Ed Miles was invited to one of Georgia State University's partner institutions, the University of Stuttgart in Germany. He served as a guest lecturer at the School of Business during May 2004.

FOCUS ON BEEBE FACULTY (continued)

Todd Maurer, professor, recently received the Outstanding Human Resource Development Scholar Award from the Academy of Human Resource Development. This was given for having demonstrated a continuing record of scholarly productivity and influence in the profession. Dr. Maurer was also recently elected as Fellow for both the Society for Industrial and Organizational Psychology (SIOP) and the American Psychological Association (APA) for outstanding and unusual contributions to the field. In April, he presented research that won the Sidney Fine Award for research on analytic strategies for studying jobs. This talk was given in a special event session at the annual SIOP conference. Dr. Maurer will be finalizing this research project this summer.

Professor Bruce Kaufman recently published two journal articles: "High-Level Employee Involvement at Delta Air Lines," in *Human Resource Management* (Fall, 2003), and "John R. Commons and the Wisconsin School on Industrial Relations Policy and Strategy," in *Industrial and Labor Relations Review* (Fall, 2003). Dr. Kaufman wrote *The Global Evolution of Industrial Relations*, being published this fall by the International Labor Organization (Geneva, 2004), and edited *Theoretical Perspectives on Work and the Employment Relationship*, published by the Industrial Relations Research Association (Champaign, IL, 2004). In the latter book, Dr. Kaufman authored two chapters: "Theorizing Human Resource Management: Insights from History, Economics and Industrial Relations" and "Employment Relations and the Employment Relations System: A Guide to Theorizing."

Coming soon: Spotlight on new faculty!

FOCUS ON RECENT RESEARCH IN HR MANAGEMENT

Management Educators' Perspectives: Can Leadership Be Taught?

Leadership is a well known topic in management research and education. Here are thoughts from professors and researchers on teaching leadership.

CAN LEADERSHIP BE TAUGHT?

Steven Stumpf: "Can leadership be taught? **Of course.** But the methods of teaching need to **focus on creating meaningful experiences from which the student can learn.** Book knowledge is only a small part of effective leadership – just as reading a tennis book is only a small part of being an exceptional tennis player. Leadership is a performance sport. Leadership requires both thinking and doing – the satisfaction of many others with diverse expectations. Hence, most of what is taught as 'best practice' is only best practice for a specific audience – one that the particular learner may not encounter. **What is taught – to be useful – must be learned in a personal, applicable, more intuitive way.**"

Kim Cameron: “Let’s take the assumption that the answer is ‘no’. Leadership can’t be taught and leadership can’t be learned. That means we should change entirely our research and teaching emphasis in universities. We should begin to focus on finding the genetic code that is associated with leadership. Forget theory. Forget models. Forget correlations and predictors. Forget qualitative investigations of great leaders. Close down *Fortune* and *Business Week* and all the leadership journals. Eliminate training and development departments in most companies. If I can’t learn it and I can’t help someone else improve it, let’s stop wasting resources on all this nonsense we pretend to be doing in higher education. If leaders are born not made – and if no one can teach anyone else to improve – let’s start investigating leadership in the biology lab rather than in the business world. **So yes, unequivocally, leadership can be taught.** Some people have an inclination to learn some competencies better than others, of course, and some people reflect more charismatic or likable characteristics than others.”

Jay Conger: “Yes, but only certain aspects. Let’s say that leadership is made up of three dimensions: skills, perspectives, and dispositions. **Many leadership skills can be taught**, and to some extent perspectives may be developed and enhanced through education. For example, **we can teach how to present ideas more persuasively and communicate more inspirationally.** We can also teach aspects of strategic thinking which is the product of immersion in one’s field, as well as a mental capacity to think more conceptually. These are difficult to teach. In terms of dispositions, these are a product of life, family, and possibly genes. So the latter cannot be taught. For example, **we cannot teach a person to be ambitious or to be more open to risk taking** – which would be dispositional characteristics.”

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

TENTATIVE COURSE OFFERINGS

Fall 2004

*Human Resources Management (HRM) prefixes now known as (nka)
Managerial Sciences (MGS) prefixes.*

Course No.	Course Name	Days	Time	Faculty
HRM 8210 nka MGS 8430	Negotiation (Alpharetta)	Thursdays	4:30 -7:00 pm	Oakley
HRM 8210 nka MGS 8430	Negotiation	Tuesdays	7:15 - 9:45 pm	Miles
HRM 8470 nka MGS 8390	Strategic Compensation	Thursdays	4:30 -7:00 pm	McClurg
HRM 8990 nka MGS 8380	Strategic HRM	Wednesdays	4:30 -7:00 pm	Miles

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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