



October 2004

Welcome to the sixth edition of 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. Along with providing information on Beebe events, it provides interesting reading for HR professionals and students alike.

FOCUS ON BEEBE STUDENTS

Under the guidance of her advisor, Dr. Kay Bunch, **Latoya Wilson** is writing an Honors Thesis on the potential negative consequences of Affirmative Action programs in the work place. Latoya's goal is to propose recommendations to make AA policy more effective. Latoya is pursuing a BBA in Management with a concentration in HRM. Ultimately, she plans to pursue a PhD in HRM.

For those interested in the Honors program, visit <http://www.gsu.edu/~www/hon/> for more information.

Congratulations to **Rubaiya Hassan** for passing the PHR exam in June, 2004.

Shibani Bhende, a student of the Beebe Institute, was recently offered a chance to pursue a Human Resources assignment for her employer, the National Cash Register (NCR). Shibani will be traveling to Sydney, Australia in order to take advantage of this wonderful opportunity.

Leslie Clennan, an MS/HRM student graduating in December, reports she is enjoying the position into which she was recently promoted within BellSouth Telecommunications in Jacksonville, Florida. She is now the acting Senior Human Resources Generalist. Some of her duties include Labor Relations, researching grievances, and making recommendations to her directors about how to correct them. She credits the Master's Program in Human Resources Management at GSU with giving her a great background for her career.

A former Beebe Institute student, **Cathy Hoffman-Young**, is working on completing her six-month contract as a Compensation Analyst at Scientific-Atlanta.

Another Beebe Institute alumnus, **Dominique Bleichenbacher**, is currently organizing her move back home. She was offered a position with Credit Suisse in Switzerland, her native country.

FOCUS ON BEEBE FACULTY



Dr. Kay Bunch was recently named faculty advisor for the GSU chapter of SHRM. She has been teaching at Georgia State University since January 1990. She has a broad educational background with graduate degrees in management, labor history, and human resource development. She teaches a variety of courses at the graduate and undergraduate levels including Employment Law, Human Resource Management, Employee Selection, and Strategic Human Resource Management.

She has published and presented a number of papers, and her research interests include gender, leadership, and employment law.



Bruce Kaufman's Korea trip

Dr. Bruce Kaufman traveled to Korea from June 21-June 27 at the invitation of Dr. Michael B. Lee, former assistant professor of management and Senior Associate of the W.T. Beebe Institute at GSU and now Executive Vice-President of Human Resources for the LG Corporation in Seoul. During his stay, he made a presentation to the thirty members of his HR leadership group on his case study of high-level employee involvement at Delta Air Lines. He then made two presentations at the 5th Asian Regional Congress of the International Industrial Relations Association, including a special session put on the program dedicated to an overview of his forthcoming book on the Global Evolution of Industrial Relations. The book was commissioned by the International Industrial Relations Association.

In addition to these accomplishments, Dr. Kaufman recently received an invitation to write a chapter on "The Historical Development of the HRM Field." The chapter is to be featured in the forthcoming *International Handbook of Human Resource Management* (Boxall, Purcell, and Wright eds.).

FOCUS ON THE GSU SHRM CHAPTER



The GSU Student Chapter of the Society for Human Resources Management (SHRM) would like to extend a warm welcome to all returning members for the Fall 2004 Semester. The GSU SHRM Chapter is eager to begin working towards the completion of their goals for the semester. **Renise Francis** (Top) and **Angela Miller** (Bottom), the organization's president and vice-president, presented plans that included competing for the national SHRM Merit Award, participating for the Human Resources National competition in the spring, increasing membership, and most importantly, provide more educational opportunities for members to develop their skills as Human Resources Professionals.

The GSU SHRM Chapter's first meeting of the semester took place on September 22nd. For more information and applications for SHRM membership, interested students are welcome to visit the GSU-SHRM student chapter web page at www.gsu.edu/~wwwshr.

For more information concerning the Student Chapter of the Society for Human Resources Management (SHRM), visit the Atlanta SHRM Chapter at <http://www.shrmatlanta.org>.

SNEAK PEEK: A GLANCE AT NEXT SEMESTER'S TENTATIVE COURSE OFFERINGS.

Spring 2005

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

Course No.	Course Name	Days	Time	Faculty
MGS 8430	Negotiation	Thursday	4:30 – 7:00 pm	Oakley
MGS 8430	Negotiation	Mondays	7:15 – 9:45 pm	Miles
MGS 8300	Human Resources Management	Thursdays	4:30 - 7:00 pm	Bunch
MGS 8360	HR Recruitment / Selection	Wednesdays	4:30 – 7:00 pm	WanHuggins

MGS 8320	Legal/Ethical Environment HR	Wednesdays	7:15 – 9:45 pm	Bunch
MGS 8440	Work Team Design/ Development	Wednesdays	7:15 – 9:45 p.m.	Reilly
MGS 8435	Power in Organizations	Mondays	4:30 – 7:00 p.m.	Butler
MGS 8460	Consulting Practice	Wednesdays	4:30 – 7:00 p.m.	Reilly
MGS 8620	Competitor Analysis	Thursday	7:15 – 9:45 p.m.	TBA/Staff
MGS 8730	Project Management	Mondays	4:30 – 7:00 p.m.	TBA/Staff

FOCUS ON RECENT RESEARCH IN HR MANAGEMENT

Focusing on business ethics, Linda Trevino and Michael Brown's research piece breaks down the five common misconceptions in business ethics. The article provides, along with thorough descriptions of these five misleading points of views, explanations as to why these ethical fallacies are so common.

Business Myth No. 1: It is simple to be ethical in the business environment.

On the contrary, explains Trevino and Brown, the ethical decision-making process is an intricate process with various stages. Even so, when a conclusion is reached about what is right, the situation in question may create too great a consequence should the morally right action be taken. Thus, it may be easy to talk about being ethical when it comes to a business perspective but quite difficult to act upon it.

Business Myth No. 2: An immoral few are to blame for the unethical activities of the business world.

Not so, argues Trevino and Brown. The constant pressure in a working environment can cause honest professionals to participate in numbers tweaking in order to meet demands. A worker's intimidation by an authority figure and that figure's command may result in the worker's submission to unethical behavior in order to fulfill his or her boss's demands. Therefore, not all wrongdoings are the cause of "bad apples."

Business Myth No. 3: Unethical behaviors can be controlled through formal policies.

Although the U.S. Sentencing Commission passed a law in which corporations are required to put their employees through ethics training and set up an efficient system to report unethical conduct of employees, not all systems are successful. Not all employees, and sometimes not even executives, follow

the system. This indicates an ethical working environment demands more than just a list of code of conduct or an anonymous fraud reporting system.

Business Myth No. 4: Leadership in ethics is concentrated around integrity.

A strong character is important when it comes to leadership in the field of business management. To be an ethical leader, however, according to Brown and Trevino, an executive must not pair that strength with immorality. An effective leader must also assert his or her ethical beliefs and hold high expectations for others' ethical conduct.

Business Myth No. 5: The level of business morality is declining.

The issue of ethics in a working environment has never been more controversial. With recent examples of failures in corrupted corporations such as Enron and WorldCom, corporations are more careful with their ethical behavior than ever, taking steps to avoid criticisms from the public and losing their reputations with consumers.

Thus, maintaining ethical behavior in a business is not as easy as mainstream society perceived it to be. There are various shades of grey that ethical behavior may fall under. Avoiding presumptions and reviewing these five myths may help a corporation in forming an ethical working environment.

Source: Trevino, Linda Klebe & Michael E. Brown. Managing to be Ethical: Debunking Five Business Ethics Myths. *Academy of Management: Executive*, Vol. 18, No.1, May 2004.

Coming next issue: *An interview with a fresh face in faculty, H.J. Park!*

Contributions: If you'd like to make a contribution to the W.T. Beebe Institute in order to help support student activities, faculty research, and scholarships, we would greatly appreciate your help. Send contributions to:

W. T. Beebe Institute of Personnel and Employment Relations
Robinson College of Business
Georgia State University
35 Broad Street (10th Floor)
MSC 4A-1049
Atlanta, GA 30303

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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