July 2005

Welcome to the ninth 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.

AWARDS AND RECOGNITION

GSU SHRM Receives 2004-2005 SHRM National Merit Award
The Georgia State University student chapter of the Society for Human Resource Management (SHRM) has earned the Merit Award for the 2004-2005 school year. Only 23 of 430 chapters received this award. The annual Merit Award program, in existence since 1972, recognizes student chapters for outstanding activities and programs in four areas:

- Chapter support to the professional development of members.
- Chapter support of SHRM.
- Chapter support of the profession.
- Professional operation of the chapter.

This is a first for us, and thanks go to Kay Bunch and the student officers of SHRM, Renise Francis and Angela Miller, who worked on this extensively. Winners are publicized nationally in a SHRM publication and at the Society's annual conference. Congratulations!
Robinson College of Business 2005 Annual Honors Day Celebration
On April 27th, 2005, J. Mack Robinson College of Business celebrated Honors Day to honor students for their achievements. Several Beebe students received awards. The recipients this year are:

**Angela Miller**  
*Michael Jay Jedel Award in Human Resource Management*  
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. 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.

**Renise Francis**  
*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 the master's level human resource management degree program.

**Matthew Hall**  
*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.

**Monrovia Scott**  
*Atlanta Engineering Personnel Association*  
Awarded to a master's level student in human resource management, this scholarship is presented to the student with a high GPA, significant work experience in human resources and a commitment to the human resources field. It is presented by the Atlanta Engineering Personnel Association.
Here are some photos from the event:

Professor Kay Bunch, Matthew Hall and Professor Deborah Butler

Matthew Hall, Angela Miller, Professor Todd Maurer and Renise Francis

Renise Francis and Professor Kay Bunch

Matthew Hall and Angela Miller
FOCUS ON FACULTY AND STUDENTS
In this section of the newsletter we recognize accomplishments made by both students and alumni.

Book Review
Bruce E. Kaufman’s book, *The Global Evolution of Industrial Relations: Events, Ideas and the IIIRA* was recently reviewed in Perspectives On Work by Robert Taylor. The book explores the issues facing Global IR including its disappearance as an academic subject. The argument is that IR concerns everyone, not just academics; it is “the subject of work and the relations between those who manage it and those who perform it…” (p 1) The book covers the history of IR and reveals that up until the 1930s IR was broad in conception and content. Then there was a divergence where academics focused on collective bargaining and unions causing practitioners to lose interest because this was perceived as a threat. Ultimately, Kaufman states that IR needs to embrace the whole world of work again because “…part of its purposes is to make the market system and capitalism work better…” (p 631)

Certifications
Rachel Leigh Spector who is currently an HR generalist at Chamberlin Edmonds, a mid-sized health care firm, passed the PHR exam December 2004 and is in the process of converting her student status to a certified PHR.

Katherine Kay, who received her BBA in HR, passed the PHR certification and is working as Human Resources Manager at Buckhead Community Bank.

Promotion
Tom Allen is now the Director of Career Services for DeVry University where he is responsible for job development, employer relationships, career advising and counseling and overall strategic planning for the department. He counsels the Keller graduate program MBA students and has eight direct reports and budget responsibility.

Congratulations on your successes!

In Memory
Dr. Richard Henderson, a long-time faculty member in the Beebe Institute, recently passed away May 4. His textbook, "Compensation Management in a Knowledge-Based World", now in its 10th edition, was first published in 1976 and has been one of the best-selling compensation texts on the market. A graduate of the U.S. Naval Academy, Dr. Henderson served as commander of a submarine before deciding to earn his doctorate at Georgia State University in 1970. He was a colorful and much-beloved figure around GSU even after his retirement in 1988. We will miss him and send our sincere condolences to his family.
DO YOU HAVE A PROJECT YOU’VE BEEN PUTTING OFF?

DO YOU NEED SOME HELP WITH AN HR ISSUE?

WOULD YOU LIKE SOME FREE, HIGHLY-MOTIVATED, TOP-QUALITY EXPERTISE FOR YOUR PROJECT?

Take advantage of the talents of GSU’s top HR students. In their Field Research classes (undergrad and grad) students work in teams to complete HR consulting projects for corporate sponsors. Students work under the supervision of qualified and experienced HR faculty and executives-in-residence, many of whom are consultants themselves. All parties sign confidentiality agreements to protect the rights of corporate sponsors.

Examples of past projects:  All project results to date have been adopted and implemented by corporate sponsors.  Student teams:

- Developed and implemented use of an HR Scorecard for a multi-national firm.  Researched most relevant HR metrics for the firm’s strategy.
- Developed a colorful 50-page Retirement Manual for a large firm that explains pre- and post-retirement benefits and resources.
- Analyzed turnover at a large manufacturing facility, including costing of turnover, causes (using an employee survey), and recommended a strategy for decreasing turnover.
- Designed a competency-based performance appraisal system for technical jobs in a large firm.
- Evaluated the success of a gainsharing program and designed an internal marketing program to “sell” it to employees.
- Redesigned the Customer Service function of a large company with locations in seven states.  Jobs were redesigned and a training program was developed for making changes.

What is required of corporate sponsors:

- An exciting and challenging idea for a student project.
- Several hours of meeting with students during the semester, either at GSU or in your offices or facilities.  You may choose to be involved as much or little as your time and interests permit.
- Attendance at a final report of results at the end of the semester (late November)

If you are interested, please contact Lucy McClurg, instructor, at (404) 651-2863 or mgtlhm@langate.gsu.edu.

Thanks for your help!!
FOCUS ON CURRENT RESEARCH

Why Women Leave the Workplace
A study published in the Academy of Management Executive entitled *Kaleidoscope careers: An alternate explanation for this “opt-out” revolution* was conducted by Lisa A. Mainiero and Sherry E. Sullivan. The study looks at the reasons why women chose to opt-out of their careers and how they go about deciding between family and careers.

The study challenges the popular assumption that women are leaving the workforce because work demands are incompatible with family needs. It argues that it has to do with the way that women develop, create and utilize their careers as opposed to men. A review of turnover found that the turnover rate is similar for men and women. Another found that promoted women are less likely to resign than promoted men. Women have reported leaving work for some of the same reasons as men: lack of career opportunities, job dissatisfaction and low organizational commitment; lack of advancement opportunities being the foremost reason. These reasons might be complicated by the fact that many of these women are GenXers and place a higher value on family and don’t want to work long hours like their parents.

Mainiero and Sullivan propose a new kaleidoscope career paradigm for women; one that states that the careers of women are relational and are part of a “larger and intricate web of interconnected issues, people and aspects that had come together in a delicately balanced package. …women making decisions about their career options after considering the impact their decisions will have on others.” The kaleidoscope model says that women “shift the pattern of their careers by rotating different aspects of their lives to arrange their roles and relationships in new ways.”

The authors recommend what organizations should do to incorporate the kaleidoscope model into their environments to offer advancement for and increase retention of women. The suggestions are to:

1. Provide flexible workplaces
2. Alternative career paths including paths for women to re-enter the workforce
3. Make upper management accountable for retaining and advancing women
4. Create reward systems based on outcomes and remove gender inequalities
5. Encourage culture that encourages family; expand definition of family
6. Lobby for government initiatives to support working parents, family leave and day care

By implementing such changes both men and women will benefit and it will encourage more women to opt-back into the workforce. The bottom line they argue is that the traditional workplace is no longer valid for many employees and should be changed to reflect as such. Failure to do so might lead to the continued opting out of more women.
### FEATURED PREVIEWS: LOOKING AT FALL SEMESTER’S COURSE OFFERINGS

#### Fall 2005

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<th>Course No.</th>
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<td>MGS 8160</td>
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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, suggestions, submissions, or for more information about our programs, please email the Faculty Advisor at mgtnm@langate.gsu.edu, visit the Beebe Institute website at www.cba.gsu.edu/beebe, or write to:

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