



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 IIRA* 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 mgtlnm@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 work place 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

Course No.	Course Name	Days	Time	Faculty
MGS 8160	Risk Benefit Analysis	Tuesdays	4:30 – 7:00 pm	Whalen
MGS 8300	Human Resource Management	Wednesday	7:15 – 9:45 pm	Bunch
MGS 8390	Strategic Compensation	Thursdays	4:30 – 7:00 pm	McClurg
MGS 8395	Field Research in HRM	Mondays	4:30 – 7:00 p.m.	McClurg
MGS 8420	Enhancing Leadership Skills	Tuesdays	4:30 – 7:00 p.m.	Maurer
MGS 8425	Coaching for Leadership	Mondays	4:30 – 7:00 p.m.	Butler
MGS 8430	Negotiation	Tuesdays	7:15 – 9:45 p.m.	Miles
MGS 8450	Organizational Development and Change	Mondays	7:15 – 9:45 p.m.	Reilly
MGS 8730	Project Management	Mondays	7:15 – 9:45 p.m.	Deane

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 mgtlnm@langate.gsu.edu, visit the Beebe Institute website at www.cba.gsu.edu/beebe, or write 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

To add or remove yourself from our mailing list, please reply to beebenewsletter@langate.gsu.edu.