November 2006

Welcome to 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.

The Beebe Institute thanks Mr. Ken Lesley

The W.T. Beebe Institute of Personnel and Employment Relations would like to thank Mr. and Mrs. Ken and Loyce Lesley for their $100,000 Charitable Gift Annuity. Mr. Lesley was a personal friend and colleague of Mr. Beebe from his time at Delta Airlines. The Lesley’s generous donation will go to fund scholarships for Beebe students.

In addition to the gift, Mr. Lesley spoke to a lecture hall full of Beebe students on September 14, 2006. He spoke on the topic of Strategic HR and its importance in the 21st century. He drew on a wealth of experience from a nearly 40 year career in Human Resources. Mr. Lesley also shared advice with students about how to best start a career in HR and how to be a more effective HR leader down the road.

Mr. Lesley is the former Vice President of Human Resources and Public Relations for Burlington Industries. He joined the company in 1968 as personnel manager of the corporate Research and Development Center. He served as personnel manager of the company’s Transportation division from 1972 until 1975 when he was named area personnel executive. He was appointed director of personnel in 1984 and was named to his present position in January 1985. He was a member of Burlington’s Board of Directors from 1990 until 1995. Before joining Burlington, Mr. Lesley worked at Delta Airlines and Baxter Health Care.

Mr. Lesley is a native of Easley, S.C.. His educational background includes an undergraduate degree from Louisiana College in Pineville, LA, and an MBA from Robinson College of Business at Georgia State University. Together he and his wife, Loyce, live in High Point, North Carolina and remain very active in the community.
New Faculty Spotlight

The W. T. Beebe Institute is pleased to welcome Dr. Steven Whiting to our faculty. Dr. Whiting received his Ph.D. from Indiana University where he was also Associate Instructor. He will be teaching undergraduate and graduate Selection courses at Georgia State and will assist in doctoral seminars. Dr. Whiting has been productive in several very interesting lines of research. His dissertation focused on performance appraisals, and understanding how different types of behaviors influence appraisal decisions. He has also done work relating to the outcomes of training and development initiatives. Dr. Whiting was recipient of the Best Student Paper Award at the Academy of Management HR Division meetings in 2005. Dr. Whiting sat down with us to discuss his new role at the Beebe Institute.

Steven W. Whiting

What attracted you to Georgia State and the Beebe Institute?
For me, I would say that there were two main attractions. The first was the great group of faculty here at Georgia State. I admire the work of these scholars and perhaps more importantly, genuinely enjoy their company. The chance to spend my working days with such a great group of people was a big selling point. The second main attraction was the dynamic and exciting location of Atlanta. Surprisingly, it is really a unique opportunity for a business professor to be at an institution like Georgia State that is centered in one of the world’s great business locations. To have such a vibrant business and HR community right in your own backyard is a real luxury. I truly look forward to the chance to learn from and interact with the Atlanta HR community.

What are some research topics you would like to address in the future?
For the time being I hope to continue researching in two main areas. The first has to do with training and development in organizations. Simply put, I’m very interested in understanding how organizations can maximize their investments in training and development. To be able to answer this question, we need to learn a great deal more about the outcomes of training and development programs. This requires us to think not only about how much employees learn in training and development and how this new knowledge is applied to their jobs, but to take seriously other important processes that are set into motion by participation in training. Thus, my research attempts to elucidate a more comprehensive set of training outcomes. Once we understand these outcomes, we can begin to design training and development initiatives that will maximize an organization’s investment.

In my second line of research, I’m very interested in understanding what behaviors managers consider important when conducting performance appraisals. Understanding how and why managers use different types of information to make their appraisal decisions has critical implications for the utility of performance appraisal systems. These issues impact the validity of appraisals as HR decision making tools (for example, to determine who to promote, who to send to training, who to fire, etc.), but also impact the manner in which employees view the appraisal process. A successful appraisal system, in addition to being valid, must be viewed by employees as being accurate, fair and just. Ultimately, I hope my research will help to design appraisal systems that meet these characteristics.

What attracted you to Human Resources Management as an academic discipline?
I am fascinated by human behavior, particularly behavior in the workplace. In this regard, you could consider me a classic student of Organizational Behavior. However, my personal view of HR management is that this is an area where the lessons we learn in organizational behavior are applied to organizational systems and practices intended to encourage particular employee behaviors. In some ways, you could think of this as applied OB. I understand that not everybody would provide a similar definition of the field of HR, and if you asked a dozen professors to define the difference between OB and HR you might get a dozen answers. For me, however, I will probably always see the world in these terms. What interests me most in HR management is the application of knowledge regarding human behavior to particular organizational practices. This naturally leads to a host of interesting questions regarding the best way to structure HR systems and programs to encourage the desired behaviors. To me, that is what makes HR an exciting academic discipline.

What do you like to do in your spare time?
My favorite spare time activity is to spend time with my wife and kids. We enjoy going to movies together, playing games, and occasionally (when I’m at my most persuasive) working together around the house. I also enjoy jogging. I ran my first marathon last year, and though I’m slow and it was incredibly painful, it was one of the great experiences of my life. I hope to get a second marathon under my belt sometime in the next year.
Spotlight on Beebe Students

Lisa Johnson
After graduating in May 2006 with a Masters in Managerial Sciences—Human Resources Concentration, Lisa landed a dream job with Porsche Cars North America. Lisa reports loving her new role as an internal HR Consultant.

Purva Shah
Congratulations to Purva on her new position as a HR Transformation Consultant with Deloitte! Purva graduated in August 2006 with a Masters in Managerial Sciences—Human Resources Concentration.

Toccara Allen
Toccara is a current Beebe student set to graduate in May 2007. Congratulations to Toccara for winning an HR internship with the Georgia Department of Transportation!

Megan Jenkins
Congratulations to current Beebe student Megan Jenkins for her recent promotion at Georgia Pacific! Megan was promoted from Senior Accountant to Accounting Supervisor.

GSU SHRM News

Superior Merit Award Point Watch
880
Goal: 1,901 points
To be recognized as a superior chapter by 3/31/07. Help us get there by attending special events and meetings!

October Meeting a Huge Success!
Thank you to all who attended the October Meeting of the Society for Human Resource Management—Georgia State University Chapter!

A special thanks to our speaker, Jack Huddleston, head of HR at Thomas, Kayden, Horstemeyer & Risley.

La Tonya Hunter
Assistant Director of Human Resources
Hyatt Regency Atlanta

Date: Thursday, November 9
Topic: Hospitality HRM
Time: 2:30pm
Location: ALC 212
Beebe Students gain a Global Perspective on Human Resources

This past summer Beebe Institute students went abroad to France, Greece, Turkey, Russia, and other countries to study Human Resources from an international perspective. This trend is being fueled by the increasing necessity for HR Professionals to understand how to function in multi-national corporations. On these learning adventures Beebe students take classes and visit with executives at major corporations in the host country. Some of the companies visited this year included Coca-Cola, DHL, McDonalds, and many more.

Beebe students give these field-based experiences high marks. Beebe student Mary Bell had the following to say about the Toulouse, France experience: "The Toulouse program was a great experience and friendly reminder that 'our way' isn't a universal best way. The entire experience really stressed the idea of 'fit', which is always used in HR terms. France has a system which is a 'fit' for them; we have a system which is a 'fit' for us. The program, through several activities, forced us to get out and interact with French citizens, and investigate the 'difference'. It is an experience that I will never forget. Since HR is really emerging as a formal business function in an organization, the professors were very interested in learning more about HR in the United States."

Opportunities such as these are what give Beebe students a competitive edge in the marketplace and are why Beebe students remain a cut above the rest.

2006 Beebe Student Participants

Toulouse, France
Mary Bell
Purva Shah
Lisa Johnson

Greece/Turkey
Alicia Zellweger

Russia
Tracy Hall

2007 Programs Include:

France
Germany
Switzerland
Italy
Czech Republic and Hungary
Greece and Turkey
South Africa
Check Out the Spring 2007 Electives!

MGS 8020: Business Intelligence  Thursdays 7:15 p.m. – 9:45 p.m.
Focuses on the features, uses, and design strategies for IT enabled managerial decision support.

MGS 8040: Data Mining  Mondays 7:15 p.m. – 9:45 p.m.
Teaches all you need to know about extracting information out of large databases using SAS.

MGS 8150: Business Modeling  Wednesdays 7:15 p.m. – 9:45 p.m.
Involves forecasting, simulation, decision analysis, and classification.

MGS 8170: Statistical Modeling  Wednesdays 4:30 p.m. – 7 p.m.
Presents applications of important statistical models for organizational analysis and decision making.

MGS 8300: Human Resource Management  Thursdays 4:30 p.m. – 7 p.m.
Covers the theory and practice of employment law, recruitment, selection, training, performance management, retention, discipline, and compensation.

MGS 8320: Legal and Ethical Environment of HR  Wednesdays 7:15 – 9:45 p.m.
Provides a framework for analyzing issues related to the Civil Rights Act, the U.S. Constitution, Equal Pay Act, and other laws, as well as a review of court cases.

MGS 8360: Recruitment and Selection  Wednesdays 4:30 – 7 p.m.
Provides insight on ability tests, interviews, personality tests, and other selection methods.

MGS 8425: Coaching for Leadership  Tuesdays 4:30 p.m. – 7 p.m.
Helps current and future managers build skills in coaching and developing others.

MGS 8430: Negotiation (2)  Thursdays 4:30 p.m. – 7 p.m. (Alpharetta) or Tuesdays 7:15 p.m. – 9:45 p.m.
Gives you skills applicable to sales, employment, supervision, DEAL-MAKING, etc.

MGS 8440: Work Team Design & Development  Mondays 7:15 p.m. – 9:45 p.m.
Provides a structured approach to designing, implementing, and developing work teams in orgs.

MGS 8455: Strategic Leadership  Tuesdays 7:15 p.m. – 9:45 p.m.
Develops a student's ability to understand the role and effect of the leader on the company's strategy, performance, and vitality.

MGS 8460: Consulting Practice  Mondays 4:30 p.m. – 7 p.m.
Provides a detailed study of the management consulting process.

MGS 8500: Entrepreneur & Enterprise  Tuesdays 7:15 p.m. – 9:45 p.m. (Alpharetta)
Helps you determine the feasibility of starting or growing your own business.

MGS 8510: Business Plan Development  Thursdays 4:30 p.m. – 7 p.m.
Already have your own business up and running? Improve it by building a full business plan.

MGS 8590: Field Study Entrepreneur  Wednesdays 4:30 p.m. – 7 p.m.
Immerses students in the planning and execution of entrepreneurial activities in existing businesses.

MGS 8620: Competitor Analysis  Tuesdays 7:15 p.m. – 9:45 p.m.
Develops the analytical and decision making skills required to conduct a competitor analysis.

MGS 8710: Operations Planning  Wednesdays 7:15 p.m. – 9:45 p.m.
Covers the design of info. and decision systems for allocating resources & scheduling activities.

MGS 8730: Project Management  Mondays 7:15 p.m. – 9:45 p.m.
Covers management techniques that are applicable to a wide variety of project types.

MGS 8750: Simulation  Tuesdays 4:30 p.m. – 7 p.m.
Studies the application of computer based simulation models as management tools in planning, policy formulation, systems analysis/design, research, and training.

MGS 8770: Service Operations Mgt  Mondays 7:15 p.m. – 9:45 p.m.
Focuses on the analysis of service sector performance and methods designed to improve service
Late Deadline for Winter PHR EXAM is Nov. 17!

Students and recent graduates can take the PHR and GPHR exams at an initial registration rate of $120. Passing students and recent graduates must pay the balance of the exam fee once they have graduated and documented two years of exempt-level (professional) HR work experience. They have five years from the date of passing the exam to obtain the two years of exempt-level (professional) HR work experience. Student/recent graduate candidates are not eligible to take the SPHR certification exam. Student/recent graduates who meet the two-year exempt-level (professional) HR work experience requirement must apply as an HR professional and pay the full exam fee. Student/recent graduate candidates must take the exam no earlier than 12 months before their graduation date and no later than 12 months after graduation from a bachelor’s or graduate degree program.

Next Exam Window          Regular Deadline          Late Deadline
December 1, 2006 – January 31, 2007   October 13, 2006      November 17

Register online at http://www.hrci.org/

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 robinson.gsu.edu/beebe/index.html, or write to:

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