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.

Executive Spotlight

Interview by Sarah Park

Mr. Jim Link, General Manager of Human Resources at Porsche Cars North America, Inc. since 2001, learned all the lessons of success on a farm. Growing up on a farm required more than just dedication and hard work, but understanding the necessity of being grounded and loving what you do. I had the opportunity to discuss these lessons with Mr. Link.

Please describe your educational background:
I received my undergraduate and graduate degree from Murray State University, Connecticut. I received my masters in Organizational Communications.

What role does HR play as it relates to strategic planning?
HR definitely has a seat at the table. A company has to understand the need for the "human factor" in order to operate effectively and efficiently. HR is the interplay between good business application and the human factor. Simply, you have to be relationship savvy with an aim of driving business success. Additionally, the HR role in the company is to be the Chief Ethics Officer. The HR professional has to meet the gold standard by operating on principles of integrity and fairness.

What are some of the recent trends in Human Resources?
The focus on the legal and regulatory environment has become extremely important and complex. For example, Sarbanes-Oxley has made a tremendous impact. However, the industry will not be able to completely evaluate its impact until the dust settles. I forecast that more states will use California’s legal and regulatory process as a model for HR future. With its regulations, the employee friendly state functions as a model for other states in progressive thinking. Georgia does a good job meeting the basic needs. In the spectrum of liberal and conservative thinking, Georgia makes a middle stance.

What is the biggest challenge for HR professionals?
Immigration. It is extremely difficult to find the right answer between two polar extremes. I feel that the HR industry is left to deal with the baggage of unanswered political issues.

Where do you think profession is heading?
Current thinking needs to evolve. HR generalist role that supports a specific client group “model” needs to disappear. Instead, there needs to be a shift from transactional orientation to a more organizational effectiveness and design. HR professionals need to focus on maximizing organizations.

What advise would you give to students interested in an HR career?

- Co-op internships.
- Network with schools and other organizations. An easy way to network is to find a mentor.
- Experiment. Don’t be afraid to go out of your comfort zone. You need to be somewhat risk-tolerant.

What are some qualities you look for in new recruits?
The most important quality a candidate can possess is great verbal and written communication skills. I define great communication skill as the ability to take a complex business idea and distill it to the masses in an approachable way.
Beebe Students and Alumni Spotlight

Tom Allen
Tom was recently promoted to Dean of Career Services at Devry University, overseeing more than 5,000 students. He was also the recipient of the Ron Taylor Award at Devry and the national PRIDE award for leadership and excellence.

Faith Goulbourne
Congratulations to Faith on her new position as a HR Coordinator for Elekta, Inc.! Faith will graduate with a BBA in Management with a concentration in HR in Spring 2008.

Rubaiya Hassan
Rubaiya Hassan has accepted an entry-level HR generalist position at Finnish telecom organization Nokia (Networks division). She completed the MS-HRM program in August, 2004, where she was involved with earlier editions of the Beebe newsletter. Rubaiya is devoted to Dr. McClurg and Dr. Bunch and credits them for the strong HR program at Beebe and the recognition associated with completing the program.

Shermarke Howard
Shermarke is now an HR specialist with PwC Trinidad's Management Consulting Services, and has been placed on Organization Restructuring projects for the local water and sewerage authority and the Guyanese Revenue Authority. He thanks Dr. McClurg for all of her help and hopes that she continues to inspire all the up and coming HR professionals at GSU.

Toccara Allen
Congratulations to Toccara for winning 3rd place and a $1,000 scholarship in the National Association of African Americans in Human Resources essay contest.

Beebe Faculty Spotlight

Dr. Kay Bunch
Congratulations to Dr. Bunch who was among the few chosen by the prestigious Southern Management Association to present at their annual meeting in Florida on October 25-28, 2006. She presented her paper: Promale Bias among Women in the Workplace. She also chaired the session: HRM: The Role of Image and Reputation in Employee Trust and Identification.

Beebe Babies - Congratulations!

Isabelle Serena Hall was born October 14, 2006 to Krystyn and Matthew Hall. Matt graduated with his M.S. with a concentration in HRM in Spring 2006.
CEOs Speak to HR Students and Professionals in Atlanta

By Tracy M. Hall

On Tuesday, November 7, 2006 more than 900 students and professionals gathered at Glenn Memorial Auditorium to hear two prominent CEOs speak on the state of business. The live taping of the PBS series CEO Exchange featured Neville Isdell, Chairman and CEO of the Coca-Cola Company, and Anne Mulcahy, Chairwoman and CEO of Xerox Corporation. The event was sponsored by the Society for Human Resource Management (SHRM) and had an emphasis on human resource leadership issues.

CNN journalist Jeff Greenfield moderated the discussion. Both Isdell and Mulcahy have brought their respective companies back from hard times. When asked what the key ingredient to any comeback is, both CEOs stated that getting the right people in place is paramount. As the former VP of HR for Xerox, Mulcahy was responsible for human resource strategy. This is where she developed the sentiment that finding the right people with the right attitude starts at the top. Isdell agreed and said that one of his most crucial moves when regaining leadership at Coca-Cola was to fortify the high-level HR leadership.

Both CEOs also stressed the importance of a work/life balance. While Isdell joked that his wife would not agree that he had a strong sense of the balance, he takes regular vacations to Europe and the Bahamas and plays golf often. Mulchay finds time to be Chairwomen, CEO and Mom to teenagers.

GSU SHRM News

November Meeting a Huge Success!

Thank you to all who attended the November Meeting of the Society for Human Resource Management—Georgia State University Chapter. A special thanks to our speaker, La Tonya Hunter, Assistant Director of Human Resources at the Hyatt Regency Atlanta!

Mark your calendars now for our Spring 2007 Meetings!

Monday, January 22, 3:00 pm @ ALC 231
Wednesday, February 21st at 12:00pm @ ALC 323
Thursday, March 22, 7:15 pm @ ALC 2

Visit the GSU SHRM Website: http://www2.gsu.edu/~wwwshr/
Spotlight on Faculty Research

Unexpected Insights from the History of HRM
Bruce E. Kaufman, Ph.D.

In 1989 the Beebe Institute created a new master’s level HRM course called “Evolution of Thought and Practice in Personnel and Employment Relations.” The course covered the history of key events and ideas in the fields of personnel/HRM and industrial relations (IR), starting from the early 20th century.

I was asked to teach it and soon discovered that not much was written on the history of the two fields and a good part of the conventional wisdom was inaccurate. So I dug deeper, starting with the IR field that I knew better. The first product was a book The Origins and Evolution of the Field of Industrial Relations in the United States, published in 1993. Then, in 2004 a sequel, The Global Evolution of Industrial Relations, was published which in 700 pages traced the historical evolution of IR across the world. The first book won the 2003 award “Best Book in Labor” from Princeton University, the second book was selected in 2005 by the American Library Association from among many thousands of contenders as one of the “Best of the Best” academic titles.

Having done the history of the IR field, last year I decided to tackle the early history (1875-1932) of the personnel/HRM field. The end product will be published late next year, entitled Managing the Human Factor: The Early Years of Human Resource Management in American Industry. The story is fascinating and yielded a number of unexpected findings and insights. Here is a small sampler.

Not a single personnel/HRM department existed in the U.S. before 1912. Even U.S. Steel Corporation, then the world’s largest company with over 200,000 employees, had no personnel department or even a centralized hiring office.

Between the mid-1910s and mid-1920s the practice of HRM underwent a great transformation. Not only did hundreds of companies set up personnel departments, they also offered numerous employee benefits (e.g., paid vacations, health insurance), created formal employee involvement and dispute resolution programs, and guaranteed workers long-term job security. Boosting productivity through higher morale was a chief reason.

The idea of strategic HRM is not a new invention of the last decade or two. The first article in the Harvard Business Review on HRM (titled “Industrial Relations Management”) was in 1923. The author used the “strategy” term and talked about the importance of aligning HRM practices with the corporate business model and adopting individual HRM practices that fit together in a synergistic package. Numerous companies in the 1920s practiced strategic HRM.

Today most people think the term “industrial relations” means HRM in a unionized setting. Before World War II, industrial relations had a much broader meaning and was the term most people used to describe what is now called strategic HRM. Personnel management was conceived of as the hiring/firing function and was one part of a full-service IR department.

Companies in the 1920s had far more extensive and developed employee involvement programs than exist today. Hundreds of nonunion companies had employee councils and plant committees where workers elected representatives and met with management to discuss production, financial, and employment issues.

This is only a small set of the interesting and sometimes unexpected findings I have discovered about the early history of HRM. I hope you will want to read more. The book will be out late in 2007.
2007 PHR, SPHR, and GPHR Exam Dates Announced!

Register online at [http://www.hrci.org/](http://www.hrci.org/)

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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](http://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 mgltlnm@langate.gsu.edu, visit the Beebe Institute website at robinson.gsu.edu/beebe/index.html, or write to:

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