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. In this issue we put a special focus on our alumni and the accomplishments of Beebe graduates.

FOCUS ON ALUMNI

For years, Beebe graduates have been making the institute proud with all of their accomplishments. Despite a difficult economy, Beebe graduates and students continue do wonderful things within the Atlanta community and beyond. Georgia State University and the Beebe Institute could not be happier to have so much good news coming from our alumni. This edition of the Beebe newsletter is dedicated to honoring their accomplishments and the positive changes they are making in the world.

Erin Ascher was recently appointed Vice President of Human Resources at Omnicare, Inc., a leading provider of pharmaceutical care for the elderly. Ms. Ascher graduated from Georgia State University with a Master's of Science in Human Resources. The Beebe Institute congratulates Erin Ascher on her new role and the wonderful successes she has had in her career in Human Resources.

Dr. Linda Bleicken was recently named the first female president of Armstrong Atlantic State University. She received her M.S. and Ph.D. degrees from GSU's Managerial Sciences department. She also has her bachelor's degree in Marketing from GSU. The Beebe Institute is proud to call her one of our own and wishes her the best in her new post. Congratulations!
Alumni making great progress...

Tracy Bachman was promoted to Compensation Manager at Invesco. She recently returned from a work trip to India.

Anu Kothari has joined Rock-Tenn Company as a Human Resources Manager.

Lauren Corn became an intern in Law & Policy at Cox Communications in January.

Shalena Baker is now an instructor at Nicholas House and an Americorps Service Leader at Hands On Atlanta.

Jennifer Husson is working as a Compensation Supervisor with National Vision.

In May, Amy Reinnmeyer was hired as a Human Resource Manager at Lowe’s.

Aaron Lee recently started a new job as a Regional HR Generalist for Whole Foods Market.

Randy Patterson was named HR Vice President of Recall.

Andrea Salleras is now the Event Services Director at The Georgian Club.

In May, Sheena Virji (pictured left) moved into a new role at The Home Depot Store Support Center. After 4 years specializing in Talent Management, she has moved on to the role of Human Resources Manager/Generalist supporting the Merchandising client group. Sheena graduated with her MS degree in the Summer of 2009.

Want to be in our next newsletter?

We would like to hear from you! If you have recently taken a job promotion, gotten married, had a child, graduated, passed the HR exam, or just have any interesting, fun, or exciting news let us know! Please e-mail the Beebe Institute your exciting information and include a picture of the event or yourself!

beebenewsletter@langate.gsu.edu

Beebe students! We would like to hear from you too! Have you recently taken an internship in HR, received a scholarship or impressive award, or simply just have some good news? LET US KNOW. Please e-mail the Beebe Institute at the address listed above and add a picture of yourself!
Sarah Lim was hired at National Vision as an Employment Services Representative in the HR Department. She processes all of the new hires, terminations, status changes, and transfers for one of the company’s brands, America’s Best on the West coast.

Nicole Wellman, former editor of the Beebe newsletter, moved to London for graduate school.

Fatima Goines is a Human Resources Consultant at the State of Georgia, State Road and Tollway Authority. She is also the Volunteer Leader at SHRM Atlanta.

Quinn Giardina was named the Human Resources Coordinator at Porsche Cars America in April of this year.

Angela Vela was a Summer Associate for the Atlanta Legal Aid Society.

Lori Sargent is now HR Manager at Tatum.

Recent PhD graduate David Williams joined the faculty at the University of Tennessee.

Sara Hay is now working at ADP.

Francoise “Fran” Carroll, PHR, is now HR Coordinator at Atlanta Research & Education Foundation.

Kevin Barksdale, BBA ’89 and Ph.D. ’94, was named as dean of the Ken Blanchard College of Business at Grand Canyon University. Barksdale will be the director of the university’s MBA programs.

In 2010 Chirag Patel completed his BBA in Managerial Sciences at GSU and is now a candidate for the MA teaching program at the University of Southern California!

Beebe graduate, Oscar de Tuya plans to graduate again this December with his MS in Psychology. He plans to continue his studies by pursuing a doctorate in Adult Learning and Leadership. Great job Oscar and good luck with all of your future plans!

Beebe alum Carlton Burroughs wrote the article, “Optimizing Your HR in Today’s Economy,” for the Summer issue of the magazine, Savoy.

Above is Oscar de Tuya, his son Tomas Javier de Tuya, and his husband Nathan Brinkhoff.
In Focus: Alumni News

Student Connects with Alumni...

Dominique Bleichenbacher graduated six years ago with her MBA from the J. Mack Robinson College of Business. Since graduation Dominique has been doing exciting things abroad! She began her career with Credit Suisse, spending six months as a trainee in both Switzerland and Dubai and then an additional year in Switzerland as an HR process generalist.

Dominique then took an HR Process Generalist position with ABN AMRO Bank in Switzerland. However, within eight months she took on that additional responsibilities of the HR administration services, then the payroll, compensation & benefits, and ended up in charge of the whole HR services for the back office! After three and a half years with ABN AMRO Bank, she decided to take on a new role as a Corporate HR Business Partner and is responsible for anything associated with global corporate employees.

Dominique was able to offer a student internship in Switzerland and contacted the Beebe Institute to recruit potential interns. David Santiago, a current GSU student, was awarded the internship in Switzerland. He is currently living and working there and making the Beebe Institute and GSU proud. The Beebe Institute is thrilled to see its alumni and current students find ways to help benefit each other!

Students on the Move...

Yves Cassamajor landed an internship with the Make-A-Wish Foundation. Congratulations!

Congratulations to Sanjukta Dey for being selected as a summer intern in GSU’s HR department! This summer she worked on revising the employee handbook. Great job Sanjukta!

Congratulations to Samuel Chong and Rebecca Major who were also selected to be summer interns with the HR department at GSU! Way to go!

Emilee Clemons got an internship at Skanska Corp.; Aaron Terry landed an internship with Porsche Cars in March and has been enjoying it very much and learning a lot.
Congratulations Graduates!

MS
Pamela Ambles
Jewel Denson

MBA
Jeff Darnell
Aaron Lee
Leah Stewart

Jorie Myers has been accepted into the Information Management Leadership Program at General Electric.

Congratulations to Belinda Forstner, Melissa Polan, and Blake Ingram for passing their PHR exams!

Georgia State’s Zeta Mu chapter of the Alpha Phi Alpha Fraternity Inc. was honored with the President's Award for Outstanding Community Impact this past April. This award is given by GSU’s Office of Civic Engagement. Congratulations to Zeta Mu and thanks for all that you do to improve our community! Beebe student Jorie Myers is pictured on the left.
The new Executive Doctorate in Business (EDB) Program from Georgia State University's Robinson College of Business is filling a market niche in professional development that hasn’t been fully met in the United States. Started in 2009, Robinson's EDB is for working professionals who already have an MBA or equivalent degree, at least 10 years of management experience, and plan to continue working in corporations. The EDB also helps experienced executives extend and expand their careers.

This professional doctorate is one of the few of its kind in the world. It’s based on the engaged scholarship model that focuses on leadership, globalization, and business/social issues, and connects research practices with applied business problems rather than specialized issues within one academic discipline. Participants work with leading scholars and other executives in the program cohort. It’s a three-year, 18-course program that meets in executive format for four three-day residencies per semester, with a dissertation. GSU’s EDB is AACSB International accredited. The age range of the first cohort is 46 and older, and a quarter are from Fortune 500 companies, including IBM, Google, and Merrill Lynch. Half are entrepreneurs and professionals in private practice. Contact Maury C. Kalnitz, Director, at 404-413-7187 or kalnitz@gsu.edu or go to http://www.robinson.gsu.edu/execdoctorate.

The following is a link to the Bloomberg Businessweek article about the Executive Doctorate: http://bit.ly/EDBBusinessweek Also, the following is a link to GSU’s information video: http://bit.ly/ExecDocVideo1 The video includes footage from an open house and a conversation with a student, Bob Heller, in our 2012 class.

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.

To add or remove yourself from our mailing list, please reply to beebenewsletter@langate.gsu.edu
SHRM at GSU got off to a great start with the first meeting September 23rd. Rachel Watters, chapter president, gave a presentation on the PHR exam. Karen Ransom and Chris Cunningham of the Bureau of Labor Statistics guided members through the BLS web site and gave extensive information about how their data are gathered.

*Pictured left are students at the SHRM meeting. Pictured on the right: Karen Ransom, Rachel Watters, Chris Cunningham*

For more information about SHRM at Georgia State University or how to join please visit their website at:

www.gsu.edu/~wwwshr

**Upcoming SHRM-Atlanta Events**

- **November 2**  Webinar: New Member Orientation 12-12:30 pm.
- **November 4**  Webinar: Where the Rubber Hits the Road: Retention; 12-1pm.
- **November 9**  November Career Connections 5:30-7:30pm at Lee Hecht Harrison. Check www.lhh.com for information on the firm and its location.
- **November 11**  Webinar: Conducting background checks on job applicants 12-1pm.
- **November 12**  GSU Chapter hosts monthly meeting in Aderhold 432, 7:15-8:15pm

Events are open to students and non-members as well as SHRM-Atlanta members. Visit [http://www.shrmatlanta.org/](http://www.shrmatlanta.org/) for more information on prices and registration, as well as other upcoming events.
Spotlight on Beebe Graduate David G. Allen’s Recent Research: Retaining Talent: Replacing Misconceptions With Evidence-Based Strategies

This month we highlight a Beebe graduate’s research. Dr. Allen earned his Ph.D. from the Beebe Institute of Personnel and Employment Relations. He is currently First Tennessee Professor and an Associate Professor of Management in the Fogelman College of Business and Economics at the University of Memphis. His primary research interests include the flow of people into and out of organizations and the role of technology in human resource management. His research on these topics has been published in Academy of Management Journal, Journal of Applied Psychology, Journal of Management, Personnel Psychology, Organizational Research Methods, Human Relations, Human Resource Management, and other outlets. Dr. Allen is a recipient of a First Tennessee Professorship, and a 2008-2009 recipient of a Suzanne Downs Palmer Professorship award for research. He teaches undergraduate and graduate courses primarily in the areas of human resource management and organizational behavior, as well as research methods. He does organizational research and consulting on topics such as recruitment, retention, and organizational effectiveness, and has worked with organizations such as the Red Cross, Campbell Clinic, Georgia Department of Family and Children Services, Harrah’s Entertainment, Methodist Hospitals, Pfizer, Region’s Bank, and the U.S. Navy.

The following is taken from an article written by Dr. David G. Allen, a Beebe Alumni, who collaborated with Dr. Phillip C. Bryant and Dr. James M. Vardaman on this article Retaining Talent: Replacing Misconceptions With Evidence-Based Strategies. This article was recently published in The Academy of Management’s Perspectives publication (May 2010, Volume 24, Number 2). In this article, the authors explore the practices regarding employee turnover and retention. They consider the differences between scholarly research and what is actually occurring in the workplace. The authors endeavor to connect evidence-based research to practitioners’ daily dealing with employee retention and to dispel common misconceptions about turnover.

Involuntary turnover is necessary for all businesses to function effectively and often occur due to poor job performance or organizational restructuring. Voluntary turnover is frequently considered undesirable because these are employees who are considered assets to the company. And while there are many other types of turnover organizations contend with, it can be agreed upon that all types of turnover may be costly to the company. When considering the costs however, it is helpful to also consider the benefits associated with turnover.

The following has been taken from Dr. Allen’s article regarding the Five Misconceptions About Employee Turnover:

Misconception #1: All Turnover Is The Same, and It Is All Bad

Employee turnover can certainly be problematic and in some cases devastating for organizations. However, turnover is a complex phenomenon that comes in many shapes and sizes. It is not always harmful, and in some cases may even be beneficial for organizations. Developing and implementing effective evidence-based guidelines for managing turnover requires that the parties involved (e.g., line managers, executives, and human resources managers) have a shared understanding and frame of reference for interpreting what turnover is and how it affects the organization. Creating a shared understanding entails defining types of turnover, understanding the costs and benefits associated with turnover, and emphasizing the importance of turnover to organizations.
Consider the Following Turnover Benefits:

- Savings may be achieved by not replacing leaver.
- There is an infusion of new skills or creativity into the organization.
- Vacancy creates transfer or promotion opportunity for others.
- Cost savings may be achieved by hiring a replacement with less experience or seniority.
- Replacement could be a better performer and organization citizen.
- Departure may offer the opportunity to reorganize the work unit.

**Misconception #2: People Quit Because of Pay**

It is true that compensation matters for retention, and employees often leave organizations to take higher paying jobs elsewhere. However, when we consider what leads employees to seek out these other opportunities to begin with, we find that pay level and pay satisfaction are relatively weak predictors of individual turnover decisions (Griffeth, Hom & Gaertner, 2000).

**Misconception #3: People Quit Because They Are Dissatisfied With Their Jobs**

It is true that job dissatisfaction is one of the most consistent attitudinal predictors of turnover. However, research is showing that job dissatisfaction might be the driving force for fewer than half of individual turnover decisions (Lee, Mitchell, Holton, McDaniel, & Hill, 1999).

**Misconception #4: There Is Little Managers Can Do to Directly Influence Turnover Decisions**

Many managers believe that most voluntary turnover is unavoidable. They think that most people quit in response to external job offers that the organization can do little about, or because of events unrelated to work such as moving with a relocating spouse. It is true that some instances of turnover are unavoidable; however there is evidence regarding specific cause-effect relationships and human resource management practices that can help organizations manage turnover.

**Misconception #5: A Simple One-Size-Fits-All Retention Strategy Is Most Effective**

It is true that there are best practices likely to be associated with improved retention across organizations, such as those identified. However, investing significant resources in retention initiatives without understanding the nature of turnover in a particular context is unlikely to maximize the return on these investments. Effective retention management requires ongoing diagnosis of the nature and causes of turnover, a strategic approach to determining in what human capital markets retention has the largest impact on the organizational success, and the development of appropriately targeted and organized bundle of retention initiatives.
Congratulations also to the following professors: Richard Deane, the "Project Management King" from MGS and Ed Miles from MGS who were named by the students as "Outstanding Instructors in the MBA elective courses," as part of the Crystal Apple Teaching awards. This is a great honor for the Managerial Sciences department at GSU.

Congratulations Professors!

Bruce Kaufman, a retired Beebe faculty member, was visiting in Australia from August 15 to September 17. He gave the keynote address on "An Efficient and Fair Industrial Relations System" for the inaugural Joe Isaac Memorial Lecture at the University of Melbourne and then spent a month at the Department of Employment Relations & Human Resources at Griffith University in Brisbane where he has a joint appointment. While there, he gave a presentation to the State of Queensland Department of Industrial Relations on "The Role of Non-Union Employee Councils in Workplace Transformation." Dr. Kaufman was also recently published in the April 2010 edition of The International Journal of Human Resource Management. He wrote a piece entitled, “The theory of the firm’s demand for HRM (human resource management) practices.” This is a great honor for Dr. Kaufman to be published in this world-renown journal on human resources. Great job Dr. Kaufman!

Dr. Bruce Kaufman

Congratulations to Managerial Sciences professor Dr. Todd Maurer! Dr. Maurer was recently awarded a grant by SHRM to conduct a survey for the Society for Human Resource Management Foundation that will create a link between employee development behaviors and long-term career success in the workplace.

Dr. Todd Maurer

Dr. Kevin C. Levine

Dr. Kenneth C. Levine co-authored an article this past July that was published in Quality Digest Daily entitled, “Ten Simple Principles for Treating Employees as Assets.” Great work on your publication!
The following is an excerpt from an obituary published in the Atlanta Journal Constitution for Dr. Srivastava. He will be greatly missed by students, colleagues, and family.

Recruited in 1986 by Georgia State University's J. Mack Robinson School of Business after earning his Ph.D. from Clemson University at age 26, he came to Atlanta to teach, but also to explore ideas, to analyze business decision-making processes, and to seek practical applications. He became an innovative professor, enormously popular with his students and an inspirational mentor in a high-powered GSU management-skills program.

Alok Srivastava, 49, of Atlanta died June 18 at DeKalb Medical of complications from diabetes. "Alok wasn't so much a teacher as a facilitator," said Ken Levine of Alpharetta, a GSU colleague. "He challenged his students to be self-learners. Many of them thought he walked on water."

Mr. Srivastava also encouraged participants in GSU's Lean Six Sigma program to be risk-takers. Rather than assign them to work on a project to fix some minor glitch at their respective companies, Mr. Srivastava would urge them to go to their CEOs and find a major problem that needed solving. Most participants would play it safe and stick with a minor matter, Mr. Levine said, but those who followed his advice found themselves on a promotion fast track.

Another GSU colleague, Dr. Satish Nargundkar of Atlanta, said Dr. Srivastava was one of the earliest adopters of the Internet in the classroom. "Alok was a visionary who advocated the use of information technology and analytics as strategic competitive tools for business, long before these ideas were commonplace," he said.

Kirti Srivastava of Hyderabad, India, said her brother Alok was a very intelligent child, winning prizes in elocution and debate. He loved contemporary music, she said, especially Simon and Garfunkel, the Beatles and Pink Floyd, and kept posters of them in his room. "Alok went to Catholic school in Hyderabad but was raised as a Hindu," she said. "Still, he believed there was wisdom in all the major religions and read all their teachings."

Surech Prabhu of Atlanta, a former GSU professor, said Mr. Srivastava was one of those rare men who is comfortable with people in all stations of life. "Alok went out of his way to help people," Mr. Prabhu said. "He would encounter a panhandler downtown and instead of giving him a handout, he would buy him lunch, talk with him about what led him to a life on the street, and urge him to turn his life around."

BEEBE BABY

It is great to be able to share some good news and to offer congratulations to the Nags on the birth of their second child, a boy, Anirudh. Dr. and Mrs. Rajiv Nag welcomed Anirudh into the world this past spring. Congratulations and welcome baby Anirudh!