

The
Business
School
at
Georgia
Tech

DEAN'S REPORT 2002 – 2003

**WE DARED TO DREAM
OF A DAZZLING NEW HOME**



OUR DREAM CAME TRUE

**800 WEST PEACHTREE STREET NW
ATLANTA GA 30332**



**ATLANTA'S NEWEST
PRESTIGE ADDRESS**



**DUPREE COLLEGE
OF MANAGEMENT
THE BUSINESS SCHOOL
AT GEORGIA TECH**



Journey to Greatness

By the time you read this, all of us at the DuPree College of Management will be teaching, learning, researching, and partnering from our dazzling new home in Technology Square.

The fact that we now reside on Georgia Tech's Midtown campus says so much about the journey we began in 1999 when I became the dean. We set out then to remake the College of Management into a business school that would be the pride of Georgia Tech and a worthy addition to the circle of top business schools in the nation and the world.

When we started down the road that brought us to where we are today, we began by putting in place a leadership team, writing a strategic plan, and working with our colleagues at the Georgia Tech Foundation to ensure that the College of Management would have a home that reflects our value to Georgia Tech, to business education, and to the business community.

Our new location, at the entrance to Georgia Tech, is not about bricks and mortar. It is about the heart and soul of what occurs inside these walls, about the adjacent businesses with whom we are building lasting relationships, and about our Georgia Tech colleagues with whom we unite to make the whole greater than the sum of its parts.

I would like to brag about our students and our faculty. The College of Management this past year was proud to claim a high proportion of President's Scholars. Only two of those bright young people arrived at Georgia Tech planning to major in management. The other two dozen came to Georgia Tech thinking of a different major, but when they saw our curriculum and combined it with their outgoing personalities, they naturally migrated to the College of Management, where they blossomed and grew and are realizing their full potential.

Half of the management faculty have joined us within the last three years. These newcomers were recruited from the best business schools around the country; many bring experience from the business world. We have competed for the best and the brightest and, often, we have won. All of these newcomers have the potential to become stars. Some already have obtained star status.

Among our more senior faculty are educators who have grown up with us—scholars who are recognized throughout the academic and business communities for their expertise, as well as veterans who took on new challenges when the College was reborn in 1999.

My optimism for our future is without boundaries. All of the fundamentals we so carefully put into place three years ago are coming to fruition. The College of Management is a place where we value human and social capital along with intellectual capital. By emphasizing all three, we are assuring a future as an authentic, renowned business school that will make a difference in the lives of our students, in the stature of Georgia Tech and, ultimately, in the larger world of free enterprise and value creation. See for yourself. Come visit us.



Terry C. Blum
Dean and Tedd Munchak Chair

DEAN'S REPORT 2002 – 2003

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*Opposite page, from top:
Breaking ground: Dean Terry Blum, Georgia Tech
President Wayne Clough, alumnus James P.
"Polly" Poole and his wife, Dorothy Gaye Poole,
and alumnus Gary Jones; Jones with plans for
Jones Career Center; alumnus Larry Huang on
site during construction; and Dean Blum moving
into her new office.*

Real-World Experiences

Academic Slam Dunk

If Sridhar Narasimhan had taught his IT Practicum class inside Alexander Memorial Coliseum, he might be talking about a slam dunk right now. Instead, Narasimhan and the twenty-three students who took the first-time ever MBA elective applaud the experience.

Student David Steinberg says it gave him “exposure to real-world problems that I did not experience in my years of working.” Szilvia Szabo, also a student, suggests that every curriculum include a practicum. It bridged the gap, Szabo says, between practical and theoretical knowledge.

The practicum began in January, when representatives from several companies came to campus and pitched projects to Narasimhan’s students. Students picked the projects that most appealed to them, then worked in groups throughout the semester to arrive at possible solutions to the challenges the companies brought. There were seven groups of three students and one group of two.

In April, the groups presented their solutions to both their classmates and the companies. In between, they gave interim presentations in class and sent weekly progress reports to Narasimhan, telling him what occurred on their

EarthLink asked students to figure out how the company should prioritize its many IT projects.

projects that week, who they met with, and what they did during the week — “just to make sure that they were on top of things,” Narasimhan says.

One group analyzed what type of wireless strategy Intercontinental Hotels Group should use in its different hotel properties. “Each type

of property,” Narasimhan explains, “attracts a different type of customer. Some are vacation oriented, some are business oriented.” Intercontinental wanted to figure out the best strategy for deploying wireless access inside their hotels. “Should they do it themselves, should they work with partners like AT&T? It’s a big issue, it’s costly,” Narasimhan explains. “It’s an issue of how much to charge their customers, whether to include it in the room bill.”

In the real world, comments Alan Slemons, one of the students working on the Intercontinental project, “models and theories add value to an analysis, but sound, rational logic is the key.

One group analyzed what type of wireless strategy Intercontinental Hotels Group should use in its properties.

Theories and models are tools to strengthen one’s business proposals. In the classroom, they tend to be the focus. There is a chasm between learning a model for a class and believing in it enough to tell someone they should invest, based on the results a model provides.” Slemons describes the practicum as a “great learning experience.”

Another group worked with The Coca-Cola Co. on a project called Global Web Site Migration Assessment. Coca-Cola needed to centralize its many Web sites that currently vary greatly from country to country. The challenge was to figure out the order of implementation — “If we do it, how should we do it. Should we do Europe first? Should we do South America first,” explains Narasimhan.

EarthLink, the Internet service provider, asked students to figure out how the company should prioritize its many IT projects. “Every Monday, the

cio and his team get a lot of requests from the users — production, marketing, and other departments on IT projects. So far,” says Narasimhan, “it’s been ad hoc. They were trying to come up with a more formal system.”

Observes Steinberg, who picked the EarthLink project: “Real-world problems have countless issues and details that are overlooked in theoretical problems. The real problems also have real solutions and can better demonstrate good and bad alternative solutions.”

Eric Norman of Intercontinental Hotels told Narasimhan the students “exceeded our expectations” in the areas of project management, content, presentation, and ongoing communications throughout the project.”

Beyond the students who took the class, additional students will be exposed to the cases when they are used in the core MBA class, says Narasimhan, who notes that the Practicum will be offered again in the upcoming spring semester.



“It was a valuable class,” says student Shameika A. Parris, “for anyone interested in working within business or corporate America. You learn how to work with executives to deliver a business-critical solution.”

Comments student Andy Warner, “It was as close to real life as you’ll find in the academic world.”

Blue Ribbon Speakers

Anyone who couldn't make the year's Impact Speaker Series missed **Warren Buffett**, chairman and CEO, Berkshire Hathaway Industries; **Alex Gregory**, president and CEO, YKK Corporation of America; **Richard Kalikow**, IM '64, president, Manchester Real Estate in Manhattan; **Alan Lacy**, IM '75, president, Sears, Roebuck, and Company; and **Julian Saul**, IM '62, president and CEO, Shaw Industries, to name a few.



■ Warren Buffett, chairman and CEO, Berkshire Hathaway Industries



■ Alan Lacy, IM '75, president, Sears, Roebuck, and Company

2002–2003 IMPACT Speakers

- **Barbara Babbit Kaufman**, Chapter 11 bookstores
- **Spring Asher**, Speechworks
- **Taz Anderson**, IM '61, Taz Media Group
- **Andrea Arena**, MGT '89, 2 Places at 1 Time
- **Julian Saul**, IM '62, Shaw Industries
- **C. Russell Pickering**, Nelson Mullins
- **Warren Buffett**, Berkshire Hathaway
- **Ernie Scheller Jr.**, IM '52, Silberline Manufacturing
- **Tripp Rackley**, IE '92, Noro-Moseley Partners
- **Bernard Gray**, Gray Ventures
- **Claire Arnold**, Leapfrog Services
- **Raleigh Burgess**, Seventh Wave Technology
- **David Geliebter**, Carrot Capital
- **Sara Blakely**, Spanx

- **Stephen Johnson**, IM '71, NetBank
- **Frank Belatti**, AFC Enterprises
- **Angel Roundtable**, a panel of Atlanta Angel Investors
- **Chris Klaus**, Internet Security Systems
- **Venture Forum**, a panel of Atlanta Venture Capitalists
- **Alec Peters**, Auctionworks
- **Alicia Philipp**, The Community Foundation of Metro Atlanta
- **David Dorman**, IM '75, AT&T (Pearson Lecturer)
- **Alex Gregory**, TXT '70, YKK Corporation of America
- **Alan Lacy**, IM '75, Sears, Roebuck, and Company
- **Richard Kalikow**, IM '64, Manchester Real Estate in Manhattan



■ Julian Saul, IM '62, president and CEO, Shaw Industries



■ Students clap out a ramblin' round of thanks for Buffett.

In the Classroom and Beyond

DuPree Faculty Influence Felt Far and Wide

Appointments

Rajesh Chakrabarti, assistant professor of finance, is a visiting scholar at the Atlanta Federal Reserve Branch in Atlanta. . . **Christina Shalley**,



■ **Shalley**

professor of organizational behavior, was appointed to the editorial review board for the *Journal of Management*. . .

Associate Dean

Lee G. Caldwell has finished his term on the Business Accreditation Committee of AACSB International—the Association to Advance Collegiate Schools of Business, and has been appointed for a three-year term to the Accreditation Quality Committee, which oversees the accreditation process and standards.

Recognitions

Bradley Kirkman, associate professor of organizational behavior, received the Best Reviewer Award from the *Academy of Management Journal* and the Outstanding Reviewer Award from the International Management Division of the Academy of Management. . . Regents' Professor of Marketing **Naresh K. Malhotra** won a 2003 Outstanding Teacher Award—one of only four—from the Academy of Marketing Sciences. . . A paper on

Editorial Activities

In addition to extensive peer review of manuscripts, DuPree faculty serve on nine editorial boards and serve as associate editor, co-editor, or editor for ten professional journals.

the role of individual differences in shaping interpretations and reactions to organizational change was selected for Best Papers Proceedings at the August 2002 annual meeting of the Academy of Management in Denver. Called *Organizational Change: A Multi-Level Study*, the paper was written by Ph.D. candidate **S. D. Caldwell**; **Donald Fedor**, professor of organizational behavior; and **David Herold**, professor of organizational behavior. . . **Sridhar**



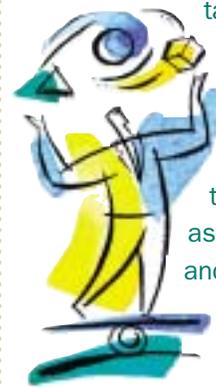
■ **Narasimhan**

Narasimhan, professor of information technology management, was selected 2002 Hesburgh Fellow by the Center for the Enhancement

of Teaching and Learning (CETL). . . **Alka Citrin**, assistant professor of marketing, was a fall 2002 CETL Teaching Fellow and co-chaired, with Professor **Naresh Malhotra**, the 2002 Conference on Marketing of Technology-oriented Products and Services in the Global Environment. . . Professor **Cheol Eun**, Williams Chair, won the Financial Services Exchange Research Award for “Euro Exchange Rates: A First Look,” with Ph. D. student **Sandy Lai**. . . Professor **Marie Thursby**, Smith Chair, received a \$2.9-million National Science Foundation Integrative Graduate Education in Research Training grant to fund the new TI:GERSM program (see article on page 10). Thursby’s paper, “The Disclosure and Licensing of University Inventions,” was listed on the Top 10 Download List of the Social Science Research Network for a working paper series. . . Accounting Professor

Juggling Act

Dean **Terry C. Blum** joined **Jill E. Perry-Smith** of Goizueta Business School of Emory University in co-authoring a research paper on juggling work and family obligations. The paper, “Work-Family Human Resource Bundles and Perceived Organizational Performance,” explores the link between bundles of human resource work-family policies and organizational outcomes. A bundle, the authors say, is a complementary set of human



resource initiatives such as dependent care services, flex time, financial assistance for elder and day care, and referral services for elder and child care resources. Bundles are related to better organizational performance.

Debby Turner received the Excellence in 2002–2003 Undergraduate Teaching Award from undergraduate management students.

Professional Service

Cheryl Gaimon, professor of operations management, was a member of the program committee for the International Production & Operations Management Society Conference held in Italy this past summer. . . **Soumen Ghosh**, professor of operations management, chaired the Best Doctoral Dissertation Award, 2002, for the National Decision

Sciences Institute Conference and was elected to a two-year term as vice president of the Decision Sciences Institute. Ghosh has also been appointed as an Associate Editor for



■ **Kavadias**

the *Journal of Operations Management*. . . **Stylianos Kavadias**, assistant professor of operations management, chaired the New Product Development Cluster for the INFORMS 2003 national meeting. . . Professor **Charles W. Mulford**, INVESCO Chair, has been quoted 77 times in the financial press, most notably in *The Wall Street Journal*, *CFO Magazine*, *The Washington Post*, *Fortune*, and *Business Week*. . . Regents' Professor **David Ku**, Huang Chair, represented Georgia Tech at the 2002 ISEE/ASEE conference on Engineering Entrepreneurship in Berlin. He also represented Tech at the

Roundtable on Engineering Entrepreneurship Education in October 2002 and at the January 2003 Conference on Life Science Entrepreneurship and Innovation in San Francisco.

Books

Professors **Charles W. Mulford**, INVESCO Chair, and **Eugene Comiskey**, Callaway Chair, have a book, *Creative Cash Flow Reporting and Analysis: Uncovering Sustainable Financial Performance*, under contract with J. Wiley. . . Professor of Strategic Management **Lloyd Byars'** textbook



■ **Parsons**

Human Resource Management, 7th Edition, will be translated into Chinese for March 2005 publication; Byars is co-chair for the National Academy of Arbitrators. . . Marketing Science Professor **Leonard Parsons'** book,

Human Resource Management, 7th Edition, will be translated into Chinese for March 2005 publication; Byars is co-chair for the National Academy

Faculty Retirements

Fred Allvine, professor of marketing, began teaching in 1963 and came to Georgia Tech in 1972. Frequently sought as a media commentator, he is an expert on the stock market and the airlines. . . **Robert Hawkins**, professor of finance, began his academic career in 1964. An expert in international business, he joined the Georgia Tech faculty in 1993 as dean of the Ivan Allen College. He has lectured in at least 30 countries.

Market Response Models: Econometric and Time Series Analysis, 2nd Edition, has become the first marketing science book ever translated into Chinese. Co-authors are **Dominique M. Hanssens** and **Randall L. Schultz**. . . Professor **Naresh Malhotra's** book, *Marketing Research: An Applied Orientation* has been translated into five languages.

In the Ink

Faculty published articles in the following journals in 2002–2003:

- Academy of Management Executive*
- Academy of Management Review*
- Advances in Applied Microeconomics*
- Advances in Financial Economics*
- Annals of Biomedical Engineering*
- Applied Psychology: An International Review*
- Best Practices in International Marketing*
- CCE International*
- Communications of the ACM, 2002*
- Computers and Structures*
- Contemporary Accounting Research*
- The Corporate Board*
- Decision Sciences**
- EFQM Excellence One Magazine*
- Elsevier Science LTD*
- European Journal of Operational Research*

- Financial Economics*
- Group and Organization Management*
- IEEE Transactions on Engineering Information Technology & Management Journal*
- International Business Resources**
- International Journal of Production Planning and Control*
- International Library of Critical Writings in Financial Economics*
- International Marketing Review**
- Journal of American Academy of Business*
- Journal of Accounting, Auditing, and Finance*
- Journal of Accounting Case Research*
- Journal of Biomechanical Engineering*
- Journal of Business*
- Journal of Business Research*
- Journal of Consumer Research*
- Journal of Corporate Finance*
- Journal of Enterprising Culture*

- Journal of Finance**
- Journal of International Marketing*
- Journal of International Money and Finance*
- Journal of Marketing Research*
- Journal of Operations Management*
- Journal of Promotion Management*
- Journal of Relationship Marketing*
- Journal of Retailing*
- Marketing Education Review**
- Management International Review**
- Management Science*
- Money and Finance*
- Personnel Psychology**
- Production Planning and Control*
- Production & Operations Management*
- Small Group Research*
- Supply Chain Management Review*
- Telecommunication Systems*
- UK Excellence*

*Indicates more than one article.



■ Vanita Vali, vice president for Corporate Strategy for The Coca-Cola Company, speaks at the Global Business Forum.

Business Conferences

The 2003 Georgia Tech Global Business Forum, held in April, focused on India. The conference, “India’s Emerging Markets: Opportunities and Strategies for U.S. Firms,” featured addresses by Ajay Malhotra, the minister-counselor of commerce from the Embassy of India in Washington, D.C., and Sam Pitroda, chairman of WorldTel Communications, London.

The Fortis Ninth Annual Conference on International Finance was held at the J.W. Marriott Hotel at Lenox in April. Keynote speaker was Michael C. Jensen, managing director of the Organizational Strategy Practice of The Monitor Group and professor emeritus of Harvard University. Alfred P. West Jr., AE '64, also spoke. West is chairman and CEO of SEI Investments. Professor of Finance Cheol Eun was program chair.



■ Conference chair Dr. Cheol Eun, left, and Michael Jensen, keynote speaker at the Georgia Tech/Fortis Conference on International Finance.



■ Distinguished Speaker for the Georgia Tech/Fortis Conference, Al West interacts with a student before the event.

2002–2003 Presentations

Faculty made 104 presentations at academic and professional conferences, meetings, and at other colleges and universities. Twenty-six of these presentations were in foreign countries, including: Mexico, Ireland, Japan, UK*, India*, Turkey*, Spain, Italy, the Netherlands, Belgium, Scotland, Thailand, Greece, Peru*, South Korea, Sweden*, and Estonia.

*Indicates more than one presentation.



■ Members of the Atlanta Consular Corps arrive for the Global Business Forum’s Consuls General reception.



■ From left: Lee G. Caldwell, Eugene Comiskey, Terry C. Blum, and Nate Bennett.

Changes

Associate Dean of Faculty and Programs **Nate Bennett** has been named senior associate dean with responsibility for executive education, corporate and career services, and graduate alumni relations. . . Fuller Callaway Professor of Accounting **Eugene Comiskey** is the new associate dean of faculty and research. . . Professor of Management **Lee G. Caldwell** becomes associate dean of programs and student services. . . **Jim Kranzusch** is the new executive director of corporate programs. He will focus on expanding partnerships



■ Kranzusch

between the College and the corporate community in the areas of MBA recruitment services and executive learning and development.

Visit <http://dupree.gatech.edu/research> for a full listing of faculty publications and activities.

Faculty Seminar

Last fall, the College of Management introduced a regular internal faculty Thursday seminar series known as Inter-Area DuPree.

Faculty members who presented in this series included Associate Professor of Marketing **Goutam Challagalla**, Assistant Professor of Marketing **Alka Citrin**, Assistant Professor of Finance **Jonathan Clarke**, Associate Professor of Accounting **Kirsten Ely**, Assistant Professor of Operations Management **Mark Ferguson**, Assistant Professor of Operations Management **Stelianos Kavadias**, Assistant Professor of Information Technology Management **Samit Soni**, Assistant Professor of Operations Management **Jeff Stratman**, Assistant Professor of Finance **Ajay Subramanian**, and Assistant Professor of Marketing **Nancy Wong**.

The goals of the seminar series are to expose research streams of newer faculty members to the whole college; promote interdisciplinary research; and provide a forum for doctoral students to develop new ideas for their own work.

Georgia Tech Women

Although **Annie T. Wise** earned a Bachelor of Commercial Studies from Georgia Tech's Evening School of Commerce in 1919, women were not allowed to enroll in the regular day programs until 1952. The evening program was discontinued soon after Wise's graduation, and she remained the only woman graduate from Georgia Tech until 1956. Four years after the Board of Regents voted to admit women to Tech, the first two women graduated.

MBA Graduate Women in Business joined the campus-wide celebration of Georgia Tech women by co-sponsoring, with the College of Management, "An Evening of Conversation, Celebration, and Inspiration" with women in the Atlanta business community. The dinner meeting featured author **Gail Evans**, *Play Like a Man, Win Like a Woman*, and *She Wins, You Win*.



Research topics covered during the series included valuation of executive stock options; expensing versus capitalizing software expenses; cross-cultural scales; allocation of R&D budgets in gem industry; and ERP competence and performance. Ten inter-area seminars are planned for next year.

Opportunity Calling

Unbiased company analysis. Journalists thought they were getting it from the research departments of investment banks. But it turned out that those sources may not have been as independent as everyone thought.

When this realization hit, Wall Street saw scandal, journalists saw a void, and Charles W. Mulford saw a window of opportunity opening.

“So I mentioned to the dean that I thought there was an opportunity to do something nobody else was doing and that it might create visibility for the school,” says Mulford, College of Management INVESCO Chair and professor of accounting.” He was right.

The genesis of the DuPree Financial Reporting and Analysis Lab occurred inadvertently in January 2002 when a book by Mulford and accounting professor Eugene Comiskey hit the bookstores. *The Financial Numbers Game: Detecting Creative Accounting Practices* was published as the Enron scandal was unfolding. Reporters, money managers, and financial analysts began calling the professors for analysis and information.

Since its inception in July 2002, the Financial Reporting and Analysis Lab has published five reports and attracted fifty subscribers.

Mulford saw a void that DuPree could fill. After Enron collapsed and other notable companies toppled, Wall Street came to understand that research departments of some venerable investment banks were paying more attention to protecting clients than to publishing unvarnished facts.

Thus, Mulford founded the Financial Lab in July 2002. Since its inception, the Lab has published five

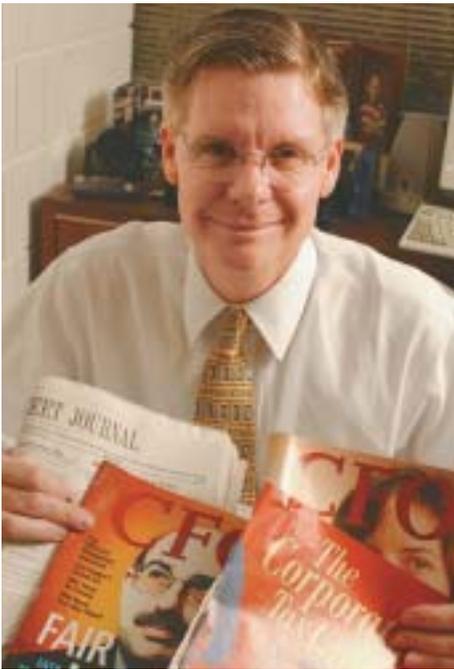
reports and attracted fifty subscribers, who download the studies from the Web after receiving an e-mail summary from Mulford. Subscribers include money management firms such as Fidelity Investments, hedge funds such as Hotchkiss and Wiley, and financial journalists.

In an April 2003 report, “Accounting Déjà Vu: Have We Seen These Earnings Before?,” the Lab responded to a GAO study, noting that the number of restated financial reports increased 145 percent from 1997 to 2001.

“This report looks at the effects of restatements on future earnings,” Mulford explained in his executive summary. “Our objective is to highlight selected restatements that were filed with the SEC during 2002 and 2003 that will benefit future-period earnings by material amounts.”

Graduate Research Assistant Katie Hudson co-authored “Accounting Déjà Vu” with Mulford. In addition to three students who devote fourteen hours per week to the Lab, it employs DuPree graduate Michael Ely (MBA ’02), a full-time financial analyst. Ultimately, Mulford would like to attract sponsors for the Lab so that it can be self-sustaining. But for now, his goal is to solidly establish it. “I want to get us to where it seems viable and people can easily understand what it does. That’s been job number one.”

Apparently, he is succeeding. From August 2002 through April 2003, the Financial Lab was mentioned in twenty *Wall Street Journal* articles. Talking to the press, says Mulford, “has become



■ Charles Mulford: Lab gets cover story.

part of what I do.” In addition to the *Journal*, the Lab also has received notice in *Business Week*, the *Los Angeles Times*, *Dow Jones Newswire*, *Bloomberg Newswire*, and *Fortune*, to name a few.

A report co-authored by Ely and Mulford—“Cash Is Truth, Or Is It?”—about operating cash flow wound up as the cover story for the December 2002 issue of *CFO Magazine*.

Students gain the experience of researching and writing the reports, plus they graduate with reports published under their names.

Mulford thinks the notoriety adds stature to the College, establishes DuPree as an expert in the area of financial analysis, and that, over time,

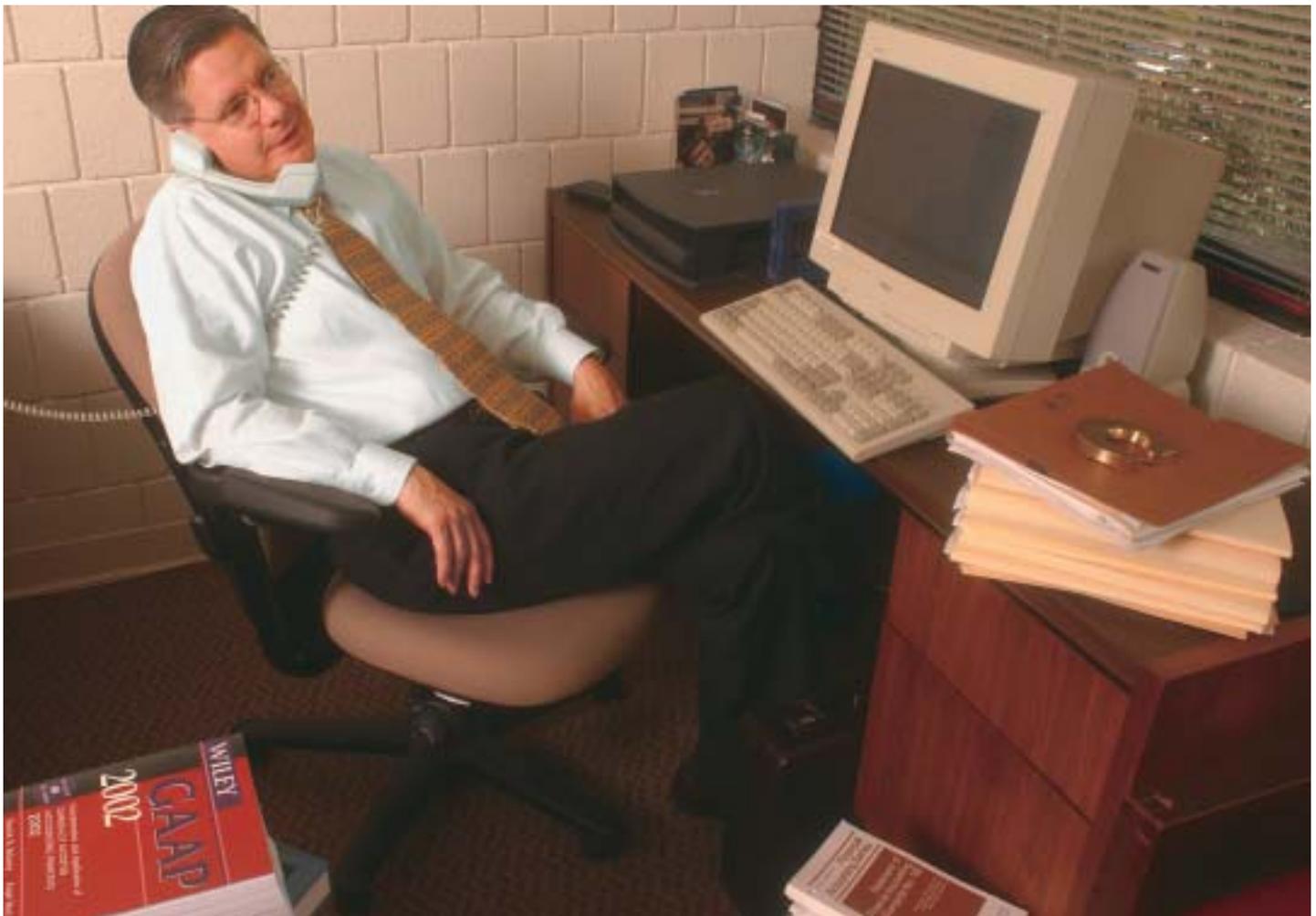
the exposure will help attract students as they learn about DuPree through mentions in the financial press.

Students who work in the Lab gain the experience of researching and writing the reports, plus they graduate with reports published under their names. Students not directly involved with the Lab also will benefit because Mulford plans to translate the lab work into coursework. Finally, Mulford says many of the ideas studied in the Lab will leapfrog into further academic research.

For now, Mulford is content to churn out reports—he would like to produce as many as one per month—and answer the phone. “When there’s an accounting story that hits the financial press about misreported earnings, we certainly get calls. The phone rings. They know to call.”

The Financial Reporting and Analysis Lab has appeared in:

- *The Wall Street Journal*
- *Business Week*
- *Los Angeles Times*
- *Dow Jones Newswire*
- *Bloomberg Newswire*
- *Fortune*
- *CFO Magazine*



■ Charles Mulford: The financial press knows to call when certain stories hit.

To Market, to Market

Take one researcher, add a business mind, and a legal scholar, and the result could be the genesis of a work force that can move a product or service out of a university setting and into the marketplace. The National Science Foundation (NSF) is betting nearly \$3 million on it.

NSF awarded a five-year, \$2.9-million grant to Georgia Tech and Emory University to build teams composed of scientists, engineers, MBA candidates, and law students for the express purpose of figuring out how to commercialize technology.

Called TI:GERSM — for Technological Innovation: Generating Economic

all the students to get an appreciation of issues at the intersection of management, law, and regulation that's necessary for commercial application. They work in teams, and their assignments center around the research of the engineering and science students. Instead of just a textbook exercise, for example, they do patent searches on the research

“The purpose is not to end up with start-up companies. Some of these students may end up starting companies based on their research, but that's not the primary goal.”

Students take a series of core courses together while completing other courses for their degree program. The Georgia Tech doctoral students hail from mechanical engineering, biomedical engineering, electrical and computer engineering, industrial engineering, and chemistry.

TI:GERSM introduces science and engineering students to the fact that “in contrast to university research driven primarily by technical merit, industry research is market driven, and success depends as much on the ability to protect intellectual property and generate profit as it does on technical issues,” says the NSF.

“For management, law, and economics students preparing for careers in intellectual property or management roles in high-tech companies, the program will provide exposure to technical challenges of fundamental research,” says NSF. TI:GERSM is also funded by the Alan and Mildred Peterson Foundation.



■ From left, Emory law students Adam Sevea and Lisa Beyer team with Georgia Tech students Kate Emery, Kim Rushmore, and Tarek Elshazly.

Results — the program was created by professor Marie Thursby, who holds the Hal and John Smith Chair in Entrepreneurship at DuPree. Thursby designed and directed three multidisciplinary programs for research and curriculum development while at Purdue University. Alan Flury, TI:GERSM program director and adjunct faculty in entrepreneurship, coordinates the program with Emory law faculty.

“The notion,” says Thursby, “is for

being done by the Ph.D. students.

“Presumably, the law students take the lead on the patents, and the management students take the lead on the marketing and finance,” she says. “But the idea is for all of these students to get a sense of all the different kinds of issues that come up with the commercial application of whatever the Ph.D. student is doing.”

Thursby stresses that the purpose of the program is to teach the process.

TI:GERSM involves the collaboration of faculty from:

- DuPree College of Management
- Georgia Tech/Emory Department of Biomedical Engineering
- Georgia Tech/Emory Center for Engineering of Living Tissues
- GT Manufacturing Research Center
- GT Microelectronics Research Center
- GT Microelectromechanical Systems
- GT Packaging Research Center
- Emory Law School
- Emory Economics Department

Inside DuPree's Executive Suite

Everything is coming up change in the Executive Education program at the DuPree College of Management—in the executive master's programs, executive programs, and special events. The flexibility provided by the new space in Technology Square will make many of the changes possible, says Senior Associate Dean for Executive Education Nate Bennett.

Watch for alternate delivery formats in the Executive Master of Science in Management of Technology (EMSMOT) program and possibly other executive business degree programs. “Right now,” Bennett explains, “during

Watch for alternate delivery formats in the Executive Master of Science in Management of Technology program and possibly other executive business degree programs.

the nineteen-month executive master's program, students come to campus for two week-long residencies as well as, basically, every other Friday and Saturday. This format requires lots of trips to campus and makes it difficult for students who live some distance away.”

The alternate program formats under consideration will enable fewer trips of longer duration. In addition, the College is considering a blend of distance and in-class learning. In all, these changes should increase the program's appeal to students who live a greater distance from Atlanta.

Look for a greater selection of more specialized courses in the area of executive programs, suggests Bennett. “Right now, most of our executive courses run for ten or twelve sessions and cover a wide range of management topics. Participants get a little accounting, a little finance, a little strategy, a

little organizational behavior, etc.

“We've restructured so that each offering represents a focused topic,” he says. “So there will be stand-alone courses on negotiations, finance, and accounting, for example, and managers



■ Nate Bennett, center, with Executive Master's students.

can pick specific areas in which to develop their skills.” Over time, managers who take prescribed series of courses will earn certificates.

The most significant change involves efforts to pursue opportunities to provide custom-tailored executive education programs to companies, made possible by the new facility and the recent growth in faculty. This is the area where Bennett sees the most growth potential. This area has been sluggish lately because of the slow

economy, but Bennett notes, “Even though most companies aren't in a position to contract for custom programs right now, we continue to have employers expressing interest. When the economic picture improves, we want to be positioned to provide the programs firms need. Many companies have postponed training investments during this difficult time, and there will likely be pent-up demand for programs—we want to be ready.”

Bennett recommends that companies wanting a custom program send at least fifteen to twenty employees to make the course cost-effective and that they keep the number below forty to assure “high-touch” instruction. Depending on the company and the number of people taking the course, students may either fly in for classes or the College sends professors to company sites.

Finally, in a brand new direction, DuPree would like to showcase its new quarters in Technology Square to top executives and also expose those executives to DuPree students. To that end, the College is planning a series of networking events, says Bennett, for “very high-level managers. We want to make efforts to get the College toward the front of this audience's collective mind—and to expose these people to the quality of our faculty and students.”

Examples of custom programs that companies might request:

- Project Management
- Leadership in Changing Times
- Managing Innovation
- Supply Chain Management

Researcher Imitates Research

Bradley Kirkman lives his work. Kirkman, associate professor of organizational behavior, researches virtual teams, and he does it as part of, well, a virtual team of scholars who get together in person only occasionally. As project leader of his own virtual team, Kirkman wrestles with some of the same problems he and his colleagues encounter in their research.

“If there are problems between team members, how do I handle that?, Should I work with each individual or should I send out broadcast e-mails that include everybody?” Kirkman asks rhetorically. “When should I include which people on the various communications? How much one-on-one vs. the entire team is needed? When do I use which technology? When do I just pick up the phone?”

Those are exactly the kinds of issues Kirkman and his colleagues address in their research, for they have found not only that virtual teams are here to stay, but also that virtual teams are different from face-to-face teams.

“A virtual team,” notes Kirkman, “is a group of people who work interdependently with a shared purpose across space, time, and organizational boundaries, using technology.”

One important finding of the research is that virtual teams must be empowered in order to perform well. “We found,” Kirkman says, “that empowerment is a much stronger predictor of virtual team performance than it is of face-to-face team performance. Teams that don’t meet in person have to be confident that they can get the job done. They have to be autonomous. They have to feel that the work that they do matters.” The need for virtual teams to be empowered, Kirkman stresses, “is huge.”

For their research, Kirkman and his team broke down empowerment into four components: (1) autonomy, which gives the team the freedom to

make its own decisions; (2) potency, belief that the team can be effective; (3) impact, belief by the team that what it does has a significant impact; and (4) meaning, intrinsic interest of team members in their work.

Managers pose one of the biggest hurdles to empowering virtual teams because they often don’t want to relinquish control. But whether managers

Kirkman’s virtual team members:

- **Benson Rosen**, Kenan-Flagler Business School, University of North Carolina at Chapel Hill
- **Cristina Gibson**, Graduate School of Business, University of California–Irvine
- **Paul Tesluk**, Robert H. Smith School of Business, University of Maryland

afford to send employees to out-of-town meetings. Some companies, Kirkman says, are closing offices and sending employees home to work because it is so much less expensive.



■ **Bradley Kirkman: Look for more virtual teams, literally**

like it or not, Kirkman says, virtual teams are a permanent part of the work landscape.

“Virtual teams are going to be much more prevalent in the next five to ten years,” he predicts. One reason is that the World Trade Center tragedy and the economic downturn have forced companies to cut back on travel. Many employees don’t want to fly anymore, and many companies cannot

There has been an ongoing debate, he says, as to whether virtual teams are just a different type of team or a fundamentally different animal altogether. “My research suggests that virtual teams are a new thing, that they are not the same as face-to-face teams, and that we need to learn a whole new set of behaviors, roles, rules, and managerial guidelines in terms of leading these types of teams.”

A Little Help from Our Friends

Reciting a list of top real estate people in Atlanta is akin to reading a list of prestigious Georgia Tech alumni. Yet, surprisingly, the DuPree College of Management had never offered a commercial real estate course.

“That was an unusual discovery,” says Marcus J. Dash (BS ’66; MS ’67), adjunct professor of finance and retired partner, Goldman, Sachs & Company.

Dean Terry C. Blum decided it was time for DuPree to offer an option for students interested in real estate, but rather than wait for what can be a lengthy process of establishing a formal program, she chose to create a course while the longer process unfolded.

“There’s been a lot of interest on the part of the students,” Dash says. “And there’s a lot of alumni interest because there are so many alumni in the real estate business. So there was a confluence of factors.”

The course developed quickly. “I think we started in early November 2002, and we taught the first class in early January 2003,” Dash recalls. “It was pretty rapid.”

Twenty-three students took the weekly seminar that examined commercial real estate from the investment and development sides.

What resulted was MGT 8803C: Financial Aspects of Commercial Real Estate, and “it was brilliant,” Dash says of the course that made its debut in spring 2003. “It was somewhat experimental, and the reception from both the students and the guest speakers was extremely positive. I think everybody is happy with the way it worked out.”

Twenty-three students took the three-hour, weekly seminar that examined commercial real estate from the

investment and development sides. It made extensive use of guest speakers and case histories. Georgia Tech alumna Lara Hodgson, AE ’93, chief operating officer, Dewberry Capital, assisted Dash in teaching the course.



■ Alumnus Julian LeCraw discussed this multi-family housing development.

Speakers included Tech alumni A. J. Land, IM ’60, of Pope & Land; John Dewberry, IM ’86, of Dewberry Capital; Richard Kalikow, IM ’64, Manchester Real Estate; Julian LeCraw, IM ’52, of Julian LeCraw & Company; Kim King, IM ’68, of Kim King Associates; and Charlie Brown, Arch ’62, of Atlantic Station LLC.

“Julian LeCraw, who has made a reputation in the business of developing apartment complexes, talked about developing multifamily housing. He used as an example one that he’s developing over on the west side of the Georgia Tech campus,” says Dash. Likewise, King discussed his mixed-use Centergy Square, under development on the north side of Fifth Street. Mike Condon of the Georgia Tech

Foundation lectured on real estate as an investment asset.

“It was just extraordinary how responsive our alumni were. Every single lecturer (not all were alumni) I invited agreed enthusiastically to do it at the date and time I asked them to, and I had no cancellations. I had no waffling,” says Dash, and there was no substitution of junior-level managers for the senior executives he called.

“Many of the lecturers asked if they could come back and attend some of the classes and hear their friends/competitors speak.”

Experts Galore

Guest speakers, in addition to those mentioned in the story, included:

- Raymond Sheley, King & Spalding
- Jacob Vallo, Hines
- Kell Martin, First Fidelity
- Frank Mann and Mike Hall, Jones Lang LaSalle
- Ken Brody, Taconic Capital
- Brent Wilkinson, Winfram Brannon, P.C.
- Jim Grissett, MCP ’88, the Parthenon Group

Cross-pollinated Research

Real problems require interdisciplinary research, says Terry C. Blum, dean of DuPree College of Management. But before faculty can delve into interdisciplinary research, the dean notes, they have to be well trained in the disciplines.

“You can’t have good interdisciplinary work without first having the highest quality disciplinary preparation,” she explains. “When disciplines come together, we benefit from the answers of a diverse team so that we’re not looking just at one part of the elephant in terms of creation of new knowledge or of a solution. Interdisciplinary research is a complex world that requires teamwork and the perspectives of experts looking at problems from different lenses.”

Bryan K. Church’s research—which generally focuses on decision making in the financial markets—most always crosses the lines of accounting, economics, psychology, and finance, he says. “Academic training normally provides researchers with expertise in a very narrow area,” Church explains. “But to tackle interesting business problems and fully

information, Church, professor of accounting, concludes that not only do investors adjust for bias, he also says that stock prices ultimately reflect such adjustments.

Investors can adjust, Church says, “as long as the bias isn’t too big.” Also, he points out, his research reveals that even a small number of investors who are able to figure out bias is sufficient for the market to reflect a rational price.

The cross-disciplinary nature of this research, Church says, is aimed at providing insight into investors’ cognitive abilities and how such abilities are reflected in the functioning of financial markets, which is of utmost concern to regulators.

Other Church studies look at the impact on investors of company image. Investors might, Church explains, “buy Home Depot stock because they work there or their spouse works there or because they shop there and like the store.” In such cases, he says, people may invest in a company even if its projections don’t look good.

Along the same lines, he has studied the impact of good and bad press on stocks. Investors may be influenced by bad press, he says, even if that bad news really doesn’t have anything to do with the value of the company. Psychologically, it is important for corporate relations officers to understand such effects and to continually work to promote the company.

Though his research into the decision-making patterns of investors is not new, it’s also not widely understood, Church says. “Psychologists have pretty good insight into individual



■ Bryan K. Church’s research crosses the lines of accounting, economics, psychology, and finance.

By using an interdisciplinary approach, researchers can gain better insight into the complexities of real-world problems.

understand the practical implications, researchers often need to broaden their perspective, either by immersing themselves in research from other areas or by working with someone from another area. By using an interdisciplinary approach, researchers can gain better insight into the complexities of real-world problems, which can lead to practical suggestions.”

In a study that considers how individual investors adjust to biased

decision making. And in business we can take individual decision making and put it in a business context and apply psychological theories. And in finance, we have a fair understanding of how markets work. But we have very little understanding of how we go from people who make up the market to the market itself.” Church is working to bridge that gap.

Donald Fedor’s research into knowledge management also was interdisciplinary, but more so inside the College of Management than outside, he says. What he means is that even though one of his collaborators was **Todd J. Maurer** of Georgia Tech’s School of Psychology, Fedor’s work in organizational behavior was closer to Maurer’s work than to colleagues inside the College of Management.

“Where the boundaries are often drawn can be a little misleading since Todd [Maurer] and I share similar research perspectives,” says Fedor, professor of organizational behavior. On the other hand, he notes, team members **Soumen Ghosh** and **Vinod R. Singhal** focus on organization system issues which, in this case, was new product and process development — a research area that tends to be outside the realm of psychologists and organizational behaviorists.

Ghosh and Singhal are professors of operations management. The final collaborator was Ph.D. candidate **Steven D. Caldwell**. Their research considered the effectiveness of corporate teams, specifically the satisfaction of team members with their work and the ultimate impact they expected it to have on the larger organization. The paper was accepted for publication in *Decision Sciences Journal*.

“If Todd [Maurer] and I had been working together without Soumen [Ghosh] and Vinod [Singhal], I doubt we would have ever considered investigating new product/process

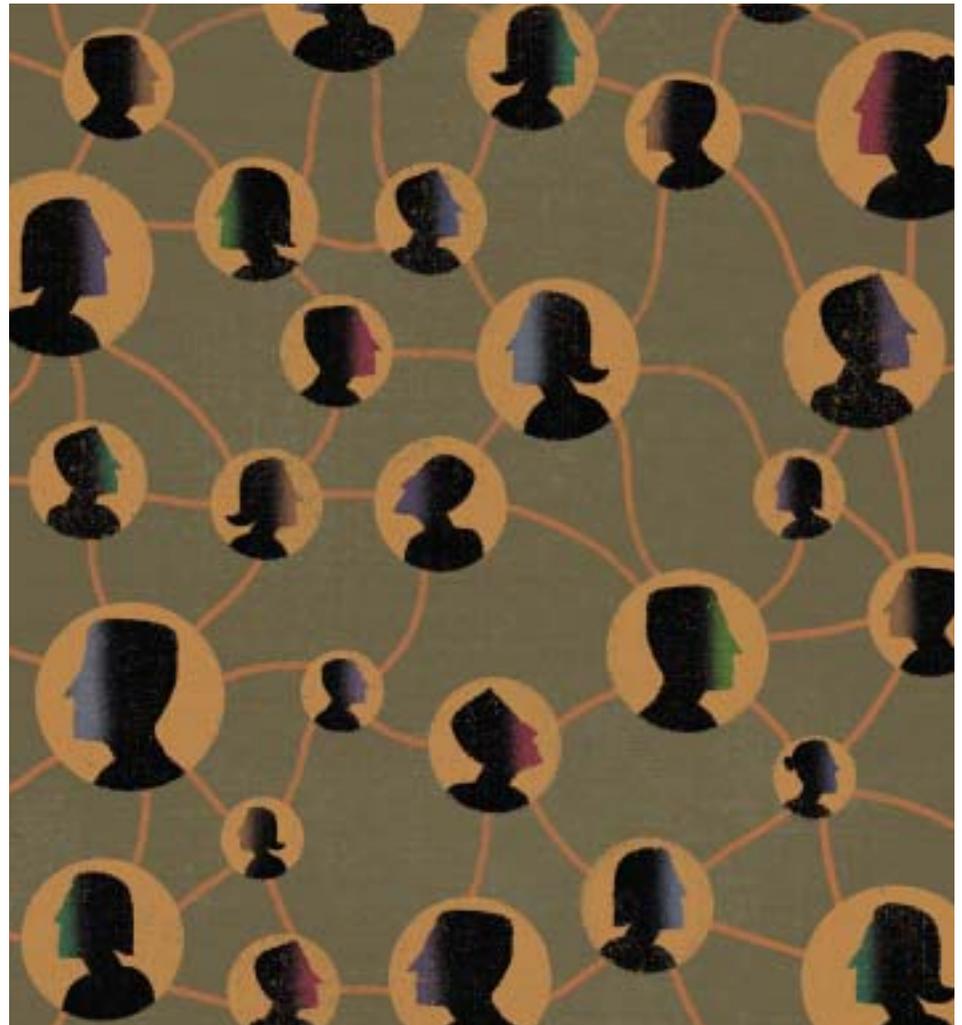
development,” Fedor says. “Also, the specific issues we ended up looking at within this study were clearly a product of our combined perspectives.”

“The specific issues we ended up looking at were clearly a product of our combined perspectives.”

Collaborating with an accounting professor at the University of Kentucky, Fedor studied the impact workpaper review on auditors in terms of their subsequent performance improvement efforts. Without his colleague **Robert J. Ramsey**, Arthur Andersen Professor of Accounting in Kentucky’s Gatton College of Business and Economics, Fedor says, “I never would have gotten

into the accounting firms nor would I have understood workpaper review,” which is the ongoing notes and written comments that auditors receive from their manager as they go about auditing a client’s accounts. “The project emerged by combining his knowledge of auditing and the ongoing workpaper review process and my expertise in performance feedback and power.”

One of the primary conclusions of their research concerned the effects of the workpaper review in light of the perceived power of the audit manager. In particular, the perceived ability of the audit manager to reward the auditor had a positive effect on the performance efforts of experienced auditors, but a negative impact on the inexperienced auditors. This latter effect was not expected.





DORMAN'S DOSSIER

Who: Chairman and CEO, AT&T

Tech Ties: 1975 bachelor's degree in industrial management from the College of Industrial Management (now the DuPree College of Management)

Noteworthy: Dorman completed his four-year program at Georgia Tech in three years with high honors.

Genesis of Telecommunications

Career: In 1981, he became the fifty-fifth employee of a young long-distance carrier now called Sprint. By 1990, he was president of Sprint Business. In 1994, when he was 39, Dorman became the youngest CEO of a Bell operating company when he was named to the position at Pacific Bell.

When SBC Communications acquired Pacific Bell, Dorman became an executive vice president. He left SBC to become chairman, president, and CEO of PointCast, an Internet-based news and information service, then became CEO of Concert, the global venture created by AT&T and British Telecommunications. His next stop was AT&T.

Tech to Top

David Dorman's Vision Pays Dividends

David Dorman remembers sitting in a car with a friend on the Georgia Tech campus back in 1975, the year he received his bachelor's degree from the College of Industrial Management, predecessor to the DuPree College of Management.

"We talked about, you know, if we could ever make \$40,000 a year, we would have exceeded the expectations of our families and could really live a great life. That was about as far as I thought ahead in 1975. When I got out of Tech, \$9,600 a year up to the low teens was the range of what Tech graduates were getting offered."

Dorman did better than forty grand a year. Today, at age 48, he is chairman and CEO of AT&T. Featured speaker in March for DuPree's 2003 T. Brooks Pearson Distinguished Lecture, Dorman talked about how unprepared he was when he began his job search.

The young Dorman showed up for an interview with Proctor & Gamble wearing his only suit—it was green—earth shoes [similar to today's Birkenstocks], and his hair in an Afro,

the style of the day.

"I was nowhere near ready for that interview," Dorman recalls, saying he imagined this little box beside the interviewer's head that said, "No way."

Instead of Proctor & Gamble, Dorman went to work for Burroughs Corp., as a salesman who did "a little bit of software work." Then he moved on to a company that was creating software for financial institutions. His next job set him on the course that ultimately landed him in the top spot at AT&T.

He took a job with a start-up operation that was developing communications services for the insurance industry. It was a risk.

"When I look back, if I'd known then what I do now, I never would have taken that job. I would have viewed it as a quixotic kind of mission," Dorman says. "But, being young, I wasn't daunted by the facts."

As it turned out, that fledgling business was sold to a telephone company that ultimately became Sprint, where Dorman spent fourteen years.



■ David Dorman, IM '75, tells students how he went from "unprepared" to the top job at AT&T.

Sprint's fifty-fifth employee, Dorman became one of the telecommunication company's top five officers and saw Sprint grow to 35,000 employees before he left. He describes the experience at Sprint as time spent "getting his MBA."

Now running a corporate giant with annual revenues of \$38 billion, Dorman views his most important task as establishing a vision of where AT&T is trying to go.

"It doesn't have to be immediately obvious; it can be aspirational. But it has to be understood," the CEO explains. "The goal has to be elevating. It's got to have some measurement that people can sink their teeth into. So one of my biggest jobs is talking to everybody across the company and consistently conveying where we're going."

Dorman's vision is to capitalize on the AT&T brand, which he describes as one of the most valuable in the world. The company has 42 million consumer customers and another 4 million business customers. And on top of that, AT&T is profitable.

"We're spending money today, trying to invest where others can't follow us," Dorman explains. "Our mission is to take our consumer franchise and build other services on top of it. My vision, five years out, is that people say AT&T is their choice because we give them what they want, hassle free, easy."

"Vision is important," he says. "Vision that's believable, that people can get behind. Whether you're leading a small organization or a large one, like AT&T, people have to feel like they know where you're going."

When Dorman graduated from Georgia Tech, he says he certainly had no idea he would find his way into the telecommunication industry, "much less be CEO of AT&T," but he did have a vision. "What I had was a desire to be successful. And, over time, the combination of timing and opportunities came my way to get me here."

Dorman on. . .

CEOs

"The last seven or eight years CEOs were like rock stars. It was a time when leading was all about stock price. But the tough issues — dealing with businesses that were turning down rather than growing at 40 percent — were yet to come. The change from the rock star CEO to the criminal CEO happened with breathtaking speed. There's been a sea change in the way CEOs are thought about and about their responsibility for company results."

Leadership

"Character and integrity are binary things. They're either there or they're not. It's not like, well, we have 92 percent character and integrity, and on Thursdays we take a day off. It doesn't work that way. It transmits volumes to people if they know that you'll cut corners or, on the other hand, if they know you will always tell them the truth, even when it hurts. Integrity is the bedrock. Without it, you can't have trust, and without trust you never develop the teamwork that's necessary to be successful in business."

Growth

"There is no comparison to being in an industry that grows vs. one that shrinks. Opportunity comes from growth. It doesn't typically come from shrinking and combining and consolidating. My one piece of advice as you pursue your career is to not only do things that are important to you and that you can be passionate about, but put yourself in a positive environment where growth can be a part of it."

Fear

"My freshman first semester was the eye opener for me. I had a good SAT and felt really good about myself. I showed

up at Georgia Tech and didn't have a clue. I made a 2.0, and that made a huge impression on me because it taught me that I couldn't survive by bluffing. [I realized] that I had to work and that there were things I didn't know — that became ingrained in me. The fear of failure from my first and second quarters as a freshman really stayed with me. My second quarter, I really busted it, and I think I got to a 2.8. After that I never made below a 3.0. I ended up with a 3.4 something. But my first two quarters I was ready to transfer.

"Today, fear is probably more acute because more people will know [if I fail]. When I was in school, the only thing I was worried about was my Mom and Dad and maybe some friends. It was a pretty small circle. Today, it's very public."



Success

"Timing has been a big part of my success. Having the ability to relate to people is important. Technological knowledge in my business is important. If you assume you can run a company like this without understanding technology, it's a mistake. I started off as a programmer, and I had an IT background and moved into general management from there. I think my timing and having that skill set was really important to the way the industries I've played in have evolved."

Coffee Break with DuPree Students

Undergraduates Overachieve



Bindu Gowda

Bindu Gowda discovered her dislikes before she figured out what she does like. Entering Georgia Tech as an architecture major, Gowda says, “I quickly learned that I was not interested in building codes and air conditioning vents.” Thus, she temporarily switched her major to “undecided engineering” — until she landed an internship with Morgan Stanley’s Peachtree City office.

“After my internship there,” Gowda says, “I decided to pursue a business degree, focusing on finance, accounting, and economics.” Gowda continued her Morgan Stanley internship for three years at the firm’s Buckhead office. This, she says, helped her land the full-time position she was to begin in August 2003, following her spring graduation, because “I was able to prove that I could juggle a rigorous course load along with a part-time position.”

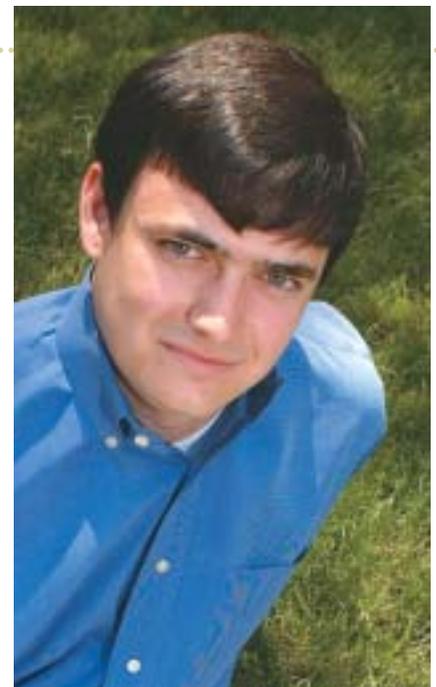
Gowda accepted a job with SEI Investments in Oaks, Pennsylvania, and was to begin work following post-graduation trips to Lund, Sweden, and Bangalore, India, where she planned to volunteer at a children’s home while also visiting relatives.

Ben Lawder

Ben Lawder seems to attract honors and awards. Treasurer of the student body in 2003, Lawder becomes vice president of campus affairs during 2003–2004, his senior year at Georgia Tech. Lawder is chairman of DuPree College of Management’s Student Advisory Board and founder and program chairman of Insight, a new student organization aimed at increasing interaction among freshmen.

Lawder helped re-establish Tech Beautification Day, a campus-wide service day, and has held several leadership roles in his fraternity, Delta Chi. A President’s Scholar and IMPACT Scholarship recipient at Georgia Tech, Lawder is focusing on marketing, organizational behavior, and entrepreneurship in hopes of eventually working in the non-profit sector.

Among his many high honors, Lawder was one of 175 students worldwide invited to attend the expenses-paid 2002 Business Today International Conference in New York City to discuss current issues with top business executives and political figures. He is also an Eagle Scout and a professional magician, performing at private events and charity functions since 1994.



MBA Candidates Embrace Adventure



Jason Millard

Jason Millard turned his summer internship with Intrepid Capital Asset Management into a full-time job. Following his May 2003 graduation, he joined the firm, temporarily in Atlanta then in Jacksonville, Florida, working in client services.

Millard, who received his undergraduate degree in chemical engineering from Georgia Tech in 1994, describes the graduate school experience as “quite an adventure after seven years off. I think the value of the program lies not in what you are taught, but how you learn to creatively solve problems,” he says. Another advantage, says Millard: “I have been able to make some lasting friendships.”

Graduate school, he says, solidified his skills and allowed him “to explore ideas in new ways.”

Rosie Kwok

Rosie Kwok’s graduation has been delayed by a year—from May 2004 to May 2005—but she isn’t complaining. That’s because she has landed the internship of her dreams at Disney’s Wide World of Sports Complex in Orlando, working in sports operations.

“It’s a year-long internship,” says Kwok, “which means delaying my academic career and graduation, but for such a job opportunity, it’s worth it.” In fact, one of the reasons Kwok chose DuPree College of Management was because her goal was to work for Disney, and she knew DuPree interns had served there previously, which “weighed heavily in my selection process.”

Kwok received her bachelor’s in applied psychology from Georgia Tech in 1998, and she worked at AMB i.t. US, Inc. in Smyrna, Georgia, as operations manager and technical sales representative before returning to Tech. The company specializes in high-tech timing equipment for the racing industry—model car racing, car racing, horse racing, speed skating, marathons, and triathlons. Kwok’s timing, it seems, has been just right.



Interested in the numbers? Visit <http://dupree.gatech.edu/numbers> for class profiles and career statistics.

Executive Master's Students See New Horizons

Conrad Meertins

Conrad Meertins worked for fifteen years before enrolling in the Executive Master's Program. Prior to becoming manager of application and product development for Pinnacle Data Technologies in Atlanta, where he was employed as he studied for his master's, Meertins was a product manager and an automation manager at Internet Security Systems in Atlanta.

"It was imperative," says Meertins, "that I learned organizational skills and how to deal with conflicts so that I could effectively supervise my employees."

The best things about the Executive Master's Program, Meertins says, were networking with classmates and solving work-related issues in class before presenting a solution at work.

The 1987 graduate of St. John's University says it was challenging to balance school with a full-time job, family, and community commitments. But in the end, "I was able to maintain my grades as well as my sanity."



Marcia Trajano da Silva

Marcia Trajano da Silva describes her return to school as a conceptual challenge. "It takes a little time to reach our rhythms," she says, "but it becomes a simple matter of discipline, dedication, and good time management skills."

In return for her commitment, she says, "The program is making me—a non-IT person—better equipped to understand and speak the language that is changing business across the world. The program highlights how technology impacts our lives and how we, as managers, can better handle its dynamic aspects."

Trajano da Silva earned her bachelor's in architecture in 1985 from Universidade Federal de Pernambuco-Brazil. Though she says there are "many positive aspects" to the Executive Master's, she places "interacting with my peers during case studies" at the top of the list of things she likes about the program.

Ph.D. Candidates Expand Real-world Experience

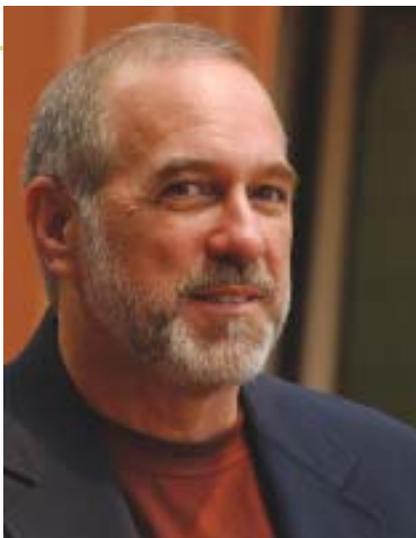
Dominie Garcia

Dominie Garcia, candidate for a Ph.D. in strategy with an interest in organizational transformation, developed her enthusiasm for the subject when she worked for AOL during that company's merger with Time Warner.

As chief of staff to the vice chairman of AOL, Garcia observed the integration issues involved in the transition and developed her desire to study the issue further.

She likes the small size of the Ph.D. program and says doctoral students at DuPree "are viewed almost as junior faculty. Students work closely alongside faculty to help develop research. There is a strong knowledge base from which to draw for research streams and personal interests."

Next semester, Garcia will take a class at Emory University. "Because this is a small program, the College makes sure you can get what you need," she says. "If it's not offered here, you can go to other programs. This program is the best-case scenario."



Steven D. Caldwell

Steven D. Caldwell began to think about what he calls a "life season" change after twenty-eight years in the business world, the last twelve with Coca-Cola Bottling Company Consolidated in Charlotte. A candidate for his Ph.D. in organizational behavior, Caldwell says half his motivation for pursuing his doctorate is to use the experience and ideas he gained in the business world in another way.

He sought advice from a colleague who suggested a research-oriented doctoral program might be perfect. Ultimately, Caldwell chose Georgia Tech because "research is Georgia Tech's DNA. The small doctoral program here makes it flexible. The program is for self-motivated people. Faculty members are here to help, but it's your program." He describes his extended education as "an independent, personal journey."

DuPree's President's Scholars

Star Power!

The President's Scholarship, Georgia Tech's premier merit-based award, is offered annually to about 100 entering freshmen who demonstrate superb leadership skills, rank among the top few in their class in academic performance, and show promise of continuing to be stars.

Class of 2003

Lauren Benson
 Mike DeNicola
 James Dixon
 Melissa Dolgetta
 Jason Lane
 Patrick McCann
 Mary Beth McGinnis
 LaQuanta Person
 Jamie Price
 Lauren Weatherly
 Sam Wilkerson

Class of 2004

Chelsea Cooper
 Robert Cunningham
 Jessica Dickerson
 Jessica Goggins
 Ben Lawder

Class of 2005

Cristina Baccay
 Lindsay Chason
 Catherine Covington
 Jonas Forrester
 Suzannah Gill
 Tara Hayden
 Melissa Oellerich

Class of 2006

Kendra Christensen
 Cort Ouzts
 Michael Ramsey
 Lauren Ray



James Dixon

- Roanoke, Virginia
- Finance
- Flight instructor with Yellow Jackets Flying Club

"I was an aerospace engineer for two years and hated every day of it, even though my grades were great. I am so glad I switched. I am much better wired for business than engineering."



Cristina Baccay

- Acworth, Georgia
 - Marketing, operations
 - Makes music with piano and flute
- "I hope to eventually run my own marketing firm or some other business. I'd also like to teach as a professor after working in the business world."*



Catherine Covington

- Douglasville, Georgia
 - Accounting
 - Shoots hoops, plays softball, snaps photos
- "Georgia Tech is what you make it, and you get from it what you put into it."*



Ben Lawder

- Norcross, Georgia
- Leadership, entrepreneurship
- Professional magician who loves outdoor activities and community service

“My long-term goals include starting a nonprofit organization to improve education in the United States.”



Lauren Weatherly

- Lithonia, Georgia
- Leadership, management
- Plays tennis and roller blades

“I would advise someone entering Tech to join several organizations and socialize with as many people as possible. College is a unique time when you are surrounded by 14,000 talented young people. The more experiences you have with individuals, the more fun it is to walk through campus being flooded by memories you have created with the people passing by.”



Melissa Oellerich

- Augusta, Georgia
- Accounting, finance
- Runs, rides horses, reads

“I would like to start a nonprofit after-school program to help inner-city public school children who are struggling in their classes or at home and need extra attention to help them thrive.”



Suzannah Gill

- Marietta, Georgia
- Finance, marketing, pre-law, Spanish
- Jogger, public speaker

“I would encourage someone entering the management program to get involved in a few organizations to prepare themselves for working in a management job that requires good communication and interaction skills, rather than just book knowledge.”



Michael Ramsey

- Eton, Georgia
- Finance
- Outdoorsman—backpacking, camping, hunting, fishing

“Students need to continue with the educational path that they choose, but be open for change. College throws a lot of curves at you, and closing the door on new ideas is not the way to go.”

Awards Times 13

Double Take

DuPree College took two bows during the Third Annual Awards Fiesta of the Atlanta chapter of the National Society of Hispanic MBAs (NSHMBA) in December.

Eduardo Neeter, MBA '03, was honored as MBA Student of the Year, and the College was named University of the Year.

“The support DuPree gives to international students allowed me to



■ The Atlanta Chapter of NSHMBA named Eduardo Neeter, MBA '03, MBA Student of the Year.

play a leadership role in my class,” says Neeter, who was vice president of the MBA class of 2003. A native of Venezuela, Neeter plans to work in the U.S. In addition to his concentration in strategic management, Neeter received graduate certificates in management of technology and entrepreneurship.

DuPree was honored, according to NSHMBA, because of its commitment to promoting leadership, education, professional development, and community advocacy among Hispanic students, professionals, and the community. For the past several years, DuPree’s MBA Career Services office has supported NSHMBA in co-sponsoring, hosting, and advocating career-related events for Atlanta-area Hispanic MBAs.

NSHMBA’s Atlanta chapter is the third largest in the nation.

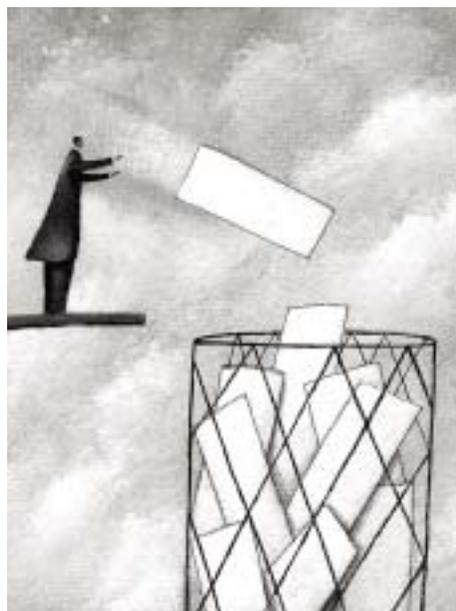
Talkin’ Trash

The Trashers took the award this spring for best student paper/project from the Georgia chapter of the Product Development Management Association.

The Trashers is a team of students from spring semester’s Collaborative Product Development Course taught by Stylianos Kavadias, assistant professor of operations management. The six students on the Trashers team redesigned the ordinary trash can.

“One of the things they observed is that once you have packed the trash into the bag, it is very hard to take the trash out of the can,” Kavadias explains. The bag either tears or is difficult to pull out. So the students devised a mechanism that eliminates those problems.

“The whole objective of the class,” Kavadias says, “is to manage the development process while developing an actual new product. The final deliverable that they were required to provide was a working prototype.” But first there were stage project deliverables such as a mission statement and



Honors

Katie Hudson, MBA '03, and Amber Yousuf, BSBA '03, were named Women of Distinction at Georgia Tech’s 2003 Women’s Leadership Conference. Hudson and Nicolai Sager were named Students of the Year by the graduate faculty.

identification of user needs as well as concept development and selection.

The association judges, according to Kavadias, evaluated the students on the development process, not the actual product. The product played a role, he says, but the judges wanted to see whether the students had used a method. “I think they did a very good job along those lines.” Roberta Moss of the Association was instrumental in making this student award a reality.

MBA students on the winning team were April Brabant, Brandon Walts, George Kavalieratos, and Kevin Brinson. Mechanical engineering students on the team were Edward Siahhan and Tord Dennis.

“All six of them worked pretty hard,” Kavadias says. “I think the composition of the team shows how well our MBA students can co-develop products with engineering students, revealing one of Georgia Tech’s advantages.”

“The composition of the team shows how well our MBA students can co-develop products with engineering students, revealing one of Georgia Tech’s advantages.”



■ From left: Bonnie Herron, Intelligent Systems vice president & CFO, presents a service package to team Torex members Andy Warner, MBA '04, Chris Power, MBA '03 and ChE Ph.D. student, Alicia Benyard, MBA '04, David Devine, MBA '04, Mike Bliss, MBA '04, and Luke Pinkerton, MBA '04.

Business Plan Competitions

DuPree Teams Win Big

Luke Pinkerton came to Georgia Tech for his MBA from the University of Michigan with a patent in his suitcase. In April, as team leader of Torex International, Pinkerton and fellow MBA students with a strong mix of engineering and non-engineering backgrounds won a \$250,000 funding offer and placed third at the Carrot Capital Competition in New York. The venture capital firm organizes this competition to seek viable business plans for investment.

Torex has licensed the technology that Pinkerton helped to develop while at Michigan, and Pinkerton is named on the patent there. The technology is a reinforcement fiber for concrete. Beams constructed with the Torex fiber exhibit up to five times the strength of beams constructed with existing fiber reinforcement materials.

“We learned something each time we competed,” says Pinkerton. “We ended up revising the plan based on each competition’s feedback. Some of the best feedback we got, however, was

the negative feedback. This information really helped us refine the plan and hone in on the best strategy.”

At the Georgia Tech Business Plan competition, Torex placed third and received \$2,500 in funding. The judges felt the venture had strong investment potential, so they awarded Torex a \$45,000 package of legal, financial accounting, and graphic design services, which allowed Torex to improve its plan in time for the Carrot Capital competition.

Students in the Georgia Tech Entrepreneur Club launched the first Georgia Tech Business Plan Competition three years ago and invited would-be entrepreneurs from across the campus to participate. That first year was so successful that DuPree College of Management was able to make the competition an annual event with the financial sponsorship of alumnus Leland Strange, IM '65, of Intelligent Systems.

Each year, the entrants to the Georgia Tech Business Plan Competition have gotten stronger, and more teams are receiving invita-

tions to national competitions. This year two teams—Torex and Advanced Audio—won at major national business plan competitions.

Many of the most competitive teams start in the New Venture Creation course taught in the fall by Pat Dickson, assistant professor of strategic management. In the course, composed of half MBA and half non-management graduate students, Dickson encourages the students to form teams with a mix of majors.

“I tell my students that cross-disciplinary teams tend to do better,” Dickson says.

Advanced Audio, a team composed of all MBA students, two of whom have master’s degrees in engineering from Georgia Tech, excelled at the national academic-based competition called Venture Challenge, hosted annually by San Diego State College. Advanced Audio won the grand prize of \$15,000, in addition to the \$1,000 Golden Phone Award for the best telephone sales pitch.

Advanced Audio’s technology is the first all-digital microphone for hearing aids, providing enhanced sensitivity and improved power consumption. The Advanced Audio team also placed fourth at the New Venture Championship hosted by the University of Oregon and second in the Georgia Tech competition.

Student Picks

Students made the following awards — MBA Core Professor of the Year: **Shomu Banerjee**; MBA Elective Professor of the Year: **Bob Burgess**; Alpha Kappa Psi Exceptional Faculty Award: **Francis Ulgado**; Outstanding Second-year MBA Student: **Travis Barton**; Outstanding First-year MBA Student: **Fred Carlson**; and Women in Business Award: **Neelakshi Mohta**.

Leadership and Generosity Abound



■ Raena and Joe Evans, IM '71, inside the new building's courtyard. The Evans made a major financial commitment this spring to support the College, which is naming the new Howell D. and Rosemary K. Evans Graduate Reading Rooms in memory of Joe's father and in honor of his mother.

"This is first and foremost a 'thank you' to my parents for a lifetime of love and commitment. Tech is where they wisely aspired for me to continue my education. Having had a rat cap since kindergarten, Tech seemed a great place to honor them."

A growing family of benefactors who share our vision has emerged to fulfill the dream of Technology Square. Unrestricted gifts and commitments designated to the College from alumni, friends, foundations, and corporate partners surpassed \$21 million toward a \$45 million goal as of June 30, 2003.

Technology Square

Georgia Tech thanks the major gift donors who have made unrestricted gifts and commitments of \$25,000 or more that can be internally designated for the Technology Square initiative.

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Additionally, the College received a number of generous restricted gifts and commitments, deferred gifts, and payments on prior year pledges of \$25,000 or more during the 2002–2003 fiscal year:

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The College has named numerous classrooms and spaces in honor of leading donors or their designees, including:

- Huang Executive Education Center
- Dorothy Gay and James P. Poole Learning Wing
- Anita and Julian Saul Learning Wing
- Gary T. and Elizabeth R. Jones Career Center
- LeCraw Auditorium



■ Alumni and corporate benefactors gather for a sneak peak of the new building. From left: Jerome A. Atkinson, IM '71, Raymond B. King, MGT '87, Debbie Patterson, Dennis M. Patterson, IM '71.

“My years at Tech prepared me well. That is why I am so excited about the College’s vision of becoming an even greater force for educating the business leaders of today and tomorrow. My commitment is a ‘thank you’ for years long past, but also a vote of confidence in the years yet to come.”

Jerome A. Atkinson, IM '71

Executive Vice President

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“As Atlanta’s hometown bank, SunTrust is proud to support the DuPree College of Management and the exciting Technology Square building initiative. It will greatly enhance the important Midtown community and serve as an ongoing catalyst for other economic development.”

Raymond B. King, MGT '87

Senior Vice President—Community & Government Affairs

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“As part of three generations of Tech alumni, we want to support the College and Georgia Tech in any way we can. The new vision for the DuPree College of Management will position it as one of the premier business schools in the world—with a very special mission.”

Dennis M. Patterson, IM '71

Executive Vice President

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MBA Students Take Initiative/Donate Toward Program

Fred Carlson, CE '01, MBA '04, wasn't going to be happy until his class gave 100 percent. Carlson and a handful of his fellow students launched the first MBA Student Drive for Excellence in 2002, an initiative aimed at establishing a tradition of philanthropy by MBA students to benefit the DuPree College of Management.

By mid-May 2003, first- and second-year MBAs had raised \$8,000, and Carlson was expecting to hit \$8,500 by the time Georgia Tech's fiscal year closed on June 30. "We are about six people away from 100 percent," Carlson said at the time. "No school has ever made 100 percent. Most get in the 50- to 70-percent range. This could be one of the feathers we could put in our cap for DuPree," he said.



■ Fred Carlson's slogan is "Untoppable in 2004"

He was tickled with the results of this inaugural effort, falling just shy of his participation goal. Counting on 100 percent of his class to take part next year, Carlson was already talking about the new slogan: Untoppable in 2004.

Money raised from this year's effort is earmarked for MBA advertising and marketing. The plan

is to purchase an advertisement or two, promoting DuPree, in *The Wall Street Journal*.

The ultimate goal, Carlson said, is to create a sustainable student fund-raising program that becomes a DuPree tradition and establishes the habit among our graduate students of investing in the College's future.

Andrew W. Warner, MBA '04
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Look Who's in Charge 2002–2003

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Kirsten M. Ely, associate professor, Ph.D., University of Chicago, *corporate disclosure, investor reliance on disclosure*

Charles W. Mulford, INVESCO chairholder and professor, Ph.D., Florida State University, *economic consequences of accounting standards, financial accounting*

Arnold Schneider, professor, Ph.D., Ohio State University, *managerial accounting*

Deborah H. Turner, associate professor, Ph.D., Georgia State University, *financial reporting*

Finance

Rajesh Chakrabarti, assistant professor, Ph.D., University of California at Los Angeles, *information flows in financial markets and microstructures, international finance*

Jonathan Clarke, assistant professor, Ph.D., University of Pittsburgh, *corporate finance, market microstructures, investments*

Andrew J. Cooper III, associate professor emeritus, Ph.D., Princeton University, *investment management*

Cheol Eun, Thomas R. Williams chairholder and professor, Ph.D., New York University, *international investments, capital market theory*

Robert G. Hawkins, professor, Ph.D., New York University, *international economics*

Narayanan Jayaraman, associate professor, Ph.D., University of Pittsburgh, *corporate finance, options markets, international investments, corporate bankruptcy, entrepreneurship*

Ajay Khorana, associate professor, Ph.D., University of North Carolina at Chapel Hill, *corporate finance, investments*

Subhankar Nayak, assistant professor, Ph.D., Yale University, *asset pricing, corporate finance, financial instruments and derivatives*

Ajay Subramanian, assistant professor, Ph.D., Cornell University, *derivatives, mathematical finance, investigation of imperfect markets*

Information Technology Management

Michael Cummins, director of technology and innovation, Ph.D., Northwestern University, *information technology, technology transfer and innovation*

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Sridhar Narasimhan, professor, Ph.D., Ohio State University, *information systems design, distributed databases*

Samit Soni, assistant professor, Ph.D., University of Texas at Dallas, *design of telecommunications networks, client server architecture and data management*

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Alka Citrin, assistant professor, Ph.D., Washington State University at Pullman, *marketing strategy, internet marketing, international marketing*

Naresh Malhotra, Regents' Professor, Ph.D., State University of New York at Buffalo, *marketing research, consumer research*

Richard D. Teach, professor, Ph.D., Purdue University, *marketing models, product development*

Francis M. Ulgado, associate professor, Ph.D., University of Illinois at Urbana-Champaign, *international marketing, international services marketing*

Nancy Wong, assistant professor, Ph.D., University of Michigan, *cross-cultural consumer behavior, consumption, cultural psychology*

Marketing Science

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Yih-Long Chang, professor, Ph.D., University of Texas at Austin, *applications and integration of operations management, information systems, management science and operations research*

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Cheryl Gaimon, professor, Ph.D., Carnegie Mellon University, *management of technology, operations strategy, knowledge management, information technology and worker systems*

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Stylianos Kavadias, assistant professor, Ph.D., INSEAD, *new product development, project portfolio selection*

Vinod Singhal, professor, Ph.D., University of Rochester, *justification of new technology, manufacturing strategy*

Jeff K. Stratman, assistant professor, Ph.D., University of North Carolina at Chapel Hill, *operations strategy, enterprise resource planning systems, supply chain management*

Organizational Behavior

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Luis Martins,* associate professor, Ph.D., New York University, *diversity in organizations, work-family conflict, managerial cognition, identity processes in organizations, and new information technologies*

Dennis H. Nagao, director, Executive Master of Science in Management of Technology, and associate professor, Ph.D., University of Illinois at Urbana-Champaign, *group performance and effectiveness, behavioral aspects of information technology*

Charles K. Parsons, professor, Ph.D., University of Illinois at Urbana-Champaign, *human resource methodology*

Christina E. Shalley, director of the Ph.D. program and professor, Ph.D., University of Illinois at Urbana-Champaign, *creativity, motivation, bargaining and negotiation, and human resource management*

Strategic Management/ Technology Transfer

Philip Adler Jr., professor emeritus, Ph.D., Ohio State University, *management theory, human resources*

Nathan Bennett, senior associate dean and professor, Ph.D., Georgia Institute of Technology, *strategic human resource management, entrepreneurship*

Lloyd Byars, professor, Ph.D., Georgia State University, *strategic management, management theory*

Lee G. Caldwell, associate dean, Ph.D., Texas A&M, J.D., Brigham Young University, *strategic management of complex and high-technology organizations, new business creation, telecommunications and networking technology, and telecommunications policy and global industry structure*

Timothy Carroll,* assistant professor, Ph.D., Duke University, *design and management of high-tech product teams, impact of information technology on organization design*

Pat H. Dickson, assistant professor, Ph.D., University of Alabama, *entrepreneurship and organizational behavior, formation, structure and performance of strategic alliances of entrepreneur-oriented firms*

David N. Ku, Lawrence P. Huang professor of engineering entrepreneurship and Regents' Professor of mechanical engineering, director, DuPree Center for Entrepreneurship's engineering entrepreneurship program, Ph.D., Georgia Institute of Technology, M.D., Emory University School of Medicine, *entrepreneurship*

John R. McIntyre, director, Center for International Business Education and Research (CIBER) and professor, Ph.D., University of Georgia, *international technology transfer, international business, comparative management, trade regulation, export-import management, international trade policy, international business environment, the multinational enterprise*

Gregory Robbins, assistant professor, Ph.D., Columbia University, *social networks, new organizational forms, institutional dynamics of emerging industries*

Marie Thursby, Hal and John Smith chairholder and professor, Ph.D., University of North Carolina at Chapel Hill, *technology innovation and entrepreneurship*

*New to the College in fall 2002.

Other faculty: Spring Asher, Robert Burgess, Paul Citrin, Marcus Dash, Robert Dunn, Alan Flury, Kelly Grace, William (Bill) Henderson, Benjamin Hill, Bennie Laughter, Jan Lukens, Ramon Martin-Busutil, Stuart Milne, Bhusan Mocherla, C. R. Narayanaswamy, Arnold Rubinoff, David Shallenberger, Peter Vantine, Nick Voigt

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Chairman & CEO
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President & CEO
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Stephen Fleming, Physics '83
Venture Consultant
Advanced Technology
Development Center

Nelson Gilreath Jr., IM '63
Attorney

Gaye E. Gwinn, CFA, IE '86
Vice President, Investments
Atlantic Investment Company

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John C. Horton Sr.
Founder and President
The Leadership Center

Lawrence Huang, BMGT '73
(Chairman-elect)
Founder
Chattahoochee Ventures

Gary T. Jones, GMGT '71
(Chairman)
Managing Director (retired)
Credit Suisse First Boston

A. J. Land, IM '60
CEO
Pope-Land Enterprises Inc.

Julian LeCraw Sr., IM '52
President (retired)
Julian LeCraw & Company Inc.

Robert H. Ledbetter Sr., IM '58*
President
R. H. Ledbetter Properties Inc.

James R. Lientz Jr., IM '65*
Partner
Northwestern Mutual Financial
Network
The TriVeritas Group

Chad McCall, MSM '95*
President and CEO
RXM Healthcare Services LLC

Sean M. McCloskey*
President & CEO
Visiprise Inc.

Jay McDonald, IM '68
President & CEO
Network Communications Inc.

Charles D. Menser Jr., IM '64,
MSM '66
President
Menser & Company CPA

Michael A. Neal, IM '75
President and CEO
GE Commercial Finance

Lawton M. Nease III, IM '65
President
Nease, Lagana, Eden, & Culley Inc.

Gregory J. Owens, MGT '82
Chairman & CEO
Manugistics Inc.

Robert F. Pinkerton, IM '68
Asset Manager (retired)
United Parcel Service

James P. (Polly) Poole, IM '42
President (retired)
Employer Employee Security
Plans Inc.

Daniel Rather, IE '57*
Executive VP
Carter & Associates

Ronda R. Sides, ENG '83

David Simmons
COO
Firstwave Technologies Inc.

John E. Smith II, IM '60
President & CEO (retired)
JES Holding Inc.

John C. Staton Jr., IM '60
Partner (retired)
King & Spalding

J. Leland Strange, IM '65
President & CEO
Intelligent System Company

Mark Swanson, MSM '94
X-eyed Inc.

Jeffrey Tacca, MSM '96
Managing Director of
Emerging Ventures
Nelson, Mullins, Riley, &
Scarborough LLP

R. Joe Taylor, IM '96
President
Capital Planning Corporation

Forrest Travis, ME '61
President & CEO
Intrepid Capital Corporation

Christopher A. Verlander, IM '70
Senior Vice President of
Corporate Development
Associated Industries of Florida

** term expires fall 2003*

New Members for the 2003–2004 Academic Year

Robert A. Anclien, IM '69, MSM '70
Partner (retired), Accenture
General Partner, Liberty Land
Group LLC

Ed H. Bowman Jr., IM '70
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David C. Garrett III, IM '70
Chairman
Mallory & Evans Development LLC

Terry A. Graham, IM '69
Executive VP & COO (retired)
Lockheed Martin Aeronautics Co.

T. Stephen Johnson, IM '71
Owner & Chairman
T. Stephen Johnson &
Associates Inc.

N. Richard Kalikow, IM '64
President
Manchester Real Estate

Dennis M. Patterson, GMGT '71
Executive Vice President
SunTrust Bank Inc.

D. Raymond Riddle, IM '55
President (retired)
Wachovia Bank of Georgia N. A.

Patricia B. Robinson
Independent Management
Consultant

Arnold E. Rubinoff
Business Development Officer
Powell, Goldstein, Frazer, &
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Ernest Scheller Jr., IM '52
Chairman-Emeritus (retired)
Silberline Manufacturing Co. Inc.

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IT'S ALL HAPPENING HERE

**DUPREE COLLEGE
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