Welcome from the Dean

These are exciting times to be at Georgia Tech College of Management. We are well on our way to making the College the world's preeminent business school for management and technology. Rapidly rising in prestige, our MBA program became available in an evening format for the first time in 2007. Whether you want to delve full-time into the MBA program or continue working while studying part-time, the College of Management has the right option to take your career to the next level.

Leveraging the Institute’s strengths in entrepreneurship and innovation, our cutting-edge MBA curriculum stresses teamwork, cultural diversity, and relevant solutions to real-world problems. You will gain the skills you need to move ahead of the competition in the rapidly changing world of high-tech business, learning to maximize the business potential of emerging technologies. We’ve extensively internationalized the program to give you the global competence you need to compete both at home and abroad.

We are also rapidly expanding our influence as one of the foremost centers for leading innovation and corporate entrepreneurship as well as developing ethical and sustainable business practices. Our commitment to these areas consistently draws top-notch students to all of the College’s programs.

As an MBA student, you will benefit from instruction by faculty members who are highly esteemed for both their teaching and research. The College of Management’s location is also a major advantage. Situated in Technology Square, the center of Atlanta’s high-tech business community, our business school is enhanced by the highly interdisciplinary and collaborative research environment of Georgia Tech. Here engineers, scientists, and entrepreneurs are working together to move innovative research from the lab to the marketplace.

With the right people and programs in the right place, we’re creating a new standard in business education.

Steve Salbu
Dean, College of Management
Stephen P. Zelnak Jr. Chairholder
Learning to Lead:
The Georgia Tech MBA Program

Georgia Tech College of Management is world-renowned for excellence in management education. Through our business school's MBA program, you will learn how to bridge the worlds of business and technology. Your studies will strengthen your grasp of the social, environmental, political, and international factors shaping the global marketplace of today and tomorrow.

The many benefits of the Georgia Tech MBA program include:
• An innovative curriculum that teaches you how to take advantage of the many business opportunities made possible by emerging technologies and to succeed in an increasingly global economy.
• Professors who are highly esteemed in their fields for research and teaching.
• Small class sizes that promote a close-knit community and enrich student and faculty relationships.
• Students with diverse academic and professional backgrounds.
• An experienced career services team, with strong ties to businesses in Atlanta, the region, and nation.
• A wide range of educational, social, and professional opportunities in metropolitan Atlanta.

Rising Rankings
Georgia Tech College of Management ranked 25th (10th among public universities) in *U.S. News & World Report*’s 2008 rankings of the nation’s top full-time MBA programs. In the magazine’s ranking of academic specialties, Georgia Tech placed 14th in Production/Operations, 19th in Supply Chain/Logistics, and 24th in Information Systems.
Since fleeing his war-torn homeland of Liberia 17 years ago, Edward Baiden has traveled far on his journey from “dish rags” to riches. Baiden briefly lived in Ghana before pursuing opportunity in America, getting his first job at age 16 as a dishwasher at the Robert Treat Hotel in Newark, New Jersey. Six months later, he’d already been promoted to management.

Continuing his rise in the hotel industry, Baiden worked in operations management for Starwood Hotels & Resorts Worldwide in Washington, D.C., before moving to Atlanta to be a market analyst for InterContinental Hotels Group and associate brand manager for Holiday Inn Express.

Wanting to progress faster, he decided that earning his MBA was the best way to “leap frog ahead.” Baiden chose Georgia Tech’s MBA program for three reasons: excellent location, reasonable cost, and the quantitative focus of its marketing curriculum. “All of my classes were very, very strong,” he says. “They helped me understand how to identify customer needs and position products to meet those needs.”

His studies have empowered him to challenge himself professionally, leaving the comfort zone of the hotel industry for a job at DuPont, which turns scientific innovations into a wide range of products and services. “I wanted to diversify my work experience,” he says. “I felt like I’d put all my eggs in one basket with the hospitality industry.”

Baiden was admitted into DuPont’s highly competitive Marketing Leadership Development Program in 2005. During its three-year length, the program will expose him to a variety of the corporate giant’s many business areas. He’s particularly intrigued by DuPont’s crop-protection technologies because of the promise they hold for developing countries like his homeland. Someday he’d like to move back to Ghana, where most of his family lives, to contribute to the country’s economic growth.

“They helped me understand how to identify customer needs and position products to meet those needs.”
Life in Atlanta

Brimming with exciting career and personal opportunities, Atlanta is the undisputed business and cultural center of the Southeast as well as a key center of global commerce. Home to more than 1,600 international businesses, Atlanta boasts the third highest concentration of Fortune 500 companies in the nation (with 13 companies on the 500 list and a total of 22 in the top 1000).

Atlanta consistently ranks among the best American cities in which to live and work. Treasured for the beauty of its tree-lined streets and many parks, Atlanta combines classic small-town southern hospitality with all the amenities of a cosmopolitan city. Also contributing greatly to Atlanta’s appeal are the moderate cost of living, which is below the national average, and the pleasant climate permitting year-round outdoor activities. Both the mountains and coast are easily accessible.

The site of the 1996 Summer Olympic Games, Atlanta is home to four professional sports teams: the Atlanta Braves, Falcons, Hawks, and Thrashers. Atlanta boasts a flourishing cultural arts scene. The Woodruff Arts Center – which includes the Atlanta Symphony Orchestra, the Alliance Theatre, and the High Museum of Art – is located very close to Georgia Tech.

The Georgia Tech campus also offers many opportunities for fun and recreation. Tech’s Ferst Center for the Performing Arts features a variety of cultural events throughout the year, and the state-of-the-art Campus Recreation Center (CRC) is rated one of the best in the nation. Venue of the 1996 Olympic aquatic competition, the renovated CRC includes weights, three aerobic/martial arts rooms, six multi-use wood basketball courts, a suspended running track, three-story climbing wall, roller hockey rink, and racquetball and squash courts.

For more information about the Atlanta metro area visit http://www.metroatlantachamber.com or http://www.atlanta.net.

Fortune 500 Companies Headquartered in Atlanta
The Home Depot
UPS
The Coca-Cola Company
Coca-Cola Enterprises
Delta Air Lines
Southern Company
SunTrust Banks
Genuine Parts
Newell Rubbermaid
Beazer Homes USA
AGCO
BlueLinx Holdings
Mirant

More Fortune 1000 Companies Headquartered in Atlanta
Superior Essex
Exide Technologies
AGL Resources
Spectrum Brands
Georgia Gulf Corporation
Graphic Packaging
Acuity Brands
Rock-Tenn
Gold Kist
Alumnus Perspective
Mayoor Joshi, MBA 2006 · Research Analyst, Rocaton Investment Advisors · BS-Finance, Pennsylvania State University, 2000

“The external opportunities at Tech are wonderful. By having the campus located right in the middle of the city, you have the opportunity to mingle with the business professionals and experience city life that is not available at many of the top schools. I had a chance to work on industry projects with companies such as SunTrust Bank and The Home Depot. The class projects gave me real-world experiences by being able to work with executives at two Fortune 500 companies. I was able to view problems from an operations and strategy perspective.”

RECENT ATLANTA AND STATE RANKINGS
#1 “Best Cities for Married with Kids,” Kiplinger magazine
#2 “10 Best Cities for African Americans,” Black Enterprise magazine
#3 “Top Cities with the Most Fortune 500 Headquarters,” Fortune magazine
#4 “Top Ten Major North American Cities of the Future,” FDI magazine
#10 “America’s Best Jobs in the Hottest Markets,” Business 2.0 magazine
“Top 10 Economic Development Groups of 2006,” Site Selection magazine

Things to Do in Atlanta

**Theater and Music Venues**
- Alliance Theatre
- Atlanta Ballet
- Atlanta Lyric Theater
- Atlanta Opera
- Atlanta Symphony Orchestra
- Centerstage
- Chastain Amphitheater
- Civic Center
- Fox Theatre
- Lakewood Amphitheater
- Roxy Theatre
- Symphony Hall

**Outdoor Venues**
- Chattahoochee River National Recreation Area
- Lake Allatoona
- Lake Lanier

**Parks**
- Atlanta Botanical Garden
- Centennial Olympic Park
- Dorothy Chapman Fuqua Conservatory
- Grant Park
- Piedmont Park
- Stone Mountain Park
- Zoo Atlanta

**Sports**
- Braves, baseball
- Falcons, football
- Hawks, basketball
- Thrashers, hockey
- Georgia Force, arena football

**Attractions**
- Carter Presidential Library
- CNN Center
- Cyclorama
- Georgia Aquarium
- Underground Atlanta
- The Varsity
- World of Coca-Cola

**Museums**
- APEX Museum
- Atlanta History Center
- Fernbank Museum of Natural History
- High Museum of Art
- Margaret Mitchell House
- Martin Luther King Jr. Historic Site
- Michael C. Carlos Museum
The intersection of management and technology has always been at the heart of Georgia Tech College of Management. Drawing distinction from our roots in the world-renowned Georgia Institute of Technology, our nationally ranked business school teaches students how to take advantage of the many business opportunities made possible by emerging technologies and how to succeed in an increasingly global economy. Collaborative efforts between the College of Management and the College of Engineering provide students with valuable insights into commercial enterprise and the process of technology innovation and transfer in the marketplace.

Thanks to the College’s location in Technology Square – the center of Atlanta’s high-tech business community – opportunities abound for students and faculty to explore synergies between management and technology. Opened in 2003, the College’s state-of-the-art building ensures that students have access to all the latest learning tools and enables them to attend classes in close proximity to exciting new startups and leading corporations, where they find fulfilling internships and careers. Major companies in the area include AT&T, Turner Broadcasting, EarthLink, Equifax, and the Federal Reserve Bank, among many others.

Greatly contributing to Midtown Atlanta’s status as one of the nation’s hottest neighborhoods in which to live and work, Technology Square also includes other educational and economic-development centers as well as popular restaurant and retail establishments.

Just as important as this vibrant, high-tech environment are, of course, the College of Management’s people, its greatest resource. Our professors enjoy a world-class reputation for their research and teaching, and our top-notch students go on to be entrepreneurs and corporate leaders successful at bridging the worlds of business and technology. Georgia Tech’s strong alumni network is a major benefit to everyone associated with the school.

We believe a diverse student body enriches and supplements academic learning. More than 25 percent of our students are international and represent a wide variety of cultures and countries throughout the world.

With the right people and programs in the right place, we’re creating a new standard in business education. Our goal is to become the world’s preeminent business school for management and technology within the next decade.
The MBA Core Curriculum

The MBA core courses emphasize teamwork while providing a solid academic foundation that incorporates an emphasis on global technology management. These courses form a common foundation of knowledge and provide a basis for your electives. Some MBA core courses may be waived based on past academic coursework or a waiver exam. If you qualify to waive an MBA core course, you will replace that course with an elective.

MBA Program of Study
Financial Management
Leadership and Organizational Behavior
Legal and Ethical Environment of Business
Financial Accounting
Managerial Accounting
Analytical Tools for Management
Information Technology Management
Strategic Management
Integrative Management Experience
Business Communications
Managerial Economics
Macroeconomic Environment of Business
Marketing Management
Operations Management
Graduate Management Elective

Alumnus Perspective
Raul Quiroz, MBA 2004 · Manager, Performance Improvement, PricewaterhouseCoopers · BS-Electrical Engineering, Universidad Simon Bolivar, 1998

“Georgia Tech was my first choice for an MBA based on the fact that no other school could offer me such a high-tech driven program. Georgia Tech’s excellence in information technology and operations management, together with an MBA certificate in Management of Technology, were key factors in my decision. To my surprise, the well-rounded program exceeded my expectations in all other areas.

“As an international student, Georgia Tech’s MBA program has enhanced my professional career by expanding my knowledge of and expertise in a business environment from both a U.S. and a global perspective. Globalization and technology are two basic elements in today’s business world. Georgia Tech addresses these issues and more.”
Concentration Areas and Certificates

Business problems seldom have narrow boundaries, and they affect many areas of an enterprise. In turn, solutions often require the teamwork of cross-functional groups from information technology and marketing to finance and operations. Once you master the basics of the functional areas of business in the MBA core, your electives will emphasize collaboration and cross-disciplinary perspectives.

To acquire specific areas of competency related to your career goals, you will choose 24 semester hours of graduate electives, including one international elective. Electives may be taken in any combination of areas, and you may design your own concentration based on your career interests and personal needs. The electives you select may be interdisciplinary rather than segmented along traditional departmental lines within the College of Management. We encourage you to think creatively about how you can best design a program of study that will meet both your short-term and long-term career goals.

Some MBA students choose to earn a certificate as a part of their concentration or as a complement to it. Certificates may be combined with any concentration to provide a secondary set of knowledge.

Areas of Concentration:
- Accounting
- Entrepreneurship
- Finance
- Information Technology Management
- International Business
- Marketing
- Operations Management
- Organizational Behavior
- Strategic Management

Certificates in:
- Entrepreneurship
- International Business
- Management of Technology

For more information on the certificate programs visit http://mgt.gatech.edu/mba/certificates.

Alumnus Profile

Benoit Cotnoir, MBA 2006 • Marketing Manager, Lafarge North America • BA-Economics, University of Notre Dame, 1999

After enduring scores of stitches, several broken bones, and reconstructive knee surgery during his five-year hockey career, Benoit Cotnoir knew his mind and body demanded a change of pace.

Recognizing that an MBA would help him “speed” skate from the hockey rink into a corporate career, Cotnoir enrolled at the College of Management in fall 2004. “As a career changer, this program was a perfect fit,” says Cotnoir, who played as a defenseman for the Mobile Mystics in Alabama and Basingstoke Bisons in England. “I wanted more out of life, and the business school at Georgia Tech offered me that. It was always my dream to get my MBA.”

After graduation, he went to work for Lafarge North America, the largest diversified construction-materials company in the United States and Canada, as a marketing manager.

“For me, Georgia Tech’s business school was great,” he says. “The program’s small size meant that I wasn’t just a number here, and that was very important to me. As a Georgia Tech MBA student, you get personalized service and attention because of the smaller class sizes, yet you have access to all the resources of a top 10 public university.”
The Full-time Program

Georgia Tech’s full-time, two-year program attracts a wide range of people from differing professional, educational, and cultural backgrounds who choose to focus their studies on various aspects of business. Our full-time MBA students are bonded by their desire to delve into their studies undistracted by career commitments. They know that the trajectory of their earnings and career will rise sharply once they return to the workforce with a brand-name MBA like Georgia Tech’s in hand.

Beginning only in the fall semester, the full-time program commences with MBA Orientation. This is a great week to meet other members of your class and settle into life as an MBA student. During the first year, you will complete most of your MBA core courses as well as one elective in the second semester.

In between your first and second years, we strongly encourage you to participate in a summer internship – an opportunity to apply the managerial theories you have learned and fine tune your career objectives. During your second year, you will build upon your first-year core courses and acquire specific areas of competency through the selection of elective courses related to your career goals.

Full-time MBA Program of Study

First Year – Fall Semester
MGT 6060 Financial Management (3 hours)
MGT 6100 Leadership and Organizational Behavior (3 hours)
MGT 6120 Financial Accounting (1.5 hours, first half of semester)
MGT 6121 Managerial Accounting (1.5 hours, second half of semester)
MGT 6123 Information Technology Management (2 hours)
MGT 6127 Business Communications (1 hour)
MGT 6600 Analytical Tools for Decision Support (3 hours)
MGT 8811 MBA Career Development Workshop (Audit)

First Year – Spring Semester
MGT 6125 Strategic Management (2 hours)
MGT 6126 Integrative Management Experience (1 hour)
MGT 6130 Managerial Economics (1.5 hours, first half of semester)
MGT 6131 Macroeconomic Environment of Business (1.5 hours, second half of semester)

First Year – Spring Semester (continued)
MGT 6300 Marketing Management (3 hours)
MGT 6350 Operations Management (3 hours)
Graduate Management Elective (3 hours)

Summer Internship

Second Year – Fall Semester
MGT 6133 Legal and Ethical Environment of Business (3 hours)
Graduate Management Electives (9 hours)

Second Year – Spring Semester
International Management Elective (3 hours, taken in fall or spring)
Graduate Management Electives (9 hours)
During his first year in the MBA program, Brad Thompson enjoyed the most personal freedom he’d had in over a decade. He had grown accustomed to highly structured environments during his undergraduate engineering studies at the U.S. Military Academy at West Point and six years of active duty in the U.S. Army, including several tours in Iraq and Afghanistan. Though challenging, Georgia Tech’s MBA program just doesn’t seem that stressful to Thompson in comparison to his life as an infantry captain in the U.S. Army. “It definitely puts it in perspective,” says Thompson, who was awarded three Bronze Stars and two Army Commendation Medals. “I feel better equipped to deal with adversity, chaos, and failure than the average person.”

During his last year in Iraq, Thompson served as an assistant team leader of a Military Transition Team helping develop the Iraqi Army’s capabilities. He’s proud that the Iraqi Brigade he worked with was widely regarded as one of the best equipped and most professional Brigades in the country, and he still communicates with some of the Iraqi officers and interpreters he befriended.

“A premium is placed on your ability to understand the culture,” Thompson says. “Someone who doesn’t is not going to succeed in Iraq or Afghanistan at all.”

For his transition back into civilian life, Thompson initially considered master’s programs in civil engineering, but he decided he didn’t want to become too specialized and that an MBA better suited his goals. “As part of the infantry, I’d been on the Army’s leadership track,” he explains. “Infantry officers are the managers and generalists of the Army.”

Thompson, who plans to go into consulting, chose to attend Georgia Tech because of the sense of community and ambition he perceived among students and faculty. “Those were the two things I was really interested in seeing,” he says. “I definitely felt there was a strong support structure here. As far as value goes, I think you’d be hard-pressed to find another MBA program any better. There are incredibly smart people in class who care about each other.”
Investing in Your Future (Full-time Tuition)

Graduate school is an investment. When you invest money in your future, it is important to consider the expected return on that investment. Georgia Tech’s international reputation for academic excellence and research can lead to the assumption that attending Georgia Tech is an expensive undertaking. However, our low tuition costs coupled with the affordable cost of living in Atlanta make the Georgia Tech full-time MBA program one of the more reasonably priced educational options in the United States. Many students are virtually debt-free upon graduation.

The College of Management awards graduate assistantships to approximately 25 percent of each incoming full-time MBA class. An assistantship is a position assisting a professor or administrator in the College for 14 hours per week with responsibilities including research or administrative tasks. Students awarded an assistantship receive a full tuition waiver and a stipend of $6,000 per year. Tuition and fee costs are reduced to approximately $600 per semester. This package is valued at more than $22,000 for Georgia residents and $56,000 for non-residents.

Graduate assistantship awards are merit-based and past academic coursework, GMAT scores, work experience, and interviews are weighted heavily in the decision process. The deadline to be considered for graduate assistantship funding is January 15.

Annual Tuition and Fees

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<th>Non-resident and International</th>
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“I selected the Georgia Tech MBA because of its incredible value. I knew it was a high quality program and had the backing of an extremely reputable institution.”
Alumna Perspective

Brande Singleton, MBA 2005 · Business Leadership Program, The Home Depot · BS-Human and Organizational Development, Vanderbilt University, 1999

“I selected the Georgia Tech MBA because of its incredible value. I knew it was a high quality program and had the backing of an extremely reputable institution. Nowhere else could I receive the same level of education and get hands-on experience through my graduate assistantship. What I did not know before I arrived was how accommodating the College is to each student’s needs. Georgia Tech provides an intimate program that offers a customizable curriculum beyond the basic business curriculum found at most institutions. That flexibility, as well as support from the staff, administration, and faculty, made my decision to go to Georgia Tech easy.”
Not all qualified MBA candidates have the means or desire to interrupt their career for two years to enter a full-time program. To meet the needs of working professionals, Georgia Tech College of Management established an evening format starting in fall 2007. Students in the Evening MBA program enjoy the same advantages as our full-time students.

Benefits include:

• Professors whose research and consulting are changing the face of how commerce is conducted globally.
• A challenging, yet supportive atmosphere allowing students to grow both professionally and personally.
• Becoming a part of an internationally recognized business school at one of the world’s leading institutions for technology and academic excellence.

Evening MBA classes are offered Monday through Thursday evenings beginning at 6 p.m. Most students will take two courses each semester (attending classes two nights per week), completing the program in approximately three to three and a half years. However, students who require more flexibility because of their jobs may take up to six years to complete the degree.
Grace Powers is so excited about her new job as a regulatory affairs specialist for CardioMEMS that she didn’t want to leave to enter a full-time MBA program.

But to continue shifting her career from the laboratory to business leadership, she knew she needed to gain the skill set provided by an MBA. So Powers was happy to learn that Georgia Tech’s high-caliber MBA program would be available in an evening format for the first time starting in fall 2007.

After earning back-to-back bachelor’s and master’s degrees in biomedical engineering, finishing in 2001, Powers didn’t want to be a full-time student again. With five years of work experience under her belt, she recognized that the Georgia Tech Evening MBA program was the right option for her.

Her employer has been very supportive of her decision to return to school. A medical device company, CardioMEMS is commercializing wireless implantable blood sensors that are designed to improve the management of severe chronic cardiovascular diseases.

Powers worked at the company for several years as a biomedical engineer until recently moving to the regulatory side in fall 2006. “As an engineer, I had a very specific focus on the delivery system,” she explains. “I wanted to have a higher-level business overview, looking at the product life cycle from beginning to end.”

She believes that the Georgia Tech MBA will help her advance much higher by expanding her knowledge of all functional business areas. “With the new evening option, I get the benefits of a top full-time MBA program but do not have to interrupt my current career,” she says. “Taking classes while working is especially beneficial because I can apply the latest management theories and insights directly to my current workplace,” she says.

“With the new evening option, I get the benefits of a top full-time MBA program but do not have to interrupt my current career.”

### Evening MBA Program of Study

- MGT 6060 Financial Management (3 hours)
- MGT 6100 Leadership and Organizational Behavior (3 hours)
- MGT 6120 Financial Accounting (1.5 hours, first half of semester)
- MGT 6121 Managerial Accounting (1.5 hours, second half of semester)
- MGT 6123 Information Technology Management (2 hours)
- MGT 6125 Strategic Management (2 hours)
- MGT 6126 Integrative Management Experience (1 hour)
- MGT 6127 Business Communications (1 hour)
- MGT 6130 Managerial Economics (1.5 hours, first half of semester)
- MGT 6131 Macroeconomic Environment of Business (1.5 hours, second half of semester)
- MGT 6133 Legal and Ethical Environment of Business (3 hours)
- MGT 6300 Marketing Management (3 hours)
- MGT 6350 Operations Management (3 hours)
- MGT 6600 Analytical Tools for Decision Support (3 hours)
- International Management Elective (3 hours)
- Graduate Management Electives (21 hours)

### Tuition and Fees

**In-state**

- Tuition: $650 per credit hour
- Fees: $573 per semester
  
  ($163, if registered for less than 4 semester hours)

**Non-resident and International**

- Tuition: $1,200 per credit hour
- Fees: $573 per semester
  
  ($163, if registered for less than 4 semester hours)
Many engineers and science majors find that an MBA complements their technical and analytical background and provides them with greater opportunities for career advancement. They gain not only the skills they need to effectively manage in a technologically complex workplace, but also the vision and ingenuity to become leaders in their fields.

Through the Technology Leadership Program, qualified graduate students can efficiently earn two degrees in almost the same amount of time it would take to earn the MBA alone. Students who have been admitted to, are enrolled in, or have completed a master’s or PhD degree in another department at Georgia Tech are eligible to apply for the Technology Leadership Program.

For dual degree students, the length of the MBA program is reduced from 54 to 39 hours, with the area of concentration being the coursework in the other Tech graduate program. Dual-degree students must complete three elective courses (9 hours), including one international elective. Thirty hours of core courses and electives are available in such areas as accounting, finance, information technology management, international business, marketing, operations management, organizational behavior, and strategic management.

Students interested in the Technology Leadership Program must apply and be admitted to both the MBA and the other Georgia Tech graduate program. However, application and admission don’t have to be concurrent.
Technology Leadership Program of Study

MGT 6060 Financial Management (3 hours)
MGT 6100 Leadership and Organizational Behavior (3 hours)
MGT 6120 Financial Accounting (1.5 hours, first half of semester)
MGT 6121 Managerial Accounting (1.5 hours, second half of semester)
MGT 6123 Information Technology Management (2 hours)
MGT 6125 Strategic Management (2 hours)
MGT 6126 Integrative Management Experience (1 hour)
MGT 6127 Business Communications (1 hour)
MGT 6130 Managerial Economics (1.5 hours, first half of semester)
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MGT 6133 Legal and Ethical Environment of Business (3 hours)
MGT 6300 Marketing Management (3 hours)
MGT 6350 Operations Management (3 hours)
MGT 6600 Analytical Tools for Decision Support (3 hours)
MGT 8811 MBA Career Development Workshop (Audit)
  International Management Elective (3 hours)
  Graduate Management Electives (6 hours)

Alumna Profile

Crystal Gilpin, MBA-2007 · Field Clinical Representative, Boston Scientific · MS-Mechanical Engineering, Georgia Tech, 2005 · BS-Engineering Science and Mechanics, Virginia Polytechnic Institute and State University, 2002

After earning her MBA in May 2007, Crystal Gilpin headed from the classroom into the operating room.

She accepted a job as a field clinical representative with Boston Scientific, one of the world’s largest manufacturers of medical devices. When doctors implant the company’s pacemakers and defibrillators into cardiac patients, she’s on hand during surgery to answer technical questions.

She says the job is perfect for her because it combines her desire to help people with her business know-how and biomedical engineering background. Gilpin says she wouldn’t have been a contender for the position without an MBA, because Boston Scientific wants tech reps that can not only communicate with physicians, but also coordinate with the sales staff.

Gilpin once considered going to medical school but became more interested in biomedical design during her undergraduate studies at Virginia Tech. After graduation in 2002, she worked for a year at the U.S. Patent Office as an examiner of medical device applications before enrolling in Georgia Tech’s master’s program in mechanical engineering.

A big part of what drew her to Georgia Tech was the opportunity to earn a certificate in Engineering Entrepreneurship through the engineering and business schools. After she learned about the dual-degree Technology Leadership Program, she decided to expand her professional opportunities by earning an MBA as well.

She appreciates all of the opportunities she had to pursue her interest in entrepreneurship at the business school. “The MBA program has been even more than I thought it would be,” she says.

“The MBA program has been even more than I thought it would be.”
Learning is not strictly a classroom activity at Georgia Tech. The school's strong connection to the corporate community enables students to work on real-world projects and receive feedback from corporate executives.

Information Technology Practicum
This course bridges the gap between practical and theoretical knowledge, giving students the opportunity to apply their classroom learning to a real-world IT project. Throughout the semester, students meet regularly with sponsoring corporations to make presentations on their progress. Participating organizations have included IBM, Southern Company, Scientific Atlanta, InterContinental Hotel Groups, Coca-Cola Enterprises, and Matria Healthcare.

“You can be proud of their work and their attitude. I hope we will be able to continue this productive partnership with future classes.” – Olin Williams, IT architect, Southern Company, on working with MBA students in the Information Technology Practicum

International Operations Practicum
This course is designed to give students both industry and international experience. First offered in spring 2005 with a trip to Singapore, the course took students to Argentina in 2006 where they conducted market analyses for Georgia companies interested in doing business there. In 2007, two trips ran concurrently to Ireland and Costa Rica.

Study Abroad
In conjunction with the Georgia Tech Office of International Education, the Center for International Business Education and Research (CIBER) coordinates partnerships with more than 20 overseas business schools to provide many opportunities for international study. Most of these universities offer instruction in English as well as the local language. A complete list of partner universities can be found at http://ciber.gatech.edu.

Alumnus Perspective
Rod Lewis, MBA 2002 · BS-Electrical Engineering, University of Alabama, 1996

“During my MBA program at Georgia Tech, I was exposed to a diverse international student class which led me to become interested in international business. After completing my MBA, I had the opportunity to work as an MBA career services consultant with ESADE Business School in Barcelona, one of the top business schools in Spain. This led to a great job working in international human resources for Kimberly-Clark Corporation’s Latin American Operations. Currently, I have embarked upon a new challenge and am working towards a PhD in Latin American Studies at the University of Alabama with plans to consult for small and mid-size companies desiring to do business in Latin America.”

You can be proud of their work and their attitude. I hope we will be able to continue this productive partnership with future classes.” – Olin Williams, IT architect, Southern Company, on working with MBA students in the Information Technology Practicum

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“During my MBA program at Georgia Tech, I was exposed to a diverse international student class which led me to become interested in international business. After completing my MBA, I had the opportunity to work as an MBA career services consultant with ESADE Business School in Barcelona, one of the top business schools in Spain. This led to a great job working in international human resources for Kimberly-Clark Corporation’s Latin American Operations. Currently, I have embarked upon a new challenge and am working towards a PhD in Latin American Studies at the University of Alabama with plans to consult for small and mid-size companies desiring to do business in Latin America.”

You can be proud of their work and their attitude. I hope we will be able to continue this productive partnership with future classes.” – Olin Williams, IT architect, Southern Company, on working with MBA students in the Information Technology Practicum

International Operations Practicum
This course is designed to give students both industry and international experience. First offered in spring 2005 with a trip to Singapore, the course took students to Argentina in 2006 where they conducted market analyses for Georgia companies interested in doing business there. In 2007, two trips ran concurrently to Ireland and Costa Rica.

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TI:GER®

The Technological Innovation: Generating Economic Results (TI:GER®) program is a unique educational collaboration between Georgia Tech and Emory Law School that prepares MBA, law, and science and engineering PhD students for the challenges of commercializing new technologies.

TI:GER® participants, who form teams around the research interests of PhD students, take three core courses together and meet regularly to work on other assignments to solve the problems involved in bringing products to market.

Started in 2002, TI:GER® has already won a number of honors, including recognition as a 2005 National Model Specialty Program in Entrepreneurship from the United States Association for Small Business and Entrepreneurship and Students for Free Enterprise.

Marie Thursby, Hal and John Smith Chair in Entrepreneurship, Executive Director of TI:GER®, and Professor of Strategic Management

Professor Marie Thursby plays an integral role in Georgia Tech’s participation in the new National Nanotechnology Infrastructure Network, awarded by the National Science Foundation. Georgia Tech is one of only 13 universities to participate in this integrated, nationwide system to support research and education in nanometer-scale science, engineering, and technology.

The nation’s success in developing and utilizing new nanotechnologies will require educating and training the workforce, managing research and development systems, and preparing for the social and economic impact of these new technologies. Thursby is responsible for bringing an economic perspective to the network. Her recent research has focused on transferring basic science from U.S. universities to industry. She addresses the legal, financial, and organizational mechanisms used in university-to-industry technology transfer.
If you have the next great venture capital concept – or want to team up with someone who does – then participation in the Georgia Tech Business Plan Competition is the way to go. Started in 2001, the competition is an exciting opportunity to participate in the venture creation process.

Competition season kicks off in the fall with a series of workshops to help participants establish teams, refine their venture ideas, and develop their business plans. This preparation improves contestants’ chances in the final round competition held each February.

The Business Plan Competition is open to all Tech students and alumni who’ve graduated within the past five years. Intended both to educate and facilitate startups, the competition often leads to the creation of real technology-based businesses.

Open for Business
When David Beck and Mike Orndorff enrolled in the MBA program at Georgia Tech, they already knew they wanted to start their own business right after graduation in 2005. They just didn’t know what kind.

Taking full advantage of the Institute’s entrepreneurial environment to find the right business opportunity, they discovered promising sensor technology developed by Haihong Zhu as part of his doctoral thesis in mechanical engineering. The three built a company around it, and entered the 2005 Georgia Tech Business Plan Competition.

Winning first place in the Most Fundable category in the competition affirmed that they were on the right track with their company, Sentrinsic. The award goes to the team deemed most ready to enter the marketplace by the entrepreneurs and venture capitalists judging the competition.

Since then, Sentrinsic has made considerable headway in the marketplace with the position sensors it designs, manufactures, and sells for industrial automation and robotics. Position sensors are essential for automated systems, guiding moving parts, such as robotic arms, where they need to go.

More and more companies are taking notice of Sentrinsic, which is growing fast in the Advanced Technology Development Center, Tech’s startup incubator. The company’s increasing list of customers includes a Fortune 500 company, Parker-Hannifin, and Sentrinsic continues to attract investors and win grants from organizations like the Georgia Research Alliance.
Vice President Gore Urges Action in IMPACT Lecture

During his spring 2007 appearance in the IMPACT Speaker Series, Vice President Al Gore implored students to follow the example set by their grandparents in repairing societies after World War II.

He asked students: “Will this become known as the selfish, self-destructive generation or the next great generation?....We have adopted a short-term way of thinking far more than our grandparents would have thought wise.”

Gore’s lecture, titled “Thinking Green: Economic Strategies for the 21st Century,” made the case that climate change is real – the result of treating our vulnerable atmosphere like an “open sewer” for carbon dioxide emissions. “We’re doing damage in an almost casual way,” he said.

Citing four recent international scientific studies that unanimously verified the reality of global warming, Gore expressed surprise that consensus on the issue is taking so long and being treated like a “political football.”

Gore explained that his passion for saving the environment erupted in 1989 after his son nearly died in a traffic accident. Just as he could have lost his son, he realized that humanity could lose the world’s “God-given beauty.” Gore, then a U.S. senator, began writing his first book on the environment, the bestselling *Earth in the Balance: Ecology and the Human Spirit*, in his son’s hospital room.

Published in 1992, the book addressed the need to protect the ozone layer and clean up toxic waste dumps. His latest bestseller on the environment, *An Inconvenient Truth*, was turned into an Academy Award-winning documentary in 2006.

The good news, Gore said, is that there’s still time to turn around rising temperatures. “Don’t let anybody tell you it’s too late,” he emphasized. “We have time…. We can project ourselves into the future we want to create because it is up to us.”

He said he’s heartened that a green revolution is spreading through business, with corporate giants like Wal-Mart and ConocoPhillips recognizing the need to clean up their acts. Chairman of an investment management firm aiming to create environmentally friendly portfolios, Gore believes today’s students can prepare themselves for many future job opportunities by learning about sustainable business practices.

Pricing carbon through environmental taxes or emission trading programs is Gore’s key policy recommendation for solving global warming. “The market assigns zero value to pollution,” he says. “Market signals say it’s fine to use the atmosphere as an open sewer.”
Exceptional Opportunities

Financial Analysis Lab
Since 2002, the Financial Analysis Lab has published more than 30 financial reports and attracted hundreds of online subscribers for its unbiased stock market research studies. MBA students who work in the lab benefit from the experience of researching and writing the reports, and they graduate with publication credits. Often, the published reports are covered by major financial publications, including The Wall Street Journal, CFO, BusinessWeek, and Forbes. Subscribers include such money management firms as Fidelity Investments and Morgan Stanley, hedge funds, commercial banks, and financial journalists.

Charles Mulford, Accounting Professor and INVECO Chair
Accounting professor Charles Mulford founded the College’s Financial Analysis Lab in July 2002 following publication of The Financial Numbers Game, a best-selling book he co-authored with accounting professor Eugene Comiskey. The book’s release serendipitously coincided with the Enron accounting scandal, leading numerous reporters, money managers, and financial analysts to call the professors for analysis and information.

Interest has remained high in the lab’s work since then, with many major financial publications covering the frequent reports it issues. In 2005, The Wall Street Journal discussed Mulford’s considerable influence in an article titled “Little Campus Lab Shakes Big Firms,” which described how one of the lab’s reports inspired the Securities and Exchange Commission to crack down on companies improperly reporting cash flow. Thanks to the lab’s work, the problem of misleading cash-flow reports confusing investors has generated numerous other headlines recently. Mulford and Comiskey tackled the subject in their 2005 book, Creative Cash Flow Reporting: Uncovering Sustainable Financial Performance.

Alumnus Perspective,
Amitkumar Patel, MBA 2005 · Senior Associate, Standard & Poor’s Corporate Value Consulting · BBA-Management Information Systems, University of Georgia, 1998

“As an aspiring financial expert, the curriculum of the MBA program not only helped me gain a solid foundation in accounting and finance, but also educated me about up-to-date issues facing the managers and analysts of the world today.

“Working in Georgia Tech’s Financial Analysis Lab under the direction of accounting professor Charles Mulford was immensely valuable to my job search and to my career aspirations. The analysis conducted and reports published obtained lots of publicity in the financial world through The Wall Street Journal and Forbes, just to name two. Working with and learning from one of the country’s best financial experts definitely took my education to a level above and beyond my expectations.”
“Working with and learning from one of the country’s best financial experts definitely took my education to a level above and beyond my expectations.”

Real Estate Competition
Financial Aspects of Commercial Real Estate is a two-semester course. Students focus on principles of real estate investment and development in the fall, applying those lessons to real-world case studies in the spring, when preparation for the annual Kalikow Real Estate Competition takes up much of their time.

Judged by outside real estate professionals, the competition is sponsored by New York real estate developer Richard Kalikow, IM 1964, who recognizes that unlike most universities, Georgia Tech offers all of the academic disciplines necessary to make a developer. “Architecture, building construction, all the engineering disciplines, finance, and management – it’s all here.”

Net Impact
The College of Management’s Net Impact chapter plays an important role in the business school’s growing emphasis on sustainable, environmentally friendly business practices and corporate social responsibility. Net Impact is an international network of graduate students and young professionals using the power of business to effect positive economic, environmental, and social change. Recent accomplishments of Georgia Tech’s chapter include the development of a prize based on sustainable business models for the Georgia Tech Business Plan Competition.

Trading Floor
Wall Street now intersects with Technology Square, where the College of Management has built a new high-tech $1 million trading floor to prepare students for careers in investment banking and financial services. This type of trading floor is a rarity at all but the best business schools. Featuring 54 dual-display computers as well as electronic stock information on the walls, the 2,000-square-foot trading floor is equipped to train students to use the financial analysis and electronic trading tools used by professional brokerage firms.

Communication Skills
All Georgia Tech MBA students complete a 10-week course focusing on presentation skills. According to The Wall Street Journal, 98 percent of CEOs put communication skills at the top of the list as a necessary ingredient for business success. The development of interpersonal skills through personal interaction is as much a part of the MBA experience as the academic course work. Group projects are an integral component of many classes, and class sizes are small to encourage students and faculty to get to know one another.
Because the program is small, students have many opportunities to get involved and help shape the future of the Georgia Tech MBA program. Each MBA student is a member of the Graduate Students in Management (GSM) organization, which fosters student involvement and interaction. In addition to social activities, GSM arranges networking events with alumni and corporate recruiters, promotes a guest speaker series, organizes community service projects, and works closely with the faculty and administration to improve the MBA program.

MBA student clubs are dedicated to expanding knowledge of the different functions and careers within each field of business as well as enhancing the interaction among students, faculty, and the business community. The clubs meet these goals through on-site industry tours, guest speakers, simulations, conferences, and working on real projects for companies and organizations. As your interests dictate, you may want to participate in the following clubs:

- Entrepreneur Club
- Financial Management Organization
- Honorary Accounting Organization
- Information Technology Society
- International Business Club
- Management Consulting Club
- Marketing Club
- Operations Management Society
- Women in Business

In addition, MBA students can play a key role in the future of Georgia Tech’s business school through participation in the Continuous Improvement Committee, the MBA Committee, and the Faculty Liaison Committee. The College highly values students’ input and implements their recommendations on a regular basis.
Community Service

Many MBA students are actively involved in community service projects, finding that their participation in volunteer activities enriches them as well as the groups or individuals they assist. There are a wide variety of community projects available through the MBA clubs. Past Philanthropy Committee events have included a blood drive, tsunami and hurricane relief, and a cell phone drive for domestic violence shelters. Over Christmas break 2006 and after exams in spring 2007, many MBA students traveled to New Orleans to help rebuild homes through the United Way's St. Bernard Project.

“Because of the small class size, everyone gets to know each other very well and the class becomes much more of a tight-knit group.”

Alumnus Perspective

Jeff Marx, MBA 2007
Senior Consultant, Booz Allen Hamilton
MS-Aerospace Engineering, Georgia Tech, 2007

“One thing that makes the MBA program at Georgia Tech different from other programs is the family atmosphere. Because of the small class size, everyone gets to know each other very well and the class becomes much more of a tight-knit group. Our class was quite social, and the time spent together outside of class helped maintain good working relationships and made the whole experience much more enjoyable.”
Advancing Your Career

“We have had great success with recruiting at Georgia Tech. We find the students are well-grounded in their analytical and leadership skills, which are much needed in today’s competitive global environment.”

– Keith Johnson, VP Human Resources, BellSouth

Georgia Tech MBA students are strong and successful competitors in the regional, national, and international job markets. They are recruited by firms from a broad range of industries for positions that offer opportunities for professional advancement and personal growth.

The MBA Career Development Office is housed in the Jones Career Center, a state-of-the-art facility that has won rave reviews from the corporate recruiting community. It includes 14 technology-rich interview rooms, all with Internet access and two with video conferencing modules.

Career development activities center around two major objectives:
• Helping students prepare, through personal development, for the interview process and job market; and
• Assisting students in finding opportunities for both summer internship and permanent employment.

Full-time MBA students will be assigned a career development advisor who will work with them throughout the program. Evening MBA students also have the opportunity to participate in the career development seminar and work one-on-one with an advisor. In addition, the Jones Career Center will offer seminars on how Evening MBA students can advance within their current companies.
Strong Support

Determining your career path is a process of continual discovery. The MBA Career Development Office offers a variety of methods to assist you in this process, including MBA career fairs and consortiums, seminars in career planning, job search strategies, resume writing, business etiquette, mock interviews, company and industry information sessions, and a variety of other activities and resources to support you during your search for internships and permanent positions. The College has strong partnerships with the National Society of Hispanic MBAs and the National Black MBA Association.

The Mentor-in-Residence program provides opportunities for students to spend time with senior level executives. This is a chance to express your career interests and receive feedback from business leaders who have risen to the executive ranks. Recent visitors to the program include:

- Steve Ely, Senior VP, Marketing, Equifax
- Duncan James, Group President, Business Performance Solutions, McKesson
- Richard Allison, Partner, Bain and Company
- Charles Price, VP, Kurt Salmon Associates
- Jay Deedy, Senior VP, McKesson Information Solutions
- Andrew T. Heller, President, Domestic Distribution, Turner Broadcasting System
- Mark Sobolewski, VP, International Industrial Engineering, UPS
- Robert P. Keefe, VP and CIO, Russell Corporation
- Bob Stoffel, President, UPS Supply Chain Solution
- Joel Cowan, Chairman, Habersham & Cowan

For most MBA students, the Jones Career Center will be the primary recruiting contact. However, students are also encouraged to use Georgia Tech’s central Career Services Center, where as many as 800-900 companies recruit annually. The Georgia Tech Career Services Center is one of the best-known and most highly praised career centers in the country.

Alumnus Perspective

Jim Schwallier, MBA 2005 · Information Technology Business Analyst for Engineering and Emerging Technologies, Honeywell · BS-Business Administration, University of South Carolina, 2001

“Georgia Tech’s international focus and diversity has contributed greatly to my immediate success at Honeywell. The diversity in my classmates as well as the international flavor to classes made the transition to such a global company much easier. Every day I work seamlessly with people in India, China, France, and other locations around the globe. I have a better grasp of their culture, business environment, and financial states because of my experiences at Tech.

“The business school also prepared me to handle executive interaction with ease. And, as an IT professional, the technical environment offered at Tech is unsurpassed. Not only were the professors well versed in the latest technologies, the next evolution of these technologies was being built by my peers. That type of direct connection has allowed me to contribute on a much higher level to the direction of this organization.

“Each day I work with technologies that are considered emerging at Honeywell, but I have already been exposed to many of them, thanks to my time at Tech.”
Recruiting Companies 2006-2007
Typically more than 100 companies recruit MBAs through the Jones Career Center each year, representing many industry sectors, including manufacturing, consumer services, and consulting. Following is a partial list of companies that have recruited our MBAs on- and off-campus:

- Acuity Brands
- Automated Data Processing (ADP)
- AirTran
- Amdocs Consulting
- Amgen
- Bank of America
- Booz Allen
- Capgemini
- Chevron
- Citigroup
- Clarkston Consulting
- Coca-Cola Enterprises
- Credit Suisse
- Dell
- Deloitte Consulting
- Delta Air Lines
- EarthLink
- Ernst & Young
- Ford Motor Co.
- Honeywell
- Intel
- Johnson & Johnson
- Kanbay Consulting
- Kimberly Clark
- KPMG
- Lafarge
- McKesson
- McKinsey Consulting
- Microsoft
- Navigant Consulting
- Northrop Grumman
- Premier Consulting
- PricewaterhouseCoopers
- Proctor & Gamble
- SEI Investments
- Siemens Management Consulting
- SunTrust
- Sylvania
- TNT Technologies
- Vanguard

Alumna Perspective
Sabrina Lipp, MBA 2006 - Management Train-
ing, Johnson & Johnson - BA, Business, Federal
University of Rio Grande do Sul, 2002
“I got my dream job, which I wouldn’t have been a strong contender for without my MBA. It’s a management position, and I hadn’t managed people before. The company now sees me as someone flexible and ready to deal with issues. The diversity of the MBA program, including people from many different countries, helps you be flexible and understand why people do what they do based on their cultural background.”
Alumna Perspective

Megan Baker, MBA 2007 · Manager, AT&T's Leadership Development Program · BBA-Marketing, University of Texas at Austin, 2001.

“After four years of marketing experience, I was ready to take the next step in my career. In looking at both my short- and long-term career goals, I felt that an MBA degree was essential because it would allow me to move into corporate strategic marketing in a faster time frame than I would otherwise.

“In my first year, I completed industry projects for several notable Atlanta companies, including The Home Depot, Equifax, and Nova Information Systems. These projects allowed me to make professional contacts while adding to the learning and experience that are important to my career goals.

“The Career Development office was extremely helpful in providing well planned opportunities for students to interact with potential employers. The Mentor-in-Residence program allows students to meet with corporate executives from some of Atlanta's largest and most well-known companies in order to be mentored in their chosen field. In addition, the high caliber companies who recruit at Georgia Tech offer very competitive internships and full-time positions to students.”

Student Perspective


“I am impressed with the plethora of opportunities that the MBA program offers to its students regarding career development. In particular, my search for an internship was a very well-guided process that concluded with a position with Lafarge that fulfilled my most ambitious expectations.”

2007 MBA Graduates’ Salary Summary

<table>
<thead>
<tr>
<th>SALARY DATA</th>
<th>SALARY</th>
<th>SIGNING BONUS</th>
<th>OTHER BONUS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top 10% of Class</td>
<td>$111,000</td>
<td>$10,900</td>
<td>$11,000</td>
</tr>
<tr>
<td>Top 20% of Class</td>
<td>$102,100</td>
<td>$12,700</td>
<td>$8,000</td>
</tr>
<tr>
<td>Top 50% of Class</td>
<td>$91,700</td>
<td>$10,700</td>
<td>$3,000</td>
</tr>
</tbody>
</table>

Average starting base salary: $81,000
Starting base salary range: $120,000 to $48,000
Employment at graduation: 88%
Employment at 60 days after graduation: 98%
Graduates receiving a signing bonus: 81%
Signing bonus range: $22,000 - $1,000
Average signing bonus: $9,000
Graduates receiving other bonus: 10%
Other bonus range: $30,000 - $9,200
Average other bonus: $22,000

2007 MBA Graduates’ Salary Summary

“At The Home Depot, we have found students from Georgia Tech’s MBA program to be excellent problem solvers who are able to step into projects and roles and add immediate value to our enterprise.”

— Teresa Duren, Vice President of Human Resources, The Home Depot

Professional Functions

<table>
<thead>
<tr>
<th>FUNCTION</th>
<th>PERCENT ACCEPTING NEW JOBS</th>
<th>MEAN</th>
<th>MEDIAN</th>
<th>HIGH</th>
<th>LOW</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consulting</td>
<td>44.2%</td>
<td>$83,695</td>
<td>$80,000</td>
<td>$120,000</td>
<td>$60,000</td>
</tr>
<tr>
<td>Finance/Accounting</td>
<td>11.5%</td>
<td>$64,500</td>
<td>$59,500</td>
<td>$92,000</td>
<td>$48,000</td>
</tr>
<tr>
<td>General Management</td>
<td>7.7%</td>
<td>$87,750</td>
<td>$90,000</td>
<td>$95,000</td>
<td>$76,000</td>
</tr>
<tr>
<td>Human Resources</td>
<td>1.9%</td>
<td>$0</td>
<td>$0</td>
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<td>$0</td>
</tr>
<tr>
<td>Marketing/Sales</td>
<td>9.6%</td>
<td>$77,000</td>
<td>$75,000</td>
<td>$90,000</td>
<td>$65,000</td>
</tr>
<tr>
<td>MIS</td>
<td>1.9%</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
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<tr>
<td>Operations/Production</td>
<td>17.3%</td>
<td>$79,888</td>
<td>$80,000</td>
<td>$90,000</td>
<td>$65,000</td>
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<tr>
<td>Other</td>
<td>5.8%</td>
<td>$86,343</td>
<td>$85,000</td>
<td>$90,000</td>
<td>$84,031</td>
</tr>
</tbody>
</table>

Total 100%
The information you include in your application assists the MBA Admissions Committee in evaluating your potential for success in graduate studies and as a business leader. Make sure that your application provides us with a strong picture of you and your qualifications for admission to the program.

Admission is a competitive process, and we carefully review all facets of your application. We welcome applicants with accredited undergraduate degrees from all academic backgrounds. Our goal is to provide an enriching academic environment. We look for individuals who are likely to both benefit from and enhance a diverse and interesting class.

Factors considered in determining your eligibility for admission to the MBA program include prior academic coursework, performance on the Graduate Management Admissions Test (GMAT), work experience, responses to essay questions, letters of recommendation, and interviews. International applicants may also be required to submit a valid Test of English as a Foreign Language (TOEFL) score and financial documents necessary for Visa processing.

Current students know that there is really no substitute for visiting the Georgia Tech campus to personally see all that the MBA program, Institute, and Atlanta have to offer. We invite all MBA candidates to visit the College of Management. While you are here, you will have the opportunity to meet current MBA students, attend an MBA class, tour the College of Management building, and meet with an admissions representative.

If you would like to visit the Georgia Tech MBA program or schedule an interview, call us at 404.894.8722 or e-mail us at campus.visit@mgt.gatech.edu.

The Georgia Tech MBA Admissions Office hosts several information sessions and Open Houses on the Georgia Tech campus and around Atlanta. We also participate in MBA forums with other MBA programs around the country. Check our Web site for our recruiting events and activities: http://mgt.gatech.edu/mba.

**Fall 2008/Spring 2009 Application Deadlines**

**Full-time MBA (fall admission only)**
- January 15, 2008 – Graduate Assistantship consideration (GMAT scores and letters of recommendation due February 15)
- January 15, 2008 – International applicants (GMAT scores and letters of recommendation due February 15)
- March 15, 2008 – Final priority deadline – U.S. citizens and permanent residents (GMAT scores and letters of recommendation due April 15)
- May 1, 2008 – Space available deadline (GMAT scores and letters of recommendation due June 1)

**Evening MBA (fall and spring admission)**
- May 1, 2008 – Deadline to start in fall 2008 (GMAT scores and letters of recommendation due June 1)
- October 1, 2008 – Deadline to start in spring 2009 (GMAT scores and letters of recommendation due November 1)

**Technology Leadership Program (fall admission only)**
- May 1, 2008 – Deadline to start in fall 2008 (GMAT scores and letters of recommendation due June 1)

*Please note:* Full-time and Evening MBA applications are online at http://grad.gatech.edu/admissions. If you need further assistance, e-mail us at graduate.questions@mgt.gatech.edu.

The Technology Leadership Application can be found on our Web site at: http://mgt.gatech.edu/programs/mba/dual.html.
Chief operating officers are something of a mystery. Second in command, they are typically responsible for day-to-day delivery of business results, but their role can vary widely from company to company, causing confusion over COOs’ value, according to research by Nathan Bennett.

“There is no agreed-upon description of what the job entails or even what it’s called,” says Bennett, who co-wrote the 2006 book Riding Shotgun: The Role of the COO (Stanford University Press) as well as an article on the subject in the Harvard Business Review.

Another challenge, in addition to defining the COO role, is determining whether the position is headed for extinction or making a comeback, say Bennett and his co-author, Stephen Miles. While some firms have declined to fill vacated COO spots, instead dividing the job’s duties among other top managers, many companies in a wide range of industries have announced new COOs in recent years.

“We can easily argue that there is a growing need for the role,” says Bennett, listing such reasons as the widening scope of CEO responsibilities and the increasing desire of boards to identify heirs to the top spot. “In light of these trends, it’s surprising that COOs are not more common. Our suspicion is that they would be if there were less variability and confusion surrounding the role.”

Bennett’s next book with Miles, The Game of Your Life: Applying Lessons from Game Theory to the Management of Your Career, is coming soon from Stanford University Press. Bennett, who has published extensively in top journals, has served in key leadership roles for the College over the years, including senior associate dean, associate dean of faculty and programs, and area coordinator for Organizational Behavior.

Another challenge, in addition to defining the COO role, is determining whether the position is headed for extinction or making a comeback, say Bennett and his co-author, Stephen Miles. While some firms have declined to fill vacated COO spots, instead dividing the job’s duties among other top managers, many companies in a wide range of industries have announced new COOs in recent years.

“We can easily argue that there is a growing need for the role,” says Bennett, listing such reasons as the widening scope of CEO responsibilities and the increasing desire of boards to identify heirs to the top spot. “In light of these trends, it’s surprising that COOs are not more common. Our suspicion is that they would be if there were less variability and confusion surrounding the role.”

Bennett’s next book with Miles, The Game of Your Life: Applying Lessons from Game Theory to the Management of Your Career, is coming soon from Stanford University Press. Bennett, who has published extensively in top journals, has served in key leadership roles for the College over the years, including senior associate dean, associate dean of faculty and programs, and area coordinator for Organizational Behavior.

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Nathan Bennett, Professor of Organizational Behavior

Faculty Research

Beril Toktay, Associate Professor of Operations Management

Beril Toktay wants to see the idea of sustainable, environmentally friendly business practices incorporated into all of the College of Management’s programs. Creator of the Business and the Environment elective, Toktay conducts research on closed-loop supply chains.

“By closing the loop, we mean taking products that have been used by businesses and consumers and turning them into products, parts, or materials to be reused,” explains Toktay, who serves as coordinator of Expanding Closed Loops in Production Systems (ECLiPS), an interdisciplinary focused-research program at Georgia Tech.

In 2005, Toktay and associate operations management professor Mark Ferguson won a $300,000 grant from the National Science Foundation (NSF) to study the strategic reasons why a firm might want to remanufacture its products. “There are some companies like Xerox that have figured out how to do this profitably,” she says.

In 2006, Toktay and Ferguson won another $300,000 NSF grant to study “Decision Support for Improved Financial and Environmental Performance of Product Leasing.”

Toktay’s recent research activity includes publishing two studies in the journal Production and Operations Management in 2006. She has another article forthcoming in Manufacturing and Service Operations Management, where she serves as associate editor.
Frank Rothaermel, Associate Professor of Strategic Management

Frank Rothaermel became the first member of the College of Management faculty to receive the National Science Foundation’s CAREER Award. He also was one of only four young scholars in the United States or Canada to win a 2006 Sloan Industry Studies Fellowship from the Alfred P. Sloan Foundation.

The CAREER Award is one of NSF’s highest honors, supporting the early-career activities of teacher scholars who most effectively integrate research and education. Rothaermel’s $445,000 award will support his research as well as PhD students engaged in the study of firm-level factors influencing why some companies survive and thrive when faced with radical technological innovation while others fail.

Narayan Jayaraman, Professor of Finance

While the involvement of venture capitalists is widely believed to be beneficial to the future financial performance of high-tech companies going public, that often isn’t the case with Internet businesses, according to research conducted by Narayan Jayaraman.

Appearing in the leading Journal of Business Venturing, the study is but one of many by Jayaraman published in top journals. Titled “The Path to Profitability of Internet IPO Firms,” the study investigated factors influencing the long-term economic viability of companies going public prior to turning a profit. Jayaraman and his co-authors examined 160 Internet firms that staged initial public offerings (IPOs) during the dot-com boom of 1996-2000.

“We find that venture capital participation leads to a decrease in the likelihood of profitability and an increase in the time required to move firms into the black,” says Jayaraman, area coordinator of Finance at Georgia Tech.

While fallout from the dot-com bust required companies to show more maturity and bigger revenues before entering the stock market, recent evidence shows that the number of unprofitable high-tech firms going public is again on the rise. “We believe that our research provides insights that are likely to be useful to investors when similar waves of IPOs and over-investment in emerging industries occur,” Jayaraman says. “Our results do not support recent arguments that venture capitalist involvement provides venture firms with dynamic capabilities that lead to superior post-IPO performance.”

Sloan Industry Fellows, who receive a $45,000 grant for a two-year period, are selected based on their promise to contribute to the advancement of knowledge as well as U.S. industrial development and economic competitiveness. Recognized for his work in the biotechnology industry, Rothaermel seeks to understand the competitive and welfare implications of the life sciences in general and biotechnology in particular.

Voted Core Professor of the Year by MBA students several years in a row, Rothaermel has published research in many leading journals, including the Academy of Management Journal, Organization Science, and Strategic Management Journal. To inform his research, he conducted extensive fieldwork and customized training for companies like Amgen, Eli Lilly, and Microsoft, among others.
Faculty

Management faculty members have consistently been recognized for their availability and responsiveness to students and for their superior ability to effectively mesh research, case analysis, and business theory into solutions to real-world problems. The College's faculty provides a rigorous and relevant academic background that prepares students to lead in a wide variety of industries and enterprises.

**Accounting**

**Bryan Church**, professor and faculty chair of the PhD Committee; PhD, University of Florida: experimental economics, behavioral finance, and auditing

**Eugene E. Comiskey**, Fuller E. Callaway chairholder and professor; PhD, Michigan State University: financial reporting and analysis

**Jason Kuang**, assistant professor; PhD, University of Pittsburgh: application of behavioral sciences to accounting issues, incentive contracting, and experimental economics

**Charles W. Mulford**, INVECSO chairholder, professor, and director of the Financial Analysis Lab; PhD, Florida State University: economic consequences of accounting standards, financial reporting, and earnings forecasts

**Arnold Schneider**, area coordinator and professor; PhD, Ohio State University: cost/managerial accounting and auditing

**Deborah H. Turner**, associate professor; PhD, Georgia State University: financial reporting, managerial accounting, and tax planning/compliance

**Finance**

**Jonathan Clarke**, associate professor; PhD, University of Pittsburgh: corporate finance, market microstructures, and investments

**Nishant Dass**, assistant professor; PhD, INSEAD: empirical corporate finance, banking, and international finance

**Cheol Eun**, Thomas R. Williams chairholder and professor; PhD, New York University: international investments, capital market theory, international corporate finance, and financial risk management

**Narayanan Jayaraman**, area coordinator and professor; PhD, University of Pittsburgh: corporate financial distress, entrepreneurial finance, mergers and acquisitions, experimental finance, and options and equity markets

**Ajay Khorana**, associate professor and holder of the Wachovia Professorship; PhD, University of North Carolina at Chapel Hill: corporate finance and investments

**Suzanne Lee**, assistant professor; PhD, University of Chicago: financial econometrics, asset pricing, and derivative markets

**Minqiang Li**, assistant professor; PhD, University of Illinois at Urbana-Champaign: investments, financial derivatives, and interest rate modeling

**Qinghai Wang**, associate professor; PhD, University of Wisconsin, Milwaukee: theories and empirical methods of investment decision making and asset pricing

**Information Technology Management**

**Chris Forman**, assistant professor; PhD, Northwestern University: geography of IT use, electronic commerce, diffusion of IT innovations, IT strategy, services outsourcing and offshoring, and geography of innovation in software development
Sabyasachi Mitra, associate professor and
director of the Global Executive MBA
Program; PhD, University of Iowa: economic
impact of information technology, IT
outsourcing, e-commerce, communication
network design, and disaster recovery

Sridhar Narasimhan, senior associate dean
and professor; PhD, Ohio State University:
information systems design and distributed
databases

Eric Overby, assistant professor; PhD,
Emory University: economic implications of
the virtualization of business and society

Sandra A. Slaughter, professor and Costley
chairholder; PhD, University of Minnesota:
performance in software development and
maintenance, software quality and process
improvement, open source software
development, IT outsourcing, IT profession-
als (compensation, skills, and careers), IT
project management, and software evolution

D.J. Wu, associate professor; PhD, The
Wharton School, University of Pennsylvania:
procurement auctions and electronic
markets, enterprise resource planning
systems, options contracts, and e-commerce

Han Zhang, associate professor and area
coordinator; PhD, University of Texas at
Austin: e-commerce, economics of
information technology, online trust issues
and intermediaries, and electronic markets

Marketing
Samuel Bond, assistant professor; PhD,
Duke University: consumer behavior and
decision making

Goutam N. Challagalla, associate dean for
executive programs and associate
professor; PhD, University of Texas at
Austin: sales force management, marketing
strategy, distribution channels, and
business modeling

Alka Citrin, assistant professor; PhD,
Washington State University at Pullman:
organizational acquisition and use of
information in implementing marketing
actions, innovation generation, and
sensory aspects of consumer adoption
of new media

Nicholas Lurie, assistant professor;
PhD, University of California at Berkeley:
consumer and managerial decision
making, e-commerce and interactivity,
communication and signaling, inferential
processes and reasoning, and information
rich environments

Naresh Malhotra, Regents’ professor; PhD,
State University of New York at Buffalo:
marketing research and consumer research

Francis M. Ulgado, associate professor and
faculty research director of the Center for
International Business Education and
Research (CIBER); PhD, University of
Illinois at Urbana-Champaign: international
marketing, international services marketing,
international business, and multina-
tional firm strategy

Koert van Ittersum, assistant professor;
PhD, Wageningen University: consumer
decision making, consumption, regional
branding, and new product acceptance

Nancy Wong, assistant professor; PhD,
University of Michigan: cross-cultural
consumer behavior, consumption, and
cultural psychology

Operations Management
Atalay Atasu, assistant professor; PhD,
INSEAD: sustainable operations manage-
ment, closed-loop supply chains, strategic
pricing and positioning of remanufactured
and refurbished products, design of environ-
mental directives, and inventory control

Yih-Long Chang, professor; PhD, University
of Texas at Austin: applications and
integration of artificial intelligence,
information systems, management
science, and quality control techniques

Mark Ferguson, associate professor;
PhD, Duke University: inventory systems,
enterprise resource planning, supply chain
management, and pricing and revenue
management

Cheryl Gaimon, Regents’ professor; PhD,
Carnegie Mellon University: management
of technology, acquisition of new technol-
yogy for management and service technolo-
gies, knowledge creation and management,
process improvement, implementation
of change strategies including new
technology, technology choice and pricing,
competitive analysis of technology acquisi-
tion and pricing, and environmentally
friendly manufacturing
Faculty

Soumen Ghosh, professor and coordinator of the supply chain management certificate program; PhD, Ohio State University: supply chain strategy/management, global operations, quality management, and operations/manufacturing strategy.

Stylianos Kavadias, assistant professor; PhD, INSEAD: new product development

Vinod Singhal, area coordinator and professor; PhD, University of Rochester: supply chain management, justification of new technology, and operations strategy

Ravi Subramanian, assistant professor; PhD, University of Michigan at Ann Arbor: environmental considerations in managerial decision making, closed-loop supply chains, and supply chain management

Beril Toktay, associate professor; PhD, Massachusetts Institute of Technology: supply chain management, closed-loop supply chains, and sustainable operations

Organizational Behavior
Nathan Bennett, professor; PhD, Georgia Institute of Technology: innovation, strategy, leadership

Terry C. Blum, Tedd Munchak chairholder, director of the Interdisciplinary Institute for Leadership and Entrepreneurship, and professor; PhD, Columbia University: leadership, entrepreneurship, innovation, organizational theory and design, and macro human resource management

Donald B. Fedor, professor; PhD, University of Illinois at Urbana-Champaign: performance feedback, organizational commitment, and organizational change management

Ingrid Fulmer, assistant professor; PhD, Vanderbilt University: human resource management, organizational performance, employee attitudes, executive compensation

Luis Martins, area coordinator and associate professor; PhD, New York University: diversity, work-family conflict, innovation management, change management, and managerial cognition

Dennis K. Parsons, professor and director of undergraduate programs; PhD, University of Illinois at Urbana-Champaign: human resource management, employment interviewing, and employee feedback

Christina E. Shalley, NSF ADVANCE professor; PhD, University of Illinois at Urbana-Champaign: creativity, bargaining and negotiation, motivation, and human resource management

Strategic Management
Lloyd Byars, professor; PhD, Georgia State University: strategic management, management theory, executive education, and human resource management

Marco Ceccagnoli, assistant professor; PhD, Carnegie Mellon University: strategy, industrial organization, innovation, and intellectual property
Stuart Graham, assistant professor; PhD, University of California at Berkeley: intellectual property strategy, legal environment of business, business policy and strategy, and management of innovation and new technologies

Matthew Higgins, assistant professor; PhD, Emory University: biopharmaceutical mergers and acquisitions, management of new technologies and innovation, and strategic interaction in high-tech industries

Jeongsik “Jay” Lee, assistant professor; PhD, University of California, Los Angeles: social networks, innovation dynamics, technology and innovation management, and venture capital

John R. McIntyre, professor and director, Center for International Business Education and Research (CIBER); PhD, University of Georgia: international technology transfer, international business strategy, comparative management, trade regulation, export/import management, international trade policy, and multinational enterprises

Frank Rothaermel, associate professor; PhD, University of Washington: strategy in high-technology industries, engineering entrepreneurship, and technology innovation management

Steve Salbu, dean, Stephen P. Zelnak chairholder, and professor; PhD, Wharton School of the University of Pennsylvania: business ethics, legal environment of business, and cyberlaw.

Jerry Thursby, professor and Ernest Scheller Jr. Chair in Innovation, Entrepreneurship, and Commercialization; PhD, University of North Carolina at Chapel Hill: econometrics, international trade, and licensing of university technologies

Marie Thursby, Hal and John Smith chairholder, executive director of Ti:GER®, and professor; PhD, University of North Carolina at Chapel Hill: technology innovation and entrepreneurship

Joint Appointments

Lawrence James, professor of psychology; PhD, University of Utah: organizational environments and individual adaptation, motivation, and productivity

Sundaresan Jayaraman, professor (polymer, textile & fiber engineering); PhD, North Carolina State University: health care management, enterprise architecture, and modeling methodologies for information systems

David N. Ku, Lawrence P. Huang Chair of engineering entrepreneurship and Regents’ professor of mechanical engineering; PhD, Georgia Institute of Technology; MD, Emory University School of Medicine: entrepreneurship

Other Academics and Teaching Faculty

Spring Asher
Robert Burgess
Lee Campe
Jack Cooper
Joel Cowan
Michael Cummins
Gail Evans
Alan Flury
Jim Frazier
Kelly Grace
Benjamin Hill
Lara Hodgson
Gary Jones
Donna Kantak
Michael Kilgore
Kathleen Kurre
Barry Marchman
Stuart Milne
William Needle
Arnold Rubinoff
Robert Thomas
James M. Turner
Josh Taylor
Peter Vantine
Nick Voigt
Miranda ‘Mei’ Zhang
Georgia Tech Family & Friends

Our growing family of 100,000 Georgia Tech alumni continues to build lasting relationships with one another and the school long after they leave campus. Through this alumni network, MBA students are able to tap into a wealth of knowledge and connections. Georgia Tech alumni can be found on every continent. The College is fortunate to have many alumni and friends who actively support the College and serve on the College of Management Advisory Board:

Robert A. Ancien, IM 1969, MS IM 1970
Partner (retired), Accenture
General Partner, Liberty Land Group, LLC

Andrea M. Arena, MGT 1989
President, 2 Places At 1 Time

Pam Arlotto, HS 1980
CEO, Maestro Strategies

Spring Asher
Founder, Speechworks

Jeffrey A. Beech, MGT 1987
President
The Beech Foundation

Vance D. Bell, IM 1973
CEO
Shaw Industries

Arthur O. Brannen, IMGT 1973
President
Brannen Development Company

Neil K. Braverman, IM 1960
Founder and Co-chairman (retired)
Safeskin Corporation

Joel H. Cowan, IM 1958
Chairman
Habersham & Cowan

C. Peyton Day, IM 1983
Chairman & CEO
Day Hospitality Group

Stephen M. Deedy, IM 1981
Managing Director
Alix Partners, LLC

Thomas A. Elliott Jr., IM 1968
President and CEO
Research Data Group

Joseph W. Evans, IM 1971
Principal
Bankers’ Capital Group LLC

Terry A. Graham, IM 1969
Executive VP and COO (retired)
Lockheed Martin Aeronautics Company

A. Mac Hall, IM 1969
President and COO
Fry Reglet

Robert E. Holland, IM 1969
President
Brand Sense Partners, LLC

Lawrence P. Huang
IMGT 1973
Partner
Sabal Partners, LLC

T. Stephen Johnson, IM 1970
Owner & Chairman
T. Stephen Johnson & Associates

Gary T. Jones, GMGT 1971
Managing Director (retired)
Credit Suisse First Boston

N. Richard Kalikow, IM 1964
President
Manchester Real Estate

C. Whitney Knoll, IM 1970
Executive Vice President
Staubach Capital Markets

Alan J. Lacy, IM 1975
Vice-chair (retired)
Sears Holding Company

Toney E. Means, IM 1982
President and CEO
Intrepid Holdings

Susan Mendheim
President and CEO
Midtown Alliance

Michael A. Neal, IM 1975
President and CEO
GE Commercial Finance

Gregory J. Owens, IM 1982
Chairman (retired)
Manugistics

Dennis M. Patterson, GMGT 1971
Executive Vice President
SunTrust Bank

Lewis A. Patterson III
IM 1968
CEO, BPU Associates LLC

Antonio T. Pere, MGT 1988
President, Alliance S.A.

Robert F. Pinkerton, IM 1968
Asset Manager (retired)
United Parcel Service

Robert S. Prather Jr.
IM 1967, MSM 1970
President
Gray Television

Dierk M. Reuter, PhD
MS AE 1987, PhD AE, 1989
Managing Director
Deutsche Bank

John P. Rhodes
Jr., IM 1984
Managing Director
AG Asset Management

D. Raymond Riddle
IM 1955
President (retired)
Wachovia Bank of Georgia

J. Michael Robison, MGT 1997
Chairman and CEO
Lanier Parking Holdings, LLC

Joseph W. Rogers Jr., IM 1968
Chairman
Waffle House

David P. Rowland
IM 1983
Senior VP, Finance
Accenture

Ernest Scheller Jr., IM 1952
Chairman Emeritus
Silberline Manufacturing Co.

Jane B. Skelton
IM 1977
Controller
InfiStar Corporation

John E. Smith II, IM 1958
President and CEO (retired)
JES Holding

John D. Snodgrass, IM 1979
CEO and Founding Principal
Great American Holdings

Karen C. Thurman, CPA
IM 1982
Partner
Frazier & Deeter

Chris A. Verlander, IM 1970
Senior Vice President
Corporate Development,
Associated Industries of Florida

Edwin A. Wahlen Jr., IM 1970
Managing Partner
Cravey, Green & Wahlen, Inc.

John R. Wells, IM 1984
President and CEO
Interface Americas

Emeritus

Charlie W. Brady, IM 1957
Chairman (retired)
INVESCO

A. J. Land, IM 1960
CEO
Pope-Land Enterprises

Julian LeCraw, IM 1952
President (retired)
Julian LeCraw & Company

James P. Poole, IM 1942
President (retired)
Employer Employee Security Plans
MBA Program at a Glance

**MBA Graduate Office**
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Fax: 404.894.4199  
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Web site: http://mgt.gatech.edu/mba

To schedule an interview with an admissions representative or to schedule a campus visit, please send an e-mail to campus.visit@mgt.gatech.edu.

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Fax: 404.385.2410

**Georgia Tech Graduate Admissions and Enrollment Services**
Phone: 404.894.1610  
Web site: http://www.grad.gatech.edu

**Georgia Tech Office of International Education**
Phone: 404.894.7475  
Web site: http://www.oie.gatech.edu

**Georgia Tech Office of Student Financial Planning and Services**
Phone: 404.894.4160  
Web site: http://www.finaid.gatech.edu

**Application Information**
The MBA application is online at http://www.grad.gatech.edu/admissions. If you need further assistance, e-mail us at mba@mgt.gatech.edu.

**Full-time Application Deadlines**
**January 15, 2008**  
For graduate assistantship consideration and all international applicants  
**March 15, 2008**  
Final deadline for priority consideration for U.S. citizens and permanent residents  
**May 1, 2008**  
Final deadline for applications to be considered on a space-available basis

**Evening Application Deadlines**
**May 1, 2008**  
To start in fall 2008  
**October 1, 2008**  
To start in spring 2009

**Technology Leadership Application Deadline**
**May 1, 2008**  
To start in fall 2008

**Academic Information**
Descriptions of the MBA program core courses, electives, and areas of concentration can be found on our Web site: http://mgt.gatech.edu/mba.

**Academic Calendar**
Visit http://mgt.gatech.edu/calendar
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