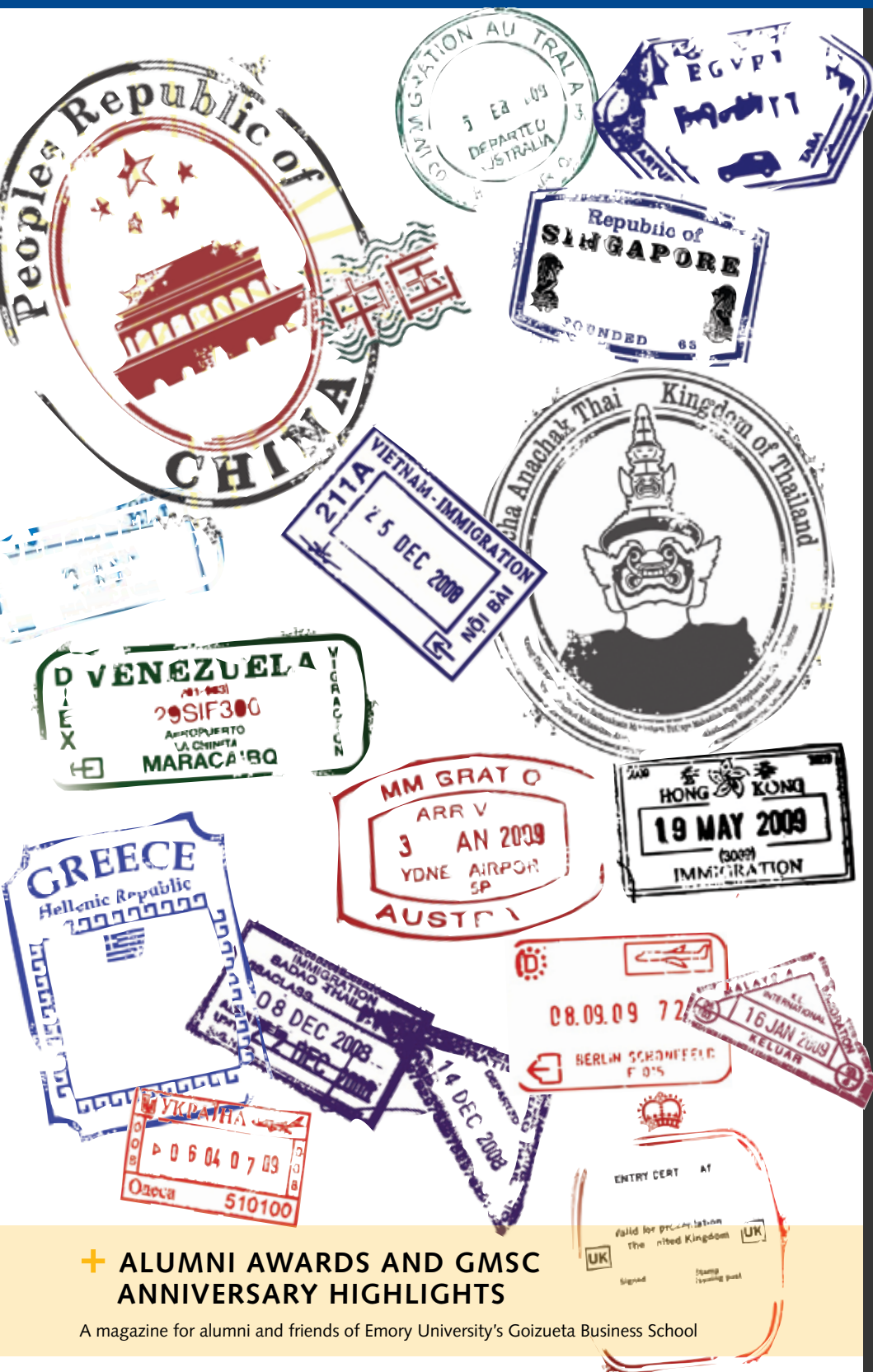


# EMORY | goizueta

SPRING 2011



## Global PERSPECTIVE and UNDERSTANDING

**+** ALUMNI MAKE IMPACT  
ON INTERNATIONAL  
STAGE

GOIZUETA'S STUDENT  
GLOBETROTTERS

175 YEARS OF  
GROWTH AND GIVING

**+** ALUMNI AWARDS AND GMSC  
ANNIVERSARY HIGHLIGHTS

A magazine for alumni and friends of Emory University's Goizueta Business School

GOIZUETA:  
PORTAL TO  
THE WORLD

International  
travel  
enhances  
learning

DOING BUSINESS IN INDIA

Jan Barton leads contingent of  
MBA students to India,  
visiting five cities  
and exploring the  
human side of business



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SPRING 2011

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EMORY  
GOIZUETA  
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SCHOOL

Founded in 1919, Goizueta Business School provides a world-class business education that combines functional specialization with a broad business perspective to create principle-based leaders.

EMORY	ACCESSIBLE	INTIMATE	NETWORK	EXPERIENTIAL	GLOBAL
Ties to Emory University, a Top-20 Institution	Accessible, World-Class Faculty Scholars	Intimate & Small-by-Design Learning Experience	Passionate & Engaged Goizueta Network	Stimulating, Experiential Learning Opportunities	Global Perspective & Understanding

Recruit Goizueta

Some of the most talented business minds can be found within the Goizueta community. Learn how you can impact your business and add value to your company by recruiting a Goizueta student or alum.



David Tudor 06BBA found a great intern for his business in Lauren Portnoi 11BBA.

To find out how you can recruit Goizueta students and fellow alums, visit [www.goizueta.emory.edu/recruit](http://www.goizueta.emory.edu/recruit)



Mike Randolph 97MBA used Goizueta to find Adam VanHorn 10MBA for a position at Delta Air Lines.



Dear alumni & friends,

As dean of Emory University's Goizueta Business School, my priorities are clear: hire and retain the best faculty and staff; attract the best students; deliver programs that develop future leaders; strengthen ties to the business community (especially in Atlanta); and secure the resources the school needs to fulfill our mission.

It is important to highlight that despite recent challenging economic times, we have not wavered in our commitment to these goals. In the past year we have continued to make significant investments in each of these areas. We welcomed eight new faculty scholars, including a world leader in empirical accounting; hired two new associate deans for our full-time and evening MBA programs and made selective hires to sustain and enhance the high levels of service our staff delivers to our school; supported recruitment of the best high school students regardless of means; implemented important enhancements to our BBA, MBA, and PhD curriculums; and embarked on a major external effort to communicate the Goizueta brand in the marketplace.

These efforts have led to unsurpassed successes for the school. Our undergraduate BBA program is currently ranked #3 in the nation, and the number of full-time MBA students receiving full-time job offers at the conclusion of their summer internship has doubled. In February the external reviewers for our quinquennial Association to Advance Collegiate Schools of Business (AACSB) re-accreditation called the school's achievements "remarkable."

I would be remiss not to call to your attention that these successes do not come without cost. Though Emory University has a substantial endowment, Goizueta Business School does not. We operate as a self-standing entity with the responsibility of ensuring our own financial viability. We rely on tuition dollars and on the contributions of our alumni and friends. Our ability to sustain our levels of success depends heavily on your support.

I hope you enjoy this issue of *Goizueta Magazine*. In keeping with our editorial goal of highlighting a Goizueta Advantage theme in each issue, we have organized the spring issue around our school's commitment to global perspective and understanding. You'll read about alumni working and representing Goizueta in dozens of countries, globetrotting students and faculty, and the ways we incorporate global business issues and strategies in every Goizueta degree program.

**Lawrence M. Benveniste**  
Dean, Goizueta Business School  
Asa Griggs Candler Professor of Finance



**Senior Associate Dean for  
External Relations and  
Professor of Marketing**  
Douglas Bowman

**Magazine Alumni Advisory Board**  
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84BBA 94MBA; Rosalie (Sakkas)  
Collado 05EMBA; Steve Greenfield  
04EvMBA; Mara Lapp 97BBA;  
Michael Ryan 07EMBA; Carrie  
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**GOIZUETA MAGAZINE**

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The Goizueta Advantage  
emphasizes what makes  
us distinctive. We are also  
consistent with other leading  
business schools in that we . . .

**8 THEMES**

1. PART OF A WORLD-CLASS UNIVERSITY
2. ATLANTA, A GLOBAL BUSINESS HUB
3. INTIMATE LEARNING EXPERIENCES
4. ACCESSIBLE, WORLD-CLASS FACULTY SCHOLARS
5. PASSIONATE AND ENGAGED GOIZUETA BUSINESS SCHOOL NETWORK
6. PRINCIPLE-BASED LEADERSHIP
7. EXPERIENTIAL LEARNING OPPORTUNITIES
8. GLOBAL PERSPECTIVE AND UNDERSTANDING

...have scholars who make a difference in their fields, are sought out for their expertise, inspire in the classroom, and are leaders in their university and larger intellectual communities.

...have high potential, highly qualified students from diverse backgrounds, actively engaged in learning, motivated to make a difference, and who buy into the culture of their institution.

...have diverse staff with deep competence in their areas of specialization who are motivated, engaged, and heavily invested in the success of faculty and students, and we have faculty and students who are invested in the success of staff.

...have diverse faculty, staff, and students who are supported through budgets, endowments, and facilities that help them to be the best.

...have a critical mass of alumni and friends who are successful role models, ambassadors for the School, and who invest through their time, talents, and resource capacity.

...provide access to opportunities for graduates and alumni in globally competitive jobs with leading institutions, and equip them with the skills to found and lead new business ventures.



#11

Executive Education  
in the US

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June 13-17  
October 17-21

**Critical Thinking and Decision Making**  
July 25-26  
December 5-6

**Managerial Leadership Program**  
July 11-15  
November 7-11

**Finance for the Nonfinancial Manager**  
August 22-23

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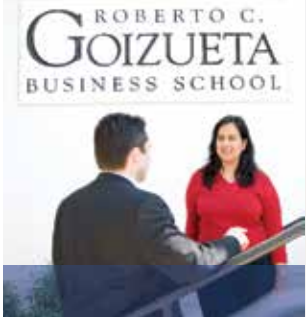
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Financial Times, 2010

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# Goizueta appoints two new associate deans



Brian Mitchell, left, with Amy Bentley, associate director of the EvMBA program.



Harold Lewis, center, chats with Daniel Strangio 13EvMBA and Trevonne Homer 13C.

In early January, Goizueta Business School brought on board two new associate deans to direct the school's nationally ranked Full-Time and Evening MBA programs. The new associate deans, both Goizueta alums, will lead their respective program offices, overseeing everything from academics to leadership to student experience.

**Brian Mitchell 00EvMBA/MPH**, associate dean of the Full-Time MBA program, has a long history with Goizueta. He was honored with the Michael Lee Outstanding Student Award in 2000 and received the Evening MBA Alumni Achievement award in 2010.

Prior to joining Goizueta, Mitchell spent over 18 years in marketing and strategy roles in the pharmaceutical industry. His experience includes commercial leadership positions with companies such as Glaxo SmithKline, Capgemini, Solvay Pharmaceuticals, and Accenture. While at Solvay, he held several leadership positions within US and global commercial operations, including all levels of brand management, US head of strategic and business analysis, and director of marketing for specialized products.

Mitchell lives in Atlanta with his wife, Leticia, and their daughter, Ava. This year their family will welcome two new members with the birth of twin daughters.

**Harold Lewis 90MBA**, a former executive at The Weather Channel, will serve as the associate dean of the Evening MBA program.

After graduating from Goizueta, Lewis consulted to Fortune 100 companies with Accenture. He also spent more than two decades in interactive and traditional media, with much of that experience in various business roles at Atlanta-based Cox Interactive Media and The Weather Channel. Most recently he served as a vice president and general manager at Weather Channel Interactive. He has expertise in social media, strategy, project management, forecasting, and business unit leadership, including managing a P&L and e-commerce.

Lewis earned a bachelor's degree in economics from Harvard University in 1985 before starting his career in Atlanta and subsequently obtaining his MBA at Emory. He served as a member of the Goizueta Alumni Board from 2007–2011.

Lewis and his wife **Jill 93MBA** live in Smyrna with their son, Miles, a sixth grader at Westminster.

"We are very excited to add Brian and Harold to the Goizueta staff," says **Rob Kazanjian**, vice dean for programs. "Their professional experience, connections with Atlanta, and ties to the school as alumni will be invaluable as we continue to educate our students to address increasingly complex business challenges."

Follow Goizueta's newest associate deans on Twitter @DeanBrianGBS and @GoizuetaEvMBA.

## GOIZUETA CIO BARBARA MAASKANT RETIRES

Technological change can stymie or elevate an organization. **Barbara Maaskant**, Goizueta Business School's CIO and associate dean for IT, says that business school students heading into the corporate world need to be equipped to deal with the challenges inherent in IT innovations.

Goizueta will miss Maaskant's leadership and expertise in managing such changes; in June she retires from her nineteen-year tenure as CIO. During that time she led Goizueta's adoption of wireless technology and distance and technology-mediated learning, as well as the design and construction of the data and technology infrastructure for the Goizueta Foundation Center and the Roberto C. Goizueta Building. In 2009 Maaskant won Goizueta's highest service award, the Donald R. Keough Award for Excellence.

Maaskant's expertise extends beyond Goizueta and includes consulting on technology infrastructure design for businesses and governmental entities worldwide. The fast pace of IT change has meant her work has been both complex and fascinating. "Tech implementations will undoubtedly continue to present business and B-schools with challenges," she admits. "Those offering the greatest potential—cloud services, social solutions, and consumerization, for example—also bring significant concerns in areas such as privacy, security, and business continuity." Maaskant says she is "envious" of the opportunities her replacement will have "to take the school to an even higher level!"—MT



*Bloomberg Businessweek*  
**28 MAR 2011** | "Making the Most of Business School Rankings"  
**Patrick Noonan**, associate professor in the practice of decision and information analysis, offers insights on how to best use business school rankings, noting in particular that prospective students should understand what the ranking in question measures. He advises applicants to "go for the data and stay for the art."

*WABE (National Public Radio)*  
**9 MAR 2011** | "Loan on Atlanta's Biltmore in 'Special Servicing'"  
**Roy Black**, professor in the practice of finance and head of Goizueta's real estate program, and **Nedra Collins 12WEMBA** discuss news concerning the securitized loan on an Atlanta landmark, the Biltmore: "It's a great property," Black says. "It just needs someone to step in and put some money into it; however, in this particular market, that's probably not going to happen."

*WXIA-TV*  
**9 MAR 2011** | "Violence in Middle East Spiking Gas Prices"  
**Jeff Rosensweig**, associate professor of finance and director of the Global Perspectives Program, talks about rising gas prices and the reasons for speculation: "It's not contrived in terms of OPEC. They haven't tried to drive the price up over \$100 by limiting the supply of oil. It's been driven up because of conflagration all across North Africa [and] the fear that this conflagration could spread and close down ports. It's not contrived that ports close; it's freedom fighters."

> To read more on recent news items featuring Goizueta newsmakers, visit [newsroom.goizueta.emory.edu](http://newsroom.goizueta.emory.edu).

# In the news

*CNN*  
**15 FEB 2011** | "Recipe for Coke 'Experience' Safe"  
**Doug Bowman**, professor of marketing, tells CNN that Coke's recipe, which was allegedly revealed in an old newspaper article, is immaterial when taking into account the power of the brand: "Coke is selling a lifestyle brand; they're selling refreshment. They're selling happiness."

*Bloomberg Businessweek*  
**14 FEB 2011** | "Technology Firms Mute 'Earnings Noise' as Adjusted Numbers Fade"  
**Shiva Rajgopal**, Schaefer Professor of Accounting, discusses the effects of Regulation G, a 2003 SEC rule that helped end the practice of reporting earnings before bad things happened: "Companies started putting fewer recurring expenses into exclusions. They started highlighting pro forma earnings less in press releases, the magnitude of exclusions declined and fewer losses have been changed into pro forma profits."

*Christian Science Monitor*  
**26 JAN 2011** | "Slash Spending?"  
**Tom Smith**, assistant professor in the practice of finance, discusses the hot topic of government spending cuts: "The idea isn't to have crazy spending, but what's the appropriate amount of spending.... It probably isn't slash everything." The idea that if we remove government from GDP that void will be filled by businesses automatically because government is somehow boxing out business spending by being a big government, the mathematics there are not that simple."

*The Atlanta Post*  
**19 JAN 2011** | "King James' Empire"  
**Mike Lewis**, associate professor of marketing, comments on the marketing tactics of NBA star LeBron James and his empire in the making: "He's talked specifically about building a billion dollar brand."

*Bloomberg Businessweek*  
**13 JAN 2011** | "Choosing the Right MBA"  
**Kathleen Edwards**, associate director of MBA Admissions, highlights what's important in choosing an MBA program: "Think about how the degree will advance your career, the job you'd like to have, and your lifestyle. Then consider your preferences of location, personality of the school, and the kind of alumni it produces."

# OVER 200 ATTEND SOLD-OUT EMORYMAC CONFERENCE

On March 25 Goizueta hosted the inaugural Marketing Analytics Center (EmoryMAC) conference. The EmoryMAC initiative brings together students, academics, and practitioners with a shared interest in the rapidly growing area of marketing analytics. The conference, which sold out two weeks in advance, attracted over 200 faculty, students, alumni, and professionals to a daylong event featuring Goizueta faculty experts and speakers from such firms as Ariba, Chick-fil-A, Delta Air Lines, IHG, Nike, and Turner Broadcasting. Participants discussed current and emerging practices in marketing analytics and networked with others from Atlanta's vibrant marketing analytics sector. Attendee **Toni Sargeant 12EvMBA**, project manager of online insights and analytics at Turner Broadcasting, notes that “the MAC conference did an exceptional job of attracting participants who could speak to the intersection of real-world experience and analytics fundamentals.”

.....

## CORRECTIONS TO WINTER 2011 ISSUE

In the recruiter ad on p. 5, the correct alumni names and grad years are **David Tuder 06BBA**, **Lauren Portnoi 11BBA**, **Mike Randolfi 97MBA**, and **Adam VanHorn 10MBA**, and the correct company name is Delta Air Lines.

A previous company name title was used for **Kevin P. Wood 07EvMBA** in the photo caption on p. 7. Wood currently works as a senior consultant for Systems Engineering and Technology, LLC (SeaTec, LLC).

We regret these errors.



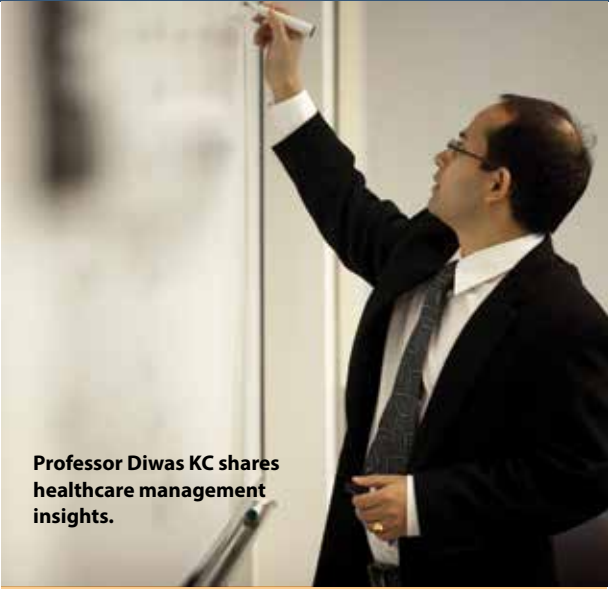
**Juan P. Morales 12MBA**, a National Society of Hispanic MBAs (NSHMBA) scholar, received the Student Leader Award in the inaugural “Hispanics under 40” award ceremony hosted by the Atlanta Chapter of NSHMBA on March 12 at the Fernbank Museum of Natural History. The NSHMBA award recognizes Morales for his leadership activities at Emory, which include serving as co-chair of the 2010 Inside Goizueta Conference—the school's largest diversity recruitment event—and as VP of corporate relations for Emory's Human Capital Club. Morales is also a recipient of the Consortium for Graduate Study in Management's merit-based, full-tuition fellowship.

For the fifth year in a row, Goizueta captured first prize in the Commercial Real Estate Development Association's Annual NAIOP School Challenge, held April 15 at the JW Marriott Hotel Buckhead. The 11MBA team of **Addie Sherwood**, **Caleb Brenneman**, **Bronson Smith**, **Josh White**, **Bob Strelec**, and **Shep Dinos** defeated competitors from Georgia Tech, UGA, and Georgia State.

The interdisciplinary team of **Katherine Hopkins 11EvMBA**, **Michael R. Orr Jr. 11EMBA**, **Shobhika Dhingra 12MBA**, **Aimee Leidich 11MPH**, and **Charles Saltalamacchia 04C 11MD/ MPH** won first place in the final round of Emory's Seventh Annual Goizueta Healthcare Forum case competition, held February 11. Teams representing schools from across the country, including Chicago, Vanderbilt, UT Austin, and Ohio State, designed consultive management plans for the Department of Orthopaedics at Rittenhouse Medical Center, encountering a challenging situational twist midway through the competition. **Scott Lloyd 97EvMBA**, co-founder and president of ExtraKare LLC, delivered the opening address for the Healthcare Forum, which was supported in part by Goizueta's MBA Class of 2008.

**Chad Bennetts**, **James Watts**, **Irfan Kassam**, **Stuart Johnston**, and **Jay Nolan**, all 11MBAs, won first place at the Southeast regional tournament of the 14th Annual Venture Capital Investment Competition in early February. Besting teams from Duke, Georgia Tech, Rice, UNC, and Wake Forest, they advanced to the international finals, held April 14–16 at UNC, where Goizueta won third place internationally against top-ranked teams from the US, Europe, and Asia.

Charles L. (“Chip”) Davidson, CEO of the Brookdale Group, provided the keynote address for the fourth annual 2011 Goizueta Business School Real Estate Case Competition, moderated as a fireside chat with **Randy Evans 79MBA**, managing director of Eastdil Secured LLC. The panel of alumni judges consisted of **Todd Bassen 81BBA**, who was also the author of the case; **Hussain Moosajee 07MBA**; and **Bob Weston 06MBA**. The White Bay Strategic Capital team of 11MBA students, **Monte Bays**, **Caleb Brenneman**, **Bronson Smith**, and **Josh White**, beat out three other Goizueta teams to capture first prize. The teams were tasked with representing a pension fund in evaluating the purchase of a \$28 million loan secured by an undeveloped parcel of residential property in Manhattan. The case was complicated by potential development issues on surrounding parcels of land.



Professor Diwas KC shares healthcare management insights.



## FELLOWS AWARDED

Six doctoral candidates were recipients of the 2010 Sheth Fellowship awards. The fellowship is sponsored by **Jagdish Sheth**, Charles H. Kellstadt Professor of Marketing, and his wife, **Mrs. Madhuri Sheth**, and provides supplemental support for doctoral students, awarding those who successfully pass their qualifying exams with \$1,000 to support their research.

Pictured above: Vice Dean **Maryam Alavi** (left), Associate Dean **Grace Pownall** (third from left), and Professor Sheth (center) with fellows **Chirag Kasbekar** (organization and management), **Sheth**, **Omar Rodriguez** and **Yanwen Wang** (marketing), and **Donald Young** and **Maria Wieczynska** (accounting). Not pictured: **Mark Rachwalski** (finance).—NG

## NEW COURSES

In a timely response to one of the country's fastest growing and changing industries, Goizueta added two new classes on healthcare this spring. **An Introduction to the Business of Healthcare** outlines the current structure of US healthcare, the complex interrelationships among the many players, and the economic incentives and issues that must be addressed if each player is to create value in the system. Using a combination of industry studies, academic and popular press articles, and business cases, **Steven Culler**, associate professor of health policy and management in Emory's Rollins School of Public Health and adjunct associate professor of finance, says students are learning “to frame the important questions required to evaluate potential business strategies and operational issues in each sector of the healthcare industry.”

**Healthcare Operations and Technology Management**, taught by **Diwas KC**, assistant professor of information systems and operations management, provides an in-depth examination of the healthcare value chain and healthcare delivery models. Increased demand for limited resources in the marketplace has “led to an array of innovative products and services,” he says. At this time, “there is tremendous opportunity for healthcare organizations to improve productivity and quality while reducing costs.” Students use an award-winning simulation game, Littlefield Labs, to supplement case discussions, lectures, and guest speakers from the industry.

Other new courses include **Catalyzing Social Impacts**, led by **Peter Roberts**, associate professor of organization and management, which is designed for MBA students “striving to create meaningful social impacts” in their business careers, Roberts says. Teams work with different social enterprises researching real-world problems, vetting new ideas, and using their business acumen to guide clients toward creative, innovative solutions that can directly impact the lives of those they serve.

**Rodney Lacey**, assistant professor in the practice of organization and management, offers **Corporate Strategy**, a course he says “examines the possibilities and realities of creating value through the management of multiple business units in a single firm.” Teams study and present on the integration and organization of multiple business units, corporate innovation, mergers and acquisitions, and the unique problems of formulating and implementing strategy at the corporate level. Lacey adds that “students will discover that making strategy is a messy, emergent process affected by the economic, political, and social context of the firm.”

Additional new courses this spring include:

- **Economics and Finance of Film**, an undergraduate class offered by **Tom Smith**, assistant professor in the practice of finance.
- **Financial Valuation: Theory and Practice of Valuing a Business**, led by associate professor in the practice of finance **J.B. Kurish**.
- **Management Science in Spreadsheets**, taught by **Richard Metters**, associate professor of information systems and operations management.
- **Marketing Analytics Consulting**, with professor of marketing **Sandy Jap**.
- **New Product Lab**, taught by **Tim Halloran**, adjunct instructor of marketing.—SB



Virginia Parks and family at the unveiling of Dean Chip Parks' portrait.



Artist Rossin speaks with former dean Ron Frank.

## FORMER DEANS HONORED

Goizueta Business School has honored former deans **George "Chip" Parks** and **Ronald "Ron" Frank** with the unveiling of their portraits, now on display in the Dean's Portrait Gallery located on the 5th floor of the Goizueta Foundation Center.

The portrait of Dean Parks, who served as dean from 1979 to 1986 and passed away in 1990, was unveiled in a reception in his honor and memory on November 18. Dean **Larry Benveniste** was on hand for the unveiling, as were Dean Parks' wife Virginia; their daughter Amanda and son-in-law Matthew Shirah; and their son Christopher and daughter-in-law Samantha Brown-Parks.

In addition to his role as dean, Parks was a professor of management at the school. He had an extensive background in industrial engineering and management science and worked as a consultant to many businesses and government agencies.

Ron Frank, whose tenure as dean lasted nearly a decade (1989–1998), attended a tribute on his behalf at the Goizueta faculty and staff holiday party this past December, during which his portrait was unveiled. Frank, a renowned marketing scholar, is largely credited with having cultivated the relationship between the school and **Roberto C. Goizueta**, then CEO of The Coca-Cola Company. Frank also directed the planning and implementation of the school's Evening MBA program, which began in 1992.

"The presentation of my portrait led me to reflect on the contribution that each of the deans have made to the school," notes Frank. "I'm confident that Roberto would be pleased with what we have collectively accomplished. By the same token, I'm also sure he'd keep raising the bar." —AS

## John Chidsey opens UBSLC 2011

**John Chidsey 87JD/MBA**, co-chairman of Burger King Corporation, knows something about good leadership in challenging situations. When he joined the hamburger chain as president and CFO in 2004, sales were in a seven-year slide and a third of the company's restaurants were struggling. Four years later, the Great Recession hit. But thanks in large part to its global expansion under the direction of Chidsey's team and its advertising and social media campaigns ("The King" and the subservient chicken among them), Burger King is currently a top 100 global brand.

In the 12th annual UBSLC keynote address, Chidsey discussed some of the difficult decisions he made along the way, saying that when it comes to leadership, he's more interested in "doing things right" than in making everyone happy. He also discussed Burger King's October 2010 sale to 3G Capital, a Brazilian-backed private equity firm, referencing the economic strength of the BRIC countries. "Brazil sees the US market as ripe for opportunity," he said.

This year's UBSLC, themed "Leading in Turbulent Times," attracted over 70 students from 40 business school programs, more than a dozen representing international institutions. The two-and-a-half-day conference



provides top BBA students with opportunities to develop networks and to meet leading business thinkers through a series of workshops, breakout sessions, a case competition, and social events.

"In today's shifting and changing economy, it is not enough just to be a leader. You must know how to position yourself, your co-workers, and your company to succeed and be resilient through the ups and downs of the market," notes **Lauren Becker 11BBA**, chair of UBSLC 2011. "Anyone can appear to be a good leader in good times, but in turbulent times true leaders emerge." —AS

## Board fellows exemplify servant leadership

Nonprofit organizations looking to create social change on shoestring budgets are turning to the Goizueta Board Fellows Program.

Founded in 2007 by **Brian Goebel 09MBA** and **David Shanklin 09MBA**, the program offers MBA students the rare opportunity to serve as nonvoting board members of Atlanta-area nonprofits, apply their textbook knowledge to hands-on strategic consulting, and strengthen their professional networks through servant leadership.

"It's a meaningful way to volunteer by using your skills to help build capacity for nonprofits," says **Sandhya Deshetty 11MBA**, who joins **Natalie Reese 11MBA** and **Steven Green 11MBA** on the Board Fellows' leadership team.

Each participating nonprofit is partnered with a pair of full-time or evening MBA students, who make a yearlong commitment. They spend the fall semester learning the ropes through volunteering, observing board meetings, and working with their assigned mentors. During the spring semester the students execute their projects, which have ranged from designing a youth financial literacy program for the Girl Scouts of Greater Atlanta to developing a revenue generating model for Georgia Organics and targeting corporate sponsors for WonderRoot, a community arts organization.

Students and their nonprofit partners also benefit from workshops led by Goizueta professors and alumni, exploring such topics as alternative revenue models, project management, and corporate engagement. One of the program's goals is to train the next generation of nonprofit board leaders.

Applications far outpaced available slots at a dozen nonprofits last fall, says Deshetty, and executive MBA students have expressed interest in participating in the future.

Several nonprofits are repeat customers of the Board Fellows Program, including the International Community School, DeKalb History Center, 21st Century Leaders, and Communities in Schools of Atlanta.

"Each year, the fellows' work has been valuable to our continued growth and sustainability," says Patricia Pflum, executive director of Communities in Schools, which enlisted fellows to design a corporate volunteer program this year.

Fellows joined their nonprofit partners and presented their final projects on April 15. For more information about the Board Fellows Program, visit [socialenterprise.emory.edu](http://socialenterprise.emory.edu). —MF

## EGGERS AND HAMILTON NAMED TO "40 UNDER 40" LIST

A Goizueta alumnus and a faculty member were recently named to the "The World's Best 40 B-School Profs Under the Age of 40" list produced by Poets & Quants ([PoetsAndQuants.com](http://PoetsAndQuants.com)).

**J.P. Eggers 99MBA** is assistant professor of management and organization at NYU's Stern School of Business, which he joined after earning his PhD at The Wharton School. His research examines firms that backed the wrong technology during the emergence of the flat panel display industry. Prior to his academic career, Eggers was a strategy consultant with two firms, Kurt Salmon Associates and Viant, Inc., where he worked on new product development and new technology strategy projects for firms. Eggers was named Stern's 2010 Professor of the Year for the school's MBA program.

Assistant professor of marketing **Ryan Hamilton**, who joined the Goizueta faculty in 2008, completed his PhD in marketing at the Kellogg School of Management (Northwestern University). His research investigates consumer behavior, especially consumer judgment and decision making.

His avocation? Stand-up comedy.

"Marketing can be a hard sell for people from other walks of life such as finance, but Professor Hamilton made it relatable, fun, and personable," says **Sanchit Rege 12MBA**. "Real world examples, structured delivery, and the much awaited, witty stand-up bit made it the most memorable class of the semester."

Hamilton is also a past recipient of Emory's MBA Teaching Excellence Award for Junior Faculty. —JMM



40 under 40 award winners **J.P. Eggers 99MBA**, above, and assistant professor of marketing **Ryan Hamilton**.





Barry Diller left, and Herb Allen, center, with Professor Jeff Rosensweig

## Dean's Speaker Series

Two venerable leaders of the entertainment and investment industries, Barry Diller and Herb Allen, spoke at Emory on February 16 as part of the Spring 2011 Goizueta Business School Dean's Leadership Speaker Series.

**Jeffrey Rosensweig**, associate professor of finance, interviewed the pair, who noted that old-fashioned hard work may be the best prescription for career success. "If you're talented, honest, and work hard, you'll find your place," said Allen, chairman of Allen and Co., which has brokered many of the largest deals in the entertainment and sports industries.

Diller concurred, advising students to arrive at work early and to stay late. He also underscored the importance of demonstrating eagerness in one's job—an attribute within everyone's reach. Diller served as chairman and CEO of IAC from 1995 to late 2010 after nearly a decade as CEO of Fox, Inc., where he oversaw the creation of Fox Broadcasting Co.

In late March, Jim Wells, chairman and CEO of SunTrust, also spoke on campus as part of the spring series, participating in a public discussion with **Rob Kazanjian**, vice dean for programs and professor of organization and management, on how strategy and culture drive performance in banking.

Atlanta Mayor Kasim Reed's keynote address at the Black MBA Diversity Leadership Conference on April 1 was also part of this year's Dean's Speaker Series. Reed's presentation took place as a Q&A with **Crystal Edmonson 95C**, broadcast editor for the *Atlanta Business Chronicle*.

For more information on these and upcoming talks, visit [goizueta.emory.edu/aboutgoizueta/dean\\_speaker\\_series.html](http://goizueta.emory.edu/aboutgoizueta/dean_speaker_series.html).

## WEAK TIES AND NOVEL LEADS

For job hunters or those seeking talent, who you know may not be as important as who your friends know, say researchers **Anand Swaminathan**, Goizueta Chair of Organization and Management, and **Chris Rider**, assistant professor in O&M. The duo study networking, specifically how who you know influences the creation of companies, who gets hired, and how organizations get funding and survive.

During a recent Alumni Career Services event entitled "Leveraging and Enhancing Your Network to Achieve Career Success," the researchers revealed how casual acquaintances or "weak ties" usually provide more novel job leads than do strong ties or close acquaintances.

"Weak ties are often not family members or our closest friends, but friends of friends, people we know by name and sight but not much more," explained Rider to the packed audience. "They have access to novel information that our close ties do not, which makes them really important, especially if you are looking for a job or a job candidate."

Why?

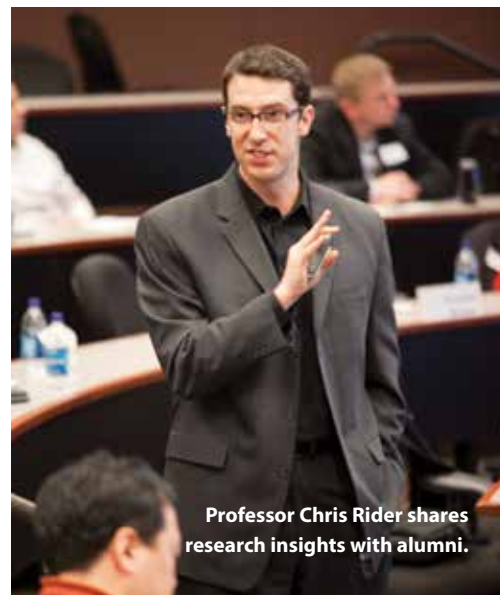
"In organizations especially, we tend to self-select and choose to be with people like us, who know much of what we know, and this reduces the number of opportunities we are exposed to," added Rider, citing his own and others' research that documents this trend.

The good news, according to Rider and Swaminathan, is that there are ways to change the pattern and broaden your network.

"One way to break out of this cycle is to focus on social activities you share with others," noted Rider. "It's not a networking session where the purpose is to meet each other, but rather the focus is on something everyone involved cares about."

To illustrate, Rider told a story about playing basketball with Emory employees from all over campus and only later learning that one of the regular players was the university's provost, **Earl Lewis**. "We all show up wearing basketball gear, and what we have in common is that we enjoy playing basketball. So when we see each other on campus, some will be in suits, some will have work uniforms, some will be in the classic student uniform, and this will amplify the differences among us. But while we are on the court, we share this interest."

In addition to demystifying the myth of the individual—that a person gets ahead solely by hard work and effort—the researchers also stressed the benefits of creating social capital by helping connect people in your network with like interests, instead of hoarding these relationship for personal gain.—NG



Professor Chris Rider shares research insights with alumni.

## Shadows Program offers view from inside

**Liam Greenamyre 11BBA** wanted to test-drive the life of an investment banker before signing on the dotted line. Through the Goizueta Shadows Program, he spent a day tracking major private equity deals with investment analysts at SunTrust Bank, developed valuable business contacts, and learned that bankers have "an earned reputation for grueling hours."

Established in 2006, the Shadows Program matches BBA students with alumni and other professionals at Atlanta-area accounting, consulting, marketing, and finance firms. Students sample day-to-day operations and gain a window into their desired career paths, while corporate partners benefit from fresh perspectives and a pool of potential job recruits.

"I felt I had a responsibility to support the school, the program, and the students," explains **Gregory Mays 05WEMBA**, who has hosted a handful of students as managing director of global cargo operations for Delta Air Lines in Atlanta. "My main goal is to show students that there are real-world opportunities to apply the knowledge they are learning in school."

Student feedback has been overwhelmingly positive. Last semester, the Shadows Program received a record number of applications for 26 slots at a dozen companies, including Delta, SunTrust, The Home Depot, the Atlanta Falcons, Goldman Sachs, The Nielsen Company, and PricewaterhouseCoopers. Hundreds of Emory BBA students have participated since the program's founding five years ago.

The program's success is fueled by alumni and hinges on Goizueta's extensive corporate database, says **Geoff Grant 11BBA**, corporate and alumni relations chair of the BBA Council.

"Our size is an advantage because we can use our career center resources to connect with these companies," he adds.

While shadowing at Delta, Grant received high security clearance, witnessed the orchestrated chaos that is baggage claim, and observed a conference call with every major airport in the US—all stress-free.

"Everyone has a custom-made experience," Grant says. "Emory enjoys a great reputation among these companies, which are very excited to work with us."

For information on opportunities for you or your organization to participate in the Shadows Program for undergraduate business students, contact [alumni@bus.emory.edu](mailto:alumni@bus.emory.edu).—MF

## Goizueta students hammer for Habitat



Forty members of the Goizueta community came out on two weekends in February to help erect a new home through Atlanta Habitat for Humanity. The idea for the community-sponsored build started last year with graduating seniors **Erica Denham 10MBA** and **Julia Andrie 10MBA**, who shared the vision with **Sandhya Deshetty 11MBA**, outgoing vice president of community affairs for the Goizueta Business Association (GBA). With a series of fundraisers, including a fall festival, and generous donations from current students, alumni, faculty, various MBA offices, and local businesses, the group raised over \$11,000. By partnering with other sponsors organized by Habitat, the Goizueta volunteers were able to help build a home on Springside Drive in Atlanta.

"This tremendous experience allowed for one of the few times that full-time and evening MBA students could work side by side to help strengthen the greater Atlanta community," says Deshetty.—NG

## BBA PROGRAM RANKED NO. 3 BY BLOOMBERG BUSINESSWEEK

BBA students, along with faculty and staff, gathered to celebrate the announcement of Emory University's Goizueta Business School's move up to No. 3 in the annual ranking of undergraduate business programs compiled by *Bloomberg Businessweek*. This is the highest ranking the program has received from the publication. In 2010, Emory's BBA Program ranked seventh in the nation.

"It is such an honor to have been listed among the top 10 programs each year that *Businessweek* has compiled this ranking," says Associate Dean **Andrea Hershatter**. "This public recognition of the Goizueta BBA Program is a tribute to the quality of our faculty

and programs and, especially, an acknowledgement of the caliber of our fabulous undergraduate students as they embark upon their careers."

The *Bloomberg Businessweek* ranking is a compilation of several components, including student and recruiter surveys, median starting salaries for graduates, and the number of alumni these undergraduate programs send to top MBA programs. Also included are academic quality rankings combining average SAT scores, student-faculty ratios, class size, percentage of students with internships, and number of hours students spend on class work.





## Emory University

In this section of Goizueta Buzz, we highlight some recent events and activities that serve to leverage Goizueta Business School's ties with Emory University. President Wagner has long emphasized the importance of these linkages, including during the September 2010 presidential address in which he stated that a key priority for Emory University is to "take better advantage of our opportunity truly to be a 'uni-versity' and not merely a multi-university," and to build bridges between schools and units.

## Gurgenidze receives Sheth Distinguished Alumni Award

As an investment banker and executive, **Vladimir (Lado) Gurgenidze 93MBA**, pictured above, made a name for himself with savvy business decisions and worldwide success. As a television host, he shared knowledge and built a brand with a recognizable and authoritative persona. As prime minister of Georgia, he continued massive economic reforms and led a country facing occupation by its neighbor.

Throughout Gurgenidze's varied career, a passion for country, opportunity, and a free-market society has guided him. For those sustained and successful efforts, Gurgenidze received the Sheth Distinguished International Alumni Award on Nov. 15, 2010.

Gurgenidze returned to his alma mater to accept the award and made time during his visit to address Goizueta students.

"It is through liberty that you unleash opportunity—equal opportunity, at least as equal as humanly possible, for the entire population," Gurgenidze said, discussing the guiding principles that have made Georgia one of the top three places in the world to start a business. "Then you design a set of policies that helps the poorest in the country, but without taking their dignity away. That's really what we've done . . . It's through this course of economic liberty we've achieved opportunity for our people."

Gurgenidze was awarded the St. George's Victory Order in 2008—his country's highest civilian honor—and in 2010 he received the Presidential Order of Excellence for leading the country's government during its 2008 armed conflict with Russia and for introducing innovations and reforms that have reduced corruption in Georgia and enabled the national economy to thrive.

In 2009 Gurgenidze co-founded Liberty Investments, which focuses on financial services institutions in frontier markets with low corruption, low taxes, and open economies. He frequently speaks on topics of economic reform in developing countries and serves as chairman of the Supervisory Board at Bank of Kigali (Rwanda). He also co-chairs the Emory Center for Alternative Investments.

Discussing the keys to his success in business, finance, and government, Gurgenidze told the Goizueta students that they should "try to take away from the school a better comprehension of how people in business and life think, how they act. What are those categories of thought and resulting patterns of behavior that drive the complexities of business?"—JMM

## EMERGING INDIA SUMMIT FOSTERS UNDERSTANDING, CELEBRATES OPPORTUNITIES

Meera Shankar, India's ambassador to the US, delivered the keynote address, "Why India Matters," at the second annual Emerging India Summit, "Crossing Borders," held Feb. 24–25 at Emory University's Goizueta Business School and School of Law. Her talk highlighted India's strengths and aspirations, as well as its importance as the second fastest growing economy in the world.

"We see our relationship with the US, which is one of our largest trade, investment, and technology partners, as a vital element of our endeavor to transform our socioeconomic conditions," she said. "The highly successful visit of President Obama to India last November has significantly expanded and deepened our cooperation."

The summit, organized by the student-led Emerging India Forum, Emory's Halle Institute, and several Goizueta and Emory College faculty members, convened academics, diplomats, business leaders, and medical experts to discuss India's comparative economic advantages and challenges, military strategies, market innovations, and the future of Indo-US relations.

Summit speakers, who gathered from across the university and beyond, included Ambassador **Marion Creekmore**, Distinguished Visiting Professor of History and Political Science; **Jagdish Sheth**, Charles H. Kellstadt Professor of Marketing; and **K. M. Venkat Narayan**, Ruth and O.C. Hubert Professor of Global Health and Epidemiology at the Rollins School of Public Health and professor of medicine at Emory's School of Medicine.

George S. Craft Professor of Business Administration **Benn Konsynski** moderated a panel examining what he called India's "wellspring of innovation."

These innovations—accomplished by investing in the quality and skills of its workforce—can serve as a lesson for the US, said **Vivek Wadhwa**, Distinguished Visiting Scholar for the Halle Institute, adding that "India is defying gravity and becoming a global R&D hub."

The summit is an annual capstone event of the Emerging India Forum, which plans India-themed panels throughout the year. Goizueta and Emory College students serve on the 15-member board.

"We're trying to encourage an ongoing dialogue," says **Nikita Jain 11BBA**, chief operations director for the Emerging India Forum. "The country has come so far so fast, you can see a shift within all industries—and this in turn impacts the entire world."—MF



Ambassador Meera Shankar

## TEACHING AWARDS

**Bill Tayler**, assistant professor of accounting, and **Reshma Shah**, assistant professor in the practice of marketing, have each won a Crystal Apple Award in recognition of their exceptional teaching abilities.

Presented annually to Emory faculty in eight different categories by the Residence Hall Association, which represents over 4,000 students, the Crystal Apple Award celebrates professors who develop positive and meaningful relationships with students, are creative and engaging in the classroom, demonstrate mastery of their subject matter, and serve the larger Emory community.

At the February 21 ceremony, Shah received the award for Excellence in Undergraduate Business Education, while Tayler received the William H. Fox, Jr., Award for Emerging Excellence, a university-wide prize designated for professor who has taught at Emory for fewer than ten years.—CB



## Emory hosts international conference on slavery and the university

Emory University recently hosted a groundbreaking, international conference on the history and legacy of slavery's role in higher education. Held February 3–6, "Slavery and the University" brought together academics, descendants of enslaved and slave-owning families, students, staff, administrators, and community partners to share research, teaching strategies, and commemorations.

Scholars from over 30 universities attended the conference, which was sponsored by Emory's Transforming Community Project (TCP). TCP is funded by Emory University's Office of the President, Office of the Provost, Office of Community and Diversity, and the Ford Foundation.

Ruth Simmons, president of Brown, delivered the keynote address, "From the Shadows to Plain Sight: Slavery and Justice at Brown University." Panels and workshops addressed the role of slavery at several US universities, including Emory, Harvard, Clemson, William and Mary, and UVA.

"It is vital to recognize the foundational role of slavery and slave labor in the creation of institutions in the United States and around the world," says **Leslie Harris**, associate professor of history and African American studies at Emory and conference chair.

"Enslaved labor, and thus economic inequality, was foundational to the industrial revolution and to early capitalism," she adds. "By understanding these histories we can better address the issues with us today."—CB

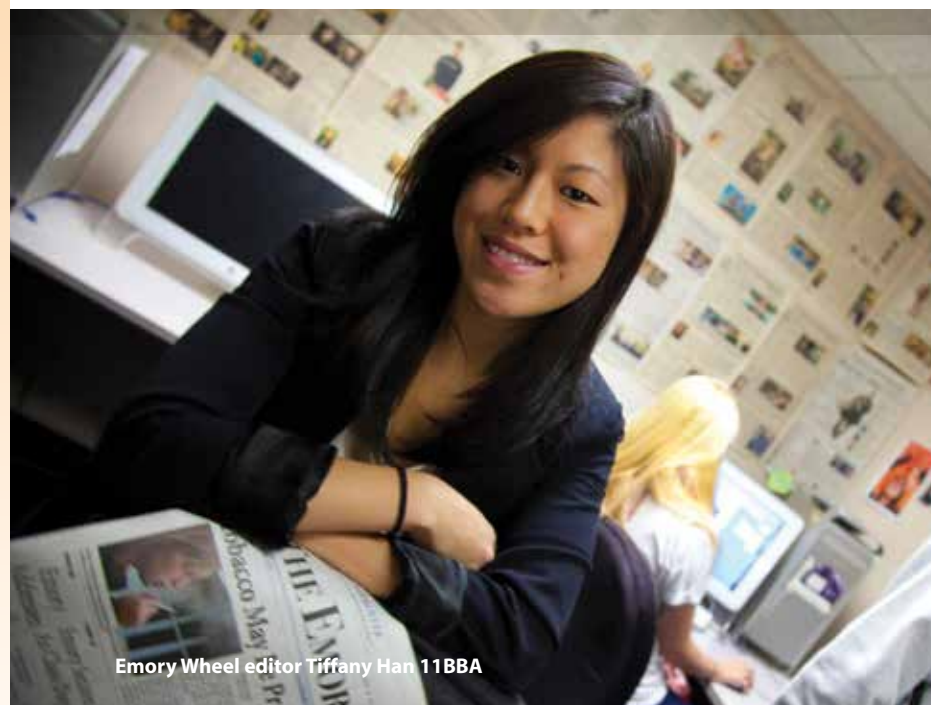
## BBA students lead campus-wide organizations

A commitment to leadership is part of the BBA Program's overall mission of helping students develop intellectually, personally, and professionally. More than a third of the BBA Class of 2011 assumed leadership positions in 70 different campus organizations, from student government to sports clubs. This year's outstanding BBA leaders include:

**Elizabeth Brandt 11BBA**, president of the Student Government Association (SGA). The SGA is the university-wide government body representing Emory's nearly 13,000 students. Brandt championed student interests, met regularly with SGA divisional presidents and the university administration, and held a seat on Emory's board of trustees as a Campus Life representative. Brandt says the experience taught her how to motivate individuals, manage crisis communications, and monitor fiscal accountability.

**Danny Chapman 11BBA**, chair of Dooley's Week for the Student Programming Council (SPC). The SPC develops student-led programming for the university, including Homecoming Week in the fall and Dooley's Week in the spring. From negotiating band contracts to creating incentives for restaurants to participate, Chapman strove to keep his team engaged. "There is a real emphasis on teamwork, both at Goizueta and through my work with other organizations," he says. "Developing my skills both as a member and a leader is essential."

**Tiffany Han 11BBA**, executive editor of *The Emory Wheel*, Emory's twice-weekly student newspaper. During her tenure, Han oversaw operations, trained staff to accept increasing levels of responsibility, and reviewed—on deadline—all news content before the paper was put to bed.—MF



Emory Wheel editor Tiffany Han 11BBA



## EMORY HOSTS PULITZER PRIZE–WINNER RITA DOVE

Pulitzer Prize–winning writer, former US poet laureate, and artist-in-residence **Rita Dove** was at the heart of the Women's History Month events presented in March by the Center for Women at Emory. A three-day series featured performances of Dove's short play "For the Common Man"; a reading by the author; Dove's conversation with Emory English professor and Pulitzer Prize–winning poet **Natasha Trethewey**; and a discussion between Dove, **Robert Spano**—the Atlanta Symphony's music director and Emory University's distinguished artist-in-residence—and Alvin Singleton, the prize-winning composer who has adapted Dove's work to music.

**Dona Yarbrough**, director of the Center for Women, notes, "We had on stage the only living African American women to have won the Pulitzer Prize for poetry." Trethewey says she was inspired to write her first book after reading Dove's *Thomas and Beulah*. In addition to its March keynote series, the center led events on literature, professional development, gender issues, and spirituality. Yarbrough adds, "I am amazed by this community's appetite for learning about women's issues and celebrating women's accomplishments."—MT



## Eminent Emory faculty offer interdisciplinary views on leadership

To provide students with an opportunity to learn about leadership from varying perspectives, the BBA Junior Seminar Series draws on the expertise of eminent faculty from across the university.

Recent speakers have included **Thomas Flynn**, Samuel Candler Dobbs Professor of Philosophy, who presented a Foucauldian take on leadership and power from the corner office, and **Randall Strahan**, professor of political science and an expert on congressional politics, who discussed the intricacies of making decisions in a collective body. In previous lectures, **Marshall Duke**, Candler Professor of Psychology, discussed the psychology of leadership and **Andra Gillespie**, assistant professor of political science, delved into issues related to political leadership.

**Stephen Nowicki Jr.**, Candler Professor of Psychology, was such a hit last semester that he has agreed to expand his discussion of ethical decision making and teach an elective in the BBA Program next year.

Undergraduate students can earn a certificate in leadership by attending these lectures, taking a 360 assessment, and creating and maintaining an e-portfolio. The online e-portfolio allows BBA students to record and reflect on their college experiences, particularly as they relate to leadership competencies, helping them to build a thoughtful activities resume that is valuable both personally and in applications for employment or graduate school.—NG



EACH ISSUE WE SELECT FACULTY OR STAFF MEMBERS, CURRENT OR RETIRED, TO “HAVE COFFEE WITH.” THE OBJECTIVE IS TO GATHER INSIGHTS AND PERSPECTIVE ON A TOPIC OF INTEREST TO ALUMNI AND FRIENDS OF EMORY UNIVERSITY’S GOIZUETA BUSINESS SCHOOL. IF YOU HAVE A FAVORITE FACULTY OR STAFF MEMBER YOU WOULD LIKE TO “HAVE COFFEE WITH,” PLEASE SEND YOUR SUGGESTION TO [GOIZUETA\\_MAGAZINE@BUS.EMORY.EDU](mailto:GOIZUETA_MAGAZINE@BUS.EMORY.EDU).

## Jag Sheth

When **Kumar Kantheti 02MBA**, director of market research for Shionogi Pharma, Inc., was at Goizueta in February to attend the Healthcare Forum, he stopped by to visit one of his favorite professors, **Jagdish Sheth**, the Kellstadt Professor of Marketing. The married father of two sat with Sheth to chat about his perspectives on global business, economics, and geopolitical realignment.



**Kantheti:** First, I want to congratulate you on winning the global guru award from the Birla Institute of Management Technology.

**Sheth:** Thank you.

**Kantheti:** Of your many books and papers on global business, I especially enjoyed *Chindia Rising* and *Tectonic Shift: The Geoeconomic Realignment of Globalizing Markets*. You were well ahead of the curve in identifying these global trends. Would you summarize for our readers some of the geopolitical and economic trends you described in these books?

**Sheth:** First, global growth will come more and more from emerging markets—not from advanced countries. This shift is caused by an aging

demographic population in advanced countries. In the US, ten thousand baby boomers will turn 65 every day for the next 17 or 18 years, and this will have a dramatic impact, especially in your specialization, healthcare. We’ll have no domestic growth unless we innovate and establish brand new industries. Participating in emerging markets is key.

Second, more and more countries will have to give up their attachment to political ideologies. Regardless of a government’s politics, what matters is the economic well-being of its citizens, which includes employment and some form of savings and wealth creation. Without this, a country is not likely to sustain a democracy, dictatorship, or kingship, as we are witnessing now in the Middle East.

# COFFEE WITH...

**Kantheti:** What trends do you foresee in the short and long terms?

**Sheth:** I foresee three trends. The first is that Americans will have to learn reverse innovation, which means rather than invent and commercialize products or technologies here and then move them abroad, we will have to learn how to innovate there and bring those new technologies here. The key issue in emerging markets is affordability and, sometimes, accessibility. That’s why you can experiment and fail ten or twenty times in an emerging market country and still come out well.

Second, we need a new framework for economic development. The traditional model of economic development was foreign aid or technical support, with governments taking the initiative. Going forward, corporations must take the initiative, becoming purpose-driven, not just profit-driven.

Third, we must engage in what I call scarcity-driven innovation. As the world becomes heavily driven by the demands of emerging markets, there will be a huge shortage of natural resources. We will have to take our cue from the biological sciences and learn how to clone them.

**Kantheti:** How do you think corporations in the developed world—the US, Europe, Japan, especially—will fare in the new geopolitical economic environment?

**Sheth:** If developed countries continue the legacy of dealing only with advanced economies as markets, they will be left behind. But if they participate in a positive way with emerging markets, they will come out well. We already see the evidence in S&P 500 companies that are outperforming the market by getting their growth as a measure of profitability from emerging markets.

**Kantheti:** What kind of mindset should Western companies adopt if they want to thrive in this new environment?

**Sheth:** Western companies need a global mindset, not an ethnocentric mindset. Business leaders must be willing not just to visit emerging countries but also to live there. Today this means the BRIC countries—Brazil, Russia, India, China—which will dominate for the next 45 to 50 years. Then we will see the rise of Africa, fueled by the need for resources. It is vital not only to learn other languages and to live in other cultures, but also to create empathy and compassion for the people living in the places where you conduct business.

**Kantheti:** Looking back, are there any projects you wish you had taken on?

**Sheth:** I wish I’d started earlier giving back to society. It is quite satisfying. I learned it, I am doing it, but I wish I’d started earlier. I also think it’s important to engage yourself as a good citizen and role model for other people—it’s a vital role educators play.

**Kantheti:** Final thoughts?

**Sheth:** I have been passionate about academics, in the belief of making ordinary people extraordinary. If you take a human being and mentor, polish, and educate, the value add is infinite.

This is what happened to me. I was a refugee from Burma because of World War II. If I had gone back to my village in India, I would have probably become a small shop merchant, because ours was a trader community. I would have had one shop, and my children would have worked in the shop with me. I would have been happy, but I did not know my own potential.

I think those unexpected adversities in life often get more out of you. Fortunately, I got dislocated and every time I moved and tried to settle down, people nurtured me, family nurtured me, and a great number of people simply asked, “How can I help you?” That kindness, and that sense of gratitude, is key. I believe that helping others develop to their fullest potential gives you a meaningful life.—Nicole Golston



Kumar Kantheti 02MBA,  
director of market research  
for Shionogi Pharma, Inc.



# Libby Egnor



Goizueta Magazine caught up with **Libby Egnor** on a beautiful, 70-degree February afternoon. Seated on a bench on Patterson Green, Egnor, assistant dean of Goizueta's BBA Program, recalled winters as an undergraduate in Ann Arbor, MI, trudging across the University of Michigan campus in the cold and snow. The weather wasn't much better in Albany, NY, where she took a job as a policy analyst for the New York State Assembly, or in Manhattan, where she worked in NYU's faculty development program. She finally landed in warmer climes when her British-born husband, Matthew Hogben, accepted a job at the Centers for Disease Control in Atlanta and Egnor found her way into Goizueta's International Programs Office, where she worked in a number of roles before becoming assistant dean. In 2008 she received the Donald Keough Award for Excellence.

Switzerland a tour of campus and as we walked by Einstein's, I asked him if he'd ever had a bagel. He laughed at me.

That story illustrates the assumptions people can make about one another. When I was working with international students, I made incorrect assumptions more than once. You really have to understand a person's perspective to provide them with the resources they need.

**GM:** What's your current goal for the BBA Program?

**Egnor:** For a long time, we've been a small shop, able to do things as they've come up. As we grow—in numbers of students and advisors—our goal is to maintain that small feeling but put systems in place to help students in their journey through the program.

**GM:** What's your favorite part of your job?

**Egnor:** The Goizueta Scholars—they've been fantastic. Students teach me things all the time. I grew up in the school of "I'm going to beat my head against a wall until I break through." One of my advisees told me that when the going gets tough, "I look around for other routes I can take." I was like, "Bravo!" The ways these students think constantly amazes me.

**GM:** Do you still get to travel for Emory?

**Egnor:** Not for work, but I do travel. My mother-in-law lives in Brittany, France, in the middle of nowhere. The most exciting thing that happens is a cow walks by. Now that my kids are older—Ian is 7 and Alec is 4—I would love to travel more.

**GM:** What do you do for fun outside of work?

**Egnor:** I love to cook, and in no small way. And I love to plan things. I'm always in the process of planning for a vacation or a party.—Allison Shirreffs



COFFEE WITH

# Ray Hill

*Far from the hustle and bustle of Hong Kong, where he lived for seven years while serving as managing director of Lehman Brothers' investment banking business in Asia, Ray Hill, assistant professor in the practice of finance, shared observations with Goizueta Magazine on international careers, oil prices, and safe energy sources. Hill's interests in the energy sector run deep; he worked for many years for energy companies in the US and Asia, including Mirant, where he was CFO for nearly a decade. As comfortable in the classroom as in the C-suite, Hill taught at Princeton for four years after earning a PhD in economics from MIT in 1978.*

## GM: WHAT ORIGINALLY SENT YOU TO ASIA?

**Hill:** I first went to Hong Kong to work on some one-off projects and then stayed to start up Lehman Brothers' investment banking practice in the region. This was before China was an open market, so most of our business was elsewhere in Southeast Asia. It was a matter of continual travelling: Bangkok this week, Manila next week ... The financial infrastructure in the region was much less developed than it is today, so there was no model to follow—we were making it up as we went along.

## GM: HOW HAS WORKING INTERNATIONALLY CHANGED OVER THE YEARS?

**Hill:** In the 1980s it was hard to get someone to go from Lehman in New York to Lehman in Hong Kong. Nowadays, MBA students come into firms saying, "How do I get to Hong Kong?" Financial firms are much more connected globally.

## GM: WHAT'S VITAL FOR STUDENTS—SOME OF WHOM MAY RISE TO LEADERSHIP POSITIONS IN GLOBAL FINANCE COMPANIES—TO KNOW?

**Hill:** In the age of Excel it is easy to calculate too much and think too little about a business problem. In my project finance class I use **Roberto C. Goizueta** as a model. He understood that thinking about the strategic context of a business decision was more important than adding another decimal point of "accuracy" to the forecast.

## GM: WHAT ARE THE "NEW NORMAL" LEVELS OF OIL PRICES GIVEN THE RECENT SUSTAINED RISE, AND WHAT ARE THE MACROECONOMIC CHALLENGES FOR THE US ECONOMY?

**Hill:** I'm not sure anyone knows what "normal" oil prices are. As the world economy resumed its growth after the recession, we saw oil prices rising to the \$80 range, which should be a continuing underlying trend. Obscuring that trend, however, is the recent spike in prices due to unrest in North Africa and the Middle East. If—a big if—things settle down, we could see oil prices falling for a while.

Even if oil prices keep rising, it is worth remembering that the US uses less than half the amount of oil per dollar of GDP that it did thirty years ago. High gasoline prices are painful, but I don't see oil prices derailing the economic recovery.

## GM: IN LIGHT OF THE CURRENT NUCLEAR CRISIS IN JAPAN, WHAT ARE YOUR THOUGHTS ON COST-EFFECTIVE AND SAFE ENERGY SOURCES?

**Hill:** One of the saddest results of the Fukushima incident is that it will be another obstacle to nuclear power development, which I think is the best long-run source of carbon-free electricity. As serious as the Fukushima accident is, my guess is that a coal-fired plant causes more damage to the environment and people over its life cycle. And the nuclear plants being constructed now in Georgia and South Carolina employ much safer methods than Fukushima.

## GM: HOW DO YOU SPEND YOUR TIME OUTSIDE OF GOIZUETA?

**Hill:** I have two sons—a freshman in college and a senior in high school—and have enjoyed attending their lacrosse and baseball games. I'm also active at church and on the board of Refugee Family Services, which helps refugee women and children who are relocated to Atlanta enroll in school, get jobs, and acquire English skills. I stay involved in the energy business by serving on the board of the company that operates the electricity market and transmission system for New England.—Sarah Banick



## GOIZUETA LEADS WITH A GLOBAL PERSPECTIVE

In 1988, **Roberto C. Goizueta**, the school's namesake, benefactor, and CEO of The Coca-Cola Company, sat down with Dean **John Robson** to discuss the need for a global approach in business education. Along with the input of Donald Keough, then president of The Coca-Cola Company, Robson led the rollout of the new Global Perspectives Program at Goizueta. A leader who later served as US deputy treasury secretary and CEO of the US Export-Import Bank, Robson was the perfect person to spearhead this game-changing shift in the curriculum.

Since January 1989, Goizueta's Global Perspectives Program has featured foreign and US dignitaries, nonprofit leaders, and C-suite speakers in public symposiums, as well as the largest course for MBA students at Goizueta. **Jeffrey Rosensweig**, associate professor of finance, was selected to direct the program and teach the course, which enrolls roughly 150 MBA students each spring and 80 executive MBA students each autumn. A directed study option is also available to both BBA and MBA students. Rosensweig designed the course in close consultation with Goizueta faculty and noted CEOs, including Edwin Artzt, chairman and CEO of Procter & Gamble.

The Global Perspectives Program now encompasses a variety of public lectures and courses that analyze international business in multidisciplinary and multicultural contexts. Rosensweig notes that a primary program goal is the integration of perspectives from a variety of academic fields,

including economics, geopolitics, leadership studies, and demographics, as well as from traditional international business disciplines such as finance. Rosensweig calls the program "a point of sustainable competitive advantage for our school." Taking it a step further, he adds that many courses at Goizueta now include an international business focus.

Says Rosensweig, "Numerous schools have courses that try to approach global business in a multidisciplinary way, but we've had a 22-year head start. Given our first-mover advantage, we have an established tradition of bringing in some of world's most distinguished guest lecturers." In addition to the late **Roberto C. Goizueta**, these eminent leaders have included CARE president and CEO Helene Gayle, Congressional Medal of Honor recipient Colonel Jack Jacobs, President Jimmy Carter, Jamaican prime ministers P. J. Patterson and Michael Manley, The Home Depot co-founders Bernie Marcus and Arthur Blank, SmithKline Beecham CEO Jan Leschly, and AFLAC chairman and CEO Daniel Amos, to name just a few. Rosensweig continues to expand the program's roster, and last year's visiting speakers included such noteworthy leaders as global venture capitalist Parag Saxena and Coca-Cola EVP and CFO Gary Fayard.

—Myra Thomas



Professor Jeff Rosensweig, right, with British ambassador Nigel Sheinwald.

## GOIZUETA MEANS GLOBAL

Goizueta has infused a global perspective into nearly every course in the school's curriculum, and many professors use current events to heighten students' learning. Below is a selection of classes offered for the spring 2011 semester:

### Foundations of Digital Enterprises and Markets

**(BBA): Anandhi Bharadwaj**, associate professor of information systems and operations management, leads this class, which she describes as "at the intersection of global business, information economics, and digital technology." Interactions with business and governments are increasingly occurring in digital environments, so students examine how technology powers global enterprises and markets and creates new business opportunities while reshaping the way we live.

### Global Derivatives Markets (BBA/MBA): Kirsten

**Travers-Uyham**, adjunct assistant professor, teaches in a master class format, spending the majority of class time "discussing how global financial markets are impacted across different risk factors." This semester, the class has discussed the effect of recent events in Japan on the yen and the consequences of political instability in the Middle East and North Africa on global markets, including foreign exchange futures, commodity futures, credit default swap spreads, and global interest rate derivatives markets.

### The Legal and Ethical Environment of International Business Transactions (BBA): Allison Burdette,

assistant professor in the practice of business law, helps her students understand how international trade and business work by examining legal cases and by reading, dissecting, and replicating actual business documents. "The class is 95 percent or more

international," she says; topics include trade treaties, free trade, government policies, approaches to trade barriers and tariffs, licensing, and human rights issues.

### Marketing Strategy (BBA/MBA): Ashish Sood,

assistant professor of marketing, focuses this "lab" course on competitive global market strategy, analysis, and planning. Students practice the concepts and skills of modern marketing strategy in a simulated market environment called Markstrat, which produces a continuing, evolving case that allows participants to work in teams and assume marketing management roles. Markstrat is used by more than 500 academic institutions, including 25 of the top 30 US business schools.

### Multinational Firms and Strategy (BBA/MBA): Giacomo Negro,

associate professor of organization and management, teaches this course on the strategic management of firms that conduct business across national boundaries. Case studies include P&G Japan, BP in Russia, and Metro Cash & Carry in India. The case studies help students understand the impact of social, cultural, and political forces on multinational firms; industry- and firm-level forces that give rise to global competition; alternative methods of corporate international expansion; and methods of organizing and controlling international operations, problems, and opportunities faced by middle managers in emerging markets.—Sarah Banick



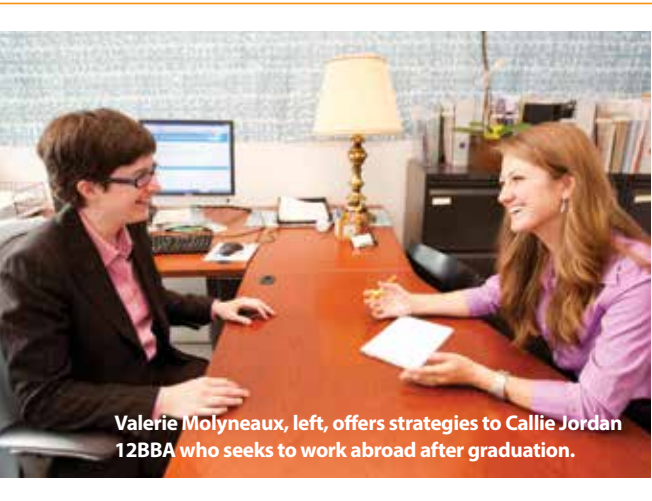
Professor Allison Burdette



Professor Giacomo Negro

**PRODUCING  
PRINCIPLED  
LEADERS  
FOR  
GLOBAL  
ENTERPRISE**

Goizueta Business School's mission to produce principled leaders for global enterprise has resulted in a curriculum infused with global perspectives, an impressive array of study abroad opportunities, and an internationally diverse student body. The following feature articles provide a glimpse into the strategies and offerings that fully equip Goizueta students for leadership in the global marketplace.



Valerie Molyneaux, left, offers strategies to Callie Jordan 12BBA who seeks to work abroad after graduation.

After studying in Vienna on an Emory College program the summer before sophomore year, **Callie Jordan 12BBA** decided to return spring semester of her junior year through the business school, studying at Vienna University of Economics and Business. In her application essay she explained, “I can list several superficial reasons for picking Vienna, but they would be secondary to the authentic and seemingly indescribable connection I have to the city. . . . Vienna is my first choice because I want the chance to be an invisible, ordinary local who doesn’t attract attention and yet has access to everything. So I’ve climbed this ladder, from getting to Vienna and learning German to interacting with locals and immersing myself in the city’s bright, youthful culture. Yet I have so many more discoveries to make.”

## GOIZUETA’S STUDENT GLOBETROTTERS

*How Goizueta’s study abroad programs offer students opportunities for personal growth, career advancement, and a truly global awareness*

A knock sounds at **Valerie Molyneaux’s** door. “Hi. I have some questions about going abroad. Do you have a minute?” More than 500 times each school year, this scene repeats itself in her office, the nerve center of BBA international programs at Emory University’s Goizueta Business School. Some students need only a single meeting with Molyneaux, director of international programs for the BBA Program, to get all the information they want, while others are frequent fliers. BBAs interested in international travel often need a few rounds to ensure all proverbial T’s are crossed and I’s dotted.

In the MBA Program Office, it is no different. **Harriet Ruskin 90MBA**, director of international and joint degree programs, hosts sessions for MBAs each semester to introduce them to the myriad programs offered for exchange. Throughout the year she welcomes students into her office to discuss both country and academic options. With the understanding that study abroad

experiences become a part of the personal brand of a student, they explore the program that best meets each individual’s goals.

Goizueta students have good reason to be enthusiastic about study abroad options. Over the last two decades, Goizueta has tripled the number of countries in which business students study and almost quadrupled the list of partner schools (see chart, p. 24). Students narrow down the school’s list of more than 44 international partner schools in two dozen countries, often consulting with **Lee Pasackow**, BBA business librarian and world traveler, who points them toward useful databases and research tools. MBA students, who often have a clear idea of where they want to study and what they want to achieve by studying abroad, select the country and program that best advance their personal and professional goals.

### MAPPING IT OUT

Interested BBA students map out, with the help of one of nine academic advisors, how a semester abroad complements their academic goals. With a little planning and flexibility, most students can fit in a semester abroad. Molyneaux’s office maintains a list of more than 475 classes taught at partner schools that correspond directly to Goizueta’s core and elective requirements.

Goizueta is a member of the prestigious international organization Partnership in International Management (PIM), which facilitates the exchange of MBA students among its member institutions. MBA students who want to study abroad have over 20 of the world’s best business schools to choose from, including ESADE (Spain), Yonsei University (Korea), HEC (France), INCAE (Costa Rica), Manchester Business School (UK), Fudan University School of Management (China), FGV (Brazil), HKUST (Hong Kong), and Rotterdam School of Management (The Netherlands). While many MBAs select short-term options in the summer or during semester breaks, others spend an entire semester abroad or pursue an international dual degree at universities such as WHU Otto Beisheim School of Management (Germany), Johannes Kepler Universität Lenz (Austria), or Nyenrode Business Universiteit (The Netherlands).

### STUDY ABROAD BOOM

Today, more than one-third of each BBA class takes the leap to study abroad, an increase of 400% since 1990.

Parents seem pleased with the results. **Cindy and Dave Wichman’s** son **David 12BBA** went to Singapore in fall 2010. When the semester wrapped up, they wrote: “My husband and I thank you for all the work you do for the study abroad program. We found it to be a wonderful, eye-opening experience for David. Programs such as these are so important in the overall development of a student and future business person. You and the university have put together a very rewarding program that will have a positive impact on students throughout their lives.”

Since the MBA program joined PIM in 2002, the MBA exchange rate has remained steady, with 15–25 graduate students visiting Goizueta per year and 10–20 Goizueta MBAs studying abroad for a semester. An additional number of MBA students attend short summer exchange programs. Evening MBAs participate in one-week study abroad courses with Goizueta’s partners in Brazil, Argentina, and China.

### INTERNATIONAL OPPORTUNITIES AT HOME

For those who choose to stay at Goizueta, a rich international atmosphere prevails. Every BBA and MBA student takes a class with an international focus, such as International Finance or Multinational Firms. More than 10% of each BBA class is comprised of international students. More than 30%

of the MBA class hails from another country. Each year another 100 BBA students and nearly two dozen MBA students from 44 international partner schools study at Goizueta, in exchange for the Goizueta students who go abroad.

What draws these international students? In the words of **Rehan Chaudhry**, who spent the 2009 fall semester at Goizueta on a BBA exchange from the Stockholm School of Economics, “Goizueta is famous for its high quality education in finance and leadership. The school’s motto illustrates Goizueta’s sincere goal to provide students with a rigorous technical base while at the same time emphasizing that value must be created not only for the enterprise but also for society as a whole. Atlanta’s strategic location makes it the perfect place to live, providing ample opportunities for travel. Goizueta not only fulfilled but exceeded my expectations; it truly was the best semester ever, and I just wish I could have stayed for a year. The lifestyle at an American campus is just like in the movies—in fact, it is even better!”



Paige Niedringhaus 11BBA climbs the Great Wall of China. Her spring 2010 study abroad experience was the “single greatest” semester of her college career.

Before traveling to a land known for its banks, horology, and neutrality, **Pedram Alizadeh 11BBA** had considered Switzerland “a mysterious country,” wondering, “Who is this finance-driven group of people that never gets into wars, has had the strongest currency since WWII, and houses every important multinational NGO?” His semester with 230 other exchange students at the University of St. Gallen, an hour east of Zurich, answered these questions and more. “A country with an unparalleled rail network also allowed me to maximize my experience by connecting with neighboring cultures and cities,” he says. “I am proud to say that all of my expectations entering Switzerland were pleasantly exceeded.”

Students with a sense of adventure, a love of travel, and an interest in other cultures are richly rewarded for the opportunities they pursue while at Goizueta Business School. Whether it is traveling abroad to spend a semester in South Korea or welcoming an international student to join a group project team, there are countless ways for both MBAs and BBAs to achieve the school’s mission of global perspective and understanding.—GM



During his study abroad experience, Aaron Marcus 11BBA, left, took a side trip to an Ice Hotel in Lapland, Sweden, north of the Arctic Circle. Below, Heena Jiwani 11BBA takes time from her studies to ride a camel in Morocco.



Given Benjamin Josephs 11BBA’s description of his time at Copenhagen Business School, it is easy to understand the explosion of interest in studying abroad. “I have enjoyed every opportunity to explore the city—beaches, parks, interesting communes, and the many venues tucked away throughout the city. The Danish people continue to impress me with their cordiality, and being in a group of 750 exchange students, I’ve had endless opportunities to meet new people, most of whom are from countries other than the US.”

Study abroad by the numbers	1990–2000	2000–2010
Number of BBAs who studied abroad	166	836
Percentage of BBAs who studied abroad	10%	33%
Number of destination countries	8	24
Number of partner schools	10	35
Number of incoming exchange students hosted	47	521

Jerome Strickland 11MBA pursued a semester abroad in Shanghai, China, to complement his domestic business experience. “I selected Emory as my graduate institution to truly become a principled leader for global enterprise,” he says. “My study abroad program allowed me to glean professional and cultural insights from one of the most interesting emerging economies today. While in China, the interplay of discussion, projects, and ideas on campus globally grounded my business thinking, and my neighborhood (in Puxi) provided an essential and valuable familiarity with the people. My Emory connections also provided opportunities for personal engagements with Chinese business leaders and alumni. I was fortunate to be able to bring my wife and 19-month-old daughter along. It was an enlightening trip for us all and I now feel more equipped to interact globally and better serve my post-graduate firm from this global perspective.”

## Notes from India

To understand the nature of business in India, students must dive into the country’s vibrant culture. **Jan Barton**, associate professor of accounting, and 27 full-time MBA students recently gained firsthand exposure to the cultural, economic, and political dimensions of conducting business in India through Goizueta’s “Doing Business in India” mid-semester module. Under the program, students take part in faculty-led training modules that focus on business leadership development in other countries, including Brazil, China, South Africa, and Vietnam.

Barton’s group, joined by assistant **Christine Zurawski 91MD**, managing partner of infectious disease solutions at Piedmont Hospital, visited five Indian cities in 12 days. “I wanted them to get in touch with the human side of business,” says Barton. The students plotted international strategy with a senior leader from Tata Motors, India’s largest automobile company. They observed rug weaving and block printing in a village outside Jaipur, juxtaposed with a visit to a major rug factory in the city. They toured Medanta Hospital in Dehli, one of the country’s leading hospitals, to examine opportunities related to exploding medical tourism. Along the way, Barton chronicled the group’s adventures on Facebook, which included the following posts:

**Day 1:** We spent the afternoon in Dharavi, the largest slum in Asia, learning about entrepreneurship as the locals processed animal hide and separated metals, plastics, and glass. Last fall, I taught a case about real estate development opportunities in Dharavi, so it was a special treat to actually visit the place.

**Day 4:** We went to the Indian Parliament in New Delhi to listen to deliberations in the upper chamber. We then headed into Old Delhi, where we visited Jama Masjid (the biggest mosque in India), rode rickshaws around Chandni Chowk (one of the oldest markets), and ate prasad (religious offerings) at a Sikh gurdwara (house of worship).

**Day 5:** My students are calling me “Jandhi.”

**Day 9:** Today’s plan: Watch the sunrise from a boat on the Ganges (India’s most sacred and polluted river), go to Mother Teresa’s orphanage in Varanasi, visit a park where Buddha taught his first disciples, and then meet with the head priest of a Hindu temple. Nothing like injecting a bit of humanity into the MBA curriculum.—Margie Fishman

## RECENT MBA TRAVELS ABROAD

**FULL-TIME MBA: MID-SEMESTER MODULES**  
Central/Eastern Europe (Prague, Budapest, Bucharest, and Vienna)  
Leader: **Rich Metters**, associate professor of information systems and operations management

India (Mumbai, Delhi, Agra, Jaipur, Varanasi)  
Leader: **Jan Barton**, associate professor of accounting

Japan (Tokyo, Kyoto, Nagoya)  
Leaders: **George Easton**, associate professor of information systems and operations management, and **Corey Dortch**, associate director of MBA programs

Nicaragua (San Juan del Sur, Jinotega, Managua)  
Leaders: **Peter Roberts**, associate professor of organization and management, and **Ellen Williams**, project consultant

**EVENING MBA: WEEKLONG STUDY ABROAD PROGRAMS**  
Brazil (Rio de Janeiro): Fundação Getulio Vargas (FGV)  
China (Shanghai): Fudan University  
Argentina (Buenos Aires): Universidad Torcuato Di Tella (UTDT)

**EVENING MBA: INTERNATIONAL COLLOQUIUM**  
Turkey (Istanbul) and Greece (Athens)  
Leaders: **Lee Pasackow**, business librarian; **Harold Lewis**, associate dean of Evening MBA program

**EXECUTIVE MBA: INTERNATIONAL COLLOQUIUMS**  
MEMBA: Istanbul and Madrid  
Leaders: **Steve Walton**, associate professor in the practice of information systems and operations management and associate dean of Executive MBA programs, and **Maryam Alavi**, vice dean of faculty and research and the John and Lucy Cook Professor of Information Strategy

WEMBA: Hong Kong and Ho Chi Minh City  
Leader: **Steve Walton** and **Carol Fuzzard**

To read the full story on MBA mid-semester modules and colloquiums abroad, visit [goizueta.emory.edu/magazine](http://goizueta.emory.edu/magazine).



## FROM CONCEPT TO REALITY:



What started as an academic exercise for a BBA entrepreneurship class has evolved into a real-life business venture. **Kara Claudy 11BBA** and three exchange students from City University London—**Alex Behr**, **Bijan Mashagh**, and **Fridtjof “Fritz” Berge**—worked together last fall to develop a venture that would provide school supplies and other essentials through vending machines to students at universities in the United Kingdom. Today, one of those vending machines sits in the library of Cass Business School at City University.

“The idea was arrived at through simply brainstorming what kind of business could be started,” says Mashagh. “We came up with the idea of providing students with daily necessities through a vending machine venture.”

Although the machine—which the group coined the Vending Man—already existed in the US and Canada, the group decided to expand the idea to Europe. Unlike machines already on the market, which sell mainly pens and other office supplies in large packs, these new machines offer individual items such as a single pen, as well as non-office essentials like lip balm, tissues, and cough drops.

## THE VENDING MAN

“A lot of universities in the UK don’t have a bookstore on campus, so it is an inconvenience to have to pick up something if you’re studying on campus and realize you forgot to bring an item from home,” explains Mashagh. “We saw a need and the idea we came up with was tailored to fill that need.”

In November, following the development of the business plan, the Vending Man team decided to enter their business enterprise idea in the Queen’s Entrepreneurs Competition in Kingston, Ontario, Canada. In December they learned they were selected as one of 16 groups to compete for \$35,000 in prizes at the competition, one of the most recognized undergraduate business plan competitions in the world.

Although the team didn’t capture first place, team members Behr and Mashagh negotiated a contract with a vending machine leasing company to place a Vending Man at City University. Mashagh says that after gauging growing demand, they will consider expanding the venture to other universities in the UK.

“The competition was a reminder that the amazing education I’m getting at Goizueta is more than just in-class exercises and projects,” Claudy says. “I’m literally learning how to build a business and start my own company.”—Giannina Smith

## Goizueta talent: Spotlight on Singapore

Since Goizueta’s highly competitive PhD program first started accepting applications in 2003, it has attracted a talented and diverse pool of candidates. From 2003 to 2011, international students have made up approximately 42 percent of the program’s student body, and many of its graduates have taken their Goizueta education and employed it across the globe, from South America to Australia to Asia.

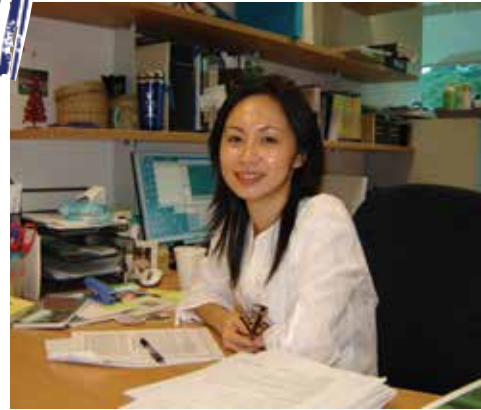
Several Goizueta PhD graduates have landed in Singapore, where generous research support, light teaching loads, and proximity to the economic powerhouses of China and India offer an ideal arrangement for ambitious researchers eager to make significant contributions to their fields.

**Min Yen Tan 07PhD**, and **Kapil Tuli 06PhD**, are professors at Singapore Management University (SMU), while **Yuanyuan Chen 07L 08PhD** teaches at the National University of Singapore (NUS). All three took jobs that allowed them to live closer to home—Tan is from Singapore, Tuli from India, and Chen from China—but their reasons for choosing Singapore went beyond family ties.

“My research is on IT outsourcing,” says Chen, an assistant professor of information systems at NUS’s School of Computing. “Asia is a major outsourcing center. In Singapore, I can easily fly to China and India to collect data and collaborate with IT outsourcing vendors.”

Tuli, an assistant professor of marketing in SMU’s Lee Kong Chian School of Business, says that in addition to the low teaching load, competitive salary, and research support, a main draw of his job is that “Singapore is a thriving country and a joy to live in.”

At NUS, Chen teaches just three hours per week. As for research, “NUS provides start-up research grants for new faculty, as well as funding



**Min Yen Tan 07PhD**

for surveys, manpower, and equipment.” She has also found it easy to obtain funding from Singapore government agencies.

As testament to the truly global nature of business and of leading-edge business schools like Goizueta, all three faculty members say their adjustment to teaching in Singapore has gone smoothly. SMU is modeled along the lines of major US research institutions, and “most of the research faculty have trained in the US,” notes Tan, “so in terms of academics, it’s a very familiar environment.”

What advice do these alums have for newly minted PhD’s interested in teaching abroad?

“Assistant professors need all the tangible support they can get during their initial years,” says Tuli. “The research support outlined in the contract is very important, as is the research environment and the productivity of recently hired junior faculty.”

Chen strongly recommends a campus visit to “get to know the place, people, and lifestyle.”

“One needs a life beyond research,” agrees Tuli. “Be sure to consider whether the location provides for a good life beyond academia.”

“Be open to new cultures,” concludes Tan. “Integrate rather than observe.”—Cynthia Blakeley



In 2010 Patrick Noonan traveled to Spain, Hungary, Kuwait, and Uruguay to work with business-owning alums.

## INTERNATIONAL EXPOSURE ENHANCES FACULTY

Some say we live and work in a global village; at Goizueta Business School, students live and work in global classrooms, benefiting from the school’s sustained emphasis on international perspectives and from the expertise of professors who teach, consult, and do research abroad. From accounting professor **Kristy Towry**, who has traveled to South Africa to share her expertise, to associate professor of finance **Shehzad Mian**, who has taught in Kuwait, Goizueta faculty don’t just talk about global business; they make their own international impact.

In addition to their Goizueta courses, **Ramnath Chellappa**, associate professor of information systems and operations management, and **Anand Swaminathan**, Goizueta Chair and Professor of

Organization & Management, have taught MBA students at the Indian School of Business and PhD students at the Hong Kong University of Science and Technology. **Sundar Bharadwaj**, professor of marketing, has taught at Singapore Management University and at HEC Paris.

But teaching isn’t the only thing Goizueta faculty are known for abroad. **Jagdish Sheth**, Kellstadt Professor of Marketing, returns annually to India to consult and serve on boards, while **Patrick Noonan**, associate professor in the practice of decision and

information analysis, visited Spain, Hungary, Kuwait, and Uruguay in 2010 to work with business-owning alums.

**Elliot Bendoly**, associate professor of ISOM, is one of many Goizueta faculty who travel internationally for research purposes, most recently to the IE Business School in Madrid. **Giacomo Negro**, associate professor of organization and management, is involved in collaborative projects with faculty in Belgium, Italy, Turkey, Spain, Switzerland, and Australia.—Myra Thomas

*Goizueta Magazine* caught up with Dean **Larry Benveniste** to discuss Goizueta Business School's initiatives on global perspective and understanding.



**GM: What do you consider the major strategic issues facing the school as they relate to global perspective?**

LB: First and foremost, our objective as a world-class business school is to build globally ready graduates, and to do so we must continue to invest the necessary energies and resources.

Second, we are competing for students in an increasingly global business education market. Much of the growth in demand for high quality business education is taking place outside the US—there are now business schools in all regions of the world that many view as acceptable alternatives to elite US programs. We need to create and sustain effective strategies to continue to bring the world's best students to Goizueta.

Third, we must project our intellectual capital internationally by investing in knowledge creation that is globally relevant.

**GM: How does the school build globally ready graduates?**

LB: We feel strongly that this can only be achieved through a multipronged approach that includes the following: international study tours and travel modules; courses organized around global content; co-curricular activities—such as clubs, conferences, and speakers—with global components; language training through Emory College; additional resources and global initiatives in Emory's other schools; and an intentionally diverse student body. In each of our programs we have made significant adjustments to the curriculum over the years to ensure that what we teach is valuable and relevant and reflects the evolving backgrounds of our students. Especially noteworthy is the breadth of opportunities we now provide compared to, say, 10 or 15 years ago, when global issues in our full-time programs were largely addressed through a single, one-size-fits-all, required course.

**GM: Does the school prioritize any particular region or countries?**

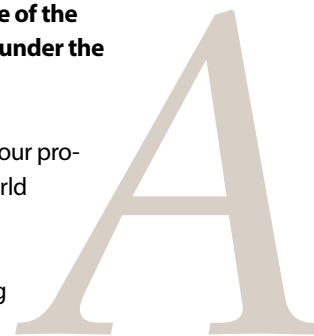
LB: Emory University and Goizueta Business School have strong, historic ties to Korea, and Atlanta has the second largest population of people of Korean heritage in the US. China and India are also important for many of the same reasons. International students are increasingly returning to their home countries soon after graduation to work for leading employers, including multinationals and large family businesses. This helps to build our global footprint.

In Latin America, the Goizueta name—and the legacy of **Roberto Goizueta**—remain strong. Colombia and Uruguay have long proven a reliable source of strong MBA candidates. Central America is increasingly of interest as a focus for social responsibility initiatives.

How we view Europe varies by program. At the undergraduate level, selection to study abroad at one of our prestigious European partner schools is very competitive. At the MBA level, Eastern Europe has sent us several very high potential graduates.

**GM: Can you talk about some of the school's plans and priorities under the global umbrella?**

LB: More work is needed in all our programs to integrate the real-world study of emerging markets—including case studies and concepts—into the underlying fabric of our courses.



We have met with good success when a major project or an entire course has been organized around an emerging market topic. A recent example is an experiential learning project to help the Moe's restaurant chain identify and evaluate opportunities to enter the Indian market. We want to create more numerous and more widespread student opportunities related to emerging markets.

We have a number of initiatives in the planning stage right now. Vice Dean **Maryam Alavi** is exploring deeper global partnerships with other universities to facilitate faculty interactions, joint student teams for case studies, and other learning opportunities. Also, we will be placing our first interns in India this summer to work in venture capital through our Center for Alternative Investments. We envision growth in these kinds of opportunities for our students.

At this time, I can say what we don't want to do. We don't want to offer our degree through other institutions. In the coming years we will stay the course, emphasizing our Atlanta campus home base.

At the MBA level, our modular executive MBA format was conceived specifically with global business executives in mind; it is a central pillar in our global strategy and will remain a priority. At the undergraduate level, we are seeing a large increase in the number of students from Asia, and many of them are interested in business. It's a win-win situation. These students—future business leaders in their home countries—expose American students to other cultures and perspectives while acquiring the skills that will foster international business cooperation.

## The Chilean connection

When **Gerardo Illanes 12WEMBA**, North American finance director for SQM, a Chilean producer of specialty plant nutrients and chemicals with headquarters in Santiago, decided it was time to further his education, Goizueta was at the top of the list. Not only had his supervisor **Alvaro Araya 06WEMBA**, SQM's vice president of financial commercial offices, and several of his friends and colleagues earned MBAs from Goizueta's various degree programs, but Illanes had the opportunity to meet socially with members of the faculty and students in his wife, **Deborah Nun 10MBA's** accelerated full-time MBA program.

Says Illanes, "I like that it's a small business school that makes you feel part of a community."

For Chilean native **Daniel Pizarro 08EvMBA**, the flexibility and prestige of Goizueta's evening program was a big draw. After working as a finance manager with SQM in his homeland for a year, he moved to the company's Atlanta subsidiary and after eighteen months decided to increase his skill set. Word about Goizueta was making its way through the company, and Pizarro—who now serves as an SQM sales director for the NAFTA region, Central America, and the Caribbean—applied. According to Pizarro, his Goizueta experience helped "to add to his international business and cultural perspective." It was also a boon to his personal life. Pizarro met his wife, **Melissa Aery Pizarro 08EvMBA**, while at Emory, and they now have a sixteen-month-old son, Benjamin.

Illanes and Pizarro are in a long line of top-level SQM employees reaping value from a Goizueta degree. For example, **Emmanuel De Marez 10WEMBA**, a sales director for Europe, the Middle East, and Africa (EMEA), is back in his native Belgium working at the SQM Europe offices in Antwerp. **Aldo Motta 06MBA** currently serves as the CEO of Sociedad de Inversiones Pampa Calichera SA, the Chile-based investment firm and a major shareholder of SQM.

Spreading the news about the benefits of a Goizueta education is second nature, says Araya, who worked in SQM's Belgium office as director of finance for EMEA and Asia before taking his current post in Santiago.

"Every time we evaluate candidates for expatriate assignments in our Atlanta office, we make sure that one of their motivations is to continue with their studies," he says. "I take the opportunity to share my experience and encourage them to apply."

"From a programmatic perspective, we are excited to have students and alumni representing SQM and other Chilean companies, like **Sebastian Mandiola 12EvMBA** of Arauco Wood Products," says **Kathleen Edwards 08EvMBA**, associate director of MBA Admissions. "Their global experience and perspective adds tremendously to the classroom dialogue."

Chile is just one of the countries with strong showings in the international Goizueta network. Global recruiting efforts along with a healthy number of multinationals in Atlanta have contributed to the wealth of current students and alumni from more than 30 countries. — Myra Thomas

## Globalization of research activities

Goizueta Magazine recently sat down with **Maryam Alavi**, vice dean of faculty and research and the John and Lucy Cook Professor of Information Strategy, to discuss research at Goizueta and how it relates to the school's global efforts.

**GM:** How would you characterize the school's research strategy from a global perspective?

**Alavi:** We are increasingly challenging ourselves to project our intellectual capital globally. This is one of the lenses through which we evaluate investments in research.

To date, much of our research effort has been US-centric. This doesn't mean that our research findings apply only in the US; many of the important business principles (e.g., discounted cash flows) and concepts developed by our faculty extend beyond any single country's market. Our faculty publish in, and serve on the editorial review boards of, scholarly research journals that are recognized as the very top publications in their disciplines globally.

In contrast to research in industry, academic research seeks broad contextualization. We are moving from focusing on discrete business issues within a country toward generalized findings across a wide cross section of country markets.

**GM:** What are some of the challenges in researching important problems in a global context?

**Alavi:** Projecting research globally involves two considerations. First, the type and quality of data can vary significantly across countries. This has implications for the rigor-versus-relevance tradeoff researchers grapple with in their work.

Second, the publication lag in academia, combined with the pace of change in some markets—especially in some emerging markets—can make it a challenge to get research results published in a timely manner.

**GM:** Are there ways alumni can help our research efforts here?

**Alavi:** Alumni can help in a number of ways, including assisting our faculty in acquiring access to data with global content and to research sites in different areas of the world.

A significant marker of a leading business school is the creation of new knowledge. Goizueta faculty, using rigorous methodologies, focus on researching important problems that affect the practice of business. The following is a sampler of recently created new knowledge. To learn more, please visit [goizueta.emory.edu/faculty](http://goizueta.emory.edu/faculty).

### Do analysts herd?



Narasimhan Jegadeesh

**Narasimhan Jegadeesh**, Dean's Distinguished Chair of Finance, and Woojin Kim (Korean Development Institute) find that sell-side analysts tend to herd towards the consensus when they make stock recommendations. Their paper finds that analysts from larger brokerages and analysts who make infrequent changes to their recommendations are more likely to herd than other analysts. The paper also finds that recommendations that are arther from the consensus recommendation are significantly more informative than herding recommendations. *Review of Financial Studies*, 2010.

### The biologically evolved brain and culturally evolved accounting principles

**Greg Waymire**, Asa Griggs Candler Professor of Accounting, and three coauthors develop a hypothesis that "culturally evolved accounting principles will be ultimately explained by their consilience with how the human brain has evolved biologically to evaluate social and economic exchange." *Accounting Horizons*, 2010.



### Risk and CEO turnover

**Xue Wang**, assistant professor of accounting, Robert Bushman (UNC), and Zhonglan Dai (Texas-Dallas) investigate relations between risk and CEO turnover. The authors find two types of volatility have opposite effects on the probability of CEO turnover. *Journal of Financial Economics*, 2010.



### Ties that bind

**Sundar Bharadwaj**, professor of marketing, Ajay Kohli (Georgia Tech), and **Kapil Tuli 06PhD** (SMU) investigate suppliers with multiple types of ties to a customer (relationship multiplexity) and the effects on two key financial metrics of supplier performance. They find that an increase in relationship multiplexity provides increases in sales and lowers the volatility of sales for the supplier. These effects are stronger in services industries and weaker in competitive markets. *Journal of Marketing Research*, 2010.



Sundar Bharadwaj

### Cultural impacts on operations management in Asia

**Rich Metters** and **Elliot Bendoly**, associate professors of information systems and operations management, and three coauthors detail how OM decisions may need to account for culture. "Some OM practices are altered or precluded by culture, while others are more effective in some cultures than others." *Journal of Operations Management*, 2010 (special issue).



### Team member identity and interdependence

**Robert Kazanjian**, vice dean of programs and professor of organization and management, **Robert Drazin**, professor of organization and management, and MaryAnn Glynn (Boston College) look at large-scale projects with multiple teams and high task interdependence. Findings show strong team identification and perceptions of high interteam interdependence have positive effects on innovation. *Journal of Product Innovation Management*, 2010.



Robert Drazin

### Performance of sponsored and conventional spin-offs

**Jim Rosenfeld**, associate professor of finance, and April Klein (NYU) detail the recent history of "sponsored spin-offs," in which parent companies arrange for a private equity investor to "sponsor" a spin-off deal by taking a significant stake in the new company just before it goes public. They find that the stock return performance of the spun-off firms is significantly negative over a three-year period following the spin-off date. *Financial Management*, 2010.



### Discrepancy and incoherence in buyer-supplier exchange

**Sandy Jap**, Dean's Term Chair and professor of marketing, Qiong Wang (Penn State) and Ujwal Kayande (Australian National University) find that the uncertainty that stems from a partner's opportunism, even when a partner's actions are better than expected, can actually undermine buyer-seller relationships. This helps explain why exchange relationships that "hit a downward spiral" may not be salvageable. *Marketing Science*, 2010.



Sandy Jap

### Project performance and group member ties

**Elliott Bendoly**, associate professor of information systems and operations management, **Dominic Thomas**, adjunct assistant professor of information systems and operations management, and **Monica Capra**, associate professor of economics, examine the role behavioral traits play in the success of group projects. Results show issues like perceived control and confidence drive individual perceptions of the value of group interactions and are relevant in helping drive higher performance. *Decision Sciences*, 2010.



### Online movie reviews and box office performance



**Sriram Venkataraman**, assistant professor of marketing, Pradeep K. Chintagunta (Chicago), and Shyam Gopinath (Northwestern) measure the impact of national-level online user reviews on disaggregate market-level movie demand. Geographic heterogeneity in the relative impact of social media vs. traditional advertising on box-office performance is also investigated. "The substantive insights can help studios and distributors evaluate their future product rollout strategies." *Marketing Science*, 2010.

### Norms, conformity, and controls

**William Tayler**, assistant professor of accounting, and Robert J. Bloomfield (Cornell) demonstrate experimentally that "formal controls directly influence people's sense of what behaviors are appropriate in the setting (personal norms), and indirectly alter people's tendency to confirm to the behavior of those around them (descriptive norms)." Effects remain after controls are changed. *Journal of Accounting Research*, 2010.



### Restraining rivalry vs. competitive advantage

Although profit can be created either by making a company more competitive or by making its industry less competitive, **Richard Makadok**, associate professor of organization and management, theorizes that these two approaches undermine each other's effectiveness and should not be combined in the same industry at the same time. An earlier version of his paper was winner of the 2006 Distinguished Paper Award for the Business Policy and Strategy division of the Academy of Management. *Management Science*, 2010.



## Books and Business Press

**Brainsteering: A Better Approach to Breakthrough Ideas** (HarperBusiness, 2011)

**Kevin Coyne**, senior teaching professor in organization and management, and his brother Shawn T. Coyne have written a new book designed to help managers come up with better ideas by what they call "brainsteering," or thinking inside the box—that is, providing a structure for focused idea development that avoids the often chaotic nature of traditional brainstorming sessions. Drawing on more than a decade of research, the authors show how companies can meet with greater success and people can better solve problems or create new ideas with a specific mix of creative and analytic thought processes.



Kevin Coyne

**Handbook of Research in Enterprise Systems** (Sage, 2011)

**Elliot Bendoly**, associate professor of information systems and operations management, Sanjay Kumar (MDI, Gurgaon, India), and Jose Esteves (IE Business School, Spain) have coedited the *Handbook of Research in Enterprise Systems*, a repository of state-of-the-art knowledge about enterprise resource planning (ERP) systems and applications. The book presents a wide range of articles on ERP systems by leading researchers in the field from around the world. Topics include frontier areas of ERP research, ERP systems technology, the evolving architecture of ERP systems, and ERP implementation. The book also offers case studies and practical examples in its final section.



Elliot Bendoly

## Books and Business Press

### "When Emotional Reasoning Trumps IQ"

**Rick Gilkey**, professor in the practice of organization and management, Ricardo Caceda (Univ. of Miami), and Clinton Kilts (Arkansas) have published an article on the importance of emotional intelligence in strategic business thinking, based on a study in which they asked managers in an executive MBA program to react to fictional strategic and tactical management dilemmas while their brain activity was measured by a functional MRI. The team found that "the best strategic thinkers show more activity in parts of the brain linked with emotion and intuition." *Harvard Business Review*, 2010.



Rick Gilkey

### Economics of personalization under privacy concerns



Ramnath Chellappa

**Ramnath Chellappa**, associate professor of information systems and operations management, and Shivendu Shivendu (California-Irvine) look at "optimal firm strategies of online firms such as Google and Yahoo! that provide free personalized services, particularly when consumers vary in their privacy concerns." Their work provides insights on the use of coupons to acquire consumer information in online markets and suggest that they are less useful as a customer acquisition strategy. *Management Science*, 2010.

### Stained red?

**Giacomo Negro**, associate professor of organization and management, Elizabeth Pontikes (Chicago), and Hayagreeva Rao (Stanford) study the stigma tied to blacklisted artists during Hollywood's Red Scare. The authors show that "mere association with a stigmatized affiliate reduces an artist's chances of working again and that one exposure is enough to impair work prospects." The effect remains even when the artist has won an Academy Award or has a box-office hit. *American Sociological Review*, 2010.



L.G. Thomas

### The impact of local demand on global innovation

**L.G. Thomas**, professor of organization and management, and Kira R. Fabrizio (Duke) move beyond the extensive research on localized knowledge flow for technology and focus their attention on knowledge of demand. In considering the global pharmaceutical industry, the authors find that demand "is as important as technological knowledge in determining the pattern of innovation in [the] industry." *Strategic Management Journal*, 2011.

### Complementarities between IT and governance

**Benn Konsynski**, George S. Craft Distinguished University Professor of Information Systems and Operations Management, and Amrit Tiwana (Georgia) study the "theoretically neglected interplay between organizational and information technology architecture" and IT governance structure. The pair asserts that IT architecture helps sustain IT alignment by increasing agility. The relationship is strengthened by decentralized IT governance. *Information Systems Research*, 2010.



Benn Konsynski

### Crossing a categorical boundary

**Peter Roberts**, associate professor organization and management, Tal Simons (Tilburg University), and **Anand Swaminathan**, Goizueta Chair and professor of organization and management, document "growing interest in the penalties associated with straddling market categories," evaluating kosher Israeli wine producers that were started as nonkosher ventures. Analysis suggests crossing the categorical boundary exposes participants to "experience-based" penalties that reflect in lower product quality. *Research in the Sociology of Organizations*, 2010.



## Have a plan.



A PROFESSOR in Goizueta Business School inspired Jane Gole 70MBA to a 26-year career in finance. Two of her friends enriched her life with their rare collection of African American literature and arts. Now Gole is honoring them all with a single gift to Emory.

With a charitable gift annuity, Gole and her husband, James, support the Arthur Dietz Memorial Fund at Goizueta Business School and the Billops-Hatch Archive at Emory Libraries. Dietz, who founded Emory's MBA program, imbued Gole with enthusiasm for finance. Camille Billops and James Hatch touched the Goles with friendship as well as scholarship.

A smart investment in an uncertain economy, the charitable gift annuity provides the Goles with tax benefits, income for life, and a simple way to meet their philanthropic goals.

Learn how you can support Campaign Emory with a charitable gift annuity. Call 404.727.8875 or visit [www.emory.edu/giftplanning](http://www.emory.edu/giftplanning).

**Plan to show your appreciation.**





## Campaign Emory: Interview with Dean Benveniste

**Dean Larry Benveniste was recently reappointed** to lead Goizueta Business School for another five-year term through the 2014–2015 academic year. The dean's renewal provides him the opportunity to continue to implement a strategic plan designed to enhance the school's national and international reputation. In a recent Q&A with *Goizueta Magazine*, Dean Benveniste discusses the needs of the school and how the work being done in Campaign Emory can provide critical resources that will enable Goizueta to achieve these goals.

**GM:** Dean Benveniste, please update us on Goizueta Business School's progress in Campaign Emory.

**Benveniste:** *Campaign Emory has raised nearly \$1.2 billion toward the overall university goal of \$1.6 billion. Goizueta's individual school goal is \$75 million, and we have raised \$37 million, or nearly half of that goal. We have a lot of work to do before the end of the campaign in December 2012, but I'm confident our faculty, staff, students, alumni, and friends will rise to the challenge.*

**GM:** Can you talk about some of the projects those funds will support?

**Benveniste:** *We already have a world-class facility for teaching, learning, research, and community building.*

*Thus our needs in this campaign focus on human capital. Our students are our first priority. Nearly twenty percent of our annual operating budget is devoted to undergraduate and graduate student aid. Through generous annual gifts, our alumni and friends help to offset a small percentage of these costs. But the university's commitment to economic diversity through programs such as Emory Advantage requires a significant increase in our annual giving and endowed funds. These are need-based awards. If Goizueta is to attract the best and brightest business students, we must have the capacity to offer more numerous and more substantial scholarships for those students who will help us maintain our competitive advantage vis-à-vis our peers and make advances against our strategic competitors.*

*Beyond the increased resources for our students, we are committed to strengthening our investment in faculty. We must retain our top-notch faculty and continue to attract others. To do this, we need to establish additional endowed faculty chairs and endowed professorships. These resources will enable us to recruit top research and teaching faculty, generate new knowledge, and enhance our overall scholarship.*

**GM:** Some insist that Emory University already has a large endowment. What is your response to those who argue that Emory should be able to function with its existing resources?

## Benston Award to recognize exceptional researchers

**Goizueta announces the establishment of the Benston Scholar Award**, named in honor of **George J. Benston**, who was the John H. Harland Professor of Finance when he died in 2008. Faculty members will present the award to a doctoral student in finance or accounting who shows outstanding potential for academic research.

Benston's many friends, students, and colleagues considered him a renaissance man. He played a critical role as the business school grew from a regional player to the top-ranked Goizueta Business School. He had a passion for the arts and for tackling the intricacies of economics, finance, and accounting. Internationally known as an advocate for fairness and quality in finance

and banking, he spoke out frequently on accounting standards and government's role and responsibilities.

Funds for the scholarship will come from the Benston Memorial Fund, although donations to date are just under one-half of the amount sufficient to meet university requirements for an endowed gift (in this case, \$50,000). Alumni, faculty, and friends are encouraged to contribute via the online giving form at [goizueta.emory.edu/give](http://goizueta.emory.edu/give). Please indicate "The George J. Benston Fund" in the appropriate space. Once endowed, the Benston Scholar Award will exist in perpetuity.—**Sarah Banick**



*An academic scholarship named in honor of the late George J. Benston will benefit doctoral students.*

**Benveniste:** *Emory University is fortunate to have a number of benefactors who have provided generous funding to build the university's endowment. But the majority of endowment funds are restricted to specific purposes in other parts of the university. Goizueta Business School's endowment provides only half the per-student operating funds that the endowments of our strategic competitors provide. We must have the resources to match and surpass those expectations.*

*Our goal is clear: we intend to secure and advance our position among the top 20*

*business schools in the country. To achieve this goal, we need additional private support. The Goizueta family's generous support and investment of time, talent, and financial resources have given us the ability to ascend to the level of elite business schools with almost unprecedented speed, but we need continued financial support to sustain this success, as well as to assure the success of Campaign Emory. I urge those who have not yet contributed to log onto [goizueta.emory.edu/invest](http://goizueta.emory.edu/invest) today and make a gift that will play a major role in ensuring Goizueta's world-class standing in years to come.*



Dean Larry Benveniste



## Celebrating 175 years of growth and giving

### What motivates a person to give to Emory University?

In 1923 the widow of **Robert Hammond**, a former slave and janitor at Emory College for two-thirds of his 65 years, donated \$100 to Emory. Also in 1923, **Robert W. Woodruff**, who would become a legendary Emory benefactor, was named president of The Coca-Cola Company.

“Two quite different men, two quite different lives, two quite different capacities for giving. But one generous impulse and one very fortunate institution,” said **Gary Hauk 91PhD**, Emory’s biographer and vice president and deputy to the president.



Hauk shared this poignant historical detail during a cocktail soiree to celebrate Emory’s 175th anniversary and to recognize the commitment of leadership donors from across schools whose support helps the university thrive and survive. The event was held in the Schatten Gallery of the Robert W. Woodruff Library.

Among those in attendance were friends, alumni, and deans of several schools, including **Maryam Alavi**, vice dean and the John and Lucy Cook Professor of Information Strategy.

“We may never know the seeds of generosity that led to that gift to the school—named for a former slave owner—where a former slave worked,” Hauk concluded, “but we do know the prompting of our own hearts, and we see on this campus the legacy of the fruits left by Woodruff and Hammond and thousands of others in between, including you. So on behalf of Emory, thank you.”—**Nicole Golston**



*At left, leadership-level donors enjoy Schatten Gallery’s current exhibit, The Future Belongs to the Discontented: The Life & Legacy of Robert W. Woodruff, featuring Atlanta’s most successful businessman and its most generous philanthropist. The exhibit runs through June 30, 2011.*

## Congress renews IRA charitable rollover provision

**The US Congress has extended the IRA charitable rollover provision**, which allows individuals to make direct transfers from an IRA to a qualified charity, such as Goizueta, without encountering tax liability for the gift distribution. Individuals who are 70½ or older may transfer up to \$100,000 per year. The law, which is part of the Tax Relief, Unemployment Insurance Reauthorization, and Job Creation Act of 2010, extends the window of opportunity for such a transfer to December 31, 2011.

Funds placed in IRAs are not taxable as they grow. But once an individual reaches age 70½, the law requires a minimum distribution each year. In some cases, that additional income can bump a person into a higher tax bracket.

The charitable rollover provision is particularly attractive for individuals who don’t need or want to take the required minimum distribution; those whose income level is high enough to start “phasing out” itemized deductions; those who don’t itemize deductions; and those who don’t want any additional income that could cause more of their Social Security income to be taxed.

If you wish to take advantage of this process, simply notify your IRA administrator to make the distribution directly to Emory.

“Before the IRA rollover provision became law, donors were required to report the distribution as income, then take a deduction for the donation to charity,” says **Mary Simmons**, director of Gift Planning for Emory. “There was no guarantee that the charitable deduction would completely offset the tax owed on the additional income. With the rollover provision in place, the IRA distribution is made directly to the charity and the taxpayer does not report the withdrawal as income.”

The provision is only applicable for IRA accounts—not 401(k) or 403(b) accounts, says Simmons.

Congress first allowed this provision in 2006, and it was renewed annually until the end of 2009. It was reinstated in 2010, although late in the year, so few donors were able to benefit from it. It is not yet known if the provision will be allowed in 2012.

For more information, please visit Emory’s Office of Gift Planning’s website at [emory.edu/giftplanning](http://emory.edu/giftplanning), or contact [giftplanning@emory.edu](mailto:giftplanning@emory.edu) or Goizueta’s Development and Alumni Relations team at 404-727-6309.—**Sarah Banick**



### Campaign Progress

**\$37**  
MILLION

TOTAL GOAL  
\$75 MILLION



## Andres Mokobocki:

On building business and connections in Uruguay



When architect **Andrés Mokobocki 03MBA** left behind his native Uruguay to study at Goizueta, he faced a number of challenges, most notably undertaking a demanding course load in English, his second language.

After a grueling day of academics, however, he was able to return to the cheerfully familiar—Mokobocki's wife and two-year-old daughter had moved to Atlanta with him, helping to ease the transition to life in the US. The family's temporary relocation was well worth it, in that Mokobocki returned to his Montevideo-based architectural, construction, and real estate development firm equipped with new skills and knowledge that would enable him to grow his business.

In 1993 he had started the Andrés Mokobocki Architectural Firm with Gerardo Cosac, his business partner and a civil engineer. Mokobocki notes, "I created the firm before Goizueta, but Goizueta gave me the ability to move forward and take the next step with my company." Today, his firm has developed properties throughout Uruguay, and his client base extends from Uruguay to Argentina and Brazil.

For Mokobocki, working and living in a South American economic and cultural powerhouse has its advantages, including a growing number of Goizueta alums, both fellow Uruguayans and expats, to network and socialize with. These include **Roger Ades 03MBA**, **Ignacio Capilla 03MBA**, **Javier Jasinski 01MBA**, **Carlos Pasetti 02MBA**, **Marcelo Poliak 00MBA**, and **Diego Socolovski 02MBA**. Jasinski, Poliak, and Socolovski are Uruguayan natives, while Capilla and Pasetti live in neighboring Argentina—Buenos Aires is just 220 kilometers, less than 140 miles, from Montevideo. Ades is from Brazil. They are all part a strong business community—and an increasingly robust Goizueta presence—in South America.

Community is a recurring theme in Mokobocki's life. Despite his busy professional life, he currently serves in a volunteer role as president of the school his children attend. That school, the Instituto Yavne, is a 400-student Jewish school, which also includes a community and religious center. "It is one of only two Jewish schools we have in Uruguay," says Mokobocki. "It makes me feel quite wonderful knowing that I am helping to build community."

Looking back over his time at Goizueta, Mokobocki says he is glad for the experience, pointing to the school's strong international student community and globally minded business focus as major draws. But it was the core business principles taught at Goizueta that allowed Mokobocki to grow his firm, he says. "The MBA certainly allowed me to professionalize my business. Goizueta taught me that there were no impossible challenges." —Myra A. Thomas

BRITISH BROADCASTING CORP

## JACQUELINE ABU-HAIDAR: On embracing European culture



**Jacqueline Abu-Haidar 06BBA** wanted to study abroad during college, but because of the many requirements for her double major in business and film studies, she couldn't find the time for a semester away. Her career options post-graduation, however, have given her plenty of international travel opportunities. Now based in London, Abu-Haidar is a senior analyst in corporate finance for BBC Worldwide, the commercial arm of the British Broadcasting Corporation and the largest television distribution company in Europe. BBC Worldwide also exploits the BBC's major brands, which include *Dancing with the Stars* and *Lonely Planet*.

**GM:** What are some of the projects you've been working on?

**Abu-Haidar:** I have been working on a diverse array of projects—including dividend policy negotiations with our shareholder, the sale of BBC Audiobooks, and the restructuring of a minority investment in a radio company in India.

**GM:** You previously worked in investment banking at Morgan Stanley in media and communications. What's different about the culture of a British company?

**Abu-Haidar:** The workplace is more international here, with people from all over Europe, and everyone in the office seems to speak a second language. Also, the British are more serious about their vacation than Americans. Not to say they don't work hard here, but they seem to feel there's a time to work and a time to rest.

**GM:** What do you enjoy doing when you're not working?

**Abu-Haidar:** I love cinema, and London has a great film culture, with a lot of art-house cinemas and public funding for smaller, less commercial films.

**GM:** What else has changed for you since moving to London?

**Abu-Haidar:** I've been traveling more. London is great for getting around Europe because it's so centrally located. It's easy to take a three-day break, and so many cities lie within a few hours of travel. I took about eight trips last year.

**GM:** Did your Goizueta experience help prepare you for living and working abroad?

**Abu-Haidar:** I interacted quite a lot with students from other countries who were on study abroad at Emory and with the international students who attended the Undergraduate Business School Leadership Conference (UBSLC). I like knowing that there are people all around the world I can now call for advice, and that if I ever want to work in another country besides the UK, the Goizueta network gives me an excellent place to start. —Susan Merritt Jordan



## Power couple Zhang and Wang:

### On Hong Kong's vibrant business culture

Goizueta has had a lasting impact on the lives of the husband and wife team of **Dr. Haipeng (Henry) Zhang 00MBA** and **Jinjin Wang 99MBA**. They met at Emory, got married two years later, and today are applying both the skills they acquired at Goizueta and their international business knowledge in one of the most exciting and dynamic business centers in the world—Hong Kong.

Both alums have demanding positions with lots of responsibility. And both have the opportunity to have a real impact on the business strategies and goals of their respective organizations.

As head of strategy for China Resources Group (a state-owned business conglomerate), Zhang enjoys the fact he has exposure at the core of China's business circles. "I have opportunities to deal with high-ranking government officials, provide strategic advice, review our company's annual budgeting and planning, and play an integral part in the management side of our business for more than twenty profit centers of China Resources Group," he says. Prior to joining the company 18 months ago, Zhang was a global partner with McKinsey & Company. Perhaps few of Zhang's business colleagues realize he is also medically trained, having graduated as an MD from the best medical school in China.

For her part, Wang—"China's #1 telecommunications analyst on the street"—leads a highly ranked Asia Telecom research team and coordinates TMT research in China. As managing director and head of Asia Telecom Research for UBS Securities Asia Limited, Wang enjoys catching up with the most advanced trends in the industry, exchanging ideas with clients, meeting with industry contacts, and taking marketing trips to promote investment recommendations.



Although the two took different courses while at Goizueta, they found it helpful to discuss academic projects together. After graduation they returned to Beijing, Zhang's hometown, and worked for several companies before accepting their current positions in Hong Kong. They miss Beijing but note that Hong Kong is great for business and has a lot to offer both professionally and culturally.

"Hong Kong is a vibrant, metropolitan city mingled with various cultures," they say. "You can find all kinds of gourmet food here. It's very efficient, fast paced, and a great place for work." The couple also frequently travels back to Beijing, where they own a traditional Chinese courtyard house located only five minutes from the largest lake in the center of the city. They enjoy sharing high quality Chinese tea with friends under two lovely, ornamental cherry-apple trees in the courtyard.

"The cultures in the West and in Asia are quite different," the couple notes. "For instance, in China, the most critical parts of business deals are finalized over dinner, as Chinese people need this atmosphere to be straightforward or honest with each other."

Zhang and Wang say their Goizueta experience has served them well in China. Interacting with a diverse set of classmates in Goizueta's small-by-design structure helped prepare them for the cross-cultural demands of international business. "For both of us," they say, "we strive to achieve a balance of dealing with domestic clients and communicating with those from foreign cultures."

The couple also appreciates the job preparation and resume writing skills they developed at Goizueta, as well as the school's focus on teamwork, communication, and presentation skills, which they say are notably lacking in the Chinese educational system.

Outside the office, Zhang, who has published four novels and a collection of essays, is considered one of the most talented writers in modern China. Three of his novels, which he pens at night or in the air as he travels for work within China, have been translated into French. Wang enjoys watching movies and reading. They both intend to continue pursuing careers in their adopted hometown of Hong Kong. For students who are interested in international business, they advise, "Be open to new cultures and opportunities. And it's important to be in the right place at the right time." —Bruce Brooks

**GM:** Why did you start MK Holding?

**Khoury:** *I found a gap in the luxury alcohol market in the Middle East and jumped at the opportunity. MK Holding's vision started as a distribution company for super premium alcohol. It has since expanded into alcohol distribution, women's apparel, a strategic consulting division, and a national lottery.*

**GM:** How were you able to become a leading alcohol distribution company in such a short time?

**Khoury:** *Lebanon is a small county, but more alcohol is consumed here than anywhere else in the Middle East. People get bored drinking the same thing, so we introduced new and unique alcohol into the region.*

*We first introduced Moscato Rosé, a sparkling rosé wine, which we have distribution rights for across the entire Middle East and Africa. Next we brought in Luxor Champagne, distilled with 24-karat gold leaves. It's the most expensive champagne in the world. You can imagine the coverage we got when we introduced this bottle here. Once we established a name for ourselves, we had a following.*

**GM:** What are some of the differences between doing business in the US and in Lebanon?

**Khoury:** *It's all about your network in this country. I've never forgotten **Andrea Hershatter's** advice on the importance of networking. I never lose touch with the people I think will be key—politically, industrially, and economically. But business all over the world is quite similar. The harder you work, the luckier you get. I think there are just more hurdles you have to pass to get the outcome you want in Lebanon.*

**GM:** What might Americans be surprised to know about Lebanon?

**Khoury:** *Most of the population is fluent in English, Arabic, and French, and education is accorded the utmost importance. You can ski on the mountains and swim in the Mediterranean on the same day. Our food is not only spectacular but healthy, and we still have the most solid banking system and some of the best nightlife in the world.*

**GM:** How did Goizueta prepare you for your professional life?

**Khoury:** *Since Goizueta was my first real American experience, it taught me everything I know about US business culture, and it helped me look at issues from a global perspective.*

**GM:** What benefits did you receive from being part of the school's diverse population?

**Khoury:** *My best friend to this day, **Sina Mouloud 01BBA**, is another international student I met at Goizueta. We've done a few business ventures together, and he helps me brainstorm new ideas for my company all the time. When you speak to international friends who have their own businesses, you eventually understand other countries' laws and business cultures. Then you take the best and apply it to yourself.* —Kathryn Whittbourne



## Michel Khoury: On networking in Lebanon and beyond

After graduating from Goizueta, a stint at Bear Stearns, and a master's in international educational development from Columbia, **Michel Khoury 01BBA** worked as a portfolio manager in California before following his heart back to his native country, Lebanon. As CEO of MK Holding, which he started in 2010, he has experienced tremendous success. Recently engaged, Khoury spoke to *Goizueta Magazine* about his new ventures and some of the challenges and rewards of pursuing an entrepreneurial career in the Middle East.





Biking to work, **Steve Borengasser 07EMBA** crosses the Sydney Harbour Bridge, riding by the famed opera house and Darling Harbour. “I cycle past many things people come to Australia to see on a once-in-a-lifetime vacation, and I see it every day,” he says, clearly still marveling about it after seven months Down Under.

Borengasser works for Kimberly-Clark Corporation as marketing manager for an industrial product line in eleven Asia-Pacific countries, including China. “This region operates very independently from the corporate office,” he says. “Our team is small and very entrepreneurial. I love it.”

## Steve Borengasser: On adaptive communication skills in the Asia-Pacific

Communicating with colleagues in Asia, Borengasser notes, has proven more difficult than he expected, owing to regional accents and bad phone connection quality. “Really important conversations need to be face-to-face, so I travel frequently,” he says. “When we can’t be together, instant messaging has been a great alternative, with conversations both complex and fast, and not necessarily impersonal.”

Early in his career, Borengasser applied his training in chemical engineering to diaper absorbency and manufacturing. He says he turned to Goizueta to develop leadership skills. “Goizueta helped me position myself for the job I’m in now,” he explains. “I learned how I could be really effective in the strategy role, and how to think about fundamentals like growth, profitability, and industry structure.”

Borengasser’s pursuit of work abroad stemmed in part from his hope that his two young children would enjoy childhood experiences different from his own. “I grew up

in a small town in Arkansas and didn’t really get out much before the age of 18. I decided that’s not what I wanted for my kids,” he says. During this three-year assignment in Sydney, Borengasser and his wife plan to take some family trips around Asia.

Goizueta helped shape his worldview, Borengasser believes, by bringing together students from so many places. “I think there were about a dozen countries represented in the class,” he recalls. “The coursework was amazing and valuable, but it also enabled getting together and working together on problems. That’s how you get to know people, and that’s how you learn not only how to do business in other countries, but how people see their family life and their role in society.”

Living in Sydney, says Borengasser, he is able to combine his recreation with his commute, saving time for something else high on his list: “I love hanging out with the kids.”—Susan Merritt Jordan



## Ruchir Agrawal: On valuing cultural differences in Mumbai

When **Ruchir Agrawal 09MBA**’s responsibilities at an Indian technology start-up started to shift from product development to sales and marketing, he decided to take the bull by the horns and seek an MBA. Agrawal chose Goizueta in part because of its multicultural campus.

“I saw that throughout my career, I was going to work with people from outside India,” he recalls. “Many of them would have upbringings and cultural assumptions very different from my own.”

As Agrawal notes in this recent interview with *Goizueta Magazine*, his cross-cultural experiences and business education at Goizueta have significantly enhanced his professional career and his interactions with colleagues across the globe.



**GM:** After graduating from Goizueta, you joined the corporate strategy team of Aditya Birla Group, a multinational conglomerate based in Mumbai. What were your responsibilities?

**Agrawal:** I formulated organic and inorganic growth strategies for some of its businesses, including telecom, retail, and copper. It was a good opportunity to learn about different industries. The focus, however, was primarily on identifying merger and acquisitions opportunities, and I wanted a more hands-on job in which I was directly involved in implementing decisions I made.

**GM:** Is that what led to your current position at Johnson & Johnson Medical India?

**Agrawal:** Yes, here I have a lot more independence to make and implement decisions.

**GM:** What’s your current role at J&J?

**Agrawal:** As a product manager, I am responsible for handling all aspects of product management, including creating and implementing marketing plans, formulating product strategy using customer insights, launching new products, and closely working with cross-functional teams on key projects.

**GM:** What challenges do you face?

**Agrawal:** My customers are doctors and surgeons. Talking with them in their language requires an in-depth understanding of human anatomy and surgical procedures. This interaction is very exciting but also challenging for someone without a medical background.

**GM:** How would you compare working at a multinational corporation like Aditya Birla Group or J&J with working at a US or an Indian company?

**Agrawal:** The culture within a multinational corporation is pretty much the same irrespective of location. The focus everywhere is on delivering results!

**GM:** Has your multicultural experience at Goizueta helped you at work?

**Agrawal:** All the time. After interacting closely with students and professors from widely different backgrounds, I now find it easy to interact—and quickly form a bond—with teammates and customers from diverse cultures.

**GM:** What do you like about being back in India?

**Agrawal:** I enjoy my family and friends, long drives, and Mumbai’s nightlife, which is very active and vibrant!

**GM:** Do you have a favorite restaurant or attraction that Goizueta grads might enjoy visiting?

**Agrawal:** A lot of them, actually. Mumbai is a great place for food lovers. I am a vegetarian by choice, and I like to visit new vegetarian restaurants. Ram Ashray is my favorite place for South Indian food, and Elco and Swati Snacks is my place for Indian snacks.—Christian Kirkpatrick



**Devon Nixon 04BBA**—whose great-uncle was the first US president to visit the People's Republic of China, launching the countries' rapprochement—says people often ask him when he plans to leave Shanghai and return to the States.

His reply?

"I'm planning to stay here for the foreseeable future," says Nixon. "When people ask me where I plan to 'settle down,' I tell them, 'Well, I plan to have homes in various locations all over the world.'"

If Nixon sounds optimistic, he has reason to be. Just a year after earning his MBA from China Europe International Business School (CEIBS), Nixon is living the entrepreneurial life in his adopted hometown—and enjoying every minute of it.

*Goizueta Magazine* recently caught up with Nixon to chat about his very busy—and happy—life in Shanghai.

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## Devon Nixon: On China's energy and beauty



**GM:** So why China?

**Nixon:** During my time at Emory and immediately following, I became aware that, during my generation, China and the US would be shaping the world's future. While this was one motivating factor, the spark came from my favorite Emory professor and mentor, **Andrea Hershatter**. While considering several top graduate schools, I reached out to Andrea for advice, mentioning my lifelong passion for international business. She stopped me there and said, 'If you're really interested in doing international business, you have to think outside the box.' I decided to pursue a full-time MBA at CEIBS because in addition to providing me with business skill-sets from a top-ranked program, it allowed me to learn more about the country's culture, language, and business mentality—things you can only scratch the surface of while living outside of China.

**GM:** Tell us a bit about your first start-up in China.

**Nixon:** It's a delivery dry cleaning service—targeting expats—that I started out of necessity while working on my MBA. I had a white suit that I really enjoyed. But it had some bizarre stain on the sleeve, and nobody could get it out. So a Chinese classmate brought me to this little place that made my suit look brand new. I told the clerk, 'I want to talk to your boss.' We started to communicate and I said, 'Let's do business.' We've got about 50 clients now, all through word-of-mouth. I have not yet pushed sales, as I've been working on quality control and generating Western standards and service in preparation for expanding to all of Shanghai. We are very close to ready.

**GM:** What can you tell me about SoilTap, another company of yours?

**Nixon:** One of my newest businesses, SoilTap is a microbe that you spread on soil that breaks it down to the most basic elements, so the roots can absorb nutrients that were previously locked away. It's completely organic, creating soil the way Mother Nature intended it—prior to human intervention and over-fertilization. We're seeing great results. It's pretty fun stuff.

**GM:** You are clearly comfortable doing business overseas. Did Emory help you in that regard?

**Nixon:** Without question. Professor Hershatter is gold in my book. My father is an entrepreneur and he gave me that interest, but Professor Hershatter honed my love for it and taught me how to do it. Emory was wonderful. It was the holistic package I was looking for in my undergraduate studies.

**GM:** Your great-uncle, Richard Nixon, famously "opened the doors" to China with his historic trip in 1972. Has your family connection played any role in your affinity for China?

**Nixon:** It doesn't hurt. Some of my earliest memories were with my family at Chinese consulate parties in Los Angeles. I have probably been using chopsticks as long as I have been using a fork. Mainland Chinese, especially those over the age of 40, remember the differences before and after Uncle Dick opened the doors, and what it allowed China to become. My affinity for China, however, goes far beyond that. The country itself is gorgeous and diverse—similar in that sense to the United States. And the people are extremely friendly and go out of their way to help.

**GM:** Do you have any interest in politics?

**Nixon:** Many people in several countries are trying to push me into politics. But before I would ever consider that, I want to first realize my business aspirations—forming and growing successful ventures with the net result of diversified, residual, expendable income. At that point, if I find a true calling—something I am passionate about and where I can make a difference—well, then I'll cross that bridge.

**GM:** What do you do for fun in Shanghai?

**Nixon:** Training Muay Thai (kick boxing) twice a week keeps my mind sharp and body relaxed, unless I get hit hard without expecting it. I also enjoy backpacking throughout China. As for exploring Shanghai, biking is a bit dangerous, but it is the best way to see the city. Finally, I enjoy relaxing with a book, watching a movie, and gathering with friends for coffee, dinners, or the occasional outing to the clubs. This town never sleeps, and neither do we.—Tim Hyland



## Miguel Sernas: On entrepreneurial access in Mexico

Given his six years as an engineer for GE in Atlanta, Goizueta MBA, and fluency in Spanish and English, **Miguel Sernas 11EvMBA** could have set his sights on working for a global company. But he had other ideas—a lot of them, as it turns out.

Since 2007 Sernas, now 32, has founded or grown seven companies. First he helped a power engineering firm expand from 7 to 25 employees. In 2008 he formed Galectra, an engineering company that has developed a 24MW wind farm project in southeast Mexico. The project was bought at the beginning of this year by an important business group in Mexico that will build the plant and operate it, creating 300 jobs for the region. In 2009 he founded Renovapack, a manufacturer and trader of biodegradable disposable tableware and industrial packaging materials, which now has five employees and reached \$2.5 million in sales in 2010.

And the ideas have just kept coming: In 2010, the Monterrey, Mexico, resident co-founded Carla Fiori, a beauty consultancy and fashion model school that supplies models to L'Oréal and other companies. He also launched Enzymatic Strategies with his wife, Lety, a biotechnology PhD student, to develop an enzyme to treat water. And this year he founded InSachets, a company to pack liquids and gels in sachets.

Sernas, originally an 08EvMBA candidate, returned to Mexico in 2007 to help with the family business while his father recovered from a serious illness, but he stayed after assessing the entrepreneurial advantages Mexico offers: he knows the country well, faces less competition, and appreciates that a budding company can look large and established more quickly than in the US. "That perception gets you in the door. After that, you have to perform," he says. On the other hand, salaries are lower, bureaucracy is worse, and taxes are more complicated.

As a kid growing up in Mexico City, Sernas says he was always buying and selling things but never thought about becoming an entrepreneur. His courses at Goizueta changed all that, giving him a chance to understand how businesses are structured.

"I think everybody can start their own business," says Sernas, who is skeptical of the notion of entrepreneurial talent. "In fact, you need only three things: First, an idea—everybody has an idea. Second, money—if you have a good idea, someone will lend you the money. Third, the courage to take a risk and just do it. The third point is where most people stop."

A chasm for many; another chance for Sernas. His latest venture is a consulting company that will advise, partner, and finance Mexican startups on marketing, strategy, and finance.—Bennett Voyles





## Nicolas Jacquet: On transitioning to Korean corporate culture

Global businesses depend more and more on international professionals like **Nicolas Jacquet 10MBA**.

Three years ago, the 31-year-old French marketer left his post as an online marketing strategy consultant in Paris to attend Goizueta. Convinced that an American MBA would enhance his career, Jacquet immersed himself in the school's marketing and strategy concentration.

Although he'd set his sights on a job in media in a top US city, an on-campus recruiting opportunity led him instead to South Korea, as marketing and strategy manager for the service planning division at fast-growing Samsung Electronics.

The prospect of living on a third continent in three years didn't daunt Jacquet. "I like to face new challenges," he explains. "Going to the US to pursue an MBA or, today, working for Samsung Electronics in South Korea, has put me in situations where I have to get out of my comfort zone, interacting with people who are smarter, more hardworking, and more talented than I."

At Samsung Jacquet and his team are involved in dreaming up new apps and content for the manufacturer's smart phones, tablets, and televisions. Sometimes the work is analytical and involves competitive analysis and market forecasting; other times it's more creative.

The culture at Samsung is quite different from what he experienced in Paris or Atlanta. Office work is much more formal; people sometimes call him by his job title. The hours are long, from 8 a.m. to 9 p.m., including an hour of Korean language class, and the workday is more relentlessly serious.

"Fun" only kicks in after work, when workers are often expected to go out not just for a drink or two with co-workers, but for full-fledged bashes, complete with karaoke and numerous rounds of soju, the Korean rice liquor. "It's pretty brutal, actually," Jacquet says of the post-work socializing that's a staple of Korean corporate life.



Although the after-hours can be taxing, Jacquet credits lessons learned at Goizueta with aiding in his job transition.

First, the importance of leveraging chance meetings and cultivating relationships. "I learned not to be aggressive when networking," he says, adding, "I try to be genuinely nice and genuinely willing to meet people."

Second, how to cope with a massive workload. "The amount of work is not something you can control. There's absolutely no point stressing out about it," he adds. All you can do is "try to give your best, try to make the right selection on what you think is most important, and try to be cool about it."

Beyond the many challenges of his new job, Jacquet is enjoying other aspects of Korean life. The weather isn't bad, and his housing and appliances are included in his contract. As for kimchi, guksu, and banchan? "Even for a French guy, the food is really amazing!" —Bennett Voyles

**Ronen Nissenbaum 07MEMBA** is walking along what he calls the Fifth Avenue or the Champs-Élysées of Singapore, Orchard Road, en route to dinner with his family. He is senior executive vice president of operations at Marina Bay Sands, the iconic and opulent Singapore resort and casino that opened in April 2010. "This year Marina Bay Sands stands to be the world's most profitable casino resort," he reports.

Nissenbaum is a known talent in the hospitality industry after working some thirteen years for InterContinental Hotels Group in Paris, Berlin, Tel Aviv, and Atlanta, and serving as regional vice president of operations for North America. He left in August 2009 to oversee preparations and the opening of Marina Bay Sands, a property of Las Vegas Sands Corp.

One of his challenges was to meet Singapore government requirements that 70 percent of the resort's employees be hired from the local population and be trained with new skills, including language. Nissenbaum says the company earned millions in incentives from the government for training and re-skilling the local workforce, and he observes, "Singapore is truly a model of how a country should work!"

Although English is the most common language spoken in Singapore, Nissenbaum says he has had to learn some colloquial "Singlish" and a few important Mandarin phrases. But learning new languages is one of the pleasures of the job. Nissenbaum is a polyglot whose second mother tongue is Hebrew, and he speaks French and German fluently.

The resort is a complex of three 55-story guest towers spanned by the Sands SkyPark, where recreation, entertainment, shopping, and dining opportunities maximize incremental income. Nissenbaum credits a pioneer team of 8,000 employees and partners, from butlers to celebrity chefs, for delivering on the promise of such exceptional facilities.

Working nearly nonstop for the last eighteen months, Nissenbaum takes care to take breaks. "The thing I need most," he says, "is not to think and not to make decisions, so for me

the least stressful time is going out to a movie with my wife. She usually takes me to 'chick flicks.' I need that at least once a week."

The Nissenbaums live with their three children in a centrally located apartment. Since leaving Atlanta, they have kicked their car habit. Now they most often walk, and occasionally take a taxi.

Nissenbaum says he values his contacts with Goizueta faculty members and former classmates. "They always have tremendous advice." —Susan Merritt Jordan



## RONEN NISSENBAUM: ON THE BENEFITS OF COLLABORATION IN SINGAPORE





**The recent catastrophe in Japan** evidenced both the resiliency and strength of the Goizueta global family.

When the earthquake struck, several MBA students and staff had just completed a successful 2011 mid-semester travel module—ten days of exposure to Japanese business and cultural practices that included meetings with Goizueta alumni and exchange students. Half of the visiting students had already returned to the US, while 19 of the original 37 remained in Toyko for additional sightseeing.

In the midst of their own trials, alumni in Japan, including **Koichi Sugiyama 92MBA**, **Yasushi Rokugawa 00MBA**, and **Atsushi Mizuki 99MBA**, reached out to offer assistance and encouragement to those still in Tokyo and used social networking to reassure friends and other alums that they were weathering the crisis.

“Despite their own pressing issues, they offered to host the stranded students in their homes, assisted with hotel reservations, and sent money to the hotel for transportation to the airport,” says **Corey Dortch**, associate director of the Full-Time MBA program. By Sunday, March 13, all but one (who stayed with family) was safely in Atlanta.

Above, a fundraiser sponsored by Japanese students drew nearly 300 people from the Emory community. In addition to offering assistance, Japanese alumni are staying connected with Goizueta. **Shohei Yabune 10MBA**, right, emailed news of his daughter Miku’s birth. Miku, whose name means “bright future to come,” was born less than a week after the March 11 tsunami.

## Aiding our Japanese community

As of this reporting, the more than 100 alumni known to be residing in Japan are all in good health.

The Goizueta community has rallied to help meet the emotional and financial needs resulting from this crisis. On March 31 several Japanese students, including 11 MBAs **Satoru Okumoto**, **Makiko Matsuo**, **Atsushi Nomura**, and **Katsuyuki Uchida**, along with 12 MBAs **Masahide Saito** and **Fumi Saishoji**, sponsored a fundraiser, Compassion for Japan, that featured Japanese food, art, calligraphy and other traditions. Nearly 300 people from the Emory community attended, raising \$2,791. As of April 12 the group had raised more than \$12,000. All proceeds will go to the American Red Cross.

Japanese alumni like **Shohei Yabune 10MBA** are not surprised by the community’s generosity.

“We’re glad to find current Japanese students have begun fundraising activities,” he says. “Once again we find the strong relationship with Goizueta and are so proud to be GBS alums. You encourage us to survive in this tough situation.”

For more information on fundraising activities and to donate, visit [firstgiving.com/fundraiser/GBS-japanese/japan-disaster-relief](http://firstgiving.com/fundraiser/GBS-japanese/japan-disaster-relief).—Sarah Banick



## Managing budgets and patients on the frontline

**Dr. Imoigele Aisiku 03G 06MEMBA** is an accomplished and dedicated professional, balancing duties as director of neurocritical care at Mischer Neuroscience Institute at Memorial Hermann-Texas Medical Center and as associate professor and vice chairman of critical care in the Department of Neurosurgery at the University of Texas Medical School, Houston. Today Dr. Aisiku has a high-profile role as a member of the medical team treating US Representative Gabrielle Giffords (D-Ariz.). On January 8, Rep. Giffords was one of nineteen people shot by a gunman at a constituent rally outside of a Tucson, Arizona, supermarket. Six people were killed in the shooting.

Prior to earning his Goizueta MBA, Dr. Aisiku earned a master’s degree in clinical research from Emory University’s School of Public Health and completed his emergency medicine residency and one of two fellowships in critical care medicine at Emory. While his medical training enables him to deal with the challenges inherent in critical care, he credits his MBA for the financial and managerial acumen required for hospital administration.

Dr. Aisiku notes, “The MBA has been instrumental in my current role as medical director, which of course includes not only clinical responsibilities, but also strategy, quality, and P&L. The Goizueta experience made it possible for me to step into this role.”—Myra Thomas



**Be in the know.**

Stay abreast of all the latest alumni activities in Atlanta, New York, and your city.

For upcoming events, visit [www.goizueta.emory.edu/events](http://www.goizueta.emory.edu/events)

To RSVP, visit the events website, email [alumni@bus.emory.edu](mailto:alumni@bus.emory.edu), or call 404.727.6938.

EMORY GOIZUETA BUSINESS SCHOOL

# Gala event celebrates alumni achievement



Georgia Aquarium provided the backdrop for a gala event celebrating alumni achievement and the 20th anniversary of the Goizueta Marketing Strategy Consultancy (GMSC).

The annual Goizueta Alumni Awards Celebration on February 17 included the presentation of alumni awards and a video tribute to the growth, change, and influence of GMSC, an organization that partners talented Goizueta MBA students with leading organizations to create strategic marketing solutions.

"We are here to celebrate individuals who have made a significant contribution to our school and to recognize a program that is the epitome of experiential learning," said Dean **Larry Benveniste** during the opening address.

## Alumni award recipients

Goizueta Alumni Board president **Steve Greenfield 04EvMBA** co-emceed the event and introduced this year's award winners.

**Harry L. Gilham Jr. 51BBA** was honored with the Distinguished Achievement Award in recognition of his lifetime service to the school and to the community. Gilham, the founder of Georgia Lighting Company, won the 2002 Entrepreneur of Year Award and last year published a memoir entitled *Lighting the Way*. Most recently Gilham and his wife, Caroline, endowed an undergraduate BBA scholarship.

**Tara L. Whitehead-Stotland 93MBA** received the 2011 Alumni Service Award. "I'm blessed to have amazing family and friends who have helped me through my many challenges in life and have influenced my focus on giving back," noted Whitehead-Stotland, vice president of North Highland Consulting. Passionate about serving others, she founded the business school's student-led community service organization in 1992, now known as Goizueta Gives. Whitehead-Stotland is the past president of the Goizueta Alumni Board and has served on the Emory Alumni Board (EAB).

The Alumni Entrepreneurship Award went to **Thomas Franklin "Tom" Beaty 97MBA**, founder and CEO of Insight Sourcing Group and founder of the nonprofit Witness to War Foundation. "Before Emory I never worked for a company with more than 150 employees or for a client



Dean Benveniste with award winners Beaty, left, Whitehead-Stotland, Gilham, Labuda, and co-emcee Greenfield.

with \$100 million in revenue. Upon graduating from Emory, my first client had revenues of \$40 billion with 400,000 employees and I was able to get involved with projects and make an immediate impact. That's the power of the Emory degree."

**Lynn Labuda 09MEMBA**, COO of Fuzeboxinc, earned the Outstanding Recent Alumni Award. In addition to mentoring students, Labuda is an active participant in the Executive Women of Goizueta (EWG) and has held several key positions within the organization, including secretary/treasurer and 2008 conference chair. Labuda is also helping to establish several Goizueta alumni affinity groups.—NG

## GMSC CELEBRATES 20TH ANNIVERSARY

Since the inception of the Goizueta Marketing Strategy Consultancy (GMSC) in 1991, more than 1300 alumni and about 85 companies have participated in the program. During the February 17 event to celebrate GMSC's 20th anniversary, **Reshma Shah**, assistant professor in the practice of marketing and GMSC's faculty advisor, detailed the history of the program and presented awards to founding members and those alumni who have made a strong, positive impact.

"We are here to celebrate the spirit and drive that turned a spark of an idea in 1991 into a program that has become a legend in the Atlanta community," said Shah to a packed audience of alumni, faculty, students, and friends.

She described how GMSC evolved over the years to incorporate more structure and support to achieve rigor and relevance, noting in particular a milestone in 1999–2000, when **Karri Hobson-Pape 00MBA**, then GMSC president, helped lead the transformation of GMSC from an extracurricular activity to a marketing elective course.

For her efforts, Hobson-Pape received the GMSC Distinguished Alumni Award.

The GMSC inaugural leadership team members—**Andrea Casson Galiano 88BBA 93MBA**, **Jack McSweeney 93MBA**, **D'Ann Glenn 93MBA**, **Margaret Pandiscio von Riesemann 93MBA**, **Reshma Shah**, **Karri Hobson-Pape 00MBA**, and **Michael Mabey 93MBA**—were also recognized for their involvement. See photo above right. For more on these GMSC alums, visit [goizueta.emory.edu/magazine](http://goizueta.emory.edu/magazine).

**Jagdish Sheth**, Kellstadt Professor of Marketing, who aided in the group's creation, accepted the Original Faculty Sponsor Award on behalf of Professor Atul Parvatiyar.

"What does the future of GMSC look like?" asked Shah. "Collaborative, interactive, real-time, on demand, socially networked. As much as these words characterize the technology of today, they also characterize changes in the ways our models of learning are evolving."—Nicole Golston



GMSC alum Brandi Ray 10MBA, left, with DeAnna Munn 11MBA. From left to right, 2011 GMSC leadership team members Ji Liu, Kevin Park, Jeff Hu, Ajay Varshney, Abhisek Nayak, and Zhiqiang Huang (MBA class of 2012).

If you are interested in becoming a GMSC client, please email [Reshma Shah](mailto:Reshma_Shah@bus.emory.edu) at [Reshma\\_Shah@bus.emory.edu](mailto:Reshma_Shah@bus.emory.edu) or visit [goizueta.emory.edu/gmsc](http://goizueta.emory.edu/gmsc).



## GMSC Timeline

**1991–1992** **Jack McSweeney 93MBA**, president of Goizueta's marketing club, conceives an idea to strengthen ties with the Atlanta business community and shares it with marketing professor **Atul Parvatiyar**, who also wants to do something substantial to benefit the school, students, and business. They draft a proposal for a marketing strategy competition that charges clients for student work on business problems. Parvatiyar and fellow marketing professor **Jagdish Sheth** lobby for faculty support and promote the idea to Dean **Ron Frank**, who eventually approves the project.

**1993** The first competition is held and features nine projects, 90 students, and 40 to 50 executives in attendance.

**1994** **Sharmila Naidu Williams 94MBA** takes over the helm from McSweeney. "Williams and her team were crucial in keeping GMSC going and making it better," McSweeney notes.

**1997** **Reshma Shah** joins Goizueta and becomes the official faculty advisor of the program.

**2000** Under the helm of Shah and **Karri Hobson-Pape 00MBA**, president of the GMSC leadership team, GMSC becomes an official course in the Full-Time MBA program.

**2001–2004** GMSC is broadened to include students from international partner schools in Latin America, Europe, and Asia and to include executives who judge the presentations remotely from different parts of the world.

**2004** The "C" in the course name is changed from "Competition" to "Consultancy," and teams are required to meet weekly with Shah, their second-year team guide, and expert resources as part of a drive to strengthen the program.

**2005–2010** Clients such as Moe's, Kimberly Clark, Cinnabon, and GE seek GMSC services to assist with global business challenges in India, Brazil, and Germany.

**2009** The team concept gets an overhaul and instead of self-selecting on projects, Shah uses the FourSight Learning Styles Profile to group students according to their approaches to creative problem solving and ability, which creates a more solid team structure. "The team that works best together usually wins," says Shah.

**2011** 20th anniversary celebration held at Georgia Aquarium.

## Panel provides insight on career changes

Each year the Evening MBA program hosts its Career Discovery Day, a full day of panel discussions and networking designed to provide EvMBA students with firsthand information about various industries. This past March a number of alumni spoke with upwards of 100 students about the ins and outs of working in such diverse fields as finance, marketing, supply chain, real estate, and consulting.

The day's events opened with the panel discussion "Changing Careers," during which panelists **Scott Harrison 08EvMBA**, **Ingi Fenger 11EvMBA**, **Charlie Hoffman 10EvMBA**, and **Shelley Howell 11EvMBA** spoke candidly about how and why they'd changed careers. They also discussed resources that were helpful in their transition. "The alumni directory is your most powerful tool," said Hoffman, a former engineer turned Wells Fargo Securities associate.

The panelists not only chronicled the steps that prepared them for switching careers; they also lamented things they wished they'd done more of while in school, such as networking with fellow classmates and professors or capitalizing on the school's international study opportunities.

Harrison, now a senior project manager for GE's industrial solutions business after having switched from technical work to management, encouraged students to build relationships with professors. "That's the benefit of Emory. The professors are very accessible and can help you branch out into a profession," Harrison said. "Leverage the relationships that the professors already have."

Over the course of the day, current EvMBA students like **Mauricio Goetz 13EvMBA** and **Rachel Lawley 12EvMBA** attended panel discussions and networked over lunch with

alums. Goetz attended the event to get "insight into strategies on career change," while Lawley hoped to glean "transferrable ideas on how to access resources and people."

Howell told the students that switching careers requires hard work and a range of strategies and skills, including interpersonal communication. While the Career Management Center and other Goizueta resources are valuable, "it's about finding people and having conversations," she said. "Creating that world around you."—Allison Shirreffs



Moderator Shelley Howell 11EvMBA and panelists Ingi Fenger 11EvMBA, Scott Harrison 08EvMBA, and Charlie Hoffman 10EvMBA share their expertise with evening students.

## Communicating across the globe—and over breakfast

Technology and the global business model have significantly impacted communications and the role of the communications executive in a company. During a recent Business for Breakfast forum, Francie Schulwolf, vice president, Corporate Communications, IHG's Americas division, shared the challenges of relaunching InterContinental Hotels Group's (IHG) iconic, 58-year-old brand, Holiday Inn.

In an age of intense media scrutiny, including social media, and with nearly 3,500 Holiday Inns worldwide, communicating the \$1 billion relaunch was no easy task.

To be most effective, noted Schulwolf, IHG needed to be transparent. That meant letting consumers, owners, employees, and other stakeholders know the plan. "We had to make sure employees knew first before reading about it externally," explained Schulwolf. "All communication was integrated, working hand-in-hand to deliver one single message: Holiday Inn has changed."



IHG's Francie Schulwolf, left, with Randy Evans 79MBA and his daughter Bailey Evans.

Business for Breakfast events are hosted by alumni or friends of the school and serve as opportunities to thank Goizueta Partner-level donors (\$1,000 and above) for their support. In March **Brandon M. Smith 05MBA**, senior lecturer in the practice of management communications, discussed recognizing high-potential employees, and in April **Scott Lloyd 97EvMBA**, co-founder and president of Extrakare LLC, offered a comparison of four views on healthcare: those of the healthcare consumer, employer, taxpayer, and healthcare provider. For more information on becoming a Goizueta Partner, visit [goizueta.emory.edu/invest/goizueta\\_partners\\_society.html](http://goizueta.emory.edu/invest/goizueta_partners_society.html).—Allison Shirreffs



## Facebook friends

International alumni will soon find it even easier to stay connected with other alums and to all the happenings at Goizueta. With help from a partnership between Vitruv, a social media company led by CEO **Reggie Bradford 99EMBA**, members of the alumni board—including **Lindsay (Pertz) Galas 05BBA** and **Matthew Williams 05BBA**—and the Goizueta marketing team, the alumni Facebook page is getting a facelift. The new page will serve as an online home for all alumni social interaction, including a place to share photos and updates on events. Alumni Facebook Groups will focus on individual regions, with news on activities and gatherings. Become a fan at [goizueta.emory.edu/facebook](http://goizueta.emory.edu/facebook).—JMM

## Career enhancement opportunities

Goizueta alumni, current executive MBAs, and evening MBAs took advantage of networking and career opportunities at the 8th Annual Alumni and Executive MBA Career Fair held on March 31 at The Retreat of Dunwoody in Atlanta. Sponsored by the Office of Alumni Relations and Alumni Career Services, the event adopted a speed-networking format to maximize contacts between potential employers and students.

Company representatives, including BBDO Atlanta, Comcast, Cox Communications, The Home Depot, InterContinental Hotels Group, McKesson, Turner Broadcasting, and many others, discussed their hiring needs, preferred candidate profiles, and company cultures.

On March 29, Goizueta also hosted and co-sponsored the iRelaunch Return to Work Conference. The event featured educational and networking sessions for experienced professionals reentering the workforce after a career hiatus due to family care, health issues, entrepreneurial efforts, or unemployment. **Danielle Rubenstein**, associate director of Alumni Career Services, notes, "We are glad to offer events like these to our diverse alumni community, as each one speaks to different career needs."—Myra Thomas

## BBA REUNION

This year **Samantha Renfro**, senior director of alumni relations, and her team will partner with Emory College to coordinate reunion activities for BBAs during Emory's annual Homecoming Weekend. Homecoming 2011 will take place on September 22–25, and undergraduate class reunions will be held for the following anniversary years: 5, 10, 20, 25, 30, and 40. For more information on BBA and MBA reunions or to volunteer to help with your class reunion, contact Samantha Renfro at [alumni@goizueta.emory.edu](mailto:alumni@goizueta.emory.edu) or 404-727-6374.

# 2011

## What tools can I use to stay current in an evolving global marketplace?

**GIACOMO:** Making sound decisions in the current business environment requires a combination of accurate information and building a winning organization and culture. Accurate information is available in multiple sources, including business dailies and weeklies. Among them, *The Economist* probably stands out as the most authoritative guide to international business and politics. Their Intelligence Unit provides a useful database of analyses and forecasts on most countries and industries. Besides analysis, learning foreign languages and experiencing diverse cultures enhance managers' flexibility, which is quite valuable for adapting successfully in a changing world.

**MALISA:** Make use of Goizueta Business Library resources. For example, alumni have free remote access to the Economist Intelligence Unit (EIU) database and Factiva, two excellent, complementary tools. In addition to international business news, EIU offers impartial business intelligence, including economic data and forecasts; analysis of over 250 key economic, political, and market developments around the world; and targeted industry reports and white papers. Factiva's full-text articles from respected news sources range from *The Wall Street Journal*, *New York*

*Times*, and *Financial Times* to *Forbes*, *Fortune*, and *MarketWatch*. These are updated daily, providing context and analysis around EIU's data.

**JEFF:** Read. Even alumni of a top business school will fall behind if they do not read continually. Most essential is *economist.com*, which provides useful daily briefings and all content from *The Economist*, the world's best weekly magazine. Business is impacted by geopolitics, so turning to CFR.org (the publishers of *Foreign Affairs*) is also a wise investment. Alumni who took Global Perspectives can sign up for the BUS 503 Alums conference, where we post articles and charts about the US and global economy, including analysis of the monthly jobs report. Simply send an email to Lori Sullivan from your First Class account.—Cynthia Blakeley

✦ Have a need for succinct Goizueta Business School wisdom on a topic of interest to alumni? Send your suggestions to [Goizueta\\_Magazine@bus.emory.edu](mailto:Goizueta_Magazine@bus.emory.edu).



**GIACOMO NEGRO**  
Associate Professor  
of Organization and  
Management



**MALISA ANDERSON**  
Goizueta Business Librarian



**JEFF ROSENSWIG**  
Associate Professor of  
Finance



Alumni and protégés gather at the 2011 mentor closing reception to celebrate another successful year.

## Goizueta alum heads award-winning company

Total Technology Ventures LLC, co-founded in 2000 by managing partner **Gardiner W. Garrard 99MBA**, won the 2010 Deal of the Year award at the Southern Capital Conference, an annual meeting of private equity leaders. **Sean Banks 03MBA**, a TTV principal, joined Garrard in receiving the award, which recognized TTV for its successful exit from California-based Green Dot Corp. and its nearly \$165 million initial public offering last July.

The firm was also the only company in the Southeast named to the AlwaysOn 2010 Venture Capital 100 list, comprised of the top 100 VC firms based on each firm's exits over the previous three years.

## THE NEW FACE OF PHILLY

**Jessica Heller Katz 06MBA** says her friends and colleagues never know where they'll see her next—in local newspapers and magazines, at bus stops, or waving above the Reading Terminal Market, Philadelphia's historic farmers market. Ever since she and her son, Aiden, won an advertising contest to represent the much-loved local institution, their ad has popped up in some surprising places in and around Philly.

"The photo shoot took about two hours and was lots of fun," says Katz, a national leadership and professional development manager for Deloitte. Although she's not planning on leaving her day job for a modeling life, she has made a scrapbook about the ad for 22-month-old Aiden.

As Katz points out, "this ad is his first gig." Who knows what's next?—CK





1980s

**Keith Kelly 81BBA** of New York City has been named managing director of Kroll's Global Investigations, specializing in complex financial investigations. Kelly will lead a wide variety of assignments requiring both traditional investigative methodologies and financial expertise. He recently retired as a special agent for the FBI, where he worked for 27 years. His last assignment with the FBI was as lead agent of the Bernard L. Madoff Fraud Task Force.

**Herbert Silverman 89MBA** of Orlando, FL, is an agent of the New York Life Insurance Company and recently received the company's Rookie of the Year Award.

1990s

**Susan Mitchell 90MBA** of Atlanta has been appointed executive director of the Dunwoody Nature Center. Mitchell will lead the center's daily operations and long-term strategic plan implementation.

**Shantella Cooper 89C 95EvMBA** of Marietta, GA, has been promoted to vice president and general manager of Lockheed Martin in Marietta, where she will be in charge of the company's 8,000-employee aeronautics facility.

**Matthew Wilson 95BBA** and Staci Wilson of Pennington, NJ, have given a major gift toward the financing of a proposed Jewish community campus in the Princeton-Mercer-Bucks County area. The new facilities and grounds will be named the Matthew and Staci Wilson Jewish Community Campus.

**Tim Willingham 96MBA** of Marietta, GA, recently became the owner of Speedpro Imaging, a B2B large format graphics studio.

**Andrew Yakovlev 98BBA** of Moscow, Russian Federation, has accepted the position of investment officer with the International Finance Corporation (IFC), a member of the World Bank Group.

2000s

**Jesse Wachs 01BBA** and Jennifer Wachs of Miami Beach, FL, announce the birth of a son, Justin Meyer, on November 12, 2010. Wachs is a portfolio manager with Powell Investment Advisors.

**LaShonda (Fulmore) Oglesbee 02MBA** of Atlanta was named Outstanding Mentor of the Year by the Pathbuilders' 2010-2011 Percepta program in March 2011. A six-month program, Percepta pairs junior executive, high-potential women with executive-level mentors, who prepare mentees for leadership positions within their companies.

**Tracey Moskowitz 03BBA** of New York City married Stephen Amdur on October 23, 2010. Moskowitz is an advertising account executive in the New York office of the Travel Channel, a division of Scripps Networks Interactive.

**Carolyn Bao 03MBA** and Hien Le of Milipitas, CA, announce the birth of a daughter, Leah, on March 25, 2011. Bao is senior product marketing manager for Risk Management Solutions.

**Jodi Falkenthal Harvey 03MBA** and Bryce Harvey of Atlanta announce the birth of a daughter, Ella Walling, on July 18, 2010. Harvey is an account executive with Discovery Communications.



Renee Brooks Photography

**Brett Cooper 09MBA** and Katherine Cooper of Atlanta announce the birth of a son, Anders Wesley, on January 21, 2011. Cooper is a technical project manager with BlueFetch Consulting.

**William Gillis 04MBA** of Atlanta has been appointed by the governor of Georgia to serve on the Georgia Public Telecommunications Commission, the oversight board for Georgia Public Broadcasting. Gillis continues to work as a management consultant for ScottMadden Management Consultants.

**Sharifa Garcia 05MBA** of Basehor, KS, married Dr. Donald Gene Peghee Jr. on June 27, 2010, in Kansas City, MO. Garcia is a customer experience manager at Sprint Nextel Corporation.

**Anne Cooney 05MEMBA** of Alpharetta, GA, has been appointed COO of Siemens Healthcare Diagnostics in Tarrytown, NY.

**Sarah Pearse 02C 08EvMBA** of Atlanta has been hired as a senior associate in the new Business Process Improvement Division at Emory University.

**Mike Lepley 09EvMBA** and Karryn Lepley of Chicago, IL, announce the birth of their son, Ethan Paul, on January 10, 2011. Lepley is a senior marketing manager with UPS.



**Robert Stimpson 01MBA** and Hilary Stimpson of Akron, OH, announce the birth of triplet sons, Samuel Martin, Charlie London, and Hudson Grey, who join big sister Ella. Stimpson is an investment banker and portfolio manager with Oak Associate Funds.



**Stephanie Espy 08MBA** and **Dr. Kalvin Chinyere 08MBA** were married on August 14, 2010, at Northbrook United Methodist Church in Roswell, GA. The reception was held at Primrose Cottage. A large coterie of Goizueta community members joined the celebration, including **Julie Barefoot**, associate dean of MBA Admissions; **Alicia Sierra**, director of diversity and community initiatives; **Charles Goetz**, senior lecturer in organization and management; and over two dozen fellow alums, including the following 08MBA classmates: **Albaluz Soriano**, **Kim Greaves**, **Jason Mirach**, **Shayna Gaspard**, **Kristen Keitt**, **Amar Shah**, **Harshad Kanvinde**, **Stephen Tilley**, **Aditya Korke**, **Nina Myers**, **Ibrahim Nasmyth**, **Alton Clark**, **Kirsten Suarez**, and **Melanie Mueller**.



**Nikhil Kapur 01BBA** and Leena Kapur of New York City announce the birth of a son, Deven Naveen, on March 7, 2011. Kapur works in business development at Bloomberg New Energy Finance.

2010s

**Glenn Pugh 10MEMBA** of Suwanee, GA, has accepted a position as director of field consulting sales for Ariba, a provider of management software solutions.

**Jonathan Montague 11EvMBA** of Kennesaw, GA, joined Woodward, Inc. in September 2010. Jonathan is global account manager of the turbine systems sales and marketing team.

**Andrew Paul Hudson 02OX 04C 12EMBA** and **Kristen Burgess 06C 11MD** of Atlanta were married on September 5, 2010.



**Vanessa Rounds 09MBA** and Shad Rounds of Smyrna, GA, announce the birth of a daughter, Isabella Maria, on December 4, 2010. Rounds is manager of corporate strategy and business development at Delta Air Lines.

DECEASED

**Lang Elliot 39BBA** of Nashville, TN, on January 10, 2011.

**Frances Flowers Jr. 45BBA** of Dothan, AL, on November 29, 2010.

**Thomas Cone 48BBA** of Lutz, FL, on April 8, 2010.

**Daniel Felker 48BBA** of Cullen, VA, on July 19, 2010.

**Gerald McClearn 50BBA** of Lagrange, GA, on January 12, 2011.

**Gaillard Mende Sr. 51BBA** of Cumming, GA, on February 25, 2011.

**John A. Jackson 55BBA** of Detroit on September 20, 2010.

**Robert Northcutt 56BBA** of Jasper, GA, on October 15, 2010.

**Joseph Amonette Jr. 46OX 57BBA** of Dunedin, FL, on January 1, 2011.

**James Tucker 57BBA** of Dunwoody, GA, on October 24, 2010.

**Leonard Borg Sr. 59BBA** of Atlanta on November 7, 2010.

**Carl Brunetto 59MBA** of Annapolis, MD, on September 25, 2010.

**Franklyn Futch 59MBA** of Atlanta on August 25, 2010.

**Dorothy Forry 69BBA** of Talking Rock, GA, on April 23, 2010.

**Calvin Shearer 67MBA** of Milwaukee, WI, on March 18, 2009.

**Frances Doherty 78MBA** of Atlanta on December 23, 2010.

**Charles Skibbie 80MBA** of Austin, TX, on February 12, 2008.

**David Radman 82BBA** of Dallas, TX, on October 17, 2010.

**David Rooney 83MBA** of Chagrin Falls, OH, on October, 2009.

**John Youngdahl 83JD/MBA** of Summit, NJ, on October 18, 2010.

**Pedro Farinas 86MBA** of Key Biscayne, FL, on October 19, 2009.

Adding value to libraries worldwide

**Michael Gersch 95MBA** has been named senior vice president and general manager of ProQuest's Serials Solutions business unit. In his new role Gersch will lead a worldwide sales effort, providing libraries with digital tools and integrated management solutions. Gersch previously served as vice president and managing director of litigation solutions for content provider LexisNexis, where he transformed the division to yield new products, alliances, and significant revenue growth. Gersch held successively greater responsibility over his eight years at LexisNexis. Prior to joining the company, he was vice president of finance and strategic planning at Advanced Radio Telecom, an early-stage fixed wireless telecommunications company that provided broadband data and voice services.

In addition to his Goizueta degree, Gersch earned his bachelor's degree in management science from the State University of New York at Geneseo and a master of international business (IMB) from the University of Linz in Austria. He lives near Seattle with his wife, **Kathy McLane Gersch 94MBA**, chief marketing officer for Kotter International, Inc., and their family.—MF



Picture perfect

Goizueta Magazine wants to share your good news. New baby? Job change? Wedding? Photos of you and other alums meeting in exciting international locales? Send a few details and/or your photos to [gmag\\_class\\_notes@bus.emory.edu](mailto:gmag_class_notes@bus.emory.edu), and we will publish as many as space allows. Preference is given to photos in which at least 60 percent of persons are affiliated with Goizueta. And don't forget to let us know which smile goes with which name.

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## Have a plan.



SOLON PATTERSON discovered his passion for investing at age 9, when he started reading stock reports to his father. After earning two business degrees from Emory, he took the helm of one of the nation's premier investment management firms. Recently retired, he now follows his own best advice: Be patient. Take the long view of investing. Along with his wife, Marianna, Patterson has created several charitable gift annuities to support Goizueta Business School. A smart financial strategy, the Pattersons' charitable gift annuities provide income for life, create great tax benefits, and leave an important legacy for business education at Emory.

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