

Executive Master of Science in Management of Technology | Global Executive MBA

## EXECUTIVE DEGREE PROGRAMS



ACHIEVE. LEAD. SUCCEED. | THE BUSINESS SCHOOL AT GEORGIA TECH

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## Welcome from the Dean



Global and technological aspects of business are becoming more important than ever. Rising professionals seeking the competitive edge of an executive master's degree should strongly consider Georgia Tech College of Management. We offer two outstanding executive degree programs for business leaders wanting to grow their careers without interrupting them – the Executive Master of Science in Management of Technology and the Global Executive MBA.

While many business schools have begun adding global components to their MBA programs, few have done so as thoroughly as Georgia Tech has with the **Global Executive MBA**. It is designed to fine-tune the skills and knowledge of professionals seeking to shift their careers toward international business, or simply to gain rigorous training and tools for an increasingly global business environment. Few programs can match Georgia Tech's in such key areas as global supply chain management, global outsourcing and service delivery, emerging technologies, managing innovation, and sustainable business practices.

The **Executive Master of Science in Management of Technology** program has an impressive track record of taking professionals to the next level in their careers through its focus on innovation, change management, and entrepreneurial leadership. Participants gain the skills necessary to manage technology innovation and to develop business opportunities offered by new technologies.

Both degree programs include significant overseas experiences. Both offer access to the College of Management's world-class faculty and state-of-the-art facilities in Midtown Atlanta's Technology Square. With the right people and programs in the right place, we're creating a new standard in business education, providing the global competence and business acumen you'll need to compete both at home and abroad.

*Steve Salbu  
Dean and Stephen P. Zelnak Jr. Chair*

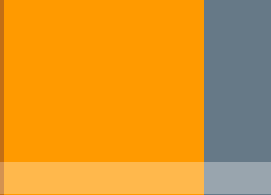
“As a student, I enjoy the best of both worlds—high-tech classrooms and facilities designed specifically for executive programs as well as full access to all campus activities. I am definitely taking advantage of student seating at football games!”

– *Michael A. Liss, Global Executive MBA Class of 2007, Vice President, Acquisition Banking Relationship Manager, Wachovia Bank*

# SYNERGY



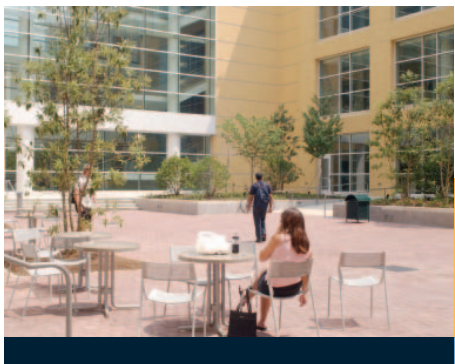




## Atlanta

Consistently ranking among the best American cities for business and entrepreneurs, Atlanta offers tremendous opportunities for professional advancement. With a growing population of more than four million residents, the city is also home to more than 1,600 international businesses and has the third largest concentration of Fortune 500 companies in the United States. CNN, The Coca-Cola Company, Delta Air Lines, Holiday Inn Worldwide/Bass Resorts, The Home Depot, Radiant Systems, Turner Broadcasting System, and UPS are just a few of the companies that choose to call Atlanta home. The nation's second largest Internet service provider, Earthlink, is also based here.

Living up to its reputation as a global center of commerce, Atlanta houses chambers of commerce and foreign consulates from seventy-three countries. In addition, Hartsfield-Jackson International Airport offers direct flights to major destinations around the world.



## Georgia Tech

Georgia Institute of Technology, one of the nation's leading research universities, is known around the world for its educational excellence. Distinguished by its commitment to improving the human condition through advanced science and technology, Georgia Tech is defining the technological university of the 21st century through innovative teaching and advanced research. The Institute, which consistently ranks among *U.S. News & World Report's* top-ten public universities in the United States, occupies 400 acres in the heart of Atlanta, offering more than 16,000 undergraduate and graduate students a focused, technology-based education.

Georgia Tech offers degrees in business, engineering, architecture, computing, liberal arts, and the sciences. The Institute continually strengthens its commitment to providing an education with a global orientation through its forward-thinking programs and partnerships that reach far beyond regional and national borders.

## The College of Management and Technology Square

The intersection of business and technology has always been at the heart of Georgia Tech's College of Management. Our nationally ranked business school teaches students how to take advantage of the many business opportunities made possible by emerging technologies and how to succeed in an increasingly global economy. Established in 1913, the College offers undergraduate, MBA, executive, and doctoral degrees, as well as a wide range of continuing education programs for executives and professionals.

Thanks to the College's location in Technology Square – the center of Atlanta's high-tech business community – opportunities abound for our students and faculty to explore the synergies between management and technology. Opened in 2003, the College's state-of-the-art 189,000-square-foot building ensures that students have access to all of the latest learning tools. The College is also located around the corner from exciting new ventures and leading corporations, where students find fulfilling career opportunities, including BellSouth\*, the Federal Reserve Bank, Turner Broadcasting System, Earthlink, and Equifax.

*continued*

\* In March 2006, AT&T announced it is acquiring BellSouth.

The development of Technology Square – which includes the Georgia Tech Hotel and Conference Center, Global Learning and Conference Center, Economic Development Institute, Center for Quality Growth and Regional Development, and popular restaurant and retail space – has made a significant contribution to Midtown Atlanta’s status as one of the best neighborhoods in the country in which to live and work.

Just as important as this lively, high-tech environment is the College of Management’s greatest resource – its people. Our professors enjoy a world-class reputation for their research and teaching, and our top-notch students go on to be entrepreneurs and successful corporate leaders that bridge the worlds of business and technology. This competitive edge stems from the College’s focus in such areas as technology entrepreneurship and commercialization, management of change and innovation, financial performance and analysis, managing the extended value chain, enterprise globalization, international finance, and sustainability.

Executive students enjoy their “full student status” with complete access to all of the resources Georgia Tech has to offer.



## Recent Atlanta Rankings

- |   |  |  |
|---|--|--|
| <p><b>1</b> “Least Expensive Cities,”<br/>KPMG’S 2006 Competitive<br/>Alternatives Study</p>  | <p><b>3</b> “Top Cities with the Most Fortune 500<br/>Headquarters,” <i>Fortune</i> magazine</p> | <p><b>5</b> “Best States for Business,”<br/><i>Chief Executive</i> magazine</p>  |
| <p><b>3</b> “America’s 50 Hottest Cities for Business<br/>Expansion &amp; Relocation,”<br/><i>Expansion Management</i> magazine</p> | <p><b>4</b> “50 Smart Places to Live,”<br/><i>Kiplinger/Personal Finance</i></p>                 | <p><b>10</b> “Ten Hot Cities for Job Growth,”<br/><a href="http://CNNMoney.com/Business 2.0">CNNMoney.com/Business 2.0</a></p> |
|   | <p><b>5</b> “Top Ten Metros,” by 2005 number of<br/>projects, <i>Site Selection</i> magazine</p> |  |







“After almost seven years of climbing the corporate ladder, I found myself at the top of my game, but with nowhere to go. The Executive Master’s program at Georgia Tech offered me the best balance of technology, strategic management, and MBA business fundamentals to advance my career.”  
– *Steven C. Gray, Executive Master’s Class of 2000, Services Execution Program Manager, U.S. Services Sales and Partner Strategy, Microsoft*

### Executive Degrees at Georgia Tech

Excellence in management education has long been a hallmark of Georgia Tech. The **Global Executive MBA** and the **Executive Master of Science in Management of Technology** programs help you develop the skills you need to effectively manage changing technological environments in today’s global business world.

In both programs, students benefit from Georgia Tech’s activities as a leading technology research university and its entrepreneurial spirit. They learn to speak the language of business and use the latest tools while gaining valuable insight into

entrepreneurship, change management, and the process of delivering innovative products to the marketplace.

Executive programs allow students to continue working while gaining an advanced degree in less than two years. Throughout the program, students learn as much from their classmates as they do from the top-notch faculty during interactive learning experiences. Program participants enrich one another by sharing diverse professional, cultural, and educational perspectives as the class moves together as a single group.

Students also benefit from the wide array of Institute resources associated with the College of Management, such as:

- The Center for International Business Education and Research (CIBER), one of only thirty national resources in international business in the United States
- The Institute for Leadership and Entrepreneurship
- The Global Learning Center



## Win-Win Proposition

Participants in the Global Executive MBA and Executive Master's programs aren't the only beneficiaries of these degrees. Sponsoring companies find that helping their employees earn these degrees is mutually beneficial, because:

- The programs allow high-potential talent to continue their education without having to leave their jobs. Organizations retain talented, proven managers with a distinctive and increasingly valuable combination of technological and business expertise.
- Students are able to apply principles learned in the classroom to solve real-world problems and pursue new business opportunities for the company immediately. Once students finish their program, their enhanced skills are more valuable than ever to their companies.

The entrepreneurial spirit instilled by the Global Executive MBA and Executive Master's programs is becoming increasingly important to companies. More businesses recognize the need to sharpen their innovative edge and embrace new technologies as countries like China and India rapidly change the world's economy. Technology is usually at the center of innovation because of the new opportunities and challenges it presents.

## A Supportive Environment

Balancing your career, family, business travel, and an executive degree program is extremely demanding. The College of Management offers support through:

- Faculty availability inside and outside of class for further discussion or advice;
- Support staff to help minimize your stress by handling details such as book purchases, parking, and other administrative matters so you can concentrate on the program; and
- Your fellow teammates—often one of the best support systems available. International residencies and the weekend class format encourage the development of strong peer networks.

## The Georgia Tech Global Executive MBA

Designed as an intensive combination of classroom participation and international residencies, the Global Executive MBA program fine-tunes the skills and knowledge of business leaders who want to expand their careers toward international business and/or to better understand global business issues.

As the business world becomes increasingly global in nature, executives must understand future business trends. The Global Executive MBA prepares you to lead organizations in a global context, and to guide innovation and change management processes amid the technological sophistication and complexity of today's international business environment.

The program begins each year with an on-campus residency at Georgia Tech. Students then return to campus every two weeks for Friday and Saturday classes from 8 AM to 5 PM. They attend overseas trips in the second and third semesters and complete a final week of classes at Tech before

graduating in December. *(See insert for additional details.)*

The countries visited by Global Executive MBA students vary from year to year. During their time at Georgia Tech, classes travel to key areas of international commerce. Focusing on global business and emerging economies gives students an additional edge on the competition. Residency locations may include Brazil, Chile, China, Singapore, India, and Eastern Europe. These trips consist of lectures and company visits and examine the cultural, social, and economic aspects of each location. As a result of these visits, students gain an understanding of both emerging and developed economies and how to effectively conduct business in these areas.

Diverse residency locations also allow graduates to continue their learning process with Georgia Tech. All alumni receive a "Passport to Future Residencies" upon graduation. The "Passport" provides the graduate with the option to attend any future residencies at a minimal cost keeping them involved and at the top of the global game.

## Who should apply?

Qualified candidates for the Global Executive MBA program have an average of twelve years of professional work experience, during which they have demonstrated increased responsibility, professional growth, and leadership. The individual should be highly motivated to develop business skills critical for leaders in a global setting. Industry background, company size, and titles vary, allowing students to gain a broad understanding of global issues and scenarios.



“Not only have I learned a lot about global business issues, but I've also made a number of contacts as a result of the international residencies.”  
 – *Angela Scott, Global Executive MBA Class of 2006, Territory Trade Manager, Honeywell*



## Student Perspectives

**Angela Scott, Global Executive MBA Class of 2006** • BBA Marketing and Professional Sales, Kennesaw State University, 1994 • Territory Trade Manager, Honeywell

“My aspiration is to work for Honeywell overseas,” says Angela Scott, territory trade manager for Honeywell’s automation and control division. “To meet this goal, I needed to broaden my international business experience by obtaining a Global MBA from a top-tier school. However, it was important to me to continue working, which meant an executive degree was the perfect fit.” After thoroughly researching local executive degree programs and surveying her mentors, Scott decided on Georgia Tech and the Global Executive MBA. “Not only have I learned a lot about global business issues, but I’ve also made a number of contacts as a result of the international residencies,” she says.

Honeywell is also seeing the immediate results of Scott’s studies. “I try to focus my class projects on company issues whenever possible, so the benefits are two-fold: I’m able to apply what I learn in a real-world scenario, and Honeywell benefits instantly from the findings of my research.”

After her December 2006 graduation, Scott plans to continue her international learning with her “Passport to Future Residencies,” enabling her to go on future trips. “I’m excited to attend more residencies, meet new students, and expand my international network and experience,” Scott says. “I’m ready to book my ticket!”

**Bashir Chuma, Global Executive MBA Class of 2007** • BS Computer Information Systems, Kennesaw State University, 2006 • Database Specialist • Fulton County Tax Commissioner’s Office

Bashir Chuma, a native of Tanzania, says that he has learned a great deal from his classmates, who come to Georgia Tech with diverse backgrounds and opinions. “It brings our class discussions to a whole new level. I’m not just learning new material. I’m also learning how to think about the ‘big picture’ and how my comments and decisions will influence others.”

Chuma selected Georgia Tech’s Global Executive MBA because technology has created a ‘flat’ world, which adds a whole new element to the way business is conducted. “In just seconds, I can communicate with business men and women around the globe, so it’s imperative to begin viewing business in a global context,” he says. Chuma plans to open his own international business consulting firm someday to help more international companies do business in Africa. “Globalization refers to all six continents, and I believe that Africa can play a bigger role in the global marketplace. By combining the tools I’m gaining from this program with my existing knowledge and experience, I will be well equipped to reach my goal.”

## The Global Executive MBA Areas of Focus

- Business in a global context
- Innovation and creativity
- Global outsourcing and service delivery
- Leading change
- Global operations management
- Strategic planning and execution
- Finance and accounting

## Global Executive MBA Class of 2007 Profile

Entering class size — 18

Men — 72%

Women — 28%

Minority/International — 72%

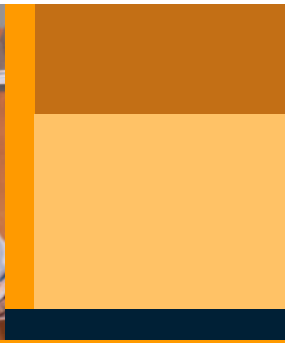
Average age — 33

Years of experience — 10

Average salary — \$76,633

Hold advanced degrees — 6%

Students traveling from out-of-state — 0



“ The program made me – a non-IT person – better equipped to understand and speak the language that is changing business across the world.”  
– *Marcia Trajano, Executive Master’s Class of 2003, Director of Business Development, Architectural Construction Services*

## The Georgia Tech Executive Master of Science in Management of Technology

Designed to prepare business leaders to take competitive advantage of today’s rapidly changing technological environments, the Executive Master of Science in Management of Technology program attracts both technical and business professionals who are ready to transition into upper management and strategic leadership roles.

The Executive Master’s program, established in 1994, combines the traditional MBA core body of knowledge with creativity and innovation, change management, strategic planning, technology forecasting, and entrepreneurial leadership. This focused program develops your decision-making, team, and leadership skills while enhancing your ability to manage technology innovation, develop business opportunities offered by new technologies, and compete in the global business environment.

A year-long new venture project serves as a powerful integrative capstone experience that culminates in a juried business plan competition. This experience also serves to heighten students’ confidence in their ability to use their new knowledge to contribute significant value to their employer.

Classes meet every other weekend – Friday and Saturday from 8 AM to 5 PM during a nineteen-month period. You are not expected to stay on campus during local residencies.

The program concludes with a nine-day international study tour of either Europe or Asia focusing on global strategic management and cross-cultural business and leadership issues. A mix of lectures, guest speakers, company visits, and cultural excursions will deepen your insight into the economic, political, social, and cultural aspects of the host countries and region. Even if you are accustomed to doing business in an international setting, this capstone event will enhance your global business acumen.

## Who should apply?

The Executive Master’s in Management of Technology program draws professional candidates with an average of fourteen years of professional work experience. Candidates work in a variety of roles, including finance, management, marketing, sales, and accounting. They have a history of professional success and are ready to manage innovation and technology to take their organizations to the next level.

“We want to help students develop global competence, not just provide overseas experiences.” – *Howard Rollins, Georgia Tech’s associate vice provost for international education.*



### The Georgia Tech Executive Degree Program Advantage

- A close-knit learning community promoting enriched student/faculty relationships
- Classmates with diverse educational and work experiences
- An atmosphere that fosters group cooperation and a true understanding of international business
- An innovative curriculum that keeps pace with the rapidly changing business environment
- An extended network of professionals whose career paths vary widely—a life-long resource as you advance your career
- The Georgia Tech family and its globally recognized brand

## Student Perspectives

**Melissa Treichler**, *Executive Master's Class of 2006* • BA International Relations, Gannon University, 1994 • Midrange Storage Support Manager, IBM Global Technology Services

As a Midrange Storage support manager for IBM Global Technology Services, Melissa Treichler felt Georgia Tech's Executive Master's program had it all: the business education she wanted from a traditional MBA core combined with a technical component. "I believe this will give me an edge on the competition," says Treichler.

The focus on entrepreneurship was also appealing. "Even though IBM is a large company, some business units have many employees, which is equivalent to a new venture or small company," explains Treichler. "To succeed in such a division, you need to embrace the entrepreneurial spirit."

Treichler believes that her "MBA-plus education" will help with her career portfolio and help her reach her goal of becoming a senior leader with IBM. "I'm currently responsible for a Leadership Development Program, which ultimately will be available to 900 employees, and I'm already putting my new leadership and financial skills to the test. I'm now managing this program in a more effective way," Treichler adds. "As a member of the new generation of IBM, my degree will help set me apart."

**Shanker Subramaniam** • *Executive Master's Class of 2007* • BS Mechanical Engineering, Indian Institute of Technology, 1979; MS Mechanical Engineering, University of Kentucky, 1989 • Technical Director, Consolidated Engineering Company

After seventeen years in the United States, Shanker Subramaniam's aspiration is to return to his home country, India, to independently run a division for Consolidated Engineering Company (CEC), his current employer. "I need to reinforce my intuitive business skills and understand the current trends in managing a technology company," explains Subramaniam. "This degree is vital to reaching my goal."

In the meantime, Subramaniam is putting his new knowledge to work in his current role. "My team chose an initiative at CEC for the organizational analysis project, and we will be presenting the recommendations to our CEO," says Subramaniam. "This could mark a turning point in the management of our company."

### The Executive Master of Science in Management of Technology Areas of Focus

- Creativity and innovation
- Change management
- Strategic planning
- Entrepreneurial leadership

### Executive Master's Class of 2007 Profile

Entering class size — 29  
 Men — 86%  
 Women — 13%  
 Minority/International — 20%  
 Average age — 38  
 Years of experience — 14  
 Average salary — \$86,600  
 Hold advanced degrees — 13%  
 Students traveling from out-of-state — 17%





“The most rewarding aspect of the Global Executive MBA program has been the knowledge, dedication, and quality of the Georgia Tech staff. Each professor has extensive subject knowledge and work experience that they give freely to help each student succeed.”

– James Kelley Tribble Jr., Global Executive MBA Class of 2006,  
Vice President and Industrial Division Manager, American BOA



## Georgia Tech College of Management Faculty

Business leaders participating in the Global Executive MBA and Executive Master of Science in Management of Technology programs are taught by faculty members who are world renowned for their teaching and research. They are highly accessible and practice an interactive learning approach with executive-level students. Many professors are consultants to national and international organizations, serving in roles that enable them to pragmatically assess the strengths and limitations of theory and research within the ever-changing realities of the business world.

### Faculty Highlights

#### Sridhar Narasimhan, PhD

*Professor, IT Management*

Professor Sridhar Narasimhan's research centers on corporate IT infrastructure design, and he is currently focused on electronic commerce applications. He also has done research on managing IT outsourcing arrangements. Narasimhan's work has been published in *Management Science*, *INFORMS Journal on Computing*, *IEEE Transactions on Communications*, *IIE Transactions*, and *Decision Sciences*. He also serves on the editorial boards of several journals.

Narasimhan developed the IT Practicum elective course for MBA students, enabling teams to work on a semester-long project at organizations including BellSouth, The Home Depot, InterContinental Hotels Group, Coca-Cola, Coca-Cola Enterprises, CheckFree,

Southern Company, Matria Healthcare, Scientific Atlanta, and EarthLink. He is also a co-director of the IT Management Executive Education program.

#### Deborah Turner, PhD

*Associate Professor, Accounting  
Honorary Accounting Organization  
Faculty Advisor*

Associate professor Deborah Turner is a certified public accountant in Georgia, who spent four years as an accountant with PricewaterhouseCoopers (formerly Coopers & Lybrand) before joining the College in 1985. Her industry experience includes manufacturing, financial services, and professional services.

Turner's research focuses on financial and managerial accounting. She also has twice received the American Woman's Society of Certified Public Accountants (AWSCPA) Literary Award for outstanding contributions to accounting literature. In 2002, Turner was selected as the AWSCPA Educator of the Year. She was selected to receive the Class of 1940 W. Roane Beard Outstanding Teacher Award in 2004, the highest teaching award at Georgia Tech. Her most recent accolades include the Outstanding Executive Master's Professor Award in 2005 and the Hesburgh Award Teaching Fellow in 2006.

Her published work has appeared in *Accounting Horizons*, *Management Accounting*, *Business*, *Advances in Taxation*, *Journal of Applied Business Research*, and many others. She is affiliated with the American Institute of Certified Public Accountants, American Accounting Association, American Woman's Society of Certified Public

Accountants, and Financial Executives International. In addition, she has served as a consultant and executive educator to a number of firms, including BellSouth\*, Dell, Georgia Power, Hewlett-Packard, Lockheed, Scientific-Atlanta\*\*, and Siemens.

#### David M. Herold, PhD

*Professor, Organizational Behavior  
Elizabeth R. and Gary T. Jones Chairholder  
Area Coordinator for Organizational Behavior*

Professor David Herold is area coordinator of organizational behavior. He has published widely in the major psychology and management journals, contributed to books, and presented numerous papers. He also has served as reviewer and editorial consultant for book and journal publishers, the National Science Foundation, and the National Institute for Mental Health. His research interests include management of organizational change, corporate innovation, behavioral problems in implementing new technologies, performance feedback in organizations, group performance, and leadership.

Herold is an active management consultant, helping companies address a wide range of organizational and human resource issues, including organizational planning and design, change management, management and executive development, attitude surveys, team building, and the implementation of new technologies.

\* In March 2006, AT&T announced it is acquiring BellSouth.

\*\* Scientific Atlanta acquired by Cisco Systems, Feb. 24, 2006.





## Soumen Ghosh

*Professor, Operations Management*

Professor Soumen Ghosh's research and teaching interests focus on global operations strategy, supply chain strategy, product development and supply chain interface, quality management, and manufacturing planning and control. Before joining the College of Management, he worked as a production engineer with Tata Industries. He has provided consulting and training services to several organizations on quality, operations, and supply chain improvement. He has also served on the Board of Examiners of the Georgia Oglethorpe Quality Award and as the director of the Center for Quality and Change Leadership for eight years.

Ghosh's research has been published in several scholarly journals such as the *Journal of Operations Management*, *Decision Sciences*, *IIE Transactions*, *International Journal of Production Research*, *European Journal of Operational Research*, and *Quality Management Journal*. His research has been supported by grants from organizations including the Sloan Center for Paper Business and Industry Studies, the National Science Foundation, Department of Education, American Society for Quality, European Union Information Directorate and the Lorraine (France) Development Corporation. He has also received support from companies such as Hewlett-Packard, IBM, and SAP America. In connection with his research, Ghosh has traveled to more than seventy-five organizations in the Americas, Europe, and Asia.

## College of Management Executive Program Faculty

### Accounting

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

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

### Finance

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

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

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

### Information Technology Management

**Sabyasachi Mitra**, area coordinator and associate professor; PhD, University of Iowa: economic impact of information technology, IT outsourcing, e-commerce, communication network design, and disaster recovery

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

### Operations Management

**Cheryl Gaimon**, Regents' professor; PhD, Carnegie Mellon University: acquisition of new technology for management and service technologies, knowledge creation and management, process improvement, implementation of change strategies including new technology, technology choice and pricing, competitive analysis of technology acquisition and pricing, and environmentally friendly manufacturing

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

**Stylianios Kavadias**, assistant professor; PhD, INSEAD: new product development

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





### Organizational Behavior

**Nathan Bennett**, senior associate dean, and professor; PhD, Georgia Institute of Technology: leadership, innovation, and strategy

**David M. Herold**, area coordinator, Elizabeth R. and Gary T. Jones chairholder and professor; PhD, Yale University: executive development, organizational design, leadership, and organizational change management

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

**Dennis H. Nagao**, associate professor and faculty director, Executive Master of Science in Management of Technology Program; PhD, University of Illinois at Urbana-Champaign: group performance and effectiveness, behavioral aspects of information technology, and behavioral decision theory

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

### Strategic Management/Technology Transfer

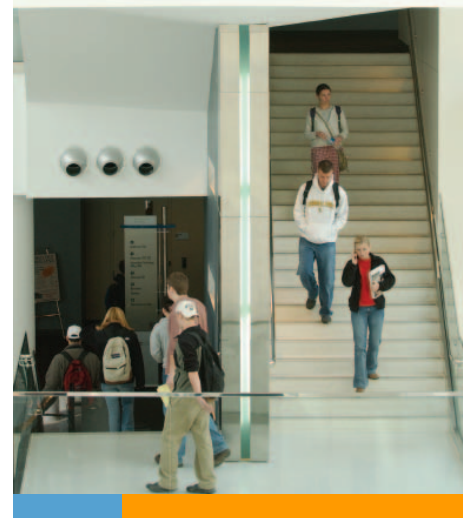
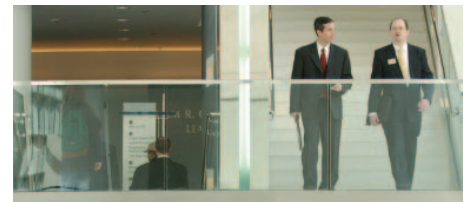
**John R. McIntyre**, professor and director, Center for International Business Education and Research (CIBER); PhD, University of Georgia: international technology transfer, international business strategy, comparative management, trade regulation, export/import management, international trade policy,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

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

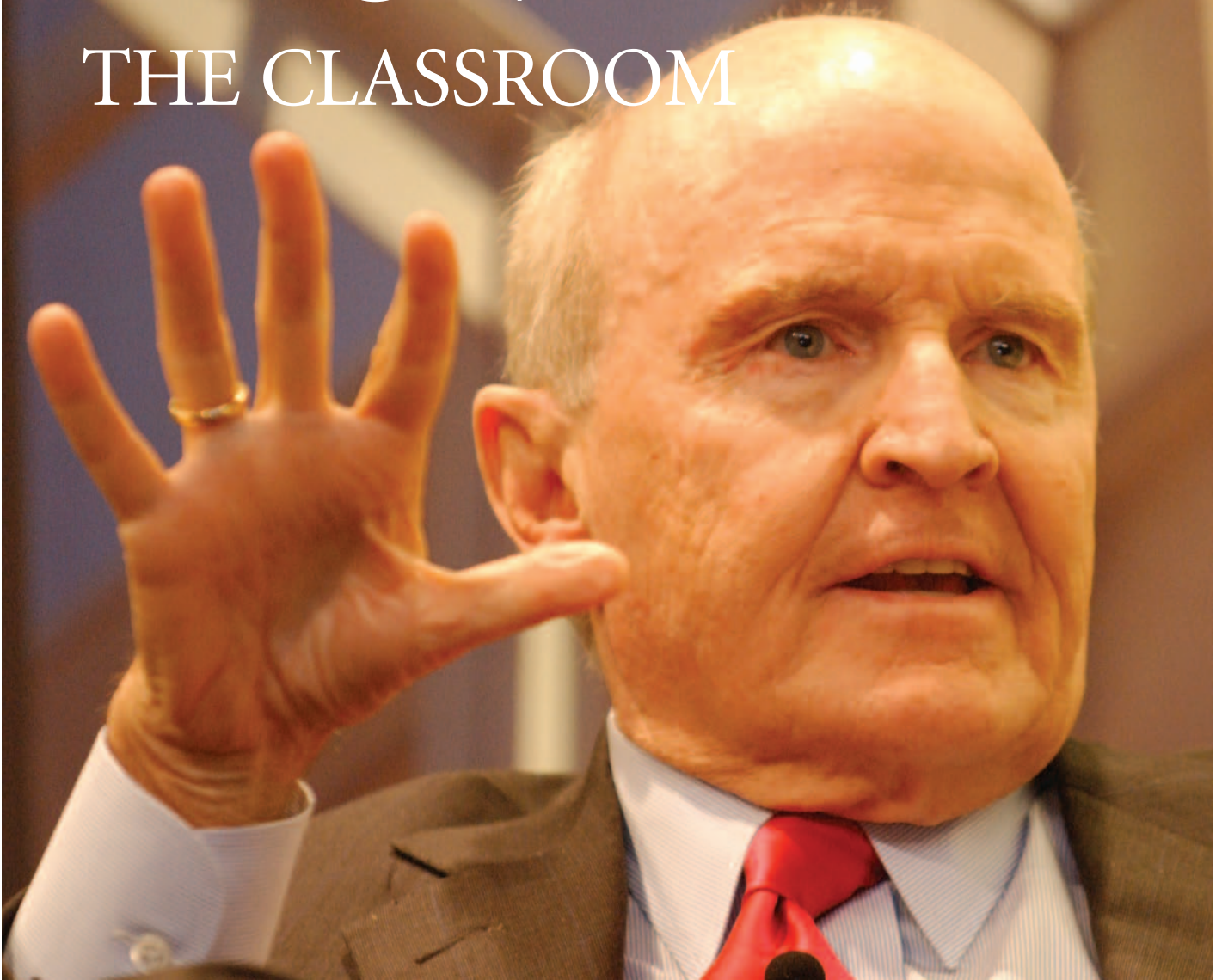
### College of Management Executive Program Adjunct Faculty

**Robert Burgess**, specialization: operations management

**Arn Rubinoff**, specialization: law/ethics



# BEYOND THE CLASSROOM



Jack Welch, former General Electric Chairman and CEO, spoke to students and community members at the College of Management. “The team with the best players wins,” he said. “Your job is to build a great team.”



Georgia Tech inspires IMPACT speaker Thomas Friedman during his visit to the College of Management.



Warren Buffett discusses the economic challenges facing America during his IMPACT lecture.

## Endless Development Opportunities

Learning is not strictly a classroom activity at Georgia Tech. A strong speaker series is a vital part of the learning process. The caliber of our students and programs draws visionary corporate and government leaders who share their perspectives on the business issues that are uppermost in their minds, and executive students are given full access to these speakers.

## IMPACT Speaker Series

For six years, IMPACT has brought highly successful business leaders from a variety of industries to the Georgia Tech campus to share their experiences and give advice to students and community members on topics ranging from “Building a Venture Around Intellectual Capital” to “Successful Entrepreneurship in Large Organizations.”

## Presentation Recap: Thomas Friedman Discovers World Is Flat Economically

Thomas Friedman, a world-renowned foreign-affairs columnist for *The New York Times*, came to campus to discuss *The World Is Flat: A Brief History of the Twenty-First Century*, his best-selling account of globalization, as part of the IMPACT Speaker Series.

Friedman was so impressed with what he learned about Georgia Tech during his visit that he felt inspired to add a chapter (“The Right Stuff”) on the Institute to the 2006 re-release of *The World Is Flat*. “You’re at a school that gets a lot of what’s going on, and that really excites me,” said Friedman, adding that American education and government policy must adapt to the world’s flattening landscape. “I visit schools that are least two years behind.”

He said he wrote this book so that at least two kids, his daughters, would understand how the world they’re growing up in differs from that of his childhood in the 1950s, when his parents would tell him, “Tom, finish your dinner; people in India and China are starving.” Now Friedman tells his daughters: “Finish your homework, because people in India and China are starving for your jobs, and in a flat world, *oh, they can have them*, because in a flat world, there is no such thing as an American job. It’s just a job, and it’s going to go to the most efficient, smartest, most effective person who can do that job.”

### Recent on-campus speakers include:

- **The Honorable Roberto Abdenur**, Ambassador of Brazil to the United States
- **Kerry Clayton**, President and CEO, Assurant, Inc.
- **David W. Dorman**, IM 1975, Chairman and CEO, AT&T
- **Kris Gopalakrishnan**, Co-founder, COO, and Deputy Managing Director, Infosys Technologies Ltd.
- **Christopher Klaus**, Founder and CTO, Internet Security Systems
- **Ann Livermore**, President, HP Services
- **Bernie Marcus**, Founder of The Home Depot
- **J. Paul Raines**, President, The Home Depot’s Southern Division
- **Joseph W. Rogers Jr.**, Chairman of Waffle House
- **Alfred P. West Jr.**, AE 1964, Chairman and CEO, SEI Investments





## Entrepreneurship and New Venture Creation

Intended primarily as an educational exercise, the annual Georgia Tech Business Plan Competition often leads to the creation of real technology-based businesses.

Just ask Phillip Funkhouser, a 2003 graduate of the College of Management's Executive Master's program. His company, VirtualBLUE, won the 2004 Business Plan Competition for its technology that could significantly improve the way architects work. Instead of having to haul burdensome stacks of blueprints to and from construction sites, architects can wirelessly access thousands of stored drawings using VirtualBLUE's flexible digital display, which can be rolled up like a real blueprint for easy transport.

Other Executive Master's students were involved in the early stages of VirtualBLUE, but Funkhouser was the one who committed to it as a full-time career opportunity. In 2005, the company received a patent for its product and won recognition as one of the top forty most innovative companies by the Technology Association of Georgia.

Started in 2001, the Business Plan Competition is open to all students and recent alumni of any program at Georgia Tech. Venture-creation classes and workshops leading up to the annual competition provide excellent opportunities for students to explore entrepreneurship opportunities and receive sound advice from industry experts.

Members of the Executive Master's class of 2005 enjoy a cocktail reception in Munich, Germany.



“The strong personal and professional relationships I have built during this program will last far into the future. The Georgia Tech alumni network includes men and women that are at the top of their game, and I’m proud to be a part of it.”

– Alex Heublein, Global Executive MBA Class of 2006, HP Distinguished Technologist, Hewlett-Packard







## Corporate Sponsors

Georgia Tech's corporate connections are vast. This is a partial list of organizations represented by students and alumni of the Global Executive MBA and Executive Master's programs.

- AFLAC
- AT&T
- Applied Materials
- BellSouth Corporation
- Boeing Corporation
- Coca-Cola
- Cox Communications
- Dana Corp.
- Delta
- Eastman Kodak
- Eaton/Cutler-Hammer
- EMC Corporation
- Fidelity Investments
- Ford Motor Company
- GE Appliances
- GE Power Systems
- GE Consumer Finance
- General Electric Information Services
- General Mills Operations
- General Motors
- Goodrich Corporation
- Hewlett-Packard
- The Home Depot
- Honeywell International
- Intel Corp.
- JP Morgan Chase
- Kimberly-Clark
- Lockheed Martin
- Lucent Technologies
- Microsoft Corp.
- Morgan Stanley
- Motorola
- Northrop Grumman
- Northwest Airlines
- Parker Hannifin Corporation
- PPG
- Procter & Gamble
- Regions Financial Corp.
- Sprint
- SunTrust Bank
- Unisys
- Weyerhaeuser

## Strong Alumni Network

Georgia Tech enjoys an active and growing alumni association—one that you will be able to use to extend your social network, develop your career, and continue your professional education. Through this alumni network, management students are able to tap into Georgia Tech's wealth of knowledge and connections. Georgia Tech alumni can be found throughout the world on every continent.

## Distinguished College of Management Alumni

This is only a sample of our alumni who continue to maintain a tradition of excellence long after they leave campus.

**Robert A. Ancien, IM 1969, MSM 1970**  
*Retired Partner, Accenture General Partner, Liberty Land Group LLC*

**Alfredo Arias, MSM 1971**  
*Retired Executive, Cerveceria Nacional*

**Jerome A. Atkinson, IM 1971**  
*Executive Vice President & CCO, Assurant*

**Steven R. Baldwin, IM 1971**  
*Senior Partner, Deloitte & Touche, Atlanta*

**William L. Ball III, IM 1969**  
*Managing Director, The Loeffler Group*

**Kelly H. Barrett, IM 1986**  
*Controller, The Home Depot*

**Marcus C. Bennett, IM 1959**  
*Executive Vice President & CFO (Retired), Lockheed Martin Corporation*

**Ed H. Bowman Jr., IM 1960**  
*President & CEO, SOURCECORP*

**Charles W. Brady, IM 1957**  
*Chairman Emeritus, AMVESCAP*

**Neil K. Braverman, IM 1960**  
*Founder and Retired Co-chairman, Safeskin Corporation*

**Edward J. Brown III, IM 1970**  
*Retired President, Global Corporate and Investment Banking, Bank of America*

**J. Randall Carroll, IM 1968**  
*President and COO, Bank of North Georgia*

**Donald L. Chapman, IM 1961**  
*Chairman and CEO, Tug Investment Corporation*

**Gary M. Clark, IM 1957**  
*Retired President, Westinghouse Electric Corporation*

**Joel H. Cowan, IM 1958**  
*Chairman, Habersham & Cowan*

**John K. Dewberry, IM 1986**  
*Founder, President, and CEO, Dewberry Capital Corporation*

**David W. Dorman, IM 1975**  
*Retired Chairman and CEO, AT&T*

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

**Joseph W. Evans**  
*Chairman and CEO, Flag Financial Corporation*

**Tom A. Fanning, IM 1979, MSM 1980**  
*Executive VP, CFO, and Treasurer, The Southern Company*

**Sam O. Franklin, IM 1965**  
*Retired Chairman, SunTrust Banks (Nashville)*

**David C. Garrett Jr., MSM 1955**  
*Retired Chairman and CEO, Delta Air Lines*

**David C. Garrett III, IM 1970**  
*Chairman, Mallory & Evans*

**Jere W. Goldsmith IV, IM 1956**  
*First Vice President, Investments Merrill Lynch*

**J. William Goodhew III, IM 1961**  
*Vice President, Intelligent Systems Corporation*

**Terry Graham, IM 1969**  
*Retired Executive VP and COO, Lockheed Martin Aeronautics Corporation; Former COO, Rolls-Royce Allison*

**Jack Guynn, MSM 1970**  
*President and CEO, Federal Reserve Bank of Atlanta*





**Allen S. Hardin, IM 1953**  
Retired Chairman, Hardin Construction Company

**Hubert L. Harris, IM 1965**  
Retired CEO, INVESCO North America

**Lawrence P. Huang, IM 1973**  
Partner, Sabel Partners LLC  
Retired Co-founder, Ciena Corporation

**W. Mansfield Jennings Jr., IM 1956**  
Chairman and CEO, ComSouth Corporation

**T. Stephen Johnson, IM 1971**  
Chairman, T. Stephen Johnson & Associates;  
Founder, NetBank

**Gary T. Jones, GMGT 1971**  
Retired Managing Director, Credit Suisse First  
Boston (USA)

**N. Richard Kalikow, IM 1964**  
Founder and Retired Chairman, Max Capital  
Management; President, Manchester Real Estate

**Alan J. Lacy, IM 1975**  
Retired Vice Chairman, Sears Holdings Corp.

**A.J. Land, IM 1960**  
Chairman, Pope & Land Enterprises

**Julian LeCraw, IM 1952**  
Retired Chairman, Julian LeCraw  
and Company

**George W. Levert, MSM 1974**  
Managing Director, Kinetic Ventures

**James R. Lientz Jr., IM 1965**  
COO, State of Georgia; Retired President,  
Mid-South Banking Group, Bank of America

**John S. Markwalter Jr., IM 1981**  
President and CEO, Atlantic Trust Company

**Robert Milton, IM 1982**  
President and CEO, Air Canada

**Michael A. Neal, IM 1975**  
Vice Chairman, General Electric; President and  
CEO, GE Commercial Finance

**Gregory J. Owens, IM 1982**  
Chairman, Managing Director, Red Zone Capital;  
Former Chairman, Manugistics

**H. Lynn Page, IM 1961**  
Director and Retired Vice Chairman of the Board,  
Synovus Financial Corp.; Columbus Bank and  
Trust Company; and Total Systems Services

**Dennis M. Patterson, IM 1971**  
Corporate Executive Vice President,  
SunTrust Banks

**Antonio Pere, MSM 1988**  
Executive Director, Alliance S.A.

**James P. Poole, IM 1942**  
Retired President, Employer-Employee Security  
Plans

**Robert S. Prather Jr., IM 1967, MSM 1970**  
President & CEO, Bull Run Corporation;  
President & COO, Gray Communications

**D. Raymond Riddle, IM 1955**  
Interim Chairman and CEO, AGL Resources;  
Retired President, Wachovia Bank of Georgia

**James D. Robinson III, IM 1957**  
Co-founder and General Partner, RRE Investors  
LLC; Retired Chairman and CEO, American  
Express

**J. Michael Robison, MGT 1997**  
Founder, President, and CEO, Lanier Parking

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

**John T. Salley, MGT 1988**  
Three-time NBA World Champion, Entertainer  
(film, TV), and CEO, Black Folk Entertainment

**Julian D. Saul, IM 1962**  
President, Shaw Industries

**Ernest Scheller Jr., IM 1952**  
Chairman, Silberline Manufacturing Company

**Derek V. Smith, MSM 1979**  
President and CEO, ChoicePoint

**John C. Staton Jr., IM 1960**  
Retired Partner, King and Spalding LLP

**J. Leland Strange, IM 1965**  
President and CEO, Intelligent Systems  
Corporation

**R. Joe Taylor, IM 1956**  
President, Capital Planning Corporation

**William J. Todd, IM 1971**  
President and CEO, Georgia Cancer Coalition;  
Former President, Georgia Research Alliance Board  
Total Technology Ventures; Former President and  
CEO, Encina Technology Ventures

**W. Ashley Verlander, IM 1939**  
Retired Chairman, American Heritage  
Life Insurance

**Deborah L. Wagnon, IM 1976**  
Partner, Entertainment Division, Hunter, Maclean,  
Exley & Dunn





## Alumni Perspectives

**Ivan Riobo**, *Global Executive MBA Class of 2006 • BBA and BS Economics, Pontificia Universidad Catolica Argentina, 1998 and 1997 • Director of New Business Development, Quoin de Inversiones y Negocios S.A.*

Ivan Riobo, a native of Argentina, considered a lot of MBA programs but found that Georgia Tech's global brand set it apart. Even though he speaks five languages and has already worked in many countries, Riobo says he now has a better understanding of America's take on other cultures. "The professors are excellent," he adds.

"I now have a deeper understanding of the U.S. economy, 29 percent of the world's GDP, which is paramount for success in today's international business environment," says Riobo, new business development director of Quoin de Inversiones y Negocios S.A., who assists American companies seeking investment opportunities in Argentina and Europe. "Getting a good feel for U.S. business culture and different points of view on global issues has helped me a lot," Riobo says.

**Leslie Lewis**, *Executive Master's Class of 2005 • BS Computer Science, Clark Atlanta University, 1996 • Contract Task and Program Manager, Business Computer Applications (BCA)*

Leslie Lewis leveraged her industry knowledge with what she was learning in class. "I made it a point to use something from every semester to enhance my work performance at the time," Lewis says. "There were numerous opportunities to exercise what I'd learned in class and from working sessions with classmates. Given that, my work performance excelled, and upon completion of the program, I was immediately promoted!"

In her current role with BCA, Lewis can now distinguish herself as a leader. "I am able to take the ideas and thoughts of our executive management and process them with a fresh perspective," she explains. Lewis has also found her ability to forecast technologies and areas of opportunity to be beneficial to her company. "This master's program has given me the ability to see beyond current trends, and it gives my company a new-found advantage when competing for more business, growing current contracts, and even retaining current employees."



Members of the Executive Master's Class of 2004 get ready for the Business Plan Competition.

**"Tech was the only one that offered something completely different. In a world that's only going to get more and more technical, having a graduate-level degree with the Georgia Tech name on it adds panache to my resume."— Jason Howard, Executive Master's 2005, Business Development Manager, Eastman Kodak Company**



## Contact Information

### College of Management

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Atlanta, Georgia 30308  
404.385.2254 or 800.815.7662 *phone*  
404.894.1464 *fax*  
<http://mgt.gatech.edu> *web*

### Global Executive MBA

[GlobalEMBA@gatech.edu](mailto:GlobalEMBA@gatech.edu) *email*  
[www.TechEMBA.com](http://www.TechEMBA.com) *web*

### Executive Master of Science in Management of Technology

[EMSMOT@mgt.gatech.edu](mailto:EMSMOT@mgt.gatech.edu) *email*  
[www.execmot.org](http://www.execmot.org) *web*



**Frameworks for Managing Technology/Leadership Skills.** Focuses on developing leadership skills, teamwork, research skills, and strategic thinking in the analysis of business problems associated with the management of technology.

**Managing People in a Technical Environment.** Focuses on the management and leadership of people and human resources systems.

**Economic Analysis for Managers.** Studies the economic concepts that describe and explain the environment in which firms operate.

**Seminar in the Management of Technology.** Features senior executives from organizations that develop or use technology. Current practices, policies, and issues are discussed.

**Financial and Managerial Accounting.** Covers the concepts that underlie the use of accounting information. Includes balance sheets, income statements, and alternative cost systems.

**Analytical Tools for Decision Support.** Focuses on statistics and simulation modeling tools that are of use to decision makers in technology environments.

**Organizational Transformation Methods.** Examines organizational change methods used to effectively adapt, evolve, or transform organizational structures and processes.

**Creating and Pursuing New Technology Opportunities.** Focuses on the processes of idea creation, innovation, and new venture creation. Teams develop a new venture idea as a capstone experience.

**Financial Management in an Environment of Technological Change.** Focuses on financial concepts and how they are used to maximize the value of the firm and influence the choice of alternative courses of action.

**Technology Strategies in IS, Manufacturing, and Service Processes.** Examines information systems and their impact in manufacturing and service operations.

**Marketing in a Technology Environment.** Focuses on the marketing function, its relationships to other functions within the firm, and its strategic significance to high-tech organizations.

**Management of Technology Project I.** Participants focus on entrepreneurship and the development of their ideas and marketing plan for their prospective technology-oriented venture.

**Technology and Transformational Work Processes.** Focuses on issues dealing with operations, supply chain activities, and decisions of the firm.

**Management of Technology Project II.** Participants focus on entrepreneurial finance, complete their financial plans and analyses, and continue work on their venture business plan.

**Forecasting and Analysis of Emerging Technologies.** Examines technology forecasting methods and other tools used to identify, analyze, and take advantage of emerging technologies.

**Processes of Technological Innovation.** Addresses the processes involved in technological innovation, focusing on models, sources, flows, and the protection of innovation.

**Strategy in Management of Technology.** Examines how technology-impacted firms develop and implement business, functional, and technology strategies.

**Management of Technology Project III.** This course is comprised of three modules:  
1. Participants complete and present their new venture business plans for evaluation by an external business panel;  
2. International business; and  
3. International finance.

**International Issues in the Management of Technology.** This capstone experience directly explores the impact of globalization on organizations and management of technology through an international study tour.

*Curriculum is subject to change.*

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## Student Admissions Criteria

The executive degree programs' admissions committee emphasizes the following components of an applicant's candidacy (minimum qualifications):

- Ability to complete the program coursework successfully;
- Work experience—at least five years of professional experience is required;
- Professional potential, as indicated by letters of recommendation;
- Organization's willingness to allow adequate time for the applicant to be successful; and
- The program's probability of enhancing the applicant's career.

Each component of the application is considered within the context of an applicant's complete profile. The Admissions Committee also requires a personal interview to strengthen the application. Georgia Tech's executive degree programs represent a major commitment for both you and your employer. Therefore, you should carefully determine whether you are right for the program and whether the program is right for you.

## How to Apply Online

To begin the online application process, visit the program website at [www.ExecMOT.org](http://www.ExecMOT.org). In the "application process" section you will find a link to begin the online application. Please note the "special requirements" section at the bottom of the page, as it has the additional components of your application file.

The application has not been submitted correctly if you do not receive a confirmation email at the end of the process. The non-refundable application fee is \$50.

## The Application File

A completed application file includes the following items:

- A completed online application.
- A current copy of your resume.
- Recommendations from two individuals who know you professionally, including your immediate supervisor.
- A completed employer sponsorship form, signed by the appropriate authority in your company. It is not mandatory to be financially sponsored, but every student must be time-commitment sponsored.
- Official transcripts from all previous colleges attended, sent directly from those schools to the Institute.
- **International students who have studied in universities outside the United States must submit transcripts in both English and their native language. Also, any program of study that led to a degree must include degree certificates in both English and the student's native language.**
- Applicants whose native language is not English and have not previously attended a university in the United States should have results from the Test of English as a Foreign Language (TOEFL) sent directly to the program office.
- GMAT score **may** be waived based on the review of the academic profile.

## Application Deadline

We encourage you to submit your completed application early. Applications will be reviewed and accepted throughout the year. Priority will be given to applications received prior to March 31, though applications submitted after that date will be accepted on a space-available basis.

## Reserving a Space

Upon acceptance into the program, the following three items are required to secure your slot:

- A tuition deposit of \$1,000, made payable to the Georgia Institute of Technology. This deposit will be credited toward your total tuition costs. The remaining tuition balance is due in five installments over the course of the program. Tuition is due at the beginning of each term;
- A completed enrollment packet (which you will receive with your letter of acceptance); and
- A signed student or company payment agreement.





**The Executive Master of Science in Management of Technology class of 2008 will travel to Asia for a nine-day international study tour.** This trip allows students to examine global business practices and experience different business cultures. It serves as the culminating residency for the program.

Georgia Tech will plan the major details of the residency, but it is your responsibility to arrange your travel to and from the destination. Once you arrive at the designated meeting area, Georgia Tech will cover your hotel costs (double occupancy), ground transportation to and from companies and other class destinations, and some breakfasts and lunches. You will have time in the evenings to sightsee and experience the cities on your own.

**Before the residency:**

- Ensure that your passport is valid and will not expire for at least six months after the trip.
- When a visa is required for travel to a class destination, you will need to contact the appropriate foreign consular representative. Georgia Tech will provide the necessary documentation to verify your student status.
- All students must complete a Medical Emergency Contact Form.

*Please note: While Georgia Tech does provide some insurance, you may want to consider travel insurance in case you need to cancel your trip for personal or professional reasons.*

### Program Cost (Class of 2008) - \$61,000

Tuition and fees for the program cover the following services:

- Enrollment at Georgia Tech;
- On-ground costs of international residency (double-occupancy hotel rooms, ground transportation, and some meals);
- Coursework materials, including books, cases, articles, reviews, and course-related software;
- Access to student resources, including faculty, the library system, computer labs, business databases (e.g. Bloomberg), the Student Center, the Student Success Center, career planning, campus mail service, and the Campus Recreation Center;
- On-campus parking in the parking deck next to the Georgia Tech Hotel and Conference Center on class weekends;
- Food and refreshments during scheduled class times;
- Administrative assistance concerning Institute requirements, including enrollment, registration, graduation petitions, grade reports, parking registration, and class schedules; and
- Access to guest speaker events, symposia, and lectures.

You may choose to make tuition payments by check, American Express, or MasterCard.\*

\* *There is a 2.75% service charge on all tuition paid by credit card.*

### Financial Aid

Many Executive Master's students obtain some degree of financial support from their employers. Although this is encouraged, **it is not a requirement for enrollment**. Applicants may be eligible for financial aid through the Federal Stafford Direct Loan Program.

To apply, fill out the Free Application for Federal Student Aid (FAFSA) for the current academic year online at [www.fafsa.ed.gov](http://www.fafsa.ed.gov). You will need Georgia Tech's federal financial aid code for the FAFSA: #001569. The Federal Stafford Loan does not cover the entire cost of the program. You may choose to apply for a supplemental loan to pay the balance – CitiAssist or the Graduate Loan Plus. To apply, fill out an application online at [www.finaid.gatech.edu](http://www.finaid.gatech.edu).

For more information regarding financial aid assistance, or to request an application packet, contact the Georgia Tech Office of Student Financial Planning and Services directly at 404.894.4160 or [www.finaid.gatech.edu](http://www.finaid.gatech.edu).

Companies that sponsor high-potential employees in the Executive Master of Science in Management of Technology program see immediate and continuing returns on their investment. Hundreds of companies, from large international organizations to small start-ups, continue to send their top-tier talent to Georgia Tech.

## Think like a leader

Employees will learn to break out of mental “boxes” and see the larger, more complex organizational and competitive global environment. They respond in more strategic and innovative ways to the intricate challenges that their companies face.

## Act like a leader

It is not enough to know what to do. Organizations need leaders who can inspire and lead people both inside and outside of the organization. The Executive Master of Science in Management of Technology program develops leadership skills via training in teamwork and collaboration, negotiation and conflict resolution, communications, influence tactics, and ethical decision making.

## Invest in the future

Where will you find the next generation of leaders? The answer is from within. A promising professional in the Executive Master of Science in Management of Technology program will gain the skills and knowledge necessary to rise within in the organization. The time spent with peers from varied backgrounds and Georgia Tech’s top faculty helps employees to bring back best practices and cutting-edge theories to your company, improving the overall effectiveness.

## Gain timely return on investment

Sponsoring companies see an immediate return on their investment as employees apply their new knowledge to their current work environment. Several classroom projects are focused on situations affecting their companies with the intent of driving real-world action. As the employee’s depth of knowledge and skill increase, so does their contribution to your organization. Companies reap the benefit of higher levels of performance and higher levels of employee satisfaction and motivation.

- On average, it takes seventeen months for a company to gain its full return on the investment it made\* – the Executive Master of Science in Management of Technology program lasts just nineteen months.

\* *Results from the Graduate Management Admissions Council Surveys*  
([www.gmac.org](http://www.gmac.org))