



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

# PhD Doctoral Program in Management

## Fall 2006

**Dear Prospective PhD Applicant:**

Thank you for your interest in the PhD program in management at Georgia Tech's College of Management. We accept applications each fall semester for doctoral study in Accounting, Finance, Information Technology Management, Marketing, Operations Management, Organizational Behavior, and Strategic Management.

You may apply online at <http://grad.gatech.edu/admissions>. Completed applications should be submitted no later than January 15.

Graduate research and teaching assistantships are offered on the basis of academic merit to entering doctoral students. Applicants whose credentials are above average for the PhD program and whose applications have been received by the January 15<sup>th</sup> deadline are most likely to receive an assistantship offer. Funding for graduate assistantships begins in the fall semester only.

**International Applicants**

After admission, all non-U. S. citizens must provide a certified financial statement showing that they have sufficient resources to meet all costs for the graduate program. Certification of the availability of these funds may include a bank statement showing current balance; a copy of government contract/scholarship; or a letter from a sponsor certifying support.

If you have any questions regarding the application process or about the PhD program in management at Georgia Tech, please contact the Graduate Office at 404.894.8722 or 404.385.2711. Or, send an email to [phd@mgt.gatech.edu](mailto:phd@mgt.gatech.edu).

We look forward to receiving your application.

Sincerely,

A handwritten signature in black ink, appearing to read "Ann Johnston Scott". The signature is fluid and cursive, with a prominent initial "A" and a long, sweeping underline.

Ann Johnston Scott  
Director of Graduate Programs

# THE DOCTORAL PROGRAM

Choosing a PhD program that matches your skills and interests is critical to your academic, professional, and personal success. The College of Management's PhD program is designed to develop scholars who are capable of making original contributions to their chosen fields. We offer a small, flexible program, involving in-depth study in the functional areas of accounting, finance, information technology, marketing, operations management, organizational behavior, and strategic management. While most graduates undertake careers as teachers, scholars, and researchers working within academic environments, the doctoral degree can lead to careers in industry and government. The program is limited to full-time students who will complete their entire doctoral program before leaving the campus.

The program is strongly research-oriented and emphasizes early and effective involvement in research. Students experience considerable personal attention as well as close interaction with faculty. The PhD program places significant weight on learning outside the classroom. Given the size of the program, the tutorial model is the primary educational approach employed throughout the program.

The College of Management faculty is dedicated to excellence. PhD applications are actively encouraged only in areas where faculty resources and research activities are sufficient to serve PhD students adequately. Applicants whose interests do not coincide with these areas may propose alternative concentration areas. Such proposals will be considered in light of available faculty resources and research interests. Descriptions of current areas of study follow.

**The job market in many management areas remains attractive for highly skilled graduates from strong PhD programs. Recent annual starting salaries for new PhD graduates from U.S. schools ranged from approximately \$100,000 to over \$150,000.**



## Program of Study

Students who are progressing through the PhD program will usually complete it in approximately four years of study. While a number of PhD students have earned an MBA or equivalent degree, knowledge of business or previous graduate work is not a prerequisite for admission to the doctoral program.

Each doctoral student works closely with an Advisory Committee comprised of the student's advisor and two other faculty members who are usually from the student's area of study. The student and the Advisory Committee jointly

develop a program of study designed to meet the student's objectives and requirements of his/her area of interest. Each program of study is tailored to suit the individual needs and career goals of the student. Emphasis is placed on continual interaction between the student, advisor, and other faculty in the student's area of study.

## **Doctoral Papers**

In addition to course work, students typically assist in faculty research during the first year. These activities lead to the first doctoral paper. The student identifies a topic of interest, works on the topic, and prepares the first paper. During the second year the student works on a project leading to the second doctoral paper. Both doctoral papers are presented in a colloquium open to the faculty and graduate students.

While it is possible that either or both of these papers eventually may form the underlying framework for the doctoral dissertation that is not the primary intent. The main purpose of both doctoral papers and the process through which they are produced is to challenge the student intellectually and to begin to develop research skills needed in later work. The faculty advisor works with the student to develop these skills. The papers themselves may arise from work that is of joint interest to the advising faculty and student. In all cases, the student and advisor should strive for a creative, scholarly paper which contributes to the literature in the field of study.

## **Comprehensive Exams**

The first and second doctoral papers should be completed prior to the student sitting for the comprehensive examinations. The comprehensives are written, and additionally, they may be oral. The exams will be comprehensive in the student's field and include a section on research methodology and quantitative methods. After passing the comprehensive examinations and completing the first and second papers, the student is ready to write a dissertation or thesis that represents a significant and original contribution to knowledge in the area.

## **Dissertation**

The student will present a dissertation project proposal to his/her Thesis Advisory Committee. The Committee provides advice and guidance during development of the research topic while the research itself is conducted. Also, the Committee is charged with approving the dissertation after the research is completed and submitted as the doctoral thesis. A written proposal must be approved by the Thesis Advisory Committee at least two semesters before the defense. The defense consists of an oral presentation of the project and its findings in a colloquium open to the public.

## **Additional Program Requirements**

Georgia Tech requires each doctoral student to complete a minor field of study consisting of nine semester hours. The student and his/her advisor determine the course work necessary to fulfill this requirement. PhD students also teach during their time in the program.

## **Areas of Study**

**Accounting**

**Finance**

**Information Technology  
Management**

**Marketing**

**Operations Management**

**Organizational Behavior**

**Strategic Management**

# AREAS OF STUDY

## Accounting

Accounting is a functional area of business that encompasses the production and dissemination of information. The information is used by various parties, including managers, investors, creditors, regulatory agencies, and others for decision-making purposes.

Fundamentally, the study of accounting includes the production and dissemination of information for financial and managerial purposes. Financial accounting is concerned with information produced for external stakeholders and underlies the financial reporting system. The production of financial information for external users is governed by generally accepted accounting principles and typically subject to audit. By comparison, managerial accounting is concerned with information produced for internal stakeholders. The production of managerial information is proprietary, subject to discretion, and intended to improve operations. Ultimately, managerial information allows firms to make optimal decisions.

The accounting faculty has a strong core of nationally recognized scholars who have published in leading academic journals. Faculty members have a wide range of research interests and expertise.

## Research Interests

- Accounting choices, investor behavior, and market prices
- Analysts' earnings forecasts and investors' use of such forecasts
- CPA firms' peer/quality reviews
- The effects of accounting standards on investment and credit decision-making
- Information dissemination and market prices
- Internal auditor judgments
- The transparency of accounting information

**Accounting information can affect users' judgments and decisions (e.g., how to allocate scarce resources). The study of accounting provides insight into the effect of information, and the choices that underlie information production, on users' decisions.**

## Finance

The doctoral program in finance is designed to train scholars capable of producing original research in the discipline. The economic and quantitative research focus in the finance literature requires that students develop their skills in a wide range of allied fields such as economics, statistics, mathematics, and accounting. Some examples of sub-topics within these fields are microeconomics, stochastic processes, and optimization theory. Good background preparation for business administration for the doctoral program in finance includes an MBA, bachelor's or master's degrees in physics, mathematics, economics, or engineering.

The instructional core of the finance program is based on a series of PhD seminars. They address the foundations of modern financial theory and empirical research in the areas of corporate finance, investments, capital markets, financial institutions, and international finance. Seminars on advanced developments in empirical methods, valuation theory, as well as individual study courses in many other specialized areas complete the instructional program.

Students majoring in finance are expected to select at least one minor field, in which they typically complete three to five graduate-level courses. The related fields of statistics, economics, theoretical and applied mathematics, and operations research make excellent complements to finance. While students are free to define other minor fields in keeping with their research and career objectives, the finance group requires that one of the above-related fields be chosen as the mandatory minor field. Among the functional areas within the College, accounting is closely related to finance.

The faculty members of the finance group embrace a wide range of research interests characterized by an emphasis on rigor in theoretical as well as empirical analysis.

### Research Interests

- Informational imperfections in capital markets and corporate financial policy, including dividend policy, capital structure theory, capital acquisition process, corporate restructuring, and entrepreneurial finance
- International capital markets and corporate finance
- Portfolio and asset management issues
- Theory of financial intermediation and analysis of financial services
- Valuation of derivative securities and the expansion of derivative securities markets

The finance group maintains close interaction with the finance groups at Emory University, Georgia State University, and with the Federal Reserve Bank of Atlanta. The group also invites finance researchers from reputed academic institutions to speak at the Atlanta Finance Forum. For the last nine years the Georgia Tech Conference on International Finance, organized by the College of Management finance group, has attracted accomplished researchers working on global financial management issues.

**The finance faculty is committed to having a quality doctoral program with a strong theoretical and empirical emphasis. This mix provides students with the breadth of knowledge needed to select important problems for developing a research agenda, while the insistence on quality and rigor affords them the discipline and tools needed to make useful contributions to these important problems.**

# AREAS OF STUDY

## Information Technology Management

Effective and efficient use of information and knowledge has become increasingly important in all aspects of business and organizational performance, as well as in communicating decisions and exercising persuasion on managerial issues. Such use invariably involves modern computer and communications technologies for its implementation. In particular, information technologies and its strategic uses are frequently touted as measures of competitive advantage by organizations.

The doctoral program in Information Technology Management (ITM) is a research-oriented program, which has a substantial quantitative and technical emphasis. As with all the PhD programs in the College of Management, the ITM program is highly personalized in terms of course work and research training. Research training activities are often performed on an individual basis with the student's primary advisor. In addition to the general requirements for all PhD students in the College, ITM doctoral students are required to take courses in the College of Computing and the School of Industrial and Systems Engineering (ISyE). The ITM course work will provide a breadth of knowledge of the general area of Information Technology. The courses in the College of Computing involve advanced topics in computer technology, while courses in ISyE emphasize quantitative modeling tools.

Faculty and doctoral students are involved in research incorporating a wide array of information technology management issues. The research involves issues at the core of ITM, as well as multi-disciplinary topics that interface other functional areas in management and engineering. Several current research topics are listed below.

## Research Interests

- Data warehousing and on-line analytical processing systems
- Electronic commerce - both from a technical as well as an economic perspective
- Infrastructure design issues in Information Technology
- Problems in the topological design of local-area, metropolitan-area, and wide- area computer networks
- Strategic uses of information technology in organizations
- Technologies enabling e-business
- Workflow systems

**The doctoral program in Information Technology Management (ITM) is a research-oriented program, which has a substantial quantitative and technical emphasis.**

## Marketing

Marketing is concerned with examining decisions that relate to a firm's customers, competitors, and network of partners including channel members and promotion agencies. It focuses on how customers make choices and how companies ought to design products, services, and programs to satisfy customer needs. Given the breadth of marketing decisions, marketing scholars study a variety of marketing issues, ranging from marketing strategy to product development and consumer decision making to customer satisfaction. The field of marketing is truly interdisciplinary and it draws from theory and methodology from the disciplines of economics, psychology, sociology, cultural anthropology, statistics, mathematics, and law.

The PhD program in marketing is designed to provide students with the training necessary for a successful research and teaching career. We provide the training for students to identify and define interesting marketing phenomena and develop the necessary analytic tools to conduct a research study. This training is done by having students take courses to meet their individual needs and interests, work with faculty members on joint research, conduct a series of original research projects, and assist in the teaching of marketing courses.

Both faculty and doctoral students are involved in research cutting across a wide spectrum of issues at the core of marketing, as well as multi-disciplinary topics that interface other functional areas in management, economics, and psychology. Some current research topics are listed below.

### Research Interests

- Consumer and managerial decision making
- Impact of interactivity on information quality
- Inferential processes and reasoning
- Influence of emotion and cultural values on judgment and decision models
- Marketing models
- Multi-national firm strategy and behavior
- Organizational knowledge and learning in marketing strategy
- Seller influence tactics

### Recent Dissertation Topics

- Marketing Strategy Formulation in the Commercialization of New Technologies
- Role of Pricing Strategy in Market Defense

**The marketing information revolution means that marketing today is very data intensive. Students in marketing must have an aptitude and potential to develop skills in probability; statistics, including multivariate statistics; and econometrics. Knowledge of computers and information technology is critical for success in this field. Competence in optimization and mathematical programming, while less emphasized, is a plus.**

# AREAS OF STUDY

## Operations Management

Operations Management is the functional area of business primarily devoted to the planning, creation, and management of an organization's resources and processes that create products or services. The set of resources includes an organization's work force, equipment, information, distribution system, and materials, all of which typically represent a significant portion of an organization's total costs and controllable assets. In both manufacturing and service organizations, the operations management function has the responsibility for the evolution of the environment from which the product or service is created. As a result, the operations function is a critical determinant of an organization's success in terms of meeting its strategic goals. Furthermore, the effective management of the operations function can result in a substantial competitive advantage.

Operations management issues permeate all levels of decision making from the long-term strategic to the tactical and day-to-day activities. For example, in the context of long-term strategic planning, we study technology choice decisions, which are complicated by innovations in process technologies and shifts in consumer demand. Also, the creation and management of a firm's supply chain is a critical long-term decision that impacts the quality, cost, and availability of finished goods. A key challenge at the intermediate level is developing implementation plans for new technology to minimize disruption to service or production processes. Decisions at the intermediate level are complicated by changes in the product or service mix, the availability of the work force, and fluctuating or uncertain demand. In the short-term, the operations function is responsible for creating, monitoring, and adjusting the daily planned activities in the midst of challenges including machine failures, defective parts, materials shortage, or unavailable work force.

Recent graduates of the doctoral program have pursued research interests at the core of operations management as well as interests that span other management functional areas. As expected, for the most part, the doctoral student pursuits are reflected in the faculty research interests.

## Research Interests

- Acquisition and implementation of new technologies
- Environmentally friendly operations strategies
- Information technology to improve supply chain performance
- Global operations and supply chain strategy
- Knowledge management
- Measuring the financial impact of operations strategies
- Multi-criteria production scheduling
- New product development
- Revenue and supply chain management
- Risk in supply chains

**The goal of the PhD program in operations management is to develop the minds of persons committed to making significant contributions to the field, primarily through research and teaching. Toward this end, each PhD student joins forces with members of the operations management faculty to identify and study high impact research problems. A series of operations management PhD seminars enables students to identify important research questions. Students develop the ability to rigorously attack the research questions from both a broad and in-depth training in research tools.**

## Recent Dissertation Topics

- Improvement in Productivity and Quality from Information Technology
- Integrating Product Platform Development with Global Supply Chain Configuration
- Process Improvement Strategies for Manufacturing Excellence
- Strategic Investment in Change over Flexibility for High Volume Production Facilities
- Theoretical Development and Empirical Investigation of Supply Chain Agility

## Organizational Behavior

Organizational Behavior (OB) is devoted to investigating the impact of individuals, groups, and structure on behavior within organizations for the purpose of applying such knowledge toward improving an organization's effectiveness. The theoretical content of organizational behavior is drawn mainly from industrial/organizational psychology and organizational sociology, but may also include other social sciences, such as economics, political science, and cultural anthropology.

The typical objective of theories in organizational behavior is to describe interrelationships between various behavioral predictors and criteria of organizational effectiveness. The predictors can include a variety of organizational, group, or individual phenomena including job satisfaction, morale, individual and group decision-making, communications, power, and formal organizational design. The effectiveness criteria may include financial and non-financial indicators such as productivity, profit, turnover, adaptation, and so forth. The research methodologies involve laboratory and/or field settings and range in formality from pure experiments to case studies. Because most of the research involves the use of quantitative indicators, considerable emphasis is placed on the development of the statistical competency necessary for conducting sophisticated data analyses.

The OB faculty is nationally recognized for its individual and collective research efforts. The research of both faculty and doctoral students cuts across a wide array of core organizational behavior issues as well as multi-disciplinary topics that interface with other functional areas in management and engineering.

## Research Interests

- Cross-cultural management issues
- Effectiveness of health service organizations
- Enhancing employee creativity
- Entrepreneurship
- Goal setting for individuals and teams
- Influences and consequences of diversity
- Leadership
- Managerial cognition
- Organizational change and turbulence
- Organizational justice
- Person-organization fit
- Politics and political behavior
- Provision of optimal performance feedback
- Strategic human resource management
- Structuring work environments for creativity and innovation
- Team performance and effectiveness

**Doctoral study in organizational behavior combines the development of expertise in particular theoretical content areas with intensive training in the methodologies commonly used to investigate behavioral aspects of organizations. Organizational behavior is a field of study that endeavors to understand, explain, predict, and change human behavior as it occurs in the organizational context.**

# AREAS OF STUDY

## Strategic Management

Explaining and predicting competitive advantage is the defining question of strategic management. The strategic management process encompasses the decisions and actions involved in formulating corporate-level, business-level, and functional-level strategies and in managing the firm's operations in a way that effectively carries out these strategies. The study of strategic management is therefore multi-leveled (focusing on individual decision makers, individual firms, networks of firms and the industrial, social and political environments in which these firms exist) and multidisciplinary (encompassing such disciplines as economics, sociology, and psychology).

At Georgia Tech the study of strategic management is interdisciplinary (drawing on such areas as organizational theory, organizational behavior, economics, and political and social science) and integrative (providing focus in the areas of technology and innovation management, entrepreneurship, and international management). The goal of the PhD program in strategy is the development of highly qualified individuals with both strong discipline-based research capabilities and a unique understanding of the challenges faced by managers in high technology environments. The program's focus on strategic management within high technology environments provides a strong differentiator for PhD graduates of Georgia Tech.

The strategic management faculty at Georgia Tech are active and nationally recognized scholars focusing their research in such areas as are listed below.

## Research Interests

- Formation, structure, and performance of strategic technology alliances
- High technology venture dynamics
- Institutional dynamics of emerging industries
- National security and technology transfer
- Political economy of international technology transfer
- The reciprocal determination of occupational structure and organizational structure
- Strategic alliances and networks
- Strategic entrepreneurship, especially engineering entrepreneurship
- Strategic human resource management
- Technology transfer

**The goal of the PhD program in strategy is the development of highly qualified individuals with both strong discipline-based research capabilities and a unique understanding of the challenges faced by managers in high technology environments.**

# APPLICATION AND ADMISSION

Admission into the PhD program in Management is highly selective, with a limited number of offers extended each year. Primary factors considered in the evaluation process include the applicant's overall undergraduate and (if applicable) graduate grade point averages, GMAT scores, compatible research interests with faculty, career interests and goals as stated in the essay, letters of recommendation, and the applicant's appropriateness for graduate study and ability to handle advanced-level research.

Applicants should have a strong background in college-level mathematics, particularly knowledge of linear algebra, calculus, and statistics. Applicants to the PhD program must take the Graduate Management Admission Test (GMAT). Additionally, all international applicants must take and submit the Test of English as a Foreign Language (TOEFL). A TOEFL score of at least 250 on the computer adaptive test or 600 on the paper version is required.

The admission process to the PhD program has two stages. First, an applicant must pass a screening by faculty in the appropriate academic area and a member of that area must accept responsibility as the sponsor of the applicant. Second, all members of the PhD Committee review the application, decide whether or not to admit the candidate, and make recommendation for financial assistance. Applicants to the PhD program are encouraged to contact the individual department concerning the availability of openings in each area.

The application deadline is January 15 for the following fall semester. Once a complete PhD application is received by the Graduate Admission Office, the evaluation process generally takes eight to ten weeks. You may apply online at <http://grad.gatech.edu/admissions>.

## International Applicants

After admission, all international applicants must submit a certified statement of financial support showing at least \$48,000 in U.S. currency. Certification of the availability of these funds must be included with the application through either a bank statement showing current balance, a copy of government contract/scholarship, or a letter from a sponsor certifying support. International applications will not be evaluated without this statement.

International applicants should be realistic in estimating their total expenses. If you are not awarded a graduate assistantship, you are financially responsible for tuition and fees, food, lodging, insurance, laundry, and incidentals, such as clothing and entertainment. You must also pay for transportation, including travel to and from your home country.

**Faculty look for applicants with a balanced application and a strong sense of direction. Average test scores for the past several years have been in the 90<sup>th</sup> percentile or higher; undergraduate and/or graduate grades are also high, with students showing high academic promise. Acceptance into doctoral study may be made after either the baccalaureate or master's degrees have been completed. The bachelor's degree must be from an accredited institution of higher learning.**

# TUITION AND FINANCIAL SUPPORT

Georgia Tech's international reputation for quality education and research has led to the mistaken assumption that attending Tech is an expensive undertaking. Actually, Georgia Tech is one of the most reasonably priced educational opportunities in the United States.

A Georgia Tech degree is not only professionally respected, but also financially prudent. The additional availability of financial assistance from state and federal sources as well as private industry, business, and foundations make a Tech education financially accessible to nearly all students who meet the Institute's high standards for admission.

Financial aid is available to many doctoral students in the form of fellowships, and graduate research and teaching assistantships. Research and teaching assistantships provide a generous stipend plus a significant reduction of tuition.

In addition to graduate assistantships, other forms of financial aid available to PhD students are briefly described below.

## Financial Assistance

The College awards graduate research assistantships (GRAs) to most PhD students. GRAs are assigned to work with a faculty member in the College for twenty hours per week. The responsibilities for graduate assistant positions vary and may include research, tutoring students, or administrative tasks. GRAs receive a stipend of \$15,000 per year, a waiver of out-of-state tuition, and a substantial reduction of in-state tuition and fees, resulting in a cost of approximately \$500 per semester. The deadline to apply for a graduate assistantship is January 15.

## President's Fellowship

\$5,500 per year, in addition to the College's graduate assistantship, plus a waiver of tuition, for three semesters per year. Open to PhD applicants who are US citizens with outstanding academic records and high research potential. The deadline to apply for this Fellowship is January 15 for the following fall semester.

## Regent's Opportunity Scholarship

The recipients, who must be economically disadvantaged residents of Georgia, receive an award of \$5,000 for the academic year. Awards are not available for summer term. Fellows, who must be enrolled on a full time basis, are recommended by their major departments and selected by the Institute Graduate Office.

## Loan Programs

Georgia Tech offers financial assistance from a variety of sources to assist students with the pursuit and completion of their degrees. Applicants should submit completed financial aid forms to the Financial Aid office. Contact the Office of Student Financial Planning and Services at 404.894.4160 or visit <http://enrollment.gatech.edu/finaid> to request these forms.

### 2005–2006 Estimated Expenses

#### Fall, Spring, Summer

##### IN-STATE

Tuition and fees	\$8,058
Living expenses	\$16,000
Books and supplies	\$1,500
Estimated total	\$25,558

##### OUT-OF-STATE AND INTERNATIONAL

Tuition and fees	\$28,950
Living expenses	\$16,000
Books and supplies	\$1,500
Estimated total	\$46,450

# GEORGIA TECH

Since opening to a student body of 129 over a century ago, Georgia Tech has broadened its resources to serve more than 14, 000 students, 4,000 of whom are seeking graduate degrees. Tech students come from every state and more than 90 countries to pursue studies in the Colleges of Management, Architecture, Engineering, Computing, Sciences, and the Ivan Allen College. These six colleges offer 37 master's programs and 26 doctoral programs, representing a wide range of traditional and interdisciplinary studies. Graduate study at Georgia Tech provides an especially valuable background for management students who plan to work in a scientific, engineering, or technical environment.



**Graduate study at Georgia Tech provides an especially valuable background for management students who plan to work in a scientific, engineering, or technical environment.**

From its original campus, consisting of two buildings on nine acres of land, Georgia Tech has grown to occupy more than 320 acres and 128 major buildings. The campus continues to expand with the completion of Technology Square, a \$180 million dollar multi-facility complex and the new home to the College of Management. Technology Square, opened in the summer of 2003, is located in the heart of Midtown Atlanta's vibrant and growing technology corridor offering students and faculty extensive exposure to the Atlanta business community.

In addition to housing more than 2.7 million volumes, 2.3 million micro texts, and 11,000 current periodicals, the Price Gilbert Memorial Library and Information Center is a depository for U.S. government documents. Its collections provide a major information source for graduate students in all fields. The Library is affiliated with the University of Georgia Information Dissemination Center, which provides computer-based searches of published literature. The Georgia Tech Electronic Library (GTEL) provides on-line access to the catalog and other databases through the campus computer network. GTEL also contains databases that index the contents of periodicals, conference proceedings, and research reports.

Support from corporations, businesses, foundations, alumni, and government agencies has helped Tech become the South's largest industrial and engineering research agency, with an annual budget of over \$100 million. Sixteen research centers at Georgia Tech are engaged in interdisciplinary studies, including environmental resources, industrial productivity, material handling, and technology policy and assessment. The Georgia Tech Research Institute (GTRI), an applied research and development organization, conducts investigations for a diverse group of government agencies, industrial firms, and foreign countries.

# CAMPUS LIFE



To complement Georgia Tech's challenging academic life, many diverse opportunities are available for recreation, social activities, and pursuit of special interests. Sixteen intercollegiate sports, numerous intramural programs, and activities in the multipurpose Campus Recreation Center (CRC) engage both sideline and serious athletes year-round. CRC offers a multi-purpose gymnasium, weight rooms, swimming and diving pools, and both indoor and outdoor facilities for running and other sports. Organizations for photographers,

international students, pilots, hikers, artists, runners, and many others fill the leisure time of both graduate and undergraduate men and women.

The Student Center offers complete food services, a post office, a music library, an art gallery, and a large program of recreational and social events.

The Georgia Tech Department of Housing coordinates housing arrangements for many single and married graduate students. Because on-campus housing space is limited, this department also supplies an extensive, current list of off-campus residences in a variety of Atlanta neighborhoods.

The Student Health Center provides medical care, including emergency treatment of minor illnesses and injuries, laboratory procedures, minor surgery, and X-ray examinations.



# ATLANTA

Atlanta, the undisputed business and cultural center of the Southeast, is *the* place to be for expanding high-tech and international career opportunities. The metro area is consistently ranked among the top ten for its dynamic business and employment opportunities in a variety of national surveys.

RANK	DESCRIPTION
1	“Picture Perfect Metros,” <i>Plants, Sites, and Parks</i> magazine
2	“Top Metros,” ranked by Site Selection Consultants in <i>Plants, Sites, and Parks</i> magazine
2	“America’s 50 Hottest Cities,” <i>Business Expansion Management</i> magazine
3	“Best Cities for Entrepreneurs,” <i>Entrepreneur</i> magazine
5	“Best Places for Business,” <i>Forbes</i> magazine
8	“Largest Life Sciences Community in U.S.,” Ernst & Young
9	“Nation’s Largest Metropolitan Area,” Metro Atlanta Chamber of Commerce
11	“Top 50 Entrepreneurial Cities,” <i>Entrepreneur Magazine</i>
33	“Top U.S. Cities for Doing Business in America,” <i>Inc.</i> magazine

The metro Atlanta area is brimming with exciting career and personal opportunities. As a global center of commerce, Atlanta is home to more than 1,600 international businesses. Twenty-nine Fortune 1,000 (thirteen Fortune 500) companies are headquartered in the area, including BellSouth, CNN, The Coca-Cola Company, Delta Air Lines, Georgia Pacific, Holiday Inn Worldwide/Bass Resorts, Home Depot, Radiant Systems, Scientific Atlanta, Turner Broadcasting System, and UPS. The city is also home to the nation’s second largest ISP, EarthLink. Seventy-three countries maintain their Chambers of Commerce and foreign consulates in Atlanta.

Atlanta consistently ranks among the best American cities in which to live and work. At 1,050 feet above sea level, the city, famous for tree-lined streets and beautiful gardens, enjoys a pleasant climate permitting year-round outdoor activities.

Atlanta's metropolitan area, which spreads over 20 counties and includes more than 3.4 million people, is the 9<sup>th</sup> largest in the country. The moderate cost of living (coupled with an excellent public transportation system) contributes to Atlanta's appeal.

## Museums

Atlanta History Center  
Fernbank Museum of Natural History  
High Museum of Art  
Margaret Mitchell House  
Martin Luther King Jr. Historic Site  
Michael C. Carlos Museum

## Theater and Music Venues

Alliance Theatre  
Atlanta Ballet  
Atlanta Symphony Orchestra  
Centerstage  
Chastain Amphitheater  
Civic Center  
Fox Theatre  
Lakewood Amphitheater  
Roxy Theatre  
Symphony Hall

## Parks

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

## Sports

Braves, baseball  
Falcons, football  
Hawks, basketball  
Thrashers, hockey  
Georgia Force, Arena Football

## Outdoor Venues

Chattahoochee River National  
Recreation Area  
Lake Allatoona  
Lake Lanier

## Attractions

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

# FACULTY

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

## Accounting

Bryan Church, professor and director of the PhD program; PhD, University of Florida: experimental economics, behavioral finance, and auditing.

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

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

Charles W. Mulford, INVESCO chairholder and professor, faculty director of MBA program; PhD, Florida State University: economic consequences of accounting standards, financial reporting, and earnings forecasts

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

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

## Finance

Rajesh Chakrabarti, assistant professor; PhD, University of California at Los Angeles: information flows in financial markets and microstructures, and international finance

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

Andrew J. Cooper III, associate professor emeritus, PhD, Princeton University: investment management

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

Robert G. Hawkins, professor emeritus; PhD, New York University: international economics

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

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

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

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

**PhD students are provided with many opportunities to collaborate with faculty on research projects, some of which are externally sponsored and hence can provide financial support for the student. Such collaboration is essential for the development of the skills necessary for the student to become a strong researcher.**

## Information Technology

Michael Cummins, director of information technology and innovation, and clinical professor; PhD, Northwestern University: telecommunications and networks, managing technology innovation, e-business, and executive education

Rui Dai, assistant professor; PhD, University of Texas at Austin: reverse auctions, anti-spam, Internet pricing, and intelligent transportation systems.

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

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

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

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

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

## Marketing

Fred Allvine, professor emeritus; DBA, Indiana University: stock market modeling, and applied market planning

Goutam N. Challagalla, area coordinator and associate professor; PhD, University of Texas at Austin: sales force management, marketing strategy, and distribution channels

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

Nicholas Lurie, assistant professor; PhD, University of California at Berkeley: consumer and managerial decision making, and pricing strategies

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

Richard D. Teach, professor emeritus; PhD, Purdue University: marketing models, product development, and simulation and gaming

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

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

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

## Marketing Science

Leonard J. Parsons, professor; PhD, Purdue University: market mix models, sales forecasting, and marketing productivity

# FACULTY

## Operations Management

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

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

Cheryl Gaimon, Regents' professor; PhD, Carnegie Mellon University: management of technology, acquisition of new 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 manufacturing strategy

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

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

Jeff K. Stratman, assistant professor; PhD, University of North Carolina at Chapel Hill: operations strategy, management of technology, and enterprise resource planning

Ravi Subramanian, assistant professor; PhD (PENDING), University of Michigan, Ann Arbor: relationship between operations and environmental concerns

L. Beril Toktay, associate professor; PhD, Massachusetts Institute of Technology: supply chain management

## Organizational Behavior

Terry C. Blum, dean, Tedd Munchak chairholder, and professor; PhD, Columbia University: organizational theory and design, macro human resource management, technology transfer, and entrepreneurship

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

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

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

Luis Martins, associate professor; PhD, New York University: diversity, work-family conflict, and managerial cognition

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

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

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

## **Strategic Management**

Philip Adler Jr., professor emeritus, PhD, Ohio State University: management theory, human resources

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

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

Timothy Carroll, assistant professor; PhD, Duke University: design and management of high-tech product teams, and organization design

Marco Ceccagnoli, assistant professor; PhD, Carnegie Mellon University: strategy, industrial organization, innovation, and intellectual property.

Pat H. Dickson, assistant professor; PhD, University of Alabama: formation, structure and performance of strategic alliances of entrepreneur-oriented firms

Stuart J. H. Graham, assistant professor; PhD, University of California, Berkeley: firm strategy, management of innovation and new technologies, entrepreneurship, and intellectual property strategies

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

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

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

Marie Thursby, Hal and John Smith chairholder, executive director of TI:GER<sup>®</sup>, and professor, PhD, University of North Carolina at Chapel Hill: technology innovation and entrepreneurship

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