



# Ph.D.

Doctoral Program  
in Management  
Fall 2004

**Dear Prospective Ph.D. Applicant:**

Thank you for your interest in the Ph.D. program in management at Georgia Tech's DuPree 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. The Finance area accepts applications for its Ph.D. program only in even numbered years (e.g., 2004, 2006).

You may apply online at <http://grad.gatech.edu/admissions>. Completed applications should be submitted no later than **January 5**.

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 Ph.D. program and whose applications have been received by the January 5 deadline are most likely to receive an assistantship offer. Funding for graduate assistantships begins in the fall semester only.

**International Applicants**

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 **must** be included with the application; this certification may include 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.

If you have any questions regarding the application process or about the Ph.D. program in management at Georgia Tech, please contact the Graduate Office at 404.894.8722 or 404.385.1573. Or, send an email to [phd@dupree.gatech.edu](mailto:phd@dupree.gatech.edu). We look forward to receiving your application.

Sincerely,



**Ann Johnston Scott**  
Director of Graduate Programs

**If you are interested in speaking with a faculty member concerning doctoral studies in the DuPree College, you may contact the following professors:**

**Accounting**

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**Finance**

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**Information Technology Management**

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**Strategic Management**

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# THE DOCTORAL PROGRAM

The job market in many management areas remains attractive for highly skilled graduates from strong Ph.D. programs. Recent annual starting salaries for new Ph.D. graduates from U.S. schools ranged from approximately \$75,000 to over \$150,000.

Choosing a Ph.D. program that matches your skills and interests is critical to your academic, personal, and professional success. The DuPree College of Management's Ph.D. program is designed to develop scholars who are capable of making original contributions to their chosen fields. DuPree offers 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 Ph.D. 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 DuPree College of Management faculty is dedicated to excellence. Ph.D. applications are actively encouraged only in areas where faculty resources and research activities are sufficient to serve Ph.D. 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.



## Program of Study

Students who are progressing through the Ph.D. program will usually complete it in approximately four years of study. While a number of Ph.D. 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. Ph.D. students also teach during their time in the program.

## Areas of Study

Accounting

Finance

Information Technology  
Management

Marketing

Operations Management

Organizational Behavior

Strategic Management

**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.**

## 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 in various methodological approaches (e.g., archival-based research and experimental research).

## Research Interests

- The disclosure of financial information
- Financial reporting choices and earnings management
- The transparency of accounting information
- Accounting choices, investor behavior, and market prices
- Information dissemination and market prices
- The effects of accounting standards on investment and credit decision-making
- Analysts' earnings forecasts and investors' use of such forecasts
- The association between accounting-based and market-based measures of risk
- CPA firms' peer/quality reviews
- Internal auditor judgments

## 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 include 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 Ph.D. 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
- Valuation of derivative securities and the expansion of derivative securities markets
- International capital markets and corporate finance
- Portfolio and asset management issues
- Theory of financial intermediation and analysis of financial services

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 eight years the Georgia Tech Conference on International Finance, organized by the DuPree College 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.**

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

## 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 Ph.D. programs in the DuPree 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 Ph.D. 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 DuPree College of Management's 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
- Strategic uses of information technology in organizations
- Workflow systems
- Problems in the topological design of local-area, metropolitan-area, and wide- area computer networks
- Infrastructure design issues in Information Technology
- Technologies enabling e-business

## 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 Ph.D. 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

- Market power and predatory pricing
- Impact of interactivity on information quality
- Information quality and consumer adoption of new media
- Simulation and gaming
- Multi-national firm strategy and behavior
- Consumer decision models in services and luxury consumption
- Influence of emotion and cultural values on judgment and decision models
- Seller influence tactics
- Marketing excesses and consumption
- Managing marketing changes in an e-commerce environment
- Marketing models

## Recent Dissertation Topics

- Seller Influence Tactics (SITs) in the Buyer-Seller Dyad: Developing the Construct, Its Antecedents, and Consequences
- Growth of Discounting in the Airline Industry: Theory, Practice, and Problems

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.



The goal of the Ph.D. program in operations management is to produce highly qualified persons committed to making significant contributions to the field, primarily through research and teaching. Toward this end, each Ph.D. student joins forces with members of the operations management faculty to identify critical issues worthy of extensive research effort. The student's ability to rigorously attack the research questions identified will result from broad and in-depth training received in research tools such as math programming, stochastic modeling, simulation, experimental design, and other areas as appropriate to the individual student.

## 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, a firm must determine its long-term investment in production and distribution technologies such that strategic goals (low cost, high availability, quality, etc.) are achieved. Technology choice decisions are complicated by innovations in process technologies and changes in consumer demand. In addition, designing a manufacturing or service production environment to achieve the target level of quality has long-term implications on the firm's market share. Lastly, 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.

At the intermediate level, the operations function is responsible for planning the evolution of the production/service creation processes to meet the dynamic long-term strategic goals of the organization. Therefore, by planning for change and improvement in its technology, distribution system, work force, production, quality system, etc., the operations function determines the amount and type of future demand to be met. A key challenge at the intermediate level is developing implementation plans for new technology to minimize disruption to service or production processes. Moreover, decisions at the intermediate level is 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 reconciles the daily planned activities with the reality of machine failures, defective parts, materials shortage, or unavailable work force, etc. Ultimately, the goal at this level is to meet targets established at the intermediate planning level. In addition, the operations function is responsible for the day-to-day monitoring of performance of the production and service creation processes including equipment, work force (both knowledge and hourly workers), and suppliers.

Research conducted by both faculty and doctoral students integrates issues at the center of operations management as well as multi-disciplinaries that interface other functional areas in management and engineering.

## Research Interests

- Acquisition and deployment of new technologies
- Global operations and supply chain strategy
- Implementation of new technology
- Measuring the financial impact of operations strategies
- Multi-criteria production scheduling
- New product and process development
- Operations and information technology interface
- Operations planning and control for mass customization
- Resource flexibility and its impact on operational performance

## 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

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

**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.**

The goal of the Ph.D. 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.

## Strategic Management

The roles and problems of general managers and the social and economic environments in which they must manage are central to the study 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 Ph.D. 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 Ph.D. 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

- Institutional dynamics of emerging industries
- Strategic human resource management
- High technology venture dynamics
- Social networks
- Formation, structure, and performance of strategic technology alliances
- Technology transfer
- Political economy of international technology transfer
- National security and technology transfer
- The reciprocal determination of occupational structure and organizational structure
- "Post Bureaucratic" organizations
- Uncertainty in business-government relations.

# APPLICATION AND ADMISSION

Admission into the Ph.D. 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 or GRE 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 Ph.D. 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 Ph.D. 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 Ph.D. Committee review the application, decide whether or not to admit the candidate, and make recommendation for financial assistance. Applicants to the Ph.D. program are encouraged to contact the individual department concerning the availability of openings in each area.

The application deadline is **January 5** for the following fall semester. Once a complete Ph.D. 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

All international applicants must submit a certified statement of financial support showing at least \$43,000 in U.S. currency available for each year of graduate study. 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. Restrictions have been placed upon state funding for non-US citizens, so availability of non-state funding will determine the financial support. It is likely that most international applicants will have to support themselves.

International applicants should be realistic in estimating their total expenses. 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. Because of visa restrictions many companies will not hire international students, so you should not expect to come to the US and hope to get a job to defray some of your expenses.

**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 Ph.D. students are briefly described below.

## 2003–2004 Estimated Annual Expenses

IN-STATE	
Tuition and fees	\$5,775
Living expenses	\$10,000
Books and supplies	\$1,400
Total for academic year	\$17,175
OUT-OF-STATE AND INTERNATIONAL	
Tuition and fees	\$23,100
Living expenses	\$10,000
Books and supplies	\$1,400
Total for academic year	\$34,500

## Financial Assistance

The College awards graduate research assistantships (GRAs) to most Ph.D. 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 \$475 per semester. The deadline to apply for a graduate assistantship is January 5.

## President's Fellowship

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

## Regent's Opportunity Scholarship

This program awards a number of \$5,000 scholarships to graduate students from historically disadvantaged and under-represented groups in the University System of Georgia. Recipients of this award must be Georgia residents and full-time students in good academic standing.

## 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.

# 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.

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 DuPree 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.

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



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	“Best Place to Expand and Relocate Your Business” <b><i>Plants, Sites, and Parks Magazine</i></b>
3	“America’s 50 Hottest Cities” <b><i>Business Expansion Management Magazine</i></b>
<b>3</b>	“Top Cities with the Most Fortune 500 Headquarters” <b><i>Fortune Magazine</i></b>
<b>3</b>	“Top Metro Areas with College Educated Adults” <b><i>Philadelphia Inquirer</i></b>
4	“Best Places for Business and Careers” <b><i>Forbes Magazine</i></b>
7	“National Leaders in Venture Capital Investments” <b><i>PriceWaterhouseCoopers Money Tree</i></b>
11 (Tied)	“Best Cities for Entrepreneurs” <b><i>Entrepreneur Magazine</i></b>

Additionally, Atlanta is among the top five fastest growing high-tech metro areas in the nation and home to seventy-five percent of the state’s biosciences companies.

***Metro Atlanta Chamber of Commerce***

As a global center of commerce, Atlanta is home to more than 1,200 international businesses. For example, 73 countries maintain foreign American Chambers of Commerce and foreign consulates, and more than 730 of the Fortune 1,000 companies have offices in the Atlanta area. The headquarters for BellSouth, CNN, Coca-Cola, Delta Air Lines, Georgia Pacific, Holiday Inn Worldwide, Home Depot, Scientific Atlanta, and UPS are located here. Atlanta’s metropolitan area, which spreads over 20 counties and includes more than 3.4 million people, is the 12<sup>th</sup> largest in the country.

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. 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
- Scitrek Science Center

**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
- The Beat, soccer
- Thrashers, hockey

**Outdoor Venues**

- Chattahoochee River National Recreation Area
- Lake Allatoona
- Lake Lanier

**Attractions**

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



Ph.D. 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.

The DuPree College of Management is distinguished by its unique faculty, who employ their experience and skills in the fields of accounting, economics, finance, information technology management, international business, marketing, operations management, organizational behavior, and strategic management. As researchers, the management faculty are prominent innovators. DuPree faculty prepare students for business careers in a variety of industries and enterprises. The College has achieved a position of preeminence in several areas of management research and students value the opportunity of having a group of specialists available for advice in career, curriculum, and research interests. The administration recognizes the benefits of interaction among faculty and students and encourages a constant exchange.

As of Fall 2003, the following individuals are members of the DuPree College faculty:

## Accounting

Bryan Church, professor, Ph.D., University of Florida: auditing

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

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

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

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

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

## Business Law

Jack Kleiner, associate professor, DJS, New York University: business law

## Finance

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

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

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

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

**Robert G. Hawkins**, professor(retired), Ph.D., New York University: international economics

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

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

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

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

## Information Technology

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

**Rui Dai**, assistant professor, Ph.D., University of Texas at Austin, network technology, differentiated systems

**Sabyasachi Mitra**, professor, Ph.D., University of Iowa: management information  
systems, business data communications

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

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

**D.J. Wu**, associate professor, Ph.D., The Wharton School, University of Pennsylvania: decision support systems,  
electronic business markets, enterprise resource planning systems (ERP), and supply chain management

**Han Zhang**, assistant professor, Ph.D., University of Texas at Austin: electronic commerce, online trust issues  
and intermediaries, electronic markets, digital companies

## Integrated Management

**Ferdinand K. Levy**, professor, Ph.D., Carnegie Institute of Technology: economic policy  
and theory, managerial economics

## Marketing

**Fred Allvine**, professor (retired), DBA, Indiana University: stock market modeling, applied market planning

**Goutam N. Challagalla**, associate professor, Ph.D., University of Texas at Austin: sales force management, marketing strategy

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

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

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

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

**Koert van Ittersum**, assistant professor, Ph.D., Wageningen University: consumer decision making, attribute importance measurement, and consumption

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

## Marketing Science

**Leonard J. Parsons**, professor, Ph.D., Purdue University: market response models, marketing efficiency

## Operations Management

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

**Mark Ferguson**, assistant professor, Ph.D., Duke University: supply chain management, supply contracts and inventory management, service operations

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

**Soumen Ghosh**, director, Center for Management of Technology and professor, Ph.D., Ohio State University: quality management, manufacturing strategy, supply chain management

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

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

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

## Organizational Behavior

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

**Donald B. Fedor**, professor, Ph.D., University of Illinois at Urbana-Champaign:  
performance feedback, organizational commitment, organizational change management

**David M. Herold**, Elizabeth R. and Gary T. Jones chairholder and professor, Ph.D., Yale  
University: executive development, organizational design

**Bradley L. Kirkman**, associate professor, Ph.D., University of North Carolina at Chapel Hill:  
work team effectiveness, international organizational behavior

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

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

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

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

## Strategic Management/Technology Transfer

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

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

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

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

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

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

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

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

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

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

**Frank T. Rothaermel**, assistant professor, Ph.D., University of Washington: competitive and cooperative strategies in high-technology industries, technology innovation management

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

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