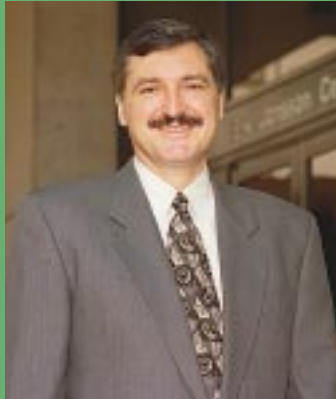




THE SCHOOL OF
MANAGEMENT

THE UNIVERSITY OF TEXAS AT DALLAS

THE NEW FRONTIER:
FOREFRONT OF INNOVATION



Hasan Pirkul
Dean, School of Management

MESSAGE FROM THE DEAN

"Meeting the challenges of a rapidly changing, technology-driven, global society" forms the foundation of our School's mission. Naturally, continuous change and innovation are fundamental principles that guide us at all times. Innovation is a major theme for this issue of *MANAGEMENT*, which highlights research by our faculty. This issue also explores the continuing growth in our programs, faculty, and student body. The lead article delves into the current research of several of our professors and presents only a snapshot of the variety of leading-edge issues and problems SOM faculty researchers are tackling.

Over the last five years, we have emphasized strengthening SOM's excellent faculty. Always striving to hire the most qualified professionals, we have added thirty-two members, bringing the size of our faculty roster to seventy-eight. Their excellence in both teaching and research is reflected by the international recognition that many have received. The Marketing Science Institute recently named Professor Frank Bass one of marketing's greatest thinkers and featured his pioneering research on its Internet publication. The New York Academy of Sciences named Professor Suresh Sethi a fellow of the academy for his extraordinary scientific accomplishments and service to the science community and the public. The American Accounting Association recognized Professor Rajiv Banker with an award for notable contributions to the accounting literature for his research in governmental and nonprofit accounting. Our tenured faculty, as a whole, ranked first in Texas and thirteenth nationwide when compared with tenured faculties at other U.S. management schools in a recent faculty research citation index developed by SOM Professor Stan Liebowitz. These honors attest that, while our faculty is seventy percent larger than it was just six years ago, we have not sacrificed quality and that our faculty ranks among the best in the nation.

Information systems as an undergraduate major—one of our new programs that stress innovations in the latest technologies—is the subject of another article in this issue. This is but one of the new programs we offer. We have a new undergraduate major in finance. We also offer new master's degree concentrations in e-commerce, telecom management, and information technology consulting. These programs have drawn an enthusiastic response from the public, as evidenced by a more than fifty percent increase in enrollments in just the last three years. In fact, SOM now has nearly a thousand graduates per year—as well as the largest enrollment, with 3,850 students—of any school at UTD.

The article by SOM Advisory Council Chairman-Elect Ron Nash describes the need for new facilities, a need created by the tremendous growth in our faculty and student body. Last fall, The University of Texas Board of Regents granted our School thirty million dollars to be used for a new building. We now need to raise an additional eight million dollars before groundbreaking for what will be a first-rate facility.

At this exciting and very important point in our School's development, we are inviting our alumni and friends to help us with support and input. We are working with the architects to ensure that our new building contains the latest technologies to support not only our current innovations—such as the two MBA programs we offer via the Internet—but also our future improvements in the delivery of management education. We look forward to your input as the design phase proceeds for the new home of the UTD School of Management.

Best wishes,

A handwritten signature in black ink that reads "Hasan Pirkul". The signature is written in a cursive, slightly slanted style.

Visit our site on the worldwide web

<http://som.utdallas.edu>

THE SCHOOL OF MANAGEMENT

THE UNIVERSITY OF TEXAS AT DALLAS

THE NEW FRONTIER: FOREFRONT OF INNOVATION

DEAN

Hasan Pirkul, PhD

EXECUTIVE EDITOR

Diane Seay McNulty, PhD
Associate Dean for External
Affairs and Corporate Relations

EDITORIAL BOARD

Stephen Guisinger, PhD
Varghese Jacob, PhD
Steve Perkins, PhD
Ram Rao, PhD
David Springate, PhD

MANAGING EDITOR

Patricia Schoch

ASSOCIATE EDITOR

Kristine Imherr

ART DIRECTION & DESIGN

Peterson & Company

PHOTOGRAPHY

Rick Biddenstadt

Sean Fitzgerald

Jim Reisch

Jeremy Woodhouse

WRITERS

Helen Bond

Paula Felps

Ron Martin

Diane Seay McNulty

Ron Nash

John H. Ostdick

Patricia Schoch

Jeanne Spreier

MANAGEMENT Magazine is a publication of The School of Management, U.T. Dallas, in the autumn and spring for friends of the University. The School of Management retains the right to determine the editorial content and manner of presentation. The opinions expressed in this magazine do not necessarily reflect official University policy.

© University of Texas at Dallas, 2001

U.T. Dallas is an equal opportunity/
affirmative action university.

On the Cover:

Technology manufacturing at Fujitsu Network Communications' Telecom Corridor facility.
Photo by Jeremy Woodhouse

2

Make Room for The School of Management

Ron Nash

Alum and SOM Advisory Council Chairman-Elect Nash states the case: the School is growing up and growing out of its quarters. To keep quality ahead of the faculty and student population boom, a new headquarters is needed.

4

The Next Frontiers of Knowledge

Paula Felps

Not just classroom-bound academicians, researchers among The School of Management faculty are trailblazers whose results are being applied in industry, medicine, and modern life.

12

The Corporate View

Ron Martin

Fujitsu Network Communications participates financially and personally to ensure that UTD SOM forges ahead.

14

Leading with the Fundamentals

Jeanne Spreier

Take a look at seven management information systems classes that cover the basics of e-commerce, data communications, Java programming, and more.

18

When Brazil Beckoned...

John H. Ostdick

Adventures in the Amazon? Yes. Amazing? Well, yes, but...this was the kind of leading-the-pack business venturing that SOM students have come to expect for their field excursion forays.

22

Preparing Future Leaders

Helen Bond

A new Cohort MBA Mentor Program matches students with alumni or friends of the School in pairings meant to build the "junior partners'" business acumen, boost their self-confidence, and ready them for real-world accomplishments.



DEPARTMENTS

28 Advisory Council

29 Program Updates

35 Alumni Notes

36 Donors

Make Room for the SOM

By Ron Nash, Chairman-Elect, UTD School of Management Advisory Council

HEADQUARTERS NEEDED

Enthusiastic, intelligent, and fast-growing division of nationally important organization with high-quality reputation in need of new headquarters. Signature building will accommodate team that has increased in size nearly sixty percent over last three years and consolidate division operations currently scattered across numerous locations. Site to enhance creative managerial methodologies and facilitate cutting-edge technology and research.

Does this “ad” sound like a solicitation for a burgeoning company in need of more space?

Actually, the description fits The School of Management at U.T. Dallas. The head of the “division” is Dr. Hasan Pirkul, dean of the School, and the “team” consists of the School’s faculty, staff, and students. Dr. Pirkul and his team have accomplished something significant and rare over the past few years. They have grown the School dramatically in size while maintaining its high quality. That doesn’t happen very often, and it doesn’t happen without a lot of hard work.

U.T. Dallas is the fastest-growing public doctorate-level university in Texas, with almost thirty percent growth over the last six years. The School of Management (SOM), which is growing even faster than the University, has fueled much of that growth. SOM remains the largest school at UTD, with 3,850 students registered for fall semester. Business administration is the number one major on campus for undergraduate students, accounting is number seven, and economics is number nine. For UTD graduate students, management ranks as the number one major while computer science is number two. Accounting ranks number five on campus among graduate students.

The quality of the University’s students continues to be excellent, even with dramatic growth. Average SAT scores for entering freshmen have ranged from 1185 to 1219 since 1994. U.T. Dallas’s freshman acceptance rate of sixty-three percent is tied with U.T. Austin’s as the most selective among Texas public doctorate-level universities. On the graduate level, GMAT scores of students in The School of Management’s Cohort MBA Program average 644, which places them in the ranks of the top MBA programs nationwide. Clearly, The School of Management is not lowering student qualifications as it grows.

One measure of quality for a university faculty is the number of times their work is mentioned in publications—academic, professional, and general interest. On this measure—average citations per faculty member—the School is doing incredibly well. The latest figures show the School ranked number one in Texas and number thirteen nationally among business schools in faculty citations. The

School continues to add full-time faculty members and has made great progress in recruiting more nationally renowned professors in the last few years.

The other side of this good news is that it has come at a cost. The students, faculty, and administrators are increasingly hampered by limited classroom and office space at U.T. Dallas. Having adequate space is a huge need that will certainly affect the School's progress if it is not satisfied soon.

At the moment, the School uses classrooms in seven separate buildings on campus while housing faculty in four

**U.T. DALLAS IS THE FASTEST-GROWING
PUBLIC DOCTORATE-LEVEL UNIVERSITY
IN TEXAS, WITH ALMOST THIRTY PERCENT
GROWTH OVER THE LAST SIX YEARS.**

buildings. Offices are in different buildings than classrooms; professors teach classes in multiple buildings.

It is not just transit time that is a problem. Having everyone physically spread out makes it hard to maintain a sense of community and severely inhibits the collaboration that is a hallmark of a great business school. Faculty members have difficulty interacting with each other and with their students. The students have no easy way to develop deep relationships with the faculty and with each other. Leading this organization is difficult when no one can easily develop a spirit of camaraderie among such a widely dispersed group.

In addition to being spread out, the School must operate with classrooms that are too small, laboratories that are ill-equipped, too few faculty offices, and a general lack of space. The overall space occupied by the School is only sixty percent as large as it should be according to academic norms.

The space problem is going to get even more critical. If the School maintains a long-term growth rate of only eleven percent per year (less than the last few years), by 2005, it will need sixty-eight percent more space than it utilizes today. This, practically speaking, is as soon as a new building could be constructed. Lack of space in a growing school is a growing problem, and something has to give. Either the School moves to sizable new quarters, or it will have to limit enrollment. If enrollment is limited, admissions standards

that are already high will soar, and large numbers of qualified students will miss the opportunity to be educated here.

This is the big challenge The School of Management now faces. It has accomplished the difficult task of growing while maintaining quality. But to support this growth, SOM needs additional and upgraded classroom, research, and office space.

In future issues of this magazine, we will talk about the plans and progress being made in achieving the goal of additional space that will support the continued growth and improvement of The School of Management. It is an important subject and one that deserves our attention and our commitment to help.

As you probably know, the Board of Regents of the U.T. System has approved UTD plans to provide the SOM a new home in a new building. Last November, the regents allocated thirty million dollars for this facility with the stipulation that the SOM contribute another eight million dollars toward construction. The School is now in the process of raising that money.

For more information about plans and funding for the new building, contact Diane S. McNulty, SOM associate dean for external affairs, at dmcnulty@utdallas.edu or 972-883-2741.





The Next

Frontiers of

Knowledge

*School of Management Researchers
Forge Ahead in Fields Ranging from
Robotics to Breast Cancer Diagnosis*

By Paula Felps

In today's fast-moving busi-

ness environment, working

on the edge of change often re-

quires crossing borderlines that

separate the present from the fu-

ture. DTD School of Management

(SOM) faculty researchers operate

in these regions, redefining the

boundaries of technology, pushing

into New frontiers by combining

today's innovations with tomorrow's

visions. Putting a human touch into

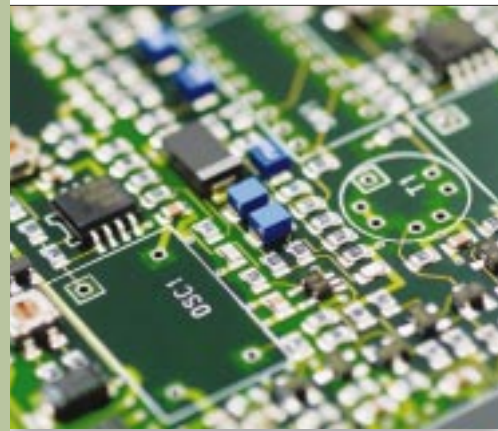
high-tech tools, the work of these

SOM professors is helping redefine

everything from how breast cancer

is diagnosed to the way telecommu-

nications networks are designed.



Dr. Sriskandarajah

Improving Efficiency Through Robotics

After applying his mathematical scheduling theories to the development of robotic systems in Toronto and to the improved efficiency of manufacturing and service systems in Hong Kong and Grenoble, Chelliah Sriskandarajah is now in Dallas, blazing new trails in maximizing manufacturing productivity for the semiconductor industry.

Dr. Sriskandarajah, or "Sris" as his students call him, is associate professor in SOM's management information systems and operations management areas. His groundbreaking research has pioneered ways to achieve maximum efficiency in the simultaneous scheduling of jobs and sequencing of robot movements in robotic cells. He defines a robotic cell as a kind of family of machines served by robots, which all work together in a system controlled by computers that coordinate all the robots' movements.

"This is a fully automated machine system that is very precise," Dr. Sriskandarajah explains. "Each robot has to be directed toward a series of manufacturing steps and movement of parts. The number of combinations of possible movements by the robots within the cell is exponentially explosive, intractable even by computer. My research centers on developing optimization algorithms that can be used to discover the combination that gives the best throughput, or rate of production, for a given robotic cell."

Over the years, Dr. Sriskandarajah's research has drawn honors and notice from other scholars in his field. In 1999, he received a research award from the Natural Science and

Engineering Research Council of Canada, and his 1992 research paper on ways to maximize efficiency within robotic cells has generated more than fifteen other papers and three theses from scholars in the field.

Currently, Dr. Sriskandarajah is working with Allen, Texas-based FSI International, a company that makes robotic cells, which are, in turn, employed in the manufacture of wafers used in the semiconductor manufacturing process.

Working to develop algorithms that can be used to increase the level of automation in manufacturing industries, especially in engineering and electronics, Dr. Sriskandarajah notes that his theories play a critical part in helping the United States compete in global markets.

“Our research in The UTD School of Management’s PhD program is an important part of manpower development,” he explains. “It plays an important role in the planning, designing, and implementing of advanced manufacturing systems to keep U.S. industry competitive.”

Improving Breast Cancer and Other Diagnoses Through Isotonic Separation

Research being conducted by Professors R. Chandrasekaran, Sungchul Hong, Varghese Jacob, and Young U. Ryu could make important strides in the diagnosis of breast cancer and other diseases. The SOM research team is looking at how physicians might use an isotonic separation technique—a method developed by the team to allow for more accurate classification of data.

“Techniques such as this can be used in situations in which classification is of critical importance, for example in medical diagnoses,” observes Dr. Jacob. “In the medical field, typically a doctor collects information on symptoms from a patient and then makes a judgment on the patient’s ailment. Since this data is typically stored, one can use the information to develop diagnostic systems that could possibly aid doctors in their evaluations of patients.”

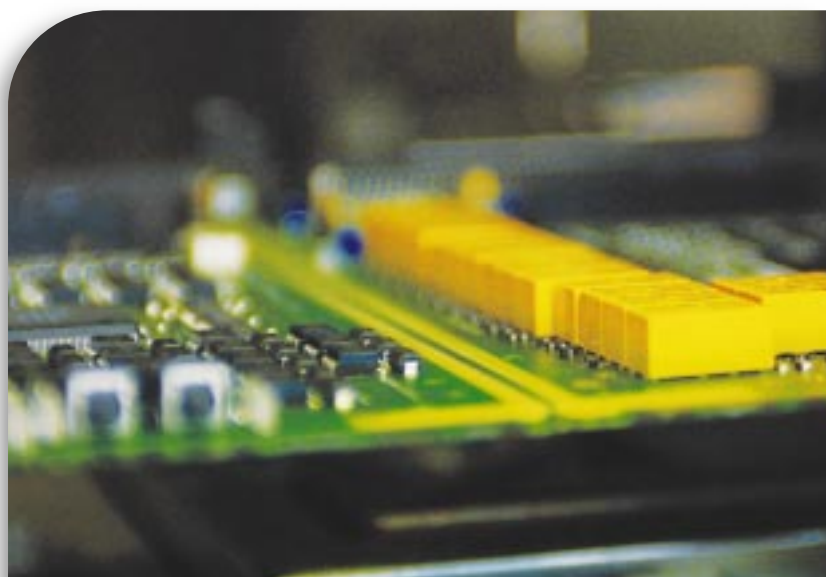
Noting that isotonic separation relies on historical data to

help it classify new data, Dr. Ryu explains the SOM research team is using the isotonic separation technique to classify data on breast cancer symptoms. At this point in the project, the team’s research seems to confirm that the isotonic separation technique can be applied to classify newly gathered medical data.

As Dr. Jacobs explains it, isotonicity addresses classification problems by establishing boundaries between groups of data. “A classification problem requires one to use observed information to classify an object into a category. For example, in the case of breast cancer, if one puts all the symptoms into classes, these symptoms either classify the patient as having breast cancer or not having this disease.

“Physicians usually make their diagnoses based on the presence or absence of certain symptoms and on certain measurements that are either too high or too low, outside the normal range. The isotonic separation technique uses the historical data to develop a boundary between the data that resulted in breast cancer and the data that did not. Once the boundary has been determined, the technique allows new data to be classified into one of the two categories,” Dr. Jacob explains.

The technique could potentially be used to enhance diagnostic capabilities of doctors by allowing them to make their own diagnosis based on patients’ symptoms, while at the





Dr. Chandrasekaran



Dr. Hong



Dr. Jacob



Dr. Ryu

same time, having patient data analyzed through a computer system that implemented the isotonic separation algorithm. If the two methods yield differing results, the doctor then may choose to pursue additional testing to discover

the root of the medical problem. However, if the two separate methods come to the same conclusion, the patient has received a second opinion in a more expedient and less expensive manner.



Dr. Pirkul



Dr. Gupta

Creating Hybrid Fiber Coaxial Cable Network Designs

With an ever-increasing demand for broadband networks, telecommunications companies are looking for more cost-effective ways to provide more services at lower costs. In their research paper on Hybrid Fiber Coaxial (HFC) CATV network designs, Hasan Pirkul, Caruth Professor of Management Information Systems and dean of The School of

Management, and Rakesh Gupta, assistant professor in the management science and information systems area, devised a way to optimize the cost of designing hybrid networks.

Hybrid HFC networks combine coaxial cable, used in older cable television networks, with fiber optic cable, which has a much higher data-carrying capacity, to deliver voice, video, and data to consumers. The research details how service providers can design high-capacity cable network connections, using the combination of fiber and coaxial cable, at a lower cost than in the past.

“Everyone now is asking, ‘How do I design my network for the least amount of money?’ It’s something that so many companies are having to look at,” Dr. Gupta says. “This research provides some of those solutions.”

Their findings, published in the May 2000 issue of the *European Journal of Operational Research*, are applicable to large networks while still maintaining the networks’ high quality of service. Where that information goes now remains to be seen, although it is being eyed by major cable providers.

“We’ve completed the technique and published the paper, and now it’s available for others to use,” Dr. Gupta says. “Presumably, companies who use these types of networks will be interested in what it can offer.”

Management of Hybrid Fiber and Coaxial Networks

Picking up where Dr. Pirkul and Dr. Gupta's research left off, Dr. Ray Patterson, assistant professor in the management science and information systems area, worked with Professor Erik Rolland from the A. Gary Anderson School of Management at the University of California to take that research to the next level. Their research, to be published later this year in the journal *Operations Research* introduces a new process called Adaptive Reasoning Technique (ART) for general problem solving.

"It's important for us to find low-cost solutions for broadband access," Dr. Patterson explains. "Companies like AT&T, @Home, and others in the industry are currently spending vast amounts of money to lay cable to bring broadband access to people's homes. [Improving methods] to route cables was a big step, and that's what Rakesh Gupta and Hasan Pirkul did with their research."

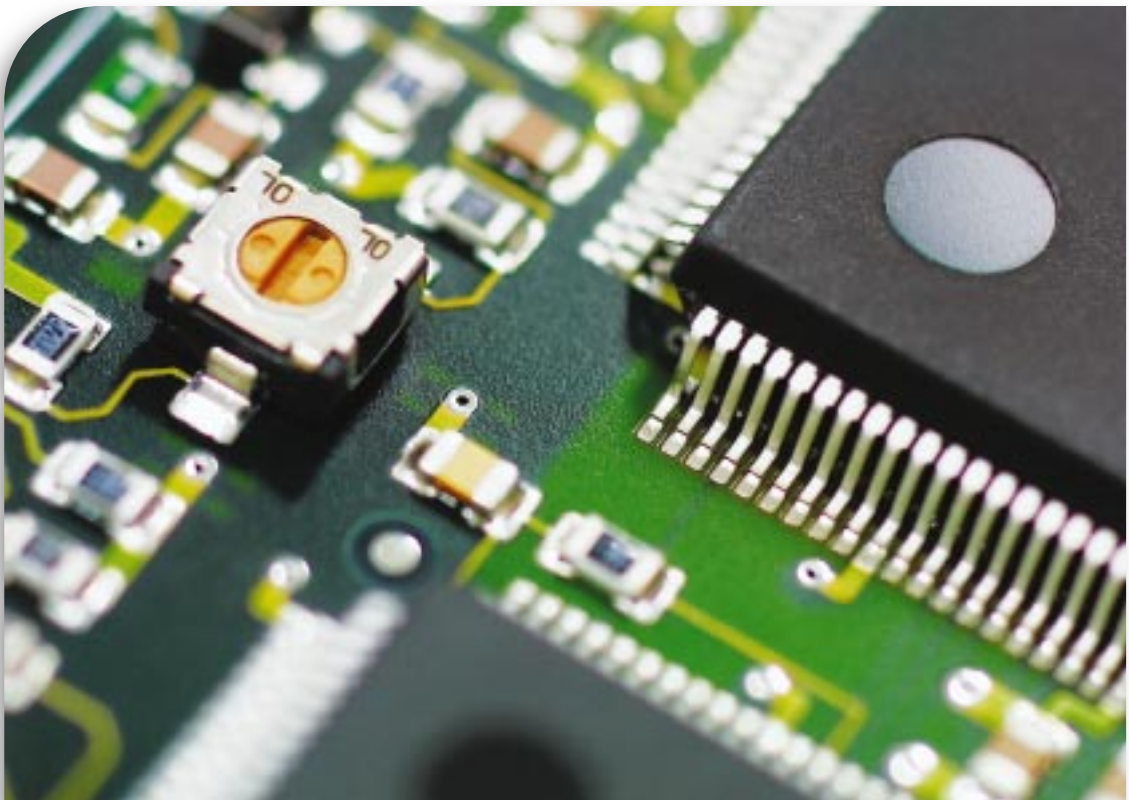
Dr. Patterson's ART approach to problem solving relies on the combination of memory and trial and error to

learn from past mistakes, rather than trying to create new problem-solving techniques by adding more problem specific facts to the mix. In technology, that means the computer is fed a problem, then learns about different solutions until it is able to hone in on the solution most applicable to the individual situation. Dr. Patterson says ART can be applied to a variety of problems, even those not in the telecommunications realm.

"The management of networks is a hot topic, but the real contribution that came out of this research is the development of a heuristic technique using the adaptive reasoning technique to find optimal, or near-optimal, answers for any large or complex problem," he says. "We're very encouraged by it, because it can be used any place you have mathematically intractable problems."



Dr. Patterson





Dr. Raghunathan

Targeting Markets in the Software Industry

The use of different editions of a certain product is seen in virtually every market, from “light” incarnations of our favorite foods and beverages to special editions of automobiles. Low-end and higher-cost versions of similar products allow manufacturers to target different consumers in the global marketplace. In recent years, such target manufacturing, called segmentation, has been used in the packaged software industry as well, but new research conducted by UTD’s Srinivasan Raghunathan indicates that it’s not always the best option for companies or customers.

Dr. Raghunathan, assistant professor in the management science and information systems area, has researched the use of segmentation in the packaged software market and found that the software distribution arena differs from most markets, where segmentation has proved highly successful. His research points out that the software market is distinguished from others in two very specific ways: software is extremely cost-effective to produce, and it also has the built-in option to offer upgrades. Therefore, trying to introduce different versions of the software doesn’t always yield the same benefits as introducing new versions of other products. When the spread between high-end and low-end segments is small, such as is found with word-processing software, it is better to introduce a single version of the software, his research shows.

“On the contrary, in the case of specialized software, such as database and Web server, the difference between the segments’ valuations is so high that the software manufacturer will be better off splitting the software into multiple editions and marketing a different edition for each segment,” Dr. Raghunathan explains.

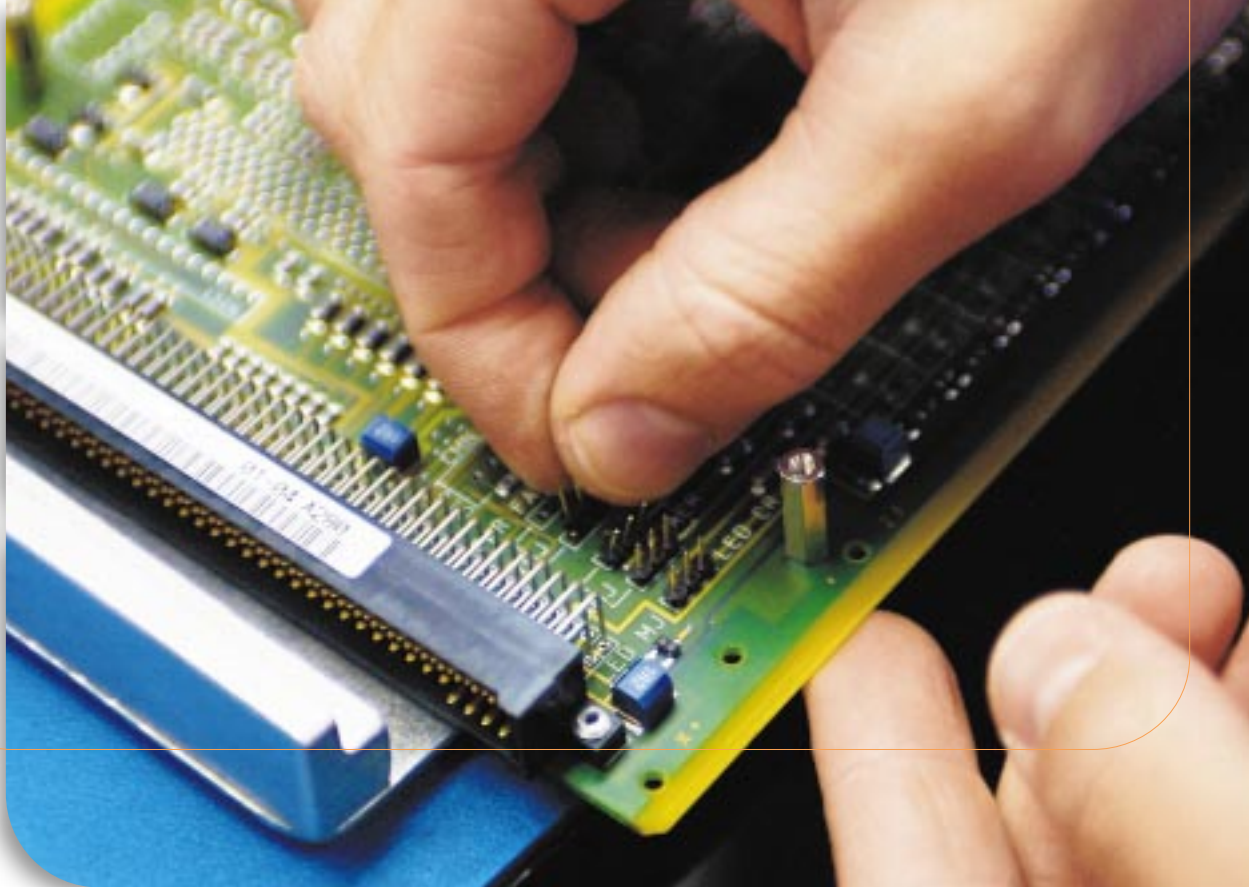
He also has discovered that vendors can earn higher profits simply by announcing their strategies for the future. Dr. Raghunathan’s findings suggest that an announcement gives consumers more confidence in the vendor’s future, and they will make purchases accordingly.

Knowledge Sharing in Organizations

Finding a way to harness and utilize the vast range of employees’ knowledge is a challenge that faces most companies today. Throughout the world, organizations are investing significant amounts of money on knowledge management efforts in hopes of better corralling the diverse range of intellect that is available through participants.

Sumit Sarkar, SOM associate professor of management information systems, and Sury Ravindran, assistant professor of management information systems, are working on a





research project that provides ways for a company to encourage information sharing among its workers. Among the elements the researchers are grappling with is a way of gauging available knowledge and creating incentives for sharing that knowledge.

“There are alternatives that a company has available to motivate individuals to participate in knowledge sharing,” Dr. Ravindran explains. “What we’re looking at with this research is the best way to do that. If there are experts in a certain area, and you also have a lot of rookies, there are a couple of alternatives companies can look at.”

The first alternative is for companies to take a “survival of the fittest” approach, giving more knowledge and power to those who already have it, and eliminating the weaker, less-knowledgeable players. That may build a strong organization initially, but it is rather shortsighted for companies seeking long-term goals, since the

knowledge won’t be cultivated in those who are rising through the ranks.

“They may also be missing out on some alternative knowledge that the weaker ones have,” Dr. Ravindran acknowledges. “So perhaps a better approach is to make the weaker ones stronger, and then all the people in the organization become an expert in their domain.”

Using an analytical modeling approach, Dr. Ravindran and Dr. Sarkar have derived conditions under which the different approaches would be effective. They are working on empirically validating their findings. *(i)*



Dr. Sarkar



Dr. Ravindran

Photographs of high-tech products in this issue were taken at Fujitsu Network Communications' manufacturing facilities in the Telecom Corridor.

Photos by Jeremy Woodhouse

Fujitsu and The School of Management:

By Ron Martin, COO and Executive Vice President, Fujitsu Network Communications, Inc.

Fujitsu prides itself on a long-standing tradition of giving back to the communities in which we live and work. Our parent company in Japan, Fujitsu Limited, makes it a company policy to spend a portion of the annual earnings improving the educational base of the surrounding community. We are grateful for the ability to do the same at Fujitsu Network Communications here in Richardson, as a *Strategic Partner* to UTD's School of Management (SOM). When the educational institutions and corporations of our community come together to share information, resources, and research, we clinch success for the Telecom Corridor and the Richardson community as a whole.

As a *Strategic Partner*, Fujitsu's contribution to UTD and the SOM is multifaceted. We support the SOM financially as it promotes excellence through dean's scholarships, faculty research, and start-up funds for new programs within the School. Corporate officers of Fujitsu show support by actively participating in the UTD President's Circle, Development Board and The School of Management's Advisory Council. Through this close-knit relationship with the SOM, our leaders shape the educational programs offered by The School of Management to develop a well-rounded, strong workforce for the future. This influence provides a pool of business-trained talent for us. Fujitsu recruits heavily from UTD, seeking out talented individuals through job fairs and intern and cohort programs. Through these programs, we cultivate relationships with these business-minded students, which is a win-win situation for everyone involved.

Fujitsu is literally innovating at the speed of thought, with advances being made daily in the telecommunications field. The mission of our photonics department is to stay on the cutting edge of innovation in the transmission of data via light. Thanks to recent advances in the photonics field, Fujitsu

successfully completed the Terabit Challenge — a real-time test, facilitated by one of our biggest customers, that was a field trial of a dense wavelength division multiplexing system. The super-high bandwidth systems utilized in the Terabit Challenge are the future of optical transport networks. By tapping into the latest photonics technology, we effectively met the challenge. Fujitsu has extensive manufacturing, research, and development capabilities that allow us to develop product and technology advances, so we remain in the forefront of the telecommunications industry. Keeping each of our highly skilled employees constantly focused on the ever-changing technological horizon is essential when developing the products of the future. We rely on our partnerships with educational institutions to keep future employees abreast of the changing environment.

In addition, we support UTD by financing higher education for employees as a benefit of working for Fujitsu. This encourages employees to attend postgraduate classes and helps boost enrollment at local schools. The MBA program allows many of our high-tech and engineering-minded employees to supplement their technical education with practi-

Innovating at the Speed of Thought

cal business skills. Fujitsu is interested in developing well-rounded employees with a strong combination of technical and management skills. Employees appreciate the availability of programs tailored specifically for companies like Fujitsu, such as the Executive MBA Program, which allows busy execs to attend classes and continue to work full time. Employing talented people with the portfolio of skills necessary to help us shape the future of the telecommunications industry is vital to Fujitsu's continued success.

Through Fujitsu's partnership with the SOM, both parties are able to address our overlapping needs and further our objectives. More importantly, we are able to shape the community that surrounds us and give future employees a glimpse of what the constantly changing technological horizon holds. As a member of one of the fastest growing industries in the world today, Fujitsu is proud to be affiliated with a university that remains mindful of the constantly evolving world of technology. *FI*



Fujitsu Network Communications executives Ron Martin, chief operating officer and executive vice president and a member of UTD's Development Board (left), and Lee Dayton, senior vice president of operations management and a member of the SOM Advisory Council, in the company's customer presentation center in Richardson.



MANAGEMENT INFORMATION SYSTEM CLASSES

HELP STUDENTS CONQUER TECHNOLOGICAL BASICS

ON THEIR WAY TO 'BREAKING OUT OF THE BOX'

LEADING *WITH THE* FUNDAMENTALS

By Jeanne Spreier

W

hen settlers moved to North Texas more than a century ago, they saw a land of opportunity, a place to experiment and shake up the status quo. Even so, these hardy souls knew they had to work to get the fundamentals right.

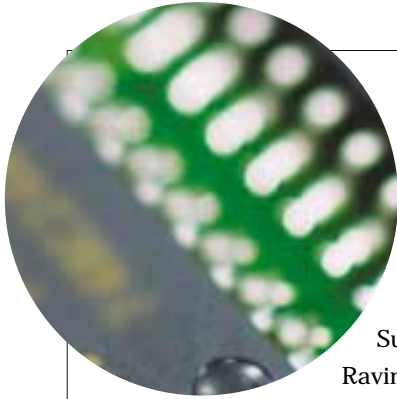
Things aren't too different today. North Texas' Telecom Corridor thrives because of innovation, creativity, and research. Yet, every corporate leader will tell you that without mastering the fundamentals of business and technology, their organization would be left in the dust.

The School of Management at The

University of Texas at Dallas understands this double-edged demand—making sure its students learn the underlying principles that guide business development while learning to think outside the box. The School offers seven courses to business students concentrating in the Management Information Systems (MIS) area that particularly address this demand. After completing their core management courses, students concentrating in MIS typically take Systems Analysis and Design, Business Data Communications, Information Systems Management, Client Server Comput-

ing, Decision Support and Expert Systems, Electronic Commerce, and Programming in JAVA. These courses comprise “what we think are the basic courses that an MIS student should have,” says Dr. Ram Rao, The School of Management's associate dean for academic programs. What these electives give business majors, he says, are the skills necessary for “jobs right at the interface of business and technology.”

At one time, these classes typically would have been offered only through a university's computer science or engineering department, says Dr.

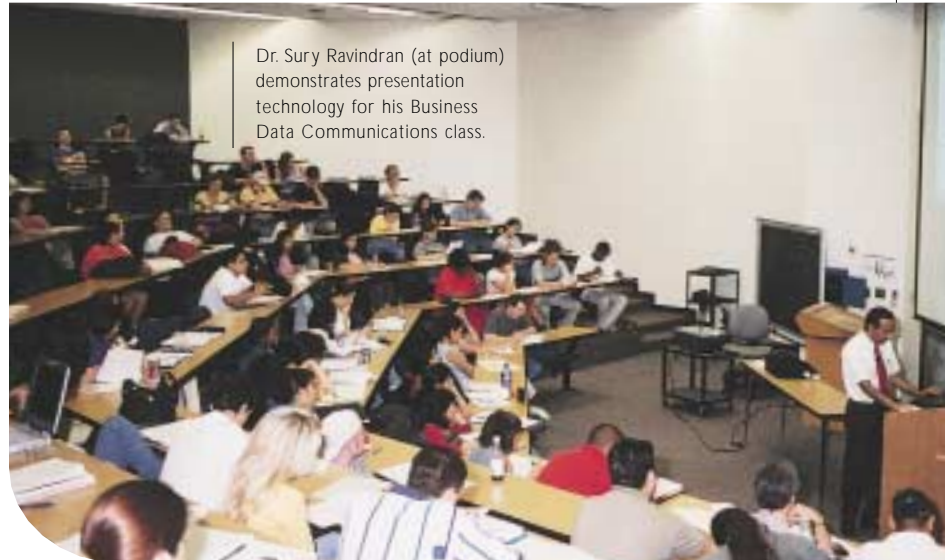


Sury Ravindran, an assistant professor in the School's MIS area.

The class Dr. Ravindran teaches, Business Data Communications, takes a less-technical approach to what some universities might call telecommunications issues. Dr. Ravindran's course, instead, focuses on applications in the business setting. "Business majors must now know what this technology is and what it does," Dr. Ravindran says. "This class is more [about] what you can do with this technology. It exposes students to the fundamentals of data communication but from a business angle."

Business major Troy Allen, who plans to complete his bachelor's in business administration degree next year with an MIS concentration, says Dr. Ravindran takes students through not only the technology but also the costs of implementing such systems. "A lot of the things we're learning about have been around for over thirty years, but they really haven't been in use," he says. Now, as demand catches up with technology, companies are doing cost analyses on such technical issues as multiplexing transmissions and installing T1 lines. Mr. Allen says he's learning not only about the hardware but also how to decide when it's the right business decision to install such equipment.

What these electives give business majors, says Dr. Ram Rao, are the skills necessary for "jobs right at the interface of business and technology."



Dr. Sury Ravindran (at podium) demonstrates presentation technology for his Business Data Communications class.

"I like teaching this class," Dr. Ravindran says. "It gives a view of technologies that have been around for years and [points] students to the latest technologies."

The JAVA programming class, taught by Gene Bryant, a lecturer who spends his days at MCI WorldCom developing digital phones, drives at the heart of e-commerce.

"JAVA is huge; JAVA is really hot right now," says Mr. Bryant. "It's fun-

damentally a good, good language. What we try to do is focus on what JAVA is and what JAVA isn't." The computer language is at the heart of programming for Web-based systems.

"Programming can be really tedious, but [Mr. Bryant] makes it very interesting," says Debbie Hsu, one of his students. "These are the basics you would need to create what would run on a Web page. But you can use the experience to propel yourself forward

Dr. Sury Ravindran (right) advises two of his Business Data Communications students, Isidro Rosales (left) and Troy Allen.



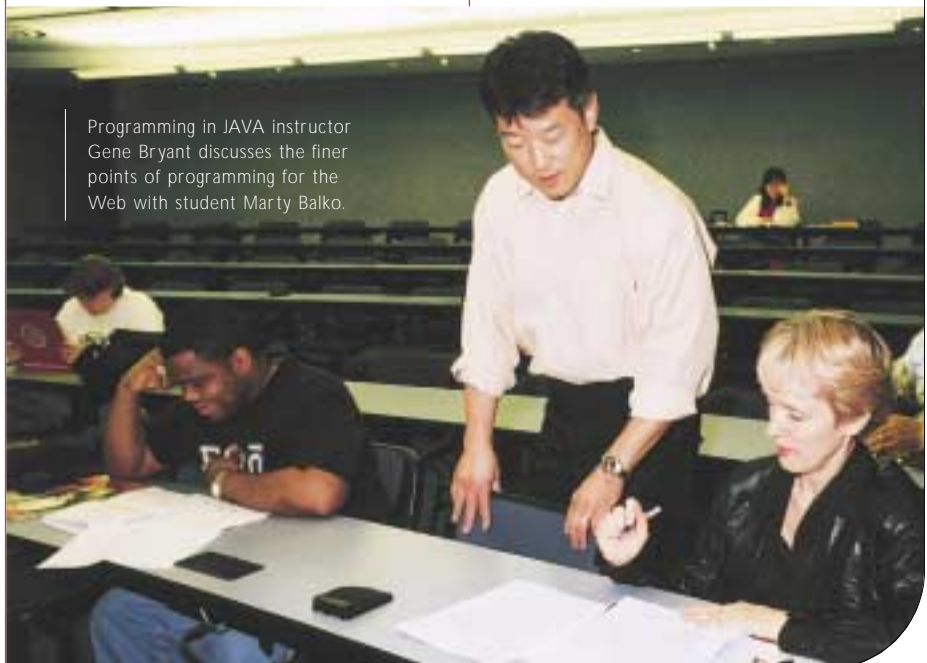
in other areas.” Ms. Hsu, who graduates this spring, says this, along with other MIS classes, will give her an edge when she’s looking for a job after graduation.

Marty Balko, a mother, grandmother, and full-time employee at a Dallas law firm, says with a laugh she’s trying to complete her degree “before my baby goes to college.” She’s one of Mr. Bryant’s students and a huge fan. “He is absolutely wonderful. He goes into so much depth. He knows what he’s doing. He’s teaching from his own experience.” She says that not only does Mr. Bryant help her with JAVA code, he explains the whys of codes, which she applies to other computer languages. “I learn the most when I do the programs, especially when it’s a little harder than what we’re really ready for, when we really have to dig a little,” she says. “Mr. Bryant just explains every little detail.”

Dr. Rao stresses that business administration curriculum is not static. He predicts continued changes in the MIS curriculum content, curriculum delivery, and even emphasis of the classes, as technology and thinking change. That said, right now the UTD

School of Management provides students a grounding in MIS that meshes with their business degrees. “We’re really in the forefront of preparing students for this interface of business and technology,” Dr. Rao says. *(i)*

Programming in JAVA instructor Gene Bryant discusses the finer points of programming for the Web with student Marty Balko.



When Brazil Beckoned...

By John H. Ostdick

How Could Savvy SOM Students Say No to Exploring the Next Frontier of Business Innovation on This Amazon Trek?

*a*lthough The School of Management's advance training for managers and professionals lists no herpetology credits, its in-depth, far-flung explorations — such as last year's Masters in International Management Studies (MIMS) Global Leadership Executive Program in Brazil — offer unique, often intimate international encounters with locals ranging from bank presidents to seven-foot anacondas.

Up-close-and-personal glimpses into the internal management practicalities of such countries as Cuba, the Czech Republic, Germany, and China are part of forward-thinking School of Management training for experienced managers and professionals. The travel helps shape competitive, global leaders.

"We have students who have completed their degree but come back for our foreign-study tours — that's how good the tours are," says Dr. Stephen Guisinger, director of the School's

Masters in International Management Studies (MIMS) Global Leadership Executive Program.

In September, twenty-five students traveled to Brazil on an intensive eight-day mission to study that country's business environment with Dr. Guisinger and associate director Dr. Anne Ferrante. The group spent three days in Rio de Janeiro and four in the Manaus Free Trade Zone, where they received detailed briefings from a wide range of experts, including economists from the nation's largest banks, plant managers from throughout the region, chief executives and attorneys representing companies doing business in Brazil, and spokesmen for the Amazon Surveillance System (SIVAM), the organization that monitors the region with radar technology.

"We were blessed with great weather, and the meetings were fabulous," says Professor Guisinger, who first visited Brazil twenty-five years ago. "We hit a good run of speakers covering financial aspects, marketing, manufacturing. We visited Xerox, Nokia, and Honda in Manaus. We also visited Raytheon, the [subcontractor/vendor] company [to SIVAM] that monitors the Amazon with radar technology to determine who is moving in and out of the region — such as drug traffickers — and how much timber is being cut down."

From Personal Moments to Professional Connections

SOM graduate De'Edra S. Williams, who handles domestic accounts for Arthur Andersen LLP in Dallas, has participated in three MIMS trips.

"The [MIMS] program provides a global travel perspective — cultural, political, economic, and governmental — that I had not had previously," Ms. Williams says. "And each trip has a memorable personal moment as well. Having a seven-foot anaconda placed on my back during the Amazon trek certainly qualifies as one."

"Exposure to foreign cultures and multinational businesses is essential to any graduate program purporting to be international in scope," notes participant Scott Shively, who is vice president of Global Wire Solutions for UPS Logistics Group, a subsidiary of United Parcel Service.

"The Brazil trip reinforced many of the concepts we had discussed in the context of successfully operated international and multinational companies."

Scheduled to graduate with his MBA this fall, Mr. Shively currently is responsible for his company's development of integrated business solutions for the telecommunications industry, specifically, wireless applications. The trip not only familiarized him with the Brazilian market — which his company had not yet entered — but also enabled him to initiate networking relationships for his firm.

"I was looking for a feel for the Brazilian economy — in particular, the environment," says Niclas Brattberg, a MIMS student who works in sales for Ericsson in Dallas. "It was an exploration."



Rio, from the air



Rainforest residents



Members of MIMS Amazon study tour

In the Zone

The Zona Franca de Manaus — Manaus Free Trade Zone — offered an interesting study of trade incentives and governmental accommodations in a

developing economy. The International Trade Administration of the U.S. Department of Commerce reports that the groundwork for the ten-thousand-square-kilometer area was established in February 1967. A Brazilian decree offered special incentives aimed at creating an industrial, commercial, and agricultural center in the heart of the Amazon area of northwestern Brazil over a thirty-year period.

"The one thing that struck me about the Manaus initiative is where it is located — 'in the middle of nothing and nowhere,' as one Xerox executive told us," Dr. Ferrante says. "Despite its remoteness, the enterprise zone has grown fairly significantly. My impression is that the activity is leveling off now, and a supporting infrastructure is the next step to

getting that region developed. They need transportation desperately, for example. It is truly in the middle of nowhere. There is no easy way in or out."

The zone, which receives about 2.4 billion dollars in government subsidies annually, includes the northern city

of Manaus, the capital of the state of Amazonas. The Brazilian Constitution of 1988 endorsed the fiscal benefits of the Manaus zone and extended its lifespan through 2013. Although other trade zones exist in Brazil, they are basically customs-free ports for imports and exports. Manaus is the only Brazilian trade zone that receives special incentives to



Branch of the Amazon—Manaus



establish industries. Accordingly, the Amazon region has grown at about 8.4 percent annually since 1970, a rate that exceeds the national level of about 5.2 percent. In recent years, however, critics within the Brazilian government have attempted to curtail or roll back the Manaus subsidies, and a court struggle between the federal government and the state government of Amazonas has ensued. The zone's opponents contend that increases in automation and downsizing have cut the zone's workforce dramatically. They note that foreign electronics manufacturers receive the bulk of the region's financial support and yet account for about three billion dollars worth of Brazil's eight-billion-dollar trade deficit. These opponents also say that the region is much better suited for eco-tourism or other uses of its natural resources.



Rio skyline

says. "We're trying to give these students, who are managers of multinationals, or potential multinationals, firsthand experience. They cannot only say they are aware of what's happening in the Amazon, but they also can say they have been there. It's a credibility-building exercise."

Certainly, that proved to be the case for Rob Van Til, vice president of Houston-based Hanson Concrete South Central. Mr. Van Til, scheduled to graduate in May with a master

A Credibility-Building Exercise

Environment in fact, "is becoming an issue that organizers are willing to riot over — as evidenced by the World Trade Organization meetings in Seattle last year — and multinational firms are wearing a bull's-eye on their backs," Dr. Guisinger

of arts degree in International Management Studies, was deeply impressed by the quality of people he encountered. Further, because his company had previously considered entering the Brazilian market and may do so in the future, his UTD experience has made him a greater asset for Hanson. "I've made some contacts that I could go down there and get started [with]," he says.

Mr. Van Til also came to appreciate the philosophical conflict prevalent in the region. "The business climate is very different there," he says. "I found many of the people conflicted about the need to guard natural resources versus the need to develop businesses to support the country's economy."

The personal access carried significant weight, students on the trip attest.

"Meeting with the Raytheon people who monitor activity in the region was fascinating," says Ms. Williams, who graduated with her MBA through MIMS in May 2000. "From a business perspective, I can see how they use [Global Positioning System satellite technology] to provide research data about the culture and ecosystem of the Amazon to corporations and bring back that perspective to Arthur Andersen, where we do a lot with technology interpretation."

Mr. Brattberg, who has participated in similar programs sponsored by Ericsson, notes two specifics that stood out for him. "First, we met with various lawyers in Rio de Janeiro," he says. "I was very impressed with their professionalism, open-mindedness, and knowledge.

"Secondly, my image of Manaus was that it was a high-tech area a little bit like the Silicon Valley in the U.S. It's really more of a backyard industrial area, a factory-driven environment with lots of unemployment and poverty. That was an eye-opener."

More Revelations—Business and Personal

A trip of such magnitude carries other lessons, both for the well-acquainted and the novice visitor.

"I've been there when inflation rates were as much per month as they are this year," Dr. Guisinger says. "So they have brought it under control to some degree. That's surprising. Many people felt Brazil would be a country that would inflate in perpetuity."

A boat trip to the confluence of the Rio Negro and the Rio Solimões, where the river called Amazon actually begins, was a new and invigorating experience for him.

For Scott Shively, "the experience reinforced the need



MIMS Student, Heimei Storey inspects the Manaus Honda plant

to establish a local presence in countries like Brazil if a company such as mine hopes to offer in-country solutions to the telecom players expanding into that market.”

“I also was surprised,” he says, “about the potential contribution U.S. and European students

could make to its developing telecommunications industry. There appears to be a real dearth of capability and experience in telecom in general and wireless in particular.”

A social evening stands out for Rob Van Til. “One night in Manaus we visited a local restaurant-bar out on the river,” he says. “The samba show there was different from some of the other tourist-focused shows we had seen. This was much more for the locals, and the crowd was alive and involved. I felt much more a part of the cultural thing going on down there.”

The abject poverty in the area struck each of the participants. “Probably the most memorable was the juxtaposition of poverty and opulence within blocks of each other,” Mr. Shively says. “From our inland hotel, you could see shanty villages at the top of the mountains, and then turn to admire expensive and exclusive beachfront property from the same window.”

This coming fall, Dr. Guisinger and a new cadre of students will turn their attention to Warsaw and Paris. While the group isn’t likely to encounter any seven-foot anacondas on the Champs-Élysées, their trip assuredly will hold its own rich experiences.

Dallas-based writer John H. Ostdick is a frequent contributor.



Riverside restaurant on the Amazon

a well-traveled program

MIMS Students See the World as Well as Study It

The School of Management’s innovative MIMS — Masters in International Management Studies Global Leadership Executive — Program opens far-flung sections of the world for study.

Recently named by *Forbes* magazine as one of the “Best on the Web” graduate distance learning programs, MIMS also features flextime learning via the Internet along with quarterly, on-campus retreats. Students in MIMS can opt to earn either a master of arts degree (MA) in International Management Studies or a master of business administration degree (MBA).

MIMS students complete the MIMS global leadership program leading to a forty-eight-credit-hour MBA degree (GLEMBA) in thirty-two months while those in the MA in International Management Studies program complete thirty-six credit hours in twenty-eight months. Students already holding an MBA may, under some circumstances, complete the MA in seventeen months.

During the past seven years, Dr. Stephen Guisinger, director of MIMS, has led student trips to such places as Hong Kong, Indonesia, Korea, Malaysia, Russia, Singapore, and Vietnam. The two to two-and-half week “business briefings” include meetings with corporate chiefs and community organizations, as well as public policymakers and political leaders.

Typically, students in the program are assigned research on trip-related topics, and each student turns in a detailed industry brief several weeks before going abroad. In the case of the Brazil journey, MIMS students compiled reports on agribusiness, electronics, telecommunications, finance, and energy (including 1990-2000 trends), policies affecting each sector, major competitors, strategic options open to foreign and domestic companies, and possible future scenarios. These reports were then incorporated into a briefing binder, which was distributed to each of the trip participants.

Detailed information on MIMS programs can be found at www.utdallas.edu/mims.

—John H. Ostdick

PREPARING

FUTURE

LEADERS

COHORT MBA MENTOR PROGRAM BRINGS TWO-WAY BENEFITS

BY HELEN BOND



When UTD School of Management Advisory Council member Jim Young was hatching plans to meet Cohort MBA student Andrew Martin for lunch, the Dallas businessman mentioned his eagerness to try a restaurant in Plano. As luck would have it, Mr. Martin had previously worked at the eatery. ● It was a fruitful beginning to a mentoring relationship designed to offer Mr. Martin valuable insight into the “real world” of doing business. But, on this day, it was the student who was doing the teaching, using his experience at the restaurant to introduce his mentor to the finer points of Pan-Asian food. ● While an introduction to a restaurant’s cuisine might be an unconventional benefit from a mentoring program, it shows that not only the protégé gains when a seasoned business veteran is paired with an up-and-coming MBA student.

Cohort mentor Jim Young (right) reaches for the handshake of student, Andrew Martin, whose life-size, hologram is projected onto a glass screen. Mr. Young is chairman of The Margate Group as well as Teleportec, the company that owns the Teleportec Lectern, which uses the Internet to transport image and voice in real time.

Another mentor and Cohort MBA graduate, Ellen Magnis, (page 25, left) preps Nicole Curtis for her summer internship. Ms. Magnis is senior manager of strategy and partnerships for the American Stroke Association.



This give-and-take experience is one that both mentors and students are enjoying as part of the SOM's new Cohort MBA Mentor Program. In its first year, the program matches each Cohort MBA student with a mentor who is an alumni or "friend" of the School.

Just months into the program, students like Mr. Martin are already reaping big rewards. "I came into the program more than a little intimidated by the experience and knowledge that my fellow students had, [experience] that I didn't [have]," says Mr. Martin, age twenty-four. "Jim Young has helped me see that my experience as a restaurant manager is just as valuable as, and in some cases more valuable than, the experiences gained from being in the business arena. He has taught me that I can parlay those experiences into a promising career."

And Mr. Young, chairman of The Margate Group and Teleportec, who spent thirty-four years as an executive with Electronic Data Systems, agrees, stressing the relationship is a two-way street.

MBA programs such as UTD's are establishing or building existing mentor programs to broaden the services they offer students and strengthen the bond with alumni and the community, says Dr. Steve Perkins, School of Manage-

ment assistant dean for masters programs and director of the Cohort MBA Program. "I like to tell people that they learn in three ways: from professors, from each other, and from the businesses...and people they have contact with," says Dr. Perkins.

Mentors can serve as guides, counselors, and role models for students as they begin to explore the business world, he says. As a bonus, mentoring, and the networking that often goes along with it, can open business doors otherwise closed and introduce students to internships and job opportunities. It is invaluable personal attention that veteran mentors like Mr. Young see as key to helping students bolster their professional and interpersonal skills.

Mr. Young—who along with 1995 UTD MBA graduate Randall Mills of CitiCapital, formerly The Associates, helped spearhead the project—sees a mentor program as an opportunity for students to "shortcut their learning."

"By simply hanging around the mentors, they can learn some things...they want to add to their repertoire, and they will also learn some things they don't want to do," Mr. Young says. "For the mentor, it is an opportunity to spend time with some bright young people."

Mentors interested in giving back to the School were

chosen from backgrounds that range from high-tech to management consulting to finance. Most are in upper level executive positions or have started their own companies. They were paired with the thirty-three participating Cohort students in a process that involved profiling backgrounds, interests, goals, and expectations of both mentors and students. Dr. Perkins and his staff then used the profile information to match areas of expertise of the executives with areas of interests of the students for the yearlong commitment.

Cohort student Nicole Curtis specifically requested another woman as her mentor and is eager to learn from Ellen Magnis, senior manager of strategy and partnerships for the American Stroke Association, a division of Dallas-based American Heart Association. "I want a contact who has already walked in my shoes," says Ms. Curtis. "[Women] have different pressures with family and careers. I appreciate that she has extended herself to me and is available to answer questions and concerns."



A recent lunch with Ms. Magnis, who earned her UTD bachelor's degree in information science in 1996 and her UTD Cohort MBA in 1998, offered the duo a chance to swap stories about their Cohort experiences and discuss challenges facing women who

are seeking careers. Ms. Magnis, who raised a family while earning her degrees, hopes to help provide Ms. Curtis a "sense of encouragement."

"I think it's important to have a mentor in order to gain and keep perspective," Ms. Magnis says. "When one is completely mired in the projects, case studies, and deadlines in an MBA program, it's difficult to see past the next week."

A CLEAR DIRECTION

Sound advice in an informal mentor relationship led Randall Mills to follow through and land his job at Citi-

MENTOR	EMPLOYER	STUDENT
Doug Bird	GTE	Baris Demirci
George Brody	GlobeRanger.com	Bin Feng & Shaun Robinson
Jay Cone	Interaction Associates	Chris Helleman
Sejal Desai	STARTech Foundation	Zheng (Jane) Yang
Tony Dunkel	Datasweep	Patrick Toma
Randy Earley	CitiCapital	Peter Lobo
Greg Floyd	Ernst & Young, LLP	Neil Chauhal
John Fowler	Gold Creek	Chris Conry
Lyndall Groves	Ericsson	Sumit Singh
Sydney Hicks	Sterling Commerce	Alexandra Azovtseva
Jay Hilbert	Alcatel	Sinan Yilmaz
Tom Hill	EDS	Barbara Whitehorn
Ling Howison	EDS	HongPing Pan
Bob Huskerson	Century 21 Lone Star	Will Henderson
Mike Inman	Carreker Corp.	Volak Sin
Colleen Jensen	NCR	Susan Bright
Randall Kelley	Spencer Stuart	Peter Reynolds
Jack Lamb	Lacerte Software	Sarah Moores
Ellen Magnis	American Stroke Association	Nicole Curtis
Kirk Mann	CitiCapital	Amit Lall
Sean McNeill	Broadband Gateways	Vikram Arora
Randall Mills	CitiCapital	Lucian Mitroiu
David Permenter	Nortel Networks	Ekrem Yildirim
Jose Punnoose	McCann Erickson	Phillip White
Julie Schmitt	Yahoo, Inc.	Miao Song
Alexandra Smith	Kana, Russell, Coleman & Logan	Hande Oral
Joy Tan	Allied Riser	Jessica Vasquez
Michael Tieu	Southwest Securities	Alexandre (Sasha) Golov
Randolph Wheatley	Nortel Networks	Tridib Bandyopadhyay
James Young	Margate Group; Teleportec	Andrew Martin
Jun Zou	Ericsson	Li (Lily) Xu & Yan Wei

Capital, the Irving, Texas, financial services firm that is a part of New York City-based Citibank. He has also personally experienced how mentoring can “lower barriers” through his participation in the company’s mentor program.

Now Mr. Mills brings his own business wisdom to the table to aid Lucian Mitroiu of Bucharest, Romania. The pair has met several times — always in a different setting — and worked to set goals for Mr. Mitroiu to pursue a marketing career. He has also had the opportunity to shadow his mentor and witness the inner workings of CitiCapital, where Mr. Mills is vice president of the company’s commercial division. But the relationship hasn’t stopped there. The executive also included Mr. Mitroiu on a family outing, inviting him to meet his wife and two daughters at a UTD basketball game.

“It was like going to a theater after a long period of boot camp,” says Mr. Mitroiu.

For his part, Mr. Mills believes people “in corporate America need to support our universities in this type of fostering process.” Mentors can bolster opportunities by helping students make the most of their academic knowledge. Students need to be able to communicate to a corporation “what they can give back,” says Mr. Mills, who is membership committee chairman of the UTD Alumni Association Executive Board.

Sarah Moores, a Cohort student who moved to Dallas from London two years ago, also expects the dollars and business sense from her mentoring experience to boost her future success. Ms. Moores looks forward to an “objective” look at her background to help her put her best foot forward in pursuit of a corporate finance career.

Her mentor, Jack Lamb, a senior manager of software development for Lacerte Software Corp., an Intuit Co., is ready — whether in person, via e-mail, or phone—to “talk, and brainstorm, and throw out ideas and suggestions.”

“I don’t have all the answers, but I love to brainstorm. [Mentoring] gives you a good sounding board,” says Mr.

Lamb, who is also chairman of UTD’s Alumni Association.

In return, both Ms. Moores and Mr. Mitroiu, with high-tech and Internet experience, have sat in on a meeting with Mr. Lamb to offer their insight on a proposed UTD alumni Web site.

BUILDING A BRIDGE

The best mentoring programs are tailor-made, with committed mentors and responsible students quick to seize opportunities to learn as much as they can, notes Dr. Perkins. UTD’s Cohort MBA Mentor Program suggests such activities as outlining career goals, reviewing résumés, providing networking opportunities, and meeting for lunch. But each

mentor-student relationship is unique, Dr. Perkins says.

Mr. Martin, for instance, has met his mentor one-on-one and joined him at monthly gatherings of a luncheon for business leaders called the Dallas Friday Group, which Mr. Young heads.

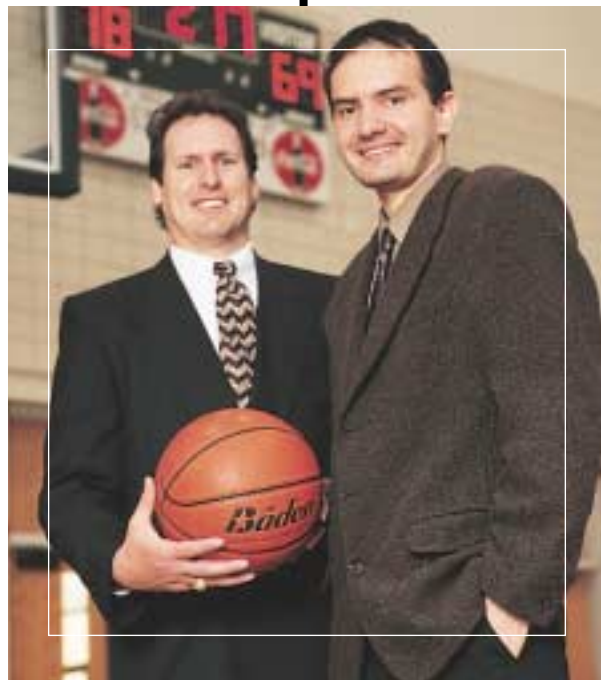
“[Andrew] gets an opportunity to meet a bunch of people from the community,” says Mr. Young. “It’s good for him, too. He learns which fork to use and how to make conversation with people he has never met before. That is very useful stuff out in the real world.”

UTD officials hope the mentoring program will ultimately expand to include all

students in the SOM who want to participate, and bolster the bridge between the University and the community.

If the initial success of the mentor program is any indication, expect today’s students to be tomorrow’s leaders, creating a lifetime connection to UTD.

As Mr. Martin puts it, “If I did not mentor in the future, I would be doing a great disservice to myself and [the students]. I would not be following the advice that I have had the opportunity to hear from such a well-respected individual. There also seems to be a learning process on both sides of this relationship. I know that [Mr. Young] has met a tremendous [number] of people in his life, but I hope I have given him some small insights into a younger generation that could be of some use to him.” *(i)*



SOM alum Randall Mills (left) and Cohort MBA student Lucian Mitroiu



Career Services, directed by Judy Guyer (right), advises both students and alumni.

A PLACE FOR STUDENTS AND ALUMNI

By Jeanne Spreier



“It’s called Career Services, not placement,” says Judy Guyer, who, for the past year has helped The UTD School of Management beef up assistance to both SOM students and alumni. “Placement is such a small piece of what we do.”

Ms. Guyer directs the SOM office of professional practices programs. The office works toward two major goals.

“First, the School wants to increase the visibility of UTD as a source of candidates for full-time positions, whether they are entry-level spots or require experience,” Ms. Guyer explains. “Many local companies don’t realize The School of Management maintains a database of its graduates to help companies with staffing issues at all levels.”

The School’s second major goal is for organizations to take advantage of opportunities to work with current students through internships, co-op arrangements, even part-time or project-specific work. “It’s been traditional in some sectors, but not so much for business majors,” Ms. Guyer says, noting that students may have worked part-time while in school but not necessarily in a position that embellished their academic studies.

Student-business pairings work for both sides. Companies get student employees full of enthusiasm to do a good job and get to look at employment candidates before they graduate. Students get valuable experience in their field. “It’s a reinforcement of your education,” Ms. Guyer says. “The combination of experience and education is going to be a lot more marketable.” And, for about ten percent of students, it allows them the luxury of realizing that what they thought they wanted to do for the rest of their lives wasn’t a good fit.

The School’s Career Services Center also works with students and alumni to hone their career management skills, everything from résumé writing to interviewing to learning how to network. “Students need to be prepared to change jobs seven to ten times in their careers, and [to change career] directions three to five times,” Ms. Guyer says. Through the Career Services Center, students and alumni can do career assessments, take aptitude tests, and get professional counseling. She says it’s frustrating to see alumni only when they’re in the throes of trying to quickly land another job, rather than in an ongoing relationship to develop their career.

“If we’re just helping you get the first job, we’re not really helping you,” Ms. Guyer says.

FROM SOM’S PROFESSIONAL PRACTICES PROGRAMS

5

Five Career Tips to Get on Top and Stay on Top

1 Understand the value of networking. “Seventy percent of executive positions never make any publication,” Judy Guyer says. “Most job opportunities are achieved through networking.” She suggests you always keep a list of contacts in your field, even if you’re not looking right now. She advises developing relationships, not just collecting business cards.

2 Get involved in at least one professional organization.

3 Stay informed about your industry. “The people I find who most successfully manage their career are people who look at the big picture,” Ms. Guyer says.

4 Think about the transferability of your skills. “It’s easy to get so hunkered down that you don’t realize how your skills might be transferred,” she says. Make sure, when you take on projects at work, that you develop skills that could move you into another position or organization.

5 Take a reality check. Ms. Guyer says even if you’re wild about your current position, each year, maybe on your birthday, see if you are now where, a year ago, you thought you should be. She says you might take a university class to add zing to your work life or seek a position that expands your horizons.

— Jeanne Spreier

SCHOOL ADVISORY COUNCIL

ADDS TWO NEW MEMBERS

By DR. DIANE SEAY MCNULTY



Gary R. Donahee



Ken Meyers

The School of Management Advisory Council added two new members this spring. They are Gary R. Donahee, Nortel Networks, and Ken Meyers, Ericsson North America. The addition of these two members completes a campaign to gain support from major Telecom Corridor companies. It also reflects the strength of the relationships between the SOM and local companies.

Gary R. Donahee serves as Nortel Networks president, Americas. In this role, he is responsible for sales to carrier customers throughout the United States, Canada, the Caribbean, and Latin America. Previously, Mr. Donahee directed Nortel Carrier Solutions in Europe as president. Prior to that, he served as president of Nortel CALA Inc., responsible for forty-six countries, primarily in the Americas.

A long-time Nortel Networks employee, he has held other top-level positions. He has served on numerous professional and community boards. He brings to the council

and the School an impressive list of global experiences, which will complement existing program initiatives.

Ken Meyers is vice president-human resources, Ericsson North America. Mr. Myers previously served as director of employee and leadership development for Ericsson, Inc. Before joining Ericsson in 1990, Mr. Meyers held leadership positions in human resources at companies such as Optic-Electronics and Citibank.

He brings to the council and School professional development and leadership experiences that will benefit both faculty and students. *(i)*

R. Jay Phillips, The School of Management's newly named director of executive and professional development, sees the non-degree courses his division offers as an important part of the University's mission.

The division of The School of Management (SOM) that Mr. Phillips leads works in partnership with public and private organizations to develop continuing education programs. The programs emphasize individual as well as organizational effectiveness. Mr. Phillips' division also works with companies to design on-site or on-campus training customized for individual companies.

An important part of SOM's executive education offerings, the non-credit programs are presented in a variety of formats, including workshops, seminars, conferences, short courses, and one-on-one training.

Dr. David Springate, SOM's associate dean for executive education, says Mr. Phillips' involvement will further enhance the School's professional and executive development efforts.

"Professional and executive development is a wonderful avenue through which corporate partnerships can emerge for the School. It provides an excellent way through which the School can serve the business community. The extensive experience and background that Jay brings is sure to extend this important area for us."

Although they may seem a contradiction in terms, in Mr. Phillips' view the courses—which emphasize a practical, real-world approach—are a perfect fit with the School's highly academic, research-based orientation.

"The UTD School of Management is known for its teaching and research excellence," he says. "That bent toward excellence ensures that our graduates

Professional Development Division Gets New Director

By Patricia Schoch

are among the brightest, most competent professionals in the marketplace today. Part of the University's mission, though, is to offer learning opportunities for our graduates and others so they can update their skills, thus ensuring their continued effectiveness and success. Such growth opportunities are precisely the role of the professional and executive development function."

In addition to programs specifically tailored for individual businesses, the School offers open enrollment programs that target specific areas of management responsibility. Those programs include the Human Performance Technology Certificate Program that is a six-seminar course designed for human resource development professionals. The Marketing Technology Products and Services

Program is formulated to equip high-tech marketing professionals to meet sales goals in high tech's fast-changing, highly competitive environ-



R. Jay Phillips

ment. Project Management non-degree short courses teach skills necessary to complete projects in a cost-effective, efficient manner and prepare participants to sit for the Project Management Professional (PMP) Exam.

Mr. Phillips is working now to develop new programs for financial institutions that address needs created by deregulation and increased competition. He also plans to offer other financial programs to support people with all levels of individual financial expertise.

"One of the key ways UTD can make a positive contribution is to offer efficient, cost-effective educational support to ensure a business's growth and success. That success is good for the entire community in that it has a direct positive effect on our economy."

A graduate of the Southwestern Graduate School of Banking at Southern Methodist University and the National Commercial Lending School in Norman, Oklahoma, Mr. Phillips worked in banks in Breckenridge and Commerce, Texas, and later served as chairman, president, and chief executive officer of banks in Brownwood, Mineral Wells, and Corpus Christi, Texas.

For more information on UTD Executive and Professional Development, contact Mr. Phillips at 972-883-2204 or jayphil@utdallas.edu or visit <http://som.utdallas.edu/profdev>.



Visiting Experts and the Dean Tackle Telecommunications Trends

Telecommunications scholar and futurist Dr. Jag Sheth of Emory University (above, center) addressed UTD Cohort MBA students and members of the public in a February presentation and panel discussion on trends in telecommunications. A discussion followed featuring UTD School of Management Dean Hasan Pirkul (right), also an internationally respected telecommunications expert, and Matt Blanton (left), chief executive officer of Richardson-based technology business incubator STARTech Early Ventures. The presentation and discussion were co-sponsored by the UTD Cohort MBA Program and the Institute for Communications Research and Education (In-Core) in Atlanta. The event focused on the future of telecommunications and data networks and the wireless, cable, and entertainment industries in the digital revolution era.

AMME Moving to Cooper Clinic

As of June 2001, the internationally known Cooper Aerobics Center in Dallas will become the site of classes for the Alliance for Medical Management Education (AMME), the innovative partnership between the UTD School of Management and the University of Texas Southwestern Medical Center at Dallas.

In announcing the new site, AMME Director John McCracken explains that the facilities at the Cooper Center's thirty-acre health and fitness complex are an excellent fit with the program's curriculum. AMME courses—developed and taught by a joint faculty of senior management and medical school professors—are designed to provide practicing physicians with the skills and knowledge they need to assume a more effective role in the leadership and management of medicine. Participating physicians attend seven week-long modules in Dallas and one in Washington, D.C., over a twenty-two month period.

“The Cooper Center is a medically oriented facility that offers both classroom space and amenities ideally suited to our program,” Dr. McCracken says, noting participants will stay in the center's fifty-seven-room hotel and have access to nearly three thousand square feet of classroom space as well as full use of the center's fitness facilities. “Our participants will get to take advantage of the Cooper Center's demonstrations of heart-healthy

cooking, and they'll have access to the Cooper Clinic.”

Dr. McCracken notes that, under new AMME guidelines, physicians can now enter the program at any time and can take modules in any order.

“We have opened up our program to people who have different interests, and we've tried to tailor delivery of the program for the participants' convenience. We've also tried to broaden the appeal beyond serving only those physicians who are interested in going all the way through to the capstone project and master of science degree. Completing any five of our courses is now recognized by a Certificate in Medical Management. Completion of all eight classes plus a capstone field study project is acknowledged by a Master of Science in Medical Management degree,” he explains.

For more information on AMME's programs, contact Dr. McCracken at 972-883-6202 or by e-mail at amme@utdallas.edu. Access AMME's Web site at <http://amme.utdallas.edu>.

Forum Looks at Employer-Employee Relations

Participants in a UTD Professional Development Forum in March heard a presentation on how the Internet affects the employer-to-employee relationship by Robert Ressler. A partner in Arthur Andersen, Mr. Ressler leads the company's Southwest Region Human Resources/Change Enablement practice. He is also a member of The School of Management's Advisory Council. For more information on the School's Professional Development Forum, visit <http://som.utdallas.edu/profdev>.



Human resources expert Robert Ressler addresses the UTD Professional Development Forum.

CEO Exchange Comes to UTD

K. P. Wilska, president of Nokia Americas, and Mitch Mitchell,



K.P. Wilska

partner, A.T. Kearney, Inc., discussed advances in technology and communications and provided UTD students a forum for questions last fall in an on-campus “CEO Exchange.” The event was one of two “CEO Exchanges” at

UTD recently hosted by A.T. Kearney, Inc., and The School of Management. The most recent panel discussion, “Branding in the Evolution of the Internet in Europe,” featured Kevin Roberts, worldwide CEO of the advertising agency Saatchi & Saatchi, and Jim Rose, CEO of QKL.com, in segments from their appearance on Jeff Greenfield’s weekly PBS TV show, *CEO Exchange*. The exchange format brings asynchronous conferencing and live commentary to students, giving them access to timely management topics.

EMBA Program Adds New Electives

With an eye toward helping participants achieve maximum effectiveness in their careers, The School of Management Executive MBA (EMBA) Program has added new electives on business law and leadership effectiveness through communications skills to its curriculum.

EMBA Director Jasper Arnold says the new courses are designed to enhance the career success of EMBA graduates.

Dr. Arnold notes that the communication skills component includes developing leadership effectiveness through identifying one’s own leadership style.

“We recognize that career success in business requires more than just knowledge about business itself. This type of success requires development of the whole self. Communication skills certainly are a key to effectively influencing others, and understanding the legal environment in which an executive works allows the executive to operate more efficiently.”

Both classes are specially designed for the EMBA Program, and enrollment is restricted to EMBA students.

The business law class is being taught by attorneys from SOM *Strategic Partner* law firm Haynes and Boone, LLP. The communications class, “Breakthrough Communications for Executives,” is being conducted by instructors from Dale Carnegie Training.

SOM EMBA students take four credit hours of electives during their twenty-one-month, forty-eight-credit-hour program.

For more information on the UTD EMBA Program, contact Dr. Arnold at jarnold@utdallas.edu or 972-883-4235 or visit the EMBA Web site at <http://som.utdallas.edu/emba>.

Accounting Hosts Information Technology Symposium

Executive compensation in the slowing economy was the topic of discussion when representatives from leading international management consulting firms joined experts from The Wharton School of the University of Pennsylvania, The University of Michigan Business School, and The University of Texas at Dallas (UTD) School of Management (SOM) for a symposium February 2 and 3 on the UTD campus.

The symposium was the first of three presented this year by the SOM’s accounting and information management area. The series, “Texas Symposium on Information Technology and Performance Management,” focuses on rapid changes taking place in the global information economy. The second in the series, March 30-31, addressed issues of performance measurement. A third symposium in the 2001 series will be held this fall.

Dr. Rajiv Banker, coordinator of the accounting and information management area, explains that the series provides a forum for interaction among academics, management consultants, and advisers who deal with leading issues and business practices, especially those that lend themselves to a multidisciplinary perspective.

For more information on the “Texas Symposium on Information Technology and Performance Management,” contact Amy Bass at amybass@utdallas.edu or 972-883-6719.



Steve Cross (above) of William M. Mercer, Inc., spoke on “Underwater Stock Options” while Joseph Gallagher of Watson Wyatt Worldwide, addressed the February symposium on “Long-term Incentives and Stock Options.” Representatives from Stern Stewart & Co. also addressed the group.



U.T. Dallas Team Finishes in the Money at Nortel Competition

By Patricia Schoch

A team of four University of Texas at Dallas (UTD) students has brought home second-place honors, including \$5,000 in prize money, in Nortel Networks' North American University Case Competition 2000 (UCC 2000) after final judging at the telecommunication company's Ottawa, Canada, headquarters.

The UTD team tied with a team from Acadia University in Nova Scotia. The competition's \$10,000 first-place prize went to a team from Georgia Institute of Technology in Atlanta.

Two School of Management students, Manny Hernandez and Susan Redmond, and two School of Engineering students, Bruce Babb and Annie Sultana, make up the winning UTD team. The four will split the prize money and will receive another \$1,000 each for winning the local campus competition to qualify for the final round of the international contest.

UCC judges noted they were impressed with the viability and potential profitability of the UTD team's entry. The entry investigated installation and operation of metropolitan area networks in small- to medium-size cities in the southern United States.

The student competition was part of a three-hour undergraduate elective in which student teams worked on a proposal for a new telecommunications business. Offered at UTD last



UTD's team, and team mascot, Zia the cat, stopped to pose at the DFW Airport. Team members Bruce Babb, Zia's owner (far left), and Annie Sultana, holding her niece Parisa Mahmud, are School of Engineering students. Manny Hernandez (second from right) and Susan Redmond, holding Zia, are School of Management students. The team finished second in Nortel Networks' UCC competition in Ottawa, Canada. Zia went with them on the trip.

fall, the competition proceeded on an intra- and inter-university level.

Nortel Networks designed UCC as part of its ongoing efforts to develop a technically savvy workforce in the face of stiff competition for qualified personnel within the telecommunications industry. The company selected UTD to be one of four universities in the United States to teach its UCC Program. Faculty advisors for the UTD team were Professor Steven Phelan from the The School of Management and Professor Steve Gibbs from the School of Engineering.

"The creation of student teams of engineering and management students is an innovation that enables technological and managerial skills to be simultaneously brought to bear on new product development," explains Dr. Phelan, who is an assistant professor of business policy and strategy. "It also enables engineering students to work and learn from management students, and management students to learn from engineering students.

"This reflects UTD's role as the leading university in the Telecom Corridor region, which has the highest concentration of telecommunications companies in the world. No doubt the high caliber of our students in management and engineering played an important role in the company's selection decision."

Professor Gibbs, who is on loan to the UTD School of Engineering from Ericsson, notes that the rapid growth of the telecommunications industry is outpacing the rate at which colleges and universities can provide individuals with solid technical or business foundations.

"Even after they graduate and join one of the telecom companies, they still face a learning curve before they become productive. Classes like this that introduce the students to the industry while they are still in school significantly shorten the process," Professor Gibbs says.



Dr. Constantine Konstans

DR. KONSTANS' TIES BENEFIT SOM STUDENTS

By Jeanne Spreier

The Financial Executives Institute (FEI) doesn't have a high profile in Dallas. Don't mistake that, however, to mean it doesn't wield influence. According to Dr. Constantine Konstans, a School of Management professor of accounting and information management, the organization includes top financial people from some of the most influential companies in the Dallas area.

Dr. Konstans, who has been a member of the organization for years in cities around the nation and is president of the Dallas chapter this year, says he sees his participation yielding big payoffs for The University of Texas at Dallas and its students.

"You cannot simply submerge yourself in academic pursuits," he says, recalling his undergraduate days at Indiana University, when he thought he was headed into a career as a professional musician. "In a conservatory, our professors were also noted performers."

In that manner, he says, it's vital to rub shoulders with business elite, not only so he can call on them as speakers at various university forums and to serve in advisory capacities at UTD but also so he can understand where business and finance are headed. "In many respects, they are ahead of us," Dr. Konstans says in comparing business in the real world to business as studied by academics. "Their whole philosophy is of getting things done," he says. He recalls his tenure at KPMG Peat Marwick as an example. "We moved ahead very aggressively with client requests," he says.

"The other benefit—what I do and what I've been doing for four years—is I take students to the monthly meetings," he says. It helps his MBA students in any number of ways, Dr. Konstans says. They see how a professional business organization operates, they have the opportunity to make contacts with like-minded professionals, and they hear excellent speakers at the meetings.

Even though Dr. Konstans steps down this summer from his Dallas chapter position, his work with Financial Executives Institute will continue. The organization has tapped him for a two-year position as vice president and director of its southwest region, which covers several states. In addition, he will serve on a national committee that studies international technology. The Financial Executives Research Foundation, an arm of the organization, plans to publish a book Dr. Konstans wrote about expanding an organization's portfolio of performance measures to include underlying fundamentals that can't be measured, such as the quality of a company's relationship with its suppliers and to what extent the organization keeps pace with learning and advancements.

"FEI is a fantastic opportunity to develop relationships," Dr. Konstans says. And a fabulous way to give UTD's School of Management a face in the local—and national—business community.

A L U M N I N O T E S

1970s

Linda Dunkel, MS 1976, was elected chairman of the board of Interaction Associates, a Boston-based consulting company specializing in organization dynamics.

1980s

John Raymond, BS 1986, an auditor for the Department of Health and Human Services in Austin, Texas, earned an accounting degree from UTD in March 1999.

1990s

Anthony B. Egwu, BS 1990, works at Global Investment Services, a branch of J. P. Morgan Chase Bank in Dallas, Texas.

Thomas N. Tunstall, MBA 1992, PhD 2000, is a manager at KPMG Consulting, LLC in Dallas, Texas. Thomas recently received his PhD at UTD and was promoted from senior consultant to manager.

Paul Pergande, MBA 1993, a senior engineer at Applied Science Fiction in Austin, Texas, was awarded four patents for his work with Ford Global Technologies, Inc. and Ford Motor Company.

Deborah K. Blackstone, BS 1994, MBA 2000, is the director of operations at USDATA Corporation in Richardson, Texas. Her responsibilities include software production, Web order entry systems, inventory, and distribution.

Tommy R. Wink, BS 1994, is an accounting manager at Norcom Electronics Corporation in Richardson, Texas.

Mark D. Sachnik, BS 1995, is the vice president of the Autism Society of Collin County, Texas, where he is a mediator for parents and local school districts.

Karen Turnham-Post, BS 1995, is a senior accountant at TXU in Dallas, Texas, where she has been employed for twenty-one years.

Gregory Floyd, EMBA 1996, recently became a senior manager with the ESM (Enterprise Systems Management) South Region for Ernst & Young in Dallas, Texas, where he is building as well as leading a technology advisory and consulting group.

Randall Mills, MBA 1995, has taken a leadership role in establishing the Cohort Mentor Program at The School of Management.

DeWayne Nelson, EMBA 1997, was featured in the January 8, 2001, issue of Dallas-Fort Worth *TechBiz*. He is the vice president and general manager of XO Communications' Dallas operations.

Thomas J. DeTrempe, MBA 1998, is the global team leader at Frito-Lay in Plano, Texas.

Karen A. Henderson, MS 1998, is a Web site developer at Real Page, Inc. in Carrollton, Texas.

Richard W. Collins, MA 1999, is a management and financial consultant at Navigare

Company in Corpus Christi, Texas.

Sejal Desai, MBA 1999, was recently appointed CEO of the STARTech Foundation in Richardson, Texas. She is responsible for the overall strategy of the foundation as it relates to empowering entrepreneurs with the necessary tools to be successful in the high-tech competitive environment.

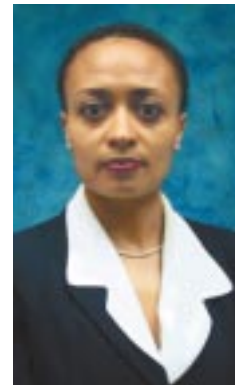
Andrik Hixson, BS 1999, is a financial analyst at Healthcare Purchasing Partners International in Irving, Texas.

2000s

Kelly Williams-Pfister, EMBA 2000, and her husband, Chuck Pfister, Flower Mound, Texas, are the proud parents of twins; a boy, Grant; and a girl, Taylor. The twins were born in October 2000.

De'Edra Williams, MBA 2000, will be in

Europe in October for a three-week study tour as a recipient of an American Marshall Memorial Fellowship. Ms. Williams is employed by Arthur Andersen LLP in Dallas, Texas, and is a volunteer for the Dallas International Festival.



Music Draws Alumni Back to Campus

The School of Management's Office of Alumni Relations sponsored two recent events that drew SOM alumni back to campus.

On March 23, SOM alumni met for a reception in the Green Center before "The Soul of Brazilian Music" concert by the traditional Brazilian music group, Anima. Attending the Anima concert were: Latricia Rutledge, BS 1994; Rick Amsberry, BS 1990, MS 1992, MA 1996; Lyndall Groves, EMBA 1998; Tiffany Schmitt, EMBA 1998; Colleen Jensen, EMBA 1996; Jack Lamb, BS 1990; John Sizemore, EMBA 1995; Kathy Steglich, EMBA 1996; UTD President Dr. Franklyn Jenifer; Dr. David Springate, SOM associate dean

for executive education; Dr. Jasper Arnold, UTD EMBA Program director; and Denise Ward, SOM's director of alumni relations.

Attending a UTD evening, October 27, 2000, that featured a reception and a concert by the Moscow Chamber Orchestra, were the following SOM alums: Mr. Amsberry; Tony Dunkel, BS 1992, MBA 1994; his wife, Linda Dunkel, MS 1976; Henry Ennis, MBA 1998; Bob Huskerson, BS 1996, MS 1998; Randall Mills, MBA 1996; and Mike Nurre, MBA 1996. The October event was hosted by Ms. Ward and Dr. Diane Seay McNulty, SOM's associate dean for external affairs and corporate relations.

2000 - 2001 DONOR REPORT

The University of Texas at Dallas School of Management has seen tremendous growth and accomplishment since it was established in September 1975. This success would not be possible without the generosity of the many corporations and individuals who have supported the School through the years. We are pleased to take this opportunity to recognize and thank those who have contributed to the School during 2000-2001.

CORPORATE CONTRIBUTORS

STRATEGIC PARTNERS

Alcatel USA
AT&T
Fujitsu Network Communications, Inc.
Haynes and Boone, LLP
Nortel Networks
Texas Instruments, Inc.

PARTNERS

A.T. Kearney, Inc.
Halliburton Foundation Inc.
McKinsey & Company
TXU

DIRECTORS

AXES Technologies, Inc.
Hicks, Muse, Tate & Furst Inc.
STARTech Early Ventures
Thomas Group
Wells Fargo Foundation

ASSOCIATES

Accenture
Action Systems
Arthur Andersen & Company
Foundation
Bank of America
Boeing Company
Business Works, Inc.
Bristol Hotel Management
Corporation
Caltex Petroleum Corporation
Central & South West Corporation
Comerica Bank - Texas
Computer Associates International, Inc.
Dal-Mac Construction Company
Ferro Corporation
Grant Thornton
The Hart Group, Inc.
Hewlett-Packard Company
Lucent Technologies - Netcare
LUCID Technologies, Inc.
Mid-Cities TravelHost
Procter & Gamble Company
Southwest Airlines
Spencer Stuart
Staubach Company
Sterling Commerce
Sterling Software, Inc.

Texas Instruments Foundation
WebLink Wireless, Inc.

INDIVIDUAL CONTRIBUTORS

DIRECTOR

Ann K. Utley

ASSOCIATES

Philip H. Balsley
John Beletic
Chuck Best
David Blair
Ellen M. Bond
Robert W. Bond
Marcy Cameron
Marilyn B. Chassie
Ka Cotter
Joseph R. Elliott
Henry Ennis III
Steve Enty
Yu Feng
Steven B. Fischer
Craig H. Gholston
Twana D. Gray
Kevin S. Griffeth
Ronald C. Halstead
Zhongjun J. Hao
Kristine A. Harris
Linda E. Hart
James Hess
Sydney & Forest Hicks
Gerald H. Hoag
Florence H. Hogan
Joseph E. Hovancak
Boriana V. Ilieva
Michael S. Intille
Kristen K. Jones
Deborah D. Kohnle
Nina E. Kuipers
Mr. & Mrs. Marvin Lane, Jr.
Stanley J. Liebowitz
Shun-Hsiang Lin
Brenda J. Little
Lynn M. Little
Charles C. Liu
Charles C. McKinney
Jimmy I. Meade
James O. Miller, Jr.
Raj Narula
Susan & Ron Nash
Kenneth Pavlich

Anne Pelosof
C. Lawrence Pereira
David N. Permenter
Liem Quoc Pho
Joanne C. Rafidi
Sabrina L. Reeves
Darle C. Ripley
James J. Roskopf
Kevin J. Ryan
Raneo Caverio Samaniego
Douglas C. Scott
Rex A. Sebastian
Roman B. Shevchuk
Thomas V. Shockley, III
Mr. & Mrs. Bruce Simpson
Kathryn D. Steglich
Nadia Hall-Dulaney Strode
Srinath L. Talanki
Allan J. Tomlinson
Bipin C. Trehan
Veena Valiaveedu
Patrick J. Volz
Andre E. Warren
Randolph R. Weaver
Mark V. Winner
Franklin R. Winnert
Joseph H. Wright, Jr.
Steve B. Wyatt
Kevin Yung
Patricia Alcala Zalce
Kimberly A. Zech
Li Zhang

EXECUTIVE EDUCATION CUSTOM PROGRAM BUSINESS PARTNERS

Advanced Ergonomics
Alcatel
Allgon
Allgon Telecom
Alliance Data Systems
AmazonTech
Amdocs
Ameripol
Arch Communications
The Associates
AT&T
AXA Advisors
Baylor University Medical Center
Cadbury Schweppes
Chandler Signs
Citizens Communications
Coca-Cola
Cognizant Technology

Community Credit Union
Compaq Computer
Conexant Systems
Credit Union of Texas
Dallas Morning News
Community Newspapers
EDS
Ericsson
Eurway
Global Converging
GTE
Harley-Davidson Financial
Hewlett-Packard Company
Home Medical of America
i2 Technologies
Inet Technologies
Insurance Technologies Corp.
Interstate Batteries
Jockey International
Kone, Inc.
Little Giant Pump Company
Lockhart Industries
Lucent Technologies
MCFA
Neopost
Network Associates
Nextlink Communications
Nortel Networks
Nucentrix Broadband Networks
Pepsico
Perceptive Solutions
Perot Systems
Pierce International
Pizza Hut
Pratt & Whitney
Prentiss Properties
Raytheon
Respiratory Consultants Inc.
RSH Engineering, Inc.
Sabre
Samsung
Southwest Securities
Sports Link
Temple-Inland, Inc.
Texas Instruments
Timberlawn
The Toro Company
Tower Realty Management
Tri-City Health Centre
Universal Display
VirtualLINC
Warner Home Video
Xerox