

THE NAVEEN JINDAL SCHOOL OF MANAGEMENT

THE UNIVERSITY OF TEXAS AT DALLAS

VOLUME 19 No. 2 SPRING 2016

CELEBRATING
40 YEARS OF
TRADITION





Hasan Pirkul
Dean and Caruth Chair
of Management

We are coming to the close of the Jindal School's 40th anniversary year, and I can't help but think about how far the school has come during the last 40 years. I know that an illustrious future lies in front of us.

JSOM in another 40 years will still be filled with smart, eager students meeting the high expectations of an excellent faculty known for breaking new ground in management research and education. Both groups then, as now, will be helped by a dedicated staff that works hard to help them excel. Alumni, corporate and community supporters, I hope, will be an integral part of our school and actively help us deliver an outstanding education and prepare our students for an ever-changing world.

And of course, the school will be known far and wide as one of the best business schools. Now I always say one of the best public business schools, but by 2056, I hope people will say, "One of the best business schools anywhere."

If you doubt this is doable, you shouldn't. Just look where this school was 40 years ago, and look where it is today.

The school's programs keep climbing in rankings and have earned us a national and international reputation for excellence. In March, the school's Professional MBA program moved up three spots, to No. 26, in *U.S. News & World Report's* 2017 rankings. Among public universities, the program stands at No. 16, as does the Full-Time MBA program. *U.S. News* specialty rankings also showed our Information Systems program at No. 16 and our Operations Management program at No. 21.

I just learned that our student Scholarship Breakfast speaker from last year, Kathryn McCord, was named sole finalist for Collegiate Marketer of the Year by the DFW chapter of the American Marketing Association. Kathryn, who graduates this spring and has a job waiting for her (read about it on page 45), will be the fourth Jindal School student to earn this recognition since 2011.

On the same page as that story about Kathryn is a story about two undergraduate student researchers whose study is being published in an academic journal and who soon will present their work at two conferences. I applaud these students and their faculty advisor, Dr. Shawn Carraher, for the time he has invested in their work.

Research is an essential component in maintaining a first-class business school, so I am happy to see that this issue revisits a dozen stories about Jindal School faculty members whose research has been highlighted on the UT Dallas News Center. Read this article to learn some of the ways our top thinkers are expanding knowledge in their disciplines.

Our students continue to compete in regional and national competitions and represent us well. There are successes from 10 competitions last fall recounted in this magazine, but our contestants have earned more accolades since then.

DECA, a student organization that prepares emerging leaders for careers in marketing, finance, hospitality and management, turned in top results from spring state and national competitions. Held here at JSOM in February, the state DECA conference hosted eight universities and included 23 competitive events. UT Dallas competitors took 32 of the 69 possible top-three places. At the national DECA competition in Washington, D.C., in April, six of our students placed in the top three of their international competitions, and another 19 placed in the top 10 of their events.

New accolades also recently were bestowed on JSOM participants in the Phi Beta Lambda state competition, which also was held here this year. Phi Beta Lambda is the collegiate division of Future Business Leaders of America, and Jindal School members scored a dozen first-place wins, five second places and two third places. This impressive showing entitles many team members to advance to nationals in Atlanta in June.

Also, at the end of February, sophomore Sam Konings outscored other finalists to be named the top sales sophomore at the University of Toledo Invitational Sales Competition. I congratulate all our student contenders on their impressive efforts.

I want to thank the many donors— alumni, corporate partners and community friends — who have made this 40th anniversary year memorable. I wonder if the school's first dean, Dr. Ray Lutz, was able to imagine what we have become when he launched a management program with four part-time students back in 1975. The Jindal School now has almost 38,000 alumni; enrollment stands at more than 8,000 students, and we have advocates and champions too numerous to count.

Thank you all for an incredible first 40 years. I am deeply grateful to have had the opportunity to be the dean of this school for the last 20 years.

Best Wishes,

Hasan Pirkul

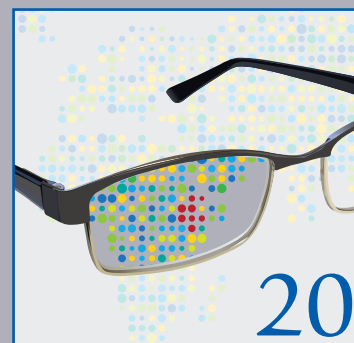
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Jeanne Spreier

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BS in Global Business and MS in International Management Studies students intensely studied one African country this year, Ethiopia, in a new approach to gaining entry to and better appreciating the whole world.
Glenda Vosburgh

25 Distinguished Alumni Awards

Ashok Kumar (A.K.) Mago, EMBA 1999, and State Rep. Angie Chen Button, MS 1980, are being recognized for their career achievements and service to UT Dallas.
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JINDAL SCHOOL'S MAJOR DONOR DINNER SHOWCASES

1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26



Dr. David L. Ford Jr. (left), Dr. Diane McNulty and Dennis McCuiston



JSOM Advisory Council member James F. (Jim) Young talks with UT Dallas president-designate Dr. Richard C. Benson.



Dennis McCuiston (left), emcee at the dinner, engages alumni donors Mayur Ranoliya (center) and Angelica Barriga in conversation about the impact of their Jindal School education.

40TH ANNIVERSARY

27 28 29 30 31 32 33 34 35 36 37 38 39 40

Life begins at 40, the saying goes, and the Naveen Jindal School of Management's 40th anniversary was cause for celebration at a recent dinner to thank major donors and look forward to the future.

The March 1 event was further enriched by the presence of University of Texas at Dallas president-designate Dr. Richard C. Benson. Currently dean of engineering at Virginia Tech, Benson is slated to succeed president *ad interim* Dr. Hobson Wildenthal on July 15.

"He's been a leader and has a distinguished academic background," Jindal School Dean Hasan Pirkul said in introducing Benson to prolonged applause and cheers from the approximately 125 guests in attendance.

That is an intimate group for JSOM, where enrollment currently stands at about 8,000 and the faculty numbers 270. In 1973, when UT Dallas first offered a graduate program in management science, four part-time students enrolled and were taught by program director Dr. Ray Lutz and some part-time faculty members.

Established two years later with Lutz as the first dean, the School of Management opened the same year undergraduate juniors and seniors



Jindal School Dean Hasan Pirkul and UT Dallas President-Designate Richard C. Benson mingling with guests at a pre-dinner reception.

were first admitted to UT Dallas.

In 1975, the School of Management awarded 26 master's degrees and 17 bachelor's degrees. At spring 2015 graduation, JSOM gave out 471 bachelor's, 934 master's and 3 doctoral degrees.

Dr. David L. Ford Jr., JSOM's longest-serving professor, also arrived at UT Dallas in 1975, and he reflected on his own time at the school in reminiscences he shared with dinner guests.

Ford particularly credited Dean Pirkul for helping the school establish its identity.

The dean and former UT Dallas President Franklyn G. Jenifer, who served from 1994 until 2005, understood the importance of getting accreditation from the Association to Advance Collegiate School of Business International, "a gold standard for business schools," Ford said.

There had been attempts to gain accreditation before, Ford explained

later, "but one problem was we had too many part-time faculty as opposed to tenure-track faculty. That changed. There was a greater focus on the tenure track, and the quality of faculty grew, along with the reputation of the school."

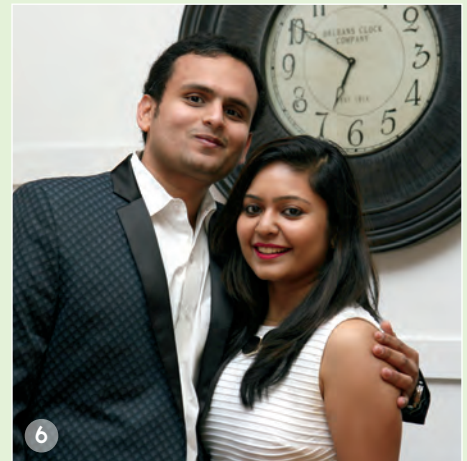
Pirkul's work in establishing the UTD Top 100 Business School Research Rankings™, a database measuring researchers' publication productivity in 24 leading academic business journals, also was important, Ford said. "This added prestige to the University."

Since Pirkul's tenure began in 1996, programs have grown and now number 77, and the school now offers 28 degrees. Other growth Pirkul has guided includes the school's moves — first into its own building and then, in late 2014, into an expansion of that facility.

Alumni support played a major role in getting the building constructed, and Pirkul, too, "has cultivated a caring alumni," according to Ford.



1 MBA student James King 2 JSOM Advisory Council Chairman Steve Penson and Richardson City Manager Dan Johnson 3 Kara LaDuke of State Farm Insurance 4 EMBA and GLEMBA Program Director Pamela Foster Brady (left), EMBA 2015 alumna Michelle Miller of CBRE, and EMBA and GLEMBA Academic Director David Springate 5 Melinda Mendoza-Ellis, senior director of UT Dallas Alumni Relations 6 Mohit (MS 2010) and Isha (MS 2014) Malhan, alumni donors behind an Opportunity Fund that carries their names



In 2011, alumni Naveen Jindal, MBA 1992, and Charles (MS 1980) and Nancy Gundy (BS 1980) Davidson gave a philanthropic package valued at \$45 million that led to the school being named in Jindal's honor.

As important to the school, in Ford's view, is that Pirkul has achieved major buy-in from the business community in school programs and activities. Likewise, he has gotten the school to respond to the business community's needs, Ford said.

Richardson City Manager Dan Johnson and Jindal School Advisory Council Chairman Steve Penson followed Ford to the stage, where they discussed the school and University's beneficial roles in creating a thriving community.

Skip Moore, a managing partner at Deloitte and Touche, LLP, and past chairman of the Jindal School Advisory Council, shared his optimism about the school's growing sphere of influence. Having been

Continued on page 6



Chosen as the next president of UT Dallas on Feb. 29, Dr. Richard C. Benson delighted Jindal School guests by attending the March 1 major donor dinner that celebrated the school's 40th anniversary.



7 Rashida and Hasnain (MS 2011) Saboowala, donors who established an Opportunity Fund that carries their names 8 Mary Potter (left), and her husband, Dr. Robert Potter, a member of the UT Dallas Development Board



PRESIDENT-DESIGNATE DELIGHTS JSOM DINNER GUESTS

Approximately 125 guests celebrating the Naveen Jindal School of Management's 40th anniversary at a celebratory dinner March 1 applauded and cheered when Dean Hasan Pirkul introduced Dr. Richard C. Benson to them as the next president of UT Dallas.

Benson was making a scheduled visit to campus when The University of Texas System Board of Regents announced his appointment Feb. 29.

Benson takes office July 15. He succeeds former UT Dallas President David E. Daniel, who left the position last summer to serve as UT System's deputy chancellor, and Dr. Hobson Wildenthal, who currently serves as president *ad interim*.

"The UT System Board of Regents has just provided me with the greatest honor of my professional career, and I cannot begin to express my excitement to serve as the next president of UT Dallas," Benson said upon his appointment. "UT Dallas is on a stunning upward trajectory, something that is commented on frequently in academic circles, and I am honored to join the faculty, staff and students as we work toward our goal of making UT Dallas a global force in education, innovation and research."

Benson has served as dean of Virginia Tech's College of Engineering since 2005 and has overseen a period of record

Below: UT Dallas President-Designate Richard C. Benson engaged in conversations throughout the evening.

Bottom: Marketing junior Christian De Lara (left) took advantage of his early opportunity to network with Benson.



growth during the last decade. The number of applicants to Virginia Tech's College of Engineering has nearly doubled during his tenure.

Previously, at Penn State, Benson served as head of the Department of Mechanical and Nuclear Engineering (1998-2005) and head of the Department of Mechanical Engineering (1995-1998).

At the University of Rochester, he served as chair of the Department of Mechanical Engineering (1992-1995) and associate dean for graduate studies in the College of Engineering and Applied Science (1989-1992).

Prior to beginning his university career, he spent three years with the Xerox Corporation as a technical specialist and project manager (1977-1980).

Benson earned a BSE in aerospace and mechanical science from Princeton University, an MS in mechanical engineering from the University of Virginia and a PhD in mechanical engineering from the University of California, Berkeley.

Benson, who spent his childhood in Dover, New Jersey, and his wife, Leslie, have three adult children.



1 Undergraduate students Rayyan Hingora (left), Alberto (Albert) Angarita and Marcus Harpole 2 MBA students Gopinath Palanisamy (left) and Janelle Manuel



Continued from page 5

affiliated with the school for about 15 years, he said, "You have to be impressed with where the school is ranking and its standing among companies looking for employees, and its remarkable growth. The preparation of the students and the commitment to challenging minds just means it should have a great future."

Dean Pirkul brought up rankings early in the dinner program, acknowledging that JSOM wasn't always so strongly regarded.

The Jindal School's Full-Time MBA program recently earned 37th place in the nation in *U.S. News & World Report's* 2017 rankings — No. 17 among public university programs. Tied with the University of Florida, JSOM ranks fourth in Texas, behind UT Austin, Rice and Texas A&M.

The school's Professional MBA program moved up three spots in



3 Student Karen Aguirre (left), first recipient of a scholarship funded by alumna Angelica Barriga (right) 4 Dean Hasan Pirkul (left) discusses his 20 years as dean with event emcee Dennis McCuiston 5 JSOM Advisory Council Chairman Steve Penson and his wife, Susan 6 Former JSOM Advisory Council Chairman Skip Moore, benefactor of the Skip Moore Leadership and Service Scholarship, and his wife, Virginia 7 JSOM Dean Hasan Pirkul 8 Dr. Randy Guttery, director of JSOM's real estate concentration and creator of the Professor Randy Guttery Real Estate Opportunity Fund, with his wife, Patricia



the same rankings to 26, and its information systems program remains one of the nation's top programs in this category at 16th. Production/operations programs were ranked 21st.

At the dinner, Pirkul shared that his goal is for JSOM to aim even higher. "The school, all of us together, have earned the right to expect from ourselves to be the very best," he said.

Former students who have become donors graced the stage to relate their experiences. Angelica Barriga, BS 2003, MBA 2008, solutions management lead at Google, said JSOM provided her with an important network and gave her greater confidence, helping her to realize: "I can negotiate based on my credentials, and it's OK to do so."

She was joined by Mayur Ranoliya, MS 2011, director of Service Delivery for Ericsson. Ranoliya said that for him and his wife, Nutan, MS 2013,

UT Dallas and the Jindal School have become so engrained in their lives that they automatically turned to the school for counsel when they decided to launch her healthcare business.

The success they have enjoyed because of their Jindal School education has led Barriga and the Ranoliyas to establish endowments benefiting JSOM.

The impact of a Jindal School degree has become a valuable asset to the school, too, JSOM Assistant Dean for Development and Alumni Relations Erica Yaeger said after the dinner. "Alumni giving has grown by nearly 176 percent in the past seven years. The increasing dollars we get tell us in a tangible way that Jindal School graduates value the skills and the training the school supplies for their futures." 🏆

TEXAS INSTRUMENTS

GRANT THORNTON

STATE FARM

ERICSSON

ERNST & YOUNG

SOUTHWEST AIRLINES

EMPLOYERS ARE FLOCKING TO JSOM

BY JILL GLASS

THE SCHOOL'S CAREER MANAGEMENT CENTER HOSTS HUNDREDS OF EVENTS TO WELCOME CORPORATE RECRUITERS AND PAIR THEM WITH JOB-EAGER STUDENTS PREPARED TO MOVE INTO PROFESSIONAL ROLES.

Dhruv Basu left India in the fall of 2011 and came to the Naveen Jindal School of Management full of energy and optimism. Like many international students, he was looking to take advantage of a job market friendly to graduate students from good schools.

Basu is one of countless Jindal School students who have captured the interest of North Texas hiring managers.

Corporate recruiters seeking top talent are flocking to the Jindal School in search of the next generation of business leaders. The school's Career Management Center (CMC) welcomes corporate visitors to career fairs and networking mixers, and they are invited, too, to career-related events sponsored by the



Tom Kim

Accounting, Marketing, Sales and other JSOM academic areas. During the fall 2015 semester alone, the CMC hosted 177 career events and workshops, and 120 companies visited the school.

"We're excited about all the opportunities we bring to our students, and I know the employers are ecstatic about coming to the Jindal School," Tom Kim, assistant dean of the CMC, says. "I have lunch with all the employers that come in to all our events, and it's about us building relationships."

Basu, BS 2014, MS 2016, has taken advantage of the many career opportunities the school has to offer. He came to the United States to pursue his undergraduate degree in accounting, was

accepted into the Professional Program in Accounting (PPA) for highly motivated accounting students and positioned himself for greater opportunities after landing a highly coveted assurance audit internship at EY Financial Services Office in Dallas in spring 2015.

Several months in advance of earning his master's degree, Basu already has his dream job waiting for him at EY in Chicago. He credits the accounting faculty and the CMC with helping transform him from a student to an employee.

SETTING STUDENTS UP FOR SUCCESS

The JSOM faculty and facility played a pivotal role through the interview process. The school hosted multiple career fairs, seminars, business speaker events, and the Career Management Center at JSOM had programs such as résumé critiquing, which helped



Dhruv Basu

me refine my résumé early on," Basu says. "I believe that the PPA program and the accounting faculty are phenomenal. They set you up for success. The program enables students with direct access to the biggest accounting firms recruiting from the school and provides an opportunity to interact firsthand with multiple firms at the same time."

Good grades and high scores are important elements in finding your dream job, but Basu believes a willingness to learn and a strong focus on soft skills are also essential as students wade into the employment pool.

"Simple things are often ignored during the hiring process like etiquette, conversational skills, tone and response, which I perceive to be the strongest suite that distinguishes a possible hire from one that is not," he says.

State Farm Dallas Workforce Manager Mark Schmucker agrees that soft skills are important and says although he seeks potential employees with strong technical skills, those who possess excellent soft skills might just land a job, too.

"What we like about the JSOM program is that it has a nice blend of the technical skills along with some of the business and soft skills," Schmucker says. "Because one thing that we really look for in candidates is the soft skills. Can they speak well? Can they demonstrate that they would be a good player? Can they work through difficult situations on a team?"

"We can teach them the technical skills specific to what our industry needs to know, but if they don't have any soft skills, those are a little harder to teach."

State Farm Dallas Workforce Manager Mark Schmucker has met JSOM students at several Career Management Center events.



Tom Kim (far left), assistant dean of the JSOM Career Management Center, takes a selfie to commemorate a fall 2015 visit from Curtis Ludwig (in Ericsson T-shirt), Ericsson's Global University Relations Program manager, who met with the Full-Time MBA Class of 2016.

ENGAGED WITH INDUSTRY AND WILLING TO IMPROVE

Ericsson, Inc. typically hires new employees in the areas of supply chain, sourcing, business operations, technical sales and IT project management, according to Curtis Ludwig, Global University Relations Program manager. Students in the Jindal School's Finance, Information Technology and Systems, and Supply Chain Management programs are ideal for these positions, he says.

"We see our relationship with the Jindal School as a truly engaged partner. It's not just about being able to hire students. It's about being able to connect and engage with students, faculty and administration. Ericsson sees a connected world improves peoples' lives; we need talent that can utilize their skills and knowledge to enable this societal change," Ludwig says.

Ericsson looks for students who have technical skills and who are passionate about making a difference, he adds. Right now, there are about 145 current and former students from the Jindal School working at Ericsson.

"Ericsson's technology is changing the world by allowing everything to be connected. Students need to see themselves being part of our change makers, both internally and externally," Ludwig says.

As the Jindal School continues its upward enrollment momentum, counting a current student body of about 8,000, all programs are seeing growth. Some of the hot areas include accounting, business administration, business analytics, finance and information technology, according to Kim.

"We're getting a lot of companies right now that are interested in our students in those majors, and I think the big one is the general business administration [degree]. Because if you look at the DFW market, ... we have Kohl's, we have State Farm here, and Liberty Mutual and Toyota are moving to the area too, so those business administration degrees are actually looking very nice right now."



"I'm hearing from employers that our students are probably one of the best of any campuses they go to, which is great to hear," Kim says. "I think one of the reasons employers really like working with us is that each of the programs usually has [its] own advisory board with industry professionals telling us where we can improve. And the great part of what we do here is our program directors work with our corporate partners and ask, 'What can we do to improve our program here?'"



Ravi Naarayn



Howard Dover

BUILDING EMPLOYER CONFIDENCE IN JSOM GRADS

Recent examples of administrators and faculty reacting to what the market is calling for are creation of an MS in Business Analytics program, expansion of the healthcare management program to undergraduates and creation of a new concentration in risk management and insurance.

The climate in the MS in Business Analytics program, launched in 2014, is great, says Dr. Ravishankar Narayan, the program's director. Most graduates have found jobs within 90 days of graduation, he says. The program has grown from 30 students in fall 2014 to about 220 students in spring 2016. "Students have to either complete an internship or practicum course before graduation. We want all our students to have real-world experience on analytics projects so that employers can be confident that our graduates have a good idea of what it takes to work on real-world analytics projects," Narayan says.

An active student-run organization, the Intelligence and Analytics Society, engages

with industry professionals and leaders, and conducts workshops and panel discussions on topics related to business analytics.

"The program's Industry Advisory Board also has members who are strongly committed to helping our students be aware of the latest trends in analytics," Narayan says.

Another hot area at the Jindal School is the Professional Sales Concentration, which is a part of the Marketing Area. Based on inbound call information, 12,000 new sales jobs are expected in the Dallas/

Fort Worth area in the next

12 to 18 months, according to Dr. Howard Dover, director of the concentration.

"The hiring climate is at a fever pitch for our students," he says.

Students who choose a sales concentration in the BS in Marketing degree program and become certified by the University Sales Center Alliance (USCA)

are in high demand, Dover says. In fact, 100 percent of these students find jobs after graduation, and most have multiple job offers and become top performers for their employers, he says.

"Our alumni and their respective companies are reporting that the sales training they are receiving puts them ahead of their peers when attending corporate sales training. Several companies have called to discuss how they might modify their training program for sales program students. So I guess you would say that they stand out because, first, they want to be in sales, and second, they have been trained by one of the top sales programs in the country," Dover says.

Many sales students are hired by recruiters they have met at sales events, including Rookie Preview, Speed Sell or the Pro Sales Challenge.

While the sales curriculum has been officially recognized by the USCA for just two years, it is one of the largest sales programs in the country, gives more than \$40,000 a year in corporate-sponsored scholarships and has students who consistently place in the top 10 in collegiate competitions around the country in the last year.

Professional Program in Accounting students do a Mini-Whoosh during a visit to local Ernst & Young offices.



For all these reasons, “our graduating students receive some of the highest compensations packages amongst USCA schools, ranging from \$68,000 to \$94,000,” Dover says.

PREPARING STUDENTS INSIDE AND OUTSIDE THE CLASSROOM

Another in-demand area is the school’s accounting program, which has grown from 768 students in 2009 to 1,041 in fall 2015, a 36 percent increase.

This is the best time to be an accountant in the Dallas Metroplex because there are so many jobs and opportunities,” BS in Accounting Program Director John Barden says. “The average salary coming out of here in public accounting is \$55,000, and in corporate accounting, you’re looking at \$48,000, which is not bad.”

The accounting program has turned out hundreds of students who are scattered across the Dallas/Fort Worth area, working for firms such as EY, Grant Thornton, Texas Instruments, State Farm and Southwest Airlines. Students are prepared for the working world with a number of opportunities both inside and outside the classroom.

“We make sure that the students have internships. We get them to work in teams. We have fabulous faculty, facilities and alumni, and we’re not afraid to reach out to our community. We network tremendously with our alumni, our advisory board and the Career Management Center,” Barden says.

The PPA has nearly 100 percent placement, often well before gradua-

tion. Designed for students to get quality public accounting internships and full-time positions upon graduation, this honors-type program has a first-rate reputation with North Texas employers. In fact, 90 percent of soon-to-be graduates find jobs through the natural hiring process, says Amy Troutman, PPA director. Faculty members network with connections at local firms to help the remaining 10 percent find employment.

“We’re now in our ninth year, so we’ve got eight years’ worth of traction. We’re in PPA 9 right now, so we’re going through and placing the ninth class. I think a lot of the firms have had eight years’ worth of successful students, so I think they’re willing to work with those in the program because they know what they’re getting,” Troutman says.

As of fall 2014, all Jindal School undergraduates must complete an internship to graduate. That requirement has been beneficial, Kim says, because students now do not put off their job search until the last minute.

Additionally, he notes, 64 percent of full-time jobs — both nationally and for JSOM graduates, too — come from internships.

Kim says CMC staff about two years ago started going into all freshman classes each fall to urge students to start career planning immediately. CMC staff talks to them about résumés, why it is important to be active on campus and why it is important to join a student organization.

“I’ve put a standing order out to all the program directors that if they’re going to have to miss a class, don’t cancel



At a Career Management Center networking mixer this spring, student Shayan Khan (left) chatted with Jessie Richardson, a BS 2015 JSOM alumna who now works in software sales for IBM and attended the event as a recruiter.

it. Let us come in and teach the class, and we’ll go in and teach a class on résumé reviews, networking and how to create a LinkedIn profile,” Kim says. “We’ll take any opportunity we can get to get in front of any of the students to talk to them about professional development.”

A promising job market awaits business school graduates this year, but Kim says the students who are going to be the most successful are those who take advantage of the CMC offerings: get their résumés critiqued, start networking through avenues like LinkedIn, practice interviewing and attend career-related events and network with employers.

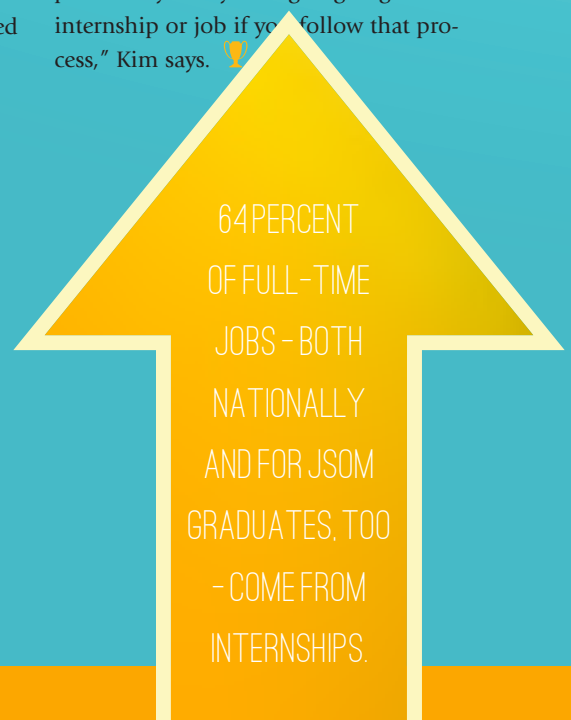
“I can’t guarantee it, but there’s a high probability that you’re going to get an internship or job if you follow that process,” Kim says.



John Barden



Amy Troutman



A Roundup of Recent JSOM Competition Success

Compiled from stories by Eric Butterman, Jill Glass, Kris Imherr and Donna Steph Rian



© NIKOLAI SOROKIN/DOLLAR PHOTO CLUB

Naveen Jindal School of Management students chalked up noteworthy successes in the fall 2015 collegiate competition season. Teams and individuals, undergraduate and graduate students alike, did well in challenges that tested skills in accounting, entrepreneurship, healthcare management, information technology, real estate, professional sales, sustainability and other disciplines.

Most winners brought home trophies, prize money, enhanced résumés and bragging rights. Many also caught the eye of corporate executives and recruiters, who encouraged them to keep in touch.

“I regularly urge students to compete, and I applaud their efforts,” Jindal School Dean Hasan Pirkul says. “Increasingly, these competitions address business issues confronting the work world that students will soon enter. They not only get to use knowledge and skills they have learned in the classroom, they also get to test their performance and see how it stacks up against others who will soon be their fellow professionals.”

The following briefs recap highlights of JSOM's fall competition efforts.



Winning members of Team Everest (left to right) Saad Khan, healthcare management; Yehua (Callie) Yao, business analytics; Regina Chowdhury, accounting; and Melissa Chan, finance; joined JSOM faculty member and one of the campus **Hult Prize Challenge** judges, Robert Wright (far right), in a celebratory photo after they won the campus finals on Dec. 8, 2015.



Winning members of the Ekta Team (left to right) Srishty Piplani, information technology and management; Skye Johnson, finance; Melissa Auger, innovation and entrepreneurship; and Anu Singh, information technology and management, also celebrated after they successfully earned a place at **Hult Prize Challenge** regionals.

In UT Dallas' first foray into the annual Hult Prize Challenge (hultprize.org), two Jindal School teams — eight students in all — advanced to March regionals.

The 2016 competition focuses on urban crowding, and competitors have been challenged to conceive of ways to double the income of the urban poor by better connecting them to capital, people, products and services.

One team's idea was to integrate biofuel production as a means to create self-sustaining residential units in peri-urban spaces — areas on the outskirts of cities.

Menstrual-care products and services were the cornerstones of the second team's idea, "since investments in menstrual care have conclusively proved to be effective at helping women escape a life of poverty," the team captain said.

"This activity is part of the overall social entrepreneurship initiatives that are under way in the Jindal School," Dr. Toyah Miller, one of several faculty members who mentored teams for the competition, said.

Read the full story at: jindal.utdallas.edu/social-good.



A team of five Naveen Jindal School of Management MBA students took first place and won \$10,000 recently in a national sustainability case competition focused on helping IBM's Corporate Environmental Affairs staff manage growing global responsibilities.

The Jindal School team emerged ahead of 27 other teams from 18 other universities in the second Penn State Smeal College of Business MBA Sustainability Case Competition (smeal).

Jindal School MBA students (left to right) Wenet Wu, Gopinath Palanisamy, Rajarshi Roy, Richa Bagaria and James King placed first at the Penn State **Smeal College of Business MBA Sustainability Case Competition**.



psu.edu/sustainability/2015-mba-sustainability-case-competition/) last Dec. 3 and Dec. 4. Duke University placed second and earned \$5,000. The Smeal team placed third and earned \$2,500. Teams from Dartmouth College and Texas Christian University also were finalists.

Jindal School team members were Professional (part-time) MBA program student Richa Bagaria and Full-Time MBA program students James King, Gopinath Palanisamy, Rajarshi Roy and Wenet Wu.

Competition materials said IBM's Corporate Environmental Affairs staff was charged with evaluating suppliers to provide non-hazardous and hazardous waste disposal as well as end-of-lifecycle product materials services.

"Such suppliers needed to be constantly evaluated for environmental compliance and thus presented numerous challenges in both developed and developing countries," JSOM team captain Palanisamy said.

Competing teams were charged with determining an effective and financially feasible solution for all the problems, one that would balance business considerations with cultural and environmental concerns.

"One of the people involved in writing the case said that the winners — we hadn't been told we had won yet — separated themselves out

by having three or four solutions that IBM was actually going to implement," James King said.

But Wenet Wu believes the team made its strongest impression during the question-and-answer session. "We were able to play off each other," she said, "answering questions as one cohesive team, showing the judges we had thought through the logistics of implementing our idea as a real business solution."

Read the full story at: jindal.utdallas.edu/mba-sustain.



Accounting junior Chidambara Vinayagam captained a trio of UT Dallas undergraduate students who won the national championship in mediation at the International Intercollegiate Mediation Tournament (inadr.org/undergraduate-tournaments/).

Students advanced after alternately competing in the roles of mediator, attorney and client at the tournament held in November at Drake University Law School in Des Moines, Iowa. In the final round, victory hinged on one student's skill at resolving a simulated \$2 million lawsuit involving a pain medication that caused increased blindness in a customer.

How did a JSOM student enrolled in the Professional Program in Accounting

Chidambara Vinayagam holds trophies from the **International Intercollegiate Mediation Tournament**.



get involved in a mediation and legal advocacy competition?

Vinayagam, who also placed sixth in the tournament's All-American Advocate/Client category, said: "When I first got to UTD, I wanted to be pre-law, especially after taking Professor [Matt] Polze's [Business and Public Law] class. However, after taking Professor [Amy] Troutman and Professor [John] Barden for financial and managerial accounting, I realized how much I enjoyed accounting and wanted to have that be my career instead.

"But my love for law was still there — evidenced by my minor in political science — and I decided that being involved with legal advocacy competition would provide an outlet for me.... Plus, I really enjoy public speaking, and these competitions are a great way to get exposure and experience working on those public speaking skills."

Read the full story at: jindal.utdallas.edu/mediation-team.



An Executive MBA student placed second in an international online challenge.

John Setty, who earned an Executive MBA degree in December, won second place in the Fall 2015 CAPSIM Foundation Challenge (capsim.com/events/challenge/), an international online competition that tests business school students' strategic know-how in righting the course of a hypothetical struggling multimillion dollar enterprise.

Setty finished only three points behind the winner.

"This was the closest competition they ever had," Dr. Larry Chasteen said as he announced Setty's success to his classmates in Strategic Management, an EMBA capstone course.

Chasteen used the CAPSIM Foundation simulation in teaching the course, but Setty entered the competition, which ran from last Oct. 30 to Nov. 14, on his own.

A Chicago-based business simulation technology and services firm, CAPSIM twice a year hosts the challenges on two of its simulation platforms. The contests are open to "alumni," students who previously have learned how to use the simulations as part of their business-school curriculum.

Read the full story at: jindal.utdallas.edu/capsim-second.

John Setty finished second in the **CAPSIM Foundation Challenge**.

Laura Su (left) and Katherine Reagan hold the plaque that Florida State University Associate Professor Leff Bonney (right) awarded them at the **International Collegiate Sales Competition**.



A "dynamic duo" had the top sales management case at the International Collegiate Sales Competition (fsusalesinstitute.com/icsc).

Dr. Howard Dover, director of JSOM's Professional Sales Concentration, said that to win, the two senior marketing majors "worked on the cases overnight two days in a row. It is a grueling competition, given the fatigue factor."

Katherine Reagan and Laura Su, who graduated in December, triumphed over teams from 30 universities. It was the first foray into a sales management case competition for both of them. They each took home \$1,000 and a video camera.

Reagan and Su were given a hypothetical case on the first night of the Orlando, Florida, competition and 36 hours to analyze it, develop a sales management strategy and prepare a presentation to deliver to a board of executive judges.

Proceeding to finals, the pair was given a second case at 8 p.m. on a Friday night and had only until 8 a.m. the following morning — Nov. 7 — to create a second presentation for judges.

“These two are absolutely amazing — the dynamic duo,” Dover said. “I can’t think of a better end to their collegiate sales careers than with our program’s first national win at a sales competition. We knew they were winners; now the nation knows they are winners.”

Both Reagan and Su had full-time jobs awaiting them upon graduation at companies where they interned while at JSOM. Su, who was in the Davidson Management Honors Program and majored in marketing, will work as a solution sales specialist in IBM’s New York City offices, starting this summer. Reagan, who double-majored in marketing and accounting, accepted a position with Texas Capital Bank.

Read the full story at: jindal.utdallas.edu/dynamic-duo.



A trio of graduate students collaborating remotely worked so well together they finished in second place in the case competition of a national conference for information technology service and support professionals.

“We weren’t all in Dallas in October ‘15, and so we had the further challenge of not all being in a room together face to face,” JSOM team member Mehul Doshi said. “But even that prepares you for the real world, where this situation becomes more common.”

Doshi, Aisha Gandhi and Mehul



At **FUSION 15** (left to right) competition judge Blaine Bryant posed with second-place JSOM team members Mehul Doshi, Aisha Gandhi and Mehul Raisinghani, and Deborah Anthony of the itSMF Board of Directors.

Raisinghani, all MS in Information Technology and Management majors, earned the right to compete at the event, the FUSION 15 (itsmfusa.org/?page=fusion) conference held last Oct. 31 in New Orleans. The conference served as the annual gathering of the IT Service Management Forum (itsmfusa.org), a professional organization for IT service and support practitioners, academics and others interested in the industry.

The road to the event began in Dr. Ravishankar Narayan’s IT Services Management class, which examined how organizations engage and manage their IT services throughout the services’ lifecycle. After picking six teams to compete internally during his Fall 2014 class, Narayan chose a winning team to represent UT Dallas.

Taking home \$3,000 and a trophy from the competition, the JSOM team also got a chance to gain insight through the exercise and meet successful members in the field.

Narayan, who is the director of JSOM’s MS in Business Analytics program, said competitors were asked to develop an effective project management office for a company, and the JSOM team’s “solutions were achieved

with a key understanding of not impeding when it comes to cost.”

Read the full story at: jindal.utdallas.edu/fusion.



A team of upperclassmen earned third place in the Texas International Council of Shopping Centers (ICSC) Undergraduate Case Study Competition.

The competition, held last Nov. 4, called for them to save an ailing retail plaza in “Big City, Texas.” Their proposal included new amenities ranging from early morning exercise options to late-night salsa dancing, food trucks and a public park.

Nikkhil LaCoul, Lawren Miller, Kenneth Messer, all senior finance majors, and James Brandt, a junior business administration major, prepared their transformation plan for presentation at the competition, which was incorporated into the annual Texas Conference and Deal Making (icsc.org/events-and-programs/details/texas-conference-and-deal-making). ICSC awarded the team \$2,000 and student ICSC memberships for a year.

Their challenge was to revive a



The 2015 **Texas ICSC Undergraduate Case Competition** team from JSOM included (left to right) Nikkhil LaCoul, Lawren Miller, Kenneth Messer, all senior finance majors, and James Brandt, a junior business administration major.

more than 30-year-old “shopping center that had a bunch of low-end places and was basically falling apart,” Miller said.

Dr. Randy Guttery, director of JSOM’s Real Estate Concentrations, picked the team members and said of them: “A tremendous amount of effort was expended by these students, including some 3 a.m. nights.... [T]he real-world exposure to hundreds of real estate professionals is invaluable.”

Read the full story at: jindal.utdallas.edu/third-in-real-estate.



JSOM 2015 North Texas ACHE Case Competition team members (left to right) Bradford Terry, Jason Fry, Mitaliben Maheshwari and Andrew Lim posed at a UTD Healthcare Management Association meeting.



For the fourth time in five years, a JSOM team won the annual North Texas American College of Healthcare Executives (ACHE) competition.

The 2015 first-place team of four graduate students offered solutions to the struggles of a 290-bed hospital

that was losing revenue to outpatient services and facing growing internal friction among its medical staff.

Awarded \$3,000, the team placed ahead of The University of Texas at Arlington, the University of North Texas and LeTourneau University.

JSOM’s team members were MS in Healthcare Management majors Jason Fry and Mitaliben Maheshwari, Bradford Terry, an MBA student; and Andrew Lim, a dual MBA and MS in Healthcare Management student.

Team captain Fry said the four-some’s main solution for rising physician dissatisfaction, competition for outpatient services and a threat to the hospital’s business model was a clinically integrated network — also known as a clinically integrated physician organization.

Lim described the arrangement as a “legal entity formed by physicians and a hospital with the intention of negotiating contracts...and sharing in the financial rewards of controlling costs while delivering high-quality care.”

At the competition in Dallas, “this group stood out when it came to thinking through the case study and being very thorough in their review,” said John Self, a contest judge and managing partner of JohnGSelf + Partners, Inc., an executive search firm with a strong focus on the medical field. “They were the most detailed [competitors], and you could tell the thought they had given it.”

Read the full story at: jindal.utdallas.edu/ache-win.



A team of Jindal School accounting students won the inaugural Grant Thornton



JSOM alumnus Richard A. (Andy) Mangham (in rear), MA 2007, MBA 2012 and MS in Accounting 2013, gave the JSOM team two thumbs up after it earned first place in the inaugural **Grant Thornton Metroplex Case Competition**. Mangham, who served as the team’s advisor, joined (left to right) Kevin Nguyen, Tue Tran, Anisa Din and Jordan Anwer. Fifth team member Andrea Alvarez is pictured below.

Metroplex Case Competition.

A team of five accounting students “rode away” as first-place winners in a new case competition sponsored by the Dallas office of Grant Thornton (grantthornton.com/offices/Texas/dallas.aspx), one of the nation’s leading accounting firms. The team — comprising graduate student Tue Tran, senior Anisa Din, junior Andrea



Andrea Alvarez displays the first-place trophy she and fellow JSOM team members earned in the inaugural **Grant Thornton Metroplex Case Competition**.

Alvarez, and sophomores Jordan Anwer and Kevin Nguyen — developed and presented a complex business solution related to problems involving the fictitious company Saddles Inc.

The team made a 30-minute presentation, followed by a 15-minute question-and-answer session, to five senior accounting executives, hoping to “win” their business. The competition, at Grant Thornton’s offices last Nov. 6, pitted teams from UT Dallas, the University of North Texas, The University of Texas at Arlington and Texas Christian University against each other.

The winning team received \$7,500; the second-place team, UNT, left with \$2,500. Additionally, as the winning school, JSOM will host the next Grant Thornton Metroplex Case Competition.

BS in Accounting Program Director John Barden and JSOM 1991 alumnus Pat McCown, a partner and practice leader at Grant Thornton and JSOM Advisory Council member, spearheaded efforts to create the competition.

For Grant Thornton, it offers a way to network with the best and brightest of students, who later might be prospective interns and/or employees, McCown said.

Read the full story at: jindal.utdallas.edu/grant-thornton-win.



Four of the six top teams in the 2015 UT Dallas Business Idea Competition were made up of Jindal School students.

More than 100 teams entered the annual contest, which gave undergraduate and graduate students from every school on campus the opportunity to develop and present their business ideas while competing for \$20,000 in cash and scholarship prizes. A panel of

2015 UT DALLAS BUSINESS IDEA COMPETITION WINNERS:



Ritu Pandey (left) and Pavan Kumar Kanteti won second place in the Graduate Division and the People’s Choice Award for Dosawala @ UTD.



TravelHop team members (left to right) Olia Bosovik, Jeanne Whitesides, Neha Kashyap and Chiao Chang won third place in the Graduate Division.



Mark Cuban served as a competition judge.

celebrity judges that included *Shark Tank* star and Dallas Mavericks owner Mark Cuban named three JSOM teams winners in the Graduate Division. A Jindal School team took second place in the Undergraduate Division.

Executive MBA and MS in Innovation and Entrepreneurship students Kiran Devaprasad and William White developed a geo-location service, TraceIt, for the transport industry to bring in the top prize in the Graduate Division. TraceIt

tracks and reports the location of drivers transporting new vehicles from the manufacturer to the dealership where they will be sold.

Second place, \$2,500, and the People’s Choice Award, worth \$1,000 more, went to MS in Information Technology and Management students Pavan Kumar Kanteti and Ritu Pandey for Dosawala @ UTD, an idea for a food truck to serve Indian food on the UT Dallas campus.

MBA/MS Accounting student Olia Bosovik, MS in Innovation and Entrepreneurship student Jeanne Whitesides, MS in Information Technology and Management student Neha Kashyap and MS in Innovation and Entrepreneurship student Chiao Chang won third place and \$1,500 for TravelHop, their idea for a budget-focused travel site.

In the Undergraduate Division, JSOM finance student Noa Barazani teamed with computer science student Ansul Pandey and earned second place and \$2,500 for ClassBuds, an idea for a mobile app to improve and promote student interaction at universities and high schools.

Read the full story at: jindal.utdallas.edu/entrepreneurs-wow1 and jindal.utdallas.edu/entrepreneurs-wow2. 🏆

Kiran Devaprasad (left) and William White won first place in the Graduate Division for TraceIt.



CHINA TRIP LAYS GROUNDWORK FOR INTERNATIONAL ALUMNI GROUPS

BY: JEANNE
SPREIER



(From the left) Priscilla Wu, human resources manager at the PricewaterhouseCoopers' Beijing Branch office; Dean Hasan Pirkul, David Wu, Beijing PwC senior partner (no relation to Priscilla); and Mary Beth Goodrich, JSOM accounting lecturer



Lu Yu (left) and her college dorm mate, JSOM graduate student Hua Bai, reunited in Shanghai near the Jing'an Temple, originally built in 247, which can be seen in the background.

Maveen Jindal School of Management representatives led by Dean Hasan Pirkul toured Shanghai and Beijing in a trip to China last fall to meet some of JSOM's 1,800 graduates living there and to start alumni chapters for them.

Dean Pirkul, Assistant Dean Erica Yaeger, accounting faculty member Mary Beth Goodrich and JSOM graduate student and China native Hua Bai reconnected with alumni they knew — and learned about many more UT Dallas alumni they did not know.

Many of the new acquaintances were found through WeChat, a mobile app with 236 million monthly users that allows China's residents to connect in the way that Facebook and other Web-based platforms do elsewhere.

Bai says the JSOM WeChat site has more than 1,500 followers. "We assume that 35 to 40 percent of the followers are alums," she says, basing that number on early campaigns to get people to use the app. "The majority of the rest are students" on campus.

Shanghai Jiao Tong University was one of the universities the group visited to strengthen and grow academic connections. JSOM and the Antai College of Economics and Management at Shanghai Jiao Tong University already jointly operate an MS in Finance degree program.

"I learned a great deal from business incubators in China," Pirkul reported to JSOM's advisory council after the late-October trip. "Local Chinese governments are putting quite a bit of public money

into innovation and entrepreneurship. There's definitely potential [for improved academic relations] in China."

Corporate partners also were interested in the JSOM tour. "PricewaterhouseCoopers is recruiting in the U.S. [for its China operations], and at JSOM, we are one of its top suppliers of accountants," Pirkul said. "They requested that we send students to Beijing to do spring semester, full-time internships."

Leran (Jason) Liu, MBA 2011, has been a catalyst for the growing connection between Chinese alumni and the Jindal School. Liu, CEO of DFW Excellerator, a co-working space in Dallas that offers a cross-business incubator, "really helped with the trip," Yaeger says.

Liu also helped start the crowdfunded Chinese Leadership Scholarship (impact.utdallas.edu/project/915) at JSOM. More than a dozen donors were international residents. "Our hope is that the scholarship will allow students coming from China not to worry as much about tuition and other expenses, along with adjusting to a new culture thousands of miles from home, but to focus on learning," says Liu, who was founding president and advisor of UT Dallas' Chinese Alumni Network (utdcan.org).



About 120 alumni attended the two events last fall in China — one in Shanghai, one in Beijing. China is the second-largest country of origin for master's students at JSOM, with about 32 percent of Jindal School graduate students originally from there. The U.S. accounts for about 40 percent of JSOM grad students, while India places third, with about 20 percent.

This trip, and trips planned in the future to visit alumni in other nations, are geared to foster a sense of community among the growing international JSOM alumni network.

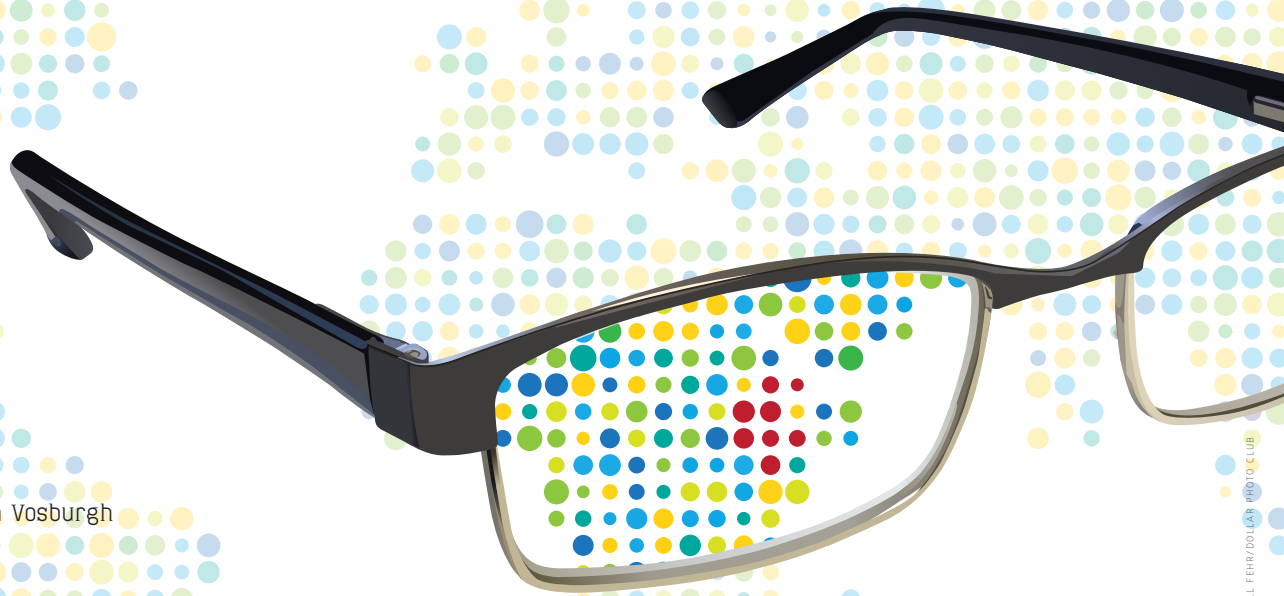
"Distance cultivates nostalgia, and it was evident in the stories that these alumni shared about their UT Dallas experiences during the alumni networking receptions," Yaeger says. "The Jindal School wants to be a vital partner in the success and personal growth of our alumni, including those who are many miles from campus." 🍷

(Above) Dean Hasan Pirkul

Jindal School alumni and visiting representatives gathered for a farewell Whoosh after the reception in Shanghai.



'Year of Ethiopia' Brings New to Global Business and International Management



By: Glenda Vosburgh

Students in the Naveen Jindal School of Management's BS in Global Business and MS in International Management Studies programs partnered with the Essilor Vision Foundation on a project in Ethiopia over spring break.

The foundation works to improve vision for people in under-served countries. Its focus in Ethiopia is on those suffering from cataracts, says Matthieu Tagnon, director of marketing - retail at Essilor of America in Dallas.

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BS in Global Business Hones Students' Cross-Cultural Skills

By: Glenda Vosburgh

In an ever-shrinking world where more and more business is done internationally, the importance of a high-level education and global experience like that provided in the Jindal School's BS in Global Business degree program continues to grow.

The program helps students understand how businesses operate in global markets and how nations, firms and individuals work together. Constantly expanding the program to provide students with more opportunities is the goal of director, Hubert Zydorek, a native of Poland, who took over the program in February 2015 after building a successful corporate business career.

"We are always looking at ways to



Hubert Zydorek

expand our programs, including working with other departments at JSOM to encourage their students to select GB as their second major," he says, "and to encourage GB students to pick up a second major."

Zydorek says the plan is to engage more companies with activities on campus and to create business competitions they can participate in and give constructive feedback to students. Another goal is to create more opportunities for students to work with corporations on international projects.

Insights

Studies Programs



While in Ethiopia, the students' task was to map non-governmental organizations — NGOs — that is, nonprofit, voluntary citizens groups that are related to eye care and vision. Essilor works with other groups to provide its services but has difficulty learning exactly which groups are there, what they are doing and where, according to Tagnon.

Dr. Habte Woldu, director of the MS in IMS program and formerly director of the BS in Global Business program, and Hubert Zydorek, director of the BS in Global Business program since February 2015, accompanied 19 students to Ethiopia.

It was the first step in what is expected to be a long-



JSOM Professors Habte Woldu (left), and David L. Ford Jr. stop at the top of the Church of St. George, a structure carved from within the earth of solid limestone in the shape of a cross, in Lalibela, Ethiopia.

Jacqueline Ford, wife of Dr. David L. Ford Jr., gets acquainted with some Ethiopian children during the JSOM spring break study trip.



"This isn't just about self-promotion," says Susan Phillips, program coordinator for GB and International Management Studies. "Companies today are looking to hire employees who have more maturity in the way they relate to clients, and you don't typically have that in people who have just graduated from college."

The BS in Global Business program provides students with the opportunity to learn in a global environment, particularly through international travel, and to hone their abilities in the art of negotiation and



Susan Phillips

effective ways to communicate with corporations in other countries.

Global Business junior Sh'muel Ben Avraham is from Austin, Texas, and says he was attracted to the Jindal School and the program because the school is new and growing. "I'm attracted to things I can build," he says. His focus is on finance, and he is interested in the stock market.

"I hope to one day be in China. I've studied about Indonesia, and I'm in my second year of learning Chinese."

He also is president of the student Global Business Organization. It works to promote a better understanding of cultures and business etiquette around the world by bringing in corporate and academic speakers, hosting social events and working on community service projects that take students into the local community.

Deeply involved in events connected to "The Year of Ethiopia," he and other members of GBO are helping members and other students immerse themselves in learning about the culture and lifestyle of people in the eastern Africa country.



JSOM students visited the North American headquarters of French ophthalmics company Essilor in Dallas to prep for a service project in partnership with Essilor's Vision Foundation.

term relationship between Jindal School students and the foundation, part of French ophthalmics company Essilor.

The Ethiopia trip also was part of a new initiative in those programs that started this academic year. Instead of studying multiple countries, as was done in the past, students are focusing on one country for the entire year. This is "The Year of Ethiopia."

The change was decided on during a meeting of the student Global Business Organization, says the group's

president, Sh'muel Ben Avraham, a junior. Although Avraham did not go on the trip, he and others in GBO are hard at work on other activities that tie in to the focus on Ethiopia.

One of the biggest events, according to Avraham, was an April 2 gala, The Year of Ethiopia Celebration, that featured Ethiopian Minister of Political Affairs Reta Alemu Nega as the keynote speaker. Beneficiaries of the gala, held in the UT Dallas Student Union, include The Essilor Vision Foundation and Addis Ababa Fistula Hospital in Ethiopia, which cares for women with childbirth injuries free of charge.

In addition, GBO students are selling Fair Trade Ethiopian coffee, and the group is posting information about Ethiopia regularly on its Facebook page.

Ethiopia, with a population of more than 96 million, has one of fastest-growing economies in the world and has experienced strong and broad-based growth over the past decade, according to reports from the U.S. State Department and The World Bank.

Woldu, a native of Ethiopia, says there is excitement about doing business in Africa today. "Africa will be the next frontier for business, and Ethiopia is becoming important in the African Union," he says. "We want to give our students global experiences, and we like to take them to places that are exciting. Our vision is that by taking students to Ethiopia, we will give them an entry into other African countries."

The partnership with Essilor came about through

MS in International Management Studies Program Provides Multicultural Perspective on Business Leadership

By: Glenda Vosburgh

The Master of Science in International Management Studies program is all about building global leaders in an environment where demand for those leaders is growing at a fast rate.

Students have the opportunity to learn and train in: international management, trade across national boundaries and man-

agement of businesses that have international operations. Their studies include functional areas of management, and cultural, sociopolitical and geographical constraints affecting business decisions.

Dr. Habte Woldu, a native of Ethiopia who has studied in Poland, is the director of the MS program and formerly was director of the BS in Global Business program. Woldu has long been involved in the JSOM study

abroad effort and was responsible for the first trip, which was to South Africa approximately 20 years ago.

Since that time, students in his program have traveled the world, most recently to Ethiopia and Cuba. They also have visited countries in Latin America, Europe and Asia, where they have met with business executives, educators and others to gain invaluable firsthand knowledge of the way

a chance meeting between Zydorek and Tagnon about six months ago.

Students spent a day in late February at Essilor America's headquarters in Dallas, where Tagnon spoke to them about the company, its foundation and its mission to improve the lives of others by improving their vision. Students also were given a tour of the plant where the company manufactures lenses for eyewear.

"The goal of partnering with Essilor is to expose our students to real-life projects," Zydorek says. "The company plans to grow in Africa, not only from a charity standpoint, but also from a business standpoint, where they see the 100 million population as a potential market for their products."

Woldu credits Zydorek and Susan Philips, program coordinator for both BS in Global Business and MS in International Management Studies, with the idea of having students work on a project while on international trips.

"Unlike what we used to do on these trips, where students saw the country and met with companies, they now will go to the country of focus with specific objectives to accomplish while they are there," Philips says.

About 1.2 million Ethiopians suffer from blindness, Tagnon says, and 3 million have low vision. Yet, there are only 120 ophthalmologists in the entire country. The mapping project allowed students to learn about some of the challenges of providing services in that country.

"Once the students complete the project," Zydorek says, "they will present their findings to Essilor, and then we will start working on the second phase with Essilor that will

contribute to the growth of the Global Business Incubator at UT Dallas and JSOM. Those projects will be related to helping the Ethiopian people help themselves both in terms of growth and betterment in the lifestyles by helping them with sustainability projects in the future."

The incubator program is still in the planning stages, Philips says, "but the goal will be to help people in Ethiopia start and sustain small businesses. "There are grander, big projects in Ethiopia, but what is missing is small business, localized business. We want to help them start formalized small businesses rather than just provide them with information, and

Ethiopians prepare for a processional at one of the rock-hewn churches at Lalibela.



Habte Woldu

business is done in other countries.

MS IMS student Jeanne Whitesides came to Dallas

from Memphis to take the program and went on the program's Ethiopia trip over spring break. "I was always interested in Africa, and I love that the program is focusing on Africa. The project with Essilor (see 'Year of Ethiopia' Brings New Insights to Global Business and International Management Studies Programs, on page 20) goes beyond most classroom projects. As much as we give, we can get. This is something we can take with us when we leave school, not just

something we do for credit."

MS IMS student Sharon Wang, did her undergraduate work in Taiwan before coming to the Jindal School in 2014. She will

graduate in May and is interviewing for a position in Taiwan. One of the biggest benefits to the IMS program, she says, is the faculty.

"They are very kind, and they are always willing to work with me," she says. "Also, I was in the Global Business Organization, and I really appreciated the chance to be involved in student organizations."

One challenge that Wang encountered —

and that other international students often do as well — is difficulty acclimating to the U.S. culture. "Dr. Woldu knows there is this kind of problem, and he suggests that we take part in English conversation with a group weekly."

That group, headed by Susan Philips, program coordinator for the Global Business and IMS programs, aims to help international students feel more comfortable speaking English.

"We meet on Fridays, and we are very informal," Philips says. "I make them speak in everyday conversation. Our plan is to take it a step further next fall semester with a cultural immersion week."

that will give our students the opportunity to work with and share their knowledge.”

Students also visited Mekelle University while in Ethiopia. “Our students were able to ask [students and faculty at the university] about the challenges they face in their communities and learn about ways to best navigate in the country to get programs established and help them succeed,” Zydorek says.

Visits to several corporations, including a Chinese textile company and a Turkish textile company, were on the agenda. “We have studied about China’s influence in Ethiopia, and our students will have the opportunity to see how the Chinese are influencing business there; and we can compare what the two companies are doing,” Woldu says.

“The Year of Ethiopia” initiative has proved so successful that Zydorek and Woldu say they will continue to focus on one country per school year. 🍷



Hubert Zydorek (left, center) and Dr. Habte Woldu (right, center) talk to Essilor executives during the JSOM visit to the company’s Dallas headquarters in February.

JSOM students visited a Chinese-run textile factory in Ethiopia during their spring break study trip.



JSOM Starts a World Affairs Council on Campus

By: Glenda Vosburgh

In January, a World Affairs Council collegiate chapter started at UT Dallas as an outgrowth of the Jindal School’s Global Business and International Management Studies programs.

Global Business student Howard Bishop is president of the new student organization that, at its core, is a forum to discuss current world events and how they relate to business. “We are the first WAC to be founded on a college campus,” he says. “The organization gives students a chance to discuss ideas that they don’t get to discuss in a classroom.”

The group’s inaugural event, held in early February, featured Jim Falk, president and CEO of the World Affairs Council Dallas/Fort Worth, as the guest speaker. He told attendees about the history of WAC, which was founded after World War I as a forum to discuss the kinds of issues that led to the war with the hope of preventing another one.

The campus chapter held a forum in early March to discuss immigration issues in Europe and the United States ahead of a March 9 program from speaker Christopher Cambises, youth program coordinator for Refugee Services of Texas. The social services agency, founded in 1978, resettles and provides services to refugees and other displaced people fleeing persecution.

WAC on campus eventually will have a mentorship program with people in industry, and the group also plans to have a volunteer philanthropic project at the end of each semester. “We want to do more than just talk,” Bishop says. “We want to do things.”

Anyone interested in joining WAC on campus can contact Howard Bishop via email at HowardJ.Bishop@utdallas.edu.



JSOM Associate Dean for External Affairs Diane McNulty and UT Dallas members of the first World Affairs Council collegiate chapter posed in February at their inaugural event, which featured Jim Falk (center, in tie) of the Dallas/Fort Worth World Affairs Council.

2016 RECOGNITIONS HONOR PAIR'S CAREER AND SERVICE ACHIEVEMENTS

BY JO JOHNSTON AND KRIS IMHERR

DISTINGUISHED ALUMNI AWARD

Ashok Kumar (A.K.) Mago's relationship with The University of Texas at Dallas Naveen Jindal School of Management goes back to 1975, when he took his first business course at the new school. Now he has been named a UT Dallas Distinguished Alumnus.

The demands of a new family and a growing real estate business meant that Mago didn't initially continue with his classes, but more than 20 years later he returned to earn an Executive MBA in 1999.

"I wasn't looking to get a new job, since I had my own business. But I learned a lot, starting with how to use a computer. I think it's a good idea to learn new things no matter how late in life," Mago says, noting he was in his 50s when he went back to UT Dallas.

In addition to running his own Dallas-based real estate and business investment firm, Mago and Associates, Mago is the founding chairman of the U.S.-India Chamber of Commerce. He also is the 2014 recipient of the Padma Siri Award, India's highest civilian award. He serves on several corporate and nonprofit boards, supporting business, healthcare and the arts in North Texas.

As part of his continued commitment to the school, he helped to develop the relationship with school alumnus and benefactor, Naveen

Jindal, MBA 1992.

Mago credits the school, which has a large Indian and international student body, with supporting the growth of the U.S.-India chamber. "We have supported each other. UTD is helping the local economy and business community. My contribution to UTD is to keep promoting the school and encouraging people to contribute money."



Ashok Kumar Mago

GREEN AND ORANGE AWARD FOR ALUMNI SERVICE

Nominated as "a great ambassador and promoter of all things UT Dallas," State Representative Angie Chen Button, MS 1980, is the recipient this year of the Green and Orange Award for Alumni Service.

First elected to the Texas House of Representatives in 2008, she represents District 112, which includes a portion of the UT Dallas campus. During each of the four legislative sessions she has been in office, she has taken time to meet with UT Dallas students during their visits to the State Capitol, and she has spoken to students on campus as well. She also has hired UT Dallas students as employees or interns in both her district office and her Austin office.

Quick to help the University and its interests in Austin, she has been equally gracious in coming to campus for a variety of groundbreakings, workshops, speeches and celebrations.

Button met her husband, Darcy, during their studies at UT Dallas.



Angie Chen Button

Both graduated with a Master of Science in Management and Administrative Sciences degree.

Button says, "This award inspires me to do even more. Still I marvel at how life can be a circle; from starting my journey as a young student to a very fulfilling role as a policymaker for our education system and so much more."

A DOZEN REASONS TO PAY ATTENTION TO JINDAL SCHOOL RESEARCH

“Research is an important part of a business school,” Naveen Jindal School of Management Dean Hasan Pirkul said when the predecessor to JSOM Research Ventures debuted as a regular feature in *MANAGEMENT* nine years ago. “A critical part of our mission is to conduct research that will improve and forward the state of the art in management.”

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Since then, his view has not changed, nor has the steadily climbing productivity of Jindal School researchers (see *JSOM Holds Steady in UTD Top 100 Rankings* on page 37). What is different is that JSOM tries harder to publicize researchers' efforts. In that try-harder spirit, this installment of Research Ventures brings you a dozen studies undertaken by 23 researchers who are faculty members, PhD students or PhD alums of the Jindal School.

RETAIL

Gonca Soysal, Assistant Professor of Marketing

As the fastest-growing segment of the retail industry, outlet stores generated \$22.4 billion in retail sales in 2010.

More customers are turning to this lower-quality, lower-price channel, and Dr. Gonca Soysal wanted to know how shopping at outlet stores influences customer behavior at retail stores.

She and co-author Dr. Lakshman Krishnamurthi of Northwestern University investigated how adoption of a retailer's factory outlet channel affected customers' spending in the retailer's traditional retail store channel.

“When retailers introduce these lower-quality, lower-price channels, they worry about something called cannibalization: when customers switch away from the more expensive channel and then replace their purchases with purchases from the cheaper channel,” Soysal said.

Retailers also worry about brand dilution, which is when customers experience a product at a lower quality and a lower price point and reduce their valuation of the brand, Soysal said.

Published by *Management Science* online last November (pubsonline.informs.org/doi/pdf/10.1287/mnsc.2015.2262), their study, “How Does Adoption of the Outlet Channel Impact Customers' Spending in the Retail Stores: Conflict or Synergy?” did not find evidence of cannibalization or brand dilution. The researchers were surprised to learn that once customers adopted the outlet channel, they started spending even more at the retail stores.

Soysal said the study strongly suggests that retailers should not be scared to expand into dual distribution with higher-quality, higher-price retail stores and lower-quality, lower-price outlet stores.

Read the full story at: jindal.utdallas.edu/outlets-effect.



GONCA SOYSAL

WEB ADVERTISING

Varghese Jacob, Vice Dean, Lars Magnus Ericsson Distinguished Professor of Information Systems

Suresh Radhakrishnan, Constantine Konstans Distinguished Professor of Accounting

Young Ryu, Associate Professor of Information Systems

Payment-per-click is one of the most popular pricing models for online advertising, but the rate of click fraud is staggering. In 2014, marketers lost \$11.6 billion in advertising because of fraudulent clicks.

Three Jindal School researchers, along with a former PhD student, examined the process of identifying click fraud. In their study, published in the

December issue of *Information Systems Research*, they proposed a way to support technological improvements.

In the pay-per-click model, advertisers pay the service provider each time someone clicks their ad. Although it is the most prevalent model, it is susceptible to click fraud, a practice of imitating a legitimate user clicking on an ad to generate a charge.

The study, "Can Payment-Per-Click Induce Improvements in Click Fraud Identification Technologies?" (pubsonline.informs.org/doi/10.1287/isre.2015.0598) considers identifying click fraud as a three-stage process. The service provider — for example, Google or Yahoo — classifies clicks as fraudulent or not. Then, the advertiser does the same using his own technology. If there is a disagreement, the service provider examines further, and its conclusion is considered binding.

The researchers suggest that an independent third party investigate and flag fraudulent clicks when a conflict arises. Co-author Dr. **Min Chen** earned a master's degree in information technology and management and a doctorate in management science from the Jindal School. Chen is a faculty member at George Mason University.

Read the full story at: jindal.utdallas.edu/study-pay-per-click.



VARGHESE JACOB

Loss of profit due to not knowing what is in stores is huge, Sethi said, "but people don't recognize it because there's no benchmark. A benchmark requires more research."

Businesses are motivated to curb profit losses, but the benefits of their new model have not been demonstrated yet, Sethi said. The researchers aim to connect with a business so they can investigate how much can be saved by applying this model.

Dr. **Meng Li**, PhD 2013, now at the University of Massachusetts Dartmouth, also is a co-author of the study.

Read the full story at: jindal.utdallas.edu/jpwim.



SURESH RADHAKRISHNAN



YOUNG RYU

INCENTIVE PAY

Joyce Cong Ying Wang, International Management Studies

PhD Candidate

Incentive compensation is becoming an increasingly popular practice, with firms offering managers incentive pay in the hopes of improving company performance. But not all managers respond to performance-based pay, according to research from doctoral candidate Joyce Cong Ying Wang.

The study, "An Experimental Study of the Interaction Effects of Incentive Compensation, Career Ambition, and Task Attention on Chinese Managers' Strategic Risk Behaviors," (onlinelibrary.wiley.com/doi/10.1002/job.2062/abstract) was published online last November in the *Journal of Organizational Behavior*. The research examined differences in individual characteristics — specifically career ambition and task attention — and business context to see how they affected managers' responses to incentive pay.

"The thought is that if companies provide managers with incentive pay, which is closely related to firm performance, then managers will be willing to take more risks," Wang said. "We asked ourselves, 'Does this always work? Do all managers always take more risks when offered incentive compensation?'"

Wang began the research more than two years ago while working at China Europe International Business School with co-author Dr. Daniel Han Ming Chng.

The researchers created a model and tested it using a computer-based simulation with part-time MBA students who work as managers in companies.

"We found that managers with higher career ambition will be more responsive to incentive pay by taking more risks," Wang said. "We found that task attention more consistently affects managers' response to incentive pay. When managers are offered incentive pay, if they are very attentive to tasks, they will take more risks."

The study also found that when a company's performance grows, incentive pay does not work as well as when a firm's performance declines.

"Incentive compensation is not one-size-fits-all," Wang said. "Companies need to provide this kind of compensation



SURESH SETHI



ALAIN BENSOUSSAN



METIN CAKANYILDIRIM



JOYCE CONG YING WANG

INVENTORY MANAGEMENT

Suresh Sethi, Eugene McDermott Chair of Operations Management

Alain Bensoussan, Ashbel Smith Professor of Risk and Decision Analysis

Metin Cakanyildirim, Professor of Information Systems

Inventory inaccuracy is common for many businesses. While cash registers track incoming orders and outgoing sales, inaccuracy arises because of unrecorded issues including spoilage, damage and theft.

Three Jindal School professors have researched inventory management for more than 10 years, and, in their latest study, published in the January issue of *Production and Operations Management*, they developed a new mathematical model to apply to inventory problems.

Dr. Suresh Sethi said the study of inventory management has been around for more than 100 years. "All these years, one thing was assumed — I know my inventory. I came up with this idea, 'What if I don't know my inventory, and how do I go about solving that problem?'" Sethi said.

Sethi, Dr. Alain Bensoussan and Dr. Metin Cakanyildirim began their work, "Managing Inventory with Cash Register Information: Sales Recorded but Not Demands," (onlinelibrary.wiley.com/doi/10.1111/poms.12511/abstract) by building simple models.

Cakanyildirim said there are several reasons for incomplete inventory information, including employee theft, improper handling of damaged merchandise, misplaced inventory and incorrect recording of sales.

package according to individual characteristics and also according to context.”

Read the full story at: jindal.utdallas.edu/study-incentive-pay.

CONSUMER BEHAVIOR

Ryan Freling, Management Science PhD Candidate

In 2014, product returns totaled about \$280 million across all U.S. retailers. New research from JSOM doctoral candidate Ryan Freling examined existing studies on return policies to quantify the policies’ effect on consumers’ purchase and return behavior.

Freling, who is studying marketing and has taught marketing courses, conducted the analysis with Dr. Narayan Janakiraman, of UT Arlington, and Holly Syrdal, UT Arlington doctoral candidate.

The study, “The Effect of Return Policy Leniency on Consumer Purchase and Return Decisions: A Meta-Analytic Review,” (sciencedirect.com/science/article/pii/S0022435915000822) was published online last November in the *Journal of Retailing*.

The meta-analysis is the first attempt to understand the return policy literature quantitatively and prove that lenient policies positively affect purchase and return decisions, Freling said.

“In general, firms use return policies to increase purchases but don’t want to increase returns, which are costly. But all return policies are not the same,” Freling said.

The study challenges the underlying assumption that all return policies affect purchases and returns in a similar manner. Their study suggests that this is not the case, as retailers tend to impose restrictions to dissuade returns or offer leniency to encourage purchases by manipulating five return policy elements: time, money, effort, scope and exchange.

Overall, lenient return policies led to increased purchases, the study found. The researchers also found a positive effect — smaller, but still significant — of policy leniency on returns.

Read the full story at: jindal.utdallas.edu/study-return-policies.

CEO COMPENSATION

Mike Peng, O.P. Jindal Distinguished Chair of Global Strategy and Organizations, Strategy and International Management Area Coordinator

Zhiang (John) Lin, Professor of Organizations, Strategy and International Management

Steve Sauerwald, MBA 2008, PhD 2014, Assistant Professor of Management at the University of Illinois at Chicago

Jindal School researchers examined how boards face pressures when trying to control issues associated with CEO compensation.

Excess CEO returns are the financial returns from a CEO’s firm-related wealth and compensation that exceed the shareholders’ financial returns, Dr. Mike Peng said. “CEOs deserve to



RYAN FRELING



MIKE PENG



ZHIANG (JOHN) LIN



STEVE SAUERWALD

enjoy the returns that shareholders are getting. The problem is that a lot of CEOs seem to be getting returns disproportionate to what shareholders are getting.”

The paper, “Board Social Capital and Excess CEO Returns,” (onlinelibrary.wiley.com/doi/10.1002/smj.2339/abstract), the joint effort of Peng, Dr. Zhiang (John) Lin and Dr. Steve Sauerwald, was published in the March issue of *Strategic Management Journal*, (Volume 37, Issue 3, March 2016: 498-520).

Sauerwald spearheaded the study as part of doctoral dissertation research that Lin and Peng supervised.

Using data from a sample of U.S. corporations listed on the Standard & Poor’s Composite 1500 index from 1999 to 2010, the researchers found that boards face two competing normative pressures: corporate elite norms and monitoring norms.

The trio also determined that social capital affects how boards conform to those pressures. Social capital refers to social network resources that benefit board directors, Peng said.

“If a board enjoys a lot of external capital — good relationships with the corporate elites outside the company — then the board is more willing to let CEOs enjoy higher returns,” Peng said. “On the other hand, if a board enjoys a higher degree of internal social capital — the board members themselves have worked together for a long time — then they’re more comfortable putting the CEO on a shorter leash so that the CEO compensation does not go out of whack too much.”

The researchers argued that powerful CEOs and institutional investors might facilitate or constrain the normative pressures in the social network and alter the effects of board social capital on excess CEO returns.

Read the full story at: jindal.utdallas.edu/excess-ceo.

INTERNET TV

Stan Liebowitz, Ashbel Smith Professor of Managerial Economics

Alejandro Zentner, Associate Professor of Finance and Managerial Economics

The option of watching television online will not influence the amount of time a person spends viewing TV, but it does make the experience more pleasurable, according to a study from Drs. Stan Liebowitz and Alejandro Zentner.

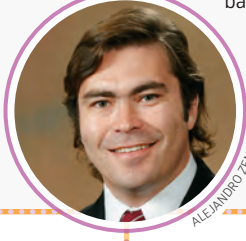
“Some media reports predict that because people now have access to watch anything they want, anytime they want, they will spend more time watching TV,” Liebowitz said.

He and Zentner examined television consumption during the switch from broadcast TV to cable TV. Because data of current trends in Internet TV viewing will not be available for another 10 to 15 years, the authors prognosticated what is going to happen based on what has happened in the past.

The study, “The Internet as a Celestial TiVo: What Can We Learn From Cable Television Adoption?” (link.springer.com/article/10.1007%2Fs10824-015-9245-6) recently published in the *Journal of Cultural Economics*, found that viewing time essentially



STAN LIEBOWITZ



ALEJANDRO ZENTNER

stayed the same, regardless if the variety of available TV shows increased. Liebowitz said consumers have only 24 hours in a day, so giving them more variety does not mean they are going to spend more time watching television.

Because the variety of programs does not impact the amount of television consumption, the researchers determined that on-demand Internet-streaming media companies should not expect to make additional revenues through increased viewing.

Read the full story at: jindal.utdallas.edu/economists-say.

DIVERSITY'S IMPACT ON SALES

Orlando Richard, Associate Professor of Organizations, Strategy and International Management

Matching levels of racial diversity between store employees and the surrounding community impacts the store unit's sales performance, according to a study from Dr. Orlando Richard.

The study merges two opposing views on diversity in the workplace, said Richard, lead author. Social identity theory predicts that diversity is negative because people cannot identify with one another, while the information-based perspective argues that diversity is positive because it leads to more creativity.

"We tried to find a context in which diversity within the organization would lead to more creativity and problem solving, but the employees could also identify with the customers," Richard said. "This way, both of the theories are working simultaneously, and you have the highest level of performance."

For the paper, "The Impact of Store-Unit-Community Racial Diversity Congruence on Store-Unit Sales Performance," (jom.sagepub.com/content/early/2015/04/01/0149206315579511.abstract) published online in the *Journal of Management*, the researchers collected demographic and performance data from a large retailer that operates more than 200 stores in small communities throughout the greater Midwest and West. They also used community demographic data from the U.S. Census Bureau.

The study found that having diversity within a store can have positive implications for performance. If the community is also diverse, that can increase the positive effects even more.

Richard said hiring managers should take a close look at the communities they serve as a way to have higher identification between employees and the community at large.

Dr. Marcus M. Stewart of Bentley University, Dr. Patrick F. McKay of Rutgers and Timothy W. Sackett of HRU Technical Resources are study co-authors.

Read the full story at: jindal.utdallas.edu/research-shows-diversity.

ADD-ON PRICING

Xianjun Geng, Associate Professor of Information Systems

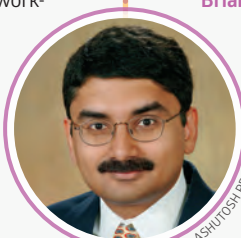
When Dr. Xianjun Geng traveled to a conference in San Francisco in 2009, he booked a four-star hotel on a discount travel website for \$80 a night. Upon his arrival, he learned of some unexpected add-on fees, including \$40 for parking and \$18 for Internet per day.



ORLANDO RICHARD



XIANJUN GENG



ASHUTOSH PRASAD



BRIAN RATCHFORD

The experience inspired Geng to conduct a study examining the increasingly popular add-on pricing model of hotels, airlines and banks. He and co-author Dr. Jeffery Shulman of the University of Washington built a new model to see if cost savings can trigger more intense competition among firms. And the study also contributes a tool that managers can use to identify if add-on pricing will make or lose money.

Their paper, "How Costs and Heterogeneous Consumer Price Sensitivity Interact with Add-On Pricing," (onlinelibrary.wiley.com/doi/10.1111/poms.12400/full) was published in *Production and Operations Management* (Volume 24, Issue 12, December 2015: 1870-1882).

The add-on concept is not new, nor limited to a particular industry, Geng said. "It's just getting more and more intense."

According to the study, firms often cite savings as a reason why they charge separately for add-ons, rather than adopting all-inclusive pricing, in which add-ons are included for free.

Nevertheless, Geng's study suggests that cost savings from add-on pricing may result in profit loss for firms when compared to all-inclusive pricing when consumers are diverse in price sensitivity. Price sensitivity is the degree to which price affects the sales of a product or service. Read the full story at: jindal.utdallas.edu/study-cost-savings.

PREDICTING CONSUMER SPENDING

Ashutosh Prasad, Professor of Marketing

Brian Ratchford, Charles and Nancy Davidson Chair in Marketing

Sungha Jang, PhD 2011, Assistant Professor of Marketing at Kansas State University

When a business wants to predict consumer expenditures at a competing company, the task can be difficult. A recent study from two marketing professors and a PhD alumnus uses a new methodology to predict consumer spending at competitors' firms.

The study, "Consumer Spending Patterns Across Firms and Categories: Application to the Size- and Share-Of-Wallet," (sciencedirect.com/science/article/pii/S0167811615000890) was published last July online in the *International Journal of Research in Marketing*.

The work examines share-of-wallet, a measure of how much of a customer's spending in a defined category is captured by a retailer. For example, if a customer spends \$100 per month on fiction books — \$80 at Amazon.com and \$20 at Barnes and Noble — then Amazon's share-of-wallet would be 80 percent.

"Share-of-wallet is related to untapped customer potential, effectiveness of marketing activities and competitive benchmarking. It also has been used as a loyalty measurement," co-author Dr. Ashutosh Prasad said. "It's a useful metric to track because you can determine the spending at the level of the individual. Then you can ask questions like, 'Which customers should we target with our marketing activities?'"

Measuring share-of-wallet is problematic because expenditures at competing stores are not easily available, Prasad said. But marketers can use past information, obtained from surveys or information aggregators, and sales at their own store, to predict it.

The researchers propose a better methodology for prediction. For example, if Amazon has data of expenditures on not only fiction books at Amazon and Barnes and Noble, but also nonfiction books, then the inter-relationships between spending on fiction and on nonfiction can be studied to make a better prediction.

The new methodology also can be used to determine the order of cross-selling — promoting one category that then has an effect of encouraging sales in another category; and it can reveal segments of customers.

Read the full story at: jindal.utdallas.edu/jrmhp.

PRIZE-LINKED SAVINGS PRODUCTS

Kyle Hyndman, Associate Professor of Finance and Managerial Economics

People are more willing to save money when offered the chance to win a prize, according to a study by Dr. Kyle Hyndman, who examined the possibility of using lotteries to induce savings.

The study, "Do Lottery Payments Induce Savings Behavior? Evidence From the Lab," (sciencedirect.com/science/article/pii/S0047272715000298) published last June in the *Journal of Public Economics*, examined Prize Linked Savings (PLS) products.

For example, a PLS savings account adds a randomly determined element to an otherwise standard savings account. Instead of receiving a typical fixed-interest rate, depositors periodically receive a chance to win a specified, and potentially large, prize in accordance with their deposit amounts — that is, larger deposits mean a higher chance of winning.

This is the one of the first papers to provide evidence that PLS products are more effective at inducing savings compared to a standard interest-bearing account.

Hyndman and his co-authors conducted an experiment to compare the success of a PLS account to that of a standard interest-bearing account. They found participants were more likely to save money when they were offered the possibility of winning large cash prizes, instead of smaller fixed-interest rates.

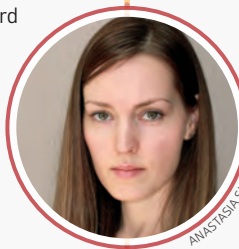
The appeal of the PLS product appears to be greatest among men, self-reported lottery players and those who reported relatively low amounts in their existing bank accounts.

"One of the things that separates this from an actual lottery is that if you buy a lottery ticket and you lose, your money is down the drain," Hyndman said. "Here, you always maintain your principal. You never lose money."

Dr. Emel Filiz-Ozbay, Dr. Melissa Kearney and Dr. Erkut Y. Ozbay of the University of Maryland, and Dr. Jonathan Guryan of Northwestern University



KYLE HYNDMAN



ANASTASIA-SHCHERBAKOVA

were co-authors on the study.

Read the full story at: jindal.utdallas.edu/lure-of-prizes.

CLIMATE CHANGE AND INVESTOR BEHAVIOR

Anastasia Shcherbakova, Clinical Assistant Professor of Finance and Managerial Economics, Director of the MS in Energy Management Program

A study from Dr. Anastasia Shcherbakova examined the differences in climate change perceptions in the United States and Europe by looking at investor behavior.

Shcherbakova and her research colleagues used the 2011 Fukushima crisis in Japan to evaluate responses of U.S. and European investors to a shifting view of nuclear power.

The study, "Revealing Climate Change Opinions Through Investment Behavior: Evidence From Fukushima," (sciencedirect.com/science/article/pii/S0095069615000054) was published last year in the *Journal of Environmental Economics and Management* (Volume 70, March 2015: 92-108). The research was the first to use investors' actions, rather than self-reported opinions, to investigate the trans-Atlantic difference in public opinion on climate change and the environment.

In the aftermath of the Fukushima earthquake and subsequent tsunami and nuclear disaster, there was worldwide pessimism about nuclear energy, Shcherbakova said. Many countries took their nuclear power plants offline for safety inspections, and some countries announced they were getting out of nuclear power.

The study examined the behavior of investors in U.S. and European financial markets that reflected their perceptions about future profitability of fossil fuels and renewable energy.

The researchers used 2010-2011 stock market data from the Center for Research in Security Prices, the New York Stock Exchange and the Bloomberg database.

Results show that investment behavior reflects investors' environmental perceptions. The researchers observed a significant increase in returns to coal in the U.S., implying that investors put more money into coal stocks, Shcherbakova said. This suggests that they perceived cost efficiency and reliability of energy supply to be more pertinent issues than climate change.

In Europe, investors put significantly more money into renewable energy stocks, suggesting that they reflect the region's environmentally conscious attitudes and willingness to pay for environmental outcomes, relative to investors in U.S. markets, Shcherbakova said.

Dr. Zhen Lei of Penn State University co-authored the study.

Read the full story at: jindal.utdallas.edu/study-shift. 🏆

TRIO ADDS NEW VIEWS TO COUNCIL

Three C-Suite executives recently joined the Naveen Jindal School of Management Advisory Council, which plays an important role in the school's development and achievements.

{ by Jo Johnston }

Brad Haselhorst hopes that he can provide as much benefit to the advisory council as he plans to derive from it. Rockwell Collins recently named him vice president, Strategy and Business Development for its Government Systems business. In addition, he continues site leadership responsibilities for the company's Richardson, Texas, facility. He has more than 18 years of service with the company.

While Haselhorst has been in the Dallas area since 2000, in his new position he says he is looking forward to providing value in the community through the JSOM Advisory Council. "I can both learn and provide through my experiences a degree of perspective," Haselhorst says.

Haselhorst holds a Bachelor of Science in Electrical Engineering degree from the University of Iowa, a Master of Business Administration degree from Washington University in St. Louis, and a Master of Science in National Resource Strategy degree from National Defense University, Washington, D.C.

"I'm looking forward to reconnecting with the business education community, as it has been a couple of decades since I received my MBA," he says.

As a firm that provides communications and aviation electronics solutions to aerospace and defense companies, Rockwell Collins has mainly interacted with the Erik Jonsson School of Engineering and Computer Science at UT Dallas, Haselhorst said. Working with the Jindal school will give him an opportunity to "get new business

ideas into our workforce." In addition, "it will put me in a place to naturally recruit in this war for talent."

• • •

As State Farm continues to expand to fill its new City-Line development in Richardson, **Steve Jurovic** is looking forward to integrating the business and technology sides of his work. By joining the JSOM Advisory Council, he wants to see how the school is looking at that integration between business and information technology.

Jurovic is vice president-information technology for State Farm Insurance Companies in Bloomington, Illinois. With a major hub growing in the Dallas area, he intends to be in the area on a regular basis and wants to involve himself in the business community. With that local growth, he believes State Farm will benefit from a closer relationship with UT Dallas.

"My background is half in business and half in information technology," Jurovic says. "I believe the business side of IT is critical. With respect to college majors, we, in IT, recruit a significant number of graduates from business information systems majors and traditional computer science and engineering programs."

Jurovic represents State Farm on numerous industry boards, including the Business Roundtable. He has a bachelor's degree in business and a Master of Science degree in management. He has earned several designations important in the insurance industry, including Chartered Property Casualty Underwriter and Chartered



Brad Haselhorst



Steve Jurovic

Life Underwriter. He also is certified in Risk and IT System Control and in Information Security Management.

Jurovic says it is nice to be back in Texas. Earlier in his career he was division claim manager for State Farm in Houston, and his daughters live in the Dallas-Fort Worth area now.

• • •

After serving as a guest lecturer in supply chain management classes for more than a decade, joining the Jindal School Advisory Council is a natural step for **Mike W. Wheeler**, chief procurement officer for Fluor's supply chain organization.

"I think I can bring a broad perspective — from that of supply chain management, but also because I have been a consultant and I started in information technology, so I have a varied background," Wheeler says.

Wheeler has not wasted any time. Last summer

Fluor, a global engineering construction company, chose an intern from JSOM. In January, Fluor hired him as a full-time member of its team. In addition, Fluor has established a request-for-proposal program for six universities, including UT Dallas, to help design the supply chain for a small modular reactor.

"I enjoy engaging with the school and the students," Wheeler says. "I would like to see us build that relationship with UT Dallas since our headquarters is here. And I see bright students who could help Fluor in the long term."

Prior to his career with Fluor, Wheeler spent significant time in executive management consultancy roles for the energy, construction and telecommunications industries. He ran his own consulting business and has worked on projects as distant as China and India.

Wheeler received a bachelor's degree in business and computer science from Coe College in Cedar Rapids, Iowa.



Mike W. Wheeler

"I would like to see us build that relationship with UT Dallas since our headquarters is here. And I see bright students who could help Fluor in the long term." — Mike W. Wheeler

Investiture Ceremony Honors Newest Professor

Dr. Vikram Nanda, O. P. Jindal Distinguished Chair in Finance, was recognized along with four fellow professors from other UT Dallas schools in an investiture ceremony at the Naveen Jindal School of Management March 29.

Conferring this honor is a tradition that demonstrates the importance of exceptional faculty to overall university excellence. The ceremony also serves as a tribute to the benefactors whose donations make endowed posts possible.

Nanda, who joined the Jindal School last fall, occupies a chair endowed by the school's namesake alumnus, Naveen Jindal, MBA 1992, in honor of his late father, Indian industrialist O.P. Jindal.

At the ceremony, honorees and ceremonial partici-

pants don full academic regalia, and honorees receive medallions to recognize their work.

"Receiving the O.P. Jindal Chair in Finance is a great honor," Nanda said.

He came to JSOM from Rutgers University, and he has broad research interests with a focus on corporate finance and financial institutions. His work seeks to explain the attributes and performance of financial institutions. This spring, Nanda is teaching Financial Management, Topics in Empirical Corporate Finance and Systems Financial Management.

In all, the Jindal School has 24 professors who have been appointed to endowed posts, the highest academic distinction the University confers.



Vikram Nanda

PROFESSOR HONORED AS MINORITY BUSINESS LEADER

By Eric Buttermann

Naveen Jindal School of Management Professor David L. Ford Jr. received a *Dallas Business Journal* 2016 Minority Business Leader Award in February for contributions as a mentor, educator and role model.

"It's nice when you hear that you've been a good mentor and that you may have helped someone's life a bit," Ford said. "I've been fortunate to get some positive feedback in my career."

diversity in management by increasing diversity among professors in management classrooms. There were 297 black, Hispanic and Native American business school professors across the nation in 1994 when Ford and other leaders formed the organization. Ford points out that the figure has more than quadrupled to about 1,300.

"Nothing like this program existed when I received my PhD," says Ford, who earned his doctorate in organizational analysis from the University of Wisconsin.

Ford also helped develop the Executive Development Institute for the National Black MBA Association and was a part of the academic curriculum committee for the National Forum for Black Public Administrators' Executive Leadership Institute.

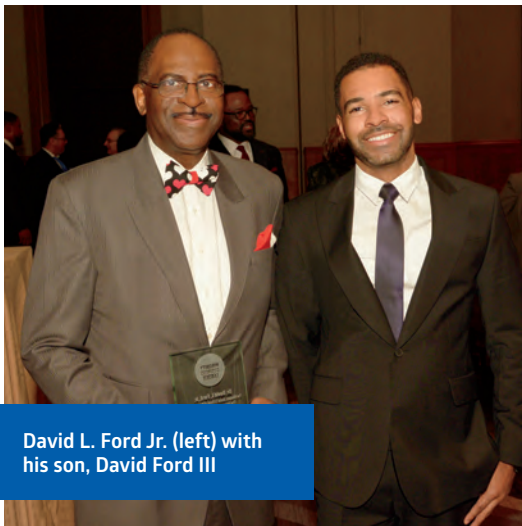
He maintains a steady schedule of conducting research and has published more than 100 papers.

He also recently has lent considerable support to the Alzheimer's Association –

Greater Dallas Chapter, serving on its public policy committee, which lobbies legislators to increase funding for Alzheimer's research.

His other honors include receiving an inaugural Lifetime Diversity Champion Award from the UT Dallas Office of Diversity and Community Engagement in 2010.

More than 130 individual nominations were received, and 23 honorees were chosen for the *DBJ* award this year. Honorees included Jindal School alumna Dr. Marguerite (Margo) McClinton Stoglin, MBA 2014 (see *Alumni Notes*, page 48).



David L. Ford Jr. (left) with his son, David Ford III

Ford, who is celebrating his 40th year at UT Dallas, teaches organizational behavior courses as a professor in the Organizations, Strategy and International Management Area. His areas of expertise include leadership development, executive coaching, workplace diversity, team building and organizational culture change and assessment.

Dedicated to increasing minority representation in business schools — from students in seats and faculty at lecterns, to leaders in administration positions, Ford has been a part of The PhD Project since its inception.

The PhD Project strives to increase

JSOM FACULTY MEMBER EARNS ACCOUNTING EDUCATOR OF THE YEAR AWARD

Ringing endorsements from

colleagues and students about Kathy Zolton's creative teaching, contributions to the accounting curriculum and outstanding volunteer service to low-income taxpayers across Dallas helped her secure an Outstanding Accounting Educator of the Year Award from the Texas Society of CPAs.

Zolton, a CPA who began teaching at the Jindal School in 2012, earned the accolade Oct. 30, 2015, in a ceremony at the society's annual education conference in Austin. She received \$500, a commemorative plaque and complimentary conference registration.

Now a senior lecturer and former associate director of JSOM's MS in Accounting program, Zolton received numerous accolades for excellence in teaching and active service to the accounting profession. The society cited her "engaging and enthusiastic style of teaching" and her efforts to present abstract concepts in a memorable and visual manner in lauding her classroom style.

And under her leadership of the campus Volunteer Income Tax Assistance program, a society news release about the award said, "UT Dallas supplied more than 70 percent of the volunteer force in the Dallas-Fort Worth area, helping low-income families receive more than \$9.9 million in tax refunds in 2015."

That, Dr. William (Bill) Cready, Accounting Area coordinator, wrote in a recommendation letter "is simply an amazing accomplishment." Cready also called Zolton a key player in instituting recent curriculum changes. He also credited her with assembling the graduate accounting program's advisory board.



Kathy Zolton

FINANCE PROFESSORS SHARE SECOND-PLACE CROWELL PRIZE

Jindal School finance faculty members Jun Li and Xiaofei Zhao, both assistant professors, earned second place in the 2015 Crowell Prize competition, an annual contest to recognize innovative research contributions connecting theory and practice in the field of optimal investment strategies. ♦ Li and Zhao shared a \$3,000 award for their paper, "Complexity and Information Content of Financial Disclosures: Evidence from Evolution of Uncertainty Following 10-K Filings." ♦ More than 100 papers were submitted by academics and practitioners alike in the contest, which is sponsored by PanAgora Asset Management and named for its late founder, Dr. Richard A. Crowell (1941-1998). Crowell was a pioneer in quantitative investing, the use of analysis, formulas, math, models, processes, programs and more to manage asset portfolios without human emotion. ♦ Li and Zhao studied filings of Form 10-K, a comprehensive annual report on company financial performance required by the U.S. Securities and Exchange Commission, looking at both the information the filings contained and the complexity of that information. ♦ Their objective was to understand how both the information content and the complexity of disclosures affect investors'

perception of uncertainty about company fundamentals over time. ♦ "Our findings suggest that information disclosure in general and 10-K disclosure in particular may have two important opposing effects on the evolution of uncertainty," they wrote. More information in a disclosure — a lengthier, more-detailed 10-K Form — could make it more difficult for investors to digest that information and lead to a higher level of uncertainty in the short run. "This is the complexity aspect of information disclosure," they wrote. ♦ But once digested, that information could eventually result in more resolution of uncertainty, they found. "Overall, we contribute to this literature by demonstrating the novel impact of learning on volatility dynamics," they wrote. ♦ Their study also has practical implications because they documented a profitable option investment strategy based on this volatility pattern.

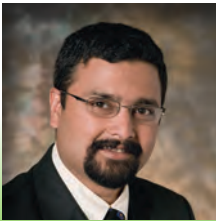


Jun Li

Xiaofei Zhao



THOUGHT YOU SHOULD KNOW



Atanu Lahiri

Atanu Lahiri, assistant professor of information systems, received an award at the INFORMS Conference on Information Systems and Technology held last Oct. 31 and Nov. 1 in Philadelphia. The paper, "Competition in the Information-Goods Supply Chain and the Shadow Competition of Piracy," written by Antino Kim, a PhD student at the University of Washington, and co-authored by Lahiri and Debabrata Dey, professor of information systems at the University of Washington, won the Best Conference Student Paper award. Their research discusses how double marginalization and piracy, both known

to be bad for profits, can surprisingly cancel each other out in some information-goods markets, leading to higher profits for manufacturers and retailers alike. Affected markets include software, music albums on CDs, console games and TV shows.



Sam Cheng

Jennifer Johnson and Art Agulnek, senior lecturers in accounting, and Sam Cheng, adjunct lecturer in accounting, were elected to the Texas Society of Certified Public Accountants Board of Directors in January. Johnson also serves on the board of the Dallas CPA Society and as chair of the Relations with Educational Institutions Committee for the Texas Society of CPAs. She has been involved with the Dallas CPA Society since the early 2000s. Her past awards include Committee Member of the Year in 2004 and Young CPA of the Year in 2005. Agulnek has also been elected secretary-treasurer of

the Texas Society of CPAs Accounting Education Foundation. He will continue his post as chairman of the Dallas CPA Society through May.



Jennifer Johnson



Art Agulnek



Richard Bowen

Richard Bowen, senior lecturer in accounting, was featured in a Feb. 11 DealBook article for forming an advocacy group, Bank Whistleblowers United, with other financial professionals. The group's aim is to improve the treatment of Wall Street whistleblowers, who are often ostracized for speaking up about wrongdoings in the industry. Bowen, a former senior executive at Citigroup, raised concerns to company leadership about

the practice of packaging substandard mortgages and selling them as securities. Bowen traveled to Washington, D.C., in late February for a press conference introducing the group and its mission to stop Wall Street fraud. In a blog he wrote after the recent trip, Bowen noted legislators had introduced the Whistleblower Augmented Reward and Non-Retaliation Act of 2016, which would bring anti-retaliation rights and whistleblower protection for those who challenge fraud.



David Cordell

David Cordell, clinical professor of finance and managerial economics, was featured in an Oct. 6, 2015, article in *The Dallas Morning News* that discussed giving financial assistance to adult children. In the article, Cordell said he offers financial help to his two adult sons for things such as car insurance, cellphones and occasional cash for gas and groceries. Cordell said that adult children have become more dependent than in the past partly from a "sense of entitlement" and an "indifferent job market." He said it has become more acceptable to take help, citing the film *Failure to Launch*, which centers on a man in his 30s who is content with living with his parents.

Orlando Richard spoke of how racial — as well as gender — diversity in management increases firm performance.



Peter Lewin

Peter Lewin, clinical professor of finance and managerial economics, delivered lectures during the fall seminar at the Friedberg Economics Institute, a nonprofit founded in Israel in 2014 to further the appreciation for the principles of economic freedom. Lewin's discussions at the Oct. 12 event centered on "The Closing of the Economist's Mind," and "Why Do We Repeat the Mistakes of History?" Lewin received a PhD in economics at the University of Chicago, where he studied with Nobel prize-winning economists Milton Friedman and Gary Becker. Lewin's teaching and writing includes monetary policy and business cycles, regulation of business and the historical development of economics.



Orlando Richard

Orlando Richard, associate professor of organizations, strategy and international management, appeared as the keynote speaker during a Black History Month event on Feb. 24 hosted by UT Southwestern Medical Center's Office of Diversity and Inclusion and Equal Opportunity. Richard's presentation, "How Diversity and Inclusion Drive Workplace Performance," covered how diversity and inclusion practices help to increase racial diversity in management and how ra-

cial — as well as gender — diversity in management increases firm performance. The event was attended by UTSW employees, staff, administrators and graduate students.



McClain Watson

McClain Watson, clinical associate professor of organizations, strategy and international management and director of JSOM's Business Communication Center, was chosen by Dean Hasan Pirkul to be part of a new UT Dallas initiative for teaching excellence. The initiative, the Center for Teaching and Learning, launched in January and is led by Dr. Paul Diehl, associate provost and professor of political science. Each of the University's eight schools has a "teaching leader" assigned to the center, which aims to improve teaching for all instructors. As the JSOM representative, Watson will help incorporate best practices for the center and organize school-specific programs, workshops and events. Among the first initiatives for the center are graduate and advanced graduate teaching certificate programs, as well as instructional improvement grants and a seminar on teaching for junior faculty members.

FACULTY AUTHORS

Six Jindal School faculty members were invited to the reception at the UT Dallas McDermott Library on April 11 to recognize faculty authors. The reception is held annually to recognize the authors' achievements and introduce the campus community to their works.

The JSOM authors and their works are:



Alain Bensoussan

Alain Bensoussan, Ashbel Smith Professor of operations management and director of the International Center for Decision and Risk Analysis, editor with Dominique Guegan and Charles S. Tapiero, *Future Perspectives in Risk Models and Finance* (New York: Springer, 2015).



Shawn Carraher

Shawn Carraher, clinical professor of organizations, strategy and international management and undergraduate research director, has released the second edition of his book, *Global Entrepreneurship* (Dubuque, Iowa: Kendall Hunt Publishing Company, 2015), co-authored with Dianne H.B. Welsh, the Hayes Distinguished Professor of Entrepreneurship and Founding Director of the Entrepreneurship Programs at the University of North Carolina Greensboro.



Larry Chasteen

Larry Chasteen, clinical professor of organizations, strategy and interna-

tional management and director of the Professional MBA Online program, co-editor, *MBA for the Curious: Why Study an MBA? (The Truth About MBA Programs, Scholarship and Success)* (The Curious Academic Publishing, 2015).

Six Jindal School faculty members were invited to the annual authors' reception at the UT Dallas McDermott Library.



Alexander Edsel

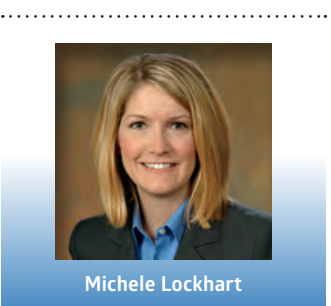
Alexander Edsel, senior lecturer and director of the MS in Marketing program, author of *Breaking Failure: How to Break the Cycle of Business Failure and Underperformance Using Root Cause, Failure Mode, and Effects Analysis and an Early Warning Systems* (Upper Saddle

River, N.J.: Pearson-Financial Times Press, 2015).



William E. Hefley

William E. Hefley, clinical professor of information systems, editor with Yongsheng Wang, and co-author of the introduction and two chapters in *Economics of Unconventional Shale Gas Developments – Case Studies and Impacts* (New York: Springer, 2015).



Michele Lockhart

Michele Lockhart, senior lecturer in organizations, strategy and international management, editor with Kathleen Mollick, *Hillary Rodham Clinton and the 2016 Election: Her Political and Social Discourse* (Lanham, Md.: Lexington Books, 2015). 🏆

In Memoriam: Dr. Richard F. Tozer (1939-2016)

Dr. Richard (Dick) Tozer, professor and business consultant, died February 19 at the age of 76.

A longtime lecturer in the Executive MBA program, he developed and presented the Entrepreneurial Ventures course.

Tozer was with the program from its start in 1992 until 2011, Dr. David Springate, founding director of the program, said. Currently the academic director of the Executive MBA and the Global Leadership Executive MBA programs, Springate recalled that during that same period, Tozer also taught strategy courses to students in the part-time master's programs.

"I always valued his relationships with executive students," Springate said. "He could get across the important concepts so successfully. He did this without making concepts seem abstract or like algebraic equations.

"Students loved his engagement and his quiet manner. They loved his embrace of reality as part of an educational experience. I admired the way he got students to chant, 'Profitability, debt, liquidity and growth,' as they mastered the interaction of these financial aspects of corporate performance. He really helped our executive programs get off the ground. We will miss him."

Also an independent consultant to business management, Tozer focused on the crucial decisions that can make or break the growth of a business corporation or organization.

"He especially liked working with new companies," Springate said. "As one example, we worked together, some 35 years ago to take the ideas of Jerry White, well-known instructor in entrepreneurship — and some films of him — on the road in seminars about entrepreneurship that were designed



Richard F. Tozer (left) with David Springate

for people starting companies.

"As a second example, Dick taught seminars for the American Management Association. As a third, he advised my son — who now owns seven restaurants — early in his career."

Tozer earned his doctorate at the Harvard Business School. He was an active member of the Harvard Business School Club, the Institute of Management Consultants, the Dallas Economists Club and the National Association for Business Economics.

"Dick supported the institutions and programs that educated him and with which he worked," Springate said. "He had fond feelings for the Jindal School and what we are trying to do here."

A memorial service for Tozer was held April 10 at the Sparkman Hillcrest Funeral Home on Northwest Highway in Dallas.



JSOM HOLDS STEADY IN **UTD TOP 100** RANKINGS

Three Newcomers Join the **Top 10**

BY: JILL GLASS

Naveen Jindal School of Management faculty members produced 196 articles during the most recent measurement period of the UT Dallas Top 100 Business School Research Rankings™. That productivity placed the school at No. 11 among North American business schools and No. 12 worldwide when 2016 rankings were released early this year. Both JSOM rankings remain unchanged from the last reporting period. Since 2005, the school has climbed from No. 36 in North America.

Research rankings released by the Jindal School each year are based on articles published by management school faculty members in leading peer-reviewed journals during the previous four-year period. This year's standings are based on articles published between 2011 and 2015.

The top 10 business schools listed in the UTD Top 100 shifted slightly from the 2015 rankings, and three on the list made their first-ever appearance.

The Wharton School at the University of Pennsylvania remained the top research school in the world, as it has for more than a decade. Most universities saw little change in their position with the exception of the University of Toronto Joseph

L. Rotman School of Management, the University of North Carolina Kenan-Flagler Business School and INSEAD.

The University of Toronto entered the top 10 schools for the first time with a climb to No. 7 from No. 17 in North America and to No. 8 from No. 18 worldwide. The University of North Carolina, meanwhile, made a five-spot jump in both sets of rankings, arriving at No. 9 in North America and No. 10 globally. INSEAD rose to No. 7 from No. 11 in the worldwide standings.

Harvard Business School retained its hold on No. 2 among national and international schools for the fifth consecutive year, the study reveals.

The Massachusetts Institute of Technology Sloan School of Management ranked third on both lists, while the New York University Leonard N. Stern School of Business, The University of Texas at Austin McCombs School of Business and the University of Michigan at Ann Arbor Ross School of Business held steady in their positions of No. 4, No. 5 and No. 6 respectively.

The Columbia University Graduate School of Business came in at No. 8 in North America and No. 9 worldwide. 🏆



FINANCE TRADING LAB:

A JSOM HOT SPOT

One of the most popular gathering spots in the Naveen Jindal School of Management would look at home on the set of the movie *The Wolf of Wall Street*.

Housed in the new addition of the Jindal School, it is a large room filled with rows of computers — 24 in all, each outfitted with two oversized screens.

Multicolored stock-exchange ticker symbols and up-to-the-minute stock prices run in a continuous lighted stream around the top of two walls.

From 10 a.m. to 8 p.m., weekdays and 10 to 6 weekends, graduate and undergraduate students, frequently working in pairs, pack the place.

Forget Tinder, the hot electronic dating app. Students flock here day and night because of an interest in all things legal tender.

Welcome to JSOM's Finance Trading Lab.

UT Dallas is not the only university in the country to boast a stock market trading lab with a vast array of expensive databases to help students determine a public company's economic value and a software program that allows them to make simulated trades.

"But it is probably the busiest college trading lab in the country," says Dr. Arthur Selender, a finance professor and financial industry veteran who helped build the lab, which opened in fall 2014.

"It's a hangout," Selender, who directs the lab, adds. "It has become a social place."

Part of the lab's popularity has been sparked by trading contests that Selender runs each semester, open to all UT Dallas students — under-

graduate and graduate alike. He stakes participating students \$1 million in virtual money to trade in stocks, bonds, futures and an array of other financial instruments. Students vie for cash prizes of \$300, \$600 and \$900 awarded for the biggest financial gains and the biggest risk-adjusted return in a two-month period.

Last semester, a freshman won one of the top prizes after earning an eye-popping 80 percent return on foreign currency trades.

Some students also participate in an international corporate valuation challenge sponsored by the CFA Institute, an association for investment professionals. James Nguyen, a member of



Finance Program Coordinator Lynn Hankins (left) helps Finance Trading Lab Director Arthur (Art) Selender (right) run the summer trading contest for teens.

BY ANN ZIMMERMAN

the four-student UT Dallas team, said the group worked feverishly in the lab for two months — including Thanksgiving and winter breaks. The team finished eighth out of 24 college teams in the Southwest region, Nguyen said, with an entry that explained in detail why team members believed Southwest Airlines' stock price at the time was overvalued.

Professors increasingly have been assigning classwork that requires business students to use the lab for research. On a recent Friday afternoon in the lab, an undergraduate was hunched over a computer screen as he conducted an analysis of a telecom's customer churn, assigned by his marketing professor. The object: To determine the financial impact of the company's marketing strategy.

China native Shihuang Sun is one of 13 graduate students who help Selender run the lab and tutor students. She is working on her master's in information technology and management; she earned a master's in finance last year.

"The lab provides so many research tools to complete assignments and prepare projects," Sun said.

Looking around the crowded room, she added: "It's also a place to make friends." 🏆



Shihuang Sun



Selender (standing) runs the lab with the help of 13 teaching assistants, most of whom are MS in Finance students.

TRADING CONTEST HELPS RECRUIT TEENS | BY ANN ZIMMERMAN |

This summer marks the fifth year that the Naveen Jindal School of Management will invite junior high and high school students nationwide to participate in an online stock trading contest called Top Trader.

Believed to be one of the few national contests of its kind, Top Trader drew about 150 participants last summer, some from as far away as California and Chicago.

The contest has become something of a recruiting tool for the school. Rachael Sikes, a senior from Kilgore, Texas, came in third last year, winning \$800 for her efforts. During a subsequent tour of the school, she decided it was her top choice for the fall.

Sikes was particularly impressed with the JSOM Finance Trading Lab. "It is rare for any school to focus on specializing in trading, but UT Dallas does, and that's one of the biggest things I love about the school," Sikes says.

Sikes hopes to one day start a nonprofit hedge fund to benefit both investors and missionary projects.



Art Selender (left) with Rachael Sikes

TOP TRADER TOP TRADER TOP TRADER TOP TRADER



McClain Watson

The Naveen Jindal School of Management's Professional Online Portfolios project was one of 30 innovations recognized Feb. 1 by AACSB International, the global accrediting body and membership association for business schools.

Professional Online Portfolio Program Earns AACSB Recognition

AACSB unveiled the inaugural Innovations That Inspire initiatives at its 2016 Deans Conference. The innovations represent ways that business schools are modernizing and diversifying the business education environment.

Each Jindal School Professional Online Portfolio — POP — is a student-designed and student-controlled website that features a video introduction, a résumé, professional yet friendly photos of the student, examples of school or work projects others may see, descriptions of the student's community and leadership experience, and information about personal

interests and life goals. (See *Online Portfolios Harness the Power of the Internet to Help Students Get Hired*, MANAGEMENT, Vol. 18, No. 1, Autumn 2014, pages 36 and 37.) Each site is made using one of several free website creation platforms (Wix, Weebly and others) and is 100 percent the result of each student's choices for design, content and approach.

About 2,000 students have created POPs since the projects were introduced in business communication courses as an undergraduate requirement in 2013. Business communication faculty regularly receive emails

from former students reporting that they were called in for an interview because of the strength of their POPs, and several graduates have received internships or job offers as a direct result of the impression of friendly professionalism they made in a POP.

At the start of the POPs project, students think, "It's just a website," said Dr. McClain Watson, director of JSOM's business communication programs and creator of the POPs project. "Then you get buy-in as they work on it and see the potential value. They say, 'This matters because it's my name and my future.'" 🏆

ProConnect a Winning Connection for Clients and Students

By Eric Butterman

ProConnect, created in the summer of 2015, connects students in the Professional Accounting Communications course with businesses that need project help and are willing to mentor them. Working with small and medium-size businesses, startups and nonprofits, ProConnect provides a classroom-based opportunity for students to improve their technical and soft skills.

“It is easy to see my students’ communication skills and professionalism grow when they meet with me throughout the project,” says Mary Beth Goodrich, the lead Jindal School faculty member for ProConnect. “In addition, they’re learning a great deal about the accounting-related challenges of the businesses.”

Lucretia Ensminger, business relationship manager for JSOM’s Accounting Area, searches the community for businesses that want to participate.

Then Goodrich works with her teaching assistants to select the best business fit for each student. “Students have to explain which ones they’d be right for, and the match is made based on this, their passion for the area and other factors, such as client requests for certain skills,” she says.

One example that worked out well was the match with Tech Dogs, a laser printer repair service in Plano, Texas. The student team focused on tasks such as financial analysis, ratio analysis and process flows,

says Goodrich. Student Vicky Wu is doing more work for Tech Dogs in another course based on the relationship she built and success of the ProConnect project.

“It was a very positive experience,” Wu says. “We even helped them in areas such as SWOT [strengths, weaknesses, opportunities, threats] analysis. It was more than just getting a chance to understand further how it works in a company — we also were treated as part of the company, getting to go to their functions and being made to feel extremely valued.”

Goodrich says other common deliverables for ProConnect projects include business plans and internal audit process analyses. Value also lies in the variety of businesses students could potentially work with, which has run the gamut from one that provides services to airports to another known for a popular frozen treat, Italian ice.

“With the Italian ice business — This County’s Best Italian Ice — it was about finding them automated accounting methods and looking at financials and trends,” Goodrich says.

Many of the projects, Goodrich says, can bring up “questions on evaluating expansion of the business...allowing students to work on something beyond traditional accounting.”

Including the 2016 spring semester, Goodrich says ProConnect has worked with 56 projects, and she estimates that more than 250 students have participated. 🏆



Mary Beth Goodrich



Lucretia Ensminger



Yulandor Plater, owner of This County’s Best Italian Ice, shared his story with ProConnect students at the beginning of the semester.

Convicted Former Enron CFO Headlines Governance Conference

By Jill Glass



Andy Fastow

Andy Fastow, the convicted former Enron executive who spent more than five years in prison for securities fraud, shared his story with C-suite executives and board members at the 14th annual Institute for Excellence in Corporate Governance (IECG) conference on April 20.

The former Enron CFO talked about the mistakes he made that ultimately led to his conviction, and he sounded warnings about corporate practices today. The daylong event was held at the Naveen Jindal School of Management.

Moderated by IECG Executive Director Dennis McCuiston, the conference agenda also included Paul Atkins, former commissioner of the U.S. Securities and Exchange Commission; Ed Knight, executive vice president and general counsel of Nasdaq; Deb DeHass, chief inclusion officer and national managing partner for the Center for Corporate Governance at Deloitte; Tracy Houston, an expert on boards of directors; Rashad Khalik, international accounting professor at the University of Illinois at Urbana-Champaign; and Ernest Von Simson, author of *The Limits of Strategy: Lessons in Leadership from the Computer Industry* (Bloomington, Ind.: iUniverse, revised 2013).

The speakers explored “Governing in a World of Disruption and Market Chaos,” and topics included: board dynamics, how to get on a publicly traded board, how the big banks used financial engineering to bypass corporate governance and the effects of disruption on businesses.

Fastow pleaded guilty to two counts of fraud, mostly connected to his central role in a complex web of off-balance sheet entities created to funnel tens of millions of dollars into executives’ pockets and hide corporate losses, which contributed to the collapse in 2001 of the energy trading giant. In addition to prison time, he forfeited \$30 million and agreed to testify against his former bosses as a government witness.

Since his prison release in 2011, Fastow has given unpaid talks, mostly at universities, in an effort to teach future leaders what not to do.

After leaving prison, Fastow resumed life with his wife, Lea, and two sons in Houston, where Enron was based. He works as a document-review clerk at the law firm that represented him in civil litigation. 🏆

Fraud Summit Features Auditor Turned Author

Keynote speakers for the 11th annual Fraud Summit hosted by the Jindal School were Richard Bowen, a JSOM accounting faculty member and former Citigroup executive who blew the whistle on subprime mortgages, and Joanne Fox Phillips, an author and expert in sabotage and fraud, who discussed her novel about corporate fraud, *Revenge of the Cube Dweller* (Austin, Texas: River Grove Books, 2014).

The summit, once again was sold out weeks ahead of the March 31 and April 1 keynotes and workshops. The Institute of Internal Auditors, JSOM’s Center for Internal Auditing Excellence, the Association of Certified Fraud Examiners and the Information Systems Audit and Control Association sponsored the summit. Geared to keeping accountants and auditors up to date on developments in risk management and fraud detection, the event featured breakout sessions on construction and other contracting fraud, human trafficking, mobile device security and the challenges of doing business in Latin America. 🏆



Richard Bowen



K. Sudhir (center) with JSOM conference organizers Ashutosh Prasad (left) and Ernan Haruvy

FORMS Keynoter Seeks Marketing Research Efficiency

“THE GOAL OF MARKETING RESEARCH is to produce deep, relevant, valid marketing knowledge in the most efficient manner,” keynoter Dr. K. Sudhir told conferees at the annual UT Dallas Frank M. Bass Frontiers of Research in Marketing Science — FORMS — Conference.

But, Sudhir said, he has observed trade-offs in marketing research that impede efficiency, and he suggested changes in both approaches to research and the research reviewing process to help keep the field robust.

A marketing professor at Yale University and director of Yale’s China India Insights Program, Sudhir said his role as editor-in-chief of the academic journal *Marketing Science* played a key role in developing his presentation. In fact, his speech,

“The Exploration-Exploitation Tradeoff and Efficiency in Knowledge Production,” also was the subject of his *Marketing Science* editorial in the January-February issue (Vol. 35, No. 1, pages 1-9). Discussing the exploration vs. exploitation trade-off, Sudhir used exploitation to refer to the refinement and deepening of existing research competencies and models. Refining existing ideas and work usually entails less risk and leads to less research failure, he said. On the other hand, exploration involves the untried — experiments in new area and topics — with the likelihood of more risk and failure. From Sudhir’s vantage, bias in marketing research is currently toward exploitation, and the field needs to consciously support and reward more exploration.

He also discussed trade-offs in research validity and efficiency. He compared validity, the intrinsic quality of ideas — their originality and importance — with their efficiency/execution quality — how ideas, expressed in completed studies — their clarity, robustness and contributions — measure up.

Originality generally is scarcer and harder to improve through the research review process, while execution is potentially easier to improve, Sudhir said. That often leads researchers to spend more time on execution at the expense of originality, he said, which slows — and thus hurts — the rate of new knowledge production.

To remedy the situation, Sudhir recommended new approaches to research review, starting with questions about quality:

- Is the topic big and important, and important enough to pursue?
- Will it change minds?
- Can it be improved to be big enough?

About 150 academics and PhD students attended the FORMS Conference, which this year observed its 10th anniversary. Held in the Jindal School, the conference was named in honor of the late Dr. Frank M. Bass (1926-2006). Considered one of the fathers of marketing science, Bass was a JSOM professor who created the Bass diffusion model, which describes the adoption of new products and technologies by first-time buyers.

China Briefing: Anti-Corruption Campaign Has Slow But Sweeping Effects

Regardless of whether Chinese President Xi Jinping’s anti-corruption campaign’s real goal is to benefit him and strengthen the Communist Party of China — not to clean up government bribery and corruption — the movement has reached further than any other in modern history, according to a China expert.

Dr. Cynthia Watson, professor of national security strategy at the National War College, and Oliver (Buck) Revell, founder and president of Revell Group International, a global business and security-consulting firm, spoke to an audience of about 100 at the Naveen Jindal School of Management. The school’s Institute for Excellence in Corporate Governance and Norton Rose Fulbright co-sponsored the Feb. 10 program, China: An Executive Briefing for Uncertain Times.

An expert on virtually all aspects of China from economics to geopolitics, Watson has written about China’s military sales to South American nations

and various relations between Taiwan and China.

Sitting at the forefront of the country’s most ambitious economic and social reform plan in decades, Xi Jinping’s has made remarkable strides, Watson told the audience of board members, senior executives and attorneys. However, the road to shaping a new era of China’s politics, economy and foreign policy will continue to be challenging and may take many years to achieve, she said.

Some of the difficulties, she said, include the fact that China is so large, its problems profound and the Communist Party is “so deeply enmeshed in all of it.”

Xi Jinping’s overriding aim is to keep the Communist Party in power, Watson said. Xi stresses a zero tolerance for graft because it is believed that corruption threatens “the survival of the party or nation.”

One of the challenges policymakers face, Watson said, is enforcing laws in the world’s most populous country of about 1.5 billion people.

John Donovan

WITS and WISE Speakers Discourse on Big Data, AI and Internet Feedback

BY: KRIS IMHERR

Connecting such mega power-of-10 terms as petabyte, exabyte and zettabyte to the everyday

Gary Bolton

realities of running his business, John Donovan, chief strategy officer and group president of Technology and Operations, AT&T, wasted no time jumping deep into big data when he delivered the industry keynote address at the 25th annual Workshop on Information Technologies and Systems (WITS) that the Naveen Jindal School of Management hosted in December.

In introducing Donovan, JSOM Vice Dean Varghese Jacob, the co-chair of the WITS gathering, acknowledged AT&T as one of the school's "strong partners over the years."

Donovan, in charge of technology and operations as well as overseer of corporate strategy for the Dallas-based global telecommunications carrier, told his audience of IT professors and researchers that "for us, at our scale at AT&T, the use of data is a game changer. It's nothing short of the biggest thing that we're doing because it primarily transforms how to make decisions and when we make decisions, how things get done."

Massive scale was a recurring theme as Donovan laid out the landscape and worked through some AT&T specifics in his "Big Implications of Big Data" speech.

Academic keynoter Dr. Michael P. Wellman, professor of computer science and engineering at the University of Michigan headlined the

second day of the WITS conference with a speech that surveyed how artificial intelligence and economics interface.

Wellman and Dr. David C. Parkes of Harvard University were co-authors of "Economic Reasoning and Artificial Intelligence," an article published in *Science* (Vol. 349, Issue 6245, pages 267-272) last July that explores how to design rules for "an economy of AIs."

"As AIs become more real," Wellman he said, "you have to realize that they are not only going to exert force on the economy; they themselves are [going to be] subject to economic forces."

Dr. Gary Bolton, O.P. Jindal Distinguished Chair of Managerial Economics in the Jindal School and co-director of its Center and Laboratory for Behavioral Operations and Economics, delved into research he has done into Internet trading-site feedback in his address to the 26th Workshop on Information Systems and Economics (WISE).

People are usually surprised to learn that as many as 60 to 70 percent of participants on Internet trading sites provide feedback about their experiences, Bolton began.

He said he was drawn into studying feedback by the "brag and moan phenomenon," the tendency of responses to cluster at extremes, with a large majority of very positive opinions distributed at one end, and a small percentage of very negative opinions at the other — but virtually no ratings in the middle.

The WISE and WITS conferences were held at the Jindal School on the same weekend and attracted 385 participants. 🏆

by Jill Glass

"That's what this is all about, and there is a deep-seated, growing sense in China that the corruption, that the old ideas, that the lack of any sort of individual leadership as China has become somewhat more decentralized is leading to potential problems down the line," she said.

During a question-and-answer session, conversation quickly turned to China's economic slowdown, which has triggered turmoil in the world's stock and commodities markets. Currently, China's policymakers are trying to manage the country's transition from an economy driven by exports and investment to one where domestic consumption plays a greater role.

Revell discussed corporate espionage and U.S. State Department efforts to monitor it as well as the current pitfalls of trying to do business in a country where the economy is slowing and the government is manipulating its stock markets, causing even state-owned enterprises a huge dose of uncertainty.



Cynthia Watson



Oliver (Buck) Revell

Top: JSOM Dean Hasan Pirkul (far right) joined the inductees of the UT Dallas chapter of Gamma Iota Sigma on March 5.

Bottom: Dean Pirkul discussed the school's new concentration in risk management and insurance.

Right, top to bottom: Finance and Managerial Economics Area Coordinator Robert Kieschnick (left), Thu Nguyen and RMI Concentration Director Debra Richardson; and inductees Maria Cannon, Nathaniel Bjorge and Thu Nguyen being congratulated by Jacob Galecki of Liberty Mutual Insurance



CHARTERING EVENT WELCOMES NEW INSURANCE AND RISK MANAGEMENT FRATERNITY TO CAMPUS

by *Eric Butterman*

GAMMA IOTA SIGMA, a business fraternity with a tradition of furthering the careers of those in the insurance and actuarial fields, added a UT Dallas chapter in a March 5 chartering ceremony that drew local professionals and members from several other universities as well as 27 inductees.

"I appreciated the support from many people, and I think the loyalty this organization has is obvious when you consider all the other universities that had students at the event," Debra Richardson, director of the insurance and risk management concentration at the Naveen Jindal School of Management, said.

East Carolina University, St. John's University (New York), Temple University, the University of Central Oklahoma and the University of North Texas sent GIS representatives, according to Richardson. In all, about 100 people attended.

Establishing a UT Dallas GIS chapter was one of Richardson's

top goals when she joined JSOM last summer, she said.

The Greek letters Gamma, Iota and Sigma represent the letters C, I and S, which stand for Collegiate Insurance Society. Chartered as the Beta Phi Chapter, the new fraternity joins an international organization that was incorporated in 1965, has about 3,000 student members and 22,000 alumni.

Maria Cannon, one of the new inductees, was looking forward to the opportunities that come with membership. "This gives me a chance to improve my networking, and I get to learn how people in the industry got to where they are," Cannon said. "I've already received great tips, and learning from someone else's experience is a big help," said Cannon, who graduated in December with a bachelor's degree in finance, with a concentration in risk management and insurance.

Nathaniel Bjorge, a senior majoring in actuarial science, saw joining the chapter as an important aid against what can some-

times be a difficult job market.

Thu Nguyen, president of this new chapter and slated to graduate in December with a bachelor's in finance degree with a concentration in risk management, felt being a part of the organization is a chance to help what she finds to be an underrated area. "Risk management is critical to businesses, and there's so much to learn about it," she said.

Jacob Galecki, a board member of Gamma Iota Sigma and a senior recruiter at Liberty Mutual, believed this is the perfect time for the school to join the organization's ranks. "Insurance is growing in Dallas—whether you're looking at places like our company or State Farm," he said. "This chapter should result in helping a good amount of members when it comes to job opportunities in the years to come. Being exposed to top insurance professionals will help them in many ways."





UNDERGRADS TO PRESENT THEIR RESEARCH ON TRAVEL TIED TO TRAGEDY

Two Jindal School of Management undergraduates soon will be attending conferences in Boston and England to present a paper they wrote for an international marketing class. Their study also is slated to be published in a forthcoming issue of the *American Journal of Entrepreneurship*.

Required to produce a research project on the

hospitality industry, senior Tamara Djakovic (left, in photo), a global business major, and junior Leora Kurtzer (right, in photo), a marketing major, teamed up to take a closer look at dark tourism, travel to locales historically tied to tragedies.

"We focused on the culture and sites of four countries in particular, and then analyzed the business and ethical implications of promoting this industry," Kurtzer says.

Their professor, Dr. Shawn Carraher, had a third-party professional grade their resulting study, "The Intrigue and Significance of Dark Tourism Around the World: Focus on Cambodia, Poland, Israel, and the United States."

When they got their grade, an A, they also

learned their work would be published.

"Dark tourism is a fascinating phenomenon in every way," Djakovic says. "It is important to consider the moral implications of rating and creating revenue from these sites. This is a delicate subject, and a fine line must be made between making money and representing the victims, in order to avoid dehumanizing the tragedies that have occurred."

Since then, the duo, both Davidson Management Honors Program members, have been invited to present their work at the International Journal of Arts and Sciences International Conference for Business and Economics on the Harvard University campus in May and the 2016 Cambridge Business and Economics Conference in England in July.

SCHOLARSHIP BREAKFAST STUDENT SPEAKER CREDITS SALES CURRICULUM

BY DONNA STEPH RIAN

Senior marketing student Kathryn McCord — scholarship recipient and speaker at the Naveen Jindal School of Management's 2015 Scholarship Breakfast — is more than ready for graduation.

The reason? McCord already has a full-time job, thanks to JSOM's sales curriculum, she says.

This summer, McCord will assume the title of energy advisor at 5, a Las Colinas-based energy advisory and brokerage firm serving as a liaison between energy companies and commercial customers.

"I am excited," McCord says. "I feel more equipped than a year ago to launch my sales career, and I owe it to the sales program

at UTD and the upper-level business classes. They have given me much more self-confidence and knowledge, as well as the connections that have allowed me to meet so many professionals in the business world."

McCord is one of the top students in the JSOM's Professional Sales Concentration, and she placed in the top echelon at a national sales conference. She has spent the 2015-2016 academic year as a student business development representative in JSOM's Development Office.

One perk of participation in the JSOM's Sales Concentration is being given the opportunity to network with sales executives from numerous companies in the Dallas/Fort Worth area, McCord says. She landed her upcoming position after talking to a sales representative from 5,

who attended a JSOM event last fall. The two kept in touch. McCord had an interview at the company in January on a Wednesday, was offered the job the following day, and accepted the position within two hours.

"The only reason I met the sales rep from 5 was because I sat at a table next to him at a JSOM event," McCord says. "The company has a great culture and is delivering very high-quality customer service in the energy sector. It is a place where I feel I will fit in well."





Adam Reed

Reed says the Jindal School offers some of the most innovative and cutting-edge degree programs in the business world today.

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MARKETING DIRECTOR ADAM REED TAKES INITIATIVE IN HIS CAREER

by Harriet L. Blake

Since April 2014, Reed has been the regional director of marketing for Raising Cane's. Prior to that, from 2011 to 2014, he was the company's marketing manager. Before coming to UT Dallas, Reed earned an undergraduate degree from The University of Texas at Austin in 2002.

Last year, Reed was part of a marketing panel presented at the Jindal School. He says it was a wonderful experience and that the students were great, describing them as "just really bright minds and all extremely driven."

Students benefited not only from Reed's insights on digital marketing but also from the coupons for free chicken he provided to the audience.

While he was at UT Dallas, one of Reed's favorite classes was Marketing Management led by Professor Ashutosh Prasad. He covered the basics, says Reed, but also had a global way of looking at marketing. Prasad invited Reed to work with him, gathering research for one of his books.

"He also invited me to visit as a guest speaker when I worked for Chipotle," Reed says. "He was a really great professor who truly cares about his students."

Prasad recalls Reed well. "Adam is a truly bright, inspirational individual," he says. "He certainly impressed me as a student because at the time I was working on a book of pricing essays and requested his research assistance. He has been gracious in giving back to the school."

For students thinking about attending UT Dallas, Reed says the Jindal School offers some of the most innovative and cutting-edge degree programs in the business world today. He also notes the school is consistently recognized for its faculty and is reasonably priced. He adds that Richardson may not quite be a "college town," but with the city's booming expansion and the school's growth, "that could change one day." 🏆

Adam Reed, MBA 2005, knows how to be proactive. That is how he came to work at Raising Cane's. Reed had been the local store marketing consultant for Chipotle Mexican Grill. He recalls visiting a Raising Cane's for the first time, using it as a meeting place with his Chipotle manager. "I was instantly taken by the vibe of the restaurant, the food, the service and just the concept as a whole," he says. "When my manager and I left, I...walked back inside and spoke with the general manager. He told me that a support office had just opened up near the Shops at Legacy. I was living [near there] at the time, so I drove home, grabbed a résumé and walked over to their office. I told them that I would be very interested in a marketing position should one ever open up.

"About a year later, I got a call from Cane's. The founder's story, the focus on doing one thing and doing it really well, as well as the active involvement in the community were all elements that resonated with me. I was beyond excited to join their very talented team."

{ ALUMNI NOTES }

1980s

Steven P. Nelson, MBA 1989, became president of Jan-Pro



of Austin, a commercial cleaning franchise company, in January.

He formerly was director of Ecosystem and Marketing Platforms for Freescale Semiconductor, an Austin-based semiconductor company. Prior to that

role, Steven was director of marketing for the Americas at Freescale.

Steven initially studied engineering, but at the Jindal School he changed his focus to marketing. He said in a previous interview that his advice for current business students is to "look for opportunities to work in different areas...a career is not a straight path but something that weaves around in unexpected ways."

He earned a BS in Computer Science in Engineering degree from the University of Oklahoma.

1990s

Heidi Rasmussen, BS 1991, is the co-founder and chief operating officer of the 6-year-old healthcare company, freshbenies. She is a former retail executive, who with her husband, former health insurance company manager, Reid Rasmussen, came up with the concept for freshbenies.



The couple's theory was that the cost of healthcare was skyrocketing for both the employer and the employee. Their company helps employers offset the increased cost of healthcare, while

helping consumers save money on healthcare costs and navigate the system.

For a \$9 to \$12 per month fee, the company provides non-insurance services that allow employees to call a doctor 24/7 and get a prescription written (if needed); email specialists for medical advice; access health advisors who help navigate medical pricing and billing issues, prescription, dental and vision savings networks and more.

In 2015, freshbenies was named No. 117 on The Inc. 5000 list of fastest-growing companies in America.

Prior to freshbenies, Ms. Rasmussen was a 27-year JCPenney veteran.

2000s

Shaun Robinson, MBA 2001, is the enterprise director of Solutions and Marketing for HARMAN International. In this role, he leads product management and go-to-market



strategy with responsibility over 30 product lines including both hardware and software. The products focus on simplifying the implementation, use and management of technology.

He is an active mentor in the JSOM Power of Two Mentor Program, helping MBA students find alignment between their passion and their work.

In his free time, he enjoys playing blues guitar and spending time with his family. He earned a BS in mechanical engineering from Texas A&M University.

Marla Wilkerson, MS 2005, is a partner and licensed agent with New York Life Insurance Company. In her position, she selects and develops client-centric professionals. Prior to joining New York Life in 2013, she was a pharmaceutical sales representative for



six years with Pfizer, Inc.

Marla says she is proud of the fact that she is the first "home-grown" female agent of color to be promoted to partner within the local firm.

She says attending UT Dallas was the best decision she ever made, thanks to the friendships and professional alliances she made — they have "proven priceless."

Marla resides in Dallas and is proud mother to a son. She earned a BS in Management Information Technology degree from UT Arlington.

Shawn Adams, EMBA 2006, recently was named chief operating officer at Kansas City-based Stinson Leonard Street LLP. He manages operations for the law firm, which has approximately 500 attorneys and 500 non-attorneys in 14 offices throughout the U.S.



He is involved in developing long-range plans and works closely with the board of directors.

Managing Partner Mark Hinderks said in a press release announcing Shawn's appointment: "Not only will Shawn be a great fit with our firm's culture, he has a proven track record of leadership and strategic planning at large, multi-office firms like ours."

Previously, Shawn was the chief strategy officer for Gardere Wynne Sewell LLP in Dallas, where he handled operations and implementation of the firm's strategic growth plan. He did similar work in a prior role as chief administrative officer for Locke Lord Bissel & Liddell LLP. He also served as vice president at Pitney Bowes Management Services.

Esteban López, MBA 2007, serves as the president of Southwest Texas at Blue Cross and Blue Shield of Texas (BCBSTX) and in February, was chosen as a member of the Presidential Leadership Scholars Class of 2016, a leadership development initiative that draws on the resources of U.S. Presidential centers. The centers bring together individuals who will use their leadership traits to serve their communities.

Dr. López is dual board-certified in both internal medicine and pediatrics, earning both at the University of

Texas Health Science Center at Houston. He holds degrees from the University of California at Santa Cruz and Michigan State University's College of Human Medicine.

Prior to his appointment at BCBSTX, he was a practicing physician in the San Antonio area. As an active member of the San Antonio community, he serves on the Witte Museum Board of Trustees, the Mayor's Fitness Council Executive Committee and the Hispanic Chamber of Commerce Board of Directors.



2010s

William C. (Chris) Hampton, MBA 2011, a retired U.S. Navy captain, is a management consultant and active community volunteer. He spent the first half of his professional life serving in the U.S. Navy on destroyers in the Cold War and



"chased Soviet submarines around just about every ocean on the planet." He also supported three missions in support of Operation Iraqi Freedom.

He now leads implementation of SAP for a technology firm based in Richardson, Texas.

Chris says UT Dallas appealed to him because the program allowed him to work full time and still attend class. The MBA program was "an investment in myself that was worth every second," he says.

One of his favorite memories is of meeting a personal hero, the late U.S. Navy Rear Adm. Grace Murray Hopper (1906-1992). A pioneer in the technology world, she helped build the first electronic computers as well as the COBOL programming language. Chris says advice she gave him that he has followed is to "reserve at least one hour per day for professional reading...Learning never stops."

Chris recommends that graduates remember to give back, invest time in a cause or charity — "the return on investment is 10 times what you put into it."

He serves on the board of directors for the Dallas County affiliate of the Susan G. Komen Foundation as well as the Komen Dallas Race for the Cure committee. He is a volunteer and supporter of Equest therapeutic horsemanship in Wylie and its "Hooves for Heroes" program for veterans.

In addition, he spends time as a veteran advocate and serves on the UT Dallas Veteran Services Center's Community Advisory Council. He is married to **Marcia Hampton**, BS 2007, an accounting graduate.

Randall Tan, BS 2013, is a key account manager at Softlayer, a division of IBM that provides infrastructure as a service. The Key Accounts team consists of 10 people who manage the top 250 accounts at Softlayer. Before attending UT Dallas, Randall was part of the Singapore armed forces.

During his time at JSOM, Randall participated in the

In Memoriam

Chinese Student Association, the American Marketing Association and worked as the public relations chair for the University's Sales Club. He says his favorite professor was Dr. Howard Dover, who ignited his interest in a sales career by class projects that "put you in front of corporate recruiters and VPs....Real life experience in a class setting."

He says in his off time, he enjoys traveling, trying new cuisines and hanging out with friends. He has recently purchased a new home and resides in Frisco.

Marguerite (Margo) McClinton Stoglin, MBA 2014, received a 2016 Minority Business Leader Award from the *Dallas Business Journal* in February (Jindal School Professor David L. Ford Jr. also was a 2016 Minority Business Leader Award recipient. See *Professor Honored as Minority Business Leader* on page 33).



Margo is the Texas state director of IGNITE, a nonprofit that seeks to build political ambition in young women. Margo supervises the strategic planning, program management, fundraising and budget management of IGNITE's 20 Texas programs.

In 2011, prior to IGNITE, Margo founded CRM & Associates, which provided management consulting services for small business and nonprofits.

Margo earned a PhD in higher education from Florida State University, a master of education degree in administration planning and social policy from Harvard University and a BA in education and sociology from Emory University.

She is married to J.A. Stoglin and stepmother to Lillian Stoglin. The family welcomed Warren Anthony Stoglin in March.

Mindy Tiu, BS 2014, works in financial services with Synchrony Financial in Stamford, Connecticut. This position is part of the two-year Commercial Leadership Program with GE Capital. Participants do three eight-month rotational assignments, participate in an educational curriculum and attend global training summits.



Mindy says her favorite professors at UT Dallas were Michael Savoie and Julie Haworth, who she says, "became mentors to me. They took time to meet with me outside of their daily jobs to grow my business idea" for the 2012 UT Dallas Business Idea Competition." Mindy and her fellow students received first place and the Dallas Mavericks Entrepreneurship Award for their automated parking management and reservation software. Her team also auditioned for *Shark Tank*, the television show in which aspiring entrepreneurs compete before potential investors.

Before graduating, Mindy did internships with several high-profile companies, including JCPenney, Texas Instruments and Nordstrom.

Originally from Friendswood, Texas, near Houston, she played on the Comets varsity tennis team. She still enjoys playing tennis at a competitive level and continues to play in tournaments and compete in tennis leagues.

Renan (Ram) Maramba, BS 2015, was days away from his UT Dallas graduation when he died unexpectedly May 2,



2015, at the age of 36. His sister, Seiko Maramba, says the probable cause was an asthma attack. Born Nov. 14, 1978, in Manila, the Philippines. Ram lived there until the family until the family move to California in 1986. He moved to Dallas in 1998.

He married Dyan Muratalla in 2000, and though they divorced in 2014, they remained good friends.

Ram worked at Muratec America from 1998 through 2010. He started as a bench technician and rose to technical trainer. He also was the designer and owner of Zero Knives with his partner, Laura Campbell.

In addition to his knife-making skills Ram earned advanced belts in jujitsu and became a blogger on the subject of mixed martial arts. He also trained for and completed a half marathon. He also was an avid gun collector and traveler who loved the outdoors.

Seiko says, "Ram had a wonderful sense of humor, loved family above all, and dogs like family. He had a laugh so big he made everyone smile. He made everyone feel like the most important person in the world. He will be forever missed."

Survivors include his mother, Guila, and father, Raffy Maramba; Raffy's wife, Marsha; stepsons Lupe and Luis; girlfriend, Ivy; sisters GJ, Gia, Gemm and Seiko; brothers Polo, Lawrence and Tobias; and several nieces and nephews, and close friends.

Continued from page 45

\$15K Worth of Happy

Graduate accounting students (from the left) Randy Moser, Hardeek Barot, Amanda Guajardo, Yifei Wang, John Phelan and (not pictured) Katherine Huston, each received a \$2,500 scholarship from the Accounting Education Foundation of the Texas Society of Certified Public Accountants.

For more than 50 years Texas CPAs have funded the TSCPA Accounting Education Foundation's mission to promote and reward educational excellence.

Recipients of the foundation scholarships are accounting majors at a Texas college or university and have the intent of becoming a Texas Certified Public Accountant and entering the accounting profession upon graduation. They also must have a high cumulative college GPA and perform well in accounting classes.



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