Welcome Back!

Get Involved by Jeanine Thompson

Congratulations fellow first years for surviving the first semester of classes and DMM. Well done to the second years for hanging in there - this is your last semester and we envy you. For the PhD students, we just wish you the best. After much snowfall and freezing weather we are digging ourselves out and starting the new semester with a fresh perspective.

Believe it or not we are already facing the fourth week of school. The holidays are behind us and we are now starting to head into the heart of our work here at Lally. Are you already overwhelmed? Trying to figure out how you will once again perform that magic to get your work done? Fear not, you are in good company. For those that never have a problem with getting their work done ahead of time, to those of us who procrastinate, I think that this semester will prove to be quite demanding. We are not only challenging ourselves mentally but we are preparing ourselves to enter into a tough job market. Don't be discouraged. You will find the right internship and the right job. If you use the skills and tools that are available to you here at the school, know the direction you want to go in, and possess a strong determination, you should be able to set a straight course towards success.

So what can you do to reduce your stress? Get involved. Rensselaer has over 150 clubs for you to choose from, and yes, graduate students may join. You pay an activity fee and this gives you access to all the athletic facilities, movies, clubs, plays and shows at a discount. Work out at the Mueller Center, join an athletic club (I was on crew last semester), see a movie for about 2 bucks, enjoy a concert (for free compliments of the Student Union), cheer on the RPI hockey team at the Big Red Freakout (February 8th), or meet with your teams at the Union to grab some good food from the McNeil Room (open 11am to 2pm)

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Faces of Lally Diversity by Benjamin Elad

Is diversity all that it is cracked up to be? Ask the students here at the Lally school and you will end up with a bag full of answers as diverse as the school’s student population. Of course the school’s commitment to diversity is common knowledge. Just look around you in class, pay close attention to class discussions, have a little chit-chat with a classmate you normally wouldn’t get a chance to talk to and you will notice a degree of separation on your points of view. Is this an asset? You be the judge. However, one thing is certain; our exposure to this rich mix of individuals definitely adds to the ‘Lally experience’ ‘Faces of Lally Diversity’ is not intended to investigate or be a judge to the school’s policy on diversity, but rather to put a face on it. The main value here is to bring us a little closer to some of the sources of our diverse student body. I will try to go beyond the

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A Fulbright scholar who "...is proficient in English, Spanish, Norwegian and German..."

Leonardo Ulloa, a first-year MBA student at the Lally school, obtained a bachelor's degree from Washington University in St. Louis, Missouri, and his MBA is funded by the Fulbright scholarship—a scholarship sponsored by American embassies in foreign countries to foster international academic excellence. He embodies a wealth of different cultures although he originally comes from Honduras. He is a 'recovering' chemical engineer with years of work experience as a quality assurance coordinator in a sugar manufacturing plant in Cantarranas, Honduras. The name Cantarranas means Singing Frogs and is a small town in rural Honduras smaller than the size of Troy. To give you an idea of the size, the town only has one gas station. His family currently lives in Honduras and consists of three brothers and no sisters. Leonardo has had the unique opportunity to live on three different continents thereby gaining exposure to a multitude of cultures. He has lived in Norway, Germany, Puerto Rico, U.S. and of course Honduras. He is proficient in English, Spanish, Norwegian and German and never hesitates to share his diverse cultural insights. Leonardo enjoys traveling and has visited many different states in the U.S. His main difficulty when he first got to the U.S. was trying to understand what he refers to as the 'American slang.' Leonardo enjoys life here at RPI although he wishes the weather would be more cooperative. He was elected as one of the board members of the GMSA. His biggest surprise so far in business school has been the amount of group work. Leonardo would love to make a difference in his home country of Honduras down the road but for now he would like to focus on finishing his MBA degree.

Speaking of Honduras, let me introduce you to this Middle American paradise. Honduras is a Middle American nation that about 6 million people call home. It is located at 15°00 N, 86°30 W—bordering the Caribbean Sea, between Guatemala and Nicaragua and bordering the North Pacific Ocean, between El Salvador and Nicaragua. The total surface area is approximately 112,090 sq km which is slightly larger than the state of Tennessee. The country has about 850 km of coastline which consists of alternating white sand beaches, mangrove forests and rocky cliffs overlooking the clear blue water of the Caribbean Sea. Just inland, high mountains cloaked in clouds harbor hundreds of exotic species of wildlife. Honduras is a land of beautiful diversity: mountains and untamed rivers, beaches and coral reefs, mangroves and wilderness. Two-thirds of the nation is mountainous and 40% is forested, the highest percentage in Central America.

Honduras boasts a wealth of natural resources such as timber, gold, silver, copper, lead, zinc, iron, antimony, coal, fish, etc. The dominant industry there is agriculture. The country is ethnically divided into the mestizo (mixed Indian and European) who make up 90% of the population, Indians make up 7%, blacks 2% and whites make up 1%. Hondurans are predominantly Catholic (97%) and the majority are...
M-F. Never miss a chance to socialize and network while you work. RPI houses some incredible research and the list of alumni that have graduated from here is outstanding. Bumping into faculty that work with NASA or are spearheading research in fuel cell development won’t happen if you never leave the Pittsburgh Building.

You will find that throughout this semester GMSA will encourage you to get involved with the school as we carry the torch that was handed to us by last year’s GMSA board. Please let us know if something needs to be addressed or you see an unresolved issue.

We are here to represent you and look forward to hosting activities that will boost your intellect and let off some steam. Have a great month and good luck this semester!

Happy New Year!!!!

HAPPY NEW YEAR!!!!

The Chinese Spring Festival is the most important festival in China. It is just like “Christmas” in America. There are two meanings to the holiday, one is that it is the beginning of the spring; the other is that it is the beginning of a New Year. This is the time of year that family members stay together. So before that day, especially the night before the lunar New Year day, all of the family members will spend the night together until after midnight eating dumpling and other food, having fireworks, watching TV and other activities. In order to create a happy environment and make good fortune, people put some beautiful red paperwork on the windows and doors of their rooms. They also visit their relatives and give gifts. Today, Chinese people have 7-day holidays in the Spring Festival, so some people have changed their traditional way. They eat outside or even go out for a trip. No matter how it is celebrated, it is the happiest time because it gives people hope and expectation for a great new year.

Get Involved

(Continued from page 1)

Do you remember… by Darcy Kullman

the open houses at Lally when you were looking into joining our program? Now it’s time for you to switch roles and help us make others feel welcome!

Prospective Full-Time MBA Student Informational Open Houses are scheduled for:

Wednesday, February 26
Friday, March 21
Wednesday, April 23

Please spread the word if you know someone who might be looking into pursuing an MBA!

WE NEED YOU! We will also be soliciting your help to be a member of the Student Panel - allowing the students to ask questions of you regarding life at Lally. More info. to come. See Darcy if you have any questions or kullmd@rpi.edu

Join Dean Simon for a Chinese New Year Celebration on February 6th (see page 4)

“Are you already overwhelmed? Trying again to figure out how you will once again perform that magic to get your work done?”

Skiing

Price to join: $16
Sign up at the Student Union, First Floor
Events and Happenings at the Business School

Cook Off

Mark your Calendars!!! On Thursday, February 13th GMSA is hosting a Cook Off at Mother’s in the Student Union from 4-6 pm. All are invited to come and display your cooking talents for prizes. To sign up fill out the attached form and submit it the GMSA lounge by February 11th. This is a non-alcoholic event.

Special Delivery

★ Congratulations to Mike Farmer and his wife on the birth of their daughter.

Abigail Rose
Born: January 21, 2003
Wt. 6 lbs 15 oz.

★ Congratulations to Siddhartha Misra and his wife on the birth of their daughter.

Priya
Born: January 2, 2003
Wt. 6 lbs 8 oz.

Basketball anyone?

Want to take a break after a long week of studying?
Please contact Tauseef Ansari at ansart@rpi.edu

No? How about racquetball?
Please contact Joseph Rouleau at roulej@rpi.edu

Chill Out

Tired of your classes already? Need a place to vent some steam because you have way too many team projects?!?! We are here for you!
Take a break and CHILL OUT with GMSA at the Student Union Pub on Thursday, February 20th, 2002. So join us for Chill Out!!

Thursday, February 20th, 5 pm-7 pm at the Student Union Pub

Appetizers and snacks provided, as well as good humor!!!

What? When? Where?

This week in February:

★ Wednesday, February 5th, 5PM: Biotech Seminar at Hefner Alumni House, There will be a variety of Biotech companies with booths.

★ Thursday, February 6th, 2:30-4:00PM: Bob Foreman, Serial Entrepreneur in IT, will be speaking to the class about his experiences as an entrepreneur, Carnegie 206.

★ Friday, February 7th, 4:30 - 6:00PM: Beyond Books Distinguished Speaker Series "Let's Get Radical - Radical Innovation as a New Path to Growth and Renewal" by Joanne Hyland, President of Hyland Value Creation and past Vice President of Business Venture's Group at Nortel Networks, DCC 337.
Graduate Management Student Portal  

Greetings fellow MBA students. My name is Robert Dunie and I am the new GMSA Webmaster. This year I propose a complete makeover of the GMSA website. The vision is to make the site a complete web portal for the graduate management students. It will provide a place where you can organize all of your class schedules, groups, and GMSA events and announcements. Additionally, we will provide links to many useful on-line tools that will help you in your various activities. In short, it will be your one stop destination for school activities.

By Robert Dunie

This is a very broad vision for the site and it will take a while for it to evolve. However, it will provide an invaluable resource for all graduate management students. Furthermore, your contribution will be vital in defining what type of features should be integrated. If you have a good idea or just a general comment, please contact me at dunier@rpi.edu. I hope you all will share in this vision and help bring it to fruition.

GMSA Website Action Plan

✓ Update current site
✓ Add Spring 2003 dates
✓ Add newsletter
✓ Build server over Spring Break
✓ Update website with new technology
✓ Install remote access
✓ Deploy first iteration of new server March 22nd
✓ Incorporate old website into new
✓ Deploy first set of links to other sites March 22nd
✓ Deploy discussion boards April 1st
✓ Deploy calendar system April 9th

“For tourists in search of history, western Honduras is best known for sites of spectacular Mayan Indian ruins centering around the city of Copan.”

Face of Diversity

(continued from page 2)

Spanish speaking. But there are Miskito, Lenca, Mayan and other Indian minorities who speak Indian dialects as well as the coastal-dwelling minority known as Garifuna, the descendants of African slaves whose culture resembles that of West Africa. Immigrants from the Middle East, Europe, Asia and Africa mix freely, giving Honduras a surprising diversity of culture. On the Bay Islands, the majority speak English, with singsong Caribbean intonations. The capital of the country is Tegucigalpa and the country is run by a democratically elected government with regular rotation of power between political parties. The current president’s name is Ricardo Maduro Joest.

A century of banana trade has brought the region in touch with American culture, from fast food to golf courses. But head to the beach discos at night and you will more likely be welcomed by the African drums of the Garifuna or Cuban-influenced salsa than American pop music. Honduras has a wealth of protected nature. An example is government backed national parks such as La Tigra outside Tegucigalpa, Rio Plantano Biosphere Reserve on the Mosquito Coast named a World Heritage Site by the United Nations etc. The Honduran government has laid the groundwork for what may prove to be the most innovative and ambitious park management program in the Americas.

Tourism is a big industry in its own right. For tourists in search of history, western Honduras, a triangular wedge of mountains and forests bordering Guatemala to the northwest and El Salvador to the southwest, is best known for sites of spectacular Mayan Indian ruins centering around the city of Copan. Tourists seeking the ruins of a grand civilization are often surprised to find the descendants of the Maya still living around this area. Although the Mayan city of Copan collapsed around the year 900 A.D., the culture and traditions live on, accompanied by the plants and animals that played and continue to play a role in religious ceremonies.

Honduras might be a name that is often mentioned but, as you can see, this small nation has a lot to offer. People who pay a visit keep going back especially since they get a chance to showcase their dollar power. The currency there is ‘Lempira’ names after the country’s first Indian ruler. In exchange for one U.S. dollar, you get seventeen Lempira, which can buy you more than just lunch.

I hope the above information left you with at least one thing to remember about Leonardo and where he comes from. To conclude, I would urge all of us to open our minds and learn from different points of view. As creativity stems from thinking differently, which in turn owes its heritage to different values and culture, we need to embrace diversity.

Check out the next issue of the GMSA newsletter to put another face on Lally Diversity.

~ Benjamin
**SPOTLIGHT: Daniel Robeson**

**TT:** Prior to starting your Ph.D., what was your professional focus?

**DR:** I most recently worked in Rochester, NY for Eastman Kodak in R & D. My group, the Systems Concept Center (SCC), was responsible for developing new businesses outside the corporation’s current lines of business. Our focus was for five years out.

The group was composed of about 60 people, including Ph.D. Physicists, Chemists, Engineers, MBA’s, Ethnographers, experts in new product design, and a few MFA’s. The group functioned between the traditional R&D center and the Strategic business units. I was there for two years and it was a tremendous learning experience. Prior to that I was here at Lally working on the MBA. Before Lally, I was working on continuous improvement processes for the American National Can Co. (now Rexam). We teamed up with the strategic consultants McKinsey & Co. to work on technology and best practice transfer within the corporation.

I also held several positions in the International Group. As part of that work, I started three manufacturing plants in Latin America with two in Mexico, and one in Sao Paulo, Brazil. I lived out of the country for about 3 years total.

**TT:** What research are you presently working on, and what inspired you to investigate that area?

**DR:** I was "turned on" to innovation through contact with Gina O’Connor and Richard Leifer when they were working on "Radical Innovation." They were finishing the book when I was here for the MBA. It was exciting to witness its launching. The DMM experience also gave me a framework from which to leverage my thinking.

Actually, the DMM course was pretty important. The director who I initially interviewed with at Kodak later told me that the description of the product we came up with and did all the work around for the course, (an intermedullary rod hole locator for Orthopedic surgeons) impressed him. He also said that I would not have made it into the group without the experience of building and thinking through a new offering from start to finish. Starting up new businesses within the large corporate setting of Kodak was very challenging and exciting. I decided that I wanted to spend the rest of my life working on that particular problem and advancing the state of knowledge within that realm.

My current focus is learning about Dynamic Capability Theory and attempting to collect data and write papers that empirically test the constructs of some of the well-known researchers in this field, such as Sidney Winter, Maurizio Zollo and Kathleen Eisenhardt. I also have great interest in Option Pricing Theory and possible applications to R&D portfolio decision-making.

**TT:** Thusfar, what has been your greatest challenge in life?

**DR:** That would probably be my first experience with living outside of the U.S. when I was 30 years old. At first, it was scary waking up every morning in a foreign country, learning a new language and dealing with different customs and attitudes. Adjusting physically to new foods and viruses was a challenge. It was a “full-court-press” both physically and mentally. By the end of the day, my head was splitting with all the new information it was absorbing.

Despite the challenges, I am very glad and proud that I had that experience. Ultimately I was quite successful in the assignments the company gave me outside of the country, and I now speak Portuguese and Spanish. It sure changed my personal life - I met my wife, Juliesta, in Latin America and we now have two great kids, Danny (6) and Alexandra (2).

**TT:** What do you like most about Lally?

**DR:** I really like the group of professors that I am working with on the Radical Innovation project (which is a follow-on to the first book): Gina, Richard, Ravi, Al Paulson, and Andrew Corbett. They are tremendously supportive and encouraging of me as I transition into this new career.

**TT:** What's next?

**DR:** My main desire is to acquire the skills needed to publish meaningful work in some of the top management journals on issues related to innovation within Fortune 100 companies. That's a pretty big mountain to climb right now. After that who knows?

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**by Tom Tongue**

“The DMM course was pretty important. The director who I interviewed with at Kodak later told me that I would not have made it into the group without the experience of building and thinking through a new offering from start to finish.”

There was no space at all in the building before Dean Simon "carved out" the space we have now.

**TT:** What do you like most about Lally?

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Dan Robeson on-site in Mexico.
**Innovative Technology in Action: The Wind Turbine Company**

In a Bellevue, Washington office park, a team of engineers is completing the final plans for another wind farm site. Larry Miles, the president, director, and co-founder of the Wind Turbine Company (WTC), has led his team for the last decade in the design and testing of an innovative 2-blade downwind turbine. The design phase largely complete, he is now focused on the development of wind farms.

Mr. Miles is a Certified Public Attorney with graduate degrees in economics and finance from the University of Chicago and University of Washington. The last sixteen years of his career have been devoted toward one goal: to make wind energy the lowest cost source of electricity. Leading extensive R&D and building partnerships with state and federal agencies has yielded a proprietary wind turbine that is estimated to drop wind electrical generation costs by 30%.

The American Wind Energy Association reports that modern wind farms in favorable wind conditions are already producing electricity at an average of 4 to 6¢ per kilowatt-hour, not including federal tax incentives of 1.5¢ per kWh. In comparison, a study by the California Energy Commission in 1996 — before the energy crisis that pushed consumer electricity prices up to 21¢/kWh in Los Angeles — showed that operating costs of nonrenewable sources were comparable.

Why, then, are wind farms not more common? The largest hurdles to wind energy production, according to Miles, are no longer technical. Procurement of financing, siting and legal fees, and negotiation with existing utility companies frequently raise wind farm startup costs to prohibitive levels. WTC’s solution is to lower the cost of wind power even more. Technological advances in blade control will allow the rotor to shed undesirable wind-induced fatigue and storm loads and enable electrical generation in weather conditions that other wind turbines would have to shut down. By operating -- and producing electricity -- in a greater range of wind conditions, as well as streamlining manufacturing and building costs, the WTC wind turbine will attempt to meet a goal of 3.5¢ per kWh. As the demand for electricity continues to grow, the Wind Turbine Company stands poised to offer a practical, sustainable, economical solution.

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**Hooray for Tampa Bay!!!**

Dave Gober here, the new GMSA Treasurer welcoming you all to 2003. As a new year comes along we all start fresh. A new semester, a new GMSA board, a new set of capital markets. Well, maybe we don’t get new markets. Analysts and reporters are all asking the big question, where is the stock market going? Well let me give you the absolute answer. This year is sure to be filled with bull markets and financial success. Why? I don’t know, but then again who really knows anything about capital markets — academics? analysts? That’s right, Dave Gober knows better than all the rest. (note: please get used to Dave Gober sarcasm). For those of you in the MBA cohort, we’ll all be learning a little bit more this semester.

Some, like Princeton University Professor Burton Malkiel, argue that financial markets are so random that a monkey throwing darts at stock tables could do just as well as most financial analysts and mutual fund managers from year to year. Others use very technical early indicators to judge where the stock market will go in a given year. If the NFC wins the Super Bowl, like the Tampa Bay Bucs recently has, stocks will go up. This indicator has been right 29 out of 36 times. Others use the month of January as a barometer for the rest of the year. This method has been correct 46 out of the last 52 years. So far this January the S&P 500 is down 4.00%.

So these two indicators, which have been statistically pretty good, can’t both be right this year! Therefore, we must look to more desperate measures. My personal favorite is the hemline indicator. Legend has it that hemlines and stocks rise and fall together. Who wears skirts often enough that we can measure these things?

So are you thoroughly confused as to what gurus, professionals, and amateurs alike are thinking? Wondering where to invest your money? Well, I have a sure thing for you: Dave Gober Capital Management (DGCM). Here at DGCM we tell you up front that we are going to take your money and... well there is no and, we just take your money. Negative one hundred percent returns, but at least you know what you’re getting into.
Farewell to Heroes

Seventeen years ago I remember rushing home from school early and watching the Space Shuttle Challenger take off. Both of my folks were home and we were sitting around the television excitedly looking at the first teacher/civilian headed off to space. It was monumental at the time because spaceflight was only accomplished by top military pilots, those folks with the “Right Stuff”. I think that most of the country stopped to watch. When the shuttle went down right before our eyes, we were completely stunned. Then, after much time and investigation, the problem turned out to be a faulty O-ring built many months before their mission. As NASA began to rebuild their program, America once again slipped back into a routine and seemingly put our space program in the back of their minds.

Over the past few weeks there was a heightened awareness of another special flight into space. The shuttle Columbia took off on January 16th with the first Israeli, an Indian, and five Americans, and as you know they did not return home. Once again NASA will conduct an extensive investigation and undoubtedly piece together a solution to why this happened. But most importantly, during a time of increased uncertainty and unfamiliarity with the direction this country is heading, we need heroes. The men and women of the Columbia were true heroes. They knew the risks and despite their apprehensions of the mission ahead, they went with great expectations and excitement. In defining moments like these, let us not forget that each day we have here on earth has a purpose, and it is a gift.