A Case to Study

by Jeanine Thompson

There has been much talk about two things at school: when is the first floor going to be straightened out, and how can we address the financial aid issues that affect many first year students. Since the first floor should have been completed before we came to school in August, my guess is that it won’t be done until the end of the semester! In order to find some space to study we will have to continue to hike up the 250 stairs that lead us to the library; oxygen masks and breathing apparatus will be provided compliments of the GMSA.

About financial aid. As you all know the financial aid situation has been a source of contention for the faculty as well as the students. Last year an institute-wide policy was implemented from the top to cut costs and motivate graduate students to finish their work. Unfortunately, this year's new student population got stuck in the middle of the transition. Students were confused, as well as faculty. To put to rest some of the confusion, Dean Simon agreed to meet with the students on Tuesday, February 18th. Both sides talked out the situation on very amicable terms. The students issued their concerns regarding the ambiguity of their award letters and the Dean listened and read some of the letters. Although the Dean understood our predicament, the bottom line is that there are no additional funds available under the new policy. A current list of scholarships and fellowships are being updated and will be available for students, but the chances that one of these fellowships will fit our current student population are slim.

Because of the current dilemma, there is a strong possibility that we could lose a significant amount of students at the end of this semester. This would devalue the experience of the Lally MBA – a degree that is fostered through teamwork and diversity. Many of us thought that we could compete for scholarships once we got to school; some of us are not as prepared for the expenses of the second year. Students that come from foreign countries are not eligible to apply for student loans in the states and they have difficulty taking out loans in their home country. So is there something we can do to change the circumstances and take ownership of the current situation to make a change?

Well, I personally have thought about this quite a bit. My big question has been what can the students do to make the extra income they need and how can that promote the school? When Elizabeth and I sat down to talk with the Dean we wanted to know what his agenda was for the school. The Dean’s main priority is to focus on the MBA program, to revitalize and rebuild its status and continue (Continued on page 8)

Globalization and the Management of Technology

by Dean Denis Simon

The Lally School clearly stands out as one of the leading schools of management education in the fields of innovation and entrepreneurship. Our demonstrated understanding of the challenges and barriers surrounding rapid and sustained innovation, in particular, is second to none. The work done by our faculty in the field of radical innovation, for example, has been recognized and internalized by a number of the world’s leading corporations. Nonetheless, we have not yet gone far enough in either our classroom teaching or our research in bringing our knowledge up to date. With few exceptions, the evident lack of an “international” perspective permeating our courses and our research output is conspicuous by its absence.

If one thing is clear with respect to (Continued on page 7)
Welcome back to faces of Lally diversity. I hope you picked up a thing or two about Honduras from last month’s edition of the newsletter. This month we head across the Atlantic to a place sometimes referred to as “a gateway to paradise.” For years now, the Lally school has been the institution of choice for Eren Ozgen and Rifat Gorener, both from Turkey and currently pursuing PhD degrees. They are both busy people but were very willing to share their rich heritage with the Lally family. However, their busy schedules could only permit to catch up with Eren.

Meet Eren Ozgen Adalier from Istanbul, Turkey; she is a Lally school MBA graduate and an aspiring professor and researcher who is currently in the process of completing a PhD in management. She has two siblings who together with the rest of her family reside in Istanbul. She chose RPI because her husband happened to be in the area and is glad she made that choice. She has been privileged to experience multiple cultures first-hand through her travels which have taken her to many places. Besides Turkey and the U.S., she has also lived in Singapore and speaks Turkish, English and German.

As a fun fact, she remembers her second day in Troy when she ordered a turkey sandwich from subway and the clerk happened to ask her where was from. Her response of ‘Turkey’ caused the clerk to laugh hysterically for 2 to 3 minutes. Of course, Eren did not find it funny but came to find out that some American believed turkey is the staple food of Turks. Eren says she has tried her best to eliminate that misconception and is left with a smile on her face every time that incident comes to mind.

Now, let me introduce you to the Türkiye Cumhuriyeti (The Republic of Turkey) founded by Mustafa Kemal ATATÜRK (1881-1938) and as of 2000, called home by nearly 66 million people. Turkey is a paradise of sun, sea, sandy beaches, mountains, and lakes that offers countless (Continued on page 6)

**SPOTLIGHT: Terri Standish-Kuon**

**TT:** What research are you presently working on?
**TS:** I’ve investigated questions in several areas in recent years, from entrepreneurship education for engineering and science students to radical innovation teams. I’m currently working on my dissertation proposal. I’m curious about how venture teams emerge. There’s a lot of evidence that the composition of a team affects venture performance. How do entrepreneurs decide to jointly pursue an opportunity or gather to search for an opportunity? What is the effect of geographic place, social networks, and advisors? What is the effect of the nature of the opportunity itself? That intersection of entrepreneur and opportunity is interesting to me.

**TT:** Thus far, what has been your greatest challenge in life?
**TS:** Balance! I’m blessed with a wonderful family -- my husband of 12 years Chuck and our 4 1/2 year-old daughter Made-line. They’ve been completely supportive of my doctoral work. In addition to the opportunity to pursue a Ph.D., I’ve continued in my career as an advocate for independent higher education. In November 2002 I was promoted to vice president for communications and administration at the Commission on Independent Colleges and Universities, a membership association for the chief executives of the 100+ private, not-for-profit colleges and universities located in New York State. The organization lobbies on the state and federal level for student financial aid and other higher education policies and programs.

**TT:** What is the one CADWO (Can Not Do Without) technological device and why?
**TS:** My mobile phone helps me keep connected to my different lives. But my favorite electronic toy is an HP Jornada PDA. It’s still so new to me that it’s not yet a part of my daily life. I’m trying to kick the Post-It note habit, but I still do good thinking with pen and paper.

**TT:** What do you like most about Lally?
**TS:** It’s small, interdisciplinary, international nature and well-recognized faculty. I see so many connections between disciplines. Also, I’m grateful for the opportunity to meet colleagues from around the world, both through coursework and through research conferences. Finally, the faculty on my dissertation committee are well-respected scholars who have been generous with their time, advice, and encouragement.

**TT:** What’s next?
**TS:** Finish! Finish! Finish!
Thank you to all that participated! Congratulations to our winners: Elizabeth Doran, Jan Simons and Nui.
What? When? Where?

March is GMSA Environmental Month

Dear Lallyers,

Ever think about adding more personal value through participating community service? Ever think about offering your precious help to those in need? You can achieve this by attending community service either in campus or around Troy area. Community service needs your involvement!

Here we would deliver our grateful thanks to Ana Ćosić for her help with Literacy Volunteers of America-Greater Rensselaer County and Troy Boys & Girls Club. At Literacy Volunteers of America- Greater Rensselaer County, Ana Ćosić not only helped to find a way to use new software easily and efficiently, but also volunteered many hours into typing resources into the data bank. At main unite at Troy Boys & Girls Club, Ana Ćosić volunteered from September through December last year. We got grateful letters from the director of both organizations.

This March is named as the GMSA’s Environmental month. We are looking into activities that go with the main theme of this month to improve people’s environmental awareness and help our community become more environmentally friendly. It is most certainly in your best interest to live a cleaner living and study environment, so please get involved!

Peng Chen, Service Chair

This month in March...

- March 8 - Second Annual Graduate Student Professional Development Conference. Refer to www.rpi.edu/fye/special.html for more details.
- March 18 - Academic Advising/Concentration Session for First Year MBA Students. PI 5216 Sponsored by Graduate Student Services. Snacks & drinks will be provided.
- March 18 - Guest Speaker: Larry Mach on Environmental Strategy for Business at 6-9pm, Room 3051.
- March 19 – Commanding Heights: The Battle for the World Economy. Professor Phil Phan will be screening and leading a discussion on the following award winning PBS video series based on a Pulitzer Prize winning book. The format will be a screening (approximately 2 hours per episode) followed by a 1 hour discussion of the core ideas and implications for corporate management in the 21st century. This is a whole day affair and lunch will be provided by the Graduate Student Service office. Space is limited and priority is given to students enrolled in MGMT 6650. Please contact Nicole Robillard to reserve your seat/meal ticket by March 14th.
- March 29 - Rensselaer Community Service Day.

READ THE GMSA NEWSLETTER AND WIN PRIZES!!!

Answer the following quiz questions correctly and you will have the chance to win 2 free movie tickets! Please place your response in the envelope near the microwave in the Graduate Student Lounge on the first floor of the Pittsburgh Building. Please submit your answers by Friday, March 21st, and be sure to include your name and email address.

- What are two things that Terri Standish-Kuon likes best about the Lally School?
- According to Dean Simon, "as educators, we must further _________ our curriculum."
- Who will be working at Alviero Martini in Milan, Italy this summer?
- What is the capital of the country where Eren Ozgen Adalier is from?
- What is the name of the leadership and communications coach that will be visiting the Lally School on
What are you up to this summer?

Got plans for the summer? We are interested in knowing what you will be doing three months from now – whether it be a summer internship, a new job, or catching rays on the beach. Where will you be? Who will you be working for – and in what industry? What will your job be all about? Send us an email so we can share your story with our classmates! This month we are profiling 1st year MBA student Elizabeth Doran’s REIP internship in Milan, Italy.

The Company: Alviero Martini, SpA, Milan, Italy
Alviero Martini, SpA is the company that manages the Alviero Martini label. It takes care of the label’s style and design, world image and advertising activities and organizes quality control checks of its own collections by way of direct management of certain points of sale.

The Industry: Luxury apparel, luggage and accessories
Relying on a single product line, market segment, or sales channel can lead to failure for an apparel or footwear company. All major players in these mature and highly competitive industries continually look for ways to expand sales and earnings. For apparel and footwear manufacturers, survival and expansion require selling new designs, either as product line extensions or as wholly new product lines. New products may be internally developed or they may be obtained through acquiring another company.

The Job: Marketing Research, US Franchise Contracting, and International Franchising
Given the ease of international communications through the Internet, and the success of international franchising expos, many franchisors have embarked on international franchising programs. International franchising is more difficult and more expensive than domestic franchising. Typically, franchisors sell master franchises encompassing an entire country. The master franchisee often must convert the franchisor's business system, materials and advertising to local language and customs and make adaptations to the franchisor's standard program to make it successful. International franchises may be materially different from domestic franchises of the same brand. Prospective franchisees need to discern the differences before making a purchase decision. Franchisors must have the funds, management resources and time to successfully enter into each new country in which they plan to offer international franchises. International franchising and distribution involves many legal issues, including licensing, protection of intellectual property rights, sales and advertising practices, trademark enforcement and anti-counterfeiting efforts, employment procedures, customs and immigration.

What about you? Tell us your plans! Email Elizabeth at dorane@rpi.edu.
(Continued from page 2)

vacationers a complete change of scenery away from the stresses of everyday life. The country prides itself in its rich cultural heritage, historic treasures from 13 successive civilizations spanning 10,000 years and its hospitality. Turks always say ‘one visit is never enough’. Simply implying that once you visit Turkey, you will come again.

The capital of Turkey is Ankara, the second largest city in Turkey with a population of approximately 3.7 million second only to Istanbul with a population of 9.3 million. The country has a surface area of 814,578 km² (314,500 mi²) and is located on two continents Europe and Asia. The European part of Turkey is called Thrace, while the Asian part is called Anatolia or (Asia Minor). Anatolia makes up 97 % of Turkey with Thrace taking up the remaining 3%.

Turkey is a democratic, secular and social state governed by the rule of law, committed to the nationalism of Atatürk and based on the principle of the separation of powers between the Legislative, Executive and Judicial bodies. Turks fall under two ethnic groups: the Turkish making up 80% and Kurdish comprising the remaining 20%. The country has 80 administrative provinces and seven geographical regions. The first four of the seven regions are given the names of the seas, which are adjacent to them: Black Sea, Marmara, Aegean, and the Mediterranean Regions. The other three regions are named in accordance with their location in the whole of Anatolia: Central Anatolia, Eastern Anatolia and southeastern Anatolia Regions. The country is 99% Muslim but guarantees complete religious freedom to non-Muslims.

As of 1998, Turkey was the first place in the world in terms of hard-shell nuts, fig and apricot production, the fourth place in fresh vegetables, grape and tobacco production and seventh in wheat and cotton production. Turkish delights and helva are famous throughout the world.

Turkey is among the leading countries in textiles and ready to wear clothing production. Textile exports constitutes 36 percent of Turkey’s total industrial exports. The leather processing industry, second only to the textiles industry in terms of export figures is also very developed both in terms of the application of technology and production capacity.

For those interested in visiting Turkey, Turkey has an abundance of vacation resorts and thermal resorts, world-class as well as lots of historical sites to check out. The country also boasts 8333 Km. (5000 miles) of coastline. Turkey is surrounded by sea on three sides, by the Black Sea in the North, the Mediterranean in the south and the Aegean Sea in the West. In the northwest there is also an important internal sea, the Sea of Marmara, between the straits of the Dardanelles and the Bosphorus. Turkey’s waters and coastline offers visitors a wealth of recreation from sunbathing, windsurfing, rafting, fishing etc. If you are a golf fan, don’t worry there are plenty of gold courses scattered all over the place. Street shopping in Istanbul is irresistible. Be prepared to bargain hard because those who are really good at it don’t pay more than 50% of the original offer price. Hey, while shopping make sure you pick up some “Turkish delight” check out http://www.turkey.com/news/viewpoint/watkins02.html for more info on “Turkish delight”.

Eren highly recommends that you keep Turkey in mind when considering places for your future vacations. She says ‘the hospitality, breathtaking monuments, antiques, beaches and the people will overwhelm you’. Finally, she would like to stress that Turkish cuisine is one that is rich in variety and not just ‘Turkey.’

I hope you did pick up one or two more items about another country that you don’t really get to deal with or hear of very often in your everyday lives. Thanks for your attention and I would like to invite you to lookout for the ‘faces of diversity’ column in the next bulletin.

“The hospitality, breathtaking monuments, antiques, beaches and the people of Turkey will overwhelm you.”
the processes of technological discovery, application and commercialization, it is that these processes have become globalized. Few Fortune-500 companies today continue to run “national-based” R&D or engineering centers. Sit on any international flight today and the seats will be filled with technicins, engineers, and scientists engaged in the process of disseminating or sharing knowledge with their corporate counterparts in other countries. Multinational teams, led by experienced managers with high levels of cross-cultural and political sensitivity, are the ones who increasingly are giving birth to the new ideas that are leading to new or improved products and services. Even in our own backyard, the GE Global Research Center in Niskayuna is now part of a network of world-class research organizations that include Shanghai, Bangalore and Munich. GE personnel around the world interact continuously and smoothly—through information technology networks, video conferencing, and face-to-face meetings—as they collaborate on perfecting the design of a new fan blade for a power turbine or an improved compressor for a consumer refrigerator.

In many instances, the R&D process simply never stops. Taking advantage of differences in time zones around the world and the availability of huge information and data infrastructures, companies today engage their R&D teams around the clock, moving projects from one location to another across the globe as one day ends and another begins. As one senior R&D manager recently told me, “given the nature of the competitive environment today, we cannot afford any hiatus in the innovation process. The clock is ticking somewhere around the world, and thus we must keep on working. It matters less to us where we source the latest and best ideas. We no longer worry about a “not-invented here syndrome.” The only thing that counts is turning ideas into commercially relevant outcomes.

What are the implications of these trends for Lally School graduates? Simply stated, we can no longer afford to be agnostic when it comes to matters beyond our borders. New centers of technological excellence are emerging around the world, leading to a leveling of technological capabilities among countries. As a result, as educators, we must further internationalize our curriculum and we must further prepare our students for working in a technology-driven world where the ability to manage projects and people across time zones, political boundaries, and others cultures is becoming required standard practice. The books and cases used in our classes need to be revised or new ones developed that reflect this important reality of the 21st century. The challenge is there for both our faculty as well as our students. If we fail to take on this challenge and don’t expand our pedagogical center of gravity beyond the US, we stand the risk of becoming obsolete in our thinking and in the perspectives we are bringing into the classroom. We must move beyond an America-centric view of the world and begin the process of thinking in terms of the new types of transborder configurations and organizations that will soon dominate the landscape of business at home and abroad.

“If one thing is clear with respect to the processes of technological discovery, application and commercialization, it is that these processes have become globalized.”

Dean Denis Simon

A Message from the Lally Career Services

The January trip to New York City was such a success that we hope to host a similar trip this spring. We are investigating the possibility of a trip to Boston in coordination with Rensselaer’s Alumni Office possibly the week of May 12. We’ll keep you posted.

Robert C. Berkley, leadership and communications coach, will be visiting the Lally School on April 3, 2003. Rob has over 21 years of professional experience as a successful entrepreneur, CEO, and CIO. He now works with owners and senior managers of technology, information, and idea based business to help them clarify and set action plans for their professional and career goals. More information about the time and location will be sent shortly.

We’ve been working with many of you who are frustrated with the current job market… keep your chin up! The job market is very tight right now, but you will find a job and we will continue to reach out to past and new employers and alumni contacts. Please contact us and let’s work together. Remember: this has more to do with the economy and the geopolitical situation of the world than with your skills. Keep searching, submitting, and selling and it will happen!
The Graduate Management Student Association, also known as GMSA, is run by students who were elected by their peers to serve the graduate business school community at the Lally School of Management and Technology. We are continuously looking to improve and meet the high expectations of our classmates as well as the faculty and staff of the school. Through this newsletter we hope to inform and prepare our classmates with information to help equip their educational experience. The opinions expressed in this newsletter are not necessarily those of the Lally business school or the Institute. We thank you for your interest and hope that you find our newsletter worthy of your time. If you should have any questions or concerns please contact Tauseef Ansari, the Communications Chair.

(Continued from page 1)

promoting entrepreneurship and innovation. He would like to accomplish this through quality (by preserving or enhancing), diversifying the student population, bringing students in with work experiences, building better links with the corporate community, emphasizing multicultural teams for problem solving, growth and stabilization, proactive faculty research, and having the Lally School become the centerpiece of the RPI campus. The Dean’s vision has the ability to ignite the Lally School, making it instrumental and influential in the unpredictable world of entrepreneurship and innovation.

After much thought and discussion, we proposed a possibility to the Dean. What if Rensselaer creates a case study clearinghouse? We all know the value of the case study. Can RPI produce quality cases focused purely on entrepreneurship and innovation? Could Lally students essentially be hired by the school to do the research and preliminary write-up? Would the faculty want to oversee the process so the final product could be reviewed by an editor and finally published? Dean Simon was open to the concept and allowed us to talk with Rensselaer’s Chief of Staff, Dr. McIntyre, to see what type of reaction we would get on the hill.

We met with Dr. McIntyre on February 20th, we focused on the case studies, their potential and how they can be used on campus. What are the technical needs? How long would it take to produce a case? How would we advertise and canvas companies? How can they be published? Most of all, what are the costs and how are the students compensated? We proposed that the case studies be treated as a research assistant position, compensated for 10 hours of work per week. Since many of us are already accustomed to working that amount of time with our current schedule, we would most likely be able to transition to case study work with ease. This extra cash flow, about $12,000 could really be put to good use for the students who need money for school. Dr. McIntyre suggested that we speak to Dean Tom Apple who oversees the financial aid for graduate students and who might be able to reallocate or raise funds for this endeavor. We will tackle this meeting in March.

If the first floor is any indication of the time frame we are looking to get something completed I would say that we might not see the case study program evolve in our time here. Since we are a school that focuses on entrepreneurship and risk let’s not run from the challenge, but explore. A proposal needs to be written in a relatively short period of time. We would like to hear what you have to say about this idea, whether good or bad, and want to know your level of interest. So think about it over Spring Break and we will send out a survey for your input. In the meantime, have a great Spring Break!!!