

# The Management Portfolio

Spring 2005

## HiTEC Helps Bring New Technology to Market

The High Technology Entrepreneurship and Commercialization (HiTEC) program at the College of Management helped research faculty in NC State's College of Textiles in their efforts to bring new technology to market.

MBA students in the HiTEC concentration developed the original business plan for what became HueMetrix. The company was created to bring to market a device developed by the textiles researchers to improve dyeing processes. It will monitor the dyeing process in real time, enabling textile companies to

*continued on page 2*

## Ira Weiss Joins College of Management as New Dean

Dr. Ira R. Weiss arrived as third dean of the College of Management on Dec. 1, 2004. Since his arrival, he has been meeting with members of the business community in the Triangle and throughout the state, as well as with the faculty and students of the college.

The college's academic concentrations and areas of faculty research are "a reflection of the strength of our faculty and the synergy that exists between the College of Management, other colleges at NC State, and the corporate community," he said. "I look forward to building on these rela-

tionships to further strengthen the depth and value of our academic programs."

He offers additional reflections on his first four months at NC State in his message on page two of this issue of the *Portfolio*.

For the ten years prior to coming to NC

*continued on page 3*



Dean Ira Weiss talks with students at the spring Dean's List reception

## \$1 Million Bank of America Gift to Support Enterprise Risk Management Initiative

A \$1 million gift from the Bank of America Charitable Foundation, announced earlier this year, will support the College of Management's Enterprise Risk Management (ERM) Initiative.

"In an incredibly complicated world, risk management has become a major discipline," said Graham Denton, president, Bank of America North Carolina Market.

Dr. Mark Beasley, professor of accounting and director of the ERM Initiative, has been involved at the national level in developing a conceptual framework for enterprise risk management to assist boards and senior executives in the management of risks across an enterprise.

Last spring, Beasley launched a popular ERM Roundtable discus-

sion forum, providing a venue where executives from all types of enterprises across North Carolina can discuss ERM implementation processes and concerns.

The BoA gift will be used to support development of academic coursework in ERM, help recruit and support faculty members with ERM expertise, support additional research in the topic, and enhance the dissemination of knowledge through the ERM Roundtables and conferences as well as through the college's undergraduate and graduate academic programs.

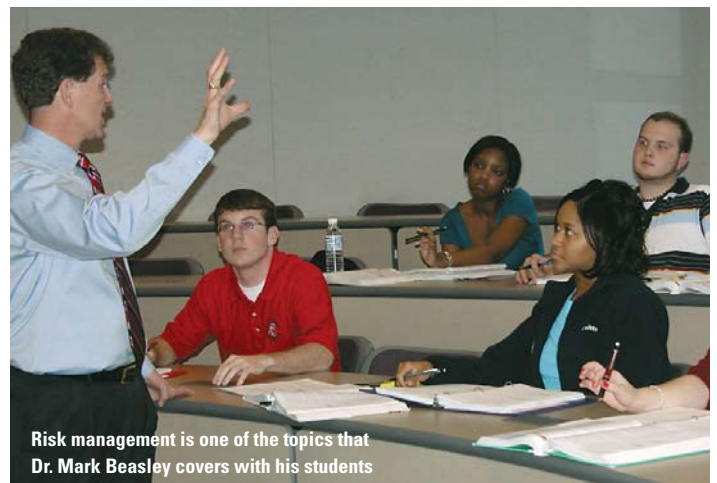
One new course on the topic was launched in spring semester: *Managing Global Decisions*, taught by Beverly Tyler, associate professor of business management.

"Risks for most enterprises are

increasing in volume and complexity, and senior executives are interested in ensuring that the techniques and tools they use to manage the portfolio of risks they face are state-of-the-art. The ERM Roundtables provide a forum for an exchange of

ideas," Beasley said. A list of the speakers and summaries of their presentations are available on the college's Web site at [www.mgt.ncsu.edu/news-info/events.html](http://www.mgt.ncsu.edu/news-info/events.html).

*continued on page 5*



Risk management is one of the topics that Dr. Mark Beasley covers with his students

## HiTEC Helps Bring New Technology to Market

continued from page 1

improve the quality and consistency of their products, reduce manufacturing costs, decrease time to market, and help make their processes more environmentally friendly.

HueMetrix was launched with the help of HiTEC and two of the original student team members, the textile faculty who invented the technology, and the support of NC State's Office of Technology Transfer. The company has since received further support from Cotton Incorporated, an organization that supports the advancement of the cotton industry, to continue development of its dyeing systems.

HiTEC educates business and technical graduate students and faculty in entrepreneurship and innovation, helping them understand how to turn technologies into successful businesses. The center's efforts have helped raise about \$120 million for clients and new ventures since 1995.

## From the Dean



In my first 120 days as dean, I've had the opportunity to study the College of Management from a fresh perspective, gaining an understanding of its beginnings and where we are today. I have also, through discussions with our faculty, department heads, board of advisors and other business leaders, begun to identify new opportunities that will help assure that the College of Management at NC State continues to provide the quality education that our graduates will need to enhance their career opportunities and prepare for the challenges ahead.

These are exciting times. The ongoing, rapid advances in technology in the global marketplace require individuals skilled in managing the implementation and use of these technologies, as well as the management of human resources, finance and accounting, information systems, marketing, operations and the supply chain. The need for professionals who understand the impact of technology on economic growth and development is equally important for sustained growth into the future. These are the programs that have brought the college to its current level of achievement. As an alumnus or friend of the college, you are part of our history. You also have a part in building for our future, through your ongoing contact and involvement with our students, faculty and programs.

This issue of the *Portfolio* highlights just a few of the program enhancements and opportunities made possible through alumni and corporate engagement. We also are showcasing—through this publication and other communications—the impact of such

support in terms of new areas of research for our faculty. New research translates into cutting-edge knowledge with direct application in the business environment, as well as new programs of study that will help prepare graduates ready to bring true value to their employers and the marketplace.

The new Enterprise Risk Management (ERM) Initiative is just one example of the kind of innovative thinking and research under way at the college in response to the unique challenges of this new decade and new century.

The popularity of our ERM Roundtable series among corporate leaders grappling with the implementation of enterprise-wide risk management processes reflects the value of supporting such concentrated research. By bringing in key industry leaders, such as Debra Elkins, research program manager for enterprise risk modeling at General Motors R&D, we have created a forum through which executives are now engaging with us in examining and understanding the corporate-wide implementation of ERM.

The recent \$1 million gift from the Bank of America Foundation will help support our efforts to grow this initiative and build academic programs to better prepare individuals skilled in the tools needed for effective enterprise risk management.

Similarly, our Supply Chain Research Consortium is providing value to our current 15 partner companies through applied research while also providing hands-on, real-world experience for our undergraduate and graduate student teams who work with them. The recent gift commitment from Caterpillar, one of the partner companies, will help support supply chain research and program enhancements.

The college's other initiatives, centers and targeted programs are similarly supporting research and teaching in subjects of vital importance to the 21st century business community: e-commerce, entrepreneurship, technology commercialization, and innovation management. We hope to continue strengthening these initiatives to

provide greater value to our partners, our students, and their future employers, both in North Carolina and globally.

As you read through this issue of the *Portfolio*, I hope you enjoy catching up on the news of the college. You are also encouraged to check out the news section of the college's Web site, [www.mgt.ncsu.edu/newsinfo.html](http://www.mgt.ncsu.edu/newsinfo.html), to see how our students are putting their new knowledge to work on real-world problems and to read about the life of the college. Check out the calendar section for opportunities to hear invited speakers and our research areas to learn of the latest developments from our faculty.

You will also be seeing changes as we move ahead in the coming months with a complete renovation of the Web site. Included will be new sections for prospective and current students as well as dedicated sections for our alumni and corporate partners. We hope you let us know what you think once it's finished.

While you're online, please take a moment to update your contact information through the NC State Alumni Association at [www.alumni.ncsu.edu/update/](http://www.alumni.ncsu.edu/update/) or by sending an email to Matt Smith, our executive director of development, at [matt\\_smith@ncsu.edu](mailto:matt_smith@ncsu.edu). Please include your preferred email address so that we can communicate with you as efficiently as possible.

My objective is to increase the college's visibility and engagement in the Triangle area, the state and region. We are truly unique in terms of our world-class programs and the faculty behind them, but have not been aggressively telling our story. I aim to be that story teller.

I also look forward to hearing from you and welcome you to write to me directly at [ira\\_weiss@ncsu.edu](mailto:ira_weiss@ncsu.edu). Let me know your thoughts on how we can make the College of Management the best it can be.

Sincerely,

Ira R. Weiss, dean

## Nobel Prize-winning Economist Vernon Smith Delivers first J.W. Pope Lecture

Vernon Smith, Nobel-prize winning economist, spoke to standing room-only crowds as he delivered the first J.W. Pope Lecture and other presentations at NC State this March. The topic of this Pope Lecture was "Some Economics and Politics of Globalization."

Smith also spoke to students at a seminar sponsored by the Society for Politics, Economics and Law (SPEL) at NC State. The

student organization is funded through a grant from the Pope Foundation to support education and research in economics and public policy in the College of Management and the College of Humanities and Social Sciences at NC State.

The five-year grant supports development of programs that explore the relationship between economics and politics in free societies. This includes the annual

Vernon Smith visits with guests at the post-lecture reception



J.W. Pope Lecture series, SPEL, the creation of new undergraduate courses in economics and political science and research in both academic departments.

Transcripts and a video of Smith's public lecture and the text of his faculty colloquium presentation, "Constructivist and Ecological Rationality: Principles and Examples," are available in the news section of the college's Web site, <http://www.mgt.ncsu.edu/newsinfo/news.html>.

## Ira Weiss Joins College of Management as New Dean *continued from page 1*

State, Weiss was dean and professor of accounting and management information systems at the College of Business Administration (CBA) at Northeastern University in Boston, Mass.

Under his leadership, Northeastern CBA's international programs grew rapidly and its technology-focused MBA programs drew national attention and rankings from publications such as *Computerworld*, *BusinessWeek* and *Forbes*. *Forbes* rated it the fourth best entrepreneurial campus in the country in 2004.

He developed that college's Center for Technology Management and Entrepreneurship, and worked with faculty to establish the Institute for Global

Innovation Management.

Weiss also created new joint degree programs in international business and an MS/MBA program with a specialization in finance. He provided leadership in establishing the college's executive education programs and significantly increased the number of executive education courses and revenue generated by the school.

Before joining Northeastern, Weiss was dean of the Madrid Business School, which was a partner of the University of Houston where he had been on the faculty for more than 15 years, concluding as vice president and associate vice chancellor of information technology for the university. He also was a visiting executive professor

at INCAE University in San Jose, Costa Rica. Weiss began his academic career as assistant professor of accounting and information systems at New York University.

Weiss earned his doctorate with distinction from the Graduate School of Management at the University of California-Los Angeles (UCLA), now the Anderson School of Management, in 1976, with a major in computer information systems and a minor in accounting; a master's degree in accounting and information systems from UCLA in 1971, and a bachelor's degree from Brooklyn College in 1970, with concentrations in accounting and economics.

## Entrepreneurship Program Rises to Top Tier

The College of Management's Entrepreneurship Education Initiative (EEI) moved up to the top tier in *Entrepreneur Magazine's* 2005 ranking of the Top 100 Entrepreneurial Colleges, up from second tier in 2004.

EEI, established in the College of Management in 1993, integrates experiential learning, interaction with the business community, and personal growth and development to educate undergraduate students in the arena of entrepreneurship, according to Gary Palin, EEI executive director and Jennifer Anderson, program director.

Both serve on the EEI faculty along with Professor Jon Bartley, accounting and business management; Entrepreneur-In-Residence David Rendall, a former Nortel Networks executive and telecommunication industry analyst; and Visiting Lecturer Lewis Sheats, founder and president of a number of ventures including Rush Couriers, Interstate Logistics, On-Site, QAS and A Sweet Reminder.

"We are extremely appreciative of the business community for supporting our efforts as we bootstrapped the development and growth of the EEI," Palin said.

The new Michael T. and Sandra W. Youngblood Endowment will provide a scholarship for students from eastern North Carolina who are interested in launching new businesses there after graduation.

Winners of the program's 2005 \$10K Business Plan Competition will be announced in May.

## Changes to the College of Management's Board of Advisors

Dean Weiss is pleased to welcome the following business leaders who have accepted recent appointments to the College of Management Board of Advisors:

- Andrea Bolger, RBC Centura
- Jeff Lee, Bank of America
- Ed Rapp, Caterpillar

The College of Management Board of Advisors includes 42 senior-level executives, three executives-in-residence and two students who advise the dean and faculty on contemporary and relevant business trends and assist the development staff with high-level introductions and fund raising. The board is chaired by Michael Constantino ('84, '85), a partner with Ernst & Young.

## NSF-funded partnership Channeling the Nanoscience R&D Knowledge Explosion

Better managing the knowledge explosion taking place within nanoscience R&D and understanding its implications for other exploding industrial technologies: that is the goal of a new NSF-funded partnership launched last fall by the Center for Innovation Management Studies (CIMS) at the College of Management.

The partnership is led by:

- Angus Kingon, a leading materials science professor with a joint appointment in the College of Engineering and College of Management and executive director of the High Technology Entrepreneurship and Commercialization (HiTEC) program at the College of Management;
- Lynda Aiman-Smith, associate professor of business management; and
- Alden Bean, executive director of CIMS.

Mitzi Montoya-Weiss, professor of business management and marketing area coordinator, will also be involved in the technology transfer phase of this research.

A key metric of their success will be the transfer of findings to both academia and business enterprises.

Toward this end, the management faculty, working with NC State's Industrial Extension Service, will investigate the impact of upstream science on small and medium sized manufacturing enterprises in North Carolina and the surrounding region.

Project participants also will collaborate with the Kenan Institute for Engineering, Technology and Science at NC State in convening two Gordon Research Conferences to facilitate the dissemination of results.

In addition, a diverse group of students and faculty will be recruited to the partnership from within the NC State community to enhance program richness and the quality of solutions. Last fall, first-year MBA students conducted interviews with members of the Industrial Research Institute and R&D managers to begin assessing how they show changes or the potential need for change within the R&D structure. Additional MBA students are working on the project this summer and again in the fall.

The nanoscience grant began in November 2004 and continues through 2007. The partnership includes an interdisciplinary team of government and industrial

nanoscience and technology researchers and a team of industrial research management practitioners.

Also participating is a separately funded NC State team that is testing new methods for incorporating informed public opinion about the societal impacts of emerging nanoscience into corporate decision processes.

Visit the CIMS Web site for project updates: <http://cims.ncsu.edu/index.php>.

### Funded by a three-year, \$600,000 National Science Foundation Partnership for Innovation grant, the project leaders aim to:

- Develop a new conduit for knowledge flow between the national research enterprise and industrial corporations
- Develop new innovation management methods to aid the translation of early-stage science and technology into commercially important innovations
- Disseminate results of the partnership's work to a broad range of user groups through regional education and outreach programs.

### The Center for Innovation Management Studies has been celebrating its 20th anniversary this year.

In the past decades, over 100 CIMS research investigators at 46 universities across the country have been involved in CIMS research programs, and more than 30 Industrial Research Institute companies have sponsored the programs.

The research center, now based at NC State's College of Management, holds two corporate sponsor meetings each year. The next will be held May 4-6 in Corning, New York.

The only National Science Foundation-sponsored Industry/University Research Center devoted exclusively to research on the management of technological innovation, CIMS was established in 1984 at the College of Business and Economics

at Lehigh University in Bethlehem, PA, and moved to NC State in 2000.

CIMS has the content expertise to offer seminars on the latest thinking and practice in these trend areas, including workshops for high level corporate sponsors. For additional information, contact Michelle Grainger-Smith, CIMS program director, at 919-513-0166 or by email at [michelle\\_graingersmith@ncsu.edu](mailto:michelle_graingersmith@ncsu.edu).

## Development Update

by Matt Smith

As of Feb. 1, 2005, the college has achieved 60 percent of the ambitious \$3.8 million fundraising goal it had set for fiscal year 2004–05, with much of this raised through deferred and pledged gifts. We are now striving to raise major cash gifts for the remainder of this fiscal year.

Our annual fund effort, most familiar to alumni, has a \$72,000 goal. We have raised \$46,100 through March 1, with 13 percent of the college's alumni participating. On behalf of the students and faculty of the college, I thank the alumni who chose to make us part of their philanthropic plan.

Major gift commitments received this fiscal year include:

- \$1,000,000 pledge from the Bank of America Foundation for Enterprise Risk Management
- \$500,000 planned gift from Jim Owens for the Economics Ph.D. program
- \$380,000 gift and pledge from Caterpillar for Supply Chain research and enhancements

- \$396,000 from partner companies to support the Supply Chain Research Consortium
- \$100,000 deferred gift from Smedes York
- \$50,000 from EC Hunt to establish the Academic Ventures Fund
- \$30,000 pledge from Grant Johnston for the International Business Program
- \$25,000 from Christine Moss to establish the Moss Accounting Scholar
- \$25,000 pledge from Christine Holmes to establish the Holmes MAC Scholarship
- \$25,000 pledge from Jason Steele to establish a scholarship in finance
- \$25,000 from Mike Youngblood to establish a scholarship in entrepreneurship

Our public funding, which depends on the state budget, remains uncertain. The college is committed to providing outstanding business education for our students



while retaining top faculty. The support of our alumni and friends of the college is essential as we work toward achieving our goals. Please consider how you can join us in assisting our students as they matriculate to the professional world, and ultimately assume leadership positions in our state and beyond.

I look forward to speaking with you.

Matt Smith  
Executive Director of Development  
Phone: 919.515.0502  
E-mail: matt\_smith@ncsu.edu

## Gift to Fund Economics Department Endowments

A \$500,000 planned gift commitment from James W. Owens ('68, '70, '73) will fund two endowments at the College of Management:

- the Owens Faculty Enhancement Endowment, for a professor of economics in the Ph.D. program, and
- the Owens Graduate Economic Endowment, for a doctoral student in economics at the College of Management.

Owens, who has bachelor's and master's degrees in textile technology and a doctorate in economics from NC State, is chairman and chief executive officer of Caterpillar, Inc. Caterpillar is a member company of the College's Supply Chain Research Consortium.

Owens joined Caterpillar in 1972 as a corporate economist. In 1975, he was named chief economist of Caterpillar Overseas S.A. in Geneva, Switzerland. He has held executive positions with the company in its component products and control systems, human services, Latin America, logistics, product support and systems and processes divisions.

NC State's Economics Graduate Program is a joint program of the Department of Economics and Department of Agricultural and Resource Economics at NC State, offering masters' and doctoral degrees in economics. Currently, 53 students are enrolled in the master's programs, and 90 in the doctoral programs. Dr. David J. Flath is professor of economics and director of the Economics Graduate Program.

## \$1 Million Bank of America Gift *continued from page 1*

"Our goal is to further develop the college's expertise and leadership in the management of entity-wide risks for boards of directors, senior executives, and other stakeholders seeking to preserve and enhance the value of their entities," he said.

Beasley served on the Advisory Council of the Committee of Sponsoring Organizations (COSO) of the Treadway Commission's project to develop an ERM conceptual framework (see [www.coso.org](http://www.coso.org)). The resulting *Enterprise Risk Management—Integrated Framework* was released in September 2004 and is quickly becoming the new global

standard for risk management, he said.

"Current economic conditions and the ongoing disclosure of new corporate-related scandals are increasing interest among corporate leaders to develop effective methods for identifying, assessing, and managing enterprise-wide risks," Beasley said.

Recent regulatory changes are placing additional responsibility on audit committees or boards to take responsibility for risk management. This requires a more comprehensive approach to ERM in the corporate environment, using consistent methodologies to track and manage risk exposures

and other related issues.

"We very much appreciate Bank of America's recognition of the college's established expertise in enterprise risk management and look forward to further developing our programs of research, teaching and outreach in this field," said Ira R. Weiss, dean of the college.

"NC State has established itself as a major player in contemporary business education," said Jeff Lee, Bank of America Triangle Market president. "We value our relationship with the college and feel this support will help our bank and our clients as we work together to build communities."

## Program Notes

### New MBA Concentrations

Fast-paced advancement in the life sciences is opening new management career paths in the biotechnology and pharmaceutical industries. The college's MBA Biotechnology-Pharmaceutical Concentration, available in fall 2005, will help prepare individuals for these new career tracks.

Six other concentrations are available in the college's MBA program: financial, IT, marketing, product innovation, supply chain management, and technology commercialization

"As new industries grow and evolve, new managers need targeted knowledge if they are to become leaders in their field," says Steve Allen, associate dean for graduate programs. "Each of our concentrations was designed to provide our MBA students with the knowledge they need to bring real value to their companies."

### Black Belt in Business Ethics

A growing business interest in hiring new college graduates with demonstrated ethics management skills led to a new undergraduate course on the topic. Coming in fall 2005, it includes Black Belt certification, says Dr. Greg Young, associate professor of business management and instructor for the new course.

"Management students in the Business Ethics Society designed the Black Belt certification concept for this new course; the NCSU Equal Opportunity Institute worked closely with us to develop the program; and the North Carolina business community donated generously to begin the development of a world class business ethics program in our college," he says.

## IBM's Extreme Blue Internship a Good Fit for This MBA

Chris Spencer (MBA '05)—Spence to his friends—integrated his business and technology skills as one of IBM's Extreme Blue interns last summer. The highly competitive internship brings in talented students to work with cutting-edge technology.

Since Extreme Blue's beginning, college interns have filed over 185 patent disclosures. Over 100 invention disclosures were submitted from last summer's projects alone—Spencer's group submitted three concepts for patent review at IBM.

Spencer, who was an undergraduate philosophy major, became interested in computers and technology at a young age and has remained active in the field. He's built a few computers over the years, and created the Web authentication system used at NC State. In fact, he used that technology to start his own company in the late '90s.

Spencer learned of the Extreme Blue opportunity from Ellen Baker, director of the college's Redwall Career Services program

for MBAs. She said his background in computer technology, coupled with his MBA studies, made him an ideal candidate.

His interest in the program grew when he learned that IBM was working on projects that included gaming systems, a hobby of his, and other fields of advanced computing.

His technical experience and MBA coursework prepared him well for the challenging internship, Spencer says.

"I felt that all of the classes from my MBA program had given me somewhat of an advantage; specifically, corporate finance—how to determine the value of new technologies, calculating ROIs and net-present values, and what it all meant to the innovation process. It was all incredibly valuable to me.

"In addition, my Career Managerial Effectiveness class made me better prepared for the innumerable business presentations I had to give. The class also made me better able to communicate with my team and to collaborate with my peers in



Chris Spencer

the Extreme Blue lab."

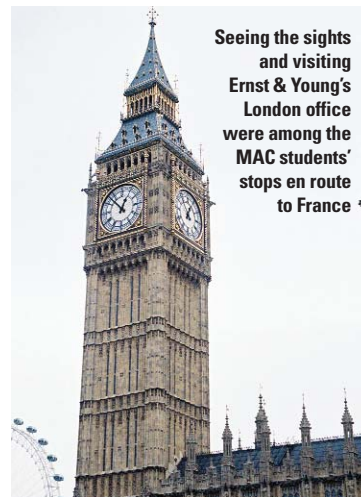
The work that Spencer completed during his internship—how companies can manage the shift from the old technological infrastructures to new, dynamic and malleable systems demanded by the evolving marketplace—will be featured through alphaWorks, "where IBM showcases their bleeding edge technology to other companies and researchers," Spencer said.

## MACs, MBAs Combine Studies, Sights for 'Break' in France

Fourteen MAC and 13 MBA students spent their spring semester break in France this year. While both groups fit in a bit of sightseeing, the main focus of their travels was academic.

The MBAs are students in International Entrepreneurship, a course developed and taught by Glenn Voss, associate professor of business management. In Paris, they attended a joint seminar at ESCP-EAP European School of Management at its Paris campus, exploring global brands. The seminar was led by Voss and ESCP-EAP Marketing Professor Bernard Cova, a specialist in Mediterranean behavior and culture.

The remainder of their program was held at the Institut d'Administration des Entreprises (IAE) in Aix-en-Provence, where joint seminars and case discussions were led by Voss and IAE Finance Professor Olivier Tabatoni, a specialist in profitable international growth.



"Having students from nearly 10 countries represented in the joint sessions enabled us to learn more about how to expand and protect business development in those countries through organic growth, joint ventures, and equity and non-equity alliances," said Arman Assa (MBA '05).

Their week culminated with the kick-

off of NegoSim, an international business strategy simulation featuring cross-national teams.

"NegoSim is a very valuable learning tool that provides a realistic business simulation where each team (working as a simulated company) can see the results of negotiations and creativity to improve the firm's performance," said Matt Silberman (MBA '05).

MAC students, led by accounting professors Roby Sawyers and Greg Jenkins, attended week-long courses at the IESEG School of Management's International Management Program (IMP) at Catholic University in Lille, France. They had their choice of two courses: *Virtual Work and Virtual Teams—Managing New Ways of Working* and *Small and Medium Enterprise Management, Development and International Growth Strategies*.

Jenkins and Sawyers taught

*continued on page 8*

## Johnston's Gift to Benefit Hamilton Scholars

Management students in the Hamilton Scholars program at NC State can benefit from a recent gift commitment from Grant Johnston (BA '95, Spanish, and BA, '95, business management; MAC, '03).

Johnston, who plans to work in the international arena himself, made a \$30,000 gift commitment, matched by his employer GE, to build an endowment that will help cover the international experience portion of the Hamilton Scholars program.

Offered jointly by NC State's College of Management and the College of Humanities and Social Sciences (CHASS), the dual degree program incorporates business and international studies, and requires participating students to have one semester abroad, either taking courses or completing an international internship, says John C. Dutton, Jr., associate professor of management and co-director of the Hamilton Scholars program.

"It's wonderful that Grant is making this commitment, especially so early in his own career," Dutton says. "This will be a big help for our Hamilton Scholars, especially as they face the extra expense of the international experience." About 30 students are enrolled in the Hamilton Scholars program, with five or six traveling abroad each year.

"To understand the language and culture of another country, it is critical to spend some time away, immersed in that culture," Dutton says. "It is a critical part of preparing them to operate in a foreign context, whether they are working with a U.S. company that does business internationally, or working with a foreign firm."

Johnston was a student in one of Dutton's earlier international business classes. "He remembered that class well and I remember him as an excellent student. I'm very glad that the studies proved helpful. He has a strong feeling of having benefited from studying here," Dutton says.

"Once you have an international experience, you don't want to let it go," Johnston says. "I love North Carolina, but at the same time, I enjoy other languages and



**Bennett Leake, senior, president of the new International Business Club (IBC) launched by Hamilton Scholars this year, met with Grant Johnston. IBC, open to the entire university, has had standing-room-only crowds for its international business speakers programs**

cultures and I want to do business on many different fronts."

As part of the Risk Management Leadership Program at GE Commercial Finance, Johnston has recently completed an underwriting rotation and is now starting a portfolio management rotation at corporate headquarters.

"GE Commercial Finance conducts business all over the globe," he says. Johnston, who speaks Spanish as well as a little German and Japanese, works with clients in Spanish speaking countries and throughout Europe and Asia.

Originally a computer science undergrad, he had continued the Spanish language studies that he started in high school. After taking a few business classes, he says he "decided I liked the business and Spanish combo," and received a dual bachelor's degree from the College of Management and CHASS.

His first job was as a retail bank manager with Wachovia Bank in Winston Salem, where he worked with a largely Hispanic clientele. "There were some days

when I went to the bank and didn't speak any English," he says.

He later received an International MBA from the University of South Carolina. As part of that program, he completed a six-month auditing internship in Birmingham, England, working for TRW, one of the world's largest automotive suppliers, performing audits in England, France, Spain, Germany and Japan. He also took advantage of the location and traveled to 21 countries during his six months abroad, visiting colleagues from his academic program located throughout Europe and Asia.

That experience with auditing led Johnston to pursue a Master of Accounting at NC State's College of Management. He came back as a graduate assistant working for the university's swim team while completing the MAC curriculum. "The professors that I had in the MAC program were excellent. Going back and getting my MAC degree helped round out my skill set for working in finance."

## Project Courses Applied Learning for Students, Value for Companies

An 'end-to-end look' at supply chain management—that's what the capstone supply chain course provides for seniors in the college's operations and supply chain concentration.

"They learn about all aspects of the supply chain, from source to consumer," said Steve Haynes, adjunct professor and former vice president for Nortel's global logistics operations who teaches the undergraduate course.

Students apply learning gained from this and previous courses through company projects, many of which are provided by Supply Chain Research Consortium partner companies such as Sonoco.

Sonoco has been working with the college's undergraduate teams for about three years now. They bring value back to the company by doing research and producing white papers, said Richard Wynne, director of strategic sourcing for Sonoco.

"This semester, they are researching third party logistics (3PL) relationships," Wynne said. "They are interviewing customers of 3PLs to find out what they do or don't like about these relationships." Such projects are "a good experience for the students and are important to the company."

Companies have also benefited from the prior work experience that MBAs in the Supply Chain Concentration bring to their more complex projects. "We're very pleased with the results, the analytical efforts, and the sheer communication by the team," said a Progress Energy mentor working with one of the teams.

# Coming Events

Check online for details:  
[www.mgt.ncsu.edu](http://www.mgt.ncsu.edu)

## April 29

MBASA End of Semester Picnic

## May 6

MBA Graduation Reception

## May 12

MAC Alumni Social  
MBA *Wolfpack Welcome* for newly admitted MBAs

## May 14

Spring Commencement

## May 23–June 24

Management Academy open enrollment program for non-business majors

## June 11

MBAs in Race for the Cure

## Sept. 28–29

Fall '05 Homecoming

## MACs, MBAs Combine Studies, Sites

*continued from p. 6*

a third class, *Strategic Cost Management*, to 35 students from 15 different countries.

"Our trip really incorporated two experiences—the international business negotiations class and the cultural exposure," said John McKeever (MAC '05). "From our class, I realized just how hard it can be to come to an agreement between two groups within a set amount of time. From our cultural exposure, I appreciate the diversity, but take much more comfort in our sweet tea and other 'home' luxuries that I used to take for granted."

MAC students are now completing research reports on such topics as the standardization of international financial reporting standards, the impact of foreign currency fluctuations on U.S. companies, and international tax systems, including the value added tax.

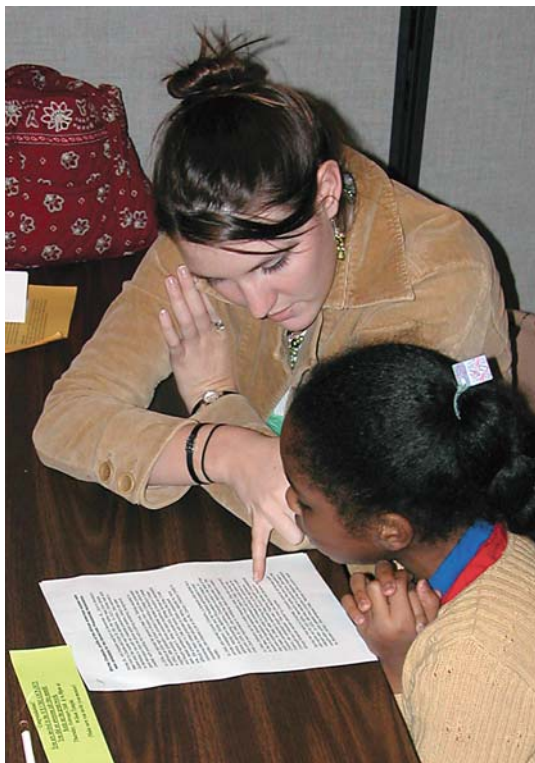
COLLEGE OF  
NC STATE UNIVERSITY MANAGEMENT

Box 8614  
Raleigh, NC 27695-8614

Address Service Requested

Nonprofit Org.  
U.S. Postage  
**PAID**  
Raleigh, NC  
Permit #2353

## From the photo files



Joan Busko, above center, spoke with students at this spring's Celebration of Stars recognition dinner for the undergraduate Student Ambassadors and Peer Leaders groups at the College of Management. Both groups support the college through various service activities. The students invited a favorite faculty member to join them for the dinner, held at the University Club in Raleigh. Among the students attending were Charles Wilson, Mike Carroll, Laura Wheeler and Sydne Check. Busko represents the Mills Family Foundation which sponsored the event.

Claire Boisen, business management senior, left, is one of the Alpha Kappa Psi members and alumni serving as mentors for Community Hope in Raleigh. Proceeds from AKP's spring golf outing benefit Community Hope.

## The Management Portfolio

College of Management  
NC State University  
Campus Box 8614, Nelson Hall  
Raleigh, NC 27695

919.515.5560  
[www.mgt.ncsu.edu](http://www.mgt.ncsu.edu)  
[management@ncsu.edu](mailto:management@ncsu.edu)

Dr. Ira R. Weiss, dean  
Anna Rzewnicki, writer, editor  
Photography by Anna Rzewnicki  
and Roger Winstead

*The Management Portfolio* is published by NC State University's College of Management for its alumni, friends and supporters and for the university and business communities. Correspondence, alumni updates and address corrections may be sent to:

*The Management Portfolio*  
College of Management  
NC State University  
Campus Box 8614 Nelson Hall  
Raleigh, NC 27695

The College of Management's programs in management and accounting are accredited by AACSB International—The Association to Advance Collegiate Schools of Business.



19,100 copies of this public document were produced at a cost of 33¢ per copy.