

# Inside Bauer

## Students Put Bauer MBA at Top of Princeton Review

The C. T. Bauer College of Business is one of 15 graduate schools of business named to *The Princeton Review's* "Student Opinion Honors for Business Schools" in the General Management category, appearing in the April 2009 issue of *Entrepreneur*.

"One of the most important components of our MBA program is to ensure the best educational experience possible for our students," said Latha Ramchand, UH Bauer College Associate Dean for Programs and Administration. "*The Princeton Review* survey is driven by MBA student feedback and we are honored that our students rated us high. This ranking is a testament to the strength of our faculty and program. We are proud of both."

Executive MBA student Emily Dart, a retail solutions manager for Hewlett-Packard, is emblematic of the many students who are enthusiastic about earning a Bauer MBA.

"My career is on a great trajectory," Dart said. "I turned to Bauer not to change paths, but to ensure I'm fully prepared to manage every aspect of a

global business. What I've loved about Bauer is that from day one, there has been so much relevance in the courses to my day-to-day job. The return on investment is so real time, it's unbelievable."

Bauer's MBA program is well-regarded and was previously ranked the best evening MBA program in Houston by *BusinessWeek*. The Bauer MBA is home to more than 10,000 alumni, including several CEOs of S&P 500 companies.



Emily Dart, a retail solutions manager with HP, finds MBA coursework relevant.



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## Peacock ('81) is Named UH Bauer Distinguished Alumnus



"Everyday at Bauer is rewarding. The city of Houston depends on Bauer to produce our future leaders," says Paul Peacock ('81), UH Bauer 2009 Distinguished Alumnus, pictured here with accounting senior Chrystal Osborne, who has been selected as one of 19 finalists for the Summer 2009 International PwC Internship Program.

In the past decade, a profession heretofore known for operating quietly behind the scenes has been thrust into the limelight. Sweeping changes in the field of accountancy, as well as a growing demand for new professional recruits and a renewed emphasis on ethical accountability, have been transformative.

The best university accounting programs have responded quickly, adapting and expanding programs to meet the challenges. Paul Peacock ('81), a partner of PricewaterhouseCoopers who was recently named the University of Houston C. T. Bauer College of Business 2009 Distinguished Alumnus, was one of the primary business leaders aiding that transitional process at Bauer.

As Chairman of the Accountancy and Taxation Advisory Board's Curriculum Committee, Peacock has assisted the faculty in updating coursework to reflect recent regulatory changes. There are numerous other important ways Peacock has been involved mentoring students, helping to forge strong connections between alumni and the college, and offering input as the department has evolved. We spoke with him about recent defining events in his profession and the growing prominence of Bauer's Accountancy & Taxation department.

**Q. What has it been like to be in your profession at this time in history?**

**A.** The biggest change I have seen during my career was the public accounting profession moving from being a self-regulated profession to a regulated

*Continued on page 2*

# Veterans Can Benefit from GI Bill says WWII Marine Bill Sherrill

Billie Wayne Sherrill was in the eighth grade when he enrolled in the U.S. Marines in December of 1941. Two older brothers had already been drafted, the military strike against Pearl Harbor had mobilized thousands of others, and Sherrill wasn't about to wait until he was 17 for his turn.

All these years later, he downplays his motivation to be of service to his country. "I hated school," Sherrill says, smiling. "I was an escapist, not a patriot."

Sherrill ('50) was also taking the first step of what he hoped would be a military career that would span decades.

Sherrill will forever be grateful for the series of events that led to an entirely different outcome. He went on to be the first in his family to earn a college degree and subsequently led a successful professional life that included founding several companies, working with Judge Roy Hofheinz on Houston's landmark Astrodome, and serving as the Director of the U.S. Federal Deposit Insurance Corporation. With colleges and universities preparing for an influx of returning G.I.'s, stories like Sherrill's are a reminder of the potential these students hold. As in years past, the modernized G.I. Bill will make a college education a reality for men and women, some of whom might otherwise have never looked to academia for help in pursuing their dreams.

No one in Sherrill's family had gone to college, and there was no reason to think he was headed there. Without educational opportunities afforded by the military, and without UH, Sherrill, founder of the Cyvia and Melvyn Wolff Center for Entrepreneurship, would have led a very different life.

Sherrill served in several major campaigns. "I should have been killed a hundred times," he says. It was on Iwo Jima that Sherrill took a shot in the arm, sustaining nerve damage. By then he'd decided to make the military a career, so it was devastating to hear he instead would have a medical discharge. Sherrill sunk into a deep depression. He hadn't finished high school and had few marketable skills.

Fate intervened when, while in the hospital, he took a high school equivalency exam as a favor to the test administrator. Sherrill's scores in the top percentiles for U.S. students were a complete shock. He was urged to apply to a college, and after graduating from UH with a degree in business, Sherrill later earned an MBA from Harvard.

UH continues to attract many students who are the first in their families to attend college. "It is a welcoming university," Sherrill says. And its location in a huge metropolitan city means the welcome mat now extends worldwide.

"UH offers returning vets the chance to join the only aristocracy this country has," Sherrill says. "The educated."



## Distinguished Alumnus *continued from page 1*

profession as a result of the passage of the Sarbanes Oxley Act. The Sarbanes Oxley Act created the Public Accounting Oversight Board which is chartered to provide oversight and regulation to the public accounting profession. It will be interesting to see what changes might occur as a result of the recent worldwide financial crisis.

**Q. How would you describe the role of Accountancy & Taxation professionals in the current business climate?**

A. The nuts and bolts of any organization start with maintaining accurate financial records. From these records many business decisions are made and acted upon. Certainly shareholders and lenders make decisions to invest in companies based upon accurate financial statements, as well. Our profession is there to provide third party assurance over the financial statements in the form of an audit opinion. I believe our profession's ethical standards are very high with no tolerance for anything less. One's personal brand is very important and your own ethical standards are integral to maintaining your personal brand.

**Q. How have you seen Bauer's Accountancy & Taxation Department evolve?**

A. Bauer has grown significantly which is partly attributable to the growth in our profession and the great need for talent. When I started recruiting at Bauer, PwC used to annually recruit five people and our internal processes were very streamlined. Now, our recruiting approach has become much more structured out of necessity. We currently hire numerous full-time professionals and interns. Bauer's program has been quite responsive to the changing needs of our profession and the marketplace. One recent accomplishment at Bauer is the "Partner" designation by the IIA (Institute of Internal Auditors) that makes Bauer one of 19 such Partners worldwide. It's a huge recognition and validates the faculty's commitment to remaining relevant to the marketplace.

**Q. How would you describe the Bauer students you interact with?**

A. When I look at Bauer I see highly motivated and hard working students. A number of these folks are not only going to school, but they have a family, or are working. PwC has had tremendous success with Bauer students progressing within our firm. We also have a large alumni population, people who started at PwC, then launched great second careers elsewhere.

**Q. Why do you stay so involved with your alma mater?**

A. I would have to say that my involvement has grown with time, as has Bauer. I have enjoyed many relationships at all levels. Some of these relationships are with professors who taught me when I was at Bauer. I took many courses and have fond memories of all of them. It is interesting when you grow up as a student and then later become a business partner. I continue to learn from everyone I meet. I also believe they can learn from you. It's a whole continuum that evolves in a way I never would have envisioned.

I am truly honored and humbled by being named a Bauer distinguished alum. I truly enjoy my relationship with UH, Bauer and all the people involved.

# Photo Finish

EVENTS, CONFERENCES AND HAPPENINGS AT UH BAUER



*GREAT SALES KNOWLEDGE. Chris Monica, CEVA Logistics; Randy Webb, UH Bauer; Gareth Lewis, Hilti; Eli Jones, Dean of Ourso College of Business, LSU; Bill Smith, 3M; and Ralph Oliva, Institute for the Study of Business Markets, Penn State University, at the Sales Excellence Institute and Marketing Science Institute Conference on April 3.*



*The Department of Marketing & Entrepreneurship hosted the 27th Annual Marketing Doctoral Symposium on March 27-28, bringing doctoral students and faculty from leading universities across the country to campus to share research ideas and to network.*



*MAJOR LEAGUE PARTNERS: Advisory Board past chairs (l-r) John King ('92) of Ernst & Young LLP, Kenneth Guidry ('77) of PKF Texas, Paul Peacock ('81) of PricewaterhouseCoopers LLP, and Kenny Grace ('85) of HEIN & ASSOCIATES LLP, at the Accountancy & Taxation Advisory Board Awards Banquet at Minute Maid Park on April 16.*



*Graduate and Professional Programs hosted a 31st Anniversary event "Beyond the Meltdown" for the EMBA program on March 18. Pictured above are Dan Currie (MBA '90), Assistant Dean, Graduate and Professional Programs; Latha Ramchand, Associate Dean for Programs and Administration; and John McNabb, Chairman of the Board, Growth Capital Partners, and Chair of Dean's Executive Board. McNabb and Executive Professor David Rubenstein (pictured below) were panelists.*



# Jobs Exist in Specific Fields, UH Bauer Profs Say

The economy may be putting a damper on career plans for many spring college graduates, but the bleak hiring forecast doesn't extend across all occupations. Students with degrees in Internal Auditing or in fields that fall under the Decision and Information Sciences realm are proving to be exceptions in an otherwise dismal job market for spring college graduates.

and major in supply chain, which refers to the network of companies involved in producing, handling and distributing a specific product as efficiently as possible. In the past, the field has had problems recruiting students unfamiliar with the field, but now they are listening, says Michael Parks, Associate Professor of DISC at Bauer.

"You have to have a skill. I tell them, a degree is not a strategy. What can you actually do, so that an employer will hire you?"

In all of these fields, internships are almost always involved when a student is hired. "With an internship program, they (corporations) get a look, and they can have a hand in training," Parks said. "A lot of our students have been handed job offers when their internship is over."

The Internal Auditing program at Bauer, which also has a close alliance with the businesses that hire students, was recently recognized as one of 19 Partners of the Internal Auditing Education Partnership Program for its development of internal auditing and risk coursework. IAEP names select college programs to one of three categories: Basic, Partner and Center of Excellence. Bauer has also "laid the foundation to become a Center of Excellence," according to Santos Monroy, president of the Institute of Internal Auditors, Houston Chapter. Only five schools in the world currently share that distinction.

"Membership in the IAEP sets an academic program apart from the others and demonstrates that its students possess the knowledge, skills and experience to smoothly transition into the role of professional internal auditors," said Michael Newman, Director of Professional Accounting Programs & Clinical Professor, Department of Accountancy & Taxation. Classes added this fall will enable Bauer undergraduate students to earn a Certificate in Internal Auditing. Graduate students have the option of earning a Risk Track Certificate.

"Corporations, the public and our federal and state governments are requesting an increase in assurance, risk and compliance services," Monroy said. "New regulations continue to increase corporate transparency and leadership accountability. This will increase the demand for Audit, Risk Compliance and IT Security professionals."

Mary Atkinson, Schlumberger  
Carmina Del Fonso, Excel  
Judy W. Vicknair, Marathon Oil  
Company



HR recruiters from three top companies tell Supply Chain students why their educational experience is in demand.

"A lot of majors are really hurting right now from the recession. We aren't," said Jaana Porra, Associate Professor of Decision & Information Sciences at the University of Houston C. T. Bauer College of Business. "When you have a specific skill you have a very direct way of getting a job."

Both occupations ranked in the top 10 fastest growing professions in the Bureau of Labor Statistics' latest forecast. Even taking into account the impact current economic conditions will have on the actual rate of increase, both professions expect growth, in contrast with the massive layoffs and job freezes occurring in other sectors.

The increased need for internal auditors comes as business and government leaders are calling for more transparent business practices. Demand was also created by the passage of Sarbanes-Oxley, which required public companies to have internal audit controls in an effort to curb corporate accounting fraud.

Jobs in Decision and Information Sciences, which include computer systems analysts, management analysts and supply chain managers, are also growing as businesses re-examine all aspects of operation that can enhance their bottom line. Several of those occupations also topped a 2009 salary survey by the National Association of Colleges and Employers.

Last month alone, 20 students at Bauer declared a sec-



Michael Newman, Director of Professional Accounting Programs & Clinical Professor, Department of Accountancy & Taxation

# Cialdini Reveals Principles That Can Influence People



Prof. Robert Cialdini is a guru and highly sought expert in psychology and marketing.

You'll find Dr. Robert Cialdini at the top of Warren Buffett's and Charles Munger's reading lists. In his closing remarks, Dr. Cialdini believes that Berkshire Hathaway's success can be found in how well its founders have come to understand human psychology.

Cialdini, a social psychologist and professor of marketing at Arizona State University, is a world-renowned expert and top-

selling author of many books that deal with the psychology of marketing and selling, including *Influence: The Psychology of Persuasion*.

Cialdini opened the Houston Conference on Selling and Sales Management (which focused this year on Selling and Sales Management in Turbulent Times) on April 2 with a fascinating talk, *The Power of Persuasion Under Conditions of Uncertainty*. He applied his Six Weapons of Influence to today's current climate, describing illustrative market place examples of how reciprocity, scarcity, authority, consistency, consensus and liking (friendship) can net positive results for business. He is one of the world's leading experts on how psychological science works in marketing.

Cialdini arrived at these six areas after extensive research and actually putting himself in the shoes of sales and marketing professionals around the world. His research encompassed time he experienced in sales training rooms, small businesses, large companies and retail floors to gain an in-depth understanding of how people are persuaded.

The conference was sponsored by the University of Houston C. T. Bauer College of Business Sales Excellence Institute and the Marketing Science Institute, a non-profit organization that links business practice with marketing science theory.

## EXCERPTS FROM CIALDINI'S PRESENTATION:

**INFLUENCE BY AUTHORITY** — "In a recession, when customers face uncertainty, they freeze." This is when an authority or expert figure becomes valuable, he noted. Authority figures also open doors for other people.

**INFLUENCE BY SCARCITY** — "If I can't have it, I want it." Cialdini gave the consumer market fervor over iPhone as an example. "The idea of losing something mobilizes people into action."

And, when combined with exclusivity, scarcity became even more effective. A product that is scarce and marketed with information that is exclusive is highly persuasive. Cialdini cautioned that information must be shared quickly or it can lose its potency.

**INFLUENCE BY LIKING** — People are easily persuaded by other people that they like.

# Faculty Excellence AT UH BAUER



George Gamble

**ACCOUNTANCY & TAXATION** — Professor George Gamble has been selected as a finalist for the University of Houston Teaching Excellence Award and the UH Career Teaching Excellence Award. Gamble, who is the Robert L. Grinaker Professor in Accounting and Taxation and director of the Institute for Diversity and Cross-Cultural Management, joined the Bauer faculty in 1978 and has since received more than 30 major teaching awards.



Jaana Porra

**DECISION & INFORMATION SCIENCES** — Associate Professor Jaana Porra is the 2010 co-chair of the IS Philosophy track for the International Conference on Information Systems, the main international conference for the MIS field, and associate editor of *Information Systems and e-Business Management*.



Praveen Kumar

**FINANCE** — A paper co-authored by Dean Arthur D. Warga and Department of Finance chair Praveen Kumar titled "Managerial Agency and Bond Covenants" is forthcoming in the *Review of Financial Studies*. Kumar will also present several papers co-authored with faculty this spring. He and Assistant Professor Hadiye Aslan will present "Controlling Shareholders and the Agency Cost of Debt: Evidence from Syndicated Loans" at the Financial Intermediation Research Society Conference on Banking, Corporate Finance and Intermediation in Prague in May. Kumar and Assistant Professor Nisan Langberg will present "Innovations and Investment Bubbles" at both the Annual Meetings of the Western Finance Association in San Diego and the Summer Meetings of the Econometric Society in Boston.



Leanne Atwater

**MANAGEMENT** — Department chair Leanne Atwater co-wrote the article "Are cultural characteristics associated with the relationship between self and others' ratings of leadership?," which is forthcoming in the *Journal of Applied Psychology*.



Son Lam

**MARKETING & ENTREPRENEURSHIP** — Ph.D. candidate Son Lam received the 2008 Emory Marketing Institute Doctoral Dissertation Competition for his dissertation, "Customer-Brand Identification as a Sustainable Competitive Advantage: A Multinational and Longitudinal Examination."

## Campaign To Boost UH Bauer Scholarships

In partnership with the University of Houston Bauer College Alumni Association, Bauer College has launched the Bauer Champions Scholarship Campaign, with a goal of raising \$100,000 or more for student scholarships.

The campaign includes several fundraising efforts, such as the 2009 Ted Bauer Golf Classic sponsored by Select Asset Management, LLC, which raised more than \$30,000 in 2008, and the alumni group's second annual online auction, which gives bidders the chance to win items including a seven-day stay at a beach house in Brazil and several other vacation spots, dinner with KPRC anchor Dominique Sachse ('90), rounds of golf at first-class courses and events in exclusive restaurants.

In addition, alumni who want to raise funds for the campaign are being encouraged to start teams with other alumni who may have graduated from the same program, belonged to a student organization or now work at the same company. The team with the most members will be recognized, along with the team that raises the largest dollar amount.

*Among the online auction items is dinner with Houston news anchor, celebrity and UH alumna Dominique Sachse.*



*UH alumni and partners hit the greens for scholarship green.*

"I challenge all Bauer alumni to become Bauer Champions, by either starting a company team or a team of classmates from a graduation year," Bauer Alumni Association President Matt Houston ('02) said. "We've created many fun ways that alumni can get involved."

For more information on the scholarship campaign, visit the Bauer Champions web site at [www.bauer.uh.edu/alumni/bauer\\_champions/](http://www.bauer.uh.edu/alumni/bauer_champions/).

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University of Houston  
C. T. Bauer College of Business  
334 Melcher Hall  
Houston, TX 77204-6021

[www.bauer.uh.edu](http://www.bauer.uh.edu)

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