



The Business Section

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Contents

What is Marketing Anyways?	1
Katrina Glerum	
Summer At Sprint	2
Sandhya Acharya	
Why Notre Dame?	3
Arianne Westby	
A Passion For The Game	3
Eric Woodward	
When Do You Become a Domer?	4
John Schneider	
How To Prevent Your Computer From Blowing Up?	5
-- MBA Tech	
Stephen Hunia	
MBA and Campus Activities	6

TGIT

September 12

6 to 9 PM

What is Marketing Anyways ?

By Katrina Glerum
MBA Candidate 2004

One of the questions I've been asking about the dotcom world is why are we building these new companies the same way we've been building companies for decades. It seems like every kid with a bright idea was rushing out and slapping a corporate box on their concept as quickly as possible, never examining whether the box fit.

"Market share! Market share!" the VCs and babbling classes bleated—dooming most of their prodigy to early graves, as we all chased soap bubble dreams.

The corporation as a structure is undergoing massive change these days (as FastCompany is chronicling fairly well). In its most rigidly institutionalized form, the corporation is proving to be out of date. That's not surprising seeing as essentially it's the command and control organization derived from our millennia of experience with warfare. It was designed so that the guy in the tent gets the platoon in the field to do what he tells them because presumably he knows better. Communications technology has altered much of what made that useful for a company, particularly for companies employing large numbers of knowledge workers (brokers, consulting companies, accountants, dotcoms, etc.), people

who get far more work done relying on their peers than their bosses.

In fact, I'd go farther and say it looks like the modern corporation is shrieking it's lungs out at the height of it's success. Have you ever been in a knowledge-industry company that wasn't in a perpetual state of reorganization? How large of a productivity leak does that represent? What about the interdepartmental frictions between the traditional disciplines of business, technology and marketing? What about the incredible inefficiencies represented by every company carrying the exact same support structures? How do these make corporations more successful exactly and why do we want to reproduce them if we have the chance to rewrite the rules?

Dotcom CEOs set off from their nice MBA schools where they learned from wise men who founded the discipline since the 1960s when GM earned half the world's GDP. They brought with them all these preconceived notions about organization. And I argue that they are failing wildly as a result.

I know from building corporate websites that Technology, Business and Marketing are always fighting over ownership of the site. If any one of them wins, your site sucks. Marketing doesn't know what a database is,

What is Marketing...continued on, Page 2

.....continued from page 1

Technology doesn't know that you actually have to talk to people, and Business doesn't know how to build anything. This is not good.

A dotcom, a web-only company, represents a fundamental shift in company behavior. A Website IS your brand, marketing, promotional materials, product information. It IS your technology, software, networks exposed to a world intolerant of shoddiness. It IS your business transaction, location, inventory.

Can anyone who is in a dotcom tell me precisely what the difference is between marketing and business development? I've asked a lot of people this and I'm betting most of you can't. For the few who think they can, ask yourself next whether whatever you've defined is a necessary difference? Is it even a useful difference from the point of view of making the product better or the company better or more profitable, etc.

I say this because several

people have told me that the significant difference is that marketing spends money and business development earns money. ("And spends money," I generally remind them.) I'm not sure that's a useful distinction even if it is true (which I'm not convinced of).

What I've discovered is that the more interesting difference is not what traditional discipline you come from, but what stage of product development you fall in. At one end of the spectrum you are more focused on the product resources that need to be developed (you write code, you write content, you produce graphics). At the other end of the spectrum you are more focused on responding and interacting with the world (business partnerships, advertising, PR).

So why don't we come up with an organizational structure that is designed to deal effectively with these questions and requirements rather than adopting without consideration, a system that was designed for something

altogether different. If nothing else, a startup in a new industry gives you the opportunity to change things.

As a matter of fact that's exactly what I'm doing at my own dotcom. I've designed a three-dimensional matrix organization specifically for building and running interactive experiences (in this case, games) quickly, efficiently, in teams, and with pride.

Among the results: everyone will know how we make money and how we spend it, the organization is very flat so we won't generate useless stacks of managers, and the people doing the work get to make the calls, but they're also held accountable for the results.

This is not a place for net slaves. Dilbert-corps construct net slaves. Net slaves kill a company's capacity for nimbleness.

I call it the Cube.

The views expressed in the articles are those of the author and not necessarily those of The Business Section.

Summer At Sprint

By Sandhya Acharya
MBA Candidate 2003

August 21st and I head back to Notre Dame. A summer just ended, a semester waiting to begin. A week before I rush headlong into a deluge of classes. A week to go over the past 11 weeks spent at an internship with Sprint in Kansas.

It was a rewarding summer in terms of experience gained, friendships made and a prospective fulltime job offer. My project was very interesting, working with Corporate Real Estate on a project called e-Volution, which is explicitly about automating and web-enabling Corporate Real Estate, but even

more an exercise in transforming Corporate Real Estate from simply being a service provider into being a business strategist for Sprint.

During the first half of my project I joined with internal teams and external consulting companies to develop a business plan for the coming phases of e-Volution. During the second half of my project we developed a cost-benefit analysis for the phases that we had finished i.e a historical perspective. This involved both quantitative and qualitative analysis.

Observing things from my vantage point made it possible for me to research latest trends in the industry, examine some approaches of realizing

benefits of an IT implementation and propose recommendations for future phases. Thus, my job entailed not only financial analysis but also gave me leeway for creative and individual thinking.

In terms of the personal experience I had in Kansas, let me put it into perspective. Coming from a hustling city like Bombay, India and moving to South Bend has been quite a transformation for me already, and yet the weeks I spent in Kansas added much to the flavor of my overall experiences. Of course, I still missed the vibrancy of big city life, but to be

Summer at Sprint... continued on page 4

Why Notre Dame?

By Arianne Westby
MBA Candidate 2003

When I first came to Notre Dame nearly ten years ago I was an impressionable eighteen-year-old. I walked around the campus in awe of the things that surrounded me. The Dome, the Basilica, Touchdown Jesus, the Grotto and much more. I felt the mystique. That “intangible” which all who love this place understand, but which can’t be done justice with mere words. Over time I came to realize what it all represented. That Notre Dame was so much more than just you or me, or any one person. It’s a community, one in which the whole is greater than the sum of the parts.

As a member of this community, there are many privileges, yet there are responsibilities too. These

responsibilities aren’t burdens though. They are opportunities for us to live the Notre Dame character and share what makes this community special with the world at large.

Notre Dame is different than other schools. Not necessarily better or worse, but definitely different. And this University celebrates its unique character. As Dean Woo said in response to a question about whether Notre Dame MBA’s would rise above the recent challenges in the business world, we are given the tools to do so. The decisions we make are up to us.

Sometimes it may seem that the discussions, both formal and informal, that revolve around the theme of values and integrity are plentiful, and for that reason people may begin to tune out to the message. But if we stop to think

about the point behind these exercises, we can see that it comes back to what makes this place special. Just as someone studies accounting by practicing T-accounts until the relationships between the financial statements makes sense, so a Notre Dame student continually reflects on issues like values, integrity and community.

Thus, as we begin this new academic year, we can celebrate that which makes us unique. We can enjoy the privileges and embrace the responsibilities because these are the things that are part of that “intangible” that is Notre Dame.

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Passion For The Game

By Eric Woodward
MBA Candidate 2004

There were days in August when I wondered how much Major League ballplayers loved the game. I found myself spending more times going to games at the Cove’ than watching Major League baseball, but one night in August I found some joy in watching Major League baseball again and I found some more motivation for the upcoming fall semester.

My wife, Laverne, went to high school with Joe Roa. Joe went from high school straight into the minor leagues. Joe made it up to the big leagues for the 1997 season but was back in the minor leagues after Tommy John surgery. Most players would have given up after fourteen years of minor league baseball. The long bus rides and low salaries make many young stars

washout after a few years, but not Joe. He is a different kind of ballplayer. Joe’s cousin Danny said he turned down millions to play in Japan so he could stay close to his family.

Joe has one young son and another on the way and he just bought a house in suburban Detroit. Laverne and I were going to meet up with Joe at a game in Milwaukee. As we were walking towards our seats I saw a Phillie with his head down signing autographs. I asked my wife “Is that Joe?” She said yes. She couldn’t even see his face but we were both figured that if anyone was taking time to sign autographs it was probably Joe. All the others players were off in the dugout.

As we approached him, Laverne yelled out to Joe. A young kid next to us looked up in amazement and said “You know that guy?” We

responded yes and he just said “Cool!” A man with a young son approached Joe and said “I just wanted to thank you. You are good for the game.” Joe had tossed his son a ball during warm-ups and autographed it just a minute earlier. Joe didn’t have to do this.

The labor negotiations could have wiped out his second trip to the big leagues just a week later, but you could see it in his eyes that he was happy to be back in the show.

On the drive back to South Bend I thought about all that Joe has given to the game of baseball. I talked of feeling “burned out” after the summer. Late night studying doesn’t seem so bad compared to fourteen years of bus rides.

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When Do You Become A Domer?

By John Schneider,
MBA Candidate 2004

At what point does a new MBA student truly become a part of Notre Dame? Was it that first morning of Orientation under the tent at the Morris Inn? Perhaps when Dean Woo formally welcomed us to the program in the Jordan Auditorium? Or maybe the day we sat in class for the first time and began our course of study in earnest? Those are all good possibilities, and I'm sure many other moments might fit just as well. But for me it didn't register that I was really a part of Notre Dame until Saturday night.

I gathered with a group of fellow students from the MBA class of 2004 at a watering hole downtown to watch the Notre Dame football team open its new season. Whether you were there with me, were watching at home with some friends, or even made the trek out to New Jersey to see the game in person, I'm sure the emotions were similar: anticipation, a touch of anxiety, but most of all, a barely-contained excited pride.

I've watched countless Notre Dame games on television in the past,

but this time was different. When those golden helmets gathered in the tunnel, paused, and then burst out onto the field – the entire bar rose as one, let out a thunderous roar, and I knew I was in a whole different world. As the game progressed, it quickly became evident that this is a different Notre Dame team. The coach is new, the offense is new, and the team seemed to play with an intensity that startled everybody. But more importantly to me, this team is different because it's my team now. It's your team, it's our team.

Many of us have followed Notre Dame football for years, others may have rooted for the hated opposition in the past, but this weekend we were all cheering for the Irish together. I know this because I distinctly remember seeing one of my classmates, clad in Michigan Blue, urging on the Irish louder than any of us. Regardless of where we did our undergraduate work, or where we might have lived in the past, we are part of the Notre Dame community now, and the football team is a singular representation of that community.

People come up with all sorts of reasons why football at Notre Dame is

the passion that it is, but I have my own idea, one that is particularly relevant to the MBA community. In my mind, the football team is an extension of the greater student body. And when the football team goes out each weekend on a national stage and attempts to prove itself to the world, isn't that just what we plan to do when we leave this program? Aren't we here to become people who can make a difference in the business world on that larger stage? I think we see a little bit of ourselves in the football team as it takes the field. And when the team plays with the spirit that it did last weekend, it sparks the spirit in all of us to go forward and achieve in that same way.

All the years I've spent following Notre Dame football, and I never really got it until now. It's not just a football game, it's a symbol of what we, as students at Notre Dame, can accomplish. In twenty years, are you going to remember where you were last Saturday night? I know I will.

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Summer at Sprint .. continued from pg. 2

honest, the various intern activities did keep me really busy.

With the other 4 interns, I was shuttled from event to event. For example we had executive breakfasts and lunches which gave us an opportunity to interview top officials in the company. With so much happening in the Telecommunications industry, I found this highly enriching. Besides we were able to meet with the other FMDP personnel in informal and formal activities. This made it

possible for us to interact with one another and ask questions we had about the program while developing contacts.

Other activities included visits to the main places of interest in Kansas—including watching a Royals baseball game in a box. (Believe it or not, I actually enjoyed it!) Despite not having a vehicle, I did get to see a lot of Kansas thanks to my friends and the other interns. I actually made quite a few friends in the short period of three months. My work was more creative than strenuous and I had

a lot of time to socialize. I had a great deal of support from my boss and the other people I met.

An internship can be called successful when you are able to add some value to the company, take back some knowledge, and develop long term contacts and friendships. In all these respects, my internship was indeed successful.

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How To Prevent Your Computer From Blowing Up?

By Stephen Hunia,
MBA Candidate 2003

What you need to do right now to your laptop (or desktop) before it goes BOOM!

Many of us have recently acquired a new computer. For many 1st year MBAs this is a laptop computer that comes with more useless software installed than a full-time computer geek on crack would ever use. There are, however, a few key things that everyone should do to protect and get the most out of their purchase.

1. Buy a surge protector – Power problems account for over 25% of PC crashes and errors. Typically a laptop's power supply protects it from power fluctuations, and in the case of a power surge it will self-sacrifice itself. However, a typical PC manufacturer charges well above \$100 to replace a supply. Considering the consequences, a \$25 investment in a surge suppressor is well worth it. An economical and popular unit, the PNOTEPRO, is manufactured by American Power Conversion (www.apcc.com). It plugs directly into most laptop power supplies (make sure to check the plug before purchasing, or check APC's website for compatibility charts) so there are no additional cables. It includes a modem protector as well for those using dialup at home. It's insurance. You hope you don't need it. But you'll be very glad you have it when you do.

2. Use the Microsoft Windows Update (<http://windowsupdate.microsoft.com>) – Microsoft is constantly improving their products by providing security fixes and correcting other software/hardware problems. Windows 2000 users in particular need to download Service Pack 2, which fixes many security issues

making your machine more reliable. Windows Update also includes numerous downloads to fix bugs and add functionality to MS Office applications. Also it is a good idea to check your computer manufacturer's website for updates to your specific machine, especially Sony. (WARNING: Many of the updates from Microsoft are fairly large so it is best to download them via a broadband connection or Ethernet, NOT via a dialup modem.)

3. Install and update (on a regular basis) a virus program – By now most of us have had to deal with some type of computer virus and would agree that we would rather not do it again. Many computers come with some type of virus software installed so all you need to do is check the configuration. For those who do not have some type of virus software installed, stop now and go buy or download it immediately. It is especially important now that the

program not only scans the hard drive and does general virus protection but also has some type of download scan as well that can catch infected Internet downloads and email attachments. Currently McAfee (www.mcafee.com) is the reigning virus killer and their product updates and services are typically very high in quality. However, in my personal opinion Norton AntiVirus does a much better job and is less taxing on your computer's performance. (www.symantec.com) Even better, Norton is also available for free download on the OIT website.

This column will be devoted to tech issues like the ones above as well as new technology updates and information. Also I will be writing on topics of interest to those in the MBA program, so email me (shunia@nd.edu) with any issues or questions you would like covered. Please put the words: "Business Section" in the subject line.



The Business Section

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The Business Section is a publication of the MBA Association serving the Notre Dame MBA Community. Its goal is to provide timely news, information, and commentary about events and activities of the MBA program. Contact the editor at bsection@nd.edu for additional information. The Business Section is not an official publication of the University of Notre Dame.

MBA and Campus Activities

September 11, 2002
05:00 PM

Memorial Mass

Reflecting pool, Hesburgh Library. Concelebrated by Rev. Edward A. Malloy, C.S.C., music provided by a 275-voice choir featuring members of all Basilica and University choirs.

September 12, 2002
07:00 PM

Waking Life

NDinema Film Series. Followed by special faculty panel discussion

Location Carey Auditorium, Hesburgh Library first floor

October 01, 2002
07:00 PM

Behind Closed Eyes

Part of the Henkels Series of Lectures and Films on Children, War and Peacebuilding. Dutch film with English subtitles, tells the tragic but ultimately triumphant story of 4 war-scarred children.

Location Hesburgh Center
Sponsor The Kroc Institute
Contact Name Catherine Odell
Contact Ph # 574-631-8819
Room Auditorium

September 10, 2002
12:30 PM

Social and Economic Consequences of Privatization in Russia

Speaker Victor Supyan, Visiting Fellow, Kellogg Institute and Russian Academy of Sciences
Admission Fee free
Location Hesburgh Center for International Studies
Sponsor Kellogg Institute for International Studies
Contact Name Jean Olson
Contact Ph # 574-631-6023
Room C-104

September 16, 2002
04:00 PM

The Coming War with Iraq.

Speaker George Lopez, Director of Policy Studies and Senior Fellow at the Kroc Institute, David Cortright, Kroc Visiting Research Fellow, President, Fourth Freedom Forum, Goshen, IN
Location Hesburgh Center
Sponsor The Kroc Institute
Contact Name Catherine Odell
Contact Ph # 574-631-8819
Room Auditorium

October 04, 2002
12:00 PM to 01:00 PM

“Essentials for Effective Teams”

Speaker Lt. Colonel Archie Davis, United States Army
Location Mendoza College of Business
Sponsor Donnelly Lecture Series on Employee Participation
Contact Name Robert Vecchio
Contact Ph # 574-631-6073
Room Jordan Auditorium

September 13, 2002
03:00 PM

Terrorism and International Justice

Speaker James Sterba, Kroc Faculty Fellow, Department of Philosophy
Location Malloy Hall
Sponsor The Kroc Institute and the Philosophy Department
Contact Name Catherine Odell
Contact Ph # 574-631-8819
Room 220

September 20, 2002
04:00 PM to 05:00 PM

Men's & Women's Cross Country

National Catholic Championship

Location Burke Memorial Golf Course

October 05, 2002
01:30 PM

Notre Dame Football vs Stanford

September 14, 2002
01:30 PM

Notre Dame Football vs Michigan

Speaker Milton Cole, CEO, Cole Hardwoods
Location Mendoza College of Business
Sponsor Institute for Ethical Business Worldwide and the Center for Ethics and Religious Values in Business

Go Irish!