

BUSINESS COMMUNICATION AT NOTRE DAME



Eugene D. Fanning
Center for Business
Communication



UNIVERSITY OF
NOTRE DAME

Mendoza College of Business



Business Communication at Notre Dame

We assist members of the Notre Dame community in achieving their academic, intellectual, and professional goals by providing instruction, guidance, and counsel in writing, speaking, and other dimensions of human communication.

The Fanning Center for Business Communication was established in the autumn of 1990 and rededicated in 1996 to honor Notre Dame alumnus, business executive, and Advisory Council Chairman Eugene D. Fanning. In 1998, the center, its faculty, and its programs became a part of the Department of Management in the Mendoza College of Business.

What do you need to succeed in business?

- a business plan
- listening skills
- critical thinking
- speaking experience
- conflict resolution
- persuasive language
- interview skills
- creative thinking
- a better image
- a great resumé
- media management

How do you succeed? With the Fanning Center's

- for-credit courses
- nondegree programs
- seminars
- workshops
- book series
- conferences
- scholarships



We offer two types of instruction:

For-credit course work

Conflict Management

Corporate Communication

Intercultural Communication

Management Communication

Negotiation

Persuasion

Speaking

Writing

Nondegree programs and communication workshops

We offer workshops to improve your skills, ranging from resumé writing and employment interviews to meeting management and media relations.

For more information about the Fanning Center:

Fanning.nd.edu

For more information about the Mendoza College of Business:

Business.nd.edu



KELLIE K. FRIERY '01

Senior Account Executive
Dix & Eaton

Kellie Friery uses the core skills gained from the Fanning Center on a daily basis. She helps management teams develop and implement communications strategies designed to create sustained interest in their company's public securities. For Friery, the Fanning Center courses were a great primer for the real world—especially in her client-service role. The center's focus on communication skills has proven invaluable and the continued support from Fanning Center professors has helped lead to her success.



Without the Fanning Center and the support of Professor O'Rourke, I never would have made my career move...and found an investor relations job that I love.



MEET THE EXPERTS



*Ph.D., Public Communication,
Syracuse University*

*M.A., Speech Communication,
University of New Mexico*

*M.S., Mass Communication,
Temple University*

*B.B.A., Management,
University of Notre Dame*

James S. O'Rourke IV

Professional Specialist

Concurrent Professor of Management

Arthur F. and Mary J. O'Neil Director,
Fanning Center for Business
Communication

IN A CAREER SPANNING FOUR DECADES, Professor O'Rourke has earned an international reputation in business and corporate communication. *BusinessWeek* has named him one of the "outstanding faculty" in Notre Dame's Mendoza College of Business.

He is the author or editor of 17 books, including *The Truth about Confident Presenting* (The Financial Times, 2008), *Beginning Your Career Search* (4th edition, Prentice Hall, 2006), *Management Communication: A Case Analysis Approach* (4th edition, Prentice-Hall, 2010), *The Business Communication Casebook: A Notre Dame Collection* (2nd edition, Cengage South-Western, 2007), and *Business Communication: A Framework for Success* (Thomson South-Western, 2001). Prof. O'Rourke is also senior editor of a seven-book series on managerial communication from Cengage South-Western and is principal author or directing editor of more than 200 management and corporate communication case studies.

In 2004, Prof. O'Rourke received the John A. Kaneb Award for Excellence in Undergraduate Teaching from Notre Dame and was acknowledged by name at the University's commencement ceremonies.

Prof. O'Rourke has held faculty appointments in such schools as the United States Air Force Academy, the Defense Information School, the United States Air War College, and the Communications Institute of Ireland. He was a Gannett Foundation Teaching Fellow at Indiana University in the 1980s, and a graduate student in 19th century English history at Christ's College, University of Cambridge in England during the 1970s. He has delivered invited lectures at leading universities in Switzerland, the United Kingdom, Germany, Singapore, Denmark, Italy, and Belgium.

Prof. O'Rourke is founding director of the Conference on Corporate Communication at Notre Dame, and a trustee of the Arthur W. Page Society. He is a member of the Institute for Public Relations, of the Reputation Institute, and the Management Communication Association. He is also a regular consultant to *Fortune 500* and mid-size businesses throughout North America. Dr. O'Rourke and his wife, Pam, have three daughters: Colleen (Saint Mary's College, 1994), Molly (Notre Dame, 2000), and Kathleen (Notre Dame, 2007).



*Ph.D., Social Psychology,
University of Notre Dame*

*M.A., Social Psychology,
University of Notre Dame*

*B.A., Psychology,
Indiana University at South Bend*

Sandra D. Collins

Associate Professional Specialist

Concurrent Associate Professor of
Management

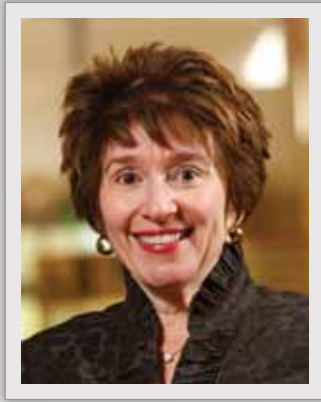
PROFESSOR COLLINS TEACHES COURSES in conflict management, persuasion, business speaking, and business writing to undergraduates and MBA candidates in the Mendoza College of Business. She also teaches negotiation to Master of Science in Accountancy students, and online courses in writing to corporations through the Executive Education Program.

With a background in social psychology, her teaching is informed by a special knowledge of cognitive processes. She considers all the factors including relationships and power structure — that will influence how a message is processed by the human mind. This approach helps students understand that business communications are always affected by context.

Prof. Collins provides team development workshops for Mendoza's traditional and executive MBAs in South Bend and Chicago. She has conducted workshops for the University and various organizations in listening, conflict management, interpersonal communication at work, and team development.

Her publications include *Communication in a Virtual Organization* (Cengage South-Western, 2003), *Managing Conflict and Workplace Relationships* (Cengage South-Western, 2009), *Interpersonal Communication: Listening and Responding* (Cengage South-Western, 2009) and *Persuasion* (Cengage South-Western, 2009).

Outside of academics, she has worked as a licensed financial services broker, a purchasing buyer, a real estate agent, and a small business owner.



Elizabeth Tuleja

Associate Professional Specialist

Concurrent Associate Professor
of Management

DR. ELIZABETH (LIDDY) A. TULEJA CAME TO THE University of Notre Dame in 2009 after spending three years teaching and developing programs at the Chinese University of Hong Kong (CUHK). Her objective there was to build a management communication program for the business school and conduct research in the area of intercultural communication in management in Hong Kong and Mainland China. She received several faculty of business teaching awards there.

Prior to CUHK, she taught for eight years at the Wharton School, University of Pennsylvania, where she was an assistant professor of management in the Wharton Communication Program and was in charge of developing curricula and teaching a variety of communication courses for the MBA and Executive MBA Programs. In addition, she oversaw training and development for Wharton's international student population. Dr. Tuleja was awarded the 2003 "Whatever It Takes Award" for team teaching and was nominated for the same award in 2006.

Past experience has included teaching and consulting in many areas of management communication with a variety of students and clients including undergraduate, graduate, and global business professionals and executives. Clients have included Merrill Lynch, Morgan Stanley, Bank of America, AXA, Marriott International, and the Hospital of the University of Pennsylvania, among others.

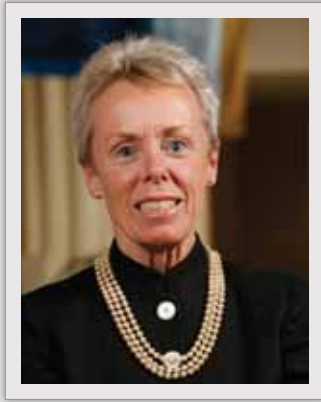
Her studies and research focus on issues of intercultural communication and managerial communication. While in Hong Kong she consulted with the Asia-Pacific Institute of Business, China Development Bank, and HSBC, and was a key note speaker at the Cyberport Venture Capital Forum (Nov 2006) where she led a seminar on team building and communication. She is a popular speaker, having been invited to give plenary presentations for the Joint University Outstanding Marketing Award (JUOMA), Hong Kong Federation of Business Students (HKFBS), and the HSBC Young Entrepreneurs Awards.

She is the author of *Intercultural Communication for Business*, now in 2nd edition (Cengage South-Western, 2009), which focuses on practical applications regarding communication issues for professionals who want to understand intercultural communication at work. She has also written for the *Journal of Business and Technical Communication* and *Business Communication Quarterly*.

*Ph.D., Education/Communication,
University of Pennsylvania*

*M.A., Intercultural Communication,
University of Pennsylvania*

*B.A., Spanish Literature/
Latin American Studies,
University of Mexico*



*Juris Doctorate,
University of Detroit Law School*

*B.A., Philosophy,
University of North Dakota*

Sondra J. Byrnes

Associate Professional Specialist

Concurrent Associate Professor
of Management

PROFESSOR BYRNES BRINGS TO THE Fanning Center real-world experiences in every aspect of business communication including marketing, employment law and investor, media and corporate relations. She helped to re-brand Sears Mortgage into PNC Mortgage and the Michigan Consolidated Gas Company into Primark Corporation. The name-change conversion at Primark involved re-branding everything from signage to the company's listing on the New York Stock Exchange.

For PNC Financial Services, she served in several leadership roles, including senior vice president in 2000. For PNC Mortgage, in addition to leading its name-change conversion, she created an Internet marketing group to develop the company's websites and established a product development function to design and launch new products.

In 2001, working as a consultant for the DBS Thai Danu Bank, a major bank in Southeast Asia, she reshaped its corporate communications department, led the bank's transformation team and served as special advisor to its president and CEO along with creating and teaching an effective business writing course for its executives.

In the 1980s, at a time when fear drove many of the reactions against the AIDS virus, she developed and implemented one of the first AIDS education programs, instituting for Michigan Consolidated Gas Company an antidiscrimination policy protecting employees who tested positive for HIV.

She is an attorney admitted to practice by the District of Columbia and the State Bar of Michigan. Her area of interest is privacy in the business context. Her knowledge of the law informs her teaching of both graduates and undergraduates in the Mendoza College of Business.

FANNING CENTER COURSES

Undergraduate Courses

BACM 30400 Business Speaking (1.5 CREDIT HOURS)

More information is being passed orally in business than ever before. This course can help you improve your speaking skills and overcome fear of giving a speech. This seven-week course explores the communication process and shows how success in business is related to one's ability to integrate speaking skills with communication strategy and theory. You will learn to research, write, organize, and present business briefings, informative speeches, and persuasive talks using PowerPoint technology. Instructor critique, and peer review are essential ingredients in this experience.

BACM 30420 Business Writing (1.5 CREDIT HOURS)

Only a fraction of a manager's communication time and effort is spent on writing, but without question, the most important issues in business end up on paper. This seven-week course will help you improve your writing, as well as your critical thinking skills. We look at a range of expression issues related to language use, style, tone, grammar, punctuation, and organization. You will learn to make decisions about document preparation, including format, layout, and design. You will also develop an understanding of the ethical dimensions of business writing. You cannot become a better writer overnight, but this course can begin the process.

BACM 30490 Persuasion (1.5 CREDIT HOURS)

Recognizing the power of persuasion, this course offers insight into the factors that affect our ability to change the beliefs, attitudes, and behaviors of others. The course explores theories of social influence and guides you in the application of those theories to situations in the modern business environment. Given the power of persuasion, the course especially addresses the importance of ethical persuasion.

BACM 30500 Conflict Management (1.5 CREDIT HOURS)

Conflict is a central feature of human behavior on interpersonal, organization, societal, and international levels. In this course, we explore the psychology of disputes, the nature and sources of conflict, and the ways in which conflict and human emotion can disrupt or make business organizations dysfunctional. As we examine the nature of conflict, we'll explore behavioral responses and theoretical approaches to it, and offer a wide-range of alternatives to working through conflict. This course is highly practical and will offer you an opportunity to apply current research findings as they interactively participate in conflict resolutions.

BACM 30520 Intercultural Communication (1.5 CREDIT HOURS)

Whether you are operating a global business or working within a highly diverse American workplace, effective intercultural communication skills are critical. Going well beyond a look at customs, you will dig deeply into the concepts and research that help explain why—culture by culture—we function the way we do. We will analyze intercultural case situations to see these theories at work. Along with developing a self-awareness of our individual communication behavior, we will explore ways to become more effective intercultural communicators. Along with expanding those skills, we will examine the challenging ethical issues sometimes raised in intercultural communication.

MGT 30220 Management Communication (1.5 CREDIT HOURS)

This course focuses on writing, speaking, and interpersonal skills that managers will need to solve everyday communication problems. Topics include employment communication, researching business information, business briefings, informative presentations, and persuasive speaking. A case method approach to writing instruction asks students to solve authentic problems within the context of a business by writing for varied audiences, including executives, customers, employees, shareholders, the press, and the public. Restricted to Management majors.

Graduate Courses

MBCM 60400 Management Speaking (2.0 CREDIT HOURS)

This course will provide you with an opportunity to improve your spoken communication skills in a variety of settings from informal meetings to large, formal presentations. Speaking experiences include business briefings, informative talks, persuasive speeches, and live television news interviews. You will receive instructor feedback as well as peer review on every aspect of oral communication, including delivery, nonverbal behavior, content, organization, and visual support. Small sections promote personal student-professor contact and provide time for individual coaching.

MBCM 60420 Management Writing (2.0 CREDIT HOURS)

Because the most important ideas in business end up in writing, and because writing can frequently become a career sifter, this course focuses on the written word as a principal means of implementing business strategy and solving managerial problems. This course will focus on the basics of written expression in a business context, including the communication process, critical thinking, audience analysis, message development, correspondence, and document design.

MBCM 60490 Persuasion (2.0 CREDIT HOURS)

Every day we are bombarded with messages meant to influence us. This course introduces you to the dynamics of social influence. Through class discussion, activities, and lecture, you will learn about classic and contemporary research on persuasion and how organizations are putting these findings into practice. You will learn how to craft persuasive messages, how to evaluate the attempts of others to persuade you, and how to recognize unethical attempts at persuasion.

MBCM 70500 Conflict Management (2.0 CREDIT HOURS)

Conflict is a central feature of human behavior on interpersonal, organization, societal, and international levels. In this course, we explore the psychology of disputes, the nature and sources of conflict, and the ways in which conflict and human emotion can disrupt or make business organizations dysfunctional. As we examine the nature of conflict, we'll explore behavioral responses and theoretical approaches to it, and offer a wide range of alternatives to working through conflict. This course is highly practical and will offer students an opportunity to apply current research findings as they interactively participate in conflict resolutions.

MBCM 70520 Intercultural Communication

(2.0 CREDIT HOURS)

In today's global market and increasingly fast-paced society, we often hear people say that the world is shrinking. The world is not getting smaller. It is smaller. Our global economy calls for leaders who are both knowledgeable and competent in communicating across cultures in business settings. Our goal for this course is to provide students with the necessary tools for more successful cross-cultural interactions and to become more culturally literate. We build upon the three-fold concept of developing awareness (learning about values, attitudes, beliefs and behaviors) that leads to understanding (experiencing cross-cultural interactions) that eventually leads to competency. By presenting information in the classroom and by providing opportunities for study programs abroad, the Mendoza College of Business aims to develop its students into global leaders who are able to handle complexity and challenges in business across the world.

MBCM 70450 Corporate Communication

(2.0 CREDIT HOURS)

Few issues can affect stock price faster than a corporate crisis or a negative story in the news media. In the course of their careers, managers will confront a relentless series of issues related to corporate communication, including reputation management, media relations, legislative and government affairs, employee communication, and crisis management. Other issues will include investor relations, corporate philanthropy, identity, and corporate image. You will examine the intersection of three separate yet related groups: the public, the press, and private enterprise. You will also focus on communication programs intended to improve and influence public opinion and public policy on behalf of companies, industries, organizations, and causes.

MGT 70439 Negotiation (2.0 CREDIT HOURS)

Negotiation is the art and science of securing agreements between parties who are interdependent and who are seeking to maximize their outcomes. The central issues of this course deal with understanding the behavior of negotiators in the context of competitive situations. You will have the opportunity to develop negotiation skills in useful analytical frameworks. Considerable emphasis will be placed on simulations, role playing, and cases. You will also gain a broad intellectual understanding of the central concepts of negotiation, and develop confidence in the process to resolve conflict.

STUDENT AWARDS AND SCHOLARSHIPS

Eugene D. Fanning Award

To honor the work and life of Eugene D. Fanning, Notre Dame graduate and visiting instructor of business communication, members of the President's Advisory Council for the Mendoza College of Business established two scholarships in his name.

In doing so, members of the council, which Gene Fanning chaired from 1988 to 1990, have underscored the importance of writing, speaking, listening, and interpersonal skills to the success of men and women in business. They have also honored Mr. Fanning's personal commitment to teaching. The award is presented in the fall to one woman and one man, both seniors, who demonstrate exceptional achievement in business communication.

Award Recipients

2010

James J. McKillen, TOWER LAKES, ILLINOIS
Jordan E. Rockwell, FEDERAL WAY, WASHINGTON

2009

Adam C. Hansmann, CINCINNATI, OHIO
Amber R. Lattner, MONTROSE, PENNSYLVANIA

2008

Stephanie R. Eng, COLFAX, WASHINGTON
William W. Buzaid, VERONA, NEW JERSEY

2007

Joseph A. Varchetto, GLEN ELLYN, ILLINOIS
Lindsay A. Saelinger, CINCINNATI, OHIO

2006

Victor I. Abiamiri, BALTIMORE, MARYLAND
Elizabeth R. Reed, FRANKLIN LAKES, NEW JERSEY

2005

Stephanie E. Madia, WEXFORD, PENNSYLVANIA
Brian D. Mattes, LARKSVILLE, PENNSYLVANIA

2004

Alexandra Bueso Pineda, SAN PEDRO SULA, HONDURAS
James Michael Krenn, GOLDEN VALLEY, MINNESOTA

2003

Brian Dosal, CORAL GABLES, FLORIDA
Lauren Elizabeth Meagher, BUFFALO, NEW YORK

2002

Edward Joseph O'Connell, OAK LAWN, ILLINOIS
Catherine Elizabeth Totten, PITTSBURGH, PENNSYLVANIA

2001

John Lane Ewing, Jr., NEW ROADS, LOUISIANA
Lara Catherine Szymula, MOUNT PLEASANT, MICHIGAN

2000

Kelly Ann Potter, SALEM, OREGON
Nikolas J. Green, WEST PALM BEACH, FLORIDA

1999

Stephanie C. Newcom, LISLE, ILLINOIS
Jacob A. Trigo, SINTON, TEXAS

1998

Heather M. Stone, MEQUON, WISCONSIN
Frederick W. Dow, BURNSVILLE, MINNESOTA

1997

Naomi Duran, EL PASO, TEXAS
Sebastian G. Montufar, QUITO, ECUADOR

1996

Jessica A. Heieck, OMAHA, NEBRASKA
Charles L. Ruifrock, GROSSE POINT, MICHIGAN

1995

Peter G. Coleman, ISSAQUAH, WASHINGTON
Mary E. Wendell, GRAND RAPIDS, MICHIGAN

The Lucy Blandford Pilkinton, Ph.D. Memorial Award in Management Communication

Lucy B. Pilkinton came to the classrooms of Notre Dame by way of the theatre, rhetoric, and linguistics. In spite of her decidedly nontraditional preparation to teach graduate students of business, or perhaps because of it, Lucy won the admiration and respect of all whom she met. From 1991 until her sudden death in 1994, Lucy shared with her students a love of language, communication, and life. Without question, her courses in management communication and interpersonal communication were high on the lists of students in search of “alternative experiences” en route to an MBA degree. Her work with international students became the foundation for Notre Dame’s highly regarded program of preparing and nurturing foreign students who study business administration here.

To commemorate Lucy B. Pilkinton’s life, labor, and love for both teaching and learning, the Mendoza College of Business has established a memorial award in her name. She died, quite literally, just as she lived—patiently listening to a student’s observation in her classroom. This award, crafted in her name, is designed to honor not only Lucy, but those students whom she most admired and worked to assist. It is presented annually to a graduating master of business administration candidate who best exemplifies the ideals Lucy B. Pilkinton lived and taught, and who demonstrates exceptional achievement in management communication.

Award Recipients

2010

Chen-jun (Grace) Yin, TAIPEI, TAIWAN, REPUBLIC OF CHINA

2009

Rhiannon Bach, HUDSON’S HOPE, BRITISH COLUMBIA

2008

Lauren McCloskey Elston, ASPEN, COLORADO

2007

Eileen A. Spillane, STAMFORD, CONNECTICUT

2006

Katherine Lee Verhaalen, WEST ALLIS, WISCONSIN

2005

Sabrina M. Morales, MIAMI, FLORIDA

2004

Tiffany J. Tipps, CASPER, WYOMING

2003

Ariane R. Westby, PORTLAND, OREGON

2002

Jason Fournier, NORTH DARTMOUTH, MASSACHUSETTS

2001

James J. Gallagher Jr., RYE, NEW YORK

2000

Harold H. Paul Jr., HYDE PARK, NEW YORK

1999

Christina L. Glorioso, EAST ROCKAWAY, NEW YORK

1998

Brandon Solano, FLINT, MICHIGAN

1997

Jayne C. Thompson, ST. JOSEPH, MICHIGAN

1996

James Casto, JASPER, GEORGIA

1995

Andrea Edington, DETROIT, MICHIGAN

PUBLICATIONS

The Managerial Communication Series (Cengage South-Western Publishing)

Leading Groups and Teams, 2/e

(ISBN 0-324-58417-2, 2009)
Bonnie T. Yarbrough, University of
North Carolina, Greensboro
J.S. O'Rourke (editor)

Graphics and Visual Communication for Managers, 2/e

(ISBN 324-58418-0, 2009)
Robert P. Sedlack Jr., University of Notre Dame;
Barbara L. Shwom and Karl P. Keller,
Communication Partners
J.S. O'Rourke (editor)

Managing Conflict and Workplace Relationships, 2/e

(ISBN 0-324-58419-6, 2009)
Sandra D. Collins, University of Notre Dame
J.S. O'Rourke (editor)

Intercultural Communication for Business, 2/e

(ISBN 324-58420-2, 2009)
Elizabeth A. Tuleja, University of Notre Dame
J.S. O'Rourke (editor)

Interpersonal Communication: Listening and Responding, 2/e

(ISBN 0-324-58416-4, 2009)
Sandra D. Collins, University of Notre Dame
J.S. O'Rourke (editor)

Writing and Presenting a Business Plan, 2/e

(ISBN 0-324-58422-9, 2009)
Carolyn Boulger Karlson, University of Notre Dame
J.S. O'Rourke (editor)

Persuasion, 1/e

(ISBN 0-324-58421-0, 2009)
Sandra D. Collins, University of Notre Dame
J.S. O'Rourke (editor)



BRANDON SOLANO '98 M.B.A.

Vice President, Brand Innovation
Domino's Pizza

The name may not be familiar but the face might be. The Chief Food Guy for Domino's Pizza recently appeared in Domino's commercials rolling out their new pizza recipes. The Fanning Center honed Solano's public speaking skills and presence, giving him the confidence to speak to 20 people in a board room or 300 million viewers across America. Solano's responsibilities include new product innovation, culinary, and marketing at Domino's with a focus on driving growth with product news.

“ Trying to get to the top, everybody's great at their functional disciplines, whether they be financing, marketing, etc. What separates the people who make it to the top versus those who don't is usually their ability to communicate. ”

CASE STUDY WRITING

The Fanning Center for Business Communication publishes case studies researched by graduate students enrolled in the Corporate Communications class, and edited by James S. O'Rourke, concurrent professor of management. These cases are used in both corporate and academic sectors to begin classroom or group discussion about how best to communicate in times of growth, stress, or crisis. Information is gathered from corporate and public sources.

Among the most recent and most often-used case studies:

Google's New Strategy in China: Principled Philosophy or Business Savvy? (2010)

Kraft Foods: Krafting the Deal for Cadbury (2010)

Whole Foods Market: A CEO's Public Opinion at Odds with a Key Demographic (2010)

Domino's Special Delivery: Going Viral Through Social Media (2009)

Apple, Inc.: Transparency in Corporate Statements About the CEO (2009)

General Motors Corp.: Communicating a New Vision to Survive (2009)

Mattel, Inc.: Lead Contamination in Chinese-Manufactured Toys (2008)

Facebook Beacon: Cool Feature or an Invasion of Privacy? (2008)

Whole Foods Market: Being Green as a Way of Life (2007)

Taco Bell: How Do We Know It's Safe to Eat? (2007)

American Girl: A Protest Over Corporate Philanthropy (2006)

McDonald's Corporation: Regilding the Golden Arches (2006)

Merck & Company: A Recall of Vioxx® (2005)

Starbucks Operation: Can Customers Breastfeed in a Coffee Shop? (2005)

The New York Times and Jayson Blair: All the News That's Fit to Print (2004)

Wyeth Pharmaceuticals: Premarin, Prempro, and Hormone Replacement Therapy (2003)

Hershey Foods: It's Time to Kiss and Make Up (2003)

Great West Casualty v. Estate of G. Witherspoon (2002)

Bayer Corporation: The Recall of Phenylpropanolamine (PPA) (2001)

CONFERENCE ON CORPORATE COMMUNICATIONS

Since 1997, several dozen leading intellectuals have gathered each autumn on the Notre Dame campus to discuss current issues and best practices in the field of corporate communication. They represent some of the largest and most successful businesses in the world. Academic members of the conference teach at some of the world's best known business and communication schools.

Principal sponsors have included Abbott Laboratories, Allstate Insurance Company, American Electric Power, Conoco Phillips, the Council of Public Relations Firms, DentsuAmerica, Fleishman-Hillard, Inc., Gagen MacDonald, General Motors Corporation, ITT Corporation, Jordan Industries, Michelin North America, the National Basketball Association, and Northwestern Mutual.



Katherine M. Berry '07

Senior Financial Analyst
Business Planning & Analysis
Starbucks Coffee Company

Fanning Center courses gave Katherine Berry the framework for constructing clear and direct business memos and emails. The center also helped her to develop a captivating presentation style. Yet for her, the most valuable assignment came in the form of a videotaped, simulated scenario, replete with a local news reporter investigating a critical incident. A peer critique helped Berry to discover areas for improvement in her communication style. Today, she leads the planning cycle for capital projects and other financial impacts of Starbucks. She also performs and oversees capital project analysis and reporting for senior leadership.

“ I learned that no amount of preparation in knowing the facts of a case can substitute for knowing how to deliver a message to a target audience the right way. ”

NOTRE DAME GATHERS EXPERTS FROM THESE COMPANIES AND UNIVERSITIES

Abbott Laboratories

Allstate Insurance Company

Baker & McKenzie

Bank of America

BMW of North America

The Boeing Company

The Coca-Cola Company

Conoco-Phillips

Dean Foods Company

Dell Computers

Dentsu America, Inc.

FedEx

Fleishman-Hillard, Inc.

Gagen MacDonald

General Motors

Huntington Bank

Johnson & Johnson

Lenovo International

L'Oreal USA

Medtronic, Inc.

Micron Technology

Michelin North America, Inc.

Morgan Stanley

Northwestern Mutual

RSM McGladrey, Inc.

Sears Roebuck & Company

Toys R Us

Whirlpool Corporation

Athens University (Greece)

Boston University

Carnegie Mellon University

College of Charleston

Copenhagen Business School

(Denmark)

Cornell University

Dartmouth College

Emory University

New York University

Northwestern University

Stanford University

Suffolk University

Syracuse University

University of Jyvaskyla (Finland)

University of Miami

University of Notre Dame

University of Pennsylvania

University of St. Gallen (Switzerland)

University of Southern California

University of Virginia

Valparaiso University



Take Advantage of a Rare Opportunity

Only a few top-20 business schools have made a serious commitment to business and management communication. The University of Notre Dame is a leader among them.

No one else has as many communication case studies.

Our faculty publish more management communication case studies than any other school in the world. Our cases are in use in leading business schools across the United States and overseas.

Achieve your academic, intellectual, and professional goals.

Get the instruction and guidance in writing, speaking, and other dimensions of human communication that you need to succeed.



UNIVERSITY OF NOTRE DAME

MENDOZA COLLEGE OF BUSINESS

**The Eugene D. Fanning Center
for Business Communication**
234 Mendoza College of Business
University of Notre Dame
Notre Dame, Indiana 46556
574-631-8397
james.s.orourke.2@nd.edu
fanning.nd.edu



UNIVERSITY OF
NOTRE DAME

Mendoza College of Business