



The Clocktower Chronicle

The MBA/MS Newsletter of the Robert H. Smith School of Business, Nov/Dec 2001

www.rhsmith.umd.edu/organizations/clocktower/

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InForum Bridges Students with Top Innovators and Entrepreneurs

By Cristina Chuang, Undergraduate

“Winners in the age of information and technology know the value of their resources,” said Jay H. Nussbaum, executive vice president of Oracle Service Industries, and one of the visionary speakers at this year’s InForum – an event held at the Robert H. Smith School of Business on October 4-5.

Discussing winners and losers of today’s information age was the purpose of the first InForum business conference, a student-led event bringing students and faculty together with leaders from industry and government.

In addition to speeches, a group of panelists from leading industries were on hand to share knowledge with students on current innovations, trends, and challenges that abound in such technology sectors as e-service, biotechnology, entrepreneurship, wireless technology, and netcentricity. It also provided a networking platform for first- and second-year MBA students with executives, alumni and other MBA students.

InForum
Winners and Losers in the
Information Age

October 4 - 5, 2001

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Sponsored by Oracle, the event drew more than 160 students from RH Smith, the Darden School of Business at the University of Virginia, University of California at Berkeley, the McDonough School of Business at Georgetown University, the Kogod School of Business at American University and the George Washington University School of Business. Business participants included top executives and leaders from America Online, Inc., Allfirst Bank, Oracle Corporation, MdBio, Inc., i2 Technologies, and the U.S. Federal Communications Commission.

The Origins of the InForum

“The idea for InForum originated in a discussion between Jeff Biedell and I after attending the 6-year-old annual Cyberposium Conference at Harvard Business School,” said Andrew Federici, one of the four co-chairs of InForum. “Steen Byskov and Wayne Kirkman also contributed to the idea of holding a similar conference at R.H. Smith.”

“As the Smith School is a technology-focused program, InForum should be an important annual event for technology driven companies in all industry sectors from around the country,” he

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The *Clock Tower Chronicle* is published monthly by MBA students at the Robert H. Smith School of Business to provide a voice for students, alumni, and faculty of the Maryland MBA program. Opinions expressed are those of the authors only and do not represent those of the R.H. Smith school of business, *The Clocktower Chronicle*, or its staff. We welcome readers to submit articles, ideas, and suggestions.

Want to be heard?

Got something to say?

Send a letter to the
editor at:

clocktower@rhsmith.umd.edu

An Introduction to the Center for Global Business

By Richard H. Keith, Jr., MBA/MS Candidate 2002

The Center for Global Business at R.H. Smith is perhaps best known for its innovative – and very popular – study trips; however, this is only a small part of what the Center offers to the Smith School community. The Center's mission is broadly defined as integrating a global dimension into all of the activities and programs of the Smith School. The Center delivers on this mission by managing the global exchange and study abroad programs, leading study trips, providing resources to help MBAs find global internships, working with student organizations, and sponsoring the Global Executive Seminar Series.



Exchange Programs

Full-time MBA students are eligible to participate in exchange programs during their second year of study, and part-time MBA students are eligible during their third year. A number of the programs are taught in English and do not require local language skills. MBAs register and pay tuition through the University of Maryland (according to their residency status) during their study abroad program.

This year Smith School MBAs are studying at the Manchester Business School in England, the Hong Kong University of Science and Technology, the Graduate School of Management in Sophia Antipolis-Nice, France, and ESADE in Barcelona, Spain. The Smith School is also hosting students from Italy, France, Denmark, Australia, and Hong Kong.

MBA Enterprise Corps

The Corps places recent MBA graduates in positions in private companies in emerging and transforming economies. Approximately 520 Corps members have provided assistance in all aspects of management and technology transfer in 21 countries. Kathleen Hinman, Smith class of 2001, is currently on a Corps assignment in Kyrgyzstan.

Study Trips

Each trip has a unique theme based on the research and teaching interests of the professor leading the course. The trips also focus on teaching participants "how to do business" in the country they are visiting. Study trips are being planned for the 2001-2002 school year to Bangalore, India, lead by Professor Venky Shankar and to Prague, the Czech Republic, lead by Professor Martin Gannon. Last year Smith MBAs ventured to England, Chile, France, Germany, and Ireland.

Student Organizations

The Smith School attracts students from around the world as evidenced by the class of 2003, which has 42% of its members from outside the United States. This provides MBAs with an opportunity to learn a great deal about doing business abroad through the international student organizations. The Center for Global Business often co-sponsors events with the Asian MBA Association, European MBA Association, Hispanic MBA Association, GLOBE (Global Leader Open to Business Exchange), and the India Club. Please check the Student Activities and Events database on Lotus Notes for upcoming events.

Executive Seminar Series

The Center sponsors the Smith-Fullbright Seminar series at the Ronald Reagan Building and often hosts global executives at the College Park campus. Previous seminars have included Professor Ming-Jer Chen of the Darden School at the University of Virginia discussing his book "Inside Chinese Business" and Vincent Sabathier, Attache for Space Affairs at the French Embassy.

For more information about the programs offered by the Center for Global Business, visit the Center's web site at <http://www.rhsmith.umd.edu/global>, or contact Victor Betancourt at vbetanco@rhsmith.umd.edu.



True Business Leadership...Net Impact

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By Onur Tekinturban, MBA Candidate 2003

Have you ever wondered how the many dimensions of our MBA education evolved?

Net Impact at R.H. Smith encourages the addition of a new dimension to our degree. The club is a chapter of the national Net Impact organization, a powerful network of 5,000 students at 50 leading MBA programs. Through guest lecturers, student discussions, interactive workshops, and community volunteering, Net Impact explores new business models and methods to exert a positive impact upon social and business environment. The promising "Social Entrepreneurship" course, the addition of socially responsible cases to our curriculum and the Internship Fund are some results of solidarity and commitment, and many more are yet to come.

Internship Fund

The Internship Fund was developed last year through the collaboration of former first- and second-year members of Net Impact at R.H. Smith. Each year, some of the first-year students have received offers for valuable internship positions at socially responsible firms, but had to decline the offers due to low salaries. The fund aims to provide subsidies, to cover summer expenses, for those first-year students who wish to work for socially responsible firms.

Existing funds at other top MBA programs (e.g. Stanford, Wharton, Darden, Yale) were good examples in developing the fund at Smith. The program got off to a good start, garnering contributions in the amount of \$2,200 during the Internship Fund Drive in Spring 2001, where volunteer students auctioned off their many talents. Besides homemade food, career counseling, tarot card readings, and DC tours, the event that attracted most of the attention was "the silence of the big talkers," where four fellow classmates actually auctioned off their silence for a day. Students and faculty could also donate funds and become a Terp Friend (\$25), MBA Partner (\$45), Net Impact Venture Capitalist (\$75), or Grad Lounge Angel (\$100).

Fifteen hundred dollars in funding was recently distributed to the following award recipients, whose applications were reviewed by the Internship Fund Committee:

Kate Besleme - The Calvert Group, socially responsible investment
Jennifer Beaudet - Porter Novelli, social marketing
Deidre Lee - Honest Tea, social marketing

More than \$500 still remains in the fund for this upcoming summer. Donations are accepted throughout the year, but the main fund drive will be held again in the spring. There will also be corporate sponsors this year, which speaks of the strides Net Impact has made at R.H. Smith.

A Net Impact-funded internship

"[My internship] gave me an opportunity to analyze the environmental and social performance of hundreds of US-based companies and make recommendations on which stocks meet Calvert's social criteria for investing. The stocks that meet the criteria comprise the Calvert Social Index, a rigorously constructed benchmark for measuring the performance of socially responsible companies," said Kate Besleme about her internship at Calvert's Social Research Division.

You may donate, give others a chance to make a difference through their summer internship, or apply for funding yourself. You may be qualified for a subsidy of your expenses during your summer internship if you receive an offer from a socially responsible start-up, nonprofit firm, or government agency.

Come join Net Impact!

Net Impact is willing to hear about your plans and suggestions on any socially responsible topic or event, and also offers many organizational roles for planned events like BizWorld, Ace the Case, and the National Net Impact Conference.

For more information and links to other resources, please visit the R.H. Smith Net Impact website at <http://www.rhsmith.umd.edu/organizations/net-impact/> and mail all further inquiries to net-impact@rhsmith.umd.edu

When judging the many dimensions and value of your MBA experience, please remember the following quote from Net Impact: "True business leadership creates positive economic, social and environmental change."

Departments at Smith - Marketing

A continuing Series

By Brian Wallace, MBA Candidate 2003

This is the first in a series of interviews with Smith School department chairs, designed to give Smith MBA students insight into the views of faculty members in a variety of disciplines. For this month's issue, Brian Wallace interviewed Dr. Robert Krampf, Chair of the Marketing Department.

What kind of business projects are you involved with outside of your teaching curriculum?

Well, to set the stage, I'm a B2B person – I don't focus on consumer goods. My undergrad degree and first job was as a chemist, so I've always been around technical people, and that has shaped my interests in my scholarly and professional pursuits. I've had fairly long consulting relationships with a small number of corporations, including five years with Caterpillar and eight years with Marriott. For the last six years, I've been helping Black & Decker with executive education.

I'm interested in the forces that drive corporate procurement, and the projects in which I've been involved tend to revolve around distribution strategy, and more recently, branding strategy. There are a lot of companies, even today, that are extremely smart and well managed in areas like manufacturing, finance and accounting, but are still relatively immature in brand strategy. A lot of B2B players tend to fall in that category, and I've been trying to work with folks to show them that how you manage your brands can have a material impact on your company's success.

How would you describe the goals of the marketing department for Smith MBAs?

From a departmental perspective, we want to continue to fine-tune the content of the core and electives to support the overall strategy of the business school, which is to be one of the most technology-savvy b-schools in the country. All of us will have a technology focus with regard to what we teach and how we teach it.

The economic engine that is going to drive our economy for at least the next 20 years, and probably longer, will come from the technology field, so it's really important that the faculty and students have a comfort with and an understanding of the effects of technology on all facets of business. In pursuit of that agenda, we'll have more MBA electives that have technology as a fundamental basis, and we'll be adding faculty who have that



What questions do you have for MBA students looking to go into careers in marketing, particularly career-

First, don't automatically turn your back on sales, and don't turn up your nose at business development.

Second, be led by what you really are interested in, rather than what seems to be paying big salaries right now, because you've got to get up and do it every day, and that's much easier if you like the job. The first six months out of the MBA program isn't the rest of your life.

Are there any major changes you're seeing in the marketing world? If so, how can Smith School MBA students best prepare to meet those challenges?

The need to understand other parts of business – finance, accounting, operations, technology – is increasingly a factor in peoples' success. If you're going to be one of the top people in an organization, you've got to be good at all those areas, and you have to have a pretty powerful command of all of it. It's probably a mistake to be so close-minded in your 20s that you say "function x" is the path to success. For example, the senior managers at Goldman Sachs aren't just financial wizards; they're also good managers.

I think there is some tendency to make the MBA into more of an MS – students want to specialize to get depth to get that first job. But the MBA is a generalist degree by design. If you want to be a general manager, you need to be able to manage people, you need to be able to manage budgets, and you need to be able to manage processes; you've got to treat all the parts of the MBA program as equal in value.

Obviously, each student's goals are unique, but most people coming through an MBA program are probably doing that in order to be a successful manager. To do that, you need to have an understanding of and appreciation for all the aspects of business.

A “Flight Simulator” for the Financial Markets

By Dave Warren, MBA Candidate 2002

If you were here this past spring, you probably noticed that there are now a lot more lights and numbers flashing about

in the new Finance Netcentricity Lab (next to the main Van Munching entrance). Thanks to Dr. Russ Wermers, the professor in charge of the lab, I was able to get some more information on what the lab is, when it will open, and what this means for MBA students and the school.

What is the lab?

The Finance Netcentricity Lab (finance lab) is intended to be a “flight simulator for the financial markets.” It uses the full suite of real-time information services from Reuters (one of the two major information providers to trading firms), which includes up-to-the-minute news and quotes on pretty much anything that is traded in a recognized financial market. The lab has 17 trading terminals connected to an array of Sun servers, and several large wall displays provided by Daktronics.

The lab will be mainly used to conduct trading simulations for educational and research purposes, as well as expose students to the financial markets. The school currently has the ability to conduct trading simulations, but these have been limited to short-term simulations (several hours or less), using historical data. The new lab will enable short and long-term simulations to be run using the same real-time information available in the financial markets.

When will the lab open?

The finance lab is open on a limited basis, and will be completed this fall. Two large monitors for network news still need to be installed, and some configuring of the equipment remains to be completed.

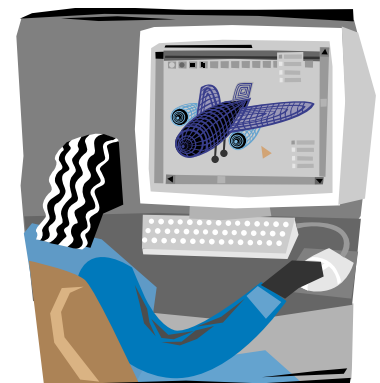
How will the lab be used for education?

First, several courses in the spring will use the lab, which currently include:

- Investment Management (743): Dr. Wermers will teach two sections that will have all classes in the lab
- International Financial Management (746): Dr. Hauswald will hold several sessions in the lab
- Business Finance (340) - The undergrads will also get some exposure to the new facility

In Fall 2002, Dr. Unal plans to run a bond-trading simulation in the lab for Fixed Income Securities (798A).

In addition to classes, periodic open lab sessions will be held starting in the spring, where students can use the finance lab to learn more about markets, access real-time financial data, and gain proficiency with the Reuters software. Faculty are still developing uses for the lab, and Dr. Wermers is looking for any good initiatives and ideas on how to use the lab to better enhance the business school experience.



Continued on pg. 7

D.C., Shady Grove, and Baltimore
Campus students...

We want to hear what you have to say
you'd like to share a story, campus-
news, or anything from your perspective
please send it to:

Clocktower@rhsmith.umd.edu

"Flight Simulator" contd...

How will the lab be used for research?

For research, the finance lab will be initially used to test models and hypotheses against trading behaviors, as well as studying the behavior of traders when exposed to specific information. The lab allows this testing to be performed using real-time, as opposed to historical, information (it is currently difficult for faculty to run simulations using information less than 6 months old). Dr. Madan is planning one of the first projects in the lab, which will involve testing some of his options models against trading behaviors.

What does this mean for the School?

Approximately 15 of the top 30 business schools have financial trading labs. However, Smith's lab will have something the others do not (related to the Dean's favorite buzzword): the Finance Netcentricity Lab will be linked with the Supply Chain Netcentricity Lab (and other Netcentricity labs that follow). This will allow us to study the integration of markets, and the impact of technology on them. For example, how do changes in crude oil inventories affect oil futures prices?

The Finance Netcentricity Lab is very much a work in progress, and only in its first phase. Should the lab turn out to be a success, there is space allocated in the new wing of Van Munching for a larger finance trading lab to be installed.

You can find out more information about the finance lab and the Netcentricity Laboratory online at <http://www.rhsmith.umd.edu/netcentricity/>. As mentioned, Dr. Wermers encourages any students with ideas about using the finance lab, to improve the business school experience, to contact him.

said. "It will be a central event for the business community in the D.C. area, and an opportunity for recruiting efforts in the future."

InForum's founders expect future conferences to be as ambitious and successful as its freshman endeavor. "Our goals for the next event are as follows: increase participation of students and faculty in this event from R.H. Smith and D.C. area MBA schools; generate brand awareness for the Robert H. Smith School of Business and buzz in the media about this event; and create an event that will furnish new ideas and insights about business that can be disseminated in electronic and print form to business schools and press around the world."

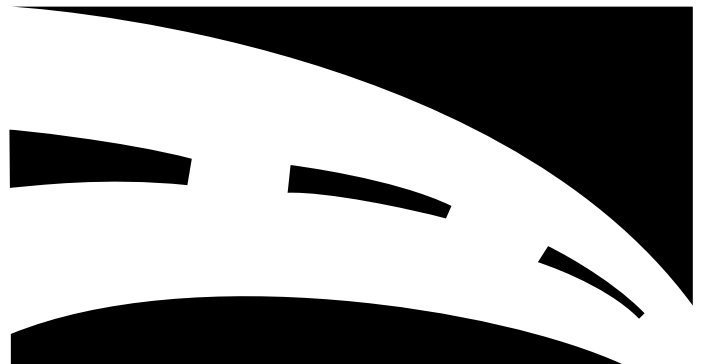
In case you missed this year's InForum conference and wish to participate in the future, visit the Web site at <http://www.rhsmith.umd.edu/InForum>.



3) Pre-Event Gathering
Left - Andrew Federici, Robert H. Smith School of Business '02
Center - Former United States Senator, Joseph D. Tydings, Regent, University System of Maryland
Right - Jeffrey Biedell, Robert H. Smith School of Business '02



Far Left - Adam H. Lehman, Senior Vice-President, Business Affairs and Development, America Online
Middle - Dr. Philip A. Singerman, Executive Director, Maryland Technology Development Corporation (TEDCO)
Right - Dr. Donald R. Riley, Chief Information Officer, University of Maryland, College Park



InForum kick-off - L to R - Andrew Federici, Jeffrey Biedell, Wayne Kirkman, Steen Byskov - RH Smith '02



Visionary Address - Winners & Losers in the Information Age
Mr. Jay H. Nussbaum, Executive Vice-President, Oracle Service Industries, Oracle Corporation

R.H. Smith Women Tell It Like It Is

By Theresa Brown-Shute, MBA Candidate 2002

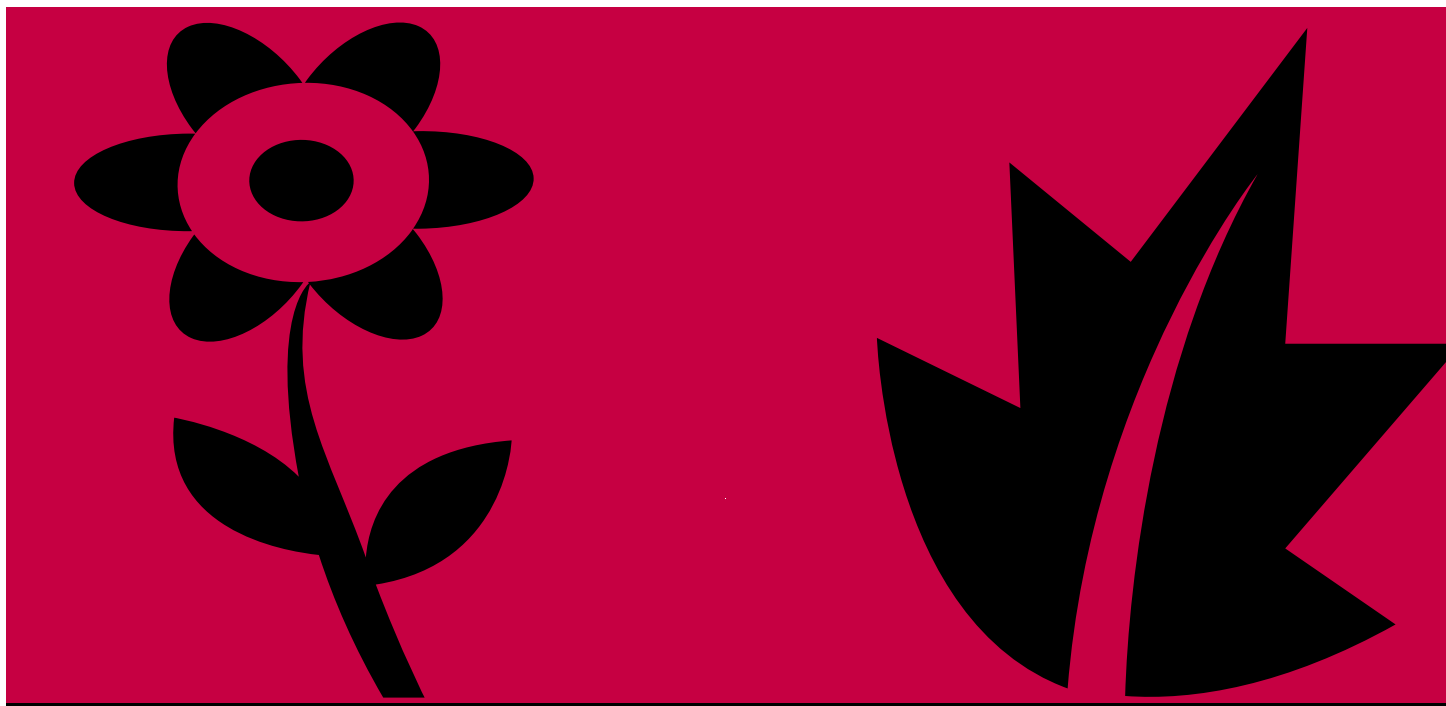
The main October event for Graduate Women In Business was our Internship Panel. The goal of the panel was to allow first-year students the chance to network with fellow classmates plus learn about finding an internship and what to expect once employed for the summer.

Attendees were able to gain a multifaceted perspective from the diverse panelists – from consulting to IT, small companies to large, and local to international locations. Most panel members found their internships through the school's career center or through their memberships with career-related organizations. One student, Daniela Ionova-Swider, found success through the Internet. She named some of the most helpful sites as: jobdirect.com; hotjobs.com; truecareers.com; marketingpower.com; and monster.com

The overall theme from second-years was – say it with me – NETWORK. Family and friends now offer more than just love and support – they may also be the key to your next job. Likewise, be cognizant of who you are talking with; the woman you're chatting with at the elevator may work at your dream company.

As we wrapped up the evening, first-year women said that they learned a lot and appreciated the chance to get to know second-year women better.

GWIB members have a chance to socialize each month at our informal Brown Bag lunches and will have the chance to mingle with professors at the Student-Faculty Mixer planned for November. To join GWIB please contact us at: gwib@rhsmith.umd.edu



Congratulations are in order...

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Weddings

Second-year MBA student Geoff McKinley married wife Karen on August 11th in San Francisco, CA. They honeymooned in Hawaii for 2 weeks before coming back to DC just in time for the start of the school year.

Second-year MBA student Amy Wilk married Jeff Wall in Haddonfield, NJ on August 18th. After a very celebratory wedding and reception they honeymooned in Hawaii and now live in DC.

Second-year MBA student Allison Rothkopf married Peter Howard on August 19th in Cleveland, OH (where Allison grew up). They went to Aruba for their honeymoon and, Allison says, "It was great and way too short!"

Engagements

Second-year MBA student Steve Seeger got engaged over Memorial Weekend, in Sonoma, to Ashley White. Their wedding is planned for September 14th in Peru, Vermont. Steve says, of his wedding plans, "So far we have been pinning down the major details, such as caterer, florist, band, hotels, etc. My main responsibilities are for the rehearsal dinner and the honeymoon." Have fun planning Steve!

Birth announcements

First-year MBA student Amit Jain and his wife, Rashmi, had a baby boy named **Nishant** on September 7th.

Second-year MBA student Ahmed El-Said and wife, Rasha, had a baby boy named **Mostafa** on September 30th. Ahmed received the call from his father-in-law in Egypt at 3:30am ET. Says Ahmed, "Like his sister, he looks like me (unfortunately!)"

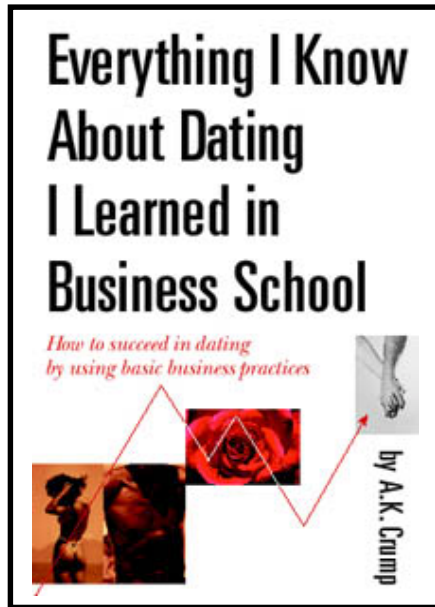
Second-year MBA student Jeff Knabe and his wife, Susan, had a baby boy named **Colin Wilson** on October 10th.

Second-year MBA student Doug Chin and wife, Man Wai, "were blessed with the birth of our first child, a happy baby boy, on Thursday night, October 18, 2001 at 9:10PM. He weighed in at 6 lbs. 3 oz. Both mother and child (and father) are doing extremely well."

Best Wishes to All!

Continued on pg. 11

By Paula A. Cecere, Editor-in-



From TCB Café Publishing comes a book that will, well, surprise and entertain you. According to “**Everything I know about Dating I learned in Business School©**,” not only does business school provide us with the communications, analytical, and strategic tools to navigate our career with, but it – apparently – also provides us with some real “life skills!”

The following information and reviews can be found on the TCB Café Publishing web site (<http://www.cafeandre.com/>):

“They say that a successful relationship is like a business, the merging of two different enterprises into a single, mutually beneficial one. But if this perspective is true, then it begs the question, “How do you get these two companies interested in each other in the first place?” The answer is by treating the all-important first step, dating, like a business process too. This successful process is explained in our book, ‘**Everything I know about Dating I learned in Business School©**’.

In “**Everything I know about Dating I learned in Business School©**,” we show how the key to successful dating and relationships can be found in the following business areas:

- **Good Market Research**
- **Understanding your Competitive Advantage**
- **Accurate Packaging and Positioning**
- **Effective Advertising**
- **Managed Finances and Alluring Promotions**
- **The Negotiations of Dating**
- **Consulting others for Advice**

This humorous self-help book was conceived and written by four marketing alumni from one of America’s top business schools. Combined among them, they have over fifty years of dating experience, and have found that by creatively applying concepts readily available to any successful entrepreneur, you can not only have a productive love life, but an overwhelming one as well.

This topic of dating and self-help is in the spirit of works such as, “Men are from Mars, Women from Venus”, “Everything I needed to know I learned in Kindergarten”, “The Rules”, and “The Code.” Each of these addresses the lessons of love and relationships in a unique and provocative manner. In our book, we take tested business school concepts and apply them to the reality of successful dating. To illustrate our concepts, we also add a number of dating anecdotes, or “case studies”, as illustrations of the stated concepts, as well as entertaining short stories that will keep you laughing for days.”

“A hilarious self-help book for single people on the prowl. Bye-bye, run-of-the-mill business book...115 pages of interesting ways for people to conquer the dating world using typical business practices - marketing research; competitive advantage; packaging and positioning; advertising; finance & promotions; negotiations and consulting.” -
Erin Kelly, American Press

“What a crack-up, to treat dating as case-management.... a great way to intellectualize the whole...experience without keeping “Bridget Jones’ Diary”!
-*Alicia Wiebe, Publisher, Cincinnati Woman Magazine*

Happy reading!

10.09.01

Q: What courses beyond the core curriculum add value to an MBA career?

A: Is everything in life a battle between breadth and depth, or does it just feel that way? Most MBA students expect to emerge from B-school well-versed in their field of concentration, but academic deans and recent business school graduates alike agree that students should not immerse themselves in their specialties to the exclusion of all else.

“I’m a big believer in breadth,” says Jim Smith, associate dean for the daytime MBA program at Duke University’s Fuqua School of Business. “I think it serves them well even in their first job, but [especially] as they move up the ladder. I do recommend that, for example, someone taking corporate finance take [electives in] advanced marketing and operations. If they work at a bank, they still need to understand their customers.”

Pick electives that complement your career goals. Cecil Shepherd, a 2000 graduate of the University of Michigan Business School, says accounting and finance electives have proved most helpful in his position as an associate in the fixed-income division of Lehman Brothers. But he believes that the value of these courses extends beyond his specialty.

“I’m on the trading floor working with bonds, so taking finance and accounting electives ... [was] quite beneficial to me,” he says. “[But even] in general ... accounting is really the most important discipline coming out of school that could help you in many, many different fields, not just in finance and Wall Street. Corporate structure is very important, too—understanding the cost structure of organizations and the importance to the success and viability of a company.”

Shepherd acknowledges, however, that marketing electives are just as broad-based. “There’s a concept of universality for taking marketing electives—one involving brand management, law or perhaps another branding course in addition to the basic marketing course,” he said.

Lucian Lui, a 1999 graduate of Dartmouth’s Tuck School of Business and lead product manager at Microsoft, cites brand management as an essential elective that applies to all aspects of business. “[It] drove home some key thinking about points of parity and points of differentiation,” he said. “This has implications way beyond brand management. This is about positioning your products competitively. [It] drove home some key learnings about marketing and assuming a unique position in the customer’s mind.”

For Debra Odeh, a 2000 Tuck graduate who is a manager in Accenture’s customer relationship management practice, coursework in financial analysis and modeling was particularly important. “I would recommend that students take as many courses as possible in this area,” she said.

The dot-com bubble may have burst, but knowledge of technology is still essential, even for MBA students entering other fields. “I think that MBAs need to understand the basics of technology so they can evaluate opportunities and not be snowed by people with more technical knowledge,” says Lui, who found a course in technology strategy to be especially useful. “Specific areas of technology would include Internet basics, e-commerce, networking infrastructure, information systems.”

Adds Odeh: “I would recommend a course that studies e-commerce from a ‘business plan’ or overall business strategy perspective ... which also would help address some of the problems that these companies are facing today.”

Several business school administrators emphasize a different type of elective: softer courses that teach students how to manage and how to work within an organization.

Roxanne Hori, assistant dean for career management at the Kellogg School of Management at Northwestern University, says many students do not realize the value of such courses until years after they finish business school.

“One thing that I hear from alumni ... is that an area that is undervalued when they were students is a program like Organizational Behavior, because they forget how important it is to know how to work within an organization, in addition to the hard skills that you need to do the job on a day-to-day basis,” she says.

Courses in leadership often do not reveal their true value until MBAs move up the corporate ladder. “Serious finance people ... may not view those skills as necessary, but they will later on,” says Fuqua’s Smith. “Some of the general management courses on ethics and leadership are worth taking. ... You can learn about your own style [of leadership] and think deliberately about how you want to behave as a leader and manager. [Power and Politics] is a very popular course, and whenever [students] take it, they say, ‘Wow, this will be really useful,’ almost surprising themselves.”