

globalconnections

kay and yvonne whitmore global management center/CIBER

2009 In Review



Center News

- 3 Letter from the Director
- 4 BYU Undergraduate Business Jumps to No. 5
- 5 Popular IB Minor Gives Prestige to Students Interested in International Business
- 7 Joint Collaboration Virtual Classroom
- 8 Universities From Around the World Discuss International Collaborations
- 9 European Leadership Conference Strengthens Regional Members
- 10 Short-Term Study Abroad Conference
- 11 BYU CIBER Advisory Council Meeting Helps Shape New Initiatives
- 14 World Trade Association of Utah
- 22 GMC Advisory Board Spotlight: Ritch Wood
- 23 Current GMC Advisory Board Members
- 23 Upcoming Events and Activities

Faculty News

- 15 FDIB Spotlight: Douglas Prawitt
- 15 IB Research: Peter Madsen

Student News

- 16 Case Competition Puts Business Language Skills to the Test
- 17 Global Consulting Project
- 18 Global Marketing Study Abroad
- 20 Student Associations Think Global
- 21 Globally Savvy MBA Students Win Eccles Scholar Awards
- 22 International Graduate Students Attend Orientation to Jump Start Their Graduate Programs

2009 In Review

Editors: Sherstin Creamer, Chad Little, Emily Smurthwaite
Written by: Megan Bingham, Sherstin Creamer, McKay Fitt, Chad Little, Sara Payne, Holly Munson, Sean Walker
Designed by: Sherstin Creamer
Contributing photographers,: Kenny Crookston, Jordan Kinghorn, Julia McDougal, Jared Miller, Jaren Wilkey

Cover photo by Julia McDougal, 2009 Asia Business Study Abroad Participant

LETTER FROM THE DIRECTOR



I know a student who participated in the selection process for a trainee program with a well-known multinational company. Unfortunately she was not selected, but the lesson she gained has changed her way of looking at career preparations.

According to the company, they received about 4,000 résumés, and only 100 were selected to participate in a group dynamic selection process. They then selected ten candidates to be part of the final round of interviews. The student I know was one of the ten finalists. The candidates were given an opportunity to introduce themselves to one another and soon she realized the high caliber of individuals who surrounded her. One thing really caught

her attention; all ten finalists, she included, spoke at least two languages and had lived abroad for at least six months.

This situation is not surprising to me. I believe students who speak multiple languages and who are interested in different cultures of the world are in a better position than those who focus only on their own culture. Students who speak more than one language can reduce barriers and are given more opportunities in a global environment.

The purpose of the Whitmore Global Management Center is to help students develop the needed skills to compete in our competitive world. In the past few years we have expanded our focus on business languages from a classroom setting to undergraduate business language competitions, high school business language competitions, global consulting projects, and much more. The students who participate in these events have realized how their language skills have provided them with significant competitive advantages.

Many students from the Marriott School are moving from their current language capabilities to a more skilled proficiency where they will be able to utilize their language abilities in a business setting. However, language would not be enough if the student does not understand the culture of the given country. One way to

learn about different cultures is to study and experience those cultures.

The Global Management Center is continually expanding the amount of international business experiences for our students by expanding our international partners. A few years ago we started with partners in Brazil, Mexico, and China. In 2009 more exchange opportunities were added to include countries such as Portugal, Germany, and France. This year we are considering new partners in Asia and Europe. We have also developed new business study abroad programs focused on specific majors, such as our successful Global Marketing Study Abroad and School of Accountancy Study Abroad to complement our region-specific programs.

I hope we will have more stories to tell like the student I mentioned above. I hope our students will be the ones in the final round of interviews, the ones who speak two or three languages, and who have experienced the world. Besides being the finalists, I hope they will be the winners and the ones who will make the difference in this global market.

Sincerely,
Cynthia Halliday
Cynthia Halliday
Managing Director

BYU UNDERGRADUATE BUSINESS JUMPS TO No. 5

Brigham Young University’s undergraduate business programs rank fifth overall and first among recruiters according to *BusinessWeek* magazine’s comprehensive 2009 ranking of U.S. undergraduate business programs. The school was also ranked first in return on tuition for private colleges.

“I’m elated to see BYU recognized as one of the very best places to earn a degree in business,” says Gary Cornia, Marriott School dean. “I have long felt our secret weapon is our students. We owe much of our success to their parents who shaped the characteristics that have attracted so many recruiters—hard work, integrity, and a determination to succeed.”

University of Virginia’s McIntire School ranked No. 1 followed by No. 2 Notre Dame, No. 3 Pennsylvania, No. 4 Michigan, No. 5 BYU, No. 6 UC–Berkeley, No. 7 MIT, No. 8 Cornell, No. 9 Emory, and No. 10 Texas–Austin.

“It’s an honor to be consistently ranked among the very best,” says Brent Wilson, undergraduate program director. “We believe this ranking reflects the quality of our students who are constantly involved in the educational process and for the faculty who push to help them reach their potential.”

Only 137 colleges met *BusinessWeek*’s stringent criteria to be considered for the undergraduate business rankings. Schools must have an accredited undergraduate business degree program that meets criteria for program size, age, test scores, and grade point averages for business majors and number of full-time tenured faculty, among other things.

Colleges were ranked according to five weighted sets of data: a survey of more than 85,000 students; a survey of 580 corporate recruiters; median starting salaries for graduates; the number of graduates admitted to thirty-five top MBA programs; and an academic quality measure that consists of SAT/ACT test scores for business majors, full-time faculty-student ratios in the business program, average class size in core business classes, the percentage of business majors with internships and the number of hours, students spend preparing for class each week.

“Cracking the top five isn’t something that happens overnight.” Cornia added. “We know that we continue to build on the firm foundation that was laid by a generation of faculty and staff and that was strongly influenced in the past ten years by former dean Ned Hill and his associates.”

BusinessWeek has ranked undergraduate business schools for four years. Complete rankings of the best undergraduate business schools are available in the 9 March 2009 issue of *BusinessWeek* or online at www.businessweek.com/bschools/undergraduate.

“My educational experience at the Marriott School has been very demanding but even more rewarding,” says Daniela Michalkova, a junior majoring in accounting from Hradec Kralove, Czech Republic. “My professors continually motivate me and my classmates to excel both personally and academically. I know that the education I’m receiving is one of the best to prepare me for my business career.”

BusinessWeek Rankings

1. Virginia
2. Notre Dame
3. Pennsylvania
4. Michigan
5. **BYU**
6. UC–Berkley
7. MIT
8. Cornell
9. Emery
10. Texas–Austin

POPULAR IB MINOR GIVES PRESTIGE TO STUDENTS INTERESTED IN INTERNATIONAL BUSINESS

MBA student Robson Zoccoli worked several years for an international business, so he was immediately interested in the international business minor when he heard it was offered in the MBA program.

Zoccoli worked as international accounts manager for three years at Pampa Leather, a Brazilian tannery, before enrolling at BYU. Although his experience taught him valuable lessons, he expects his courses to expand his knowledge and better prepare him for the global market.

“The international business classes will develop my skills and give me more knowledge to be a key player internationally,” says Zoccoli, a first-year MBA student from Porto Alegre, Brazil.

The minor has become increasingly popular among Brazilian students at BYU because of both Brazil’s emergence as a major exporter and BYU’s strong reputation for shaping and refining future international business leaders. For Zoccoli, BYU’s strong reputation internationally was one driver toward pursuing the minor.

The minor requires participating MBA students to complete twelve elective credit hours of international business courses, including international marketing, finance, negotiations, accounting, and HR.

Although the school offers a global management certificate for students with international business experience and fluency in a second language, the international business minor is tailored toward people who do not have either but want to show their interest in the global market, says Lee Radebaugh, director of the Global Management Center. BYU’s international program is also more extensive, he adds.

“BYU’s a little different; our minors require as many credit hours as majors in MBA programs at some other schools,” Radebaugh says. “We prepare our students to be leaders in the international market.”

BYU’s reputation for training international business leaders has already gained momentum. The IB minor is only in its second year but has already grown in popularity among MBA students from all backgrounds.

“BYU exports its knowledge of international business throughout the world,” Zoccoli says. “People who leave the country after graduation from BYU will refer to their training at BYU, which builds its reputation among practitioners.”

Choose 12 credits from the following

- MBA 539 Third World Development
- MBA 627 International Finance
- MBA 658 International Marketing
- MBA 628 Global Trade and Finance
- MBA 645 International HR
- MBA 637 Global Supply Chain
- MBA 661 International Negotiations



Photo by Jorge Gavilanes, 2009 Asia Business Study Abroad Participant

JOINT COLLABORATION VIRTUAL CLASSROOM

“In an increasingly global business world intercultural competence is essential.”

—LEE RADEBAUGH

Students in BYU’s new virtual international business class don’t have to wait until they make it to the corporate board room to work on an international team. In fall 2009 the Whitmore Global Management Center partnered with two international schools, ESAN in Lima, Peru, and ISCTE in Lisbon, Portugal, to offer students a classroom experience that reaches across borders.

“In an increasingly global business world intercultural competence is essential,” says Lee Radebaugh, the instructor for BYU’s virtual international business class. “This course provides a way to develop that competence, offering students direct international experience in a collaborative learning environment with students and faculty from other countries.”

Radebaugh collaborated with Mariella Olivos Rossini of ESAN and Antonio Robalo of ISCTE to create the curriculum for the class, which included twenty-seven BYU undergraduates, nineteen ESAN undergraduates, and seventeen ISCTE MBAs. Throughout the semester, they addressed topics such as cultural stereotypes, corporate social responsibility, leadership across cultures, and global marketing strategies.

One particularly important aspect of the class was communication technology. During the 8 a.m. meetings each Monday and Friday, the class primarily relied on videoconferencing and online chatting. However, when students were assigned to work together on a final project, they found other tech-savvy ways to communicate, including Skype, Google Docs, and even Facebook.

“These technologies aren’t necessarily confusing to use,” says Isaac Ipson, a senior economics major in Radebaugh’s class, “but I’m glad I was able to get more

comfortable with them in the class so I can use them well in the workplace.”

For the group project, students were given a case study about a U.S.-based company seeking a new managing director for its operations in India and were asked to write a ten-page paper explaining their recommendations. In other words, the students acted as an international HR team.

Russell Palmer, a junior finance major in Radebaugh’s class, says that the group project posed some challenges; for example, the BYU students had to learn how to be sensitive to the fact that English was a second language for most of their foreign colleagues, and it was often difficult to coordinate virtual group meetings among such different time zones.

Ultimately, though, the project was successful and beneficial, Palmer says.

“Some Americans do things the same way wherever they go, but now I know how important it is to be aware of cultural differences,” he says. “In my future career, I plan to study up on the culture to determine how I might need to change my management approach, which is a concept I never even considered before this class.”

Radebaugh agrees that although the class wasn’t easy, it was certainly worthwhile. “I was talking with some members of our advisory board and mentioned some of the students’ experiences working on the group project,” he notes. “They just laughed and said, ‘Welcome to the real world!’ I think the project helped the students understand that working in international teams can be difficult, but you get different perspectives, and that’s what is really important.”

UNIVERSITIES FROM AROUND THE WORLD DISCUSS INTERNATIONAL COLLABORATIONS

BYU CIBER hosted seventeen universities from fifteen different countries in Park City, Utah, for the thirteenth annual Network of International Business and Economic Schools (NIBES) conference to discuss future international collaborations.

A major outcome of the conference was a new joint virtual international business class offered September–December 2009 among Brigham Young University, Universidad ESAN in Peru, and ISCTE–Lisbon University Institute in Portugal.

“Technology provides students a chance to interact with students all over the world,” says Lee Radebaugh, professor of the joint international business class and executive director of the Global Management Center. “Students gain valuable experience as they work in international teams.”

The conference welcomed Gadjah Mada University from Indonesia as a new NIBES member and Universidad de los Andes from Colombia as an applying institution, as the network continues to grow in participating institutions from around the world.

One of the key benefits members gain is the opportunity to meet and network with colleagues from around the world. International collaboration is a key focus as members are able to extend student and faculty exchange programs and international partnerships.



Participants in the 2009 NIBES Conference held in Park City, Utah.

“It was a unique opportunity to meet and network with colleagues from around the world,” says Michael Bryant, president of NIBES and dean of international development at Clermont–Ferrand in France. “The relatively small size of the gathering means the participants can have much closer contacts with all participants. I think there was more interaction than at a conference with several hundred attendees.”

Other topics discussed include international health precautions sparked by the

May 2009 outbreak of the H1N1 virus, summer programs between the institutions, and strategies for future development.

NIBES meets every year to find ways to innovative student exchanges, increase research, develop academic programs, improve distance learning, and implement new international business objectives. The next NIBES conference will take place in Slovenia in June 2010.



Network of International
Business and Economic Schools
www.nibes.org

EUROPEAN LEADERSHIP CONFERENCE STRENGTHENS REGIONAL MEMBERS

The BYU Management Society hosted a European leadership conference in Frankfurt, Germany, in May 2009 to build upon members’ international knowledge and experience and to strengthen personal networks.

Members from all over Europe enjoyed a one-day event concerning the role of international business in Europe and the importance of ethical leadership. Chapter leaders met in the morning to discuss specific membership issues such as strengthening and building current chapters in the region. Discussions centered on the challenges of starting a chapter and appealing to new members.

“Topics and discussions are directly pertinent to the needs of the chapters that are invited,” says Rixa Oman, executive director of the BYU Management Society. “We had several people come who were considering starting chapters. This was their first experience with the society, and other chapter leaders were able to give them good advice.”

Jeff D. Davis, vice president of global operations for Procter & Gamble, spoke on values in today’s society and economy in an evening keynote address. His address was full of energy and provided ways leaders can influence those around them.

“The main purpose of the event is to unite people and give them an opportunity



ty to network,” says Cynthia Halliday, BYU Management Society committee member over all international chapters and managing director for the Global Management Center. “Hopefully the conference will motivate chapters to continue to grow, improve, and make a difference.”

The Management Society holds an annual conference for all chapter leaders in the United States. Several years ago, leaders realized that the needs of members abroad are unique and different

from those in the states. Since 2007 the BYU Management Society has held an additional regional leadership conference to help strengthen chapters abroad, including the Latin American, Asian, and European regions.

Past regional leadership conferences have been held in Panama, Hong Kong, and Germany. The 2010 BYU Management Society Leadership Conference will be held in Monterrey, Mexico, for the Latin America region.



SHORT-TERM STUDY ABROAD: THE NEW FACE OF INTERNATIONAL EXPERIENCE

“This conference is different from other study abroad conferences because it focuses on specific issues regarding short-term programs.”

—CAROL LARSON

More than forty universities, study abroad providers, and insurance companies gathered in Provo, Utah for the third annual Short-Term Study Abroad (STSA) conference to discuss one of the fastest-growing study abroad formats for college students.

The two-day conference hosted in March 2009 by BYU CIBER focused on sharing best practices, improving current study abroad programs, and innovating new methods to enhance international experiences for students. A unique element in the current format of the conference is the opportunity for faculty to network with other facilitators running similar type programs. The conference is also kept to a small number of participants in order to facilitate a roundtable discussion atmosphere throughout its entirety.

“This conference is different from other study abroad conferences because it focuses on specific issues regarding short-term programs,” says Carol Larson, director of management, study abroad office, University of Pittsburg. “The beauty of the conference is you get to meet other professionals running similar programs and hear what they are doing at their universities. All you need for the conference to be a success is one new idea.”

Sherilyn Scully, director of student and academic services from Yale School of Management, addressed the conference

as the keynote speaker. Scully spoke on the positive outcomes of Yale requiring a global experience for all first-year MBA students and the possible ways of implementing that requirement at individual universities. Other presentations and discussions included starting a new STSA program, marketing a STSA program with a less popular destination, and managing student behavior abroad.

Speakers incorporated the theme, Leaving Your Mark, into presentations and topic discussions to motivate faculty and administrators to create unique, effective, and lasting programs that will make a difference in students’ lives.

“Leaving your mark is innovation in action,” says Sherstin Creamer, STSA coordinator. “Take what you have and make it better. Incorporate new methods, new techniques, and new ideas to improve current programs. Take a chance and do things differently.”

STSA conferences are held annually and co-sponsored by a consortium of eleven CIBER universities. The growing number of participants’ increases year to year as the conference has targeted a special niche for those focusing on study abroad programs ranging from two to six weeks. The next STSA Conference will be held in Kansas City, Missouri in June 2010 and hosted by Michigan State University.

BYU CIBER ADVISORY COUNCIL MEETING HELPS SHAPE NEW INITIATIVES

In September 2009 leaders from the local, international, and academic communities met for the annual CIBER Advisory Council meeting to evaluate the quality and efficiency of existing BYU CIBER programs, offer suggestions and insight for potential programs, and help develop strategies for expanding the current programs.

Language programs at BYU set a nationwide standard of excellence with fifty-five languages taught on a regular basis and an additional thirty available with sufficient interest. With BYU’s resources the advisory council suggested the Business Language Case Competition expand to include Arabic and Chinese.

“Expanding our competition to include these languages will provide more students with an opportunity to learn and grow,” says Sherstin Creamer, program

coordinator of the Global Management Center. “Students will gain a competitive edge as they pursue their global ambitions.”

The excellence of BYU language programs will be utilized to expand the Global Management Center’s business language library. With the help of BYU business language faculty, advisory council members, and Marriott School Management Society chapters, short business cases and video clips will be developed in several languages.

Other topics included student awareness and participation in local international opportunities; developing workshops and seminars with international business educators in the Rocky Mountain CIBER region; and the expanding cross-campus collaborations. The advisory council suggested that BYU CIBER look into collabo-

rations with the College of Nursing, the Ira A. Fulton College of Engineering, and the J. Rueben Clark Law School.

“It was exciting to hear the group’s ideas,” says Brent Hansen, advisory board member and executive vice president of World Trade Association of Utah. “We want to continue to move toward actions that would benefit the students, the BYU faculty, and the international business community.”

The CIBER Advisory Council meets every year and acts as a link between the resources of the university and the business community. Each member of the council is selected because of his or her ability to provide unique insights, which play a major role in center guidance and strategic oversight.

2009 BYU CIBER Advisory Council Members

| | | |
|---|--|---|
| Sandra Rogers International VP, BYU | Robert Russell Asian and Near Eastern Languages, BYU | Beth Cole Dean, College of Nursing, BYU |
| Gary Cornia Dean, Marriott School of Management, BYU | Jeffrey Ringer Director, Center for International Studies, BYU | Lew Cramer President, World Trade Center Utah |
| Brent Wilson Director, Marriott School Undergraduate Programs, BYU | Kirk Belnap Director, National Middle East Language Resource Center, BYU | Brent Hanson Executive VP, World Trade Association of Utah |
| Bruce Money Chair, Business Management, BYU | Spencer Magleby Associate Dean, College of Engineering, BYU | David Fiscus Director, Utah Commerical Service |
| Erv Black Professor, School of Accountancy, BYU | Gordon Smith Associate Dean, Law School, BYU | Franz Kolb Director International Trade and Diplomacy |
| John Rosenberg Dean, College of Humanities, BYU | Brett Scharffs Associate Director, International Center for Law and Religion Studies, BYU | Ian Wilson Dean, Business School, Utah Valley University |
| Scott Sprenger Associate Dean, College of Humanities, BYU | | Blair Carruth Dean, Business School, Salt Lake Community College |

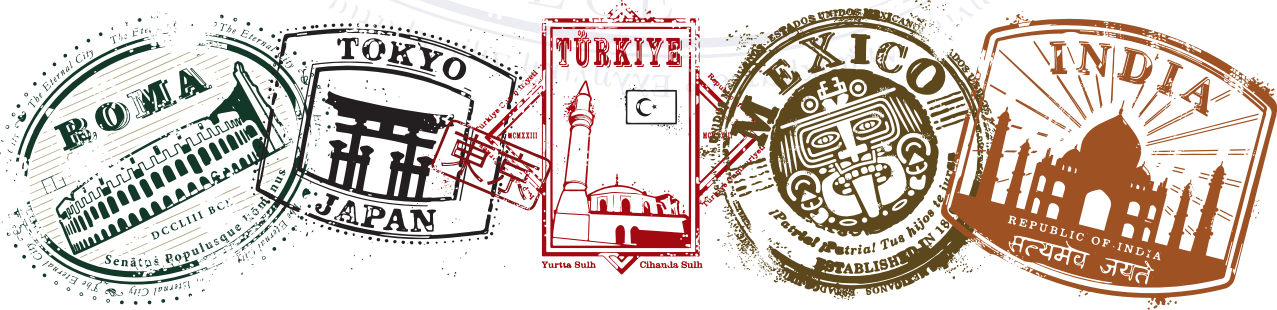




Photo by Jared Miller, 2009 Europe Business Study Abroad Participant

WORLD TRADE ASSOCIATION OF UTAH

The World Trade Association of Utah (WTA) is an organization comprised of individuals from business, government, and academic sectors sharing a common interest in promoting and expanding international business opportunities.

The WTA hosts monthly luncheons and periodic seminars with expert speakers addressing various aspects of international business and trade.



Friday, 23 January 2009
SLCC's Women's India Trust Initiative

Randy N. Schouten spoke on the Salt Lake Community College's Women's India Trust Initiative (WIT). WIT provides training to underprivileged women in Mumbai to develop skills and earn a regular income, changing their lives and the lives of their families. Schouten has served a president/CEO of two Midwest banks and as executive vice president of a bank holding company. Schouten is currently division chair of the Miller Business Resource Center at SLCC.

Thursday, 26 February 2009
The New Global Economy

James E. Glassman is a managing director and senior economist with J.P. Morgan Chase & Co. He works closely with the firm's chief investment officer, commercial banking, investment banking, and government relations groups. He publishes independent research on the principal forces shaping the economy and financial markets. Glassman spoke on the New Global Economy after the 2008 financial crisis changed the marketplace.

Thursday, 26 March 2009
Utah's Resources for International Trade

Representatives from the each of the following organizations discussed what their organizations do and how they can help Utah businesses: The Kennedy Center at Brigham Young University, Executive Certificate of Global Business Management, Governor's Office of Economic Development/International Trade and Diplomacy Office, Salt Lake Chamber of Commerce, Utah U.S. Export Assistance Center, University of Utah International Programs, and The World Trade Center Utah.

Thursday, 23 April 2009
Translating your Brand for Global Markets

Christopher Liechty is vice president of communications for Bank of American Fork. Liechty spoke on transforming your brand for global markets. He has helped organizations, such as American Express, Time Warner, Berlitz, Symantec, and The World Trade Centers Association, for a number of years, supporting projects in more than thirty languages in more than two hundred countries. Liechty teaches marketing in the MBA program at Westminster College.

Tuesday-Thursday, 21-24 July 2009
Outdoor Retailer Summer Market

The WTA co-sponsored the largest international trade show in Utah with more than 12,000 exhibitors, and 6,000 buyers, nearly 900 of whom were from outside the United States. The event provided a unique opportunity for individuals to reach out to exhibitors and international buyers.

Thursday, 17 September 2009
IM Flash Technologies Tour

The WTA facilitated a company visit to IM Flash Technologies. IM Flash Technologies is a joint venture of Micron Technology and Intel, formed to manufacture NAND flash memory for use in consumer electronics, removable storage, and handheld communication devices.

Thursday, 29 October 2009
The Nutritional Supplement Industry

The WTA hosted a panel discussion on "The Nutritional Supplement Industry in Utah." The panel was moderated by Tamara Goetz who is the state science advisor and manages the Life Science cluster initiative. She gave insight into how her office is working with the dietary supplements and natural products industry to facilitate partnerships.

Tuesday, 10 November 2009
Chinese Vocational Education Leaders

The WTA teamed up with the American Association of Community Colleges and Salt Lake Community College to host a delegation of five presidents from Chinese vocational and technical institutions to learn about the model of a comprehensive community college as part of higher education in the United States. The delegation met with SLCC's international business, education, and economic development partners to understand how these groups support community colleges within the Utah System of Higher Education.

Thursday, 10 December 2009
Black Diamond Equipment Ltd. Tour

Peter Metcalf, CEO/president & co-founder of Black Diamond Equipment, and Mark Ritchie, vice president of operations of Black Diamond Equipment hosted the WTA at their facility for a tour and presentation. Black Diamond Equipment Ltd. was founded by Metcalf in 1989 and moved to Utah in 1991. Black Diamond is recognized as the global leader in the design, manufacture, and distribution of innovative equipment for climbers, mountaineers, peak baggers, and free-ride skiers.

FDIB SPOTLIGHT: DOUGLAS PRAWITT



In June 2009 Douglas Prawitt traveled to Maastricht, Netherlands, to attend the International Symposium on Auditing Research. There he presented a paper, which he co-authored with Nathan Sharp of Texas A&M University and David Wood of Indiana University. Their paper, which is being reviewed by the *Accounting Review*, was one of only four papers to be featured in a plenary session at the conference.

The researchers addressed the effects of the U.S. Sarbanes-Oxley Act of 2002, which prohibits companies from outsourcing internal audit work to their external auditors. The belief behind the prohibition, Prawitt says, is that hav-

ing the same firm perform both internal and external auditing could compromise the integrity of the work. However, his research suggests otherwise.

"The evidence is pretty strong in suggesting that the quality of the externally reported financial numbers is better because the internal audit work was outsourced to that same auditor," he says.

What Prawitt and his colleagues argue in their paper is that the increased quality is a result of what they call knowledge sharing—having the same firm doing both types of auditing allows a higher level of coordination.

"There is simply more information, more knowledge, and more understanding within the organization, so the external auditors are able to do a better job," he explains.

Although the research was specific to American law, Prawitt says that it appealed to the conference's international attendees because many other countries are considering a law similar to the Sarbanes-Oxley Act.

"Regulators and legislators from other countries can look at Sarbanes-Oxley and determine which aspects they want to adapt and which they don't," he says. "The results of this study should be of use to them as they decide on policies governing outsourcing relations."

Prawitt's trip to the Netherlands was funded by the Global Management Center's Faculty Development in International Business program, which promotes an international perspective among faculty by providing opportunities to attend international conferences.

IB RESEARCH: PETER MADSEN



The wisdom of the ages has plenty to say about learning from mistakes—practice makes perfect, experience is the best teacher, what doesn't kill you makes you stronger.

But Peter Madsen, professor of organizational leadership and strategy at BYU, wanted to quantify this line of thought. His research, slated to be published in the June 2010 issue of *Academy of Management Journal*, indicates that organizations learn from both failures and successes—but they tend to learn better from failure.

Madsen, in conjunction with Vinit Desai of the University of Colorado, analyzed data for all orbital launch attempts from 1957 to 2004. Although cultural factors were not taken into consideration, Madsen says his paper assesses worldwide data and therefore has global relevance; any organization in the world that has attempted to put something into orbit is in his dataset.

The primary finding, Madsen says, is that failure is a much more effective teacher than success. In fact, there is little evidence to show that organizations learn from success at all.

"When organizations succeed, they tend to think they've got things figured out,"

Madsen explains. "When they fail, they start looking for alternatives, for opportunities to improve, and they're much more willing to accept criticism and try something new."

So if failure is so useful, should organizations seek it out? Certainly not, Madsen says—but they should make the most of the situation.

"One thing we note in the paper is that there are a lot of cases in which an organization fails and then ignores the failure," he says. "Giving added attention to any failure is key. In particular, paying attention to minor failures can help organizations prevent significant failures."

CASE COMPETITION PUTS BUSINESS LANGUAGE SKILLS TO THE TEST

Non-native Spanish and Portuguese speakers from eleven schools around the nation gathered at Brigham Young University to participate in the nation’s only business language case competition, now in its third year. The competition highlights language and cultural skills in an effort to prepare students for international business experience.

“Students open doors for networking and building relationships when they learn another language,” says Sherstin Creamer, competition director. “This gives them a competitive advantage in the business world.”

In the Spanish portion of the 13 November competition, Utah State University won first place, followed by Indiana University and the University of Washington. In the Portuguese portion, teams from Brigham Young University took first and second place, with Brigham Young University–Idaho placing third. BYU was precluded from participating in the Spanish portion.

For this year’s case, teams presented an international business strategy for Wal-Mart. The teams, which consisted of three students each, were required to present entirely in Spanish or Portuguese and were judged on language ability, depth of analysis and effective delivery.

Competition winners received a trophy and cash prize from the Whitmore Global Management Center, but participants especially appreciated the opportunity to apply their language skills to a business setting.

“With many companies becoming more and more global, I’m sure my language skills will give me a competitive advantage for job opportunities,” says Nicolas Perfetti, a junior majoring in public policy analysis and economics who was part of Indiana University’s winning team.

Perfetti’s teammate Alan Hearth, a senior majoring in finance and international business, agrees.

“I think language skills are great for

expanding human communication,” says Hearth. “Nothing builds trust and brings down barriers like showing that you’ve taken the time to learn another person’s language.”

BYU’s winning Portuguese team members credited their success to their diverse educational backgrounds and mission service in Brazil. The team members met in a business Portuguese class and were looking for opportunities to continue refining their language skills.

“Education is much more than homework and book work,” says Cameron Barr, a senior Latin American studies major from Sanford, Colorado. “It’s about getting involved in good causes and applying what we learn in the classroom to real-life situations.”

To expand opportunities for participating students, Creamer says, Arabic and Chinese portions of the competition will likely be added in future years. The next BYU Business Language Case Competition will be in November 2010.



GLOBAL CONSULTING PROJECT



In fall 2009 alone, about three hundred students participated in global consulting projects, which are facilitated by the Global Management Center. These projects allow students to gain experience performing executive-level research—and they provide businesses with actionable recommendations from bright business students.

Students have completed projects for many global companies, including Microsoft, Dow Chemical, Dell, and Honeywell. One team last semester, however, began a little closer to home and worked with a startup company based on a BYU-developed technology, in its efforts to develop partnerships abroad.

The company, Sustainable Energy Solutions, was founded in 2008 by Larry Baxter, a chemical engineering professor at BYU, and his son Andrew. Larry Baxter developed a process called cryogenic carbon capture, which is designed to separate carbon dioxide from power plant

gases, thus reducing harmful emissions. A team of three MBAs and two chemical engineering students performed market research to assess the worth of the technology and traveled to Scotland, Denmark, and England to meet with executives of utility and engineering companies to foster potential partnerships.

Although the technology is still in the development stage, Andrew Baxter says the consulting project was a strong step forward.

“The students were very professional, and they did their homework so they could do an effective job communicating with these companies in a very specialized industry,” he says. “They delivered us answers in a way that is useful and quantifiable.”

Robert Woolf, a chemical engineering major from Mesa, Arizona, who participated in the consulting project, says the work was useful to him as well.

“I’m a chemical engineer, but I wanted to get a better feel for the business side of things because I am considering getting an MBA,” he says. “It was great to learn from the MBA students I worked with and to have the experience of talking with the executives.”

Roger McCarty, who directs the global consulting program, says that consulting projects benefit everyone involved. The students gain a higher level of business experience that gives them a competitive edge; the clients gain high-value, low-cost output and a chance to work with students and identify potential candidates for jobs or internships.

“Our consulting clients really enjoy working with these students and the energy and fresh ideas they bring,” McCarty says. “And the program is becoming very popular among students, who value the opportunity to solve real-world issues.”

GLOBAL MARKETING STUDY ABROAD

In the summer of 2009 BYU students embarked on the first Global Marketing Study Abroad, a month-long trip that offered a taste of culture and an in-depth look at marketing around the world.

“The Marriott School’s study abroad programs are fantastic opportunities to get an extensive overview of international business and cultures,” says Joseph Ogden, program director. “The marketing study abroad offers a more focused, intensive experience, so students are able to have really meaningful interaction with the marketing executives they meet.”

Students visited with executives from a variety of organizations, including Nestlé in Switzerland, the Coca Cola Company in Hong Kong, Seiyu (Wal-Mart) in Japan, and the International Olympic Committee in Switzerland. During their visit with Nestlé, the company’s marketing director explained a branding issue the company was facing that quarter, then asked the students for recommendations. After students presented their ideas, the marketing executive told the group that she felt reassured, because these bright business students had come up with a plan similar to one developed by the company’s own marketing team.

“It was an exciting experience for the students,” Ogden says. “This was a real issue they were tackling—not a textbook



Kayla, Looper, Sarah Mabey, and Laurel Grose at the Cailler-Nestlé Chocolate Factory tour.

question that’s been resolved by the time the book was ever printed.”

Jonathan Wing, a senior majoring in general business, had learned about marketing in classes previous to the study abroad but says the business visits were valuable opportunities to see marketing principles in action. “It solidified the principles I learned,” he says.

Wing says it was particularly useful to see how marketing translates across cultures.

“I learned the importance of being aware of cultural differences—a marketing tactic that works in Europe, for example, may not fly in Asia,” he says. “This trip really opened my eyes to how marketing works globally.”

Students also went on study abroad programs to Asia and Europe. The Accounting Study Abroad, now in its second year, went to London to observe international accounting practices. Each program visits businesses and cultural sites in an effort to expand students’ world view.



Photo by Jordan Kinghorn, 2009 Europe Business Study Abroad Participant

STUDENT ASSOCIATIONS THINK GLOBAL

In 2009 both the Global Management Student Association (GMSA) and the International Graduate Student Association (IGSA) hosted events to enhance Marriott School students' understanding of international business concepts.

To start off the 2009 school year, the GMSA set up an event with Lew Cramer, CEO and president of World Trade Center of Utah, to discuss the role of international business in today's markets and give insight into global opportunities in the state of Utah.

"Lew helped me understand international business and how it affects all aspects of our future careers," says Trevor Cox, GMSA vice president of marketing and junior from Orem, Utah, majoring in international relations. "International business has a bigger influence than I ever imagined. It surrounds everything we do."

In addition to guest speakers, the GMSA set up an on-site visit with Nu Skin Enterprises. Twenty students met with Ritch Wood, CFO and vice president, and other prominent management leaders in an attempt to comprehend some of the challenges and benefits of operating a business internationally.

"More than 80 percent of our business comes from outside of the United States," Wood says. "The opportunities to grow



Student leaders from the GMSA promote global awareness in the Marriott School.

our business around the globe are substantial. A good, solid understanding of international business and an appropriate international perspective is not only important but also a great opportunity for growth."

Also the IGSA hosted Kevin Giddins, director of diversity and recruitment at the Marriott School, to discuss success in the school and in life in general. International graduate students expanded their perspective as they prepare for their future careers.

"Our confidence is strengthened as we gained valuable insight into staying connected with students here in North America and at home," says Hilton Costa, president of IGSA and a second-year MPA student from Brazil.

The GMSA and IGSA also arrange leadership trainings and social networking activities to further prepare students to be global leaders.



GLOBALLY SAVVY MBA STUDENTS WIN ECCLES SCHOLAR AWARDS

ECCLES 2009

BYU MBA students from California to Armenia are preparing to flood the globe with business skills and international expertise. To better prepare these students for their future international roles, the Kay and Yvonne Whitmore Global Management Center named six students from the MBA Class of 2010 as George S. and Dolores Dore Eccles Scholars. Each student receives \$10,000 to further his or her Marriott School education and to prepare for the world of international business.

"The Eccles Scholar award signals recruiters that these students are passionate about international business," says Lee Radebaugh, director of the Global Management Center. "We selected students who we felt were very much interested in and prepared for international careers."

The 2009 Eccles Scholars are: Ryan Andrus from Orem, Utah; Michelle Blood from Murrieta, California; Zachary Clarke from Pocatello, Idaho; James Fowler from Sandy Creek, New York; Kyle Freebaim from Tucson, Arizona; and Sevak Tsaturyan from Dilijam, Armenia.

"The decision was very difficult to make because all of the candidates were outstanding," Radebaugh says, "and some of those who did not make it into the final six were also very deserving of the award."

Five faculty members from the Marriott School aided Radebaugh in the selection process by interviewing each of the seventeen applicants. The scholars were selected based on international experience, a passion for international business, career goals and academic markers such as GMAT score, GPA, and faculty recommendations.

Each scholar sees a BYU education as a great help to them in their international business career. "BYU is a special place,"

Tsaturyan says. "It is not only a spiritual and admirable campus but an overall excellent university."

The George S. and Dolores Dore Eccles Foundation was formed in 1960 as a philanthropic work that would continue beyond the donors' lifetimes. The foundation supports a wide range of projects and programs throughout the state, including having funds and programs established on nearly every college and university campus in Utah.



The 2009 Eccles Scholarship recipients.



gmc.byu.edu