

globalconnections

kay and yvonne whitmore global management center/CIBER

2012 In Review



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Center News

2012 In Review

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Cover photo by Julia Wheatley, Global Marketing Study Abroad 2012 Participant



LETTER FROM THE DIRECTOR



2012 was another good year at the GMC, and we are excited for what 2013 brings. We appreciate the support of the Whitmore family in bringing international business to the Marriott School.

One exciting development that will affect us in the upcoming year is the recent hiring of Shad Morris, faculty member at The Ohio State University and world-renowned expert in global human resources. Shad has taught at the SKK Graduate School of Business in Seoul, Korea, was a faculty fellow at MIT, and received his PhD at Cornell University. Joining us this summer, Shad will teach courses in international business and international human resources at the MBA and undergraduate levels. After Shad, his wife, Mindi, and their five children arrive, we'll spotlight them on our website. In addition, we will provide updates on other faculty involved in international business.

The bulk of our work is to provide experiences for our students. During 2012 we continued to offer a number of great international programs, including study abroad, exchange, and global consulting programs. Approximately 185 students

went on Business Study Abroad programs. In addition to our region-focused undergraduate study abroad programs in Europe and Asia, we also offered programs tailored to specific disciplines—our study abroad program for accounting students in Paris, Brussels, and London; our global marketing program where students went to several locations in Europe and Asia; and a new program for students studying Recreation and Youth Management. We also pioneered a study abroad program to Brazil, Argentina, Spain, and Portugal for Spanish and Portuguese speakers. We hope to add more discipline-based programs focusing on finance and global supply chains in the future.

At the graduate level, we took MBA students to Europe and Asia and supported students involved in global consulting projects including Honeywell, General Mills, and the Kellogg Company. The MPA program sponsored experiences for their students in China and Ghana and hosted a student from Xiamen University at BYU to reciprocate hosting of BYU MPAs in Xiamen. More than sixty EMBA students went on two-week international trips to Europe, Asia, and the Middle East at the close of their program to integrate their classroom experience with global issues. At the end of the trips, all three groups met together to share experiences and insights.

In order to honor our students who graduate with the Global Management Certificate, we held an awards banquet for more than 70 students who are committed to international business careers. To celebrate their accomplishments, we invited Mark Baker, global director for operational excellence, quality, environment, health, and safety with Saint-Gobain and advisory board member to speak about the importance of global careers. It is great to have the support of our alumni.

BYU is known for its foreign language competence with nearly 70-percent of students speaking a second language. More than 55 languages are taught at BYU, and nearly ten thousand students are regularly enrolled in language courses. In order to tap into this interest and expertise, 164 students were enrolled in ten different foreign business language classes offered through the GMC. The GMC also worked with the College of Humanities to offer a Global Business and Literacy Minor, combining business, international business, language, and humanities courses for Humanities majors. Additionally, business students can earn a Language Certificate from the College of Humanities which requires two ACTFL assessments in oral and written proficiency. These new programs demonstrate a long-standing relationship between the Marriott School and the College of Humanities. We hope to see enrollments in both programs increase over time.

It is quite amazing to see how many students are interested in international business and how broad the faculty support is for our programs. The best part is that faculty at the Marriott School keep finding ways to make international business a more important part of the student experience. We hope you read the newsletter to see all of the wonderful things that happened this year, and stay tuned for monthly updates on the GMC's latest programs and news.

T

OUR OF ASIA COMBINES BUSINESS AND CULTURE

Riding a toboggan down the Great Wall of China, playing with tiger cubs, and exploring the ruins of Angkor Wat were just a few of the experiences Brigham Young University students had on the 2012 Asia Business Study Abroad.

Twenty undergraduate students spent spring term visiting businesses and soaking up the culture around them.

“Choosing my favorite visit is a hard decision,” says Ben Rindlisbacher, a senior studying management from Orem, Utah. “But overall, I gained a greater appreciation for Asia’s contributions to the world’s economy. Each country has a lot to offer.”

The students visited offices of NuSkin in Bangkok, Nike and Amazon in Beijing, Marriott International in Hong Kong, and Mazda in Hiroshima, Japan.

In Hiroshima, the students had a question and answer session with executives at Mazda’s world headquarters. They also toured the Mazda factory, where they saw manufacturing lines with automatic systems building cars.

“Actually being there and experiencing everything firsthand allowed me to internalize what I had learned in the classroom,” says Rindlisbacher. “The technologies and manufacturing processes in Asia are incredible.”

Troy Carpenter, director of the Asia Business Study Abroad, agrees Asia is the place to see state-of-the-art production. His students saw an overview of the fabrication process at Hsinchu Science and Industrial Park in the group’s visit to Taiwan—the first time the program included the island nation on the tour.

“The Taiwanese have built this world-renowned manufacturing mecca founded upon the semiconductor industry,” says Troy Carpenter, director of the Asia Business Study Abroad. “Spending time combining western and eastern cultures is wonderful. These activities are a win-win experience.”

F

IELD STUDIES OPEN DOORS FOR MBAs

For MBA students interested in completing the Global Management Certificate on a shoe-string budget, field studies may be the answer to the international experience.

The field study program offers students the opportunity to work for high-profile companies without having to relocate. Using the latest strategies taught in the classroom, field study participants bring a lot to the table.

“Field studies provide MBAs the chance to explore a new world, make contacts, and gain experience they can use in their interviews and when they start their careers,” says Roger McCarty, director of experiential learning at the Marriott School. “There are a lot of opportunities that make students more employable.”

The program allows students to see the workings of large corporations up close while giving businesses the opportunity to scout for new talent. Mentored by a

faculty advisor and an executive consultant, each team of MBAs has the resources necessary to successfully complete each project.

Divided into groups of three to six students, participants take on graduate-level projects from high-profile companies, such as LinkedIn, Honeywell, and Cisco.

“We are always on the lookout for companies interested in the service our students provide,” McCarty says. “These companies are getting quality, creative, and insightful work that can bring new ideas.”

Last semester a student team working to improve Mazda’s social media presence hit a home run when they presented their plan to management. The company executives

were so impressed they flew the group to California to present the plan to their advertising and public relations teams. Simply put, the benefit of the program is practical experience.

“When you leave college, nobody gives you a syllabus,” says McCarty. “The world keeps changing and field studies mimic the real world.”



W

HITMORE CENTER GLOBAL AMBASSADORS

Business savvy, a passion for international travel, and excellent presentation skills set five Marriott School of Management students apart, earning them the title of the Whitmore Global Management Center’s Global Ambassadors.

The Global Ambassadors were selected from a group of highly respected students who had previously participated in one of the school’s study abroad programs. The 2012 program directors each nominated students they thought fit to represent Brigham Young University and the Marriott School. As alumni of Whitmore Center study abroad programs, the ambassadors promote internationalism by representing study abroad programs and hosting international businesspeople at the Marriott School.

In 2012 the Global Ambassadors have partnered with international students visiting BYU through the GMC’s Student Exchange Program. As partners with international students, the ambassadors help in welcoming and befriending students who are far from home and studying in a very different culture than their own. The ambassadors’ responsibilities also include promoting study abroad programs by giving classroom presentations and video blogging on international topics.

This year’s group of Global Ambassadors consists of Timothy Colvin, a senior majoring in communication from Preston, Idaho; Amy Collyer, a MAcc student from La Cañada, California; Katie Robinson, finance junior from Logan, Utah; Allison Jardine, a management junior from

Sandy, Utah; and Julia Wheatley, a junior majoring in recreation management from Greenwood Village, Colorado. The inspiration for the Global Ambassadors program came as the Whitmore Center saw students return from study abroad experiences brimming with enthusiasm for international travel and reaching out to other students to involve them in study abroad programs.

“I chose to apply for this ambassadorship in order to increase my own global awareness through meeting other internationally-minded students, faculty, and business-people,” Jardine explains. “I feel a responsibility to share the life-changing experience of studying abroad in order to help other students have the same opportunity.”



Allison Jardine



Timothy Colvin



Julia Wheatley



Katie Robinson



Amy Collyer

EMBA STUDENTS MAKE THE WORLD THEIR CLASSROOM

It took eighty days for Phileas Fogg to travel around the world, but Brigham Young University EMBA students did it in just two weeks as part the Foreign Business Excursion, a capstone voyage focusing on the elements of international business.

More than sixty students chose one of three trips to attend as part of the program. During the journey students visited some of the world's most iconic sights and important businesses throughout Asia, the Middle East, and Europe.

"Most of the students save every day of vacation they have to do this trip," says Monte Swain, associate director of the MBA program. "The calendar is jam-packed, but we've never had anyone ask for an alternative assignment."

EMBA students take classes in Provo or Salt Lake City, but in order to make the learning experience more diverse, the program requires an international experience in addition to its normal course

work. Although it can be a challenge for some professionals to attend, most don't turn down the opportunity.

"We wouldn't want any MBA graduates to not have some international experience," says Nile Hatch, management professor and director of the Asia, journey. "I had a student say to me that this was one of the most important elements of their education at BYU. This experience changes lives—our students come out knowing more about how the world lives."

Hatch led a group of twenty students to eight different cities in China, India, and Thailand in just sixteen days.

"We don't think you can fully understand business administration unless you understand something about global markets and the world," Hatch explains. "There's no better way to get exposure than going out and doing it." For students on the Middle Eastern trip, the experience was eye opening in an unexpected way.

Before traveling to Istanbul, the group spent five days in Dubai and Abu Dhabi. Students visited foreign and domestic businesses, including Jumeirah Group—the world's most luxurious hospitality management company that operates the renowned Burj Al Arab hotel.

"They pulled out all the stops," says Lee Radebaugh, Global Management Center director. "We were blown away by the amount of effort they put into every meticulous detail of their hotels."

The European excursion added new cities—Rome and Bratislava, Slovakia—to the itinerary this year but still found time to make traditional stops in Munich, Vienna, Paris, and London.

"The Foreign Business Excursion is core to this curriculum," Swain says. "We receive overwhelming help when we ask companies to open their doors to us. Students learn we have more than friends everywhere in the world—we have brothers and sisters."

MBA STUDENTS BROADEN THEIR HORIZONS TOURING EUROPE

MBA students are always looking for ways to beef up their résumés. Last February, sixteen MBA students from Brigham Young University embarked on the trip of a lifetime. Led by marketing professors Lee Daniels and Jim Engebretsen, the group jetted to London and then Paris to learn more about European business. The final result: students prepared to face a globalizing workplace.

"This trip was a unique experience for our students," Daniels says. "One student said she was wondering if she could afford the trip but realized she couldn't afford not to have that experience."

The tour took the group to companies in the banking, real estate, mining, and consulting industries, including stops at Rio Tinto, AIG, IDEO, and Barclays.

"Each place was a little different, but during each visit executives explained how they ended up in their current positions," Daniels says. "The students were interested because it was relevant to their lives."

Along with visiting companies, the students checked off major attractions, like Big Ben and the Eiffel Tower, from their bucket lists. They also got to meet with other BYU contacts and friends, see two shows in the West End, and of course, do a little shopping.

A major perk of traveling with BYU is taking advantage of its large network. Both in London and in Paris, alumni and members of The Church of Jesus Christ of Latter-day Saints came to networking events to meet the MBAs. The students not only expanded their professional contacts but also saw what it's like to live outside of the United States.

"Other institutions don't have the network that we do with our alumni," Daniels says. "The trip ended with students having a broader perspective on what their future careers can be."



Photograph by Cynthia Halliday, Europe and Latin America Business Study Abroad 2012 Director

WHITMORE CENTER AWARDS GLOBAL MANAGEMENT CERTIFICATES

Sixty Brigham Young University students received Global Management Certificates from the Kay and Yvonne Whitmore Global Management Center/CIBER at a banquet in their honor.

Students participating in the Global Management Certificate program, now in its tenth year, take international business and foreign business language classes in addition to completing an international internship or a study abroad.

Mark A. Baker, director of world class manufacturing, quality, safety, health, and environment for Saint-Gobain S.A., spoke at the banquet honoring the certificate recipients and other Whitmore Center scholars.

"This is a wonderful group with enormous potential to go out and really change the world," Baker said. "I hope you can nurture your potential and enrich the world."

For some students, earning the certificate opened doors never before imag-

ined. Brian Jepperson, a 2012 accounting graduate from Salt Lake City, is planning to further his education overseas because of the international experience he had while obtaining the Global Management Certificate.

"I went on an accounting study abroad in London and was able to visit Belgium and France and see how accounting is done there," says Jepperson, who will be interning with Ernst & Young this summer. "I'm planning to head back to London to pursue a master's degree. Earning this certificate sparked my interest in attending graduate school in Europe."

Many international students who obtain the certificate hope to return to their native countries with additional experience and training.

"Being here is an international experience for me," says Nacor Tortosa, a second-year MBA candidate from Elche, Spain. "I'm going to work at Amazon.com in Kansas for one year and then try to move back to

Europe or Spain. Having the certification is very valuable to my career."

The certificate program helps students utilize their foreign language skills and international experiences and provides them with tools for success in the global business world.

"Most of the companies I interviewed with asked about the Global Management Certificate and the international internship I did," says Scott Carr, a 2012 history graduate from Boise, Idaho. "I felt like obtaining the certificate was a perfect fit for me because I speak Chinese and have a business minor. The classes and the internship were really beneficial and helped me get a job."

"It's great that the Marriott School is so diverse and has a certificate that emphasizes international business," says Miguel Alvear, a 2012 global supply chain graduate from Chile. "The more I learn and am involved with the certificate, the more I'm amazed by it."

as they make up a small fraction of the university's enrollment.

"You have an enormous amount of courage to come here," he said. "Continue to step out of your comfort zone. Speak up, make comments, and challenge faculty. Let us have the opportunity to hear your opinion because your opinion matters."

Associate director of the BYU MBA Program, Monte Swain, said he hoped each international graduate student knows that the Marriott School faculty, staff, and administration offer nothing but their support to them and their family.

"We are better because you're here," he said. "You are essential to what we are doing. We want you to feel that the whole time you are here."

INTERNATIONALLY MINDED MBAs NAMED 2012 ECCLES SCHOLARS

The Kay and Yvonne Whitmore Global Management Center at Brigham Young University announced ten first-year MBA candidates as Eccles Scholars and awarded each recipient \$9,000 to aid with schooling costs, international projects, and global career exploration.

"The award comes with the important expectation to continue their positive representation of BYU," says Ervin Black, Whitmore Center faculty director. "We encourage them to act as mentors and resources to the university, students, and stakeholders in the future and throughout their lives and careers."

The 2012 Eccles Scholars are Bryan Belnap, from Oakley, Calif.; Adam Charles,

from St. Gallen, Switzerland; John Dodson, from Honolulu, Hawaii; Fagner Donadon, from São Paulo, Brazil; Matt Frandsen, from Lehi, Utah; Vandita Razdan, from Kurukshetra, India; Brandon Seiter, from Tempe, Ariz.; Maryna Storrs, from Sumy, Ukraine; Ying "Peter" Xie, from Wuhan, China; and Kellen Zollinger, from Idaho Falls, Idaho.

A committee of Marriott School faculty members interviewed thirty-one applicants and selected the top ten candidates. The award winners were chosen based on their international business expertise and experience, second-language fluency, GPA, GMAT score, and desire to further their careers in international business ventures.

The Whitmore Center increased the number of scholarship award winners this year, giving more students an opportunity to pursue international careers with financial help.

"We are thankful to the Eccles Foundation for its support of this important award for our MBA students," Black says.

The Eccles Scholarship is funded by the George S. and Dolores Doré Eccles Foundation. The foundation was founded in 1960, to ensure that the Eccles' philanthropic work is continued beyond their lifetimes. It supports many projects and programs, particularly in education, throughout the state of Utah on nearly every college and university campus.

INTERNATIONAL GRADUATE STUDENT ORIENTATION

The International Graduate Student Orientation is required for all first-year graduate students of the Marriott School and is designed to help them—and their families—adjust to living in the United States.

"We give an overview of things they can do here in the United States," says Cynthia Halliday, Global Management Center managing director. "We try to ease the transition. There can be a lot of uncertainty coming from a different country and not knowing how things work. We get them prepared to perform well."

The experience of attending a school in another country and not being familiar with the culture can be intimidating. That is why the students, representing more than twelve countries, met four

days a week leading up to classes. The group would counseled on a wide range of topics and information, including recreation activities, finances, fashion and etiquette, and commonly misunderstood laws.

Dean Gary Cornia welcomed students during orientation and encouraged them to share their unique experiences in their classes and programs.

"You are an important part of the Marriott School," Cornia said. "Your perception of the world is different than many domestic students. It's important for the programs to get a sense of how the world views different issues."

Dean Cornia also encouraged students to establish themselves among BYU's elite



The 2012 Eccles Scholars back row, left to right: Maryna Storrs, Peter Xie, John Dodson, Bryan Belnap, Fagner Donadon; front row, left to right: Kellen Zollinger, Vandita Razdan, Brandon Seiter, Matt Frandsen; not pictured, Adam Charles.



Photograph by Emily Edmonds, Europe Business Study Abroad 2012 Assistant Director

REVOLVING CLOSET TOPS GLOBAL CATEGORY IN 2012 BUSINESS PLAN COMPETITION

"The global competition rewards good business plans that result in the penetration of foreign markets..."

—ERV BLACK

Can a girl have too many clothes? Cecilia Yiu thinks so and won first place in the global category sponsored by the Whitmore Global Management Center at the 2012 Brigham Young University Business Plan Competition with a consignment store model.

Yiu's company, Revolving Closet, placed first at the annual competition, which rewards students who create promising new business ventures, by besting thirty-one other entries and winning a \$5,000 prize.

"The global competition rewards good business plans that result in the penetration of foreign markets and helps students negotiate the cultural, administrative, and economic challenges of



Cecilia Yiu receives the first-place award in the global category at the 2012 BYU Business Plan Competition.

doing business abroad," says Erv Black, Whitmore Center/CIBER faculty director. "This year's winner was excellent with a well-thought-out plan and an understanding of the target market."

According to Yiu, young women in Hong Kong go shopping two or three times a week and buy more than ten items a month. This need for being fashion forward and socially accepted causes two problems: strapped funds and an overflowing closet.

"My friends in Hong Kong complain about not being able to wear their clothes in front of the same group twice and not having enough money to buy new clothes," says Yiu, a second-year MBA student. "Fashionistas in Hong

Kong easily buy more than one hundred pieces of clothing in a year, but their closets can only fit about 150 items."

Revolving Closet is designed to take the consignment model into cities like Hong Kong to help young women keep up on the latest trends affordably. The company buys scarcely worn clothes in exchange for credits that the young women then use to purchase other clothes from the store.

"Shoppers will have an incentive to spend their credits on still-in-style clothing and do it more frequently," Yiu says.

Yiu has partnered with her friend May Lin who gained business experience when she engineered a successful startup beauty spa chain in Hong Kong at age seventeen. Together Yiu and Lin have begun working with retail professionals in Hong Kong to get the inside scoop on the clothing industry, and they have big plans for the company.

"I want to make this a global operation and expand to the United States where shoppers can enjoy fast fashion for cheap," Yiu says.

The global category of the BPC is sponsored by the Whitmore Global Management Center/CIBER and encourages students to pursue business ventures throughout the world. Business plans are judged by Marriott School professors and an international business professional and also compete in the general BPC.

BYU EARNS TOP SPOT AT BUSINESS LANGUAGE CASE COMPETITION

Brigham Young University teams captured top Chinese and Spanish honors at the 2012 Business Language Case Competition, the only business language competition of its kind in the nation.

Students were given two weeks to prepare a business plan and presentation examining whether a product should enter a new country and how it could gain an advantage in a new marketplace. First place and \$1,000 went to the team that conveyed the best case analysis in each language category.

"It was a great experience to put into practice the things we've learned in class and to apply business principles in a professional setting," says Tyson Bryan, a senior finance major from Las Vegas and member of the winning Spanish team.

Bryan and his teammates, Jeremy Huppe, a senior Latin American studies major from Kennewick, Washington, and Greg Zollinger, a senior finance major from Idaho Falls, Idaho, spent early mornings and late nights putting together a championship-worthy case.

"It was great to see all of the hard work and long hours that went into preparing for the competition pay off," Zollinger says.

The trophy winners for the Chinese division were BYU students Tyson Anderson, a pre-management senior from Gilbert, Arizona; Zack Wester, an Asian studies senior from Horseshoe Bend, Idaho; and Chris Weinberger, a senior Chinese major from Draper, Utah.



Before receiving the case, students utilized resources available to them on campus to prepare for the event.

"We met with professors from the Marriott School and the Chinese department and worked a few practice cases with them," Wester says. "We learned a lot of techniques to help us identify the problem within a case and build an argument off of that."

The BYU-hosted competition is sponsored by the Whitmore Global Management Center/CIBER and Same Day Translations, a local Utah company. The University of Washington CIBER helped co-sponsor the Chinese portion of the competition and the University of Miami CIBER co-sponsored the Spanish section.

A dozen teams came to Provo from ten universities across the United States to compete against one another in the sixth year of the competition. Indiana University claimed second place in both language divisions while Arizona State University placed third in Chinese and American University placed third in Spanish. University of Pittsburgh and the University of Rhode Island were among other schools competing.

"The case competition really shows how relevant language skills are in today's economy," says Jeff Carlson, an economic consulting major from Indiana University. "It is really the only case competition where you get to use foreign languages, and I now feel much more confident in my ability to use Spanish in the real world."



Photograph by Ashleigh Hefner, Asia Business Study Abroad 2012 Participant



Photograph by Emily Edmonds, Europe Business Study Abroad 2012 Assistant Director

The Global Management Student Association (GMSA) is an organization of students at Brigham Young University. These students are committed to expanding their experiences with international business. This includes participating in discussions with international business professionals, visiting and learning from international businesses in Utah, and expanding leadership skills and opportunities. In addition to the lectures and business visits below, the GMSA hosts leadership training activities each month focusing on various traits of international business leaders.



January

Business Presentation: World Trade Center Utah

Lew Cramer, president of the World Trade Center Utah, spoke with club members about how globalization has affected the business world. He advised students on ways they can prepare themselves to enter a globalized work force.

Business Visit: NuSkin

Students traveled to NuSkin headquarters, a multibillion dollar company with more than 90 percent of its business coming from overseas. Students attended a presentation and Q&A session with the CFO.

Student Experiences: International Experience Showcase

Teaming up with Global Citizens for Study Abroad (GCSA), students who had participated in international experiences, such as internships or study abroads, shared presentations of their experiences with club members to help them see what opportunities are available through BYU.

February

Club Activity

The club participated in an interactive simulation of global supply chain operations.

Guest Speaker: Nathan Seifert

Nathan Seifert, a foreign commercial services officer, spoke on exporting with the help of U.S. embassies. Seifert's expertise was not only interesting but extremely useful for students interested in working in international business.

March

Student Experiences: Annual Expat Panel

A panel of four expats who have worked in Brazil, Venezuela, England, and Japan shared experiences and answered questions with students about what it's like to live and work overseas.

April

Closing Social

Club members enjoyed a meal from Café Rio to celebrate a great semester. New club officers were announced along with socializing and networking between students.

September

Guest Speaker: Lee Radebaugh

At the club's kickoff event, members heard from Lee Radebaugh, director of the Whitmore Global Management Center at BYU. He offered useful information about how to obtain, maintain, and excel in global careers. He was able to answer many questions to help students in their attempt to do the same.

October

Guest Speaker: Dick Smith

Dick Smith worked internationally for number of years for Harley Davidson. He spoke about the importance of remembering people when networking and respecting their culture. He showed students his collection of thousands of business cards he has acquired from people in his travels abroad and shared some of the fascinating stories that accompany them.

November

Business Presentation: Skullcandy

Mark Kosiba, VP of international operations of Skullcandy, came to see the GMSA. Skullcandy is an exciting new company experiencing rapid international growth. Mark was able to explain the intricacies of trying to make a company succeed globally.

December

Company Visit: Action Target

The club was able to visit Action Target in Provo. Action Target manufactures targets, moving and stationary. Action Target is a multimillion dollar company and is growing quickly. Students were impressed that the company manages everything—building huge complexes, shipping them overseas, and reassembling them. A highlight of the visit for club members was getting the chance to shoot targets on the range.

Each spring a group of Master of Public Administration students travel to Ghana with the intent of helping others, but find they benefit just as much.

"The students come away with a deeper appreciation of what is needed to help people overcome challenges. From a professional perspective, the trip helps them appreciate how deeply complex the problems are," says Aaron Miller, MPA assistant teaching professor. "People have a romanticized view that you can easily solve all of the world's problems, and that's not how it works."

The trip was first created to give students international experience, but as Romney Institute associate director Catherine Cooper says, the trip can provide more for the students. Each year the students return with deepened gratitude for their lives in the United States.

"The Ghana trip—and all international experience—is so valuable and changes

the mindsets of our students," Cooper says. "I can't go an hour without thinking how grateful I am for the resources we have."

Miller has coordinated the trip to Ghana the last five years. This year's project revolved around the "Biofil" toilet, created by a Ghanaian engineer, Kweku Anno. The toilet, made out of porous concrete and living organisms, decomposes waste within the box. Anno installed a Biofil in his own workshop five years ago and hasn't had to clean it since.

For the semester prior to the trip and three weeks in the country, the students completed research for Anno's company—designing the marketing project, meeting with government officials, preparing interview questions, and delivering the final report to Anno.

"On the trip I realized we were doing something that was necessary," says Sheila Mayne, an MPA student from Kaysville, Utah. "Even with all of the opportunities

to explore Ghana, my favorite part was the project itself."

The students took charge during the business meetings; they met with nongovernment organizations, local governments, and embassies to get a sense of what was important to each group and how to best utilize the invention.

"The project was really theirs," Miller says. "The purpose of the trip was to give them a sense of international development because a lot of them are interested in working internationally at some point."

Chris Krzeminski went on the trip in 2007. He said it help him land his job at Management and Training Corporation because of the management-skills training he gave Ghanaians.

"The trip was an extremely valuable experience for me; it helped me to develop skills in educating and training others," Krzeminski says. "I came to understand the environment and challenges specific to international development and gained greater insight into the operations of some of the organizations that I work with even today at my current job."

Overall the MPA Ghana trip combines a professional element with human development in a way that is hard to replicate elsewhere.

"The students just fall in love with the people; Ghanaians are incredibly kind and friendly," Miller says. "A lot of students point to this experience as a critical part of their professional development. This isn't just a trip—it's a consulting project."



EYU CIBER LEADS FDIB CHINA EXPEDITION

Chinese culture and its growing economy has been impacting nations for thousands of years.

Nineteen faculty members from a dozen universities traveled more than a thousand miles throughout China visiting businesses as part of the CIBER Faculty Development on International Business (FDIB) program. The scholarly group toured through Shanghai, Hangzhou, and Chengdu viewing businesses operations in China and how they were able to implement the five-year plan of the Chinese government.

Lee Radebaugh, director of the Whitmore Global Management Center/CIBER, represented Brigham Young University, which cohosted the voyage along with University of Colorado-Denver and Morehouse College. Radebaugh not only facilitated the academic discussions, but he also learned more about business himself.

"It was interesting learning about the companies' strategies and how they got started," he says. "Every person came away with different impressions depending on their discipline. Asia is fascinating because of its growth and its place in the global economy."

Since opening its doors to the rest of the world, China's economy has grown at the world's fastest rate. The country is currently the largest exporter and second largest importer of goods in the world.

Although the country's coastal cities specialize in high-end manufacturing, China is focused on the quality growth of the nation in westward expansion development, manufacturing service, and environmental protection.

Todd McLeod, an information technology instructor at Fresno City College, jumped at the opportunity to travel to the country and felt the experience enhanced his understanding of Chinese business and culture.

"The best way to understand a culture is to immerse yourself in it," he says. "Direct experience is the strongest teacher. This program was invaluable to grounding and deepening my understanding of China."

The visits highlighted the integration of Chinese and American industry, including the General Electric China Technology Center and the General Motors Company

"Direct experience is the strongest teacher. This program was invaluable to grounding and deepening my understanding of China."

-Todd McLeod

in Shanghai; System Hangzhou Environment Group Co. in Hangzhou; and Dujiangyan Irrigation in Chengdu. The faculty focused on the company's role in the country's five-year plan and economy.

Bruce May, associate dean of business of the University of Wisconsin-La Crosse, was impressed at the impact Chinese businesses have on the world.

"The immenseness of China, its people, and economy must be experienced firsthand to truly appreciate the global impact," May says. "This program was a great introduction to my learning."

Trip goers also had an opportunity to visit cultural sites, including touring the Lingyin Si Temple, riding China's high-speed rail system, and visiting a panda breeding and research center in Chengdu.

Participants said they will use their experiences to enhance their teaching and to encourage students to study in the areas they visited.



Photograph by Paul Halliday, Europe and Latin America Study Abroad 2012

BUSINESS LANGUAGE CONFERENCE CONNECTS STUDENTS WITH REAL WORLD

As the business world becomes increasingly connected, the importance of foreign language speakers is more apparent than ever. With globalization in mind, foreign language experts gathered on the University of North Carolina at Chapel Hill campus for the 2012 CIBER Business Language Conference held 21–23 March.

The participants ranged from kindergarten teachers to college professors, along with members of the business community and government agencies. The theme, BuildingBridgesfromBusinessLanguagestoBusinessCommunities, facilitated a discussion focused on improving teaching and research in an effort to better connect students to real-world business experiences.

“The conference was great for meeting with colleagues, exchanging ideas, and learning about other programs,” says attendee Joaquina Hoskisson, a Brigham Young University Spanish professor. “It was a great way to find different ideas to motivate and educate students.”

The CIBER Business Language Conference is held annually at one of the thirty-three Centers for International Business Education and Research (CIBERs) and includes presentations on a vast array of topics related to teaching, business, and foreign language.

“Two of the conference highlights,” Hoskisson says, “included a presentation that used BYU’s business language competition as a model to prepare and motivate students, and a workshop by University of Texas professor Orlando

Kelm on integrating social media with teaching.”

The 2012 conference included other original ideas about cooperating with the business community, getting more out of study abroad experiences, succeeding in business while learning a foreign language, and fund-raising to support business programs.

At the end of the conference instructors came away with a new determination to improve their teaching.

“It’s a great way to inspire the faculty to make changes and try new things,” says Hoskisson. “I have already incorporated several negotiation simulations along with different classroom activities developed from what I learned at the conference.”

2012 MANAGEMENT SOCIETY CONFERENCE HOSTED IN HONG KONG

In a world where ethics and morals are often overlooked, the Brigham Young University Management Society renewed its focus on these values at its annual conference this past April in Hong Kong.

Management Society chapter leaders and other LDS business professionals from Hong Kong, China, Mongolia, South Korea, the Philippines, Singapore, Thailand, and New Zealand gathered on 21 April for a one-day conference focusing on moral and ethical leadership in Asia.

“The conference brings the area chapter leaders to one location,” says Rixa Oman, executive director of the Management Society, the premier networking organization of the Marriott School. “The leaders talk about common issues and

challenges and how they are managing their programs.”

To best accommodate the needs of the different chapters, the conference offered day and evening sessions. The day session provided leadership training for chapter leaders.

Hosted by the Hong Kong chapter, the evening session was open to anyone interested and included a dinner and panel discussion along with Oman’s keynote speech about moral and ethical leadership around the world.

Among those who participated in the panel discussion were Zeno Chow, senior VP of global trade and receivables finance at HSBC; David Berrett, area legal counsel for The Church of Jesus Christ of Latter-

day Saints; and Troy Ford, general manager of NCH, a global leader in industrial maintenance solutions. Outside of the United States, the Management Society focuses on three different regions of the world—Asia, Latin America, and Europe. On a rotating basis one of these regions hosts the conference each year.

“We help the local chapter do a big event in the evening,” Oman says. “The other chapters see how a really nice event can be run.”

The conferences not only train local chapters but also help people network.

“The Management Society really connects people,” Oman says. “There’s a connection there they can’t make in other ways.”

BYU CIBER HOSTS THIRD HIGH SCHOOL BUSINESS LANGUAGE COMPETITION



Students from Utah high schools along the Wasatch Front tested their language and business skills in the third annual High School Language Competition hosted by the Whitmore Global Management Center/BYU CIBER and the Center for the Study of Europe at Brigham Young University.

“Our goal is to help students interested in foreign language discover that there are other ways to use the language — not just as a tourist but also in a career setting,” says Cynthia Halliday, event organizer and managing director of the Whitmore Global Management Center/BYU CIBER. “It’s amazing to see the language skills that they have already developed involving business terms and principles.” Each participating school formed a team

that with the challenge to develop a business plan and presentation focused on marketing Thompson Children’s Chewables, a Nutraceutical Corporation product, to Utah’s Hispanic Community. The teams were composed of three students, which included heritage and non-heritage Spanish speakers. The competitors spent many hours after school working on the details of their platforms and refining their language skills.

“We practiced a lot,” says Madison Lloyd from Skyline High School. “We did everything with the product. We even ate and slept with it. If you present on something you have to know everything about it.”

After viewing the Spanish only presenta-

tions, the executives from Nutraceutical Corporation awarded Skyline High School first place. Timpview High School and Orem High School came in second and third, respectively.

Sergio Diaz, vice president of Nutraceutical Corporation and a judge, says he was amazed at how well the students were able to articulate themselves and relate business knowledge to the competition.

“We were impressed with the language skills that they used and their ability to integrate high-level concepts and come out with a marketing plan,” he says. “We were blown away by the solid content these high school students were delivering.”



Photograph by Ashleigh Hefner, Asia Business Study Abroad 2012 Participant

MANAGEMENT SOCIETY ESTABLISHES CHAPTER IN SINGAPORE

Since 1977 the Brigham Young University Management Society has made an impact throughout the world by promoting moral and ethical leadership. This winter that impact grew to include another branch in Asia. Lee Radebaugh, director of the Whitmore Global Management Center/BYU CIBER, traveled to Singapore to help establish the nation's first chapter.

"We worked for several years to get recognized by the government," says Ah Chuan Ho, chapter organizer and BYU graduate. "After an extensive process, we have met the requirements and are cleared to proceed with the chapter formation. We are excited to go ahead and officially do something good in the name of Brigham Young University."

Radebaugh praised the efforts of those involved for their perseverance and hard work to receive approval.

"To pull everything together to set up the organization hasn't been easy," Radebaugh says. "The Management Society will be a great blessing to company leaders and businesspeople in Singapore."

In the chapter's inaugural meeting, Radebaugh directed the group to hold meaningful activities and programs for its members and gave instruction to align its goals with the Management Society's core objective — to grow moral and ethical leadership worldwide.

Singapore's economy is known for its convenience in doing business — making

the country's market very competitive. Chapter president Leonard Woo believes the Management Society will have a strong impact on business leadership with so many opportunities present.

"With the strong support and resources from the Marriott School, we're confident to move ahead, organize the Singapore chapter, and make meaningful contributions to the country as well as its members," Woo says.

The Singapore chapter is the eighth established Management Society chapter in Asia and one of 105 chapters worldwide. The organization gives its members the opportunity to build lasting and meaningful business relationships and friendships based on the ethical values.



Chapter president Leonard Woo addresses members of Singapore's Management Society.

GLOBAL BUSINESS AND LITERACY MINOR ANNOUNCED

In an effort to attract, develop, and place more men and women in the international business landscape, the Marriott School of Management has joined with the Brigham Young University College of Humanities to announce the Global Business and Literacy Minor beginning Fall Semester 2012.

The twenty-one-credit minor is available to all non-business major students but is specifically designed to help humanities and language majors understand the principles of international business while

applying their cultural and language skills.

“Both colleges have worked together for the past several years to develop this minor,” says Erv Black, Whitmore Global Management Center faculty director. “We see this as another step in helping students leverage their international experiences and provide evidence of their global credentials.”

The global business and literacy minor is expected to fit well on the university’s

internationally diverse campus, where more than 120 countries are represented and nearly 70 percent of students speak a second language. The minor will give students opportunities to reach beyond borders with international business classes coupled with civilization and literature classes designed to accommodate their global interests.

“The minor is targeted to students who desire to acquire some business skills and leverage their language talents,” Black says.

MC DIRECTOR BUILDS RELATIONSHIPS AT NIBES CONFERENCE

The sign at the entrance of Brigham Young University’s campus reads, “The World is Our Campus.” That declaration is one that the Whitmore Global Management Center CIBER takes to heart as it continues to search for ways students can enjoy international experiences.

To further that creed, Whitmore Center director Lee Radebaugh traveled to Tbilisi, Georgia, in June, to take part in an annual conference for the Network of International Business and Economic Schools. The conference, hosted by Caucasus University, focused on facilitating student exchange programs between universities.

Student exchange programs are different from study abroad programs in that students live in a foreign country and take classes from professors at partnering universities for a semester. All of the credits students earn transfer back to Provo and count toward their degrees.

“We have had exchanges with five universities in the network,” Radebaugh says. “This group stays pretty small but the networking within is strong. We are also building relationships with new universities and excited for future opportunities for our students.”

In the past BYU students have traveled to universities in a number of different countries, including Peru, Portugal, and France. Radebaugh hopes to expand exchanges to other countries.

“We had two pretty intense days of meetings discussing future exchange programs and how to improve them,” he says. “The conference is also a time for everyone to

build relationships that will benefit our students in the future.”

NIBES was organized in 1996 and is comprised of twenty-two business and economic schools in nineteen different countries. BYU is one of two universities in the United States that is a part of the group that has more than 5,000 student alumni who have traveled to other universities worldwide.



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. These meetings are open to the public.

February

International Procurement and Intelligent Subcontracting

This breakfast meeting provided information on international procurement and intelligent subcontracting for Utah businesses of all sizes. This meeting featured Justin Davis of WesTech and Elizabeth Goryunova of World Bank Private Sector.

March

Keys to Building a Successful Global Brand

Laura Shafer, director of product marketing at Storage Craft Technology Corp., answered questions and addressed building a successful global brand and how to avoid potential pitfalls.

April

Lessons on Importing

This meeting provided knowledge on what professionals should know—but don’t—about importing. Scott Ogden of Cargo-Link, Holly Garza of High Desert CHB, and a representative of Expedito all gave insight on the topic.

May

Embracing U.S.-MENA Global Trade Alliances

Brigham Young University sponsored this lecture and networking event on embracing U.S.-MENA global trade alliances. Presenters addressed issues as job creation through developing alternative energy sectors and opportunities for rebuilding and modernizing infrastructure.

Utah-Europe Days 2012

This conference provided an opportunity for Utah business leaders to receive current information on doing business in the European market. Several events covered economic, cultural, and educational topics that were important for understanding and expanding the European market.

Zions Bank Trade Business Conference

This conference helped business leaders understand current trends in global risk and the latest economic developments, supplying them with tools to compete in the world marketplace. Attendees were given references for resources and networked with other business leaders.

June

On-Site Business Visit with Action Target

Action Target is a manufacturer of custom shooting ranges and portable steel targets for military, law enforcement, Special Forces groups, tactical training schools, and commercial applications based in Provo, Utah. Professionals received a tour of Action Target and learned how the company designs, delivers, and installs indoor and outdoor range equipment throughout the world.

August

International Tourism

Bruno Schwartz from Canyons Resort discussed promoting international tourism to Utah and his experiences in international recruiting and refugee programs.

September

WTA of Utah Scholarship Golf Tournament

At this golf tournament, participants raised funds for scholarships for local students pursuing an education in international business. Scholarships will be awarded based on outstanding achievements and merit.

October

Africa: the Next Frontier

Heather Byrnes, from the Utah U.S. Commercial Service, and Franz Kolb, from Utah Governor’s Office of Economic Development, gave insight on doing business in Africa. They discussed how Africa is the next step in digging deeper into international business.

November

On-Site Business Visit with United States Postal Service

While visiting the United States Postal Service, event attendees toured the Fulfillment Center and learned about domestic and international shipping.

December

Exchange Markets

This event took a look at what was to come in the 2013 foreign exchange markets. Ron Waliczek, JPMorgan Chase, and Jeffery Jeppesen, Wells Fargo, both gave insight on what to expect for the upcoming year.

ESPN EXECUTIVE CHAIRMAN NAMED INTERNATIONAL EXECUTIVE OF THE YEAR



Brent Webb, BYU academic vice president, and Elder L. Tom Perry, of the Quorum of the Twelve Apostles, joined in presenting the award, given annually to recognize outstanding executives who demonstrate high moral standards and exceptional leadership.

After accepting the award, Bodenheimer explained three connections he felt to BYU. “The value of integrity, the spirit of giving back, and the importance of family are universal and everlasting,” he said. “It’s organizations like ESPN, the NAC, this school and university that help make up the fabric of this great country.”

Bodenheimer also spoke of important lessons learned at ESPN, including his decision to begin his career as a driver in the mail room shortly after ESPN’s creation in 1978. In joining the company, he was following his father’s advice to make a career decision and not a money decision. Seventeen years later, after working his way up through the company, he was named president.

Bodenheimer was the company’s longest serving president (1998–2012) and led a period of tremendous growth, expanding the company to eight domestic television networks, twelve high-definition services, forty-eight international television networks, and eighteen web sites. ESPN now has more than 7,000 employees and reaches 100 million households.

On 1 January 2012, Bodenheimer assumed the newly created position of executive chairman, ESPN Inc. In this capacity, he provides strategic direction for ESPN’s global business and chairs ESPN’s board of directors.

Gary Cornia, dean of the Marriott School, also praised Bodenheimer’s character and leadership, and pointed out that Bodenheimer received the award for much more than leading ESPN to success. “George, we are in awe of your accomplishments,” he said. “However beyond your accomplishments, we are most grateful to be able to offer you as an example to the students of Brigham Young University.”

Bodenheimer is the thirty-fourth recipient of the IEY award. The award was created in 1974 and is sponsored by the Marriott School’s National Advisory Council. Past recipients include Don Soderquist, former senior vice chairman of Wal-Mart; Steven Reinemund, former CEO of PepsiCo and current dean of business at Wake Forest University; and John E. Pepper Jr., former chairman and CEO of Procter & Gamble.

The Marriott School of Management honored George Bodenheimer, executive chairman of ESPN, with its 2012 International Executive of the Year award at a special banquet held 27 September on the floor of the Marriott Center.

Keith Read, vice chair of the Marriott School National Advisory Council, introduced Bodenheimer saying, “We applaud your outstanding career. We also honor you for your example of humility, honesty, integrity and your strong moral character. George, you are a pillar of goodness in our community, a leader and an example to our children.”

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