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2013 In Review



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2013 has been an exciting year for the Whitmore Global Management Center, and we are looking forward to many great opportunities in 2014. We appreciate the continued support of the Whitmore family in fulfilling the international mission of the Marriott School of Management.

One of the biggest happenings of the year was Professor Lee Radebaugh's retirement. Lee has done so much to build and promote international business in the Marriott School. We will miss Lee Radebaugh! We stand on the shoulders of giants as we seek to move the GMC onwards and upwards. I personally am grateful for Lee's kind mentoring to me over the years. He was my professor back in 1983 in the MBA program, he was instrumental in my BYU hire, and we have been co-authors. Lee is a great friend and mentor.

One of our primary missions is to provide international experiences for students to help them make a difference and represent BYU globally. We continue to offer great international programs in various forms for our students: study abroad, exchange, and global consulting programs. Approximately 200 students benefited from these programs. We added two more universities as exchange partners worldwide: Nanjing University (near Shanghai, China) and University of Alcala (near Madrid, Spain). In addition, to geographic region programs in Europe and Asia we offer discipline-specific study

abroad programs in accounting, finance/investment, marketing, and recreational management.

MBA and EMBA students have study abroad experiences in Asia, Europe and the Middle East. Graduate students are also involved in global consulting projects with companies such as Honeywell, General Mills and Kellogg Company. In addition, the MPA program offers experiences for students to go to China and Ghana. The School of Accountancy will be participating with the MPA program, taking MAcc students on the Ghana program. We look forward to more of these cross-discipline opportunities as we seek to leverage the good things that are happening in the Marriott School.

This past year we supported a study to explore the impacts of studying abroad for participants along several dimensions. Results confirmed the benefits of GMC study abroad experiences. Participants reported significant increases in language ability, travel efficacy, intercultural competence, and intentions. Increases in leadership and communication ability and international business competence were also observed. In addition, participants from prior study abroad experiences were asked to report on activities that were intended were actually realized. Of those who responded, 50% of the students who had done a study abroad were working for a domestic organization that operates internationally, 47% pursued additional language training (beyond mission), and approximately 20% worked internationally. Also, 43% had travelled internationally since their study abroad experience.

In November 2013, the GMC sponsored a Business Language Case Competition that invited universities from around the country to participate in both Spanish (8 teams) and Chinese (6 teams) from nine universities. BYU won the Chinese competition and Indiana University won in Spanish. We plan on continuing this competition in the future. In February 2014 we are sponsoring a High School business case competition in Spanish for high schools from Utah. We will also host

the Business Language teaching conference for all CIBER schools (and others interested universities) who teach business language courses.

We have appreciated the support that we have received over the years from federal grants as a Center for International Business Education and Research (CIBER). Funding for these grants have been curtailed in the past three years and our current grant cycle runs out in September 2014. One of our main goals for the coming year is to pursue this grant for the new funding cycle so that we can continue our mission and business outreach. As we work on this grant, we appreciate your support as we seek to identify and document good projects.

As part of our commitment to CIBER we also co-sponsored, with the University of Colorado – Denver, the Rocky Mountain CIBER conference in October 2013. This conference had over 100 participants from over 30 universities, mostly from the Western US. We continue to participate in and support several organizations, including: the World Trade Association of Utah, the Consortium for Undergraduate International Business Education (CUIBE), and the Network of International Business and Economic Schools (NIBES).

I am excited to participate in the amazing achievements of our students and faculty here at BYU. I look forward to serving as director and supporting the mission of BYU. I hope to be able to support faculty and students at the Marriott School as they find ways to make international business a more important aspect in their lives. We hope as you read this newsletter, you are motivated to become part of this great undertaking. Please do not hesitate to let us know how we can help you. Stay tuned for updates on the GMC's latest programs, projects, and successes.

Erv Black
Director, Global Management Center

INTERNATIONAL BUSINESS BANQUET HONORS STUDENTS, GMC DIRECTOR



Top international grad students including Eccles Scholars and Global Management Certificate graduates were recently honored at the Marriott School of Management's 2013 International Business Banquet.

These Brigham Young University students come from all corners of the globe from Hong Kong to Brazil. They have set themselves apart through tremendous aptitude and interest for international business.

"I look forward to this event each year," said Michael Thompson, Marriott School associate dean. "I look forward to honoring you students who do so much to enrich the learning environment in the Marriott School."

The banquet also paid tribute to Lee Radebaugh, director of the Global Management Center and the evening's keynote speaker. Radebaugh retired in August after more than 40 years serving the international business and accountancy communities. A slideshow with photos of Radebaugh along with remarks from faculty were shown before he spoke.

"I've never met anyone more concerned with the success of those around him," said Ervin Black, School of Accountancy professor. "Lee works tirelessly to help everyone succeed."

Marriott School dean Gary Cornia also showered Radebaugh with praise for the enormous difference he has made.

"I can't begin to say how much Lee has done for BYU," Cornia said. "He has made an absolute difference at the Marriott School. It's been one of the deepest joys of my life to be around Lee Radebaugh because he's a difference maker."

After receiving so much praise, it was the surprised Radebaugh's turn to take the stage.

"This is totally unexpected because we're here to honor you and all that you've accomplished," Radebaugh said, speaking to students.

His address focused on four suggestions taken from his years of experience. First, it's good to have a plan but don't be too rigid because things change. Second, to be happy in your life's work you must be good at it, love it, and work hard at it. Third, don't make decisions about your life and career that will hurt the people you love. Fourth, remember you owe everything to the Lord and he can change your plans in ways you can't predict.

While focusing on these four ideas, Radebaugh pulled examples from his lifetime of experience. They included his moves from BYU to Indiana University and Pennsylvania State University before returning to BYU. He also pulled from his time in Lima, Peru, and Glasgow, Scotland, as a visiting professor and in Brazil as a mission president.

"I've been blessed my entire life," Radebaugh said. "There's just no other way to say it."

2013 ECCLES SCHOLARS AWARDED TO INTERNATIONALLY-FOCUSED MBAs

The Kay and Yvonne Whitmore Global Management Center at Brigham Young University recently named 10 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 gives students access to opportunities they might not have otherwise — whether it be a global consulting project or a study abroad," says Lee Radebaugh, Whitmore Center director. "It also gives them something they can show to future employers."

The 2013 Eccles Scholars are James Aida, from Huntington Beach, Calif.; Caleb Baker, from Stevensville, Mont.; Nathan Barnes, from Vancouver, Wash.; Thomas

Chiu, from Tuen Mun, Hong Kong; McKay Hansen, from South Jordan, Utah; Chad Harris, from Mesa, Ariz.; Marlenne Hernandez, from Mexico City; Gustavo Maruri, from Guayaquil, Ecuador; Trevor McDougal, from Salt Lake City; and Monica McGhie, from Santa Rosa, Calif.

"This is an exceptional group of students," Radebaugh says. "It was very difficult to keep the award to just ten recipients because there were so many well-qualified applicants."

A committee of faculty members interviewed 41 applicants and selected the top 10 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 Eccles Scholars Award is funded by the George S. and Dolores Doré Eccles Foundation. The foundation was created in 1960 to ensure that the Eccles' philanthropic work would continue beyond their lifetimes. The foundation supports many projects and programs, particularly in education, at nearly every college and university campus throughout the state of Utah.

"We are grateful for the support the Eccles Foundation gives to our MBA students through this award," Radebaugh says.



2013 Eccles Scholars. Left to right: Caleb Baker, Monica McGhie, Nathan Barnes, Gustavo Maruri, James Aida, Marlenne Hernandez, McKay Hansen, Trevor McDougal, Chad Harris, Thomas Chiu.



Photograph by Brooke Johnson, 2013 Recreation Management Study Abroad Participant



ORIGINAL CIS RECIPIENT RETURNS TO SPEAK ON BUSINESS ETHICS

After a 17-year absence, the first recipient of the Cardon International Sponsorship returned to Brigham Young University to advise business students on ethical dilemmas in the workplace.

In 1986 Danilo Talanskas of Brazil was the first student to be awarded the CIS — a program to help international students receive graduate degrees from the Marriott School of Management and return to their native countries to be strong leaders in the church and community.

“There’s no way Danilo could have afforded to bring his family from Brazil to BYU at that time without the CIS program,” says Brad Agle, professor of ethics and leadership at the Romney Institute of Public Management. “Danilo has certainly epitomized what the award hopes to achieve.”

Having received so much from BYU it was now Talanskas who was able to give back to the university and its students. He drew from his experience presiding over three Fortune 500 companies in Brazil as he spoke to students about the importance of ethics in business.

“I have seen great careers go down the drain because of unethical behavior,” Talanskas said. “You have to be ethical — people are always watching.”

He related a story of ten professionals who knew of inventory irregularities at a company that had just appointed him president. The cover-up had been going on for ten years, but as soon as Talanskas got wind of what was happening he contacted authorities to resolve the situation and fortify the company’s reputation.

“I always tell my teams to never lie to customers,” Talanskas said. “If there is a problem, we need to fix it and not run from it. If you fix your customer’s problems, you will have a partner in the future.”

Talanskas stressed that while being ethical isn’t easy, and sometimes the desired results aren’t what we want or expect, being ethical is always the right thing to do.

“Ethical behavior is a journey,” Talanskas said. “You have ups and downs; nice moments and tough moments, but if you stick to your principles you will always win in the long run.”



CIS STUDENTS TOUR LDS CHURCH HEADQUARTERS

Cardon International Sponsorship students from the Brigham Young University MBA program were given a unique view of what the LDS Church is doing to assist members throughout the world temporally and spiritually.

Students toured Temple Square, ate lunch at the Lion House, visited the Conference Center, and interacted with church professionals in different departments, including public relations and law.

“It was a great experience,” says Fagner Donadon, a second-year MBA student from Sao Bernardo do Campo, Brazil. “It was extremely important for international students to see a side of the church we would never see in our country.”

The CIS program prepares international students to return to their native countries as successful leaders in their careers and in the church.

One component stood out to the international students—the honest and straightforward way that the church public relations department works with other organizations and governments across the world.

“The church is very straightforward in their dealings,” says Marlenne Hernandez, a first-year MBA student from Mexico City. “It sounds easy to do, but in many countries it takes a big effort and commitment.”

The students also witnessed firsthand the selfless service of LDS Church leaders during their tour.

“They’ve had successful careers while serving in the church,” says Aza Tsogtsaikhan, a first-year MBA student from Mongolia. “It was humbling to see that as we were focused on our education they were serving us the entire time.”

One important mission of the CIS program is to prepare students to return to their native lands as community leaders. Students left the tour wanting to do exactly that.

“I saw a bigger picture,” Tsogtsaikhan says. “This program helped me see ways I can contribute to the community and church. I want to mentor those seeking to start their own business and those who want to further their education.”

INTERNATIONAL WEEK EXPANDS STUDENTS' GLOBAL BUSINESS PERSPECTIVE

Along with learning that Ling-Ling and Hsing-Hsing were giant pandas given to the United States as a gift from China in 1972, students participating in the 2013 BYU International Week engaged in trivia games, lunch discussions, lectures, film screenings, and activities.

Hosted by the Marriott School's Global Management Center and the David M. Kennedy Center, International Week helped students gain an increased understanding of what factors influence the international business environment.

"I really enjoyed Professor Greathead's lecture," says Seth Ellsworth, a senior in food science from Litchfield Park, Arizona. "He spoke to us about what is occurring internationally, how businesses are connected abroad, and how cultural

differences cause people to see the world differently."

Ellsworth was the winner of a \$500 scholarship toward a GMC international experience as part of the passport competition. The weeklong event encouraged students to collect stamps for their passport at activities. The students with the most stamps were entered into a drawing at the end of International Week. Ellsworth looks forward to using the scholarship to further his career ambitions.

"A future career goal is to do international business in the food industry," Ellsworth says. "I'm interested in commodity trading or auditing."

The Global Management Student Association played a vital part in the week's ac-

tivities and created the activity, "Where in the World is Cosmo San Diego?"

"It was a good experience," says Dallen Shakespear, GMSA club president and economics major from Escalante, Utah. "We described typical business environments and cultural norms and factors in various countries to help people figure out where Cosmo was."

The events further emphasized the similar goals of the GMC, Marriott School, and Kennedy Center to produce students who will positively impact the world internationally.

"My biggest takeaway was that although international business seems far away, it's really much closer than you think," Ellsworth says. "So much of the business that goes on today is international—it's almost as if it's all local."



If you would like to help a student to have an international experience, you can make a gift online at the Marriott School website at <http://marriottschool.byu.edu/giving/gmc>. For more information on how to make a contribution, please contact Darla Seamons at darla_seamons@byu.edu.

STUDENTS GAIN EXPERIENCE AND CULTURAL INSIGHT THROUGH STUDY ABROADS

From Iceland to Argentina, Marriott School students crossed time zones to participate in this summer's study abroad programs.

"These programs are a great way to study international business," says Kristen DeTienne, a professor of organizational leadership and strategy who led the Europe trip. "You get to see so many companies and different cultures."

The Europe study abroad traversed eleven countries and stopped at several established companies, such as Disneyland Paris, Citigroup, and Nestlé, along with visits at smaller ventures and with individual social entrepreneurs.

"Disneyland Paris was a great example of the risks that come with interna-

tional business," DeTienne says. "It really struggled to adjust to the different culture at first. The struggles were overcome, though, and it's now the biggest tourist attraction in France."

For the first time, recreation management students also went to Europe to visit multiple venues.

"The focus was to look at these different recreation locations and see how guest relations were managed, how products were marketed, and what prices were like, among other things," says Patti Freeman, recreation management department chair.

The international visits focused on providing students with practical experiences that will help them as both continuing students and future business leaders.

"My most memorable experience was meeting with Citigroup's VP over Europe and North Africa," says Brody Bushnell, a management senior from Orem. "He took us to the top of a skyscraper in central London to eat, chat, and network."

Along with visits to Europe, other students traveled to various places in South America, China, Japan, Singapore, and Thailand.

"These trips help students see how international business operates firsthand," says Tom Foster, professor of global supply chain management. "Students were also able to sample the customs of different countries while being involved in amazing experiences."

MBA ASIA TRIP IMPACTS STUDENTS

Business students are drawn to study abroad programs for many different reasons—including education, travel, and sightseeing; whatever the reason, though, they often come back with a clearer vision of what international business really is and what it takes to live and work abroad.

For BYU's Marriott School of Management students, the summer MBA Asia study abroad was no different.

"Students gain an entirely different perspective when they're in the countries talking with executives and actually experiencing international business firsthand," says Lee Daniels, tour director and Marriott School professor. "When they get out of the United States and see the scope of business taking place, it opens up a horizon of possibilities to them."

During two weeks on foreign soil, students interacted with companies across a spectrum of fields, visited tourist attractions, and received a close up view into how expats navigate day-to-day living in a previously unknown environment.

"The biggest takeaway for me was seeing what the expat lifestyle really meant—what housing looks like and what the commute looks like, among other things," says Katherine Rasmussen, a second year MBA student from Salt Lake City.

Networking with top business execs—whether in the basement of an expat's home or in a corporate office—gave students a chance to get a foot in the door and learn from global business titans, new start-ups, and companies in-between.

"In every city we had networking events with executives who were working in dif-

ferent industries," Daniels states. "It gave the students one-on-one time to develop relationships and see if there would be an opportunity upon graduation."

One hope is that students will return from these business adventures better prepared to successfully contribute in school, business, family, and life. For Scott Belnap, that contribution began immediately after his return. At the end of the trip he took time to visit Cambodia and was inspired to start a non-profit organization as a result.

"Being in Cambodia helped me gain a better understanding of the people and their needs," says Belnap, a second-year MBA student from Lindon, Utah. "Because of that, I started a non-profit organization that builds clean-water wells for Cambodian villages. It's completely changed my life."



Photograph by Chris Cannon, MPA Ghana Study Abroad 2013 Student

BYU, INDIANA UNIVERSITY TOP 2013 BUSINESS LANGUAGE CASE COMPETITION

Teams of three from universities across the country gathered at Brigham Young University to present practical solutions to real-world business cases in the 2013 Business Language Case Competition.

BYU garnered first place in the Chinese division of the annual competition for the second consecutive year while Indiana University took the title in Spanish for the second time in three years.

The day-long competition hosted by the Whitmore Global Management Center at BYU's Marriott School of Management featured model business plan presentations from students to a panel of judges in Chinese or Spanish.

"I was impressed at how well the students prepared for this competition," says Laura Ricks, GMC international program coordinator. "They did this on top of their school work, jobs and other activities, and they all did an incredible job."

Teams were composed of non-native speakers and were allotted only 15 minutes to present their business plan to the judges followed by a rigorous question-and-answer session. After three rounds of presentations the top three teams faced off in the decisive final round.

BYU's Chinese category champions, consisted of Josh Stoker, a senior in history from Henderson, Nev.; Braden Nielson, a senior in Chinese from Doylestown, Penn.; and Chad Faulkner, a senior in economics from Provo. The University of Notre Dame took the second and third spots, respectively.

"The judges really enjoyed our analysis and how we presented it," Nielson says. "The competition inspired me to put more effort into improving my Chinese daily."



Winners of the Chinese category. Left to right: Braden Nielson, Jace Stoker and Chad Faulkner.

The Spanish winners from Indiana University were led by Nathan Lohrmann, a senior in operations management and marketing; Brianna Terrell, a finance and international business senior; and junior Paul Gilson, majoring in business economics and public policy. Emory University and the University of Washington followed up in second and third place.

"It feels really good to win," Lohrmann says. "We lost a close race last year so we had very high hopes. To actually win is great."

The combination of presenting an engaging business solution and doing it in a foreign language was a confidence builder for students considering a future in international business.

"After successfully presenting to three panels of native Chinese businesspeople, I really feel I can effectively use my language skills to solve problems in real business environments," Faulkner says. The competition was co-sponsored by the University of Colorado Denver and

Michigan State University. Other participants included Emory University; University of Connecticut; University of Washington; University of Nevada, Las Vegas; University of Pittsburgh; and American University.

"After successfully presenting to three panels of native Chinese businesspeople, I really feel I can effectively use my language skills to solve problems in real business environments."

-CHAD FAULKNER

ONFIDENCE SOARS DURING EMBA FOREIGN BUSINESS EXCURSION

Piano manufacturers, jewelers, auto companies, commercial oven makers, and a theme park were showcased during the EMBA foreign business excursions this year to Asia, Europe, and the Middle East.

"We don't want students to get their MBA without an international experience," says Nile Hatch, associate professor of entrepreneurship at the Marriott School and leader of the Asia trip. "Not only is international business too important, but understanding and experiencing the world changes the way students think about doing business."

During their continental travels to world-class companies EMBA students saw firsthand how international companies are coping with the different

economic trends in order to play on the world stage.

"The visits are important because it helps students see how American and European companies compete," says Michael Swenson, leader of the Europe excursion. "It really broadens their business perspective."

One particular company that made a mark on the Asia group was ENN, a clean energy group in Beijing, China.

"They are really innovative and very modern," Hatch says. "It's a company that's really going places in China. Notwithstanding the poor air quality, they're saying, 'We're going to turn this thing around.'"

Along with company visits, students also enjoyed cultural experiences, such as Les Miserables in London, listening to an orchestra perform Mozart in Austria, and touring some of the world's most recognizable landmarks.

"We take off from the United States and twenty hours later we're standing on the Great Wall," Hatch says. "It's amazing."

The unique mixture of networking with top executives and experiencing new cultures is excellent preparation for EMBA students' next career move.

"The students come back from these trips with more confidence," Swenson says. "It opens their eyes to business and culture and the unique challenges international businesses face."

BA STUDENTS STUDY ABROAD IN PARIS

In a city known more for its art and cuisine than global businesses, Brigham Young University MBA students gained priceless experience interacting with some of the world's top companies.

Students left snow-covered Provo to spend part of January studying in Paris—home to 31 Fortune 500 companies. They traveled throughout the city learning the corporate culture of French companies, the unique challenges these international companies face, all while considering the benefits of working overseas.

"When people talk about Paris, they generally think of it as a vacation spot," says Reid Robison, the director of OBHR career management and placement. "With so many Fortune 500 companies, however,

it's a practical place for business students to visit."

The trip included stops at a number of top international businesses known for recruiting BYU MBA students, including Yoplait, Chevron, HP, GE Healthcare, American Express, and Honeywell.

"The trip to Paris was very enriching," says Vandita Razdan, a second-year MBA student from Kurukshetra, India. "Being in Europe and understanding the companies challenges was a great learning experience."

One unique problem this trip to Paris highlighted was the extreme difficulty companies have working with French unions and labor laws—something rarely heard of in the United States.

"Working with French unions is extremely difficult," says David Malone, a first-year MBA student from Powder Springs, Georgia. "However, with an understanding of the culture you can overcome that and still have a thriving business."

Students also came away from the trip realizing that an international career isn't just for those that speak a foreign language or are familiar with a foreign country. It can be for anyone.

"The world-wide language of business is English," Robison says. "Students saw having an international experience in their career being more possible than they previously imagined."



ORIENTATION HELPS INTERNATIONAL STUDENTS ADAPT TO NEW ENVIRONMENT

Twenty-five students speaking fourteen different languages spent the first part of August participating in the BYU Marriott School of Management's International Graduate Student Orientation.

The students, hailing from Guinea to Venezuela, spent nine days learning everything necessary to succeed during their time as MBA students. International students are an important part of the Marriott School's framework and mission. The orientation helps them thrive in a unique environment.

"The orientation covered the important areas of life on and off campus," says Christine Chen, a first-year MBA student

from Guangzhou, China. "I was impressed with the engagement of the faculty and other personnel. It really helped the international students kick off the program effectively."

Along with discussing the obvious necessities like shopping, language, and activities, students were instructed in an area of learning that might be different from their home countries—case studies.

"For many students it's a new method of learning," says Kristie Seawright, a business management professor who gave the case study presentation. "Not only is it a new method but it's culturally different as well. In some cultures students don't speak in class, and now they're required

to speak and help their colleagues learn. This gives them a chance to experiment before class starts."

Along with the learning experience, the orientation gives students a chance to build relationships and set up a network of success even before the semester starts.

"Because of the orientation I got all my preparation done so I could engage fully in my first semester," Chen says. "I felt so blessed to have the network I built up during the orientation—it helped me get my internship within the first two months of school."



IGSO Barbecue, photograph by Rachael Robinson, BYU Photography Major



Photograph by Brooke Johnson, Recreation Management Study Abroad 2013 Participant



The Global Management Center is pleased that we can continue to offer students the opportunity to be Global Ambassadors. As alumni of the Global Management Center's study abroad programs, the Global Ambassadors have a passion for international business and are enthusiastic in sharing their appetite for travel with their peers.

The 2013 program directors each nominated students they thought fit to represent Brigham Young University and the Marriott School. The ambassadors promote internationalism by marketing study abroad programs and hosting international events within the Marriott School.

In 2013 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 hosting international fairs. In 2013 the ambassadors have helped push the Global Management Center into the social media scene by creating and posting informational videos, photos, and articles on websites like Facebook and Instagram.

This year's group of Global Ambassadors consists of Brody Bushnell, a junior studying management from Orem, Utah; Kristen

Hanson, also a junior studying marketing from Orem, Utah; Chris Hill, a management senior studying global supply chain from Louisville, Kentucky; Sarah Kruitbosch, a senior studying Marketing Management from Layton, Utah; and Adam Peterson, a management senior studying global supply chain from Draper, Utah.

We hope the inspiration for the Global Ambassadors program will continue as future students embark in international study programs and return with excitement about involving students in international business opportunities.

"I chose to apply for this ambassadorship because I wanted to help other students know about what a great opportunity it is to study abroad," Bushnell explains, "I would also like to work internationally someday."



Adam Petersen



Brody Bushnell



Chris Hill



Kristen Hanson



Sarah Kruitbosch

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 of Utah

Lew Cramer President of the World Trade Center of Utah spoke with club members about the increasingly globally focused economy and Utah's role in it. He also advised students on how to start international business careers themselves.

February

Business Visit Adobe

We were hosted by Steve Eldredge a senior storage manager at Adobe. We toured their fantastic facilities in Lehi and learned about how Adobe functions in an international marketplace. Steve is also a life mentor and gave students great advice on how to achieve life goals and be a disciple of Christ in the workplace.

March

Curry and club exploration night

Simon Greathead, BYU Professor and club advisor hosted us and provided an

excellent dinner with a scrumptious array of curries and Nan bread. A prize was awarded to the student who had the most interesting experience with an international food dish. We had discussions with the club about what club members wanted out the club, and how we could all contribute more to the well-being of the club.

April

International YouTube night & closing social
Club members were able to relax from the imminent stress of finals and participate in an international YouTube competition. The club member with the funniest YouTube video from a foreign country won a prize. Club members socialized, ate pizza, new club officers were introduced and we discussed the goals and direction of the club for the upcoming school year.

September

Frisbee Golf opening social & Involvapalooza

The club leadership competed in a fierce game of Frisbee golf in Rock Creek Park before combining with other BYU clubs to

attract new members at the Involvapalooza activity at Helaman fields.

October

Overstock Visit

In partnership with the Utah World Trade Center, GMSA heard from CEO of Overstock Patrick Byrne in Salt Lake City.

November

Where in the World is Cosmo San Diego
Students gathered together for an eventful night of trivia about business cultures in different countries throughout the world.

December

Goldman Sachs Visit

The club brought a large group of students to the Goldman Sachs Salt Lake City office to hear from the Investment Management, Investment Research, Finance, and Credit Risk divisions and network with current analysts.

S STUDENTS TOUCHED BY GHANA'S CITIZENS

In just a matter of days the lives of Brigham Young University students will have been changed by their interactions with some of the nicest people in the world.

"The Ghanaian people are some of the kindest, most friendly, and loving people you will ever meet," says student Abbie Christiansen. "They are so humble and in turn so happy. It does not take long to become friends with them."

Christiansen, a human development senior from Orem, was part of a group of BYU students that traveled to Ghana as part of the Marriott School's MPA study abroad program focusing on international development. Students spend nearly three weeks traversing the West African nation meeting with and assisting organizations from across the globe that help developing countries.

"Ghana is a great place to go see emerging non-profit organizations, because it has an economy that's emerging from poverty at a very fast rate," says Megan Graves, an EMPA student from Provo. "The people have a great amount of hope for the future."

The program, open to all majors, requires that students take a prep course the semester before the trip to give them a better understanding of international development.

"It was good to get outside of my major and see the personalities and work ethics of other students, especially while working with them in a group setting," Christiansen says.

Students witnessed up close the African culture and just how welcoming it can be to visitors—withstanding the many cultural and social differences.

"I wasn't sure my experience would be different from other trips I'd been on," Graves says. "That changed though, when we went to a tiny village in northern Ghana. When we arrived we heard drum beats and singing behind a school house. It was some women, old and young, dancing and singing to welcome us to the village. They were some of the friendliest people I've ever met. We kept dancing and talking with them for hours."

Exotic animals, unique landscapes, and wonderful people round out a study abroad experience already filled with unforgettable people and organizations.

"I not only got to go on an African safari, play in a waterfall, touch a crocodile, and feed a wild monkey but I also learned about international development and the goodness of people all around the world," Christiansen says. "I got to take part in something truly good and influential."




Photograph by Chris Cannon, MPA Ghana Study Abroad 2013 Student



Photograph by Brody Bushnell, 2013 European Business Study Abroad Participant



BA STUDENTS ENHANCE RÉSUMÉS WITH GLOBAL CONSULTING PROJECTS



*"What you think is normal
can be very different in
other countries... and the
factors that drive decisions
are very different."*

**-ROGER McCARTY, DIRECTOR
OF EXPERIENTIAL LEARNING**

Internships aren't the only real-world experience graduate students at the Marriott School of Management are getting before they graduate. Global consulting projects are also giving students a chance to immerse themselves in the business world.

The Whitmore Global Management Center sponsors these semester-long projects for Brigham Young University MBA students allowing them to get their feet wet before they do an internship.

"It's a great opportunity for many students to do work in a new field," says Roger McCarty, director of experiential learning at the Marriott School. "Quite often when people go to get an MBA they are looking to change fields. This gives them an opportunity to do that."

The student-led, faculty-advised projects give students a chance to apply what they're learning in class, and the international factor only enhances the overall experience.

"Looking at things from a theoretical standpoint only goes so far," says Jerry Ding, from Edmonton, Canada, and a participant in the Honeywell project. "When our group went into the business environment we were able to gauge what was really going on, and we saw things that shocked us and changed the way we thought. It was much more meaningful than anything we could have learned in the classroom on our particular project."

For the winter semester students participated in projects with Soldana, a startup finding energy-efficient ways to harvest excess fruit in Haiti and the Dominican

Republic, and with globally recognized Honeywell doing statistical analysis in Mexico.

"This project has definitely improved my business and management education by providing a real-world example of how business work is in the field," Ding says.

The students come back from the hands-on course with a different perspective on the driving forces of international business and a greater appreciation for what it takes to succeed.

"You learn what you think is normal can be very different in other countries," McCarty says. "Business is different, people are different, cultures are different, and the factors that drive decisions are very different."

PROFESSOR SPENDS WEEK EXPLORING INDIA'S ECONOMY

Marriott School professor Greg Burton travelled to India in January to see the challenges and opportunities its complex economy presents during a weeklong visit put on by the Florida International University CIBER.

"The foreign market doesn't really come alive until you are there and see the problems and opportunities businesses face," Burton says.

The tour highlighted many unique elements of foreign markets that Burton felt students could benefit from—one of which was outsourcing. It's becoming an increasingly common solution in the global market place but doesn't come without its own challenges.

"Our students need to understand that we send business overseas because we

assume the cost of labor is lower, and we think we can manufacture and produce at a lower cost," Burton says. "However, there are problems in any country that need to be overcome from a business standpoint."

Burton also mentions two companies—Caterpillar and FedEx—that have faced different challenges operating in India. While the cost of doing business in India is cheaper for Caterpillar inland, it means items need to be transported by truck at least eight hours to the nearest port city. The challenge for FedEx is guaranteeing overnight delivery—its signature service—to some parts of India. There isn't a sufficient infrastructure in some places to get items delivered on time.

"We take for granted that we can move things around where we need them and

when we need them with the United States highway system, rail system, and airline transportation," Burton says. "In developing countries it isn't possible to do that as efficiently or as easily we think."

India also poses unique marketing and advertising challenges for companies. Unlike the United States, where bigger is better and stores like Costco and Sam's Club rake in profits, many people in India can't afford big-box items. One Indian company has found a creative way to overcome that challenge by offering single-use packets of cosmetics and beauty supplies.

"People can go to a small kiosk and buy a single use packet of shampoo since they can't afford a whole bottle," Burton says. "As business professionals it helps to set aside preconceptions and focus on what the people really need."



Photograph by Greg Burton, 2013 FDIB



Photograph by Kristen Hanson, 2013 Global Business Study Abroad Participant

BYU PROFESSOR BENIFITS FROM BALAS CONFERENCE

The 2013 Business Association of Latin American Studies (BALAS) Conference at Universidad ESAN, in Lima, Peru, gathered business leaders and educators from around the world. One of them was BYU's Erv Black, director of the Marriott School's Global Management Center, who went to discuss the ever-expanding Central and South American market.

"BALAS is a great conference that brings all of the business disciplines together to better understand Latin American business," Black says.

The three-day conference in March featured nearly one hundred attendees.

More than fifty papers were presented at the event addressing free markets and social inclusion in Latin America.

"The presentations were excellent," Black says. "I was particularly drawn to the finance and accounting presentations explaining challenges with the IFRS implementation and education in Latin America."

Along with accumulating an array of cultural experiences and new colleagues, Black also returned to the Marriott School with ideas and strategies to increase the effectiveness of teaching in the classroom, especially in terms of a partnership with ESAN, Latin

America's original graduate business school.

"I've been able to bring many new things into the classroom, particularly as we team up to teach ESAN and BYU students about international business," Black says. "It was very beneficial to see ESAN's campus and facilities and understand how we can better work with other universities."

BUSINESS LANGUAGE CONFERENCE IMPACTS STUDENTS THROUGH PROFESSORS

Former US ambassadors, corporate vice presidents, deans, consultants, and professors were among the attendees of the 2013 Business Language Conference sponsored by Indiana University.

Each year the thirty-three Centers for International Business Education and Research (CIBERs) come together for the conference. The event brings together business educators and professionals from across the country to discuss ideas, methods, and practices to better assist the upcoming generation in its search for international business learning.

"The main reason for attending the conference to see what other people

are doing effectively, review what we're doing, and then take those ideas and apply them in our own classroom," says Joaquina Hoskisson, a foreign language professor at BYU.

This year's conference featured the theme "Educating the Next Generation of Global Professionals." Presentations were given on foreign cultures, language learning, marketing, and even soccer.

"I particularly enjoyed a presentation by two Spanish professors," Hoskisson says. "They chose a Spanish restaurant in the area and used it as a case study for the students. They looked at menus, food, and potential customer reactions and then delivered appropriate solutions."

The students are the beneficiaries of the practical nature of the presentations, along with the unique insight given that allows the educators in attendance to better facilitate implementation in their own classrooms.

"I think it's very beneficial for the students," Hoskisson says. "Numerous presentations are opening different windows to different issues or projects that are always interesting. It causes us to review what we're doing and reinforces that it's about practical application and not just what's in a book."



MANAGEMENT SOCIETY HOSTS 2013 EUROPE CONFERENCE

Business professionals from across Europe and Africa converged on the University Arms Hotel in Cambridge, England, as part of the BYU Marriott School's Management Society 2013 Europe Leadership Conference.

The day's discussions focused on the increased importance of ethical and moral leadership in today's ever changing, morally unstable global business environment.

"It was a great event," says Rixa Oman, executive director of the Management Society. "These international events are very unique. They bring together such a wonderful mixture of people from different countries and cultures all with a common purpose."

With more than one hundred chapters scattered across the globe, the

Management Society unites BYU alums and other like-minded professionals with a goal of increasing the vision and implementation of moral and ethical leadership across continents.

"I most enjoyed the personal interaction with the other chapter leaders in our region and the international leaders from BYU," says Leighton Bascom, UK chapter president. "This event was great for helping the group get noticed regionally, building membership, and attracting help for leadership infrastructure."

Each year the society hosts a conference, rotating host locations from Europe, Latin America, and Asia. This year's host, the United Kingdom chapter, also happens to be one of the newest chapters, having been founded in just the last two years.

The day-long event, held 11 May 2013, began with morning and afternoon sessions featuring presentations and discussions by chapter leaders, steering committee members, and Marriott School faculty. In the evening a dinner was held during which a panel, moderated by Kevin Johnson, CEO of OnTrack International, discussed ethical leadership, and then Kenneth Johnson, a retired insurance broker and Emeritus General Authority of The Church of Jesus Christ of Latter-day Saints, closed the events with his keynote address.

"This kind of event is great for generating enthusiasm and carry-on energy," Bascom says. "We've had greater participation in regional quarterly conference calls and we are now working on a regional event in London for June 2014."



Trinity College of Cambridge University, UK

PROFESSORS BRING BACK NEW IDEAS FROM ROCKY MOUNTAIN CIBER CONFERENCE

In a rapidly evolving business world, global communication and international savvy are becoming increasingly important skills for business students and professors. To better aid student development, the 2013 Rocky Mountain CIBER Conference brought together faculty from fifty-five institutions scattered across sixteen different states and Mexico.

Three current and former BYU faculty and staff members attended the October conference hosted by the University of Colorado Denver's Center for International Business Education and Research (CIBER), including former Marriott School Global Management Center director, Lee Radebaugh; current director, Ervin Black; and managing director, Cynthia Halliday.

"It's always a great opportunity to network with other business professionals who are in the same field and interested in international business," Halliday says.

The October conference featured presentations focused on what new forces are shaping international business education. These topic-specific addresses had a direct impact on BYU's attendees.

"It was a great conference because the speakers weren't just discussing general ideas," Halliday says. "They discussed very useful things that could be taken back home and applied directly to the classroom."

Online learning was a key topic at the conference and specifically addressed the idea of using massive open online courses (MOOC) to provide students with an even larger pool of learning opportunities.

"There were great seminars on MOOC," Black says. "It allows best practices to be taught across numerous universities and allows students access to lectures they might not otherwise hear."

Along with online learning, Black was also impressed by the importance of sustainability.

"We talked about some of the challenges countries are facing as far as natural resources and sustainability," Black says. "As a society we need to figure out how to do more with sustainability and corporate social responsibility."

With such a variety of presentations the conference benefited both experienced and inexperienced professors.

"Many of the faculty that attended didn't have a lot of experience in the field," Halliday says. "The presentations, however, showed that doing research isn't complicated. It's just a matter of finding someone with whom you can work together to find good topics and new ideas."

2 013 CUIBE CONFERENCE GATHERS TOP INTERNATIONAL BUSINESS EDUCATORS

In an effort to improve undergraduate international business education at Brigham Young University, Lee Radebaugh, Global Management Center director, from the Marriott School of Management, traveled to Boise State University along with other professors from across the country for the 2013 CUIBE Conference.

The annual conference invites CUIBE universities—a group of schools with undergraduate international business programs—to gather to address opportunities and challenges the individual programs are facing.

"The conference gives us a chance to benchmark against what other programs are doing," Radebaugh says. "We can see if we're doing the right thing or if we need to make changes."

In the recent conferences Radebaugh has been particularly intrigued by the study abroad programs offered by other universities. He points out that while BYU travels to different locations each year, many other schools have fixed locations for their students. The conference illustrated the pros and cons of both setups.

"There really are a lot of positives from the fixed locations," Radebaugh says.

"Because of what I've seen we may experiment in the future with fixed locations for our study abroad."

It's these kinds of changes—the ones with students in mind that make the conference worthwhile. Radebaugh has witnessed firsthand the impact on students' education.

"I have absolutely seen a direct impact on the students and our effectiveness as a school in general," Radebaugh says. "The ideas we get and then implement really help us give the students the best opportunities available."



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.

January

Lessons on Exporting

This breakfast panel discussion on export lessons from the Outdoor Retailers was headed by Franz Kolb of GOED Expo. Panelists included Riley Cutler, GOED; Douglas Faude, Reliable of Milwaukee; David Murrell, Kosmo Corp; and Marc Stevermer of La Cross Technology.

February

Lecture on Utah Tourism

Breakfast event featuring Tracie Cayford, Deputy Director, Utah Office of Tourism on "How We Sell Utah to the World"

March

Breakfast Event with Skullcandy

This event featured Aaron Behle, V.P. International Sales and Steve McMahon, Product Line Manager presenting on "Product Innovation and Global Branding".

April

On-Site Visit with Orbit Irrigation Products

Lunch presentation and tour of facility

May

Utah-Europe Days 2013

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 and 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.

August

The Success of Trade Shows

Lecture given by Franz Kolb, GOED, and Lew Cramer of World Trade Center of Utah on "The Success of Trade Missions and Trade Shows"

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

On-Site Visit with Merit Medical Systems

Lunch presentation and manufacturing tour

November

On-Site Visit with Overstock.com

Lunch presentation and warehouse tour

December

Digital Security

Breakfast presentation with Ben Wilson of DigiCert on "Digital Security in the Global Marketplace: Protecting against Economic Espionage to Ensure Fair Trade"

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