

# GLOBAL MANAGEMENT CENTER

byu marriott school

Center for International Business Education and Research

fall 2008

## BYU CIBER Hosts Second Business Language Case Competition



University of Pennsylvania team members present their case in the final round.

No translators needed. The Kay and Yvonne Whitmore Global Management Center recently held its second annual Business Language Case Competition. Seventeen teams from universities around the United States came to Brigham Young University to present recommendations for international businesses in Spanish and Portuguese. The six finalist teams were each awarded \$1,000 from the Whitmore Global Management Center.

"This competition puts students in a real-life business presentation setting where they have to use their secondary language skills to communicate," says Patricia Gomez, professor and coach for students from Bryant University in Smithfield, Rhode Island. "The question-and-answer portion of the presentation is a real challenge; students have to learn to think on their feet."

Each three-person team received the business case two weeks before the competition. Teams were required to analyze the case, conduct research, and prepare solutions to the

challenges facing the international businesses represented in the case.

"We spent so much time preparing; it was great to finally see our hard work pay off," says Katerina Semida, a student from the University of Pennsylvania, majoring in finance and international studies. "Working through the questions in Spanish gave us a chance to show the judges the work we'd put into the presentation."

On the day of competition, each team presented their recommendations to a panel of three native-speaking judges in the morning, and six teams were selected to move onto the final round in the afternoon. At the awards banquet, Daniel Garcia, Jeremy Stoker, and Zach Neukirchen from BYU placed first in Portuguese. Perter Harris, Jair Hernandez, and Tyrel Fitzpatrick from BYU placed first in Spanish.

"This competition gives students a challenging opportunity to refine their lan-

(continued on page 4)

## MBA Students Organize Learning Trip to Dubai

Some enterprising students, equipped with scholarships, business contacts, and a faculty-inspired challenge, orchestrated the Marriott School of Management's first foreign business excursion to Dubai, United Arab Emirates.

The idea originated with Lee Radebaugh, executive director of Brigham Young University's Kay and Yvonne Whitmore Global Management Center. He recommended it to Aaron Burt and Christian Hsieh, two recipients of the prestigious Eccles Scholar Award that provides funding for foreign business experiences. What the students came up with was a whirlwind tour of Dubai's economic hot spots this summer, including meeting with executives of eight major corporations in five days. It was so successful that the trip will be used as a model for future excursions.

(continued on page 4)



From left: Saeed Al Ismaili, client relationship manager of Dubai International Financial Center and BYU MBA students Christian Hsieh and Bryson Lord.



## From the Director

The global financial and economic crisis of 2008 has certainly been a wake-up call on the importance of understanding the global economy. People who thought they were insulated from events abroad are finding that the current contagion is truly global. As countries, companies, and individuals, we are affected by what is going on worldwide. Although more than half of the students in the Marriott

School are bilingual and have lived abroad for eighteen months to two years, it is important for all of our students to increase their awareness and understanding of what is going on worldwide.

As you can see from articles in the current newsletter, we are concentrating on increasing the number of options that are available for our students to have international experiences. The traditional model has been a few study abroad programs, although they have usually been organized through other departments in the university and not by the business school. In addition, we have had a few general purpose foreign business excursions, and most of them have been at the undergraduate level. However, we are expanding in a number of different areas.

One important shift is in the development of exchange programs with foreign universities. The value of exchange programs is that a student can pay to tuition to BYU, study in a foreign partner university with local and foreign students and be taught by the local professors rather than BYU professors. The perspectives gained in this type of environment are very different from what a student can gain at BYU.

In addition, the exchange program requires that we offset one of

our students going abroad with a student coming to BYU from the partner university. This not only exposes the student to BYU, but it also enriches class discussion by having the student share perspectives from his/her home country. Although this program is relatively new, we are working hard to increase the number of students taking advantage of the exchange programs and increase the number of universities from around the world where students can study. We are excited about this shift in emphasis, and several of the spotlights in the newsletter focus on outbound as well as inbound students.

Another addition to our portfolio of opportunities is discipline-specific programs, such as the 2008 MBA program to Dubai for students interested in international finance, the accounting study abroad program to London, the 2009 global marketing study abroad program, and the study abroad program in Nanjing, China, which we hope to partner with the with the College of Engineering in 2009 to study global manufacturing processes.

Our goal is to provide as many opportunities as possible in a variety of formats to help students become more familiar with and be able to deal more effectively in a global business environment.

Lee H. Radebaugh, Executive Director  
Global Management Center/CIBER

### In This Issue

BYU CIBER Hosts Second Business Language Case Competition .....	1
MBA Students Organize Learning Trip to Dubai .....	1
First Accounting Study Abroad Group Meets with International Accounting Standards Board.....	3
Professor Studies Trends in Evolving Chinese Firms.....	3
Business Study Abroad Programs Prepare Students for International Work .....	5
Buongiorno! Students Get BYU Credit While Living In Italy.....	5
NIBES Conference Expands BYU Student Exchanges.....	6
BYU Students Share Experiences From Exchange Program .....	6
Marriott School Builds Relationships with Asian Universities .....	8
Other News.....	8



# First Accounting Study Abroad Group Meets with International Accounting Standards Board

Most accounting students don't get to sit in on board meetings for the International Accounting Standards Board, but seventeen Brigham Young University students participating in the School of Accountancy's first international accounting study abroad to London did just that.

"Watching the board discuss and debate standards was anything but boring," says Chase Jensen, a master's student in accounting. "You begin to understand the challenges to developing standards that match so many international accounting systems."

As U.S. securities regulators around the country continue the ongoing debate over the adoption of an international accounting system, BYU students developed their understanding of international accounting standards by visiting the IASB, the Financial Accounting Standards Board, the Association of Certified Chartered Accountants, the Bank of London, and other accounting organizations.

"Students entered the arena of international accounting and gained exposure by observing international standard setting organizations," says Kevin Stocks, director of the School of Accountancy and KPMG professor. "The success of this new study abroad pro-

gram will allow us to gain greater support for future growth."

The Whitmore Global Management Center worked with the School of Accountancy to provide professor funding and student scholarships for the program designed to enhance students' education before entering the work force.

"Most students go to work in public accounting where they are confronted with multinational companies that need reports

converted into international standards," says Greg Burton, the program director and professor of accounting. "Studying and visiting these accounting organizations help students understand the conversion process."

Although students spent the majority of their time visiting organizations, they also found time to visit historical and cultural sites including the Tower of London, Cambridge, Warwick Castle, and several other locations.

—SCOTT HATHAWAY



Accounting study abroad participants visiting the International Accounting Standards Board in London.

## Professor Studies Trends in Evolving Chinese Firms

The emergence of China, marked by a shift from state-owned enterprise to privatized business, motivated Professor Gerry Sanders to focus his research on the controls and mechanisms that drive business in China.

"My research seeks to identify the corporate governance systems that allow executives, shareholders, board members, and managers to work more efficiently together," says Sanders, a business management professor. "By testing the theories of corporate governance in China's evolving and dynamic marketplace, I hope to impact Chinese scholarship as well as professional practices."

A grant from the Kay and Yvonne Whitmore Global Management Center helped Sanders further his research, a challenging process requiring him and his research assistants to extract and quantify data from reports and financial statements produced by Chinese companies. However, limited access to information and complex company organizational structures have added a challeng-

ing dynamic to Sanders' research.

Sanders originally began his research by searching through financial records available to him in the United States, but the need for greater cultural understanding eventually became a debilitating barrier.

"One day I was writing a paper, and I threw up my hands," Sanders says. "I realized I couldn't write a paper about China's system of corporate governance when I haven't fully understood and experienced Chinese business."

The Whitmore Global Management Center connected Sanders with a faculty development trip to China, sponsored by the Centers for International Business Education and Research. After continuing his research, Sanders presented his findings at a conference for the International Association for Chinese Management Research in Guangzhou, China.

"This research has a lot of potential to provide companies with real education, un-



Gerry Sanders presenting his research in China.

derstanding, and context about how to work with these Chinese companies," says Matthew Nelson, Sanders' research assistant. "We hope to learn what to expect as these Chinese CEOs and executives continue to gain Western exposure."

—SCOTT HATHAWAY

## MBA STUDENTS IN DUBAI

(continued from page 1)

"We're trying to identify different experiences for students to enhance their international understanding," Radebaugh says. "Foreign business excursions will be a unique option for MBA students in addition to our regular menu of international opportunities."

Burt, a first-year MBA student from Sandy, Utah, contributed his Arabic language skill and Middle Eastern experience to the planning process. Hsieh, a first-year MBA student from Taipei, Taiwan, tapped his business and personal contacts in the region. With a slumping U.S. economy turning investors' attention to emerging markets, Dubai's booming tourism, financial services, and real estate markets attracted a delegation of six first-year MBA students, three MBA graduates, two BYU undergraduates, and two advisors.

The students reported that Dubai is an ideal place for Marriott School students to start careers because of the tremendous growth opportunities and the culture's support of values similar to those in the BYU Honor Code, such as refraining from smoking and drinking. "The top business schools in the world are sending students to the Middle East," says Kim Smith, managing director of the H. Taylor Peery Institute of Financial Services and one of the trip's facilitators. "The trip was a way to broaden the international exposure of students, and it helped executives in the region to think favorably about Marriott School students when compared to those from other top programs."

In fact, after the group visited Barclays—

the largest bank in the United Kingdom and biggest mortgage lender in Dubai—the bank's representative was so impressed that despite having no current openings in Dubai he offered Burt an internship in Moscow. It's a perfect fit for Burt who served a mission in Russia and majored in Russian before earning his MBA.

In addition to networking and representing the Marriott School, the students also expanded their understanding of international business practices, including the significant impact of cultural nuances. For example, families tend to be bigger in Dubai than in the United States, which combined with relatively cheap gas prices helps explain the popularity of SUVs among locals.

"It helped us learn to think outside the box and see how things are done differently in other countries," says Hsieh, the trip's principal organizer. "It taught us a new way of thinking—giving us an international mentality."

The group met with executives from several local companies thriving on Dubai's growth, including the Masdar Institute, a state-sponsored alternative energy company; the Dubai Group, an investment holding company; and Nakheel, one of the largest real estate developers there and creator of the iconic Palm Islands resort community. They also met with executives from foreign-based companies making strides in Dubai, including General Motors, Credit Suisse, and Dow Chemical.

The Whitmore Global Management Center is planning to support several business excursions in 2009 to China, Japan, Mexico, Brazil, and the United Arab Emirates.

—ARIE DEKKER

## Center Spotlight

Ana Karla Reyes is a visiting accounting student from Instituto Tecnológico de Estudios Superiores de Monterrey, Mexico. She is the second student from Monterrey to participate in the exchange program.



Reyes is the oldest of two children born of Luis Carlos and Mirthala Reyes. Reyes has traveled abroad; however, this is the first time she has lived abroad. Attending BYU for a semester has allowed Reyes the opportunity to better understand the United States.

"I've never been in the minority before, but the students and professors have been so respectful. BYU is a special place; the students are kind, and they really want to help each other. The professors are well prepared and willing to help you as much as you need. I've gained a lot of cultural understanding."

## BUSINESS LANGUAGE COM

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guage skills in a professional business setting," says Cynthia Halliday, managing director of the Whitmore Global Management Center. "We had an excellent competition this year, and we look forward to improving and expanding our program in the future."

Teams from Brigham Young University, Brigham Young University–Idaho, Bryant University, University of Pennsylvania, University of Texas, University of Tulsa, University of Washington, Utah State University, and Utah Valley University participated in the competition.

—SCOTT HATHAWAY



From left: Jeremy Stoker, Daniel Garcia, Zach Neukirchen, and Royden Olsen.



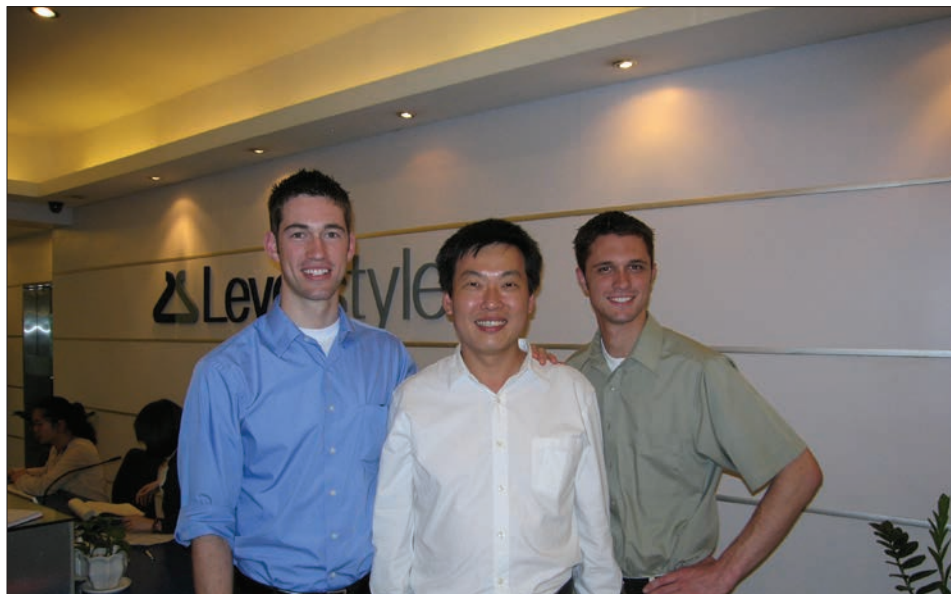
# Business Study Abroad Programs Prepare Students for International Work

Marriott School of Management students can expand their international experience with the Whitmore Global Management Center's business study abroad programs. Seventy students in the Asia, Europe, and London programs spend four to five weeks during the summer immersed in the global marketplace as they visit and study organizations in their respective destinations.

"You see businesses working on a global scale as you visit some of the largest companies in the world and discuss international operations with top executives," says Bruce Money, director of the 2008 Europe business study abroad and professor of marketing and international business. "From a business perspective, I can't think of a more valuable experience for an undergraduate student."

The business study abroad programs are designed to internationalize students as they apply principles of international business. Directors for the Asia and Europe programs guided students to five and nine countries, respectively, while visiting organizations and businesses. In contrast, the London accounting program, which remained in England, helped students deepen their understanding of international accounting standards.

"These experiences give students actual international business experience," says Cynthia Halliday, managing director of the Whitmore Global Management Center. "Many students have spent time abroad, but these programs aren't just cultural trips. They open students'



Ben Moore and Bryan Farnsworth with Joe Yuen, Lever Style CFO.

eyes to the business world in the regions they visit."

Students receive academic credits for participating in the business study abroad programs, three credits toward international business and three credits for special topics in international business. After participating in one of the business study abroad programs, students are halfway to completing the Whitmore Global Management Center's Global Management Certificate. This certification helps students quantify their international business experience to future employers.

"When recruiters look at my résumé they'll know I've prepared myself to work internationally," says Sam Noble, a participant in the Asia study abroad. "The cases we studied challenged me to dig deeper and think harder about what it takes for an international organization to succeed."

The Whitmore Global Management Center is sponsoring four business study abroad programs this summer: one to Europe, one to Asia, an accounting program to London, and a global marketing program that will visit New York, Europe, and Asia.

## Buongiorno! Students Get BYU Credit While Living In Italy

BYU students can spend thirty days living in the top of Italy's boot—gaining not just a new perspective but also university credits. The Kay and Yvonne Whitmore Global Management Center has teamed with the Consortium Institute of Management and Business Analysis (CIMBA) in northern Italy to offer students an international business experience designed for academic hands-on learning and cultural experiences.

"Leaving my comfort zone and becoming totally independent in Italy for a month was intimidating, but living abroad has expanded my horizons more than I ever expected," says Brian Bateman, a pre-management student. "Now that I've done it, I know I can do so much more; it has allowed me to make much

loftier goals."

Under the direction of the University of Iowa, professors and students live in Paderino del Grappa, a small town fifty-four miles north of Venice. The program sponsors visiting professors from around the United States to teach a wide variety of international business courses to undergraduate and graduate students. Many classes include company visits and all students participate in leadership development.

"The classes are academically intensive so students can participate in the program without falling behind in their graduation plan," says Brent Wilson, professor of business management and future CIMBA professor. "Each of the courses are transferable for

BYU credit."

Classes are held Monday through Thursday, but professors are not allowed to give work during the weekend because it is reserved for travel. Students have easy access by train to cities in Italy or can fly to countries around Europe.

"This program not only opened my mind to different ways of thinking, but it also allowed me to establish my independence," says Kristina Rose, a BYU undergraduate studying business management. "If you want a deeper look into international culture, CIMBA's diverse student body, professors, and location will change the way you look at international business."

—SCOTT HATHAWAY

# NIBES Conference Expands BYU Student Exchanges

The Kay and Yvonne Whitmore Global Management Center plans to open exchange programs to France and Portugal after cultivating partnerships at a European conference. The Network of International Business and Economic Schools' annual conference held in Lisbon, Portugal, paved the way for student exchanges between Brigham Young University; Ecole Supérieure de Commerce de Clermont in France; and Instituto Superior de Ciências do Trabalho e da Empresa in Portugal.

"Every year we leave the NIBES conference with outstanding ideas to help improve our center," says Cynthia Halliday, managing director of the Whitmore Global Management Center. "This year we found great partnerships that will allow our students to expand their international business understanding by living abroad."

With contracts in the final stages of the approval process, the Whitmore Global Management Center plans to open exchanges to

students beginning in September 2009.

"Giving our students the opportunity to live and study in foreign nations, teaches them greater lessons about respecting diversity than we could ever communicate in the classroom,"

Halliday says. "And we appreciate extending the same opportunity to students visiting BYU."

—SCOTT HATHAWAY



Rooftop view from Santa Justa Tower in Lisbon, Portugal.

## BYU Students Share Experiences From Exchange Program



### Mark Bendall

Location: Xi'an International Studies University, China  
Major: Business Management, Finance emphasis  
Age: 23  
Hometown: Potomac, Maryland

What have you learned from your exchange?

This program has been the highlight of my college experience. My education at Brigham Young University has been top-notch, but I feel that in today's global marketplace, a business education may not be fully complete without an experience studying or working abroad.

Are the costs manageable?

Managing my finances in China has not been a problem. I received a \$2,000 scholarship from the Whitmore Global Management Center, and living in China is relatively inexpensive compared to living in the United States.

What skills have you gained?

Learning to communicate more effectively in Chinese has opened a world of opportunity for me. And the international business skills I've gained are invaluable to my future career in global management. Not to mention the countless life lessons I've learned outside of the classroom.

What advice do you have for future exchange students?

Just do it. This may be your only opportunity as an undergraduate student to study business, language, and culture at a great foreign university. Take advantage of the opportunity while you have it.







## Jeffrey Harmon

Location: Fundação Getulio Vargas, Brazil  
 Major: Business Management, Marketing emphasis  
 Age: 26  
 Hometown: Central Point, Oregon

What have you learned from your exchange?

Studying in Brazil completely changed the way I look at the world; I never appreciated all the international business opportunities available in emerging markets. But working with professors at FGV allowed me to understand what's available and how I can get involved in international business.

Were the costs manageable?

The exchange rate recently moved in our favor, but the Whitmore Global Management Center gave me tuition scholarship for winter and fall semesters. I lived with a family and paid about \$330 a month for a private room, three meals a day, internet access, cleaning, laundry, a pool, and a gym.

What skills have you gained?

Studying at FGV opens doors to jobs in Brazil. I also developed friendships with students from Columbia, Israel, Peru, Korea, Italy, Denmark, France, Germany, England, Canada, Morocco, and Spain. This network of students is a great asset for establishing a career in international business.

What advice do you have for future exchange students?

Do it! Take this chance to learn the language and study abroad; you won't regret it. The Brazilian culture is amazing, and the people are great. You'll have the chance to study in one of Latin America's finest universities. Take advantage of this opportunity.



## Michele O'Neil

Location: Instituto Tecnológico de Estudios Superiores de Monterrey, Mexico  
 Major: Business Management, Marketing emphasis  
 Age: 20  
 Hometown: Portland, Oregon

What have you learned from your exchange?

Leaving the Provo, Utah, bubble has given me a chance to broaden my perspectives about the world. TEC has so many students from all over the world with very different opinions and backgrounds. As we discussed business principles in class, I realized there are so many ways to approach a challenge, and we can learn a lot from each other.

Were the costs manageable?

The Whitmore Global Management Center gave me a scholarship that helped a lot with the program costs, but living in Mexico was relatively cheap. You can live with international students in the dorms or find people and live off-campus.

What skills have you gained?

This program gave me an opportunity to develop my Spanish, but it wasn't overwhelming because most of the students at TEC speak English. This school is a great place for beginners. The diversity on campus helped me learn to develop business relationships with people from around the world.

What advice do you have for future exchange students?

Be open-minded and expect a very different experience than you would find in Utah. Realize that people are different—learn to listen to what they say.



# Marriott School Builds Relationships with Asian Universities

Brigham Young University's Marriott School of Management is working to find new international partners that will increase the school's global awareness. Michael Thompson, assistant dean of the Marriott School, and Lee Radebaugh, director the Kay and Yvonne Whitmore Global Management Center, visited seven different universities throughout Korea, China, and Hong Kong this past March in search of those partnerships.

"We are working to establish student exchange programs with some Asian universities and to find new ways to help internationalize students and faculty in the Marriott School," Radebaugh says. "Visiting these universities

allowed us to identify with different strengths we can bring our own business programs."

Radebaugh identified Nanjing University as a potential partner, noting that BYU's College of Engineering and Technology has already established a foundation to build on with its current study abroad program.

"Working within the framework of an existing university allows students to experience diverse cultures, professors, and students without expending all of our school's resources," Radebaugh says. "Having students participate in international experiences allows them the opportunity to decide if they want to seek an international career."

—SCOTT HATHAWAY

## Other News

### ROCKY MOUNTAIN PROFESSORS GATHER TO DISCUSS INT'L BUSINESS

The Kay and Yvonne Whitmore Global Management Center joined together with the University of Colorado Denver CIBER to sponsor the annual Rocky Mountain division of the Centers for International Business Education and Research (RMCIBER) conference hosted by Utah State University in Logan, Utah, 13–15 November 2008.

RMCIBER is a joint initiative between the CIBERs at Brigham Young University and the University of Colorado Denver. It is a network bringing together more than sixty individuals from seventeen universities and colleges throughout the rocky mountain region. "There are unique needs in the Rocky Mountain region," says Manuel Serapio, CIBER faculty director for the University of Colorado, Denver. "We work with the schools in the region to address the individual needs of international business at each institution."

The conference focused on initiatives for the next CIBER grant cycle, the economic impact of the European Union, effective ways to write and utilize case studies, experiential learning, and business simulations. "We have to come up with new curriculum in this new globalized world," says Lee Radebaugh, executive director for the Whitmore Global Management Center. "Effective lectures and case studies from five years ago are no longer applicable."

The conference ended with a site tour of the nuclear fuel cycle company *EnergySolutions* in Clive, Utah.

### CENTER'S LEADERSHIP VOLUNTEERS AT EDUCATION CONFERENCE

Lee Radebaugh, director of the Kay and Yvonne Whitmore Global Management Center, presented at the Sports and Global Society conference hosted by Brigham Young University's Kennedy Center. Radebaugh's presentation, which focused on the globalization of sports, contributed to the discussion on reaching students by redefining school culture. School administrators and teachers came from around the state to find new ways to enhance their educational institutions.

### WTA GOLF TOURNAMENT RAISES SCHOLARSHIP FUNDS

The World Trade Association of Utah, which is dedicated to networking and promoting international commerce, held their twentieth annual golf tournament in September to raise scholarship funds for international business students. More than sixty business professionals competed in the tournament, and the WTA raised \$1,000 toward future scholarships. The WTA is sponsored by in part by the Whitmore Global Management Center

## Upcoming Events

4–16 January

China Faculty Development in International Business, Shanghai, Hangzhou, Guangzhou, and Hong Kong

4–6 March

Short-Term Study Abroad Conference, Provo, Utah

3 April

BYU Global Business Plan Competition, Provo, Utah

25 April–13 May

MBA Excursion to China and Vietnam

25 April–21 May

Asia Business Study Abroad to Singapore, Malaysia, China, Hong Kong, and Japan

29 April–25 May

Global Marketing Business Study Abroad to New York City, Paris; Stuttgart, Germany; Geneva, Switzerland; Hong Kong; and Japan

1 July–7 August

Europe Business Study Abroad to Scotland, England, France, Switzerland, Austria, Germany, and Italy

Ongoing

Accepting applications for the Global Management Certificate. For details, visit [gmc.byu.edu](http://gmc.byu.edu) or 360 Tanner Building

