

# GLOBAL MANAGEMENT CENTER

BYU MARRIOTT SCHOOL | *Center for International Business Education and Research* | WINTER 2007

## Department of Education Awards BYU \$1.4 Million for International Business Training

The U.S. Department of Education awarded BYU a four-year grant worth \$1.4 million to continue its work as a Center for International Business Education and Research. The grant allows BYU to work with other CIBER schools across the nation to improve international business and language courses.

Brooke Derr, former director of the Marriott School's Global Management Center, spent last summer drafting the proposal with help from center staffers and Associate Professor Kristie Seawright. According to Derr, some of the key factors in winning the grant include an extensive offering of business language courses, BYU's geographic location, and several proposed programs.

BYU currently offers eleven upper-level business language courses that place the school at the head of the nation in this category. In an effort to stay on the cutting edge, BYU is working with Michigan State and the University of Texas to develop courses in Turkish and Arabic.

"We want to not only be good in languages, but because we have so many people who have lived abroad, we want to be really good in culture," Derr says. "We are developing an instrument to measure cultural competency, to demonstrate that students not only speak a language but will actually be able to effectively conduct business in different regions of the world."

The grant also allows BYU to create other programs, which could be implemented at schools across the nation. One such program would make BYU the national resource for international business ethics. Seawright, who drafted portions of the proposal, explains

BYU's role in creating the course outlines and materials for the program.

"We have international expertise that many other schools don't have and support from Marriott School administrators to become a center for ethics and the training of ethical business managers," Seawright says. "There are ethical issues that come up in international business that don't come up in domestic business. We can help schools identify and teach these issues."

There are thirty-one CIBER schools nationwide that work together to help train other colleges and universities about international business issues. This year more than one hundred schools applied for CIBER status.

## BYU Wins CIBER Case Challenge

For the second time in three years, a team of Brigham Young University students took first place at the Center for International Business Education and Research Case Challenge held 1-3 November 2006 at The Ohio State University.

Teams from twelve universities, some as far away as New Zealand, took part in the annual competition, where undergraduate business students presented their solutions for a given business case to a panel of judges. BYU, who also won the competition in 2004, took first place again with their business presentation that one judge described as a "clear, well-crafted, and gutsy strategy."

The 2006 BYU team consisted of: Bran-

*(continued on page 2)*





## Letter from the Director

I am excited to be working with the Global Management Center after a long absence, and I appreciate the tremendous service that Brooke Derr has rendered. During his tenure as director, he brought the entire CIBER funding into the Marriott School and helped acquire the donation that led to the naming of the Global Management Center as

the Kay and Yvonne Whitmore Global Management Center.

My association with the center began in 1991, when we received our initial funding from the U.S. Department of Education. At that time, we worked closely with the University of Utah. After Utah decided not to participate further in the CIBER program, Brooke came to BYU, where he successfully ran our CIBER program.

I look forward to our continued association with the Whitmore family. I first met the Whitmores when Kay became a member of the National Advisory Council in 1984. I was serving as associate dean under Paul Thompson at that time. Kay gave us wise counsel as we started an international initiative at the Marriott School and began supporting international students in what became the forerunner to the Cardon International Sponsorship Program.

For our students from the United States, summer is the time for international travel, and the Global Management Center sponsored for-

ign business excursions to South America and Europe, in addition to the executive MBA trips to Asia, South America, and Europe. Bruce Money led the Europe Global Management Center trip that consisted of twenty-six students and included visits to France, Germany, Austria, Switzerland, Czech Republic, Poland, and England. Some of the companies that the group visited were Renault, Bayer, BMW, the United Nations Headquarters in Geneva, Motorola, and the Bank of England. Cynthia Halliday, managing director of the Global Management Center, and Wagner Damiani, a visiting professor from the Escola de Administração de Empresas de São Paulo (FGV-EAESP) in Brazil, led a group of fifteen students to Brazil, Argentina, and Chile. They visited a number of outstanding companies, including the Brazilian aircraft manufacturer EMBRAER, Banco Bradesco, a mine in Chile, and IBM. As one of the students who went to Latin America said, "Before this trip, I didn't recognize the potential of business in Latin America. After our first visit to EMBRAER in São Paulo, Brazil, my eyes were opened. I was able to actually see concepts I had learned in previous classes being applied in real business practices."

We look forward to the continued support of these foreign business excursions as we help students gain a better understanding of the global economy.

## CIBER Competition

*(continued from page 1)*

don Henrie, an entrepreneurship student from Orem, Utah; Ezra Hernandez, an economics major from Houston; Chris Lashe, a finance student from Austin, Texas; and Jasmine Palmer, a marketing student from Austin, Texas.

"One reason we did so well is because we very carefully recruited, screened and selected the team of students," says Professor Bruce Money, who helped coach the group. "Students had to be recommended by their teachers as one of the very best in terms of analytical and presentation skills. Narrowed from thirty recommendations, these four really are the best of our best."

At the competition, students were given a case one day before presentations were to begin. The teams had twenty-four hours to do research, form their strategy, and rehearse their presentation.

BYU was chosen as one of three finalists to present their strategy along with the Uni-

versity of Southern California and Montreal's Concordia University.

"Everybody broke into a very enthusiastic response when our team finished presenting," says Professor William Baker, who traveled with the team to Ohio. "The case involved a situation where it seemed logical to go one way, but our team decided to go another. The students took some risks but built a very strong case for their strategy. The judges said they like to see teams who take some risk but support it."

"We were excited about our solution to the case and our presentation," Hernandez says. "That excitement gave us the energy to keep going when we were tired. We were really motivated to deliver on the expectations that other teams and our own coaches had for us."

The win reinforced the Marriott School's identity as one of the top business schools in the nation. Students, teachers, and judges

alike all complimented the team on their high level of professionalism and creativity.

"They basically came together as strangers and developed a unity that amazed even me," Baker says. "It was noticed by others along with their professionalism. Brendon Potter, a professor at the University of Auckland, told us he'd seen presentations all over the world, and that the BYU students were truly world class."

"Nobody knew which teams represented which universities at first," Money adds. "At the end of the competition, when people understood who we were and what we did, that brought a tremendous amount of respect to the Marriott School. Most people don't know we have a top-ten ranking, and when things like this happen, they see that this is no hollow accolade. They see we really do have some of the best undergraduates in the country."

# Chinese Scholar Brings Marriott School and China Together

Visiting scholar Rose Pan, dean of Xi'an International Studies University's School of Business, recently completed her nine-month research and teaching exchange at the Marriott School. She hopes her visit will help forge a closer bond between BYU and China.

"Through the past months, I have been deeply impressed by the hospitality of the staff," Pan says. "BYU and the Marriott School will benefit from a better understanding of the Chinese, the Chinese culture, the Chinese education system, and business in China. On the other hand, my visit will also help the Chinese to better understand BYU. In fact, this mutual understanding can be channeled so that BYU and the Marriott School can expand their influence to China."

As part of an ongoing effort by the Global Management Center to establish international exchange programs, Pan has worked with the Marriott School during her visit to start a program that would allow business students to study at XISU, which already has study abroad agreements with several U.S. universities.



"All the experience will help me in my work in China to optimize my administration, work out better curriculum, promote the teaching quality, quicken the pace in

catching up in the process of the globalization of education, and most of all, bring the two cultures closer," she says.

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## Global Consulting Projects Give Students and Businesses Unique Opportunities

Businesses who contract independent consultants generally expect to spend up to \$200,000 for just one project. The Global Management Center, however, provides a consulting service that can reduce that figure by more than ninety percent.

CEOs looking to cut costs while still receiving reliable counsel need look no further than the Global Consulting Projects program at the Marriott School. By working on real-world projects from across the globe, Marriott School students gain valuable experience while applying classroom principles. Hands-on projects such as these translate into an added advantage for students when they enter the workplace.

Companies that collaborate with BYU benefit as well. Teams of culturally competent



students are hand-picked by faculty supervisors. These students generate professional research and solutions that are specifically tailored to a business' unique needs. Companies can gain more than six hundred hours of research from students at one of the nation's top business schools. The research, however,

comes at a fraction of the cost that a typical consulting team normally commands.

Businesses typically contract these teams for the cost of a small donation to the Marriott School and travel expenses for students. Corporations such as Microsoft, Novell, Intel, and FedEx have already funneled projects through the Global Consulting Project program and come out with actionable results.

"What the student team accomplished in such a short time was very impressive," said one Dow Chemical representative after the company's experience with the program. "Their recommendations are already being taken to the next level."

# Marriott School Begins Exchange Programs in China and Brazil



The Global Management Center has reached agreements with two international universities to provide Marriott School students with exchange opportunities in China and Brazil.

“Some of these schools are the top business schools in their countries, and are among the best in the world,” says Cynthia Halliday, managing director of the Global Management Center. “Their strategic locations and native languages are another big reason for these exchange programs as well. Many Marriott School students speak Portuguese, and Chinese is obviously an extremely important language to know in the business world.”

Thanks to efforts between the Global Management Center and former visiting professor Wagner Damiani, the Marriott School has finalized an agreement with the Escola de Administração de Empresas de São Paulo (FGV-EAESP), located in Brazil. The school is one of the premier business institutions in the country and provides both open-enrollment programs as well as custom-made executive training programs. Past corporate associates include Volkswagen, Siemens, and Daimler Chrysler, as well as the two largest national banks in Brazil.

The Marriott School collaborated with Rose Pan, a recent visiting scholar at BYU, to reach a five-year agreement between BYU and Xi’an International Studies University in China. Pan serves as dean of the XISU business school and says the partnership with BYU will be a mutually beneficial endeavor.

Halliday says that the exchange programs offered by the Marriott School are one of the

most enriching and beneficial experiences students can have.

“BYU students experience anywhere from six to twelve months living in a foreign country and learning about business in that country,” she says. “Exchange students from foreign institutions bring diversity to the Marriott School as well, sharing with us their business experience. The programs also increase awareness of BYU and the Marriott School in foreign countries.”

BYU currently maintains ties with universities across the world, facilitating exchange programs across Asia, Europe, and South America.

The Marriott School is also currently finalizing another exchange program with the Instituto Tecnológico y de Estudios Superiores de Monterrey (ITESM), a top business and technology school located in Monterrey, Mexico.

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## *Center Spotlight*

Turan Kahraman is a member of the Global Management Center executive advisory board.

After originally coming to Brigham Young University on a track scholarship, Kahraman graduated with a bachelor's in international relations and went on to earn an MBA in international business in 1985. He spent much of his early career as an international consultant for middle market companies, and he currently serves as president and CEO of Askew Industrial Corp., an industrial supplies distributor.



As an international executive, Kahraman worked on several Marriott School student advisory panels, helping many international students find jobs. He has also assisted in the development of the Marriott School's international business program.

Kahraman joined the GMC board in March 2005. He currently resides in Orange County, California with his wife, Judy, and two sons.