Rising high school senior, Chelsie Williams, from Salem, IN sports program pride during a Capoeira session, one of the many cultural immersion opportunities offered by the IIB’s Business Is Global summer program for high school students. (Story on page 4)

PHOTO BY MAX TORTORIELLO.
The Institute for International Business (IIB) combined efforts with Governor State University’s (GSU) MBA program in the second year of the Barbados JOBS grant, which is funded by the USAID. With support from the U.S. Department of Education CIBER grant, five Kelley School of Business (KSB) MBA Accounting students, four GSU MBA students, and students from the University of West Indies partnered to provide consulting services to small- and medium-sized businesses in Barbados. This was the first time GSU MBA students have had an opportunity to participate in an international consulting experience.

The teams spent an intensive two weeks meeting with clients, conducting interviews and research, and determining their recommendations. The clients were highly satisfied with the teams’ reports and final presentations, resulting in one GSU student being hired as a full-time consultant after graduation.

IIB’s partner in Barbados, the Cave Hill School of Business (CHSB), took advantage of the second year of this project to explore the KSB approach to student engagement and experiential learning. Serving as back-up coordinators, two CHSB faculty members attended various client meetings and presentations with the student consulting teams. In addition, one CHSB faculty member documented the process for running a student consulting initiative to develop a proposal for a non-compulsory elective course for the Masters in Entrepreneurship and Innovation program at CHSB. Though the Barbados JOBS grant ended in June, CHSB students will continue to participate in the experiential learning opportunities created through the grant.
Kelley Direct Online MBAs Reflect on AGILE Global Immersion Trips

“We board a plane for 20 hours and wake up in a world that is completely different from what we are used to. The language and the way business is conducted are different, but you have no choice but to produce results. Talk about learning; talk about being uncomfortable. I quickly learned that a combination of instinct, experience, luck, and appetite for risk was enough to make it work. As a business leader I need to take risks because there isn’t always a clearly defined right answer. Honing my instinct through AGILE was nothing short of cool; I was hooked and I was in.”

By Pathik Bhatt
That is how Josh Mitchell, a Kelley Direct online MBA student, described his experiences after completing two global immersion trips through Kelley Direct’s Accelerating Global Immersion Leadership Education (AGILE) program. Once every quarter, AGILE sends Kelley Direct students to emerging markets around the globe to develop leadership skills and cultural intelligence. This year, Kelley Direct online MBA students visited South Africa, Botswana, and Myanmar. Students have consistently shown their ability to apply what they learn in their AGILE trips to the workplace. Quazi Fawad, a recent MBA graduate, has already received tangible benefits in his career: “This experience has taught me to be comfortable with ambiguity, welcome the unexpected and improve my communication skills especially in business settings. What I learned during my Myanmar trip was instrumental to my recent promotion from an engineering role to a technology strategy leadership role at Cummins.”

Besides learning valuable skills for their careers, Kelley Direct students also benefit from the interaction they get with their classmates. Jonathan Pankiw, an MBA + MS in Business Analytics student who went to South Africa recalls, “I did not know anyone entering the AGILE class. By the time we were done I felt as though I had developed excellent relationships with my classmates. One of the challenges with an online MBA is missing out on face-to-face interaction, which is something that I really enjoyed doing on this trip.”

Two additional groups of Kelley Direct students traveled to Brazil and India later in the fall 2014 semester.

Kelley Direct @KelleyDirect Tweets

“Our #onlineMBA students are working w/Botswana’s national soccer team gear supplier on #supplychain. #KDinBotswana”

“Our #MBA students are working on a #marketing & #HRstrategy for an auto parts manufacturer this week. #KDinBotswana”
This summer the Institute for International Business (IIB), once again hosted the Business is Global (BIG) summer program for rising high school sophomores, juniors, and seniors. BIG utilizes an accelerated curriculum to immerse students in a program that brings together less-commonly taught languages, international business fundamentals, and cultures of emerging economies around the world. Supported by faculty from the Kelley School of Business and the IU School of Global and International Studies, the program broadens student horizons and increases their familiarity and interest in critical languages, while helping them explore career options. Scholarship support is further provided by the Department of Education through the Title VI Center for International Business Education and Research (CIBER) grant (see page 6).

For the second year, BIG brought 22 students from across the US to the IU Bloomington campus for a two-week, immersive program where students were introduced to the languages and cultures of South America (Portuguese), the Middle East and North Africa (Arabic), and East Africa (Swahili).

Through a variety of sessions and activities, students learned about the cultures and communication styles of these regions while staying in an IU residence hall transformed to reflect the food, décor, and pop culture of the targeted regions. In addition, students gained a basic understanding of business practices in North America and the targeted regions through an accelerated curriculum based on Kelley’s top-ranked undergraduate program. In particular, material drawn from Kelley’s popular freshman course “X-170: How Business Works” supplied a basic business vocabulary and an overview of how businesses operate in sessions taught by Professors John Talbott, Tim Baldwin, Goker Aydin, and Dan Spore.
The program culminated in a group presentation in which students created a business plan selling treats in an assigned country. Each team had to demonstrate knowledge of local language and cultural norms and how these factors would affect the viability of their business. The judges, comprised of Kelley faculty and international business professionals, were impressed with the quality of the students’ work and the competition was fierce, with Team Tunisia winning by a single point.

After two successful summers, the IIB is expanding its collaboration with the three IU Language Flagship Programs and is introducing two new languages, cultures, and regional business practices. The languages for the 2015 BIG summer program will include:

- Mandarin Chinese: Spoken by one billion people primarily in China, Taiwan, and Singapore
- Swahili: Spoken by five million people in 12 East African countries, including Kenya and Tanzania
- Turkish: Spoken by 63 million people in Turkey, Europe, Cyprus, and Western Asia

BIG’s goal is to help students develop public speaking skills, learn innovative approaches to sustainability as practiced in different countries, and develop sensitivities to cultural differences and perspectives. The program exposes students to new international opportunities to help them to become thoughtful world citizens.

Apply for 2015 BIG!

Applications for the 2015 Business is Global program are being accepted now through April 7, 2015. This summer’s program will be held July 5 - July 17, 2015. Need-based and merit-based scholarships are available, and scholarship application forms and program details can be found at http://go.iu.edu/gbw.

BIG Alumni in the News:

Daniela Contreras, a BIG 2013 Alum and a current IU freshmen, was recently accepted into the Swahili Flagship Program. She hopes to major in Marketing at Kelley and to study international business. She credits her experience with the BIG program for inspiring her to become interested in foreign languages. “Before BIG I didn’t even know Swahili existed as a language, but when someone came to talk to us about his experiences in Zanzibar and how the people were so warm and friendly, it really got to me. I wasn’t interested in foreign languages before, but now I really enjoy my Swahili classes. I want to work for the UN someday, and I know that Swahili and a background in business will help me in the future.”

You can help!

Want to help a first-generation student explore the possibilities of the IU and Kelley experience? IIB would like to make this program fully supported through corporate and individual donations. If you are interested in sponsoring a student for the 2015 BIG program, please contact Emily Bagienski, BIG Program Manager, at ebagliens@indiana.edu. A full program scholarship is $1400 and will cover one student with substantial financial needs. Donations of any size are welcomed.
IU Kelley Receives Top-Funded Grant

Indiana University’s Kelley School of Business (KSB) emerged as the top-funded recipient of a Title VI Center for International Business Education and Research (CIBER) grant from the U.S. Department of Education for 2014-2018. Occurring every four years, the CIBER grant renewal process was competitive this round after the national recipient list was slashed from 33 to 17 top-tier research institutions. Housing the CIBER grant since 1992, IIB will continue to focus its CIBER activities to support faculty development and research, encourage study abroad, collaborate with other higher education organizations, and internationalize US businesses.

The CIBER grant provides several much-needed scholarships for selected high-school students to attend IIB’s Business is Global summer business and language program (see cover story on pages 4 and 5). Funding also helps provide student scholarships for research projects and IU short-term study abroad opportunities. Through a partnership with the Indiana Chamber of Commerce, IIB will manage an internship program that places Indiana students with small firms across the state to help identify new export opportunities. Furthermore, the federal grant will continue to fund IIB’s collaboration with five minority-serving institutions and community colleges to improve their curriculums and bolster faculty and student international engagement.

Heading the next four years of the CIBER grant as the new faculty director is Roberto Garcia, a KSB Clinical Professor of International Business. Garcia was instrumental in the development of internationally-focused experiential learning opportunities for the Kelley full-time MBA Program, the Kelley Direct Online MBA Program, and the Kelley Undergraduate Program. Recently, he taught the Global Business Environments course required for KSB sophomores for the Kelley Undergraduate Program’s new Global Foundations Core.

A Summer to Remember

Rachel Alizadeh, a senior at the Kelley School of Business, participated in an international development internship through the Kelley Institute for Social Impact. She and five other students spent their summer in Nicaragua, Panama, Uganda, and South Africa. Alizadeh reflects on the social impact of her internship and her personal development.

By Rachel Alizadeh

I’ve become that friend—the one who is constantly talking about their amazing summer excursion abroad. I spent my summer working at a local secondary school in Masaya, Nicaragua for about two and a half months. I met a multitude of amazing teachers who worked hard and truly loved their jobs. I organized a school-wide recycling competition and a successful Excel workshop. I learned a lot from leading both of those activities. Lucky for me, retelling my stories and staying in contact with my host family allows me to relive the truly amazing memories I created while in Nicaragua.

Looking back, I am critical of the effect I actually had while living there. Did I really make the school a more efficient place? Will the teachers really continue to run my recycling competition after I left? These are dangerous thoughts, however. Living the simple life has taught me a lot, especially about embracing the little things and thinking realistically and logistically. I quickly learned that “one moment” could mean an hour later and “schedule” was a loosely fitting word. These cultural dynamics required a change in attitude.

I cannot express how much I learned from my experience in Nicaragua because the personal development is immeasurable. What I can confidently say is that I believe in how much IU prepares us for the real world. Not only was I working in diverse teams, but I was developing a plan of action for my internship as well as qualitatively and quantitatively evaluating the impact of my projects.
MBA Global Consulting for Social Impact

By Rachel Fleishman

The Kelley School of Business MBA Office ran three Global Business and Social Enterprise (GLOBASE) courses during the Spring 2014 semester to Ghana, Guatemala, and India. Altogether 85 MBA students, or about 22% of the full-time MBA student population, participated in GLOBASE 2014.

GLOBASE comprises a set of social impact consulting projects conducted by MBA student teams. Clients are small to medium sized businesses or non-profits located in the focus country. Through team-based consulting, GLOBASE provides students with a hands-on, international project management opportunity while gaining practical business knowledge.

GLOBASE courses include a seven-week term in Bloomington followed by a two-week excursion onsite. In Bloomington, students learn consulting techniques, study the business culture of their focus country, and work remotely with clients. During the two-week excursion, teams work intensively on-site with clients, collecting field data and refining their results before delivering a tailored set of recommendations. The excursion also includes tours focused on the country’s culture, history, and business environment.

What makes GLOBASE different from other consulting experiences are the intercultural experiences and social impact on the local community. Students are challenged to navigate an unfamiliar business culture and build trust with clients who have a different vision of business relationships, values, and ideas. Gale Nichols, the staff leader for GLOBASE India 2014, said, “Students find [the ambiguity] of projects unsettling every year, but this aspect is also one of the greatest sources of their learning.”

In addition, GLOBASE teams create positive social impact by working with mission-driven nonprofit organizations, supporting local businesses, and driving economic growth in developing nations. For example, a GLOBASE Ghana team provided the owner of a 22-year jewelry company with a detailed history about the seasonality of his wedding ring sales. The team provided the owner critical and surprising insights into his small business that he could not have accomplished on his own.

ABOVE: The GLOBASE Guatemala group show their IU pride on an ancient ruin. BELOW, TOP LEFT: An MBA student on the India GLOBASE team shares a hug with a client. BELOW, LEFT AND RIGHT: The GLOBASE Guatemala group connects with members of the local community.
By Tia Trueblood

In the spring of 2014, 146 students participated in the new Global Business Immersion courses as part of the revised Kelley School of Business (KSB) undergraduate degree. The courses allow KSB students to study a specific region through an eight week course and apply their classroom analysis through on-site business, government, and cultural visits.

The 2014 courses focused on six countries: Peru, Turkey, South Africa, Greece, Switzerland, and Brazil. David Brown, a KSB junior, spent his spring break in Peru with his classmates and Professor Roberto Garcia meeting with executives at Cummins, Eli Lilly and Clorox. “The company visits were extremely valuable in my pursuit to understand how business operates outside of the United States,” said Brown.

Learning about the history and the economic situation of Turkey from finance professor, Richard Shockley, provided KSB junior, Trevor Krajewski, with a holistic context during his trip to Istanbul where he and his classmates met with representatives from the Central Bank of Turkey and the Turkish Industry and Business Association. “Being with our professor, who is so knowledgeable about Turkish history, we were able to see and experience so much more than I would have on my own,” Krajewski said.

In South Africa, business law professor, Jamie Prenkert, introduced his students to the intersection between business and human rights. “How interesting it was to experience a young country when they are trying to find their new identity and reconcile their past,” Josh Krause, a KSB junior, said of his meetings with South African consultants, anti-apartheid activists, and human rights specialists. “It is incredible how creative people get when faced with difficult living conditions and limited resources.”

Led by Professor Patricia McDougall-Covin, students in Costa Rica met with entrepreneurs to discuss social entrepreneurship and economic development. In Greece, Professor Tatiana Kolovou introduced students to her native country through a case competition with APIVITA, a Greek cosmetic company. Accounting professor, Terry Campbell, and his students met with Nestle, Caterpillar, and the United Nations Economic Commission for Europe in Switzerland, to discuss the multiplicity of global accounting environments. Operations and Decisions professor, Alex Lopes, and his students visited Natura, Volkswagen, and Cummins to examine the infrastructure challenges of Brazil.

Considered a hallmark of their KSB experience, students said the Global Business Immersion courses strengthened their international perspective. Caela Reis, a KSB junior, said, “I have a new appreciation for cultural differences and a strong desire to study abroad again.” KSB junior Jelena Tomic’s experience has given her the skills to engage in the global business arena. “[O]ne day if I get a chance to do business in Turkey, I will have all the tools needed to succeed in closing a deal.”

The six courses will be offered again in 2015, along with two new courses focusing on financial markets in Hong Kong and sustainability in Australia.
Dean Kesner Visits Myanmar for Pedagogy Workshops

Kelley School of Business Dean Idalene (Idie) Kesner traveled to Myanmar in July with the USAID-funded Advancement and Development through Entrepreneurship Programs and Training (ADEPT) partnership. Her two-day workshops provided 46 faculty of the Yangon University of Economics (YEco) with her world-class instruction on teaching with business cases.

YEco faculty often face large class sizes and cultural deference that discourages participation. Teachers had problems managing large 100-student MBA classes, particularly generating student participation from quieter students and balancing class dynamics with outspoken individuals who dominate discussions. Furthermore, there were no visible measures to help teachers determine the students’ level of comprehension of class material. One of Kesner’s key case work tools involved a series of teaching aids: a set of letter cards A through D and an up/down arrow indicator. Kesner’s students were asked to use these cards during class discussions as a simple and efficient way to express their opinions and participate in structured questions, voluntary comments, and cold calls from the professor.

The YEco faculty piloted Kesner’s teaching techniques in September with three YEco MBA classes. Using Kesner’s card system, the pilot classes were required to participate by holding up a card in response to a structured multiple-choice question. Not only did this method allow quieter students to participate, it helped teachers gauge class understanding, ask follow-up questions, and customize class discussions.

YEco students found this new method fun and engaging while teachers noticed an improvement in classroom dynamics. Kelley and the Institute for International Business are one year into its three-year USAID grant for work with YEco, helping the University refine its business curriculum and practices to meet the demands of the opening Myanmar economy.

The International Viewpoint

Kelley Alumni sound off on current international issues

Q: In Hong Kong, thousands of students and pro-democracy activists are demanding democratic elections free of the Chinese government interference. Living and working there, what are your reactions to the demonstrations?

A: Living and working in Hong Kong gives me the feeling that I’m bearing witness to a turning point in history. While the pro-democracy demonstrations have only had a peripheral impact on my daily routine, they are both unique and remarkable.

What strikes me is how youth-driven they are. A substantial proportion of the demonstrators are of high school age, some as young as 14 or 15. Ironically, many have never known British rule as they were born after the 1997 England to China hand over. Still, they harbor a deep, collective awareness of what they stand to lose if Beijing tightens its grip on Hong Kong. Their commitment to the values the West holds dear such as the freedom of political expression, an independent press, judiciary accountability, and the rule of law are the fuel that drives their determination.

Their respect for Hong Kong is evident in the fact that these protests have seen little or no property damage. The demonstrators even clean up their own trash from the streets. They clearly love Hong Kong, and they see themselves as real stakeholders in its future.

The demonstrators are all too aware of what they stand to lose in an environment of diminished freedoms and autocratic state control. Driven by idealism, they may or may not succeed in achieving universal suffrage for Hong Kong. But they have caught the attention of the power brokers in Beijing. Perhaps in some small way, their actions may redraw the boundaries of the dialogue with the Chinese government, or even reshape the pace and the cadence of change, even if such change is inevitable.

Corbett, MBA ’01, has lived and worked in Hong Kong for a US-based firm since 2013. A native of Ann Arbor, MI, Corbett has lived in Chicago and New York City.

If you would like to include your viewpoint on a current international issue, please email iib@indiana.edu
CLOCKWISE FROM TOP LEFT: IU Kelley Alumnus, Curt Ferguson, presented to Kelley students on his business experience with sustainability and emerging markets as the President of the Coca-Cola Company, the Middle East and North Africa Business Unit. MBA student and President of the Global Business Society, Adan Abbey, introduces Ferguson. Ferguson and Hamish Banks, The Coca-Cola Company Director of Public Affairs and Communications, pose with the event sponsors from MBA Net Impact, Global Business Society, and the Institute for International Business.