

MANAGEMENT MATTERS

Management Department
Annual Report
2022



Management
University of Missouri





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MANAGEMENT MATTERS
Management Department Annual Report 2022

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 Robert J. Trulaske, Sr. College of Business

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For inquires, feedback, or suggestions for future editions of the Management Matters Report, please email us at ManagementMatters@missouri.edu.



May 2021 – June 2022

MANAGEMENT MATTERS

Welcome to the second edition of Management Matters, the annual report published by the Department of Management in the Robert J. Trulaske, Sr. College of Business. This report outlines and celebrates new key developments and outcomes since our last annual report and updates you on our key priorities. In short, the work you will read about within this report showcases both why and how management matters to us all.

First, I extend my sincerest appreciation to our department faculty, staff, teaching assistants, and adjunct instructors who have given us their best during these disruptive and trying times. Since March 2020, our team has remained focused on the continuity of our academic operations while also experiencing their own personal challenges brought on by the pandemic. In May 2021, college/department staff returned to in-person work arrangements. During Fall 2021, the academic side of the college/department returned to in-person activities, and undergraduate students could enroll in classes taught face-to-face or through a hybrid method with some instruction occurring online. The department sought approval for several new certificate programs in HRM and Entrepreneurship at the graduate level as well as an undergraduate certificate in International Business (jointly with the Marketing Department). Finally, the department experienced an 88% increase in course enrollments this year through all of this change.

The transformations occurring in higher education are significant. We continue to see more first-generation college students, growth in the number of non-traditional students, more experiential learning courses and certificate-based degrees. Our priority is to remain at the leading edge of these drivers with the content and modality of our teaching, research, and service to the community. One recent example was made possible by MU Extension and Management teaching professors Graham McCaulley, Andrew Zumwalt and Marco Pantoja, co-leaders of the Center for Economic and Financial Management. On April 7th, they hosted a presentation over breakfast by Saint Louis Federal Reserve Bank President Dr. James Bullard in Memorial Union. The event drew over 200 attendees from the campus and Mid-Missouri community. Another example is Dr. Doug Moesel, coordinator of our Entrepreneurship Certificate Program, guiding our Phi Beta Lamda student team to live state competition. Our team earned seven first-place finishes and 17 top-five finishes, qualifying for the national competition in June 2022. Scholarly research recognitions continue as, for example, Dr. John Arnold won a Best Paper Award for 2021. His co-authored paper, "A meta-analysis of the criteri-



on-related validity of pre-hire work experience" was recognized by the Journal of Personnel Psychology. Our faculty are also translating their research expertise into widely accepted teaching cases. For example, Dr. Ann Peng (and colleagues) recently published a teaching case, Vanke Port Apartment: Making a Rental Homey with Digital Technology, at the Ivey Business School, University of Western Ontario. Stories in this issue of Management Matters depict more of our work around these priority focus areas.

We are also proud to report that our research productivity rankings increased from 48th in 2019 to an impressive 29th nationally in 2021. Twenty percent of our management faculty are first-generation students, so it is no wonder that we are committed to catching every student where they are and making them better and work-force ready. Each year, 95% of Trulaske students are hired within four weeks of graduation. Therefore, after summarizing other key performance outcomes on page 3, we begin this issue of Management Matters by focusing on first-generation college students, generational (legacy) Tigers, entrepreneurship, and experiential learning on pages 4-11. Of special note, Management Advisory Board member and first-generation student Melody Marcks ('83) and her family of Mizzou Tigers shared their campus experiences and reflections. The department continues the journey forward, as you will see summarized as follows:

- Jackie Rasmussen Expands our footprint in International Trade/Business (pages 14-15)
- Faculty Awards and Accolades (pages 16-17)
- Faculty Profiles and Highlights (20-23)
- Faculty Research Spotlights (pages 24-30)

Our research, teaching and industry engagement are essential indicators of management department matters. We continuously seek to demonstrate our public value as a research enterprise and to become a destination for students and industry partners. We are doing the right things and doing things even better. This purpose matters because we care about students, alumni and constituents. With the support and engagement of our outstanding advisory board chaired by Mr. Jason Galloway ('04), we hope to report to you again in mid-2023 on our newest milestones and annual goals. Collectively, we will create cycles of Good-to-Great!!!

M-I-Z

Anthony Ross

Anthony D. Ross, Sr.
Chairperson, Management Department &
Leggett & Platt Missouri Distinguished Professor

MANAGEMENT BY THE NUMBERS

RANKED
TOP 29
FOR
RESEARCH
PRODUCTIVITY
AMONG TOP 150
US BUSINESS
SCHOOLS

\$725,000
NATIONAL SCIENCE
FOUNDATION
GRANT
AWARDED

12.6% MANAGEMENT
STUDENTS ARE
UNDER-REPRESENTED
MINORITIES

55+
RESEARCH
PUBLICATIONS
IN TOP-TIER AND
LEADING HR,
STRATEGY, SUPPLY
CHAIN, AND
ENTREPRENEURSHIP
JOURNALS

7 MANAGEMENT FACULTY ARE
FIRST-GENERATION
LEARNERS
(ABOUT ONE-FIFTH)

15 MEDIA
APPEARANCES

18 MEDIA
MENTIONS

ONE
ENDOWED
PROFESSORSHIP

14.9% MANAGEMENT
STUDENTS ARE
ETHNIC
MINORITIES

COMMUNITY ENGAGEMENT
16
PRESENTATIONS

\$174,000 US DEPT OF
EDUCATION GRANT
FOR BUSINESS
INTERNATIONALIZATION
GRANT AWARDED. FIRST TIME EVER

16
JOURNAL
REVIEW BOARD
MEMBERSHIPS

OVER
4,400
FACULTY RESEARCH
CITATIONS, INCREASE
OF 8.9% YOY

DECISION SCIENCES
NATIONAL INSTITUTE
VICE-PRESIDENT,

81% Growth in
UPPER LEVEL
MANAGEMENT
STUDENT
ENROLLMENTS,
YOY

FOUR
CHAired
PROFESSORSHIPS

3 JOURNAL
ASSOCIATE/
SENIOR
EDITORSHIPS



Left to right:
Carter Marcks, MA '17,
Melody Marcks, BSBA '83,
and Dayton Marcks, BME '19

GENERATIONAL TIGERS

“I am a first generation college graduate. My parents saved all through their lives for my brother, sister and me to have the opportunity and the support to continue our education by attending college. It was important to them that we pursue our educations and our dreams. I will forever be grateful for the path and encouragement they provided.”

—Melody Marcks

We asked Melody and her sons Carter and Dayton to reflect on their experiences as students at Mizzou. Here are their responses.

SUMMARIZE YOUR CAREER PATH INCLUDING ONE OR TWO PIVOT JUNCTURES YOU FACED.

Melody: I took entry level classes in the Business School knowing that no matter what I did, a business perspective would be critical for my success. As I interacted with other students in the business school, I found I wanted an education in business. I worked as a Bank Teller during my college experience. After graduation, I worked for 22 years at Shelter Insurance, as an Underwriter, Rate Analyst, and then in HR rising to the Director of Employee Services, for the company. In 2006 I was approached with an executive opportunity at Central Bank of Boone County, circling back to the banking profession. For 34 of the 38 years in my career, much of my work and focus has been within the human resources and business management areas.

Carter: Once I was close to college age, I knew I wanted to do something in business. Marketing was an interest after high school, but I knew I wanted to be in Columbia MO and felt other areas might provide more opportunity. When I heard about the career success the Accounting program provided for graduates, I knew that was the route I wanted to take. I had known the accounting firm, Williams Keepers, through a close friend's family and after interning there, I knew I wanted a career with WK.

Dayton: I knew college was important and I wanted to stay close to Columbia, so the University of Missouri was my choice. To be honest, I didn't know what I wanted to do, but I knew my strengths were in mathematics and in engineering focused courses. After a few engineering courses, I decided to go into Mechanical Engineering as I liked the opportunities that I saw in that career path. I am working today at Veterans United, which is a great organization, but the job is not directly in my educational path, so maybe I am currently at one of those pivotal junctures? I have also coached high school football, so that is another pivot. I guess time will tell where I land, as it's still early.

WHAT INTERESTED YOU IN MIZZOU AND TRULASKE?

Melody: I was born and raised in Missouri. I graduated from a small high school in Russellville, MO. Columbia was always a town that provided opportunity for activities and events that were exciting and fun. Mizzou was the flagship University of the state and offered a top business school experience. I was interested in Trulaske because I come from a long line of successful business oriented family

members. I knew there would be opportunities for gaining a great education here.

Carter: I grew up in Columbia going to football and basketball games. I always enjoyed the excitement and energy at Mizzou. I bought into the rivalries and history of the school at a very early age. I loved the prestige of the Trulaske College of Business and I wanted to make that my alma mater.

Dayton: I was interested in Mizzou because I too had attended the football and basketball games as a kid. I had spent time on campus and had heard my family talk about their great experiences at MU. I had a Bright Flight scholarship as well as other incentives to stay within the state of Missouri and with those opportunities, Mizzou was definitely my first choice.

WHAT SPECIAL MIZZOU MEMORIES COME TO MIND NOW?

Melody: The friendships that I established in college and maintain today are very special. Serving on the Advisory Board for the Department of Management for many years has taken my Mizzou experience full circle, seeing it from the academics and fun of the student perspective, into the application for a business career, then into the perspective of serving on the Advisory Board. The board provides the opportunity to help the College understand the professional needs in preparing and providing students who are ready for the challenges of becoming future leaders in business.

Carter: Tailgates, growing friendships with fraternity members and Accounting classmates are my special memories. I especially enjoyed the comradery among the fourth and final year students, when we came together as a graduating class and since then have maintained lifelong friendships.

Dayton: The memory of Mizzou that immediately comes to mind is the Mizzou vs Oklahoma football game played at Faurot in 2010. Oklahoma was ranked number 1 at the time, but Mizzou managed to pull off an upset. I was seated on bleachers set up behind the hill, so I had a perfect view to watch as the seats emptied and fans stormed the field to topple the field goal post. I remember Carter and I asking our dad if we could get in on the action and, in the process of being denied, learning about the tradition of taking the goal post to Harpo's downtown. We had a great time with the fellow Mizzou fans seated around us throughout the game despite the fact they were complete strangers before the game.

HOW DID MIZZOU AND/OR TRULASKE HELP YOU DISCOVER A CAREER PATH? WHAT CAREER PATH DID YOU CHOOSE?

Melody: Professors in the Trulaske College of Business such as Dr. Tom Dougherty and Dr. James Wall

influenced my decision of obtaining a Management degree, with the emphasis in Human Resources, because of the great experiences I had in their classes. Through those classes, and other coursework, I learned that in business, the people truly make the greatest difference in the success or failure of an organization. Through learning theory, but more importantly through case studies and application, I felt Human Resources was the place I could add value and find success.

Carter: I was required to take classes in various fields and realized accounting was a strength for me. The Orin Ethics Symposium and other panel discussions opened our eyes to different speakers and leaders in business. I was intrigued by the stories and the career paths of those within the profession.

Dayton: During the first two years, I was exposed to a variety of classes. I found out I excelled and enjoyed the classes which were mechanical and mathematical in nature within the Engineering department. It's still a little early to talk about career paths, so that's a yet-to-be-written story.

WHAT DO YOU KNOW NOW THAT YOU WISH YOU HAD KNOWN BACK DURING UNDERGRADUATE YEARS?

Melody: Today, I know that the college experience serves you well in so many different ways throughout your life and the challenges you will likely face. I didn't realize that then. What I wish I had known then, is that it's all going to be okay. I wish I had known that if you work hard, if you get involved, and if you apply yourself, the road might not always be straight and easy, but you will find where you need to go and there will be brilliant people and lasting relationships helping you along the way.

Carter: I wish I had known that I shouldn't stress so much over the grades. It's important to commit yourself to learn, but it's important to take time to get the most out of the entire college experience. Another thing I know now is the importance of the connections that are made with classmates and professors, because down the road they are even more important in your life.

Dayton: Now that I'm a few years out from graduation, I wish I had known how important it is to be patient and persistent in the job-search process. I wish I had known how challenging the job search could be based upon the desire to stay in the local market, pandemics and any other unexpected things that happen in life. How you react to these obstacles in life is what makes you the person you are.



Future Mizzou scholars Dayton (left) and Carter Marcks, circa 2000.



THE FIRST-GEN JOURNEY

During this academic year, the campus celebrated the experiences of, and the broad range of success by its first-generation students, faculty and staff as part of the National First-Generation College Celebration Week. A first-generation (“First-Gen”) college student is a student whose parents or guardians did not complete a four-year college degree. Continuing-generation college students are students who have at least one parent with some form of postsecondary education experience.

Nationally, an average of 33% of students arriving to college campuses are First-Gen. For MU, the proportion is 25% according to recent data. The Mizzou campus welcomes up to 5500 first time college students and transfer students every year. First-gen students often experience additional burdens beyond those of most first-year college students experience. Besides a lack of financial resources, there is a need for academic, professional, and emotional support and know-how for navigating college life in general. There are also cultural and ethnic differences among first-gen

Nationally, an average of 33% of students arriving to college campuses are First-Gen. For MU, the proportion is 25% according to recent data.

students. According to the Center for First Generation Student Success, the median parental income for first-generation students is \$41,000, far below the median combined income of \$90,000 for parents of continuing-generation students. Through its federally-funded TRIO Programs, the campus offers a broad range of services to support first-gen, low-income, and disabled students continue on toward graduating with a degree. This matters, in part, because of the higher drop-rate of first-gen students when compared to second and third generation college students, whose graduation rate is four times higher. Closer to home, nineteen percent of (over 4000) Trulaske business students identify as First Generation Learners. Our faculty and staff are deeply and proudly committed to serving all of

our students and helping them navigate through the maze of campus life and education. Teaching Professor, Marco Pantoja offers his personal insights as follows:



Marco Pantoja

As a personal finance mentor with the Mizzou TRiO program, I see many of the struggles FGL students face. Typically, these students are fresh out of high school, forging a path through a wilderness of academic bureaucracy with expensive pitfalls.

However, it’s not just a matter of financial resources, which certainly play no small part, but also alienation from the higher education culture, community, and bureaucratic know-how. These levers shape the contours of a student’s journey.

A recent example is a student who attended my office hours to discuss the possibility of dropping out because she owed \$1,800. This university debt locked her out of registration, and she didn’t know what to do. She didn’t have the benefit of being able to ask her parents for the funds or advice. She was ashamed to discuss her issues with her friends and other TRiO mentors. Her part-time job wouldn’t provide enough to pay it off before the semester’s end, and she didn’t know how to navigate the payment systems. Feeling stressed and stuck, she took steps she assumed were in the right direction but ended up at a dead end.

Previously, she visited financial aid and asked how she could get more scholarships, a seemingly self-evident solution. Their response, rationally, was “go look online.” Unfortunately, searching for scholarships online is generally frustrating and disappointing. Consequently, our meeting focused on asking the right questions, directing them to the right parties, and becoming aware of Mizzou’s resources to support students facing similar problems. Our parting discussion revolved around plans for what happens if things don’t work out. Fortunately for her, this was her first semester.

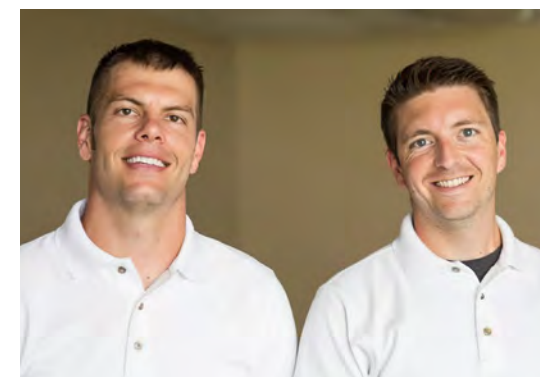


Professor for a Day:

CLINT MATTHEWS: ATHLETE TO ENTREPRENEUR

Tuesday October 19 Trulaske hosted ex-Mizzou Tiger player Clint Matthews as Professor for a Day.

As the co-founder of Start Right Foods, former Missouri Tigers football player Clint Matthews believes the grit, discipline and persistence needed on the football field has proven to be invaluable for success in his entrepreneurial business ventures.



Clint and his business partner, Kyle Rood, a fellow former Mizzou student-athlete, have watched their company grow from a couple of waffle irons and a rent-a-kitchen in Columbia to its current facility in St. Louis. It is there where they mass produce high-protein waffle sliders to consumers throughout the Midwest and beyond in a growing market space of frozen healthy breakfast options.

Before launching Start Right in 2015, Matthews (left in above photo) had been part of two other entrepreneurial ventures in the biomedical device space — both of which sprung from a biodesign collaborative class he was in at Mizzou with Rood

(at right in photo below) while working on his MBA at the Trulaske College of Business.

Rood, who had planned to work on startup medical devices his entire career, initially thought that his business partner’s idea was “ridiculous,” but he told himself that he owed Matthews 15 minutes to state his case about the project that would turn into Start Right Foods.

Eventually, Rood—who describes himself as “pretty risk averse”—tried the waffles that Matthews made using a recipe he received from a group of MU researchers. “I tried them. They were pretty good,” Rood said.

A few months later, Matthews, who had been a long-time customer at the Bank of Missouri, and Rood had been given the green light to hand out samples to bank patrons in the lobby. The response was overwhelmingly positive—including a thumbs up from Coach Pinkel, who had just happened to be running some errands that day.

“We wanted to give this one more go. Neither one of us had a part time job. We went all in,” Matthews said. “Kyle and I were literally flipping waffles by hand with three irons, and delivering them into stores in my pickup truck. And through a lot of effort, toil, and good and bad decisions, we’ve progressed to today.”

“Don’t be afraid to take a risk,” said Matthews, when giving advice to current Tigers with entrepreneurial dreams, “because it could be the best thing you’ve ever done. You just don’t know. It’s a little scary, so people don’t want to do it, but take that leap, because you never know where it’ll go.”

“Don’t be afraid to take a risk because it could be the best thing you’ve ever done.”

—Clint Matthews

Learning by Doing: MANAGEMENT STUDENTS AND FACULTY ADVANCE MU'S LAND-GRANT MISSION



Lauren Brengarth



Graham McCaulley



“The student groups have been a huge asset”

—Atara Estes
President,
CHWAM

Business practices are integrated in a wide range of fields, and the non-profit sector is no exception. One way in which we connect students to non-profits is in community healthcare settings, which is especially important considering how staff in this industry has become worn down following two years of being on the frontlines of the pandemic. Atara Estes, a St. Louis Community Health Worker (CHW) and President of the Community Health Workers Association of Missouri (CHWAM), remains focused on the future. “For us, it is all about growth and development in our health profession. We are trusted members of our communities and share the responsibility of educating and empowering those we serve.”

Fortunately, through experiential learning projects, multiple student groups in BA 3500: Advanced Professional Development are helping CHWAM reach community health workers in more impactful ways, develop member recruitment and retention plans, and increase the association’s digital footprint through targeted strategies. On students’ contributions, Ms. Estes notes, “The student groups have been a huge asset to CHWAM. We have gained fresh perspective from which we have benefited tremendously.”

This is just one example of how Trulaske College of Business connects students to businesses and communities for experiential learning.

The Land-Grant Mission

On the first day of BA 3500, management professors Lauren Bacon Brengarth and Graham McCaulley poll students to determine how familiar they are with MU Extension (the chief outreach and engagement arm of the university). Unsurprisingly, most students have little to no familiarity. However, by the end of the semester, they will have played a key role in partnering with MU Extension to serve Missouri businesses and communities.

In the mid-1800s, federal legislation granted land to states to further public higher education under the condition that these colleges and universities share their knowledge and resources to improve residents’ lives statewide. This “land-grant mission,” which drives MU’s public outreach, education, and applied research efforts, joined forces with the Trulaske EDGE program to provide unique experiential learning opportunities.

Throughout the semester, students work in small groups with real Missouri businesses and non-profits.

During this period, they learn, practice, and develop professional competencies at the core of Trulaske EDGE. These competencies are nationally recognized as those required for career readiness, such as teamwork, communication, and leadership.

In line with experiential learning best practices, students are offered opportunities to critically reflect on their experiences and competency development, while demonstrating to Missourians the value of a Trulaske College of Business education. Likewise, our business and community partners receive a helpful product from talented students.

Marshall Stewart, Vice Chancellor for Extension & Engagement and UM System Chief Engagement Officer agrees, sharing, “MU Extension’s partnership with the Trulaske College of Business is a great example of our mission to serve Missourians by delivering Mizzou. This partnership connects undergraduates with communities to develop solutions

“This partnership connects undergraduates with communities to develop solutions for critical local challenges”

—Marshall Stewart
Vice Chancellor for
Extension & Engagement

for critical local challenges. The communities and students gain through these engagement experiences.”

As a result of this partnership, Trulaske students contribute to addressing Missouri’s Grand Challenges: economic opportunity, educational access and excellence, and health and well-being. Students’ consulting projects, which relate to finance, management, marketing, real estate, international business, and economics, often impact more than one—or even all three—of the aforementioned areas.

Agritourism

Trulaske junior, Claire Lowry, found the decision to choose Mizzou an easy one, and when it came time to pursue an area of focus, management was a natural choice. “It provides a skill set that can apply to every area of business, and being able to work at any company was intriguing.”

Last fall, Claire enrolled in BA 3500, uncertain of what to expect. As she was looking through available projects, one immediately jumped out. “I picked my project based on the agricultural component. I have been around agriculture all my life, so I figured that it would not only give me the opportunity to learn more about the industry, but also would be fun.”

Claire and her group researched the process of adding agritourism attractions to existing farms. This culminated in developing a comprehensive plan and educational catalog for rural SW Missourians considering agritourism. Their client, the Barton County MU Extension office, will soon host an agritourism conference and distribute the group’s project to the farmers in attendance.

Although the geographical distance between



BA 3500 clients Kristi and Wayman Baker of Baker Ranch in Southeastern MO

campus and the client was often challenging for this group, especially during a pandemic, students effectively leveraged technology to meet their goals. They met virtually with the client and stakeholders, and scheduled meetings weeks in advance to ensure availability. “Through this class, the competency I developed most was teamwork. It really opened my eyes to what it looks like working closely with people you have never met. We grew pretty close throughout the semester, so we were able to complement each other’s communication, work, and presentation styles.”

Specialty Horses

Another rural Missouri project involved the Baker Horse Ranch, owned and operated by Kristi Baker and her husband Wayman for over 30 years. They carved out a niche during this period, breeding high-performing American Paint Horse Association stallions. However, the market is niche, and according to Kristi, they “needed guidance on a marketing direction and plan.”

Kristi expressed the surprise she experienced when meeting her student team, sharing, “When I first spoke with them, I got the impression that most of them didn’t know which end of a horse was which!” However, the students got to work right away, applying their research, analysis, and marketing

skills. Kristi further added, “These young men and women worked hard and did their research to better understand the cowboy way of life. As a result, they were better able to present a quality marketing plan.” The group showed Baker Ranch where to target their marketing efforts and suggested themes and formats for advertisements. Although it has only been a couple of months, according to Kristi, “The results have been amazing! The final product was right on the mark!”

Urban Development

Senior Ben Becker “grew up bleeding black and gold.” His family, which includes MU alums, runs a large general contracting business in Kansas City. Ben chose a management degree to build up his skill set in hopes of “adding value to the company,” and has post-graduation plans to join as an assistant superintendent and business developer.

Granted, making good on his desire to help the family business did not have to wait until after graduation. Several years ago, his father decided to expand by adding a development focus, and he recently embarked on their first multi-family project as sole developer. However, this project—the largest the company has undertaken—encountered pandemic-induced uncertainty and increased material and labor costs, forcing the company to make budget cuts. Consequently, the full marketing burden fell on Ben’s mother, who serves as the company’s head of marketing.

Fortunately, Ben’s enrollment in BA 3500 connected the company with an eager group of talented students. This experiential learning opportunity allowed them to create a unique social media marketing strategy for the development. Although

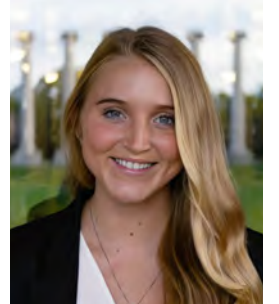


“Before this class, I always believed that I had the right answer, but after working on this project, I’ve learned that listening to team members and engaging as one unit is more effective.”

—Ben Becker (center)
Senior, Management

Ben admits that it can be challenging to keep all of the group members on the same page, he believes that he is learning how to be a better leader. “Before this class, I always believed that I had the right answer, but after working on this project, I’ve learned that listening to team members and engaging as one unit is more effective.”

As talented Trulaske students develop their professional competencies through this course, businesses, non-profits, and the lives of Missourians will continue to be enhanced through meaningful and intentional experiential learning projects.



“Through this class, the competency I developed most was teamwork”

— Claire Lowry
Junior,
Management

THE **FUTURE** OF WORK IS HERE

In the past year, remote teams and virtual meetings have taken center stage as businesses discover better ways to work. But before COVID spread globally, the expectations of and requirements for the workforce already had begun to shift. The digital transformation has arrived, and although some jobs will be lost and many others will be created, almost all jobs will change. And Trulaske College of Business has a vision for how to prepare students for jobs that don't even exist yet.



Ajay Vinzé

When Ajay Vinzé started his tenure at the Trulaske College of Business in January 2017, he immediately opened conversations with university leaders, industry partners and alumni about trends that are reshaping higher education: Determinants of future success will be interdisciplinary collaboration, technology and a focus on lifelong learning. Although the world of business expects a holistic approach to decision-making and problem-solving, higher education is delivered in a highly structured, siloed fashion.

So, Vinzé put out a call: "He just reached out across the silos and said, 'Hey, anybody who wants to work together — let's do this thing,'" recalls Jim Flink, associate professor of strategic communication in the School of Journalism. "That may not sound novel, but it is. What it's done is it's made a really rich learning environment."

To continue shaping a new educational landscape, Vinzé initiated the MU Institute for Experiential Education, Innovation and Entrepreneurship in spring 2018. Faculty from engineering, journalism, health care, education, arts and science, and business started creating interdisciplinary courses. "In the real world, you have engineers working with business folks working with the design team, with the communication and marketing team — so they all come together," says Bimal Balakrishnan, associate professor and chair of the architectural studies department. "The vision is to develop this new knowledge worker who has a unique set of skills and abilities."

To scale up and promote a campuswide change, the university needed a big project and an outside partner. As luck would have it, AT&T was looking to collaborate with universities to define the future of 5G-enabled devices and applications. The fifth-generation mobile network, or 5G, is faster, more reliable and provides more network capacity than previous generations. In spring 2020, 19 MU students participated in Connectivity and 5G, an immersive course with instructors from business, engineering, journalism and architectural studies using in-depth research and access to AT&T resources and representatives. Divided into four teams — health care, sports, campus safety and higher education — the students developed viable industrial applications

for this new technology. The health care team, for example, proposed using mobile platforms, video and artificial intelligence technology that would provide both patients and care providers with rapid, real-time feedback as well as improve existing remote-care technologies.

"It exposed them to new ideas, new ways of thinking, new ways to problem-solve outside their discipline," Flink says.

In summer 2021, AT&T installed a 5G+-millimeter-wave transmission tower in Cornell Hall, which helped spawn an innovation lab. Although housed in the business school, the lab is a university asset that features augmented reality, virtual reality and mixed reality technology, allowing students and faculty to experiment with simulations, big data translation, visual tracking, holograms and a variety of other potential 5G applications. In fall 2021, six interdisciplinary courses centered around the lab's technology were launched, with students and their professors exploring several potential projects. These included creating kiosks around campus that use immersive technologies to reduce anxiety and improve mental health, exploring innovative telemedicine applications for remote surgeries, and using augmented reality to create immersive journalism.

"Suddenly our students are seeing that boundaries don't exist," Balakrishnan says.

And Trulaske is pushing the boundaries on what a college curriculum looks like. Instead of just three-credit-hour courses, he envisions commercialization bootcamps, design and product development workshops, student pitch competitions, incubators for student-led businesses and cross-disciplinary teams tackling real-world problems. "We've been stuck in the same mode forever," Vinzé says. "There could be aspects of the experience that are two credits and others that are five. Some are executed in three weeks; others take 15 weeks. That is how higher education should be delivered. What makes this happen is technology. So, yes, the innovation lab is what we are developing. But the goal is not the lab. The goal is using it to change the trajectory of higher education."

Published on Show Me Mizzou August 19, 2021

"But the goal is not the lab. The goal is using it to change the trajectory of higher education."

—Ajay Vinzé



"The Black community at Mizzou, both undergrads and alumni, is so strong. We really show up for each other."

—Derrick Christian

Derrick Christian, BJ '10

#BuyBlackMizzou:

CENTER PARTNERS WITH ALUMNUS TO SHOWCASE BLACK ENTREPRENEURS

BY KELSEY ALLEN

After alumnus Derrick Christian created a list of businesses founded by Black Mizzou alumni, the Trulaske Center for Entrepreneurship & Innovation collaborated with him to create a three-part virtual series to further showcase Mizzou Black alumni entrepreneurs and the businesses they've created.

As a senior marketing manager at the United Center in Chicago, Derrick Christian, BJ '10, spends a lot of time on social media. In summer 2020, he started noticing lists of Black-owned businesses and restaurants circulating on his news feeds: People around the country were looking for ways to support racial justice. In addition to protesting the killing of George Floyd at rallies and vigils, many were shopping Black-owned businesses.

As the founder of MR. SUITABLE, a motivational accessories line of ties, tie bars, pocket squares, cufflinks and socks, and NOIR: A SUITABLE AFFAIR, a Homecoming celebration for the Black Mizzou alumni community known more simply as #NOIRMIZZOU, Christian wanted to help support

businesses owned by Black Mizzou alumni. "I know how much time, effort and energy that I put into my business," Christian says. "The Black community at Mizzou, both undergrads and alumni, is so strong. We really show up for each other."

He looked around the internet to see if someone else had already created a list of businesses founded by Black Mizzou alumni and came up empty-handed. "Those times when you want something to exist and it doesn't exist — that is your tap on the shoulder to do it."

Uplifting Black Mizzou Entrepreneurs and Alumni in partnership with the Mizzou Black Alumni Network, Christian launched a list of over 115 Black Mizzou alumni-owned businesses. Found online at buyblackmizzou.com, the list reached over 10,000 people in the first week it was published.

To submit a Black-owned business to the list and discover new businesses to shop with, visit buyblackmizzou.com.

“There is one thing in this world that you can control, and that’s how hard you work.”

—Monroe Gamble



Monroe Gamble

In 2018, Monroe Gamble became the first Black research assistant at the Federal Reserve Bank of San Francisco. The support he received at the Trulaske College of Business, helped get him there. Now he wants to strengthen the pipeline.

Monroe Gamble, BS BA '17, doesn't compare himself to anyone. It would be easy to do: He didn't grow up with money. He worked three jobs to support himself through school. And it took him seven years at multiple colleges before he graduated with his business degree.

“But you can't control their background or where they started versus where you started,” Gamble says. “You can't control whether or not you're the smartest person in the room.” It's a lesson he learned from Daniel Turban, a management professor emeritus in the Trulaske College of Business.

“There is one thing in this world that you can control, and that's how hard you work,” says Gamble, who became the first Black research assistant at the San Francisco Fed when he was hired in 2018. “You've got to bring effort, and you've got to bring energy.”

Building a Foundation

Gamble grew up in Kansas City, Missouri, but most of his family lived in Valdosta, Georgia, where his grandfather, a brick mason, constructed many of the city's buildings and neighborhoods. “Being a Black businessman, it meant a lot,” Gamble says. “He did a lot for the community. Because he was a builder, everyone admired him, and I wanted to be like him, too.”

Land of Opportunity

For a time, Gamble worked at a department store while taking classes at a community college. But

being back in his old neighborhood wasn't serving him. He had friends studying at Mizzou, and Columbia sounded like a better fit. So while Gamble bounced from one friend's couch to another friend's floor, he worked three jobs to try to get back on track. He'd arrive at Dick's Sporting Goods by 5 a.m. to unload trucks. In the afternoon, he'd head to JCPenney where he sold men's suits. Once the mall closed, he'd hop in his car and deliver pizzas. There wasn't time for school.

But then Shelter Insurance offered him a job as a customer service representative. “They paid something like \$12.50 an hour, which was insane,” he recalls. “That job allowed me to compress everything I was doing.”

With a more manageable workload, Gamble enrolled at Mizzou. While walking through Cornell Hall one afternoon, Gamble saw a sign for the Vasey Academy, a mentorship program for talented under-represented minority students that comes with a \$1,000 scholarship. “If I could get that scholarship,” Gamble thought, “I wouldn't have to work as much at Shelter. If you divide 1,000 by 12.50, that's a lot of hours! That's 80 more hours I can dedicate to studying.” Through the Vasey Academy, he connected with then-director Daryl Smith — Gamble's first Black professor in the business school.

Today, Gamble is in a predoctoral program at New York University, and one day, he'd love to be a professor at Mizzou. “There aren't very many Black professors in Trulaske,” Gamble says. “That's significant because tenure-track professors conduct research. By having Black researchers, it opens the door a little wider for more things to be looked at and in different ways.”



Daniel Turban



Daryl Smith

CONNECTING GLOBALLY

GLOBAL BUSINESS CERTIFICATE OFFERING

Expanding global business knowledge and the global mindset of students is a focal point of the strategic plan for the Trulaske College of Business and the University of Missouri. Both entities are committed to achieving global education for all students and supporting the internationalization of faculty. Building upon that foundation, the Management Department is proud to support the launch of a new Global Business Certificate (Fall 2022), designed to empower students with the knowledge and skills to function effectively in an increasingly global business environment. Created as an inter-departmental initiative, the 12-hour

certificate requires students to complete a foundational international business course (MANGMT 3900/MRKTG 3900), six additional hours from a mix of Management, Marketing, Finance and other approved courses all with a global business focus, and a three-hour experiential global business course or internship. Students who complete the Global Business Certificate will acquire global business acumen and experience that will augment their undergraduate learning with practical international business education, better positioning them to be assets in employment, regardless of their undergraduate emphasis area or career ambitions.

BUSINESS AND INTERNATIONAL EDUCATION (BIE) PROGRAM GRANT FUNDING SECURED

In an exciting new development, the Trulaske College of Business was successful in securing ~\$170,000 in BIE grant funding (Oct. 2021-Sept. 2023) from the U.S. Department of Education. The Business and International Education (BIE) program provides funds to institutions of higher education that enter into an agreement with a business partner for the purpose of improving business curriculum and conducting outreach activities that expand the capacity of the business community to engage in international economic activities. Management faculty members Shannon Breske and Jackie Rasmussen—both Assistant Teaching Professors—provided leadership to the grant writing and submission process, and serve as co-project directors for this award.

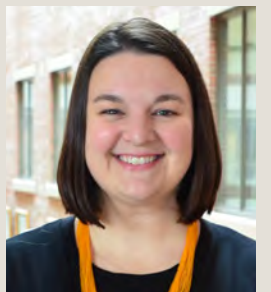
The funds secured (matched with University funds) will be used to:

- Launch a new interdisciplinary Global Business Certificate — to better equip student with the knowledge and skills needed to success in the global marketplace (Fall 2022)
- Add new international internship and study abroad opportunities for students — London & Dublin (Summer 2022); Asia & Sweden (Summer 2023)
- Enhance relationships with the business community and better position them to evaluate and respond to international business opportunities
- Cultivate new international programming activities engaging business, faculty and students

The Trulaske College of Business was one of 20 institutions nationwide be awarded funds as part of this competitive award process.



Jackie Rasmussen



Shannon Breske





MU International Trade Center REAL-WORLD EXPERIENCE IN GLOBAL BUSINESS



Jackie Rasmussen

When it comes to expanding into international markets, many Missouri-based businesses have been able to benefit from the University of Missouri International Trade Center (ITC).

The MU International Trade Center (ITC) utilizes the time and talent of student interns and MU faculty, along with leading market research databases, to conduct customized global market research to meet the needs of Missouri companies looking to expand their sales internationally. The goal of the ITC is to promote economic development and aid in the international decision-making of Missouri businesses, while providing MU students, tomorrow's business leaders, opportunities for experiential learning.

“Students engage in real-world consulting projects,” said Jackie Rasmussen, senior program manager of the ITC. “They gain insights into international trade and how to do global market research, while using databases that support information gathering and decision making.”

Company Profile

AMERICAN OUTDOOR BRANDS,
Columbia, MO • www.aob.com

American Outdoor Brands (AOB) is a manufacturer of outdoor sporting and recreational products.

“American Outdoor Brands is proud to partner with the Trulaske College of Business, and specifically the MU ITC, as it gives us exposure to a talented group of faculty and students that are helping us explore the expansion of our international footprint. We were very impressed with the work that the ITC and its students have performed, mapping out countries, industries, and potential new customers. As a publicly traded company headquartered in Columbia, we look forward to continuing to work



Andrew Fulmer
CFO, American Outdoor Brands

with MU to help further develop our business and to keep talented graduates in the area. We value this new partnership and the relationships we are building with MU, and we look forward to what the future will bring.”

Student Profile



WILL MARTIN

MU ITC Intern, Fall 2021 – BSBA – Marketing, and the Global Supply Chain Management Certificate. Graduated Fall 2021

Current position: Digital Marketing Specialist at American Outdoor Brands (AOB)

Will was on one of the internship team completing global market research for AOB. He was hired into a full time position with AOB after the project was completed.

“I decided to pursue an internship position with the MU ITC to complete the credits and gain the experience needed to receive a certificate in global supply chain management. The Internship provided me with opportunity to make valuable connections, develop professionally and find ways to apply what I’ve learned at Mizzou in a real-world project. Exploring global markets to provide useful information for American Outdoor Brands allowed me to understand the different processes, costs, and information needed when participating in international trade. I made an immediate connection to American Outdoor Brands and their mission. My team of fellow students provided me with a strong collaborative environment where I got to meet people and discover personalities while working toward a common objective. There are not a lot of opportunities where students who are looking to enter the job market get to present to executives of a large company like AOB. When I got the chance to interview for my current position, my knowledge of the company, brands and connections gave me confidence to have a successful interview. I can say with full confidence that Jackie Rasmussen and the MU ITC offer an immense amount of real-world skills and training that has allowed me to find a job with a company that I’m excited to work for.”

2022 BEST PRACTICES AWARD IN INTERNATIONAL EDUCATION

The **MU International Trade Center** received “2022 Best Practices Award in International Education for International Programming” recognition from the National Association of Student Personnel Administrators (NASPA) International Knowledge Community – March, 2022.

Launched in 2014, the MU International Trade Center utilizes the time and talent of student interns and MU faculty, along with access to leading market research databases, to conduct customized global market research for small to medium sized companies across the state of Missouri that are looking to expand their sales internationally. The research completed provides the participating companies with actionable information they can use to effectively evaluate global market opportunities in a timely, meaningful and affordable way.

Importantly for student’s interning with the MU International Trade Center, the internship provides them with valuable hands-on learning opportunities and business interaction. Each semester 16 undergraduate student interns get the opportunity to work on four unique company projects. Student work 4-students to a team on a global market research project customized to the participating company’s needs. Students commit at least 120 hours of project work and prep time to this internship. Options exist for them to link this experience toward for-credit coursework requirements or to participate in the internship in a voluntary capacity.

The internship takes place on-campus, and includes interactions with the companies, MU ITC staff, and other international trade resource partners at the state and federal level. The primary responsibilities of student interns include, but are not limited to:

- Completion of global market research to assist with the identification of target markets of interest for export expansion, as agreed upon by the client company, and articulated in the project scope of work
- Extraction, analysis and summation of data from secondary data sources to support company decision making
- Primary research/information gathering to provide insight into customer preferences and industry activity as applicable
- Completion of a mid-project report and master data file and review of that information with the company representatives as part of a mid-project meeting.
- Completion of a final report that captures research methodology, key data gathered, and shares key findings and delivery of a final presentation to the client company to highlight report contents and key findings.

Since the Fall 2014, the MU ITC has worked with 87 companies across the state and 317 student interns (309 undergraduate and 8 graduate). Furthermore, the program provides opportunities for graduate students to enhance their supervisory, leadership and international trade skills as they support projects in a Graduate Assistant capacity.

Jackie Rasmussen, Director of the MU International Trade Center provides oversight of MU ITC internship program, providing instruction and coaching to the student teams to support their project work, and guide project success. Students receive instruction on how to manage a consulting project, how to conduct global market research and exposure to a wealth of international trade databases and data sources.



PHI BETA LAMBDA STATE CASE COMPETITION

Phi Beta Lambda had its first live competition at state since 1999 (last 2 were virtual) on Saturday, April 9 in Springfield in the Glass (Business) Building at Missouri State University.

We had 8 students compete and they brought home a total of 17 top 5 in the state awards including 7 first place finishes, 3 second place finishes, four third place finishes, 1 fourth place finish and 2 fifth place finishes.

Aiden Lee won three first place finishes in Management Concepts, Personal Finance, and Information Management.

Jason Frost won first place finishes in both Human Resource Management and Client Services and won 3rd in Management Concepts.

Reagan Swatosh won first in Social Media Marketing and took 3rd in both Justice Administration and Organizational Behavior and Leadership.

Wyatt Nun won 1st in Sports Management and Marketing and 2nd in Networking Concepts.

Garrett Frey won 2nd in Marketing Concepts and 5th in Accounting Principles.

Sophie Silva won 2nd in Emerging Business Issues.

Ashley Freiberger won 3rd in Retail Management and 5th in Personal Finance.

Emily Meyer won 4th in Insurance Concepts.

In addition, **Reagan Swatosh** completed her year of service as Missouri State Vice-President of Communications.

All 8 students qualified to compete at the Phi Beta Lambda National Leadership Conference in Chicago.

WRITING INTENSIVE TEACHING EXCELLENCE AWARD



Shannon Breske

Congratulations to Assistant Teaching Professor Shannon Breske on being this year's campus-wide recipient. The Writing Intensive Teaching Excellence Award recognizes outstanding WI teaching that helps achieve the mission of Writing to Learn and Learning to Write within the disciplines. Dr. Breske is known for fostering a positive learning environment for Trulaske students, which allows them to get the most out of the class and its lessons.

BRUCE AND PAM WALKER OUTSTANDING FACULTY SERVICE AWARD



Aldis Jakubovskis

Aldis Jakubovskis was awarded the Bruce and Pam Walker Outstanding Faculty Service Award, which recognizes excellent, sustained on-campus and professional service by a faculty member. Congratulations Dr. Jakubovskis!

SMITH APPOINTED TO SPECIAL OLYMPICS EDUCATION NETWORK



Daryl Smith



Special Olympics has appointed **Daryl Smith** to its newest cohort of National Education Leaders Network (NELN) members. Effective December 1, 2021, Daryl Smith, Associate Teaching Professor, joined nearly two dozen national leaders in special education, research, social equity, education leadership and other areas. The role of the NELN is to support the work of the Special Olympics Unified Champion Schools® strategy by providing insights, direction, opportunities, and access to national education conversations. The program strategically creates sports, leadership, and whole school engagement opportunities for students with and without intellectual disabilities (ID). The result is a school environment that promotes inclusion and respect for all.

"Daryl provides this diverse network with a distinguished background and energizing outlook, and we look forward to his expertise and guidance," said Andrea Cahn, Vice President of Special Olympics Unified Champion Schools.



Stephen Downing

DOWNING RECEIVES SMS RESEARCH GRANT

In 2021, **Stephen Downing** became a Strategy Research Foundation RSM Scholar when his proposal *Red In Tooth And Claw? The Nature And Dynamics Of Competitive Relations In Digital Transformation* was selected for funding as part of the Strategic Management Society 2021 SRF Research in Strategic Management (RSM) Program.



RASMUSSEN COMPLETES TERM AS NASBITE PRESIDENT



Jackie Rasmussen



Jackie Rasmussen has completed a 2-year term as President of NASBITE International in April 2022. She will continue to serve in a leadership role as Immediate Past-President for the next year 2022-2023. NASBITE International is the leading authority and industry standard for global business education, trade credentialing, training and practice.

Years of Service

25 YEA

Doug Moesel

10 YEA

Daryl Smith

Graham McCaulley

5 YEA

Joyce Wang



SEC LEADERSHIP PROGRAM TO PROVIDE FRESH PERSPECTIVES, CONNECTIONS FOR TRULASKE MANAGEMENT DEPARTMENT CHAIR



By Stephen Schmidt

Like the supply chains he researches, land-grant universities are complex systems in their own right, so when the opportunity came to take part in the SEC Academic Leadership Development Program, it was a quick yes from Anthony Ross.

Ross joined the faculty at the Trulaske College of Business in August 2019 as the Leggett & Platt Missouri Distinguished Professor of Supply Chain Management. A little more than a year later, he was named chair of the Department of Management — giving him a new leadership role in his new academic community. The following year, he was named associate dean for research.

“I’ve been fortunate to be asked to engage within Trulaske in many ways since I arrived, and it’s really sharpened my view of how Trulaske operates, what’s in our portfolio of offerings, and how we are connecting with other Colleges on campus,” said Ross, whose resume includes serving on the faculties at land-grant institutions such as Texas A&M University and Michigan State University.

“The SEC ALDP represents an opportunity for me now to deepen my own professional connections with campus-wide colleagues involved in the behind-

the-scenes structures, processes and interconnections at the University of Missouri. Seeing things through the lens of other colleagues and key decision makers at Mizzou and other SEC universities appeals to me.”

Ross is just the third Trulaske professor to take part in the ALDP as a fellow for Mizzou since the Tigers joined the SEC in 2012. Ross is one of four fellows

“The SEC ALDP represents an opportunity for me now to deepen my own professional connections with campus-wide colleagues involved in the behind-the-scenes structures, processes and interconnections at the University of Missouri. Seeing things through the lens of other colleagues and key decision makers at Mizzou and other SEC universities appeals to me.”

—Anthony Ross

from Missouri under the guidance of Senior Vice Provost Matt Martens. The others are Jamie Arndt (Department of Psychological Sciences, College of Arts & Sciences), Lynda Kraxberger (School of Journalism) and Enid Schatz (Department of Public Health, School of Health Professions).

Through the program, delegations from all 14 members of the Southeastern Conference meet to provide synergistic support and fresh perspectives on how to handle operations more effectively and efficiently on large counterpart campuses. The ALDP consists of three main components: a development program at the university level for its own fellows, two three-day workshops held at two designated campuses for all fellows and a competitive fellowship geared toward providing administrative growth opportunities for former fellows.

Building a framework

Ross was initially asked by then Dean Ajay Vinzé to apply to the program last year, before it was temporarily suspended due to the COVID-19 pandemic.

“Anthony is uniquely situated to take the interactions with our SEC colleagues and bring them here to Trulaske in a meaningful way,” said Ajay Vinzé. “Despite his short time in our college, he has made a significant impact as a member of our Management Department and our leadership team. He brings a confident, thoughtful, common-sense approach to

the pursuit of our goals in the college.”

Ross had spent nine years at the University of Wisconsin-Milwaukee re-imagining and building up the supply chain program there, when he came to University of Missouri-Columbia to help envision a future in which Trulaske could become an active member on the leading edge of higher education among its peer schools, instead of being reactionary.

“The school was in a renaissance and undergoing some changes to be positioned on the forefront of an evolving higher education model within the Southeastern Conference as a business school,” Ross said.

“Higher education — at least here at Mizzou — is moving to a model where we’re putting students in more control, and giving them more freedom to

build their degree around their passions and interests, because in reality, no matter what undergraduate degree you earn when you enter the workforce, hiring companies are going to teach you how they do things anyway. We’re just putting together the foundation for graduates to be critical thinkers and naturally curious.”

One example of laying that core foundation of critical thinking, Ross noted, is that Trulaske’s supply chain certificate curriculum is now being offered jointly with the Industrial & Manufacturing Systems Engineering Department at the MU College of Engineering, at both the undergraduate and graduate levels.

“We have students in engineering and in business who are sitting in many of our classrooms together,” Ross said. “Now when we do group projects, we have these integrated student teams that have diverse perspectives and diverse orientations on the same problem. That makes for a great learning environment.”

Ross added, hiring companies see additional value from these cross-functional experiences. Moreover, he hopes to be inspired to find new pathways for the student-centric learning model at Trulaske through the insight of his counterparts at peer school through the ALDP.



Jamie Arndt



Lynda Kraxberger



Enid Schatz

MEET OUR FACULTY

TENURE-TRACK FACULTY



Joel Andrus (PhD, Strategic Management, Texas A&M University; M.S., Civil and Environmental Engineering, Brigham Young University; B.S., Applied Physics, Brigham Young University). Dr. Andrus teaches strategy. His research topics include corporate governance, entrepreneurship and sustainability. His work has been published in top journals such as the Academy of Management Journal, Strategic Management Journal, and the Academy of Management Annals. His current work addresses gender equity in crowdfunding, innovation, executive labor markets, and entrepreneurship.



Richard Johnson (PhD, Management, Texas A&M University; B.S., Geology, University of Miami) Dr. Johnson teaches strategy and entrepreneurship. His research interests include corporate restructuring and governance (both domestic and international). He has received several research and teaching awards. His publications appear in the Academy of Management Journal, Strategic Management Journal, and Journal of Management, Journal of Management Studies, among others. He currently serves on the editorial review boards of Organization Science and the Journal of Management and has served on the Academy of Management Journal editorial review board.



Doug Moesel (PhD, Texas A&M University; MS, Oklahoma State University; BS, Oklahoma State University). Dr. Moesel's teaching and research interests include strategic management, entrepreneurship, and innovation. His research has been published in several journals including the Academy of Management Journal, Strategic Management Journal, and Journal of Business Venturing, among others.



Ann Peng (Ph.D. Organizational Behavior and Human Resource Management, Michigan State University; M.Phil. Management, Lingnan University of Hong Kong; B.A. Psychology, Beijing Normal University). Dr. Peng is the Raymond W. Lansford Distinguished Professor of Leadership. Her research interests include leadership, emotions, and performance. She has published research in the Academy of Management Journal, Journal of Applied Psychology, Organizational Behavior and Human Decision Processes, and Personnel Psychology, among others. Dr. Peng is an Action Editor at the Journal of Leadership and Organizational Studies, and she serves on the editorial boards of the Academy of Management Journal, Journal of Applied Psychology, Personnel Psychology, and Journal of Organizational Behavior.



Chris Robert (Ph.D., University of Illinois; M.A. University of Illinois; B.A. University of Vermont). In 2019, Dr. Robert was named the Pinkney Walker Professor of Teaching Excellence, and he is currently serving as the interim dean of the Trulaske College of Business. His research examines humor at work, as well as cross-cultural management, workplace conflict, and work groups and teams. His research has appeared in publications including Journal of Applied Psychology, Personnel Psychology, and Journal of Management, among others. He is the editor of the book *The Psychology of Humor at Work* (2017, Psychology Press).



Anthony Ross (Ph.D. and MBA, Indiana University-Bloomington; B.A. OLLU). Dr. Ross joined the Trulaske College in 2019 as the Leggett & Platt Missouri Distinguished Professor of Supply Chain Management. He currently serves as the Management Department Chairperson and Associate Dean of Research. His research examines performance within buyer-supplier relationships, modeling and design of distribution networks/systems, inventory management and

staff scheduling in service systems such as hospitals. His research has appeared in *Journal of Operations Management*, *Decision Sciences Journal*, and *Journal of Business Logistics*, among others. Dr. Ross serves as national secretary of the prestigious Decision Sciences Institute, and is an Associate Editor for *Decision Sciences Journal*.



John Schaubroeck (Ph.D. Organizational Behavior and Human Resource Management, Purdue University; B.B.A. Management, Western Illinois University). Dr. Schaubroeck is the Hibbs Chaired Professor. Dr. Schaubroeck currently oversees the department's doctoral program and its Promotion and Tenure Committee, and chairs the Trulaske Research Excellence Committee. His areas of expertise include psychological processes in leader-follower relationships, leadership development, negotiation, and employee stress and well-being. He has published over 75 refereed journal articles and several book chapters. He currently sits on the editorial boards of *Academy of Management Journal*, *Journal of Applied Psychology*, *Journal of Organizational Behavior*, *Organizational Behavior and Human Decision Processes*, *Personnel Psychology*, *Research in Human Resource Management*, and *Research in Occupational Stress and Well Being*. He is a Senior Editor of *Journal of Leadership and Organizational Studies*.



Xinran (Joyce) Wang (Ph.D., Strategy and Organizations (minor in Econometrics and Statistics), University of Tennessee; Postgraduate studies in Strategy, Hong Kong Baptist University; M. Phil., Management Science and Strategy, Lanzhou University; B.A., Finance & Accounting, Zhejiang Gongshang University). Dr. Wang's research takes a behavioral and cognitive approach to examining firms' socially irresponsible actions, negative social evaluations, and impression management strategies. Her work has been published in management outlets including the *Academy of Management Review*. She has won several awards, including the Strategic Management Society's Best Paper award and the Oxford University Centre for Corporate Reputation's Best Dissertation award.



John Arnold (Ph.D.: Florida State University, 2020; MBA: The University of Georgia; Master of Divinity: Asbury Theological Seminary; Bachelor of Arts: Auburn University). His primary research interests focus on human resources staffing. His research has been published in the *Journal of Applied Psychology*, *Personnel Psychology*, and the *Annual Review of Organizational Psychology and Organizational Behavior*, among others. It also has been featured in the *Harvard Business Review* and won the Best Paper award for the Human Resources Division at the 2018 Academy of Management.



James Bort (Ph.D, Syracuse University, 2020; MBA, Syracuse University; B.S. Computer Science, SUNY Polytechnic Institute). His research interests include personal well-being, the entrepreneurial workforce, crowdfunding, and computational social science which are all largely inspired by his experiences as an early stage employee, entrepreneur, and musician. His work has received several awards including best papers at the Annual Social Entrepreneurship Conference, the Academy of Management Entrepreneurship Division, and the Babson College Entrepreneurship Research Conference.



Stephen Downing (Ph.D. - National Chiao Tung University, 2020; M.B.A. - National Chiao Tung University; B.A. - Tulane University). His research studies how organizations understand and engage with their competitive environment. His work has been published in management outlets including the *Academy of Management Journal*. Prior to pursuing his doctoral degree, he co-founded a busi-

ness-to-business software-as-a-service startup in Taiwan for small and medium-sized service enterprises.



Jung-Hoon Han (Ph.D., Pennsylvania State University, 2020; B.A., Business Administration, Yonsei University; M.S., Business Administration, Yonsei University). His research focuses on how the socio-cognitive processes surrounding organizations affect their behaviors and outcomes in various contexts including organizational misconduct, cultural industries, and entrepreneurial markets. His work has been published in the *Academy of Management Journal* and the *Academy of Management Annals*.

NON-RESEARCH FACULTY



Gay Albright (Ed.D. Educational Leadership and Policy Analysis, University of Missouri, MBA, Saint Louis University; B.S., Business Education, Missouri State University). Dr. Albright serves as the Associate Dean of Undergraduate Programs. In this capacity, she oversees recruitment, advising, Business Career Services, the Professional EDGE program, Business Administration courses, on-line course initiatives, and assessment. As Director of Global Initiatives, she also provides leadership for 10 study abroad programs, the MU International Trade Center, and academic programs in collaboration with international universities.



Lauren Brengarth (PhD, Communication, University of Missouri; MA, Journalism, University of Missouri). Dr. Brengarth is serving as the Assistant Dean of Student Programs. Her research and teaching focus on strategic communication, social media, ethics and leadership.



Shannon Breske (Ph.D., Educational Leadership and Policy Analysis, University of Missouri; MA, University of South Dakota; BA, Mass Communications, University of South Dakota). Dr. Breske serves as the Director of Study Abroad for the Trulaske College of Business. She is the Undergraduate Programs Committee chair, represents the college as a board member of the Campus Writing Program and the Undergraduate Curriculum Committee.



Scott Christianson (MA, Education and Human Development, The George Washington University; BA, Biology, University of Missouri). Mr. Christianson teaches project management and information technology management courses. Prior to joining the Trulaske College of Business, Scott was a business owner with more than 21 years of experience in video-conferencing technology, project management and information technology. He speaks nationally and internationally on a range of technology topics.



Tonya Ford (MBA, University of Missouri - Columbia; BS, University of Missouri - Columbia). Ms. Ford teaches Business Consulting, Entrepreneurship, Organizational Behavior and Professional Development. She has received faculty awards for teaching and service. She brings a wealth of experience in industry consulting and personal coaching. She also serves as Editor of the Management Matters Report.



Aldis Jakubovskis (Ph.D., Logistics and Supply Chain Management, University of Missouri; Graduate Certificate in Marketing, University of Missouri; MBA, Saint Louis University; Diploma, Lomonosov Moscow State University). Dr. Jakubovskis conducts research and has published in the areas of facility location and production optimization. He is the program administrator for the Trulaske College of Business Global Supply Chain Management certificate. Dr. Jakubovskis is a Certified Global Business Professional.



Wei Jiang (Ph.D., Computer Science, Purdue University; M.S., Computer Science, Purdue University; B.S., Computer Science and Mathematics, University of Iowa). Dr. Jiang is an Associate Professor with a joint appointment in the Department of Electrical Engineering and Computer Science at the College of Engineering (tenure-track) and the Department of Management. His research interests include privacy-preserving data analytics, privacy issues related to online social networks, and applied cryptography. His work has been funded by the National Science Foundation, the Office of Naval Research, the National Security Agency, Google, and the University of Missouri Research Board.



Kihyung Kim (Ph.D., Purdue University; M.S., Yonsei University; B.A., Yonsei University). Dr. Kim teaches various quantitative classes such as operations management, supply chain engineering, and data analytics. His research interest lies in supply chain management where many companies collaborate with and compete with each other. By modeling supply chains from the game-theoretic point of view, he delivers managerial insights for corporations' social responsibility and joint production.



Dan Lin (Ph.D., Computer Science, National University of Singapore; B.S. Computer Science, Fudan University). Dr. Lin is an Associate Professor with a joint appointment in the Department of Electrical Engineering and Computer Science at the College of Engineering (tenure-track) and the Department of Management. Her main research interests cover many areas in the fields of database systems and information security. Her research are funded by NSF, NSA and DoE.



Mary Beth Marrs (Ph.D., University of Missouri; M.B.A., University of Missouri; B.S., Industrial Engineering, University of Missouri). Dr. Marrs is Director of Enrichment Programs & Strategic Initiatives, and provides leadership and programming for the Cornell Leadership Program, Vasey Academy and Heartland Scholars Academy. Dr. Marrs' research has been published in *Organizational Behavior and Human Decision Processes*.



Daryl Smith (MBA, Washington University; BS BA, University of Missouri). Mr. Smith's areas of teaching include Management Principles, Human Resources Management, Diversity & Inclusion, and Labor Relations & Collective Bargaining. He has received faculty awards for teaching, advising and service, including the very prestigious Kemper Fellow Award. He is also an industry consultant who specializes in leadership, organizational development and strategy.

◆ Denotes first-generation learner

BOOKS, JOURNAL ARTICLES AND CONFERENCE PROCEEDINGS AUTHORED OR CO-AUTHORED BY MANAGEMENT FACULTY

2019-2022

JOEL ANDRUS

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Three's Company: TRIO OF EXTENSION FACULTY MEMBERS JOIN TRULASKE COMMUNITY

By Stephen Schmidt

Three of the newest faculty members of the Trulaske College of Business community have made their way to Cornell Hall by way of the former MU College of Human Environmental Sciences (HES).

All three share the same MU Extension mission of enhancing the lives of Missourians by providing programs that foster economic opportunity, educational access, and health and well-being, with grant support totaling close to \$4 million.

Trulaske has worked diligently to partner with MU Extension over the last several years to open additional pathways to interdisciplinary collaboration at MU, extend the presence of the college within our state and proactively engage with and support the citizens of Missouri.

Learn about their individual stories below.

Andrew Zumwalt
Associate Extension Professor

Andrew Zumwalt BS BA, BS '04, MS '06 directs the MoTax program, the Missouri Taxpayer Education Initiative that is the University of Missouri's arm of the federal Volunteer Income Tax Assistance program.

Since 2006, the program has prepared approximately 90,000 federal tax returns, saving Missouri residents close to \$18 million.

Zumwalt also teaches Human Resource Management (MANGMT 4020).

He said that one of his missions as a new member of the Trulaske family is to make the college a more tangible entity for families across the state through community interactions on multiple platforms.

"Engagement is really hot on campus, and it's about bringing that engagement to the communities," he said, "and highlighting Trulaske's role."

Graham McCaulley
Associate Extension Professor

During his academic journey at the University of Missouri, Graham McCaulley BS HES '06, MA '08, PhD '14, picked up a business minor from the Trulaske College of Business.

McCaulley credits his current role largely to the experience he had while working at a payday lender for a year as an undergraduate.

"It was clear to me that the model was not 'Pay your loan off and see you later.' The model is, you're hooked and you're staying hooked," McCaulley said.

He would go on to take several service-learning courses which helped form a mantra for determining his career path: "I don't just want to make money. I want to help people."

In a similar vein, McCaulley is teaching Advanced Professional Development Principles (BA 3500).

Marco Pantoja
Personal Financial Planning Extension Instructor

After nine years as a U.S. Marine and three years in the Pacific Northwest, Marco Pantoja, BS HES '15, MS '20, knew he wanted to return to his home state to finish his undergraduate degree.

It was not until a conversation in 2013 with Alex Embree, the former senior student services coordinator at HES, that he realized his vocational calling, given his combined interests in both personal finance and working directly with people.

"She told me all about personal financial planning and I said, 'Yes, this is what I've been looking for,'" said Pantoja.

While pursuing his master's degree, Pantoja became the interim director of the Office of Financial Success. He held that position for three years before becoming a financial educator/counselor and later a member of the HES Extension faculty in the spring of 2019.

"Everything that I have done has basically been towards that end of talking to people about money, trying to prevent financial services from preying on them," he said.

Pantoja is teaching a section of the Principles of Management (MANGMT 3000W) course, along with Shannon Breske and Christie McCullough, and the online version of the BA 3500 course.



DEALING WITH DISAPPROVAL IN THE ERA OF SOCIAL MEDIA

"In the social media era, constituents' disapproval of firms can spread faster, with more negative emotions, and involve more interconnected constituents. Thus, firms have to identify and deal with negative posts before they go viral" said Xinran (Joyce) Wang, an Assistant Professor in the Management Department at the Trulaske College of Business. In Wang's publication appearing on the Academy of Management Review and her recent papers resubmitted to the Strategic Management Journal, she provides suggestions of how firms manage disapproval in the social media era:

Considering Twitter's adverse impact on widespread disapproval, Wang recommends firms respond slowly and only after investigating the initial events and why constituents are upset about it. Firms must then explain the actions they are taking to correct the situation and prevent it from happening again. Wang gave this example: "In 2017, a social media video of a United Airlines passenger being forcibly removed from a plane was viewed more than 6.8 million times within a few days. United's CEO hurriedly issued at least two statements that led to negative reports about the initial event spreading more quickly and generating additional negative constituent responses. As a result, the airline lost over \$1 billion in market value following these announcements. While United needed to respond at some point to events that generated social disapproval, the firm might have fared better if managers had taken time to learn the facts and understand constituents' points of view before responding."

Wang also suggests firms watch for fake news and influencers: "False information spreads faster and wider on social networks because it is more

sensational and attention-grabbing. Firms need to become their own fact checkers and—sometimes—call out those who spread false information about them." Influencers often have a large, active group of followers, many of whom adopt monikers to identify themselves as part of a prominent constituent's community, such as Swifties (followers of Taylor Swift) and Beliebers (followers of Justin Bieber). Not only do they have more followers who see the initial post, but these followers are also more likely to share posts to attract more attention. As such, Wang suggests firms know these influencers, and when possible, building relationships with them may help manage constituents' disapproval of the firm. Nowadays, even seemingly small events can spread widely on Twitter—they relate to hot-button issues constituents care about," Wang said. "For example, we doubt that the United Airlines passenger was the first passenger who refused to give up his seat and was dragged off the plane by the airport's security guards. But that wasn't a newsworthy event in the past. Today, it is as most stakeholders have social media accounts to post it, and it bounces around Facebook or Twitter until it becomes a trending story."

By analyzing billions of tweets, Wang's award-winning research found strong evidence that social disapproval of firms expressed by international constituents leads to the reduced market value of firms, and such influence is amplified by national animosity and pride. Her working projects also investigate, due to the echo-chamber effect of Twitter, how exogenous policy shocks (e.g., migration policy) and macro tensions (e.g., #MeToo) influence the outcomes of IPOs, strategic alliances, and deglobalization strategies.



Joyce Wang

"Firms have to identify and deal with negative posts before they go viral."

— Joyce Wang

RIVALRY AND TECHNOLOGY



Stephen Downing

Strategy scholars are unanimous: Firms must understand their competition. But technological changes in the age of digital transformation—artificial intelligence, blockchain, etc., reshaping firm operations—are beginning to rearrange who ‘really’ competes with whom. Consider two contrasting examples of Microsoft’s gaming business and Amazon’s enterprise cloud business.

First, since the introduction of Xbox, Microsoft was competing head-to-head with Sony (PlayStation) and, to a lesser extent, with Nintendo (Wii). However, the “platforms” upon which games and developers interact are shifting from physical consoles and games to online services hosted by Microsoft, Alphabet (parent of Google), and Amazon (acquired Twitch). As a result, Microsoft’s EVP of gaming, Phil Spencer, has reframed their “main” competitors as Amazon and Google.

Second, Amazon’s former rival in online book selling, Barnes & Noble, usually imitated Amazon’s launches



within two years (Barnesandnoble.com followed Amazon.com; Nook followed Kindle, etc.). But when Amazon entered the enterprise software business with its Amazon Web Services (AWS) cloud computing suite, the leading enterprise software firms were either unaware or unmotivated to act quickly in response to AWS. This led Founder/CEO Jeff Bezos to conclude: “We faced no like-minded competition for seven years. It’s unbelievable.”

While Microsoft demonstrated strategic foresight in updating its competitive perceptions, the competitors of Amazon did not. And while Microsoft is now well positioned for the next era of gaming, Amazon’s enterprise software competitors had to watch AWS take the lead in enterprise cloud computing (later entered by Microsoft and Google, too). Motivated

by these contrasting examples of strategic foresight vs. myopia under technological change, Assistant Professor Stephen Downing wanted to know: What if strategic leaders think in analog terms about digital competition? What if some firms change their view of key rivals while others don’t? What then are the consequences of updating such competitive perceptions too slowly or narrowly?

To move beyond anecdotes and address these questions empirically, he proposed a series of studies in a submission to the Strategic Management Society’s (SMS) Strategy Research Foundation (SRF)

Business history is filled with examples of nonthreatening businesses that unexpectedly usurped market share from companies that were once comfortably at the top.

Research in Strategic Management (RSM) Program grant, with the 2021 theme: “Competitive Advantage in the 21st Century.” Downing’s proposal for studying the nature and dynamics of competitive relations in digital transformation was one of three awarded SRF funding for the period of 2022-2023. This grant will support the human and algorithmic collection of data and other computational resources to be used in these studies aimed at helping strategic leaders rethink rivalry as technology reshapes competitive landscapes.

Seeing Tomorrow’s Competitors

Most entrepreneurs and strategic leaders know the competitors they face today; however, many dissimilar companies that may seem benign today could emerge as competitors tomorrow. Business history is filled with examples of nonthreatening businesses that unexpectedly usurped market share from companies that were once comfortably at the top. For example, Amazon once was a threat only to bricks-and-mortar bookstores before it branched into selling everything, putting all kinds of traditional retail stores at risk. When it expanded from selling products into cloud computing services, it collided with Microsoft, Google, Salesforce, and IBM. And when Amazon launched delivery services, it began competing with USPS, FedEx, and UPS.

How can everyday entrepreneurs and strategic managers prevent such surprises from happening to them, or how can they predict today which competitors they could surprise tomorrow?



HELPING REFUGEES THRIVE

MU research suggests an organization’s diversity climate is a key contributor to helping refugees thrive in their host nations.

Ann Peng and John Schaubroeck, both professors of management at the University of Missouri, recently studied refugees from the war in Syria who were employed and living in Turkey.

While most previous research shows that being employed increases refugees’ productivity and assimilation into society, Peng and Schaubroeck wanted to understand the aspects of these work environments that can make refugees feel welcomed and contribute to their new communities.

“Refugees’ first meaningful contact can be through their employer if they are fortunate enough to have one. Employment can create what is called a ‘bridging identity,’ meaning a connection that gives one confidence to engage with host country nationals outside the organization and form an identity as a legitimate societal member. But it’s not just about being employed,” Schaubroeck said. “It’s the extent to which one perceives one belongs in the organization that really matters. Do they see themselves as real members? Our findings suggest that’s the first step to feeling like a member of the society in which they have relocated.”

Their research (with Ozgur Demirtas of Kayseri University in Turkey) found that refugee employees’ sense that they were treated respectfully as individuals in their organizations had a substantial impact on the extent to which they personally identified with their organizations. Such identification, or seeing their membership as an important part of who they are, in turn contributed to their taking initiative at work and engagement with the local communities.

Peng and Schaubroeck found that this individual-level process was much stronger when refugee employees perceived a lower level of societal stig-

matization of refugees overall, and when refugees in their unit perceived a climate of support for diversity.

“How members of minority groups perceive they are treated as individuals in an organization does not contribute to their thriving and striving as much when their social identity as a member of the group is threatened. A weak diversity climate, and, separately, a perception that members of the host society tend to stigmatize them, makes any favorable treatment as an individual employee take a backseat in how they conceive of their relationship to the organization and society,” Schaubroeck said.

Schaubroeck said it all comes back to the work unit climate for diversity.

“While there’s not much the organization can do about an internal belief of stigma in a society, our research showed that having a favorable diversity climate—at all levels—renders that belief much less relevant,” he said.

The researchers sampled 389 Syrian refugees employed in nine different organizations and 89 separate work units. The refugees were asked to take 30 minutes off from their jobs to complete three surveys over a two-month period, and their supervisors rated their levels of personal initiative at work.

The number of refugees in the U.S. is increasing. More than 11,000 refugees were resettled in this country in the previous government fiscal year. This could increase tenfold in the current year as the government has promised to increase admittance even more as the year moves on. Schaubroeck believes he and his colleagues study findings can help businesses adjust their environment to better accommodate refugees, helping them desire and learn to contribute to their host society. “An improved quality of employment for refugees may not only benefit the refugees, but the communities they settle in as well,” said Schaubroeck.



Ann Peng



John Schaubroeck

“I’ Am Affirmed, but Are ‘We’? Social Identity Processes Influencing Refugees’ Work Initiative and Community Embeddedness” published in the April 2022 issue of Academy of Management Journal.

DOES INTEGRITY MATTER?

What is it with the media fantasizing about competent characters with questionable integrity? Among the plethora of good—in all aspects—protagonists out there, those picaresque characters are often the most memorable and even attractive. Would this hold true for firms in real life? That is, are people more forgiving to highly capable firms' misconduct?

Jung-Hoon Han's research titled "Salient Expectations? Incongruence Across Capability and Integrity Signals and Investor Reactions to Organizational Misconduct"—coauthored with Srikanth Paruchuri (Texas A&M University) and Puneet Prakash (Missouri State University), and published by the Academy of Management Journal—suggests the answer is no. Among the firms that engaged in earnings manipulation, arguably serious misconduct, those that had formed positive impressions of their capabilities were more fiercely punished by investors. Specifically, the stock market reaction to the misconduct significantly worsened to the extent that a firm had received extremely positive reactions to its past capability claims (i.e., extremity of capability claims) and/or made such claims more frequently (i.e., frequency of capability claims). To provide some numbers, for a hypothetical firm valued at 100 billion dollars, a one standard deviation increase in the extremity of the firm's past capability claims incurred 1.19 billion dollars additional loss from disclosing misconduct. Similarly, a one standard deviation increase in the frequency resulted in an additional loss of 1.58 billion dollars. Such losses

were amplified for smaller and/or less diversified firms because the past capability claims are usually more crucial in forming the overall impression of these firms.

What these findings suggest is that the signs of problematic integrity trump existing positive capability perceptions. In other words, the belief that prior demonstrations of superior capability would protect one from the backlashes from misconduct is rather a myth. This should warn managers as firms often mistakenly prioritize the capability dimension over the integrity dimension. Indeed, prior research has found that the pressure to perform better is among the most significant drivers of corporate misconduct. Then, should firms refrain from making any capability claims? The answer would of course be no. It'll be ineffective. What is really important, however, is that they should be aware that all of the capability claims they make are in fact received under the assumption that they are also ethical. That is, just because stakeholder audiences do not question the firm's integrity every time, it does not mean that integrity does not matter: Rather, it is so important that people take it for granted. Thus, when this taken-for-granted assumption of acceptable integrity comes into question, both the capability and integrity evaluations of firms become tarnished, inviting fiercer punishments as my findings showed. After all, we like star players to shine while keeping the rules of the game.



Jung-Hoon Han



DRIVER TURNOVER IN THE TRUCKING INDUSTRY: WHAT'S THE COST OF REDUCING DRIVER QUIT RATES?

Spotlight on Trucking in the Supply Chain

In an increasingly hyper-competitive global business environment, access to an efficient and affordable transport system is essential to the success of US manufacturing, the online retailing sector, and to the US economy in general. The movement of cans, cars and construction materials (e.g. automotive, food and beverage, packaging, construction materials, and aircraft components transportation) has been a bellwether for the health of the economy. Shipment delivery represents the last mile of supply chains (to end consumers or to the next customer in a value chain) in all industry sectors.

Why it Matters:

Shippers frequently rely on trucking transport services to deliver their products nationally as well as delivering these loads to ocean ports and airports for international shipment. The aging labor pool of qualified truck drivers as well as the highly competitive markets have led to high rates of driver churn and increased operating costs for shippers. Unfortunately, the COVID-19 Pandemic only worsened the situation. Logistics services companies and those companies with in-house transportation fleets alike are struggling with driver retention.

The Study:

Anthony Ross and his co-authors, James Peoples and Steve Trick together examined the question of what can be done to reduce the costs associated with truck driver churn in companies. Using discrete choice methods, they empirically examined the personal characteristics of truck drivers that are associated with a greater probability of driver turnover. Exploration of this phenomenon is significant in part because knowing who is likely to leave a trucking company helps decision makers in trucking firms identify effective measures needed to reduce driver turnover. Specifically, they examined the marginal probability that a driver leaves their job due to the difference in that driver's personal characteristic, residency and year reported in the survey files compared to a driver with different personal characteristics.

Some Significant Findings:

- On an annual basis, there is 40.7% decreasing driver quit rates for each year that driver remains with the company.
- When controlling for variations in other turnover determinants, drivers are significantly more likely to stay with their employer if those drivers are white-nonHispanic, a US citizen, have attained higher levels of formal education and reside in urban regions.
- Drivers employed during rising home construction market are more likely to leave their trucking job for construction jobs when there is labor shortage of construction workers.
- Older, part-time drivers who work for non-economic reasons, and hold multiple jobs are less likely to leave their trucking job.
- Drivers who are married, male, work more hours, or live in the suburbs are less likely to voluntarily leave their job compared other drivers.
- We believe the trucking industry must address factors (unhealthy business environment) contributing to high quit rates among female drivers since women drivers are more likely to leave their job than males.

New in Our Findings

What's new is the findings on married workers and workers residing outside the suburbs and central city. Given the turnover results for these two driver groups, trucking companies can take advantage of a large pool of potential drivers to reduce replacement cost due to high turnover. However, the cost of retaining married drivers and drivers in rural areas is dependent in large part on the earnings required to keep them from leaving. We also estimate that paying a wage differential of at least 6% above local market rates increases driver retention and may decrease driver replacement. That is, for a limited increase in pay, the cost of reducing turnover compares favorably to the cost of managing turnover. This may lead to greater stability along the last mile of the supply chain.



Anthony Ross

OPPORTUNITIES FOR ADVANCEMENT:

GENDER BIAS IN THE WORKPLACE



Joel Andrus

Biases not only impact the way others see women in the workplace, they may also negatively impact how a woman views herself.

Gender-based assumptions and stereotypes influence a wide array of social behavior. These stereotypes are so prevalent we often don't realize their impact. Gender bias, and other biases, influences nearly every decision we make, resulting in numerous obstacles for women in the workplace. These barriers often limit women from participating in certain occupations and reduce the number of women who "rise to the top."

A healthcare provider in a female-dominated clinic that serves primarily female patients recently shared with me that although her clinic focuses on women's health and promotes female well-being, there are no female managers or leaders in her organization. Another woman, an engineer, shared that she has more qualifications than any of her supervisors, yet isn't treated as an equal. Other women I've interviewed felt they needed to "mimic male behavior and dress" to fit in with their male colleagues as failure to do so could result in their colleagues viewing them as "too feminine" or not accepting them into their social groups.

These examples demonstrate just a few of the challenges impacting women in the workplace. In an age when organizations are rapidly embracing diversity, equity and inclusion (DEI) initiatives, issues of gender bias continue to persist. Women often have to work harder to prove their competence and ability, with much of their success being attributed to luck rather than skill. The practice of appointing a "token" woman to a leadership position (a DEI strategy utilized by organizations), unfortunately, often makes it more difficult for other women to advance as organizations believe they have "solved"

the diversity issue. Furthermore, the women appointed to these roles understand the opportunities for advancement and leadership positions continue to be limited, so they may fiercely protect their vaulted positions — while blocking opportunities for others. Women of different racial or ethnic backgrounds face even greater obstacles because of these and other biases.

Gender biases are especially harmful for women who have children. While men with families are typically viewed in a more positive light, women with families are seen as less committed to their careers. This often leads to women exiting their careers or leadership tracks after having children, as well as creating feelings that women can't be both good mothers and good professionals. Women with working partners are also much more likely to put their career goals on the back burner because of family demands.

Biases not only impact the way others see women in the workplace, they may also negatively impact how a woman views herself. Women with opportunities to apply for promotions or new positions often doubt their ability to fill the position if their qualifications don't line up exactly with the needs of the position. Men tend to be more willing to apply even if they are not fully qualified, which creates more opportunities for advancement.

Helping women overcome biases in the workplace has become a focus of my research at the University of Missouri. My goal is to identify sources of persistent gender bias and provide potential remedies to this pernicious issue. Specifically, I focus on a particular outcome of gender bias known as vertical sex segregation, which creates what are known as the "glass ceiling" and "glass cliff" effects. Vertical success bias impacts more than just a woman's ability to rise in the leadership ranks of her organization. Women seeking funding for their businesses face more obstacles than men, thus reducing their ability to grow these businesses.

The key question I have – and for which there is surprisingly little information – is: how can we reduce the negative effects of gender bias in the workplace? For more on that question, please see an expanded article, "Changing the tide: reducing gender bias at work."



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