

MANAGEMENT MATTERS 2024

Department of Management

Empowering
Students
for a Cyber
World



Robert J. Trulaske, Sr.
College of Business
University of Missouri



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MANAGEMENT MATTERS

Management Department Annual Magazine

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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.



Management
University of Missouri



Dear Friends of the Trulaske College of Business, Welcome to this edition of Management Matters. As you dive into the stories of impactful experiences, you'll see the incredible potential of these young leaders to make a meaningful difference in the world.

Under the guidance of our new chair, Dr. Chris Robert, the Management Department is gearing up to prepare the leaders of tomorrow.

The dedication of our faculty and staff, combined with the steadfast support of our alumni and friends, has significantly enriched our students' educational journeys, both within the department and across the college.

As we embark on our new five-year strategy, we are focused on the implications of a tech-driven future of business and society, ensuring our students are ready for the evolving career landscapes ahead. We're excited about this direction, and this issue includes forward-thinking articles by Kihyung Kim and Scott Christianson on the impact of AI on work, as well as valuable cybersecurity insights from Jack Pelikan.

The stories and achievements highlighted in this magazine are a testament to the hard work and dedication of our faculty, staff and students, and the unwavering commitment from alumni, friends and industry partners like you. Our collective efforts form the foundation of the Management Department's success and will be pivotal in implementing our new strategy. We are confident that this strategy will propel us towards our goal of being among the top undergraduate business programs in the country.

Thank you for your continued support and engagement with our college and the Management Department. I invite you to explore the inspiring stories and join me in celebrating the outstanding accomplishments of our community.

Warm regards,

Balaji Rajagopalan
Robert J. Trulaske, Sr. Dean



MANAGEMENT MATTERS



Chris Robert

Greetings from Mizzou and the Management Department in the Trulaske College of Business!

Thank you for your interest in the department, and for your support. And thank you for reading this far into our fourth annual edition of Management Matters! I'm honored to serve in the role of department chair, and pleased to provide you with an update on the department, and what our terrific faculty and staff are up to.

The Trulaske College of Business is deep in the process of formulating and detailing a new strategic plan to guide and focus our activities over the next five years. As you might expect, one of the important themes driving our plan is technology, and we have mirrored that as a major theme of this magazine. Toward that end we have a number of technology-themed articles by our faculty. These include an article by Dr. Kihyung Kim on how small businesses can adapt new artificial intelligence (AI) technologies to increase efficiencies, an article by Jack Pelikan examining how companies can mitigate

“We as educators must think about how we prepare students to enter an increasingly complex technological landscape”

security risks in a world that is increasingly dependent on digital and data technologies, and an article by Scott Christianson addressing how we should think about adopting AI, while at the same time not falling prey to hysteria and predictions of doom.

As these articles emphasize, we as educators must think about how we prepare students to enter an increasingly complex technological landscape that will require the ability to use and understand existing technologies such as artificial intelligence, machine learning, analytics, and “big data.” However, we must also teach them the skills they will need to analyze and solve problems, and to be comfortable with employing technological advances that do not exist yet. For example, autonomous vehicles are already an emerging reality, but will likely become commonplace, along with autonomous tractor trailers who don't have drivers that insist on camping in the

passing lane. Robots that do your laundry, cook your dinner, and raise your kids might become commonplace (think Rosie from the Jetsons). Healthcare



innovations such as nanotechnology that can deploy microdevices into your body to attack cancer cells or blood clots are being developed, and will likely become a reality this century. And lots more crazy stuff we can't imagine yet.

These unknowns are exciting, but also a little scary. Out of curiosity, I conducted a quick survey of about 500 students in introductory business classes, and asked them to respond to the following question: “What three words come to mind when you think about the future?” Notably, I didn't prompt them to think of technology, or to think about opportunities or things they were worried about: just the three words that come to mind.

The responses are reproduced in this word cloud (larger words were mentioned more frequently). The three most reported words were “money”, “success”, and “family.” But some other themes emerge. First, as we might have expected, “technology” and other words with “tech” as the root were a common

“We must also teach students the skills they will need to analyze and solve problems, and to be comfortable with employing technological advances that do not exist yet”

response, as were a number of technology-relevant words (e.g., robots, innovative, futuristic). Second, in addition to “success” there are lots of other indicators of optimism (e.g., happiness, opportunity, exciting, interesting, and hope). And finally, there

“Although the specific changes we are experiencing are new, exciting, and scary, the approach we must take as educators and scholars is enduring”

were a lot of words expressing pessimism and anxiety, including “scary”, “uncertainty,” “stress,” and “worry.” Notably, the time-worn concerns of “death,” and “taxes,” are also represented!

These words and patterns strike me as likely similar to those that business students of 20, 50, or even 100 years ago may have reported. This probably reflects a degree of timelessness to how our students view the world they are entering, and how they imagine their future selves. The 1924 version of Mizzou’s Savitar yearbook included a piece entitled “What engineering owes to the imagination,”

which highlighted the recent development of the ability to transmit music via radio! This suggests that although the specific changes we are experiencing are new, exciting, and scary, the approach we must take as educators and scholars is enduring. The title of this year’s magazine, “Empowering Students for a Cyber World,” reflects this ethos: we must not only prepare students for jobs, we must prepare them for the unknowns they will experience in the not-so-distant future, empower them to embrace change, and cheer for their success.

Christopher Robert

Christopher Robert, PhD
 Chair, Management Department &
 Pinkney C. Walker Professor of Teaching Excellence

WHAT THREE WORDS COME TO MIND WHEN YOU THINK ABOUT THE FUTURE?

Below is a representation of the answers received from over 500 students who were asked this question.



CYBERSECURITY FOR DECENTRALIZED IT:

As outsourcing becomes commonplace, concerted cybersecurity is paramount



Jack Pelikan

BY JACK PELIKAN

Former Cisco CEO John Chambers once quipped: “There are two types of companies: those who have been hacked, and those who don’t yet know they have been hacked.” Ubiquitous headlines underscore this sentiment, like 2023’s MOVEit file transfer software breach that impacted over 60 million people. Furthermore, the FBI’s 2023 Internet Crime Report estimates \$12.5 billion in total losses, up over 80% from 2021. These trends reflect increased automation and sophistication of cyber threats, exacerbated by decentralization of IT departments, via outsourcing to the cloud (e.g., Amazon Web Services), and engaging vendors for non-core competencies like web design, help desk and payroll, all of which introduce new risks that reinforce the adage “a chain is only as strong as its weakest link”. While cybersecurity varies by organization, adherence to best practices, including the following examples, can mitigate exposures.

Principle of Least Privilege: Less is More

Failure to maintain “least privilege”, where users have only the minimum accesses needed to perform their jobs, can have dire consequences like in 2013’s Target breach, where a compromised HVAC vendor’s account exfiltrated over 40 million credit card records. While incomprehensible that a facilities vendor could access payment data, the concept of “model after” requests, where new users receive the same access as pre-existing accounts, often without scrutiny, remain commonplace because of their efficiency. Since few organizations can maintain least privilege manually, various tools can help streamline including security scans of access requests, and temporary, privileged accounts subject to robust check-in/out and logging requirements.

Anomalous Activity Scans: Not Who but What?

Since cyberattacks are often perpetrated with compromised accounts, unbeknownst to the rightful user, organizations can shift focus from who is on their network to what they are doing. For example, AI log scans can flag excessive downloads or activity outside of working hours, or actions inconsistent with job responsibilities like sales staff accessing HR data. With AI distilling an overwhelming amount of log data into a consumable format, security personnel can proactively investigate and defend against attacks.

Network Segmentation: “Moats within a Moat”

As Chambers suggests, cyberattacks are not a matter of “if” but “when”. As security resources are finite, and information varies in sensitivity, organizations can reduce exposures through risk-based network segmentation. For example, implementing more secure sub-networks for confidential data like trade secrets and personnel records not only adds defense layers beyond the corporate network perimeter, but also restricts internal users, including those compromised by hackers, from accessing sensitive resources unrelated to their duties.

Starting with Education

Since hackers often deploy low-tech, psychological methods like phishing e-mails, continuous training and communication across organizations and their strategic partners are cybersecurity cornerstones. Since cybersecurity practices are habitual, early awareness of common threats (e.g., phishing red flags) and countermeasures (e.g., antivirus, password management, wireless security, encryption) delivered through engaging methods (e.g., scenario-based games/quizzes, phishing exercises) can strengthen even the weakest link and better prepare stakeholders for inevitable threats.

“There are two types of companies: those who have been hacked, and those who don’t yet know they have been hacked.”

— John Chambers
Former Cisco CEO

EMPOWERING SMALL BUSINESSES WITH CUSTOMIZABLE LANGUAGE MODELS

BY KIHYUNG KIM

The digital age has ushered in a transformative era for small businesses, thanks to the advent of Customizable Large Language Models (LLMs) like OpenAI's GPT, Meta's Llama, and Google's Gemini. November 2023 marked a significant milestone when OpenAI released a customizable version of GPT, making sophisticated technology accessible without coding expertise, heralding a new dawn for small businesses.

The Essence of AI and LLMs

At its core, Artificial Intelligence (AI) mimics human intelligence in machines, capable of tasks from simple computations to complex decision-making. LLMs, a crucial AI subset, process vast amounts of human language data to interact and generate text with remarkable human-like coherence. This technological leap offers unprecedented tools for content creation, customer service automation, and educational assistance, previously the domain of corporations with deep pockets.

Tailoring Technology:

From General to Customizable LLMs

The leap from general-use Large Language Models (LLMs) to customizable versions marks a significant evolution. General LLMs offer broad capabilities without specialization, suitable for a wide range of tasks but not tailored to specific business needs. Customizable LLMs, however, enable businesses to modify the AI to suit their unique requirements, from industry-specific jargon to personalized customer interactions. This shift enhances the models' relevance and effectiveness, democratizing advanced AI technology for small businesses and allowing them to compete on a level previously reserved for larger corporations with bespoke solutions.

Real-World Impact:

The University of Missouri Experience

My journey as a faculty member at the University of Missouri, utilizing ChatGPT as a virtual teaching assistant, exemplifies the potential of customizable LLMs. This AI-driven helper, tailored to my syllabus, managed communications and assignments, significantly easing my workload. The simplicity of setup—requiring minimal input and a modest

subscription—highlights the technology's accessibility and impact on educational quality.

Empowering Small Businesses with Customizable AI Technologies

Customizable LLMs are at the forefront of a technological revolution, fundamentally changing how small businesses interact with customers and compete globally. These advanced tools open up new avenues for engagement, particularly with the younger, tech-savvy generation, by enabling around-the-clock customer service and seamless international communication, all without the need for extensive technical expertise.

Shifting Focus: How Customizable LLMs Mirror the Democratization of Media Production

Reflecting on the broader implications of customizable LLMs, we can draw parallels with the evolution of media production technology. Just as advancements in camera and editing technology have ushered in the era of individual content creators, customizable LLMs promise to democratize the IT aspect of business operations. This technological democratization means that the content and services offered, rather than the underlying technology, will become the focal point of competition.

Conclusion

The launch of customizable LLMs signifies a pivotal moment for small business technology empowerment. With increased accessibility and user-friendliness, the potential for innovation and global expansion is boundless. As we embrace these advancements, we must also consider the ethical implications and responsibilities that come with deploying AI technologies.

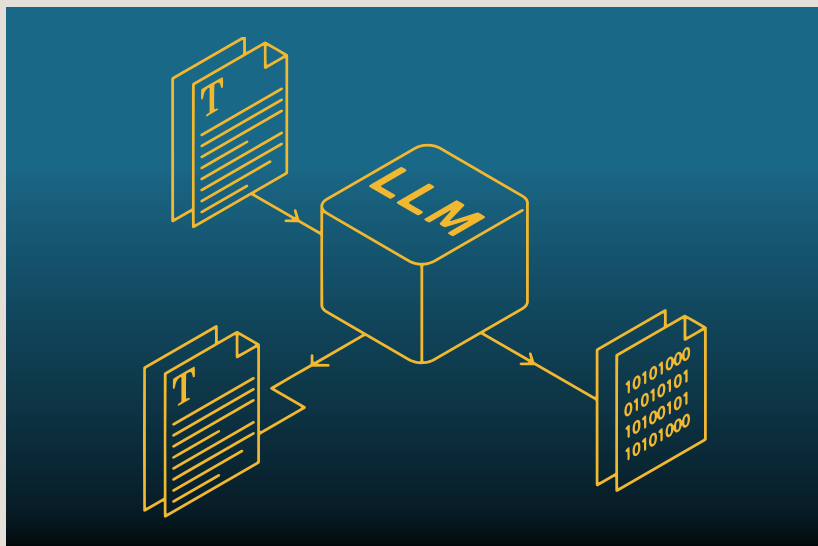
Acknowledgements: this manuscript was revised with the assistance of AI technology to ensure clarity and effectiveness in communication.



Kihyung Kim

“The launch of customizable LLMs signifies a pivotal moment for small business technology empowerment.”

—Kihyung Kim



MANAGING THE LEARNING MACHINE



J Scott Christianson

BY J SCOTT CHRISTIANSON

It has been over a year since Generative AI, led by ChatGPT, took the world by storm. Several academic studies have already investigated how these tools can be used in the workplace, and all show the same trend: when paired with Generative AI, knowledge workers can dramatically increase their productivity. And some predict that many jobs might be given over entirely to Generative AI at some point in the near future!

This new form of “white collar” automation has led to headlines predicting massive job losses, and it is not clear that there will be enough new “AI engineer” jobs to make up the difference. Some CEOs have announced they will lay off employees this year due to AI adoption. However, immediately cutting bottom-line labor costs can be dangerous when dealing with transformational technology for many reasons.

First, while many knowledge-working jobs involve tasks that can be assisted by Gen AI, it is the worker’s expert judgment, synthesis, and analysis that produces high-quality output. Workflows and processes will need to be redesigned with human-AI collaboration in mind. In addition, Generative AI makes mistakes (commonly referred to as hallucinations), so this learning machine requires human oversight and guidance to operate effectively.

And unless your company builds its own generative AI system, it is tough to understand how these systems arrive at their output and what biases that output might contain. Not just racial and gender biases but information selection biases, such as what content is given more weight, which can cause Generative AI systems to overlook more exciting and profitable solutions.

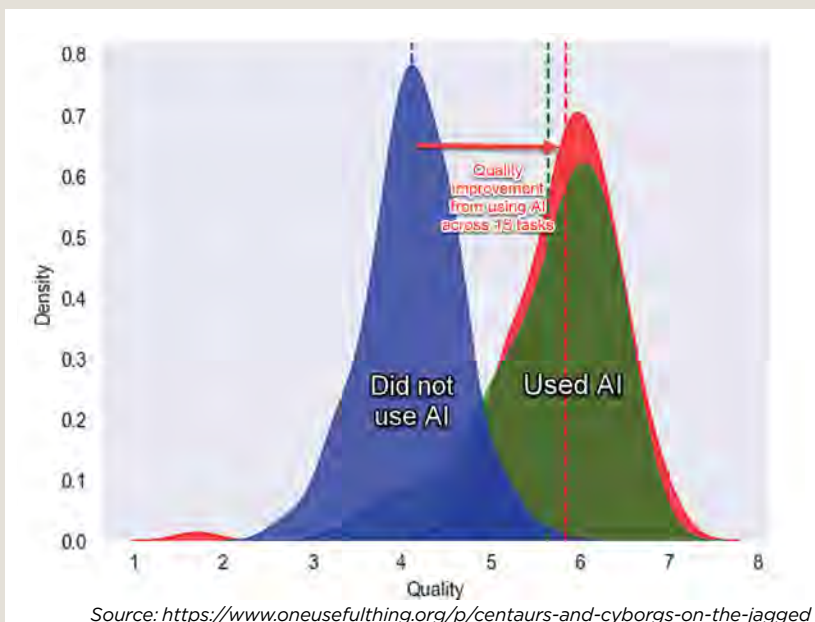
With a technology that is changing so rapidly, there is also a case for waiting until it stabilizes before considering wide-scale adoption. It is called “bleeding-edge” technology for a reason.

Instead, I encourage you to think like my students and ask more critical questions: What can we do with this technology that has not been possible in the past? What services or products can we build that we couldn’t do before? And what products or services do people pay us for now that they will not be willing to pay us for in the future? These are tough questions to answer.

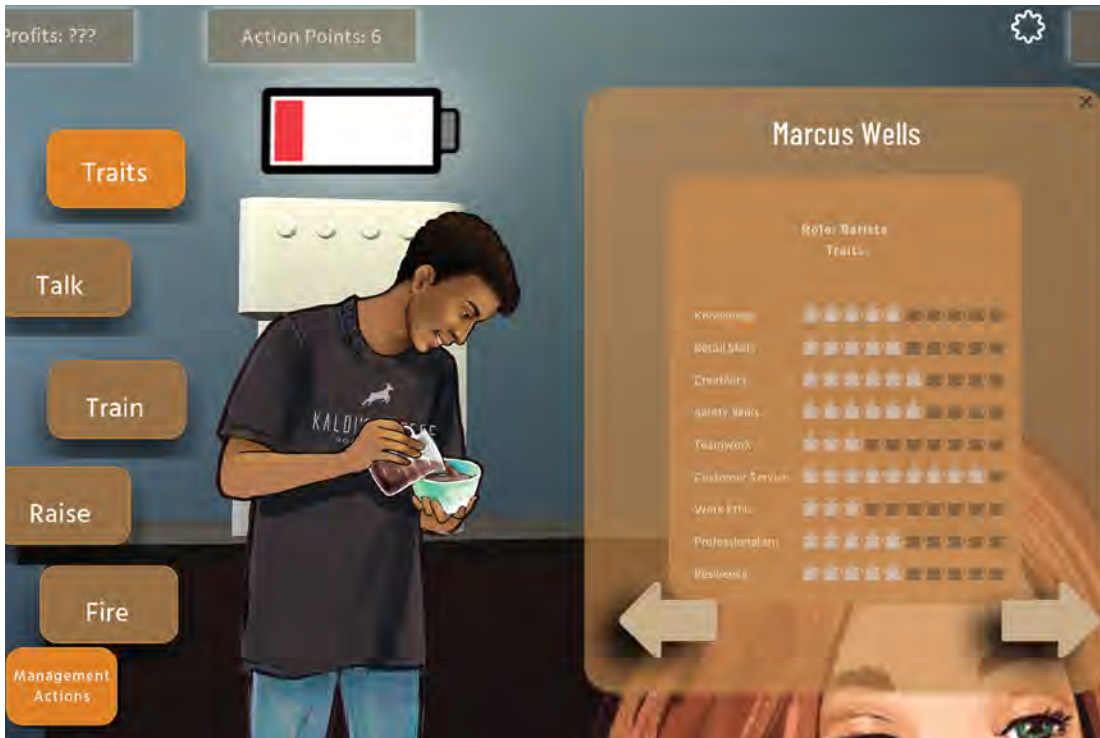
In other words, we should not get distracted by how fast ChatGPT can summarize meeting notes or create a PowerPoint presentation. Instead, we should ask ourselves, “What will lunch be like in ten years when we live in an AI-mediated world?” That might seem ridiculous, but I have lived through several technological revolutions, and the “winners” of these revolutions work on answering the nonobvious, and tough, questions.

Many people compare Generative AI to other technology revolutions like the Internet or the World Wide Web, and I agree. However, I also remember how sad I was that the web killed off one of my favorite pastimes: browsing through the Sears catalog. When Sears saw the web, they realized they could reduce costs by putting their store hours on a website, posting ads online, and emailing coupons. At the same time, one couple (Jeff Bezos and Mackenzie Scott) saw the web and asked, “What will shopping look like in ten years in a web-mediated world?”

My students are working on the tough questions of this technology revolution and are figuring out how to use these tools to become the next Amazon. The fundamental question for existing organizations, including Mizzou, is whether we want to be the next Sears?



Source: <https://www.oneusefulthing.org/p/centaurs-and-cyborgs-on-the-jagged>



In the Trulasko Kaldi's Sim, students manage a virtual coffee shop, including hiring and training would-be baristas.

LESSONS IN LATTE

Students in Daryl Smith's human resources management class have just taken over as the HR director of a Kaldi's Coffee shop, and they need baristas. If they wisely hire, train and manage their workers, they'll see employee engagement scores soar. If they choose poorly, they will deal with the bitter aftertaste.

Welcome to the latest version of the Trulasko Kaldi's Sim, a video game created by Daryl Smith, associate professor of management, and Mizzou's Adroit Studios Gaming Lab .

"When they're playing this game, the students will see résumés, hear dialogue of actual interviews," says Smith. "They'll make assessments of the candidates and rate them on certain aptitudes in terms of knowledge, skill and experience, and they'll rate them on certain attitudes."

The game emphasizes the direct connection between talent management and business outcomes.

"If students make great decisions relative to hiring, training and managing talent, their store will achieve higher sales and profits," Smith says.

The Trulasko Kaldi's Sim highlights a connection with the school's past. Kaldi's Coffee is a national chain co-owned by Tricia Zimmer Ferguson, BS BA '03, and her husband, Josh Ferguson, BS '03.

"Students get a chance to make business decisions and see the outcomes of their decisions," Smith says, "but they get to do it in a safe environment."

This article originally appeared in the Winter 2024 issue of Mizzou Magazine.



Daryl Smith



Tricia Zimmer Ferguson

"Students get a chance to make business decisions and see the outcomes of their decisions, but they get to do it in a safe environment."

—Daryl Smith

Bridging Academia and Industry: A SUCCESS STORY IN THE STEEL MARKET

BY KIHYUNG KIM

In an era where interdisciplinary collaboration is crucial for addressing complex industry challenges, a recent project with Trinity Products exemplifies how academia and industry can work together effectively. This project represents a collaboration between scholars from the University of Missouri's Center for Engineering Logistics and Distribution (CELDi), the Industrial and Systems Engineering (ISE) department, and the Trulaske College of Business Supply Chain Management (SCM) team. This dynamic partnership has led to the development of an innovative decision support system (DSS) that promises to transform Trinity Products' operations in the steel market.



Kihyung Kim



Sharan Srinivas

The DSS, designed to predict steel prices and market trends weeks in advance, leverages cutting-edge analytics and machine learning algorithms. This foresight is particularly valuable for a company operating in the volatile steel market, enabling strategic decision-making that improves operational efficiency and financial performance. The project serves as a compelling example of how technical expertise and business acumen can be combined to deliver real-world solutions.

CELDi/ISE scholars bring to the table a wealth of knowledge in operations research, engineering, and data analytics, which forms the backbone of the DSS. Their skills in developing predictive models and analyzing complex data sets ensure the system provides actionable insights. Meanwhile, the Trulaske SCM team contributes a strategic perspective, aligning

the DSS's capabilities with Trinity Products' business goals. This synergy between technical know-how and strategic management has been key to the project's success.

Beyond its immediate objectives, the collaboration has led to a robust DSS with a user-friendly interface that empowers Trinity Products' decision-makers to navigate market volatility. The system enables the company to balance supply chain efficiency with market demand, positioning it for success in an ever-changing industry.

The project also demonstrates the University of Missouri's commitment to fostering industry partnerships, bridging the gap between academia and the private sector. It showcases how academic institutions can play a pivotal role in advancing industry goals, providing practical solutions that enhance competitiveness and efficiency.

Moreover, the partnership has laid the groundwork for future collaboration between the university and industry. The success of the project not only benefits Trinity Products but also serves as a blueprint for future interdisciplinary endeavors, showcasing how the convergence of technical and business expertise can address complex challenges.

In conclusion, the Trinity Products project highlights the potential of interdisciplinary collaboration in delivering impactful, real-world solutions. By uniting the skills and insights of CELDi/ISE and Trulaske SCM scholars, the partnership exemplifies how academia and industry can work together to achieve mutual goals, reinforcing the University of Missouri's role as a leader in fostering partnerships that yield significant results. This collaboration is a testament to the power of interdisciplinary teamwork, delivering comprehensive solutions that address real-world challenges and setting a precedent for future endeavors.

We would like to express our gratitude to the following faculty and student team members for their invaluable contributions to this collaboration:

Sharan Srinivas—Industrial and Systems Engineering Department

Anthony Ross—Management Department

Jim Noble—Industrial and Systems Engineering Department

Kihyung Kim—Management Department

Pyam Oveys—Graduate Research Assistant, Industrial and Systems Engineering Department

Mahima Naznin—Graduate Research Assistant, Industrial and Systems Engineering Department

Thomas Willerth—Undergraduate Student, Industrial and Systems Engineering Department



Bryan Davis (President & CEO) and Robert Griggs (Chairman and Founder) host a group of entrepreneurial-minded students from Mizzou visiting Trinity Products.



INTERESTED IN INTERNATIONAL TRADE?

WANT TO BETTER POSITION YOURSELF AS A TRUSTED SOURCE
OF INFORMATION WHEN IT COMES TO INTERNATIONAL TRADE?

BECOME A CERTIFIED GLOBAL BUSINESS PROFESSIONAL (CGBP)

Make plans to attend CGBP Exam Training!

Dates: July 30 & 31 and August 6 & 7, 2024

Virtual delivery via Zoom

Cost: \$550

Instructor: Jim Foley - author of "The Global Entrepreneur"

For more information contact:

MU International Trade Center — ITC@missouri.edu



BUILDING COMPETENCIES

BY JACKIE RASMUSSEN

Seeking to enhance the import and export skills of employees and better position Missouri and U.S. companies to be successful in today's global market, the MU International Trade Center annually hosts a Certified Global Business Professional (CGBP) Training session annually targeted at company representatives, trade community members and students seeking to secure the CGBP credential. In August 2023, 22 trade professionals and nine students from across the country and around the world joined us for this training. Conflicts associated with distance and travel were eliminated with an event conveniently offered on Zoom. Training dates for 2024 have been set for August 6-9.

Supported by NASBITE International, the CGBP credential confirms knowledge in international trade and assures that certified individuals are able to practice global business at the professional level required in today's competitive environment. The CGBP credential raises the level of practice in the field, provides professional development goals for credential holders and showcases competency.

The NASBITE CGBP certifies that a candidate is competent in the following four area of global trade:

1. Global Business Management
2. Global Marketing
3. Supply Chain Management
4. Trade Finance

Attending the CGBP Exam Prep training hosted by the MU International Trade Center better positions candidates for success in passing the CGBP exam. The training provides a great overview of the core elements of international trade that businesses and trade professions competing in the world of international business should be aware of.

As shared by 2023 training attendee Jeremiah Ojo, Owner or Creative Milieu, LLC (New York): The instructor (Jim Foley's) dynamic and enthusiastic way of delivering the material and the MU ITC staff's keen attention to detail, supplementary notes and resources made the three-day virtual training manageable and enjoyable! So glad I signed up for the training course, as I feel much more prepared to study and do well on the exam. This training is a must.



Jackie Rasmussen

**Make plans to join us
virtually for CGBP
Exam Prep Training
at the University of
Missouri -
August 6-9, 2024.**

GLOBAL INTERNSHIPS TRANSFORM TRULASKE STUDENTS

BY SHANNON BRESKE

The significance of a global mindset cannot be overstated in today's interconnected world. As college students prepare to enter the workforce, understanding and navigating the complexities of the global market is paramount. Developing a global mindset goes beyond merely acknowledging cultural differences; it encompasses a deep understanding and appreciation of diverse perspectives, practices, and ways of thinking. One effective way for students to cultivate this mindset is through international internships.

Trulaske College of Business has offered successful study abroad programs since 2003; however, few international internships were available. Starting in 2019, a focus was placed on curating meaningful international internships for Trulaske students. Although COVID caused a delay, the internships were launched in 2022 by sending 30 students to Dublin and London. The college continues to see impressive growth by 2023, the cohort swelled to 57, a testament to the increasing demand for such transformative experiences. As we look ahead to the summer of 2024, we anticipate welcoming 82 students eager to embark on their own journeys of discovery and growth to Dublin, Sydney, London, and Prague.

Through this competitive process, students work with global professionals in small to medium-sized companies focused on project-based learning. Students' projects focused on digital strategies, creating social media content, financial analysis, human resource functions, project costing and forecast, performing market analysis and research, and much more. Here are a few quotes from our interns:

"The work environment at St Pancras Renaissance Hotel was professional and vibrant. The finance department was in a well-organized office space, fostering collaboration and communication among team members. The hotel's diverse and multicultural environment further enriched the internship experience and an aspect that I appreciated greatly." Caleb Baker

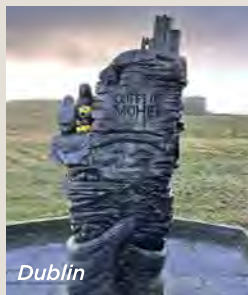
"My summer internship at Bondi Sands was a transformative experience that enabled me to gain practical knowledge of the skin/



Prague



London



Dublin



Sydney



London

Visit business.missouri.edu/study-abroad for more information about the Trulaske College of Business Study Abroad Program.

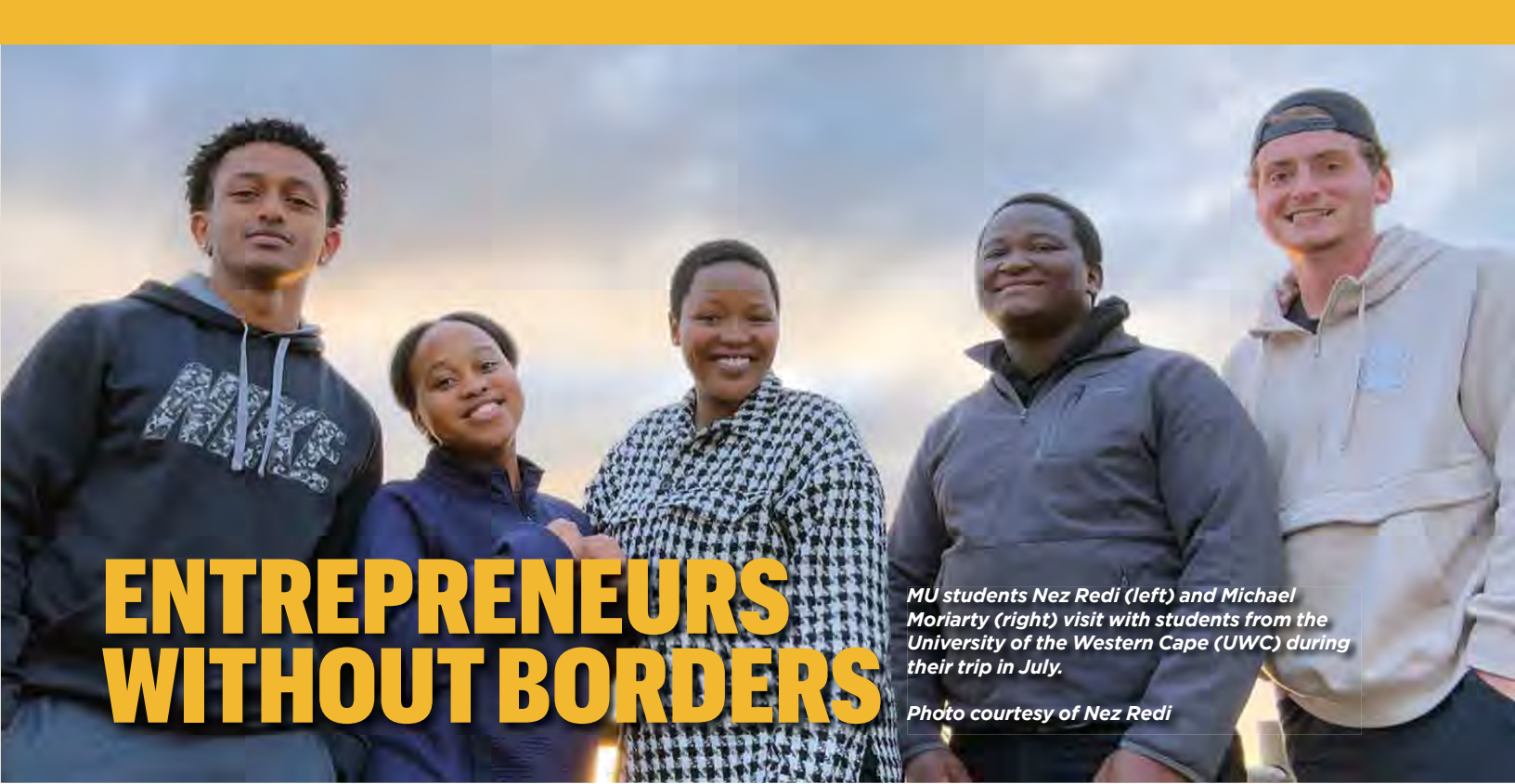
beauty and tan industry while developing essential professional skills." Jalen Moore

"Understanding the cultural differences within business in London has helped shape my business perspective and compare and contrast from previous professional experiences at home in the US." Georgia Basis

"Being able to translate what I learned during college and use that to successfully work with another professional when I know I will be doing this after college. These experiences will create lasting memories that I will never forget." Connor O'Neal

An international internship offers college students a unique opportunity to immerse themselves in a different culture while gaining invaluable professional experience. Unlike traditional internships, which are often confined to familiar surroundings, international internships challenge students to step outside their comfort zones and adapt to unfamiliar environments. This experience fosters resilience, flexibility, and open-mindedness—highly sought after by employers in today's globalized economy.

International internships are a gateway to this transformative journey, providing invaluable experiences that shape careers and lives. As the number of participants continues to soar, these experiences' impact resonates far beyond individual interns, shaping the future of our interconnected world and our Trulaske footprint.



ENTREPRENEURS WITHOUT BORDERS

MU students Nez Redi (left) and Michael Moriarty (right) visit with students from the University of the Western Cape (UWC) during their trip in July.

Photo courtesy of Nez Redi

BASED ON AN ARTICLE BY SHOW ME MIZZOU

The University of Missouri and the University of the Western Cape (UWC) in South Africa have collaborated on academic programs and research for nearly four decades. The partnership between these institutions was extended this year by the campuses' Centers for Entrepreneurship and Innovation, in a new pilot project: Entrepreneurs Without Borders.

In this program, two student entrepreneurs from the University of Missouri (Michael Moriarty and Nez Redi) and two student entrepreneurs from the University of Western Cape (Tisetso Madisha and Babongile Bidla) visited each other's campuses and communities for two intensive weeks. They learned about the entrepreneurial ecosystems in each country, developed new business skills, and made connections.

"Discovery is a massive part of finding your passion," said Mizzou student Nez Redi. "I've found my passion in traveling the world and helping educate others. Going to South Africa was exactly the experience I needed, and I'm thankful to Mizzou for making it happen. Witnessing another group of people going through life and observing their struggles helped me to tap into my creativity."

Over the course of the experience, students worked with local entrepreneurs where they traded and brainstormed ideas, workshopped prototypes and shared feedback with one another.

"This exchange experience pushed me to think about strategies for scaling my business and actively seek collaborations and funding opportunities," said Western Cape student Babongile Bidla. "The exchange not only broadened my understanding

of entrepreneurship but also equipped me with actionable insights to drive my business forward.

As part of this pilot program's mission, the students laid the groundwork for a prosperous future exchange network. They built relationships with students and professors while establishing connections with local business owners and corporate entities to create a sustainable network for future exchange students to learn from.

"We offered one another a new perspective and an alternate way to view the obstacles to our innovations but also the solutions," Moriarty said. "We not only collaborated to solve problems, but also learned what entrepreneurship looks like from a global vantage point. This is an experience that I feel will help me jumpstart my future career."

"The Entrepreneurs Without Borders program focuses mainly on building relationships with universities all over the world to give our students opportunities to develop international networks they can use to springboard their careers," said J. Scott Christianson, Director of CEI. "The UWC and MU students grew so much through this experience. Investing in these students is an investment on our world's future that will have a huge payoff."



UWC students Babongile Bidla (second from left) and Tisetso Madisha (third from left) visit with Mizzou student entrepreneurs during their trip in December.



Visit mizzou.us/cei for more information about the Center for Entrepreneurship and Innovation

CONNECTING EXPORTERS



Jackie Rasmussen

BY JACKIE RASMUSSEN

Each fall, the MU International Trade Center, along with trade assistance partners from across the region, hosts the Mid-America Trade Summit. The summit provides a unique opportunity to bring together top exporters, global trade leaders and trade assistance providers from across Mid-America. Outstanding exporters are invited to share their export stories — highlighting best practices and lessons learned that have contributed to their export success. The event also provides opportunity to recognize the companies who are achieving export success via the annual Outstanding Exporter Honoree recognitions.

The summit provides a unique opportunity to bring together top exporters, global trade leaders and trade assistance providers from across Mid-America.

The 2023 Mid-America Trade Summit attracted its largest attendee audience yet, bringing together 75 company representatives and trade assistance providers and an equal number of MU Trulasko College of Business students. The 2023 Trade

Summit drew the kudos and praise of attendees thanks to featured sessions such as:

- US-Mid-America-China Trade Relations and International Trade and Tourism
- Insights into Export Success
- Global Logistics
- Navigating International Regulations (practitioner-led session)
- Leveraging Resources
- Building & Sustaining Successful International Sales

As shared by one attendee: This conference is an excellent opportunity to learn from successful small business exporters from a variety of industries across the Midwest region as well as connect with expert resources. I highly recommend attending to anyone interested in expanding their global footprint and wanting to connect with other businesses and resources.

Please mark your calendars and plan to join us on Wednesday, October 2, 2024 (9:00 a.m.-3:00 p.m. CT) for the 2024 Mid-America Trade Summit.



Featured Exporter Panel: *Insights into Export Success*



ASSISTING MISSOURI BUSINESSES IN GOING GLOBAL

Thirty-two University of Missouri & Trulaske College of Business undergraduate students directed their time and talents over the Fall 2023 and Spring 2024 semesters to help four small-to-medium sized companies based in Missouri grow their sales internationally. As interns with the MU International Trade Center, the students will be conducting global market research to assist the companies with new market identification and evaluation. All projects are tailored to the individual company's product and industry sectors of interest. Interns gain valuable hands-on data analysis, project management and presentation experience, along with real-world insights into global trade. The participating companies likewise gain in-depth county and industry sector analysis that can be used to support and guide future decision-making regarding international market expansion opportunities.

Companies working with the MU International Trade Center during the Fall 2023 semester included:

Edelbrand Pure Distilling (Marthasville, MO), a family-owned and -operated craft spirits producer of handcrafted European-style unaged fruit brandy and bierbrand.

Innovating Solutions (Kansas City, MO), the manufacturer of Tappecue, a smart electrical temperature monitor that works on Wi-Fi for BBQ professionals and enthusiasts.

Pets Best Life (Kansas City, MO), the manufacturer of Yummy Combs®, a flossing dog treat addressing three key health concerns for dogs: dental health, nutrition, and safe eating.

Spirit of '76 Fireworks (Columbia, MO), a premier distributor, importer, and wholesaler of firework supplies.

Companies benefiting from assistance provided by the MU International Trade Center during the Spring 2024 semester included:

J. Rieger & Company (Kansas City, Missouri) – a craft distillery founded by Jacob Rieger in 1887. Operations were shut down in 1919 due to the onset of federal Prohibition. The company was established in 2014 after nearly 100 years of inactivity, becoming the first legal distillery in Kansas City since Prohibition.

Show-Me BBQ Sauce (Rocheport, Missouri) – a manufacturer of barbecue sauces and seasonings established for more than 50 years.

Spoor Farms Popcorn (Martinsburg, Missouri) – a first-generation farmer who diversified their traditional crop production in 2018 to include popcorn, offering both Butterfly and Mushroom popping varieties.

Sunnen Products (St. Louis, Missouri) – a global leader in honing, sizing and finishing solutions. With nearly 100 years' experience in the industry, Sunnen has delivered the highest level of precision to customers all around the world.

The MU International Trade Center utilizes the time and talent of student interns and MU faculty, along with leading market research databases, to conduct customized research to meet your business needs. The research completed helps participating companies effectively evaluate global market opportunities in a timely, meaningful and affordable way. The goal of the MU International Trade Center 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.



Fall 2023 MU International Trade Center Interns pictured (L-R, Front to Back): Aisling Kerr, Caleb Mitchell, Karlee Rindt (Student Assistant), Melissa Henderson, Alicia Shane, Libby Broadhurst, Mariah Oke-Thomas, Kate Rodgers, Christian Mergia, Ty Rouse, Even Ghebrai, Peyton Boyd, Dylan Wiles, Devin Bly, Jake Wilson, Grant Novinger (Student Assistant) and Sean Michel. Not pictured: Anh Ha Nguyen



Spring 2024 MU International Trade Center Interns pictured (L-R, Front to Back): Aly Edwards, Shiloh Ehlert, Lauren Sherwood, Natalie Rush, Joshua Dean, Ryu Taggart, Samantha Elia, Sayed Zabiullah Sadat, Elaine Roberts, Jack Kish (Student Assistant), Andrew Deyoe Vergara, Josh Pitts, Brady Schroff, Charlie Dake, McKinley Hopkins, Aaron Alter, Derrick Tatum, Austin Brewer, Grant Novinger (Student Assistant)

From left, Heaven Butler, Jenna Stalter, Braden Boulay, Rowan O’Connell and Jacqueline Kuntz.



TRULASKE TEAM RISES TO THE OCCASION AT PURDUE HR CASE COMPETITION

BY SARA DIEDRICH



Daryl Smith

For the first time the Trulaske College of Business sent a team to participate in Purdue’s HR case competition, which was held in the Mitchell E. Daniels, Jr. School of Business and included live cases from actual companies. Each team had 20 minutes to make their presentation and 10 minutes to answer questions from a panel of judges, including a key executive from the London Stock Exchange. There were eight teams in each division, including one team of international students. The experience allowed the students to “learn by doing” and apply the lessons they’ve learned at Trulaske into solving a problem at a real company.

Heaven Butler has always considered herself to be a hard-working student. After all, the Kansas City, Missouri, native holds down three part-time jobs while studying fulltime as a junior majoring in management at the Trulaske College of Business.

But Butler recently learned she can work even harder with the support of a team and mentors like Associate Teaching Professor Daryl Smith and Assistant Teaching Professor Christie McCullough in the Management Department. Butler was among a team of five Trulaske undergraduates who competed Nov. 2-3 in the HR Case Competition & Conference at Purdue University in West Lafayette, Indiana.

Smith was impressed with the Trulaske team’s performance but not surprised by the members’ ability to rise to the occasion. Most of the students are members of the Mizzou Chapter of the Society of Human Resources Management (SHRM).

“Their performance reinforced what I already know,” he said. “That we have a great college and great students who can compete with the best from around the world. Our students were able to showcase what they have learned at Trulaske during this event.”

The Trulaske team, which included Butler, Rowan O’Connell, Braden Boulay, Jacqueline Kuntz and Jenna Stalter, began preparing for the competition a month ahead of the event. It wasn’t until a week before the event that the Trulaske team received its case for the competition: dormakaba USA Inc., a global security group, had made several recent acquisitions and changed its organizational structure.

Equipped with a plethora of data from the company, Trulaske students went to work identifying the core problem and offering a solution, which included a plan, budget, and timetable for implementation. They also offered a list of measurable results that dormakaba could anticipate if it adopted the Trulaske team’s solution.

McCullough said it was thrilling to see the students commit to something difficult and then challenge themselves throughout the process.

“The students persevered through stressful situations, tight time constraints and limited information to produce a final presentation they were proud to present,” she said. “It required the students to stretch themselves, to take risks and put themselves out there.”

A Century of Service:

DELTA SIGMA PI CELEBRATES 100TH ANNIVERSARY

BASED ON AN ARTICLE BY ELLEYNA RUDMAN

On March 24, 1923, Royal Bauer, a professor at the University of Missouri, established the Alpha Beta Chapter of Delta Sigma Pi. This chapter of the coeducational professional business fraternity began with about a dozen students. A century later, the Alpha Beta Chapter of Delta Sigma Pi continues to thrive with 141 current members.

With a focus on professional development, Delta Sigma Pi ensures students are set up for success with opportunities to attend networking events and resume-writing sessions and to gain valuable career insight from professional speakers.

Additionally, the chapter actively participates in various community service events, including litter clean-up and food and clothing drives, and supports charitable organizations such as Tiger Pantry and



Members of the Alpha Beta Chapter of the Delta Sigma Pi fraternity attended the Grand Chapter Congress in Houston, Texas.



Members of the Alpha Beta Chapter of Delta Sigma Pi participate in a variety of community service activities, including volunteering at the local food bank.

Ronald McDonald House. The fraternity's commitment to student success and community engagement helps equip its members with the skills needed to succeed in their careers and prepares them to be compassionate and empathetic citizens.

Joe Jamiolkowski, the chapter's president, has first-hand experience of how impactful Delta Sigma Pi can be. "Delta Sigma Pi has been the best choice I have ever made," he said. "It has shaped my leadership skills and has helped me grow professionally. On top of that, I have made lifelong friendships."

Alpha Beta Chapter's anniversary is a testament to its dedicated students and alumni who look forward to a bright future ahead.

"It was my pleasure to work with students Mason Williams and Joe Jamiolkowski to celebrate the 100th anniversary of Delta Sigma Pi. To honor this milestone, students and alumni worked to endow a scholarship. In 1938 the Delta Sigma Pi chapter created a loan fund for students with financial need. The loan fund was named in honor of Professor Royal Bauer in 1960. Mason, Joe, and I worked to convert the loan fund, of approximately \$12,000, to a scholarship fund and endowed it this semester with \$50,000 so that it would be a perpetual gift for students of Delta Sigma



**Mason Williams,
Gay Albright, and
Joe Jamiolkowski**

I joined Delta Sigma Pi as an undergraduate student in 1982, and it has been my honor to serve the fraternity and work with students of the Alpha Beta chapter as their faculty advisor."

—Gay Albright



Don Fitzgerald, the alumni District Director for Delta Sigma Pi also serves on the Department of Management Advisory Board



The Robert J. Trulaske, Sr. College of Business hosted the annual Celebration of Success to recognize excellence and years of service among faculty, staff and doctoral students. The gathering was an opportunity to highlight the outstanding contributions in service, teaching and research and honored those celebrating milestone anniversaries at the University of Missouri.

CELEBRATION OF SUCCESS

EXCELLENCE IN SERVICE, TEACHING AND RESEARCH AT TRULASKE

Years of Service

5 YEARS

- Tonya Ford
- Marco Pantoja
- Ann Peng
- Anthony Ross
- John Schaubroeck

10 YEARS

- Scott Christianson

25 YEARS

- Aldis Jakubovskis
- Chris Robert

Bruce and Pam Walker
Outstanding Faculty Service Award

Mary Beth Marrs

Excellence in Teaching Awards

Rogers Award in Mentorship
Daryl Smith

The Rogers Teaching Excellence Award was endowed by a generous donation in 1988 by Mr. John W. Rogers who intended for the funds to be used to recognize teaching excellence in the Trulaske College of Business.

Council on Teaching Excellence Award

George Brand

- Creating an all-around exceptional educational experience (Overall)
- Excelling in more than one of the areas of mentorship, innovation, and rigor to create an exceptional learning environment for students.

Graduate (PhD) Management Studies

Outstanding Graduate Research Award
Alex Rainville

Outstanding Graduate Teaching Award
Dongchul Kim

2024 UPCEA Excellence in Teaching Award

J. Scott Christianson

The UPCEA Association Awards recognizes remarkable contributions to the field of online and professional education and presented at the Annual Conference in Boston, MA.



Jackie Rasmussen



Krista Hinrich

MU International Trade Center (MU IC), led by Management faculty member, **Jackie Rasmussen**, and adjunct faculty **Krista Hinrich**, was selected to receive the NASBITE International 2024 Program Excellence Award.

This award recognizes a leading-edge program developed by an institution/organization that has a demonstrated history of success and that represents a best-practice model of global trade education and/or practice.



Anthony Ross



Anthony Ross, Professor of Management, has been elected president-elect of the Decision Sciences Institute, effective May 1, 2024.

After a year of service in the role, he will become president of the institute for a year, followed by immediate past president on the board for the next year. He is only the second Mizzou faculty member elected to this role—the other was our own emeritus faculty member, the late Ron Ebert.



STUDENT AWARDS

The awards are dedicated to honoring University of Missouri undergraduate and graduate students.

TRU 20 Management Students

Jack Kish - Business Administration with an emphasis in Management, Minor in Entrepreneurship & Innovation and a Minor in Economics.

Sayed Zabiullah Sadat - Business Administration with an emphasis in Management and Certificates in Global Supply Chain Management, Global Business, and Digital Marketing.

Top 5 Management Students

Addie Dodson - Business Administration with an emphasis in Management, Mizzou Women's Golf Team Member

Tyler Kiemy - Business Administration with an emphasis in Management, a minor in Wellness, and a Fitness Programming and Management Certificate

Adam Klumb - Business Administration with an emphasis in Management, Minor in Entrepreneurship & Innovation. And Certificate in Risk Management and Insurance

Jonathan Schmidt - Business Administration with an emphasis in Management, member of the Mizzou Track and Field Team, Member of the Mizzou Cross Country Team

Ethan Van Keirsbilck - Business Administration with an emphasis in Management

2024 Mizzou '39 Award Management Recipients:

Adam Klumb - Robert J. Trulaske, Sr. College of Business; Moline, Illinois

- Emphasis: Management
- Minor: Entrepreneurship & Innovation
- Certificate: Risk Management and Insurance

Michael Moriarty - Robert J. Trulaske, Sr. College of Business; Elmhurst, Illinois

- Emphasis: Management
- Certificates: Global Supply Chain Management, Entrepreneurship and Innovation



Adam Klumb



Michael Moriarty

Emerging Leader Award

Justis Taylor - Honors Business Management Student, Cornell Leadership Program, Vasey Academy, Trulaske College of Business Ambassador



Justis Taylor



Addie Dodson

SEC Community Service Team

Addie Dodson - volunteered with the Special Olympics in several roles and has also been active with Columbia Public Schools. Other community service projects that Dobson has worked with include Moving Ahead and the Veterans Hospital, while also volunteering at various Mizzou Athletics events.

The Mizzou '39 Award



In the spirit of service that was the cornerstone of the 1839 founding of the University of Missouri, the Mizzou Alumni Association Student Board presents the Mizzou '39 Award to 39 outstanding seniors each year. Recipients are chosen for their academic achievement, leadership and service to Mizzou and the community.

2024 Management faculty mentors:

Shannon Breske: Mizzou '39 Faculty Mentor

Scott J. Christianson: Mizzou '39 Faculty Mentor

Mary Beth Marrs: Mizzou '39 Faculty Mentor



The Mizzou '39

MEET OUR FACULTY

RESEARCH 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 is an Assistant Professor of strategy and entrepreneurship. He researches topics involving strategic leadership, innovation, entrepreneurship and sustainability. His work

has been published in top journals such as the Academy of Management Journal, Strategic Management Journal, Journal of Management and the Academy of Management Annals. He is currently researching topics such as CEO psychological attributes, gender bias in entrepreneurship and the emergence of the renewable energy market.



John Arnold (Ph.D: Florida State University, 2020; MBA: The University of Georgia; Master of Divinity: Asbury Theological Seminary; Bachelor of Arts: Auburn University). Dr. Arnold is an Assistant Professor whose primary research interests focus on human resources staffing. His research has been published in the Journal of Applied Psychology, Personnel Psychology, and the Journal of Management and featured in the Harvard Business Review.



Charles Connaughton (Ph.D.: University of Washington, 2020; B.S., Semiconductor Electronics and Applied Physics, University of California – Berkeley, 2002). Dr. Connaughton is an Assistant Professor teaching strategy and entrepreneurship. His research uses machine learning to explore technology development and organizational learning. His work has been published

in Strategic Management Journal and Organization Science. Before pursuing his doctoral degree, he was a serial entrepreneur in social media.



Stephen Downing (Ph.D. – National Chiao Tung University, 2020; M.B.A. – National Chiao Tung University; B.A. – Tulane University). Dr. Downing is an Assistant Professor in the management department. 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. Before pursuing his doctoral degree, he co-founded a business-to-business software-as-a-service startup in Taiwan for small- and medium-sized service enterprises.

“I try to integrate research findings into practical suggestions that are actionable for students, such as encouraging female students to be more comfortable with negotiating to improve their outcomes and address the gender wage gap”

—Joel Andrus



Richard Johnson (PhD, Management, Texas A&M University; B.S., Geology, University of Miami) Dr. Johnson is a Professor of Management teaching 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, Journal of Management, and 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.



Joonyoung Kim (Ph.D. Human Resource Studies, Cornell University; M.S. Human Resource Studies, Cornell University; M.I.L.R. Human Resources & Organizations, Cornell University; B.A. Business Administration, Korea University). Dr. Kim is an assistant professor in the Management Department at the Robert J. Trulaske, Sr. College of Business. His research

focuses on how organizations can gain a competitive advantage through systematic human resource management practices. His key areas of investigation include strategic human resource management, where he explores how and when organizations can achieve desired firm-level outcomes by designing and implementing human resource management systems. Additionally, Dr. Kim is particularly interested in the intersection of human resource management, entrepreneurship research, and compensation research. The Human Resources Division awarded him the Best Student Paper Award for Human Resources-Entrepreneurship Research at the Academy of Management in 2020, 2022, and 2023.



Doug Moesel (PhD, Texas A&M University; MS, Oklahoma State University; BS, Oklahoma State University). Dr. Moesel is an Associate Professor, his 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 aManagement

Journal, and Journal of Business Venturing, among others.



Pyung (Joe) Nahm (Ph.D., Strategic Management and Entrepreneurship, University of Minnesota; MBA, Strategic Management, Seoul National University; BA, Economics, Northwestern University). Mr. Nahm will join the management department in the fall. He grew up in Ann Arbor, Michigan; Berkeley, California; and Seoul, South Korea. His research interests

are in strategy, entrepreneurship, and economic geography. He is particularly interested in studying industry clusters and how they affect local innovation and entrepreneurship outcomes.



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 an Associate Professor, and 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 Organizational Behavior and the Journal of Leadership and Organizational Studies. She serves on the editorial boards of the Academy of Management Journal, Journal of Applied Psychology, and Personnel Psychology.



Chris Robert (Ph.D., University of Illinois; M.A. University of Illinois; B.A. University of Vermont). In 2019, Dr. Robert is an Associate Professor and was named the Pinkney Walker Professor of Teaching Excellence, he is currently serving as the Management Department Chairperson. His research examines humor at work, 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 Associate Dean of Research. His research examines performance within buyer-supplier relationships, modeling and designing distribu-

tion networks/systems, inventory management, and 20 staff scheduling in service systems such as hospitals. His research has appeared in the 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. Management, Western Illinois University). Dr. Schaubroeck is a Professor of Management and the Robert J. Trulaske, Sr. Chair of Management. He oversees the department's doctoral program and its Promotion and Tenure Committee. His expertise includes psychological and behavioral

processes in leader-follower relationships, leadership development, negotiation, and employee stress and well-being. He has published 98 refereed journal articles and 14 book chapters. He currently sits on the editorial boards of the Academy of Management Journal, Academy of Management Perspectives, Journal of Applied Psychology, Journal of Management Scientific Reports, Journal of Organizational Behavior, Organizational Behavior and Human Decision Processes (formerly as editor-in-chief), Personnel Psychology, Research in Human Resource Management, and Research in Occupational Stress and Well-Being. He is a Senior Editor of the Journal of Leadership and Organizational Studies. Professor Schaubroeck is a Fellow of the American Psychological Association and the Society for Industrial and Organizational Psychology.

“Being surrounded by colleagues passionate about conducting top-notch research at Trulaske inspires me to do my best.”

—Ann Peng



Julia Stevenson-Street (Ph.D. Organization Behavior and Human Resources Management, Purdue University; B.S. Psychology, Grand Valley State University). Dr. Stevenson-Street is an Assistant Professor of Management. Her research focuses on corporate social responsibility and ethics studied at the individual level to understand how employees and job seekers are influenced by ethical practices.



Enlan Wang (Ph.D., University of Southern California; MLA, University of Chicago; BA, Sun Yat-Sen University). Dr. Wang is an incoming Assistant Professor in the Management Department. She grew up in China and has worked and studied in Europe, Singapore, and the U.S. Her research focuses on cognitive and behavioral strategies in the context of emerging technol-

ogies. Her current projects examine market categories and entrepreneurial imagination.

MEET OUR FACULTY

TEACHING FACULTY



Jay 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 Academic Programs for the Robert J. Trulaske, Sr. College of Business, overseeing the undergraduate BSBA degree program

(in-residence and online programs) and masters-level graduate programs (MBA, Master of Science in Business, Master of Science in Finance, and Master of Accountancy). In this capacity, she leads recruitment and advising of students; international initiatives, which include study abroad and the MU International Trade Center; and innovative educational initiatives.



George R. Brand (JD, University of Missouri School of Law; MBA, University of Missouri; BA, St. Olaf College). Mr. Brand joined the Trulaske College of Business in the Fall of 2022 as an assistant teaching professor in the Management Department. He has broad experience teaching and practicing law and is eager to connect with students in and outside the classroom.



Lauren Brengarth (PhD, Communication, University of Missouri; MA, Journalism, University of Missouri; Bachelor of Journalism, University of Missouri). Dr. Brengarth serves as the Assistant Dean of Student Programs and Director of the Trulaske Edge. As Assistant Dean, she works closely with Trulaske student organizations, Business

Career Services, experiential learning and professional development efforts, and is the building manager for Cornell Hall. Lauren previously was a faculty member at the University of Colorado Colorado Springs and spent five years working on-air at KOMU, Columbia's NBC affiliate. Her research and teaching focus on strategic communication, social media, ethics, and leadership. Dr. Brengarth is the recent founder and President of the Junior League of Columbia (a women's leadership nonprofit), is serving as the Heart of Missouri United Way community campaign co-chair and is on the MU Status of Women Committee.



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 an Assistant Teaching Professor and the Director of Study Abroad for the Trulaske College of Business. She is a member of the State of Missouri -

The CORE Curriculum Advisory Committee, serves on the STAR committee, sits on the advisory boards for Fraternity & Sorority Life & Disability Center, and serves as a Faculty Mentor to a Faculty Enrichment Program fellow.



J Scott Christianson (MA, Education and Human Development, The George Washington University; BA, Biology, University of Missouri). Mr. Christianson is an Associate Teaching Professor and serves as the Director for the Center for Entrepreneurship and Innovation. 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 advanced technology topics.



Tonya Ford (MBA, University of Missouri - Columbia; BS, University of Missouri - Columbia). Ms. Ford is an Assistant Teaching Professor, teaching Business Consulting, Entrepreneurship, Organizational Behavior, and Professional Development and serves as Editor of the Management Matters Report. She has received faculty awards for her

teaching, service, and mentorship to students and young professionals. Ford is, herself, an entrepreneur and is active throughout the business and entrepreneurial community of Columbia. She brings a wealth of experience in business consulting and executive coaching.



Tim Hill (M.Ed., Educational Leadership and Policy Analysis, University of Missouri; BA, Evangel University). Mr. Hill is an Assistant Teaching Professor with over 10 years of experience in teaching, student affairs, and academic advising at the University of Missouri's Trulaske College of Business. He teaches Introduction to Business and Professional Development, Intermediate Professional Development, and Advanced Professional Development. His background includes developing curriculum, advising student organizations, leading professional development initiatives, and presenting extensively on topics related to Generation Z, workforce readiness, and CliftonStrengths in the workplace. He demonstrates a commitment to student success and community engagement through his consistent university service on various committees and boards.

teaching, service, and mentorship to students and young professionals. Ford is, herself, an entrepreneur and is active throughout the business and entrepreneurial community of Columbia. She brings a wealth of experience in business consulting and executive coaching.



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 is an Associate Teaching Professor. He conducts research and has been published in 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.

“Teaching at Mizzou gives me energy, hope, and excitement for our future leaders! I am inspired by the students willing to work to solve challenging issues while creating a positive learning environment for all.”

—Shannon Breske



Stacie Kane (MA, Missouri State University; BS, Missouri State University). Ms. Kane serves as an Assistant Teaching Professor. She teaches Entrepreneurial Mindset, Principles of Entrepreneurship, Introduction to Entrepreneurship, and Principles of Management. Kane has over a decade of experience as an entrepreneur. She bridges her practical

application with academic theory. Kane is proud to be a part of Columbia’s dynamic entrepreneurial ecosystem.



Kihyung Kim (Ph.D., Purdue University; M.S., Yonsei University; B.A., Yonsei University). Dr Kim is an Assistant Teaching Professor, he 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. By modeling supply chains from the game-theoretic point of view, he delivers managerial insights into corporations’ social responsibility and joint production.



Mary Beth Marrs (Ph.D., University of Missouri; M.B.A., University of Missouri; B.S., Industrial Engineering, University of Missouri). Dr. Marrs is an Associate Teaching Professor and serves as the Director of the Cornell Leadership Program and Heartland Scholars Academy. She received the Kemper Fellowship for Teaching Excellence, the

Faculty Alumni Award, and the Distinguished Faculty Award. Dr. Marrs’ research has been published in Organizational Behavior and Human Decision Processes.



Christie McCullough (Ph.D., Business Administration, University of Missouri; MBA, University of Missouri; BS, Organizational Communications, Missouri State University) Dr. McCullough is an Assistant Teaching Professor. She teaches undergraduate courses in Organizational Behavior, Human Resource Management, and Principles of Management. She has also taught Organizational Behavior courses for the Crosby MBA and execMBA programs.



Marco Pantoja (MS, Personal Finance Planning, University of Missouri; BS, Financial Counseling, University of Missouri) Mr. Pantoja is an Assistant Extension Professor and 9-year United States Marine Corps veteran, in addition to being an Accredited Financial Counselor (AFC®). Mr. Pantoja serves the students of Mizzou as a Management 3000WI professor and as a TRiO Personal Finance Coach.

Mr. Pantoja also serves Missourians as the program director for the MU Extension Volunteer Income Tax Assistance (VITA) program.



Jack Pelikan (MAcc, Miami University – Ohio; BSBA, Miami University – Ohio) Mr. Pelikan is an Assistant Teaching Professor. His research and teaching interests include cybersecurity, intelligent automation, data analytics, enterprise resource planning (ERP) systems and stakeholder management. He has authored articles on various themes in

global trade journals such as Internal Auditor, InfoSecurity Professional Insights, and he has written a book on baseball history. Mr. Pelikan also attained his CISA and CISSP. He has more than 15 years of experience in the areas of project management, audit and compliance, business process consulting/reengineering/automation, information security and data analytics, with stints at the Big 4 firms, Fortune 1000 companies and a recent IPO.



Jackie Rasmussen (M.B.A., Oklahoma State University; B.S., Marketing & Management, Oklahoma State University) Ms. Rasmussen serves as an Assistant Teaching Professor and Director of the MU International Trade Center. She teaches International Business, Managing Global Trade and Project Management Fundamentals. With the support of Ms.

Rasmussen and the MU International Trade Center were recognized in 2016, when the Center received the U.S. President’s E-Award for Excellence in Exporting Services.



Daryl Smith (MBA, Washington University; BS BA, University of Missouri). Mr. Smith is an Associate Teaching Professor; his teaching areas include Management Principles, Human Resources Management, Diversity & Inclusion, Labor Relations & Collective Bargaining, and Compensation and Benefits. Mr. Smith teaches courses at both the undergraduate

and graduate levels. He has received faculty awards for teaching, advising and service, including the prestigious William T. Kemper Fellow for Teaching Excellence Award (2020) and Kappa Alpha Theta’s Top 10 Faculty in the Nation Award (2019). He is also an industry consultant specializing in leadership, organizational development, and strategy.

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

2022-2024

JOEL ANDRUS

Andrus, J., Callery, P., Grandy, J. (In Press) Appealing to the wrong stakeholder? The uneven returns of transparency in voluntary disclosures. *Organization & Environment*.

Andrus, J., Scoresby, R., Lee, J., Rainville, A., Smith, R., Syed, I. (2024) Going-in mandate as a contextual cue: New CEO regulatory focus and strategic change. *Journal of Management*. <https://doi.org/10.1177/0149206323120611>

Andrus, J., Lee J., Hom, P. (2023) Local labor market influences on executive turnover: Revisiting perceived ease of movement. *Journal of Management*. <https://doi.org/10.1177/0149206323118166>

JOHN ARNOLD

Van Iddekinge, C. H., **Arnold, J. D.**, Roth, P. L., Krivacek, S., & Frieder, R. E. (In Press). Making the grade? A meta-analysis of academic performance as a predictor of work performance and turnover. *Journal of Applied Psychology*.

Zhang, L., Van Iddekinge, C. H., Ployhart, R. E., **Arnold, J. D.**, & Jordan, S. L. (2023). The definition and measurement of human capital resources: A content and meta-analytic review. *Journal of Applied Psychology*, 108(9), 1486-1514.

Van Iddekinge, C. H., **Arnold, J. D.**, Lang, J., Lievens, F., & Aguinis, H., (2023). Work effort: A conceptual and meta-analytic review. *Journal of Management*, 49(1), 125-157.

Roth, P. L., **Arnold, J. D.**, Walker, H. J., Zhang, L., & Van Iddekinge, C. H. (2022). Organizational political affiliation and job seekers: If I don't identify with your party, am I still attracted? *Journal of Applied Psychology*, 107(5), 724-745

LAUREN BRENGARTH

Capizzo, L., Duffy, M., **Brengarth, L.B.**, Nzau, T. & Oduolowu, D. (2023). Permanent scars, improvisation, and new paths forward: Communication agency leadership responses to COVID-19. *Corporate Communications: an International Journal*.

SHANNON BRESKE

Breske, S., Koedel, C., Parsons, E. (2024) Field Interest and the Choice of College Major. *Economics Bulletin*

J. SCOTT CHRISTIANSON

J Scott Christianson. The Brave New World of Central Bank Digital Currencies. *Investments & Wealth Monitor*. Jan/Feb 2023.

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THE NEW CEO MOST LIKELY TO MAKE STRATEGIC CHANGES MIGHT NOT BE WHO YOU EXPECT

BY JOEL ANDRUS



Joel Andrus

Becoming a CEO is a pivotal moment, brimming with heightened visibility, responsibilities, and expectations. In a study by Joel Andrus, Assistant Professor of Management, the concept of “regulatory focus” sheds light on what drives new leaders and how this insight can inform organizational decisions.

Andrus discovered that CEOs high in “prevention focus,” driven by avoiding loss, counterintuitively adopt more strategic changes early in their career because they prioritize job security and firm stability.

Conversely, “promotion-focused” CEOs, motivated by achieving their best self rather than risk aversion, exhibit a reluctance to implement strategic changes early in their tenure which is surprising because these individuals typically are more risk-seeking.

Interestingly, Andrus noted that prevention-focused CEOs are particularly motivated to pursue changes early in their tenure when the former CEO was fired or when firm performance was down. The threat to job security propels them to prove their capabilities and meet expectations.

Understanding a CEO’s motivational profile is crucial for organizations. It influences not only the leader’s behavior but also the firm’s performance. Regulatory focus theory emphasizes that while goals may remain constant, individuals approach them differently based on their focus.

“Understanding a CEO’s motivational profile is crucial for organizations. It influences not only the leader’s behavior but also the firm’s performance.”

Context plays a significant role in predicting a CEO’s risk-taking behavior. By assessing whether a CEO leans towards prevention or promotion focus, organizations can better anticipate their approach to challenges and opportunities.

In essence, Andrus’s research underscores the importance of aligning a CEO’s motivational orientation with the demands of the role. Whether prevention or promotion-focused, each CEO brings a unique perspective that shapes their leadership style and ultimately impacts organizational success.

Andrus’ paper, “Taking Change as a Contextual Cue: How New CEO Regulatory Focus Influence Strategic Change” was published in the Journal of Management.

EMPLOYEE ATTITUDES ABOUT CORPORATE SOCIAL RESPONSIBILITY MIGHT SURPRISE YOU

BY SARA DIEDRICH

In today's business world, organizations are expected to engage in some corporate social responsibility (CSR), involving the environment, ethical/human rights, philanthropy or economics.

Organizations often tout their good work as part of their overall image, though it is not legally required. Research has even shown that companies that engage in CSR benefit from greater customer loyalty, new customer acquisition, and better employee retention.

But how do employees feel about their companies' CSR activities? Julia Stevenson-Street, assistant professor of management, said to assume purely positive attitudes among employees may be overly simplistic.

"Maybe 30 years ago people were more impressed with these sorts of CSRs, but now employees have more of an expectation and see some CSR as sort of the baseline," she said.

With that in mind, Stevenson-Street recently delved into the attitudes employees have about their employer's CSR activities and what she discovered is people feel positively about their company's altruistic activities if they believe their employer is engaging in CSR for the right reasons. Her research found that employees who felt ambivalent about their company's CSR activities were less likely to

engage in CSR activities at work, such as recycling or volunteering, and were less likely to help others at work.

"When I was diving into the attitude, I found out people can have both positive and negative attitudes at the same time – they like that their employer is doing these things, but they also see it as a risk," she said. "So, their attitude is both good and bad. I also discovered that there are people who just don't care – they're indifferent."

Stevenson-Street said understanding how employees feel about CSRs is important because the general population expects companies to contribute to the well-being of their communities and society. The challenge is how do organizations reconcile needing to engage in CSRs for their public image while satisfying employees who don't like the aim of the social responsibility or feel ambivalent about it?

Organizations using CSRs to project certain values might need to consider how to resolve issues that might arise among employees who don't share the same values or feel ambivalent or indifferent about the social responsibilities.

"How does that impact them at work and their well-being over time having to work somewhere where their values are not aligned with their employer's?"

Stevenson-Street said. "I can imagine that is very conflicting."

"There is almost nothing in the world that everyone agrees is good," So, why would CSR be the thing especially because it's very politically charged as well," she said. "And with the political landscape the way it is, this could just be more polarizing. How does that impact employees?"



Julia Stevenson-Street



THE DOWNSIDE TO AN ORGANIZATION'S POLITICAL ACTIVITY IS A SHRINKING POOL OF JOB APPLICANTS

BY SARA DIEDRICH



John Arnold

“The real downside with these political affiliations is organizations may be repelling up to one-third of the workforce.”

— John Arnold

In recent years, more and more organizations are entering the world of politics.

Some contribute money to political parties, in fact, the political contributions of Fortune 100 companies more than doubled between 2000 and 2018.

While the reasons behind the increase in political activity are varied among organizations, a recent study from John Arnold, assistant professor of management and Trulaske Dean's Advisory Board Faculty Scholar, found these actions are having a profound impact on the amount and type of potential employees these organizations attract. The research team found that one-third of participants said they did not apply to an organization because of its political affiliation or stances.

“That was striking to us,” said Arnold, whose research team gathered its information before and after the 2016 U.S. presidential election. “The real downside with these political affiliations is organizations may be repelling up to one-third of the workforce. [I]n an economy where there is a war for talent . . . companies that are making these political decisions are limiting their talent pool.”

Researchers gathered data from a survey of 334 job seekers. Participants were required to work in the United States, speak English as their first language and currently be seeking full-time employment. Among the findings, researchers discovered:

- Job seekers are aware of an organization's political affiliation and stances and consider them when seeking a job.
- The more a job seeker identifies with an organization's party affiliation, the more positive their reaction is to the organization and the more likely they are to pursue employment there.

- Job seekers who don't identify with an organization's political affiliation have decreased feelings of perceived similarity and liking of the organization.
- An organization's affiliation with political issues, such as gun control, also influenced perceptions of similarity and liking among job seekers.

According to the study: “This is the first test of the effects of organizational political affiliation on job seekers. This is important because there is no evidence regarding whether or how the increased political activity of many organizations affect their ability to attract job applicants . . .”

While political activism in business is nothing new, some research suggests organizations are predisposed to these actions based on their company leaders. Additionally, many CEOs believe an organization's core strategy should include addressing social problems. Some organizations choose to take political stands to build brand loyalty while others take political stands as part of their human resources policy.

Though researchers didn't delve into the implications of limiting the pool of potential job seekers, Arnold said, the shrinking pool of potential employees could lead to companies becoming more politically homogenous.

“I think we definitely show that it is likely to happen based on our results,” he said. “Companies that take these political stands will end up with a more politically homogenous workforce, and politics tends to be polarizing . . .”

The consequences of which are yet to be discovered.

Arnold's paper, “Organizational Political Affiliation and Job Seekers: If I Don't Identify With Your Party, Am I Still Attracted?” was published in the Journal of Applied Psychology.

The COVID-19 pandemic has forever changed the workplace

THERE IS NO GOING BACK—

BY SARA DIEDRICH

Amid the threat of a looming global pandemic in March 2020, leaders of public relations firms, advertising agencies and all forms of integrated communications were forced to shift gears quickly and make tough decisions or risk total collapse.

While pivoting to a predominantly remote workplace, leaders faced new employee burdens and responsibilities, client upheaval and the added stress of trying to hold together businesses charged while responding to chaotic world events. Some agencies were losing clients while others faced too much work with too little staff. Then, in the wake of the pandemic, came the increased workplace turnover of the “Great Resignation,” creating even more challenges for leaders trying to hire staff and maintain client accounts.

So, what type of leaders survived these seismic shifts that led to major functional changes?

A new study from a University of Missouri research team that included Lauren Brengarth, assistant professor of management, found leaders who were the most creative and innovative were most likely to survive due to their willingness to listen, reflect on their own values and find new ways to build more inclusive teams.

“We found that managers who wanted to not only survive the COVID-19 crisis, but thrive through the crisis and beyond, had to take a new approach that included innovation and understanding,” Brengarth said. “It was imperative to factor in the humanness of colleagues and clients and meet each of their constituents where they were during this time. These approaches are now embedded into management practices for modern, inclusive organizations.”

The study was based on interviews with agency leaders – vice presidents and above – of 18 large to mid-sized integrated communication agencies in the United States. The interviews were conducted between March and September 2023, lasting 24 to 63 minutes. The research questions were developed following a literature review on agencies, internal communication and leadership.

“People who began their careers working virtually and have continued in that mode indicated during our interviews that they would have to really think

about pursuing a job that required them to be in the office every day,” Brengarth said. “To hire new talent, managers have to take into account their expectations of work-life balance and give consideration to offering remote and/or hybrid options to attract new employees.”

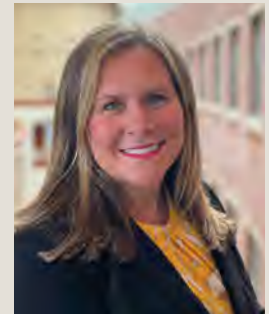
Among the main findings, researchers discovered:

- The circumstances of the pandemic encouraged improvisation and flexibility among the leaders surveyed, which generated fresh possible solutions to both new and long-standing challenges.
- Leaders found more success communicating with transparency and trust while providing space and autonomy to empower their teams rather than micromanaging them.
- Through difficult circumstances—and often going against traditional agency cultures—many leaders prioritized disclosure and open communication with their teams, while also working to overcome performative positivity and top-down management approaches.
- Demonstrations of care, empathy and a holistic recognition of employees as people—particularly during the periods of pandemic isolation—were crucial to building team resilience.

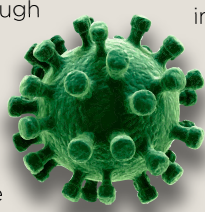
“Prior to this study, we had seen evidence in the workplace that times had changed, but our findings here reinforce [that idea]...” Brengarth said. Expansion of virtual collaboration, initially prompted by the pandemic, has spurred innovative thinking across various businesses, enabling improved adaptation to the needs of employees and stakeholders.

Researchers also found that while not every leader described or demonstrated flexibility, empathy and learning, the vast majority of those surveyed showed a clear change in their perspective toward leadership and management that has created both personal and structural workplace changes, such as new management styles, updated policies toward remote work and work-life balance.

“Workplaces were forever changed by the COVID pandemic,” Brengarth said. “Innovation and openness to change and caring for others were key to surviving through the pandemic and remain key components to attracting, retaining and motivating talented employees.”



Lauren Brengarth



The paper: “Permanent scars, improvisation and new paths forward: Communication agency leadership responses to COVID-19” was published in Corporate Communications: An International Journal.

#MizzouMade**CROSBY MBA GRADUATE
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TO HELP STUDENTS
LIKE HERSELF**

BY SARA DIEDRICH

The University of Missouri has always held a special place in Patti Baymiller's heart.

This is where she came to launch – and relaunch – her dreams of exploring the world outside her small Missouri hometown: first when she received a degree from the Missouri School of Journalism in 1978 and again in 1984, when she earned an MBA from the Robert J. Trulaske, Sr. College of Business. Each time, Mizzou delivered, and Baymiller went on to enjoy a successful career as a principal/business system consultant.

So, when life came full circle and Baymiller returned to Shelbina, Missouri, to care for her aging parents, she began to contemplate her legacy. One of her beneficiaries was obvious: Mizzou.

“Simply put – who had more of an impact on my life than the University of Missouri?” she said.

Baymiller recently endowed two scholarships at the Trulaske College of Business – both of which stem from her own experience as a Mizzou student. The first is for an undergraduate student who wants an international experience as part of their degree program.

“Simply put – who had more of an impact on my life than the University of Missouri?”

—Patti Baymiller

The second is for a graduate student who has an undergraduate degree in a non-business area and has returned to college after working for at least two years.

“An international experience is invaluable for anyone,” said Baymiller, who spent the summer after her freshman year in New Zealand through a 4-H exchange program.

Baymiller grew up in Shelbina, where her parents owned and operated Vernon's Flower Shop for 21 years. But Baymiller wasn't interested in taking over the family business. She had her sights set on broadcast journalism and came to Mizzou in the mid-1970s to pursue her dreams.

However, disillusioned after several years working in journalism, Baymiller quit her job and eventually returned to Mizzou for an MBA from Trulaske.



Patti Baymiller

“While I had a name-brand journalism degree, I didn't feel like I had many other marketable skills,” Baymiller said. “I thought an MBA would give me what I needed.”

Turns out, Baymiller's MBA was the perfect way to leverage her journalism degree and eventually land a successful career with American Management Systems Company (AMS) in Denver, Colorado. She soon made a name for herself as a talented technical writer with a sharp business mind – a skillset that opened the door to an opportunity with AMS in Germany.

Baymiller was asked to join the documentation team in Germany and spent the next two years managing the translation and delivery of thousands of pages of documentation involving customer care and billing systems for a new cellphone company. During her tenure with AMS, she completed similar assignments in England and around the U.S. with clients headquartered across the globe. She also received a master's certificate in organizational development/change management from Georgetown University in 1999.

By the early 2000s, Baymiller was experiencing some health issues and telecommunications worldwide was changing rapidly. AMS was changing, too; so, when Baymiller was offered a buyout, she took it. In 2006, she returned to Shelbina where she continues to live in her childhood home and look after her mother in a local nursing home. Her father died in 2019.

Reconnecting with Mizzou has reminded Baymiller, now retired, of the importance of giving back: “I want to help students along the way who were on the same path I was all those years ago.”

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Dear Readers,

I hope you've enjoyed reading pieces by our faculty about the technology landscape, and hearing about what's going on in the Management Department and the Trulaske College of Business. We're proud of our accomplishments, and we're working to maintain our upward trajectory in research, student success, and service at the local, state, national, and international levels.

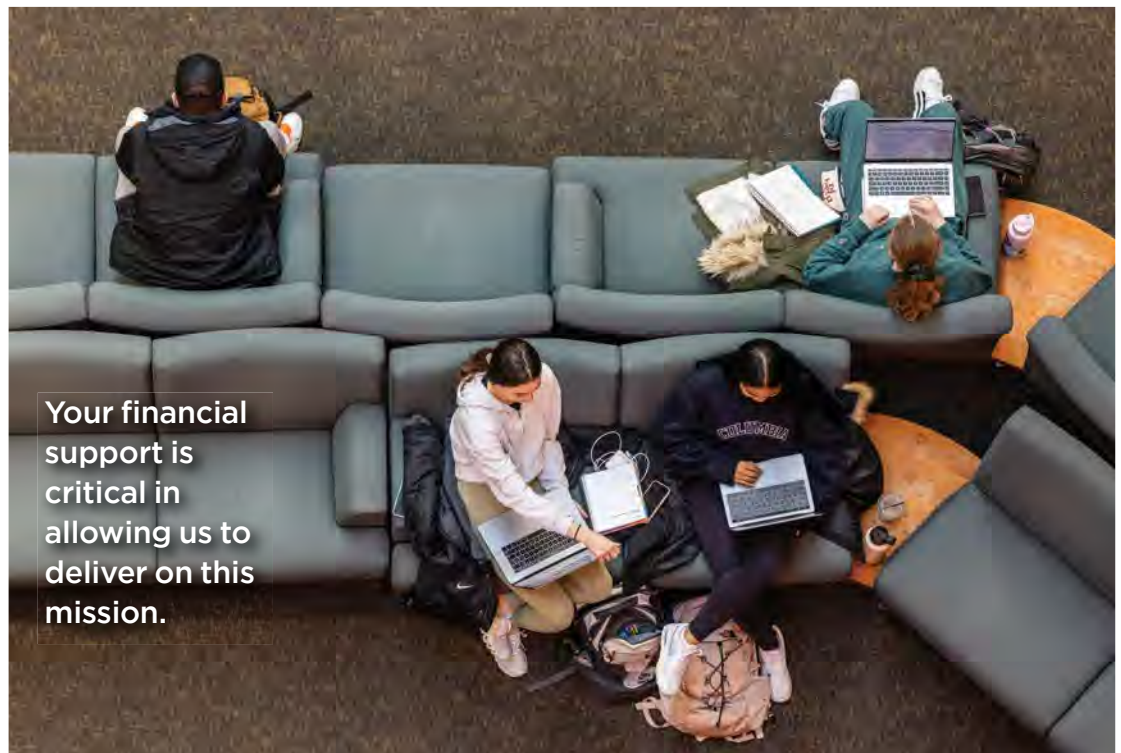
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In Memoriam



Ron Ebert
1938-2024

Dr. Ronald Ebert joined the faculty of the Department of Management in the College of Business back in 1973, serving as a professor until his retirement in 2003. During his career, he co-authored 19 textbooks, was a consultant to numerous companies and corporations and a member of many honorary and business societies.

Ron received his Bachelor of Industrial Engineering degree from Ohio State University in 1961 and his Master of Business Administration (MBA) degree from the University of Dayton in 1965. He then moved to Bloomington, Indiana, to continue his education at Indiana University. In 1969, he completed his Doctor of Business Administration degree (DBA) and where Ron joined the faculty at the University of Washington before beginning his tenure at the University of Missouri-Columbia.

He wanted those he knew to remember him in life with prayers and humorous stories.

Ron retired shortly after I arrived at Trulaske in 2000. However, over the next two decades he was actively writing his popular textbooks (which are still on the market), and he spent a lot of time in Cornell Hall researching and working on the next edition. That's when I got to know him. In countless watercooler conversations, I'd find myself caught up in Ron's stories. Most of these started with him saying "An interesting thing happened to me one time...." with a little gleam in his eye. And he was right: Ron led a full and interesting life. He'd regale you with stories about the college in the 1970s and 1980s, weird things that happened to him on the road as a consultant, or stories about fishing and the outdoors. He could spin a tale, but perhaps more importantly, he was also always interested in hearing about what was going on in OTHER peoples' lives. He was smart, humble, friendly, and kind. I think the phrase that most encapsulates how people in Cornell Hall feel about Ron is "he was a nice man." Indeed, one of the nicest.

Christopher Robert, PhD

Chair, Department of Management
Robert J. Trulaske College of Business
University of Missouri



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