

IBI NEWS

International Business Institute at the University of Missouri–St. Louis

SPRING 2020

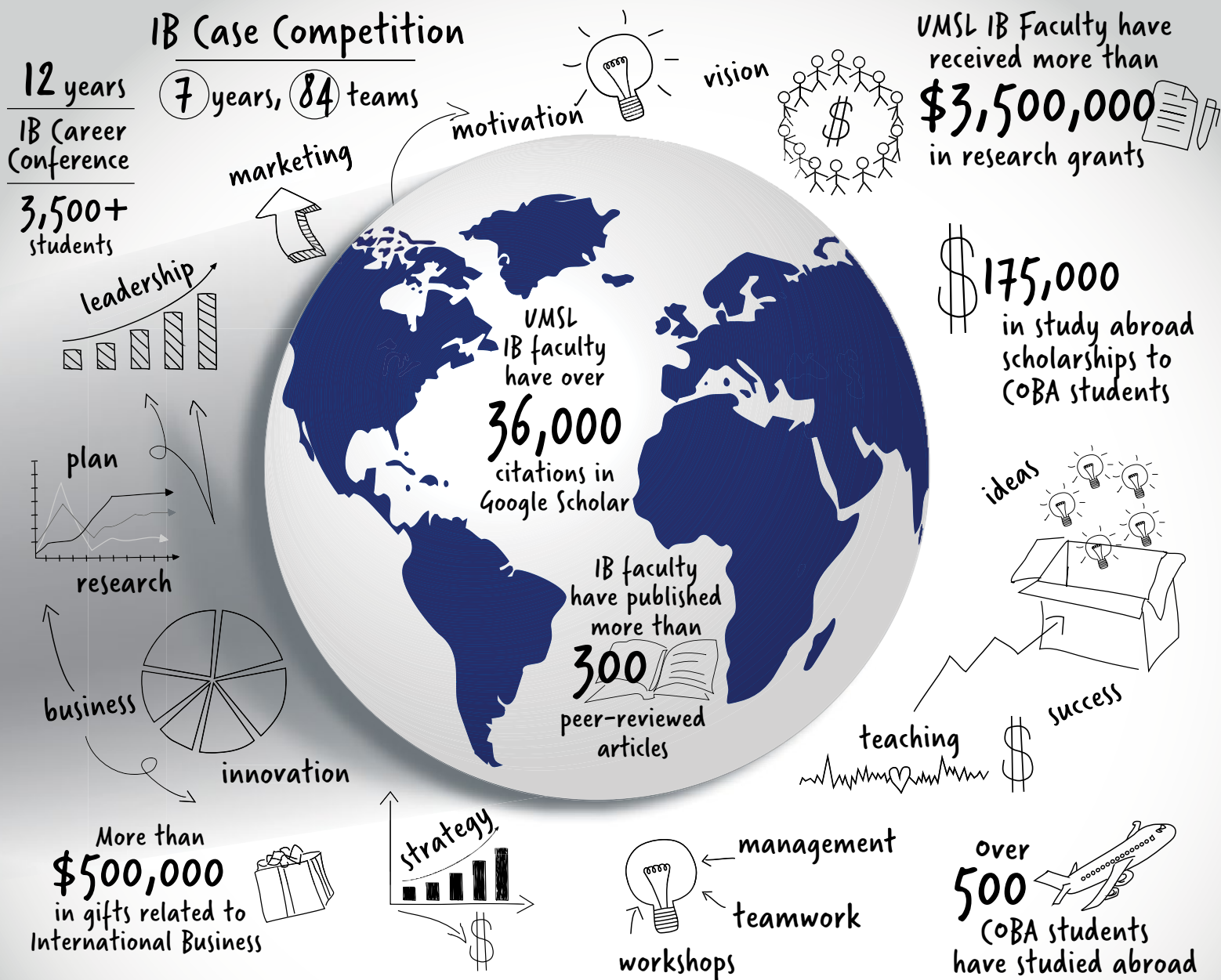
Transcending Boundaries

in INTERNATIONAL BUSINESS

UMSL Business
International Business Institute

Lighting the Path to Success

in International Business



Stay Engaged Stay Focused!

Aligning naturally with UMSL's mission of "We Transform Lives," the International Business Institute continues to be engaged in transforming students to become future global business leaders.

In this newsletter, we are excited to share a few important highlights:

- UMSL's International Business undergraduate program was ranked **Top 25 for 17 consecutive years in a row** in U.S. News and World Report;
- Our IMBA program with Nanjing University was recently ranked **Top 5** by MBA China and the Manager Magazine;
- IB Fellows published in leading academic journals and received multiple **research awards nationally and internationally**;
- We celebrated the **7th annual International Business Case Competition**, and this year's case competition will incorporate an innovative company visit feature;
- We offered **more scholarships** to help students participate in various study abroad programs, including a trip to Bremen in the summer, IMBAi in Aschaffenburg, and many others.



Dr. Gerald Yong Gao
Director, International Business Institute

These achievements are the result of the joint efforts from our world-class faculty, dedicated staff, the highly engaged Advisory Board members, and our talented and motivated students. In the future, we will stay focused with our central mission to further international business education through offering valuable cultural exposure to students, enhancing internationally-oriented research, and strengthening the linkage with the St. Louis business community. We look forward to another remarkable year!

International Business Institute Advisory Board

The International Business Institute Advisory Board includes academic and business leaders who are St. Louis based and global. Board members represent companies of various sizes. This linkage is critical to the ongoing development of the International Business degree programs at the University of Missouri–St. Louis. Business members of the advisory board provide valuable input about curriculum and internships for international MBA students and participate in classes and other forums to share their experience and knowledge with our students.

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International Business Development Professional, Former CEO of Anheuser-Busch International</p> <p>Ross Bushnell
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The International Business Institute at the University of Missouri–St. Louis publishes IBI News for alumni, faculty, students and staff. The newsletter highlights the people and programs that make the institute great.

International Business Institute
College of Business Administration
University of Missouri–St. Louis
350 J.C. Penney Building
1 University Blvd.
St. Louis, MO 63121-4400

314-516-4503
ibinstitute@umsl.edu
ib.umsl.edu



U.S. News & World Report's 2020 "America's Best Colleges" guidebook names the University of Missouri–St. Louis among the top 25 IB programs in the nation for 17 years and counting.

UMSL Business
International Business Institute

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Top international business journal recognizes Professor Janet Y. Murray for substantial research contributions

BY SARA BELL



Janet Y. Murray, the E. Desmond Lee Professor for Developing Women Leaders and Entrepreneurs in International Business and professor of marketing, received a silver medal from the Journal of International Business Studies. The award honors her contributions to the journal in its first 50 years of circulation. (Photo by August Jennewein)

Janet Y. Murray recently had the difficult task of parting with a small fraction of her literary collection. From the floor-to-ceiling shelves located in her University of Missouri–St. Louis office, she pulled and then shipped more than 300 books and journals to researchers in Ghana.

For an avid reader who begins and ends her day with reading materials in hand, Murray understandably had a tough time releasing a portion of the collection, even as a donation. But for one of the world's top international business researchers, her printed pieces took on additional meanings as sources of inspiration and keys to her success.

"Successfully engaging with this fundamental reading and learning component, complemented by a high level of motivation, intellectual curiosity, critical thinking and the ability to work independently is a crucial link to conducting high-quality research," she said.

Thanks, in part, to time invested in reading and reviewing scholarly works, the E. Desmond Lee Professor for Developing Women Leaders and Entrepreneurs in International Business and professor of marketing has been a frequent

award winner. She has received 10 best paper and research awards, two of which were for sole-authored papers, and was ranked 26th among 2,495 international business scholars worldwide in a 2008 study.

Most recently, she's been recognized for her lifetime research contributions – this time with a silver medal from the Journal of International Business Studies (JIBS). The award acknowledges work published in the top-ranked international business journal during its first 50 years of circulation.

"The award came as a pleasant surprise, as it is a great honor to receive such a prestigious recognition," Murray said. "I am humbled by being recognized among the best international business researchers in the world, some of whom I have looked up to and read their papers when I was a doctoral student."

JIBS, which is published by the Academy of International Business (AIB) and welcomes research from all business

disciplines, receives more than 700 submissions each year from top researchers around the globe. Only 5 percent of papers are accepted annually. Murray has achieved the rare feat of publishing multiple papers in the journal – six to date.

On March 21, JIBS released its list of honorees, which included platinum, gold and silver medalists. Silver medal recipients must have at least five substantial contributions to JIBS.

Murray and the other honorees will formally receive their medals in June at the AIB 2019 Annual Meeting in Copenhagen, Denmark.

In addition to her written work, Murray has contributed to JIBS and AIB in a variety of ways. She served as a JIBS Editorial Review Board member for eight years, guest editor, track chair for the AIB Annual Meeting, presenter, panelist and panel chair. She also served as president of the Women in the Academy of International Business.

Murray's research interests include global sourcing and international marketing strategies, learning and knowledge transfer, and competitive strategy in transitional economies.

In addition to her six papers published in JIBS, Murray's research has also appeared in the top journals in the world for marketing, management and strategic management.

She currently serves as an editorial review board member of six journals and has reviewed hundreds of papers over the years. Her research has benefited from the time-consuming process of evaluating the strengths and weaknesses of papers and providing developmental guidance to help authors improve their studies.

"Even though I have been out of school for many years, I'm still learning," she said. "Being able to review really good work and having to find problems in the work has given me a different perspective of what research is about. As a reviewer, it is very difficult to criticize top researchers' work. Learning how to be critical of the research conducted by others has helped me to be critical of my own work."



Alexis Bates, a senior majoring in liberal studies, has traveled across the globe on four study abroad trips. She's planning a fifth trip as an alumna. (Photo by August Jennewein)



Alexis Bates explores globe while pursuing UMSL degree

BY BURK KROHE



Alexis Bates stands on the Pont de l'Europe bridge. The international border between France and Germany runs down the middle of the Rhine River. (Photo courtesy of Sandra Trapani)



Alexis Bates looks to the Abu Dhabi skyline. (Photo courtesy of Alexis Bates)

Before the summer of 2017, Alexis Bates had never boarded a plane. Now, she can't stop booking tickets to crisscross the globe.

In just two years, Bates, a senior majoring in liberal studies, has become a seasoned international traveler thanks to her participation in four University of Missouri–St. Louis study abroad programs.

Between the summers of 2017 and 2019, she has journeyed to Belgium, China, France, the Netherlands and the United Arab Emirates. You would never know it looking at her passport full of stamps, but there was a time when studying abroad – traveling in general – seemed out of reach to Bates.

To study abroad or not to study abroad

Many schools featured study abroad programs prominently when Bates was vetting colleges. Still, they didn't seem particularly accessible.

"I thought it was something only a few people would do," she said. "I didn't think it was a big thing. I just didn't think I would have the opportunity to do it."

Bates thought, maybe, she would do one study abroad program by the time she was set to graduate from UMSL. Little did she know an opportunity would present itself much sooner.

Toward the end of Bates' freshman year, Sandra Trapani, her French professor, told her about a summer study abroad program in Strasbourg, France. Trapani directs the three-week program, which involves language classes and excursions to learn about the history and culture of the city.

She encouraged Bates to apply for it. Although

she doesn't recall all of the details leading up to the trip, there is one thing she sensed clearly at the time.

"I think she wanted to go abroad and see something outside of her view in St. Louis," Trapani said.

Bates applied – albeit a little reluctantly – and to her surprise, she was accepted.

"Even when I got accepted, I was like 'No, I'm not going to go,' because no one in my family had a passport," Bates said. "I couldn't get help from someone like that. It was me doing things on my own."

Preflight checklist

To fund the trip, Bates applied for, and received, the Bob Baumann Prize for International Studies. The scholarship provided \$2,000 for her travels. That turned out to be the easy part.

The process of applying for a passport was fraught, requiring a mountain of paperwork and numerous phone calls. Bates threw herself into the process, and Trapani helped her as much as possible, but it almost wasn't enough.

Officials called shortly before the trip; there was a problem with the passport photo.

"It was so frustrating," Bates said, recalling the situation. "I wanted to cry every single day."

With her dream of traveling abroad in jeopardy, Bates persevered and worked to remedy the situation. Her passport appeared the day before the flight to France.

It offered momentary relief before a turbulent first day in Paris.

Bonjour, France!

Bates landed in the French capital the day before the program officially started. Luckily, another student on the trip also arrived a day early, and they were able to navigate the City of Light together.

Getting around was fairly easy, as many Parisians have at least a limited grasp of English. However, Bates was eager to immerse herself in the new country.

"I did kind of force myself to speak French, and it just started everything off at a great point," Bates said.

That is, until the two students found themselves in a French ambulance. Bates' companion had a minor medical incident, requiring examination at a local hospital. Facing a difficult situation, Bates took control and communicated with the first responders.

"They didn't really speak English, and she couldn't really speak," she said. "It was at that point where I knew I had to step up. I felt very powerful at that moment."

It was certainly a memorable introduction to France, but it's not what Bates – or Trapani for that matter – remember most.

For Bates, it was taking French classes and the chance to interact with other international students at Institut Stralang, a language school, in Strasbourg. Trapani recalled her eagerness to explore the area during excursions.

Bates was the only student to take part in every optional activity offered on the trip. To Trapani, it was heartening to see a student so determined to experience everything.

"One of my favorite moments with her was one little optional trip where we walk to Germany," Trapani said. "I have a picture of her in her UMSL T-shirt with one foot in France and one foot in Germany. To me, it was just a powerful moment."

Belgium, the Netherlands and beyond

After the ordeal getting to France, Bates was confident she could study abroad again. She just didn't think it would happen so soon.

On a whim, Bates – at this point a sophomore – applied to a business study abroad program

Naturally, she couldn't turn it down and started packing her bags for a third time.

"Alexis is a wonderfully engaging student with a passion for international topics," Costello said. "She found our business visits interesting as she explored different industries from Shell's global research to Bayer's protected agriculture to Boeing's development of alternative fuels."

In fact, that passion has helped her earn an international business certificate.

Asian adventure

Bates took part in her fourth study abroad program this summer, traveling to China. The business program takes students to Beijing, Hangzhou, Nanjing, Suzhou and Shanghai.

While the European destinations – and even

Dubai – felt somewhat familiar, China was the greatest source of culture shock. Everything from the cuisine to maneuvering pedestrian spaces to paying for goods and services was slightly more difficult. It compelled Bates to make a greater effort to get outside of her comfort zone, especially when it came to food.

"In China, I tried everything," Bates said. "I was trying frog and squid and things I knew I wouldn't have tried back at home."

Of all the places she's been, Strasbourg still holds a special place. Bates remains in contact with the international students she met at the language school, and she still thinks of the picturesque scenery regularly.

"It was very beautiful," she said. "It just reminded me of what I want to wake up to every day – water and flowers."

There's still plenty of world to see, though. Bates said her goal is to visit a new country every two years. Right now, Greece and Australia are her two bucket-list countries, but they'll have to wait until she gets back from her latest destination.

At the behest of a friend, she plans to study abroad in Japan next summer as an alumna – not that her friend had to twist her arm.

Lessons learned

The most valuable lesson study abroad teaches students is that there are some things you can't learn in a classroom.

UMSL Global offers about 20 faculty-led short-term programs, as well as semester-long programs, on six continents and provides a number of scholarships to make studying abroad financially accessible.

Trapani believes taking students out of their element is one of the most impactful aspects of studying abroad. It was true of Bates. Being forced to learn and navigate the norms of the other countries taught her valuable lessons in mutual respect and empathy.

"I definitely learned to be humble about being in others' presence and learning how to respect their culture, even though mine is different," she said, admitting it wasn't easy at first. "It was hard for me because I hadn't been many places outside of my own hometown."

Traveling made Bates grateful for the freedoms and opportunities afforded to her back home, as well. She hopes to take these lessons into her future career as a school counselor – a profession she was drawn to by her desire to help others.

Currently, Bates is helping friends and family interested in seeing the world, something they weren't much interested in before her trips.

"I've inspired my family to get passports," Bates said. "Even my little sister has been to two countries already. She went to Costa Rica last year and Ghana this year."

She is proud of the impact she's had on her sister, who is in high school. Her sister was able to travel to Costa Rica on a class trip and to Ghana via a scholarship. Having a little guidance from her big sister didn't hurt, either.

"We really didn't have much as kids," she said. "Having this opportunity itself, being a young teen from north St. Louis going out of the country, it's pretty much unheard of."

Bates encourages anyone on the fence about traveling or studying abroad to make the leap.

"I've learned that opening up and just saying, 'Yes,' sometimes isn't the worst thing in the world," Bates said. "I always say, 'Don't limit yourself, but know your limit.'"

For now, it seems there are no limits for Bates.

"I think I can handle anything in the world."

Alumnae Gabrielle Clay, Nesmira Muratovic among Business Journal's 30 under 30 honorees

BY STEVE VALENTIK

Nesmira Muratovic has enjoyed the attention that's come her way the past month since the *St. Louis Business Journal* first unveiled its 2019 list of 30 under 30 honorees.

Muratovic, a 2013 graduate of the University of Missouri–St. Louis College of Business Administration, was still getting over the surprise of finding out she was being nominated when the list was announced with her on it, along with 2012 UMSL graduate Gabrielle Clay on June 6.

"It's been really cool," said Muratovic, now a retail risk & supervision oversight manager at TD Ameritrade. "At first it was a little strange because it made me realize that I guess I'm old enough to work in this industry, in finance."

As meaningful as the honor and all that comes with it – a photo shoot, Q&A in the Business Journal and award reception on July 11, 2019 at the Stiefel Theatre in downtown St. Louis – has been for Muratovic, it might be even more meaningful for her parents.

They fled Bosnia more than two decades ago with Muratovic and her two siblings amid ethnic violence and restarted their lives almost from scratch in St. Louis.

"My family moved here with absolutely nothing," Muratovic said. "They left everything they knew and literally came here with a backpack and no money. It shows them that it was worth it – that the last 20-whatever years, the struggles that they went through, the multiple jobs they worked, all the stuff that they did to survive paid off. They were both very emotional and very happy."

Because her family had spent so much time in survival mode, Muratovic hadn't always gotten to fully enjoy all her previous accomplishments – graduating from Bayless High School, attending college or landing her first finance job at Scottrade.

Muratovic got in the door there before she even finished her BSBA with an internship while a student in the Pierre Laclède Honors College.

She began working at Scottrade after earning her degree

"My family moved here with absolutely nothing," Muratovic said. "They left everything they knew and literally came here with a backpack and no money. It shows them that it was worth it.. all the stuff that they did to survive paid off."



UMSL graduates Gabrielle Clay (at left) and Nesmira Muratovic were among this year's St. Louis Business Journal 30 under 30 honorees. Clay is a senior project accountant at HOK. Muratovic is a retail risk & supervision oversight manager at TD Ameritrade. (Photo by August Jennewein)

"I just thought it was always a great school," Clay said. "My sister-in-law graduated from UMSL as well, and she's a pediatrician now. She gave me a really good recommendation before I started the school."

and worked her way up in the compliance department. When TD Ameritrade purchased Scottrade, Muratovic, after initially looking elsewhere, decided to transition along with many of her familiar colleagues.

"It's different because Scottrade was a private company," Muratovic said. "It was a lot smaller, and TD Ameritrade is publicly traded and three to four times the size in clients and in assets. The decisions are different, but TD Ameritrade kept a lot of Scottrade people in two offices here, so the culture is still there."

Clay, who grew up in Creve Coeur, Missouri, has experienced her own career shifts since she finished her degree in mathematics at UMSL.

Her original plan had been to get into actuarial science – something the university at the time did not yet have a degree program in – but Clay felt a pull instead toward accounting after taking courses as an undergraduate.

"I always loved numbers," Clay said. "After a few months of starting my first accounting

job, I knew that I loved accounting and that was the route I wanted to take. That was how it got started."

She spent a year and a half at a public accounting firm, Davis Associates in Florissant, Missouri. Then she moved to Cushman & Wakefield, working as a corporate accountant in the commercial real estate company's St. Louis office.

After another year and a half, she transitioned again to HOK, the worldwide design, architecture, engineering and urban planning firm, and now works as a senior project accountant.

"I think the best part of my job is that, especially in St. Louis, I get to see projects from start to finish, and I get to drive by them as they are being built," Clay said. "It's wonderful to think, 'Oh, I've been working on that project for the last year or two years or three years.' Just being a part of something in your hometown, that's one of the best things I like about my job."

Like Muratovic, Clay is grateful for the education she received at UMSL, which

helped set her up for success.

"I just thought it was always a great school," Clay said. "My sister-in-law graduated from UMSL as well, and she's a pediatrician now. She gave me a really good recommendation before I started the school. She loved it while she was there and so did I."

"I still think it was a great choice. I had really good teachers that wanted to see you succeed, and I used a lot of their office hours."

Her nomination for 30 under 30 was unexpected, and she's been a little overwhelmed by all the emails, cards, flowers and even gift cards she's received over the past month, including the reception on July 11.

"I wasn't expecting all of the attention," Clay said, "but I'm grateful."

International MBA program with Nanjing University lauded as one of China's leading dual MBA programs

BY STEVE VALENTIK

The University of Missouri–St. Louis' International MBA program provides immersive training in international business to students from around the globe with partner institutions in six countries.

MBA China and Manager Magazine recently recognized the partnership between UMSL's College of Business Administration and Nanjing University among the top 10 Best Chinese-Foreign Cooperative MBA Programs. The UMSL-Nanjing program ranked fifth on the list.

"To be ranked as one of the top five dual degree programs is a significant honor," said Joseph Rottman, the associate dean for graduate and international programs. "The China MBA market is incredibly competitive and this ranking shows the high quality of our IMBA program and how impactful our partnership with Nanjing University has been for both institutions."

The recognition bolsters the College of Business Administration's already strong reputation in international business. U.S. News & World Report has ranked UMSL's undergraduate international business program among the top 25 in the United States for 17 consecutive years.

Students in the International MBA program spend one year abroad, one year at home and complete an international internship en route to earning their degrees.

This combination of domestic and international coursework and the internship prepare both UMSL and NJU students for careers in many fields.

Students improve their international mindset and technical and managerial skills. The knowledge they gain while pursuing their degree leaves them well suited to compete and succeed in an increasingly complex global market.

UMSL has also partnered with universities in Taiwan and South Korea to offer the International MBA, giving students options to study how business operates around the world.

More than 150 American and Chinese students have been transformed by the innovative program between UMSL and Nanjing over the past 15 years.

MBA China is the largest MBA web portal in China. It offers comprehensive information on how to prepare for MBA national exam and develop interview skills, and it provides business school rankings and career guidance.

Manager Magazine is an upscale business journal, which provides business solutions and strategies to Chinese CEOs.

UMSL faculty and staff with International MBA students from Nanjing University and National Kaohsiung First University of Science and Technology.



College of Business Administration signs dual degree agreement with South Korean university

BY SARA BELL



Administrators from UMSL and Chonnam National University celebrate the signing of a dual degree agreement March 26 in Gwangju, South Korea. Associate Dean of Graduate and International Programs Joe Rottman (second from left) and Associate Dean Emeritus and Professor of Finance Tom Eysell (at right) traveled to South Korea to sign the agreement and meet with Associate Dean of Chonnam National University Graduate School of Business Eun Hee Kim (at left) and Dean Hyun-Chae Park. (Photo courtesy of Chonnam National University)



The University of Missouri–St. Louis has established a partnership in Gwangju, South Korea, thanks to a new dual degree agreement with Chonnam National University.

After a 2019 memorandum of understanding signed March 26, MBA students from UMSL and CNU can spend one academic year at the sister institution while becoming degree holders from both universities.

Administrators anticipate that the student exchange can begin as early as fall 2020.

"This is a way to internationalize our curriculum because the South Korean students will bring different perspectives, different business models, a different culture," said Joe Rottman, associate dean of graduate and international programs. "They will enrich our MBA classrooms, and the agreement presents an opportunity for UMSL students to earn an international MBA."

UMSL will charge in-state tuition to CNU students, and CNU will offer domestic tuition to UMSL students.

CNU is also accredited by the Association to Advance Collegiate Schools of Business and delivers its international MBA courses in English. Rottman notes that CNU business faculty members have impressive research records and that there is a movement among South Korean universities to internationalize curriculum.

CNU students will receive a similar experience at UMSL by learning from renowned professors and gaining a global perspective.

"When our South Korean students have a job interview, they will have a certification that is significantly more advanced than their counterparts," Rottman said. "The graduates who want to work for global companies are going to have a Western business perspective and have exposure to a Western management style. They will be far more marketable."

The College of Business Administration is working to develop additional dual degree partnerships across Europe.



UMSL Accelerate partners with Business for Israel study abroad

BY MEGHAN DAIRAGHI

Dan Lauer, founding executive director of UMSL Accelerate, emphasizes the importance of getting out of the classroom and into the world, so it makes sense that a study abroad trip was in order.

In June 2020, UMSL Accelerate will partner with Michael Costello, associate teaching professor of business and international business, in sponsoring a study abroad trip to Israel. What started as an international business trip will now also focus on entrepreneurial aspects. However, all students, not just business students, are invited to attend. The trip will take place June 5–19, 2020.

Since its foundation in 2016, UMSL Accelerate has produced innovative leaders with an entrepreneurial mindset ready to take on the world of business. Accelerate focuses on teaching students how to effectively turn their startups and other business goals into real, attainable results. After fulfilling the coursework and internship requirements, students earn an Interdisciplinary Entrepreneurial Certificate. As of 2019, students can also choose to earn a BSBA with emphasis in entrepreneurship.

Lauer is passionate about providing students

with the necessary skills to succeed in their ventures, even if they never start a business.

“It’s about arming students to move them further faster,” Lauer says. “Students may not even start a business, but they will learn skills around pitching and design thinking. It’s about learning how practical ideas work. College is the best place to tease out new ideas.”

Through Accelerate, students have the opportunity to intern in the St. Louis Cortex district. This district is a concentrated area off of Kingshighway and I-40 where students can rent office spaces, network with like-minded entrepreneurs, and gain real-world experience. Students intern for Ameren-sponsored startups there and earn a stipend alongside practical application.

However, exploring the entrepreneurial market outside St. Louis is essential for business students.

“Even if you don’t want to go into international business, you can’t help but consider it,” Costello says. “You’re going to be involved in the global economy. It’s important for students to understand how to make an effort in showing they care about other cultures.”

The aim of the trip is to excite students about the possibilities of their future businesses while experiencing international practices.

One of UMSL Accelerate’s goals is to be the number one choice for entrepreneurship study in the country. That can only happen if they experience global markets and utilize new strategies. Israel, considered the startup nation, is a great place to do so.

“We want to show students a dozen different companies and management styles and structures, so students can infiltrate other companies successfully and see the opportunities available for them,” Costello says.

Another goal is for students to gain fresh perspective of international business ventures. By seeing others who share similar goals, students can see they are not alone. They, too, possess the capabilities to be successful.

“Most students are talented, but they lack the self-confidence, so they undersell themselves,” Costello says. “The most important thing about this trip is to give them confidence and help them get inspired.”

Lauer agrees.

“We want UMSL students to know that they are just as smart as any other student. We all have it in us. We just have to believe it.”

U.S. News ranks international business program in top 25 for 17th straight year

BY STEVE VALENTIK

The University of Missouri–St. Louis has built one of the premier international business programs in the country.

That fact was affirmed again September 9, 2019 with the release of the annual U.S. News & World Report “Best Colleges” rankings, which placed UMSL No. 21 for undergraduate international business, marking 17 consecutive years in the top 25.

“I think to get this kind of sustained national recognition, you first have to have a really good program, and I think our study abroad, our international partnerships, our curriculum and our faculty are all world class,” said Joe Rottman, the associate dean for graduate and international programs in the College of Business Administration.

He noted that UMSL also maintains high visibility as the secretariat for the Consortium for Undergraduate International Business Education, an entity connecting about 40 schools with international business programs.

The College of Business Administration has made international business a focus since launching an undergraduate international business program in 1999 and the International Business Institute a year later. Gerald Gao recently took over as the institute’s director.

“It would be hard to imagine any area of business that isn’t global,” Rottman said. “Our students need to understand the global forces that are affecting international supply

chains, labor shortages and security risks. Our curriculum addresses those concerns.”

He said UMSL’s international business advisory board is currently in the middle of a top-to-bottom review of all areas – including accounting, marketing, finance, supply chain and analytics, management and information systems – to ensure that there is a global thread running through the curriculum.

Over the past 17 years, UMSL has awarded more than 1,000 international business degrees and has sponsored more than 500 study abroad trips. UMSL faculty also have ranked eighth in North America in research contributions to the Journal of International Business Studies since 2010.

UMSL top school in St. Louis region for social mobility

UMSL also received high marks in U.S. News’ first-ever list of Top Performers on Social Mobility with the top ranking in the St. Louis region. It was one of only two schools in Missouri to rank in the top 100.

The new ranking highlights how well universities have graduated students who receive federal Pell Grants and fits well with UMSL’s mission to transform lives. Students who receive Pell Grants typically come from households whose family incomes are less than \$50,000 annually, though most Pell Grant money goes to students with a total family income below \$20,000.

The rankings were computed after factoring the Pell Grant graduation rate and Pell Grant graduation rate performance, which compares graduation rates among Pell- and non-Pell students for each university.

Overall, UMSL remained in the top tier of the U.S. News rankings and was tied for 140th among all public universities.

The university also ranked No. 75 on the list of best undergraduate engineering programs among schools where a doctorate is not offered.

Steve Moehrle, professor and chair of the Department of Accounting, received the 2019 AICPA Distinguished Achievement in Accounting Education Award. (Photo by August Jennewein)





The IMBAi Global Master's School opened my eyes to a new way of doing business

I have been lucky enough to experience the IMBAi program on both sides of the Atlantic. In my first semester in the graduate business program, another student mentioned the tri-lateral program with German and Finnish students. The program takes place in St. Louis, Seinäjoki, Finland and Aschaffenburg, Germany. From the beginning, I was motivated to be in the program at all three locations.

The first program I attended was in St. Louis. The company we worked with was the St. Louis Economic Development Partnership, which is an umbrella company for many different organizations. The week was packed with meetings and getting to know the company we were working with. We also had some social activities for team building throughout the week. It

proved to be difficult but also rewarding, as we worked closely in international teams and learned a lot from our peers. It was truly a once-in-a-lifetime experience to have hands-on involvement with a corporation in St. Louis and to have a classroom comprised of nine different nationalities. Observing how companies operate in a collaborative space to ensure the product and mission are fulfilled gave me a practical knowledge that went beyond the classroom.

The second program I attended was in Seinäjoki, Finland. In Finland, we worked with a company called Prima Power. Prima Power works in the business-to-business market. For me, this was an entirely new market. Our schedule focused more on the social activities and experiencing Finnish culture. We had a nature-based trip, where we rode in a bus out of the city and were dropped off at a national park. We also had a traditional Finnish evening at an old house in the city where we had a chef come and make us a traditional Finnish meal.

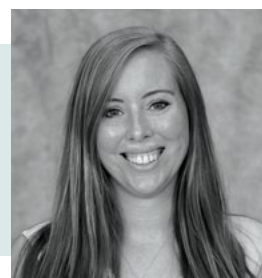
The final program to complete the tri-lateral program was in Aschaffenburg, Germany. In Aschaffenburg, our program was different than in the previous two locations. Instead of working with a company, we had a business simulation challenge with our class divided in five teams. During the simulation we dealt with real business obstacles and had to decide how to bring our products to the market and compete with our classmates'

products. During this program, we had many speakers come to our class and give presentations on their companies and how they face the market. In Germany, our unique cultural experiences included going for a long hike in the Spessart Forest. We saw the Rapunzel Castle and had a team building activity. During our hike, we were invited to a dinner with the vice president of the university. The restaurant offered traditional Christmas time dishes and drinks. Another part of the trip included a short day trip to Frankfurt where we met with the European Central Bank and discussed the difference between that and the Federal Reserve in the United States.

The tri-lateral program opened my eyes to many cultures and unique experiences that you cannot get sitting in a classroom for a semester. It posed many challenges that were rewarding and helped the students learn what it will be like to work in the business world in Europe and the United States. These courses have offered me real-world knowledge of networking with companies around the globe and the expertise of professors from great institutions.



ST. LOUIS // SEINÄJOKI, FINLAND // ASCHAFFENBURG, GERMANY



BY TIFFANY SEIPEL
MBA student





“In the future, I hope we will secure more resources with the help of the university, UMSL Global and the board members to facilitate those kind of trips [short-term travel],” Gao says. “The margin of impact on the student’s future is significant through study abroad.”

Dr. Gerald Gao appointed Director of International Business Institute

BY MEGHAN DAIRAGHI

Gerald Gao started as an assistant professor at UMSL in 2006. Today he is a professor of marketing in the College of Business Administration. With a PhD in marketing from the University of Hong Kong and a series of top-tier publications in international business and marketing journals, he is regarded as a highly accomplished academic professional. Now he can add one more line to his already impressive resume: Director of the International Business Institute (IBI).

Gao was appointed director in August 2019. He is preceded by Dr. Joseph Rottman. In this role, Gao wants to make the international business program as accessible to students as possible. As director, Gao will be responsible for providing students a high-quality international business program with meaningful opportunities. He feels passionately about study abroad programs that allow students to see firsthand the diversity they will encounter in their international business pursuits.

However, he recognizes that UMSL’s student population differs from other universities. “Sixty percent of our students are first-generation college students and don’t come from wealthy families.” Gao says.

Often students need financial aid to partake in these trips. In order to meet student’s financial needs as director, Gao encourages the creation of multiple scholarships and stipends for students. Gao knows it is essential to create linkage between UMSL, global business communities, and the IB Advisory Board in order to expand the program’s international business knowledge and afford students the opportunity to fully experience this program.

Gao understands that students may also have family commitments, full time jobs and other obligations that can make study abroad and other opportunities difficult. This is why he works to design week-long and other short-term programs to make traveling abroad easier. He believes seeing the world is an important part

of the international business experience. “In the future, I hope we will secure more resources with the help of the university, UMSL Global and the board members to facilitate those kind of trips,” Gao says. “The margin of impact on the student’s future is significant through study abroad.”

In addition to study abroad, Gao is supportive of UMSL’s IMBA program and sponsoring activities that provide students with real-world business experience. The case competition, which UMSL competes in annually, is a great example of the projects Gao loves. Students have just 48 hours to read, assess and create a practical solution to a real international business problem provided by various companies with locations in St. Louis. IBI’s fellowship programs enable the leveraging of world-class international business research generated by UMSL faculty.

IMBAi Program

INTERNATIONAL MASTERS OF BUSINESS ADMINISTRATION (INTENSIVE)

Students pursuing an MBA degree at the University of Missouri–St. Louis have the option to experience and see business through a global lens.

- Take two-week courses in Germany, Finland, or both, and apply it toward your UMSL degree
- Intensive instruction provided by international faculty
- Students participate in corporate visits, networking opportunities and cultural activities
- Evenings and weekends are open for a variety of cultural excursions, tours and social activities offered by the host university

The IMBAi is an excellent addition to the College of Business Administration IB offerings and helps to fortify UMSL’s strong international partnerships, including those in the MBA program.

CONTACT

Dr. Gerald Yong Gao
International Business Institute Director
gaogy@umsl.edu



SEINÄJOKI, FINLAND

Seinäjoki University of Applied Sciences

May 17–24, 2020

Global Master School



ST. LOUIS

University of Missouri–St. Louis

November 2020

Focus on Global Marketing Strategies



ASCHAFFENBURG, GERMANY

University of Applied Science

Aschaffenburg

May 2021

Doing Business in Europe and Beyond

FACULTY ACCOMPLISHMENTS

BINDU ARYA

Association Professor of Strategic Management

Significant Publications

Sahasranamam, S, B Arya, and M Sud (2020). "Ownership Structure and Corporate Social Responsibility in an Emerging Market", *Asia Pacific Journal of Management*, forthcoming.

Arya, B, D Mirchandani, and MM Harris (2019). "Personality and Pay Satisfaction: Exploring the Influence of Organizational Justice and Gender in South Africa", *International Journal of Human Resource Management*, 30(2), 219-250.

Horak, S, B Arya, and K Ismail (2018). "Organizational Sustainability Determinants in Different Cultural Settings: A conceptual Framework", *Business Strategy and the Environment*, 27(4), 528-546.

JAMES F. CAMPBELL

Professor of Supply Chain & Analytics

Significant Publications

Yang, L, H Li, JF Campbell (2019). "Improving Order Fulfillment Performance through Integrated Inventory Management in a Multi-Item Finished Goods System", *Journal of Business Logistics*, forthcoming.

Ellegood, W, S Solomon, J North, and JF Campbell (2019). "School Bus Routing Problem: Contemporary Trends and Research Directions", *Omega: The International Journal of Management Science*, forthcoming.

Otto, A, N Agatz, JF Campbell, B Golden, and E Pesch (2018). "Optimization Approaches for Civil Applications of Unmanned Aerial Vehicles (UAVs) or Aerial Drones: A survey", *Networks*, 72(4), 411-458.

MICHAEL J. COSTELLO

Associate Teaching Professor of Finance and Legal Studies

IB Activities

Organized and led Study Abroad to Israel; Taught Comparative Law course for pre-law students at Oxford; Served as the moderator at SLU School of Medicine, Bander Center on the Future of AI and Machine Learning in Medicine.

FRANK Q. FU

Associate Professor of Marketing

Significant Publications

Alsaleh, DA, MT Elliott, FQ Fu, R Thakur (2019). "Cross-cultural Differences in the Adoption of Social Media", *Journal of Research in Interactive Marketing*, forthcoming.

Fu, FQ, JJ Phillips, and PP Phillips (2018). "ROI Marketing: Measuring, Demonstrating, and Improving Value", *Performance Improvement*, 57 (2), 6-13.

Fu, FQ, MT Elliott, H Mano and, C Gallo-way (2017). "The Role of Affective Brand Commitment on Sales Effort", *Journal of Marketing Theory and Practice*, 25 (3), 257-273.

HUNG-GAY FUNG

Dr. Y.S. Tsiang professor of Chinese Studies and Curators' Professor of Finance

Significant Publications

Wang, LH, CH Lin, HG Fung, and TC Kao (2019). "Foreign Direct Investment and Downside Risk: Evidence from Taiwan", *Pacific-Basin Finance Journal*, 57, 101-114.

Gros, JG and HG Fung (2019). "Theorizing Sino-African Relations: a Constructivist Perspective", *Journal of International Relations and Foreign Policy*, 7(1), 39-54.

Chan, KC, A Fung, HG Fung, and J Yau (2018). "A Conceptual Framework for Teaching International Business", *Journal of Teaching in International Business*, 29(1), 4-19.

GERALD YONG GAO

Professor of Marketing

Significant Publications

Ju, M, JY Murray, GY Gao, and M Kotabe (2019). "Concurrent Sourcing Strategy of Multinational Firms in China: Drivers and Performance Implications", *Journal of World Business*, 54(6), 101015.

Gao, GY, DT Wang, and Y Che (2018). "Impact of Historical Conflict on FDI Location and Performance: Japanese Investment in China", *Journal of International Business Studies*, 49(8), 1060-1080.

Zhou, KZ, GY Gao, and H Zhao (2017). "State Ownership and Firm Innovation in China: An Integrated View of Institutional and Efficiency Logics", *Administrative Science Quarterly*, 62(2), 375-404.

Awards
Douglas E. Durand Award for Research Excellence, 2017

STEVE MOEHRLE

Professor of Accounting

Significant Publications

Moehrle, S, M Meckfessel, J Reynolds-Moehrle, P Stuerke, and J Wen (2018). "Developments in Accounting Regulation: A Synthesis and Annotated Bibliography of Evidence and Commentary in the 2017 Academic Literature", *Research in Accounting Regulation*, 30(2), 138-147.

Awards
American Institute of Certified Public Accountants (AICPA) Distinguished Achievement in Accounting Education Award, 2019

JANET Y. MURRAY

E. Desmond Lee Professor for Developing Women Leaders and Entrepreneurs in International Business

Significant Publications

Ju, M, JY Murray, GY Gao, and M Kotabe (2019). "Concurrent Sourcing Strategy of Multinational Firms in China: Drivers and Performance Implications", *Journal of World Business*, 54(6), 101015.

Kotabe, M, C Jiang, and JY Murray (2017). "Examining Complementary Effect of Political Networking Capability with Absorptive Capacity on the Innovative Performance of Emerging-Market Firms", *Journal of Management*, 43(4), 1131-1156. (Third prize, Best Paper Award Innovation Management, EBS, Germany)

Usui, T, M Kotabe, and JY Murray (2017). "A Dynamic Process of Building Global Supply Chain Competence by New Ventures: The Case of Uniqlo", *Journal of International Marketing*, 25(3), 1-20. (Best Paper Award, the Japan Academy of Multinational Enterprises)

Awards
Journal of International Business Studies (JIBS) 50 Years (1970-2019) Silver Medal for Exceptional Contributions to the Journal, 2019

EKIN PELLEGRINI

Associate Professor of Global Leadership and Management

IB Activities

Appointed Board Member, Executive DBA Council (EDBAC), 2019

Pellegrini, EK. (2019). Doctor of Business Administration (DBA) & Chess Connection, Saint Louis Chess Club, 29 March 2019 live interview broadcast during U.S. Chess Championships.

Pellegrini, EK. (2019). The UMSL DBA: Learning without Limits (A. Skinner, Interviewer). CEO Magazine, Vol. 30, pp. 26-29.

Pellegrini, EK. (2019). Paternalistic Leadership. In Oxford Bibliographies in Management. Ed. Ricky Griffin. New York: Oxford University Press.

JOSEPH W. ROTTMAN

Professor of Information Systems, Associate Dean of Graduate and International Programs

IB Activities

"Engaged Scholarship", Modern College of Business and Science, Muscat, Oman, 2017.

"Project and Team-Based Service Learning", Modern College of Business and Science, Muscat, Oman, 2017.

"Increasing Student Engagement through Student Activities", Consortium for Undergraduate Business Education, St. Louis MO, 2017.

L. DOUGLAS SMITH

Founders Professor of Supply Chain & Analytics

Significant Publications

Smith, LD, M Staten, T Eyssell, M Karig, J Feinstein, and C Johnson (2018). "Credit Usage, Payment Behavior, and the Accuracy of Consumer Credit Files", *Financial Services Review*, 27(1), 1-28. (2019 HSBC Award for outstanding research published in Financial Services Review)

Xu, L and LD. Smith (2018). "Combining Traditional Accounting and Value-Added Activity Measures to Maximize Supply Chain Performance", *Journal of Accounting and Finance*, 18(3), 80-93.

Rust, DL, LD Smith, DL Ryan, and J Zhang (2018). "The Other Side of Revenue Management: Managing Airport Infrastructure and Airside Operations", *International Journal of Revenue Management*, 10(3-4), 189-215.

CHIKAKO USUI

Associate Professor of Sociology

Significant Publications

Usui, C (2018). "Gender Equality in the Japanese Workplace: What has Changed since 1985?" In M Najafizadeh and LL Lindsey (eds.) *Women of Asia: Globalization, Development, and Gender Equity*. New York: Routledge.

Usui, C and RA Colignon (2017). "Lessons in Japanese Leadership: If the Bird does not Sing".

GAIYAN ZHANG

Finance Board Scholar and Professor of Finance

Significant Publications

Zhang, W, Y Zhang, G Zhang, K Han, and L Chen (2020). "The Dynamic Industry Return Predictability: Evidence from Chinese Stock Markets", *Emerging Markets Trade and Finance*, forthcoming.

Hasan, I, G Ramirez, and G Zhang (2019). "Lock-In Effects in Relationship Lending: Evidence from DIP Loans", *Journal of Money, Credit and Banking*, 51(4), 1021-1043.

Zhang, Y, G Zhang, L Liu, TD Renzis, and H Schmiedel (2019). "Retail Payments and the Real Economy", *Journal of Financial Stability*, 44, 100690.

Awards

Chancellor's Award for Excellence of Research and Creativity, University of Missouri-St. Louis, 2018
Research Excellence Award, Pacific-Basin Finance Journal, New Zealand Finance Meeting, 2019

GEORGE A. ZSIDISIN

John W. Barriger III Professor of Supply Chain Risk and Resilience

Significant Publications

Saunders, LW, WL Tate, GA Zsidisin, and J Mieczysyk (2019). "The Influence of Network Exchange Brokers on the Triple Bottom Line of Sustainable Organizational Networks", *Journal of Business Ethics*, 154(3), 849-868.

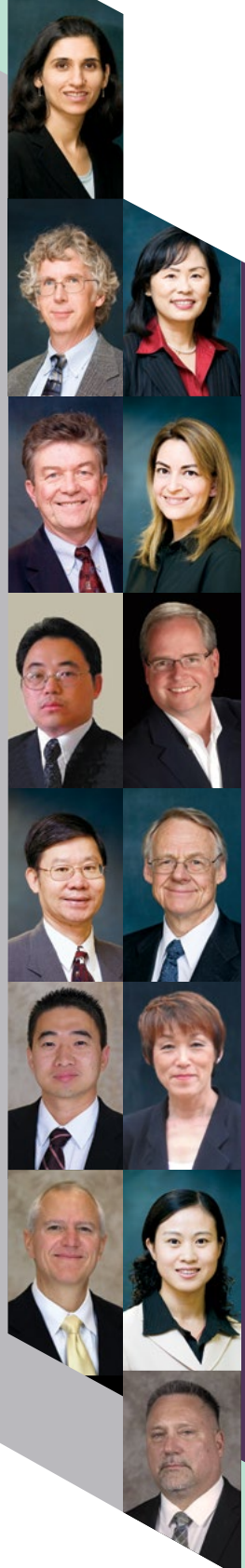
Caniato, F, M Henke, and GA Zsidisin (2019). "Supply Chain Finance: Historical Foundations, Current Research, Future Developments", *Journal of Purchasing and Supply Management*, 25(2), 99-104.

Gaudenzi, B, GA Zsidisin, JL Hartley, and L Kaufmann (2018). "An Exploration of Factors Influencing the Choice of Commodity Price Risk Mitigation Strategies", *Journal of Purchasing and Supply Management*, 24(3), 218-237.

Grants

Zsidisin, GA (P.I.), B Gaudenzi, and R Pellegrino (2018). "Investigating Supply Chain Approaches and Strategies for Mitigating Foreign Exchange (FX) Risk", Council of Supply Chain Management Professionals.

IBI FELLOWS



SCHOLARSHIPS

Name of Scholarship	Requirements	Value*
Robert B. Vining Jr. Memorial Scholarship	<ul style="list-style-type: none"> Minimum GPA of 2.5 IB Major or Minor Must use scholarship for study abroad to meet International Experience requirement Active member of the IB Club or IB Honor Society 	Up to \$3,500 Renewable Multiple scholarships available each year
David P. Gustafson Memorial Scholarship for Overseas Studies	<ul style="list-style-type: none"> Enrolled in the CoBA Must use scholarship for study abroad to meet International Experience requirement 	\$500 Non-Renewable
Messrs. Pang Yulam & Pang Kiyon Memorial Scholarship	<ul style="list-style-type: none"> Enrolled as an undergraduate in the CoBA and majoring in IB Junior or senior Minimum GPA of 3.1 	\$1,500
International Business Scholarship	<ul style="list-style-type: none"> Full-time student IB Major Must demonstrate need as determined by the FAFSA 	\$2,000 Renewable
International Business Advisory Board Scholarship	<ul style="list-style-type: none"> Minimum GPA of 3.0 IB Major or International MBA student Must use scholarship for study abroad to meet International Experience requirement 	\$2,000 Non-Renewable Multiple scholarships available each year
International Business Fellows Scholarship	<ul style="list-style-type: none"> Minimum GPA of 3.2 IB Major Must use scholarship for study abroad to meet International Experience requirement 	\$500 Non-Renewable
International Business Studies Matching Scholarship	<ul style="list-style-type: none"> Missouri resident Demonstrate need as determined by FAFSA Full-time student Pursuing a bachelor's degree in the CoBA with emphasis in International Business 	\$1,500
Smith Family Study Abroad Business Scholarship	<ul style="list-style-type: none"> Student in the CoBA Must use scholarship for study abroad to meet International Experience requirement Demonstrate need as determined by FAFSA 	\$1,500

To view a full list of scholarships and awards available through the College of Business Administration, please visit umsl.edu/services/finaid/scholarships. Students must apply online and have the application submitted to Dr. Gerald Gao at gaogy@umsl.edu.

*Actual awards vary by semester.



UMSL Business

International Business Institute

University of Missouri–St. Louis

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UMSL STUDENTS ABROAD

The study abroad programs at the University of Missouri–St. Louis provide International Business students the opportunity to experience unique cultures and businesses of other countries. This learning experience is essential to enhancing the students' abilities to appreciate and flourish in a climate of international business.

■ *Students participating in the IMBAi course in Finland.*

