

International Business *Newsletter*

IBNEWS



College of Business Administration University of Missouri-St. Louis



Tecnológico de Monterrey: Our Newest IMBA Partner School

The College of Business Administration signed its sixth International MBA partner institution: Instituto Tecnológico y de Estudios Superiores de Monterrey (ITESM). The agreement will focus primarily on the Puebla and Morelio campuses, two campus in the southern zone of national network of 33 campuses.

Dean Keith Womer visited the Puebla campus in late 2007 and found it to be well-suited to a partnership arrangement. In January, Drs. Allan Bird and Thomas Eyssell, International MBA Program Director and Associate Dean, respectively, met with the campus Academic Director, Drs. Roberto Palacios Rodriguez and Enrique Diaz de Leon to work out the details of the agreement.

According to Associate Dean Eyssell, “the ITESM MBA program is remarkably similar in structure to ours, and, taken with the enthusiasm all parties have expressed, will make this our smoothest partnership yet. I look forward to working with ITESM faculty and staff for many years to come, and expect that our students will find Puebla and Morelio to be wonderful places to study and learn about Mexican culture.”

The International MBA program has partnership arrangements with universities in Austria, China, India, Japan, France, and now, Mexico. The program is unique in the St. Louis region in that it entails both an extended period of study in a foreign country, and an internship experience in a foreign firm. Prospective students should contact Dr. Allan Bird (abird@umsl.edu) to discuss program details and admission requirements.



From left to right: Dr. Allan Bird, Dr. Joel Glassman, Dr. Keith Womer with ITESM Directors Roberto Palacios and Enrique Diaz at the signing ceremony in Mexico with our new partner ITESM.





From left to right: May Badra, Des Lee, Dr. Janet Murray, and Amy Warren, recipients of the Des Lee Scholarship for 2007/2008.

Des Lee Makes a Difference at UM-St. Louis

Des Lee turned 90 in August, 2007 and has given away a fortune in his lifetime. He has already contributed roughly \$50 million dollars, and he has with plans on giving away another \$1 million each year for the rest of his life. "I'm in the business of making a difference in the community. I'm a collaborator. I bring people together." Which is exactly what he did through the Des Lee Collaborative Vision (DLCV).

The DLCV began as a mere question to former University Missouri-St. Louis Chancellor Blanche Touhill when Philanthropist E. Desmond Lee asked "How can we strengthen ties between UMSL and the community?" The answer was the creation of the DLCV in 1996, an organization that would be underwritten by Lee and lead by Touhill.

Today the DLCV includes more than 30 professors, 100 community organizations and several government agencies and businesses. It has become an organization that links educational, cultural and social service institutions that work together to enhance education, create opportunities for disadvantaged people, and improve the quality of life throughout the St. Louis region.

A key component to the DLCV is the Des Lee Scholarship Program. The program is designed to encourage, in perpetuity, talented students to pursue studies in areas that are supported through the DLCV. The endowed professor selects a student in good academic standing, seeking a degree at UM-St. Louis and taking courses for academic credit. The student must also possess a solid mentoring, working relationship with the endowed professor and their specific DLCV discipline of study. The Des Lee Scholarship Program supports students who are interested in learning about the St. Louis community and how to work collaboratively to enhance the quality of life for everyone in our region. His influence extend well beyond the St. Louis community and out into the world.



Dr. Shankarmahesh Spends a Semester at Park Global

During the 2007 Fall Semester, Dr. Mahesh N. Shankarmahesh was in India teaching graduate students of Park Global Business School where he is Honorary Director. Besides teaching the Global Business Environment course to 19 graduate business students in India, Mahesh also taught International Marketing to undergraduate students at UM-St. Louis through the Internet-based Wimba system from India, waking up at 4:00 AM twice a week!

This was the first time Mahesh had taught in an Indian classroom, even though he had spent 18 years in classrooms in India as a student!



Our Partner in India Signs On

In December of 2007, Park Global Business School hosted a two day 'Management Development Program (MDP)' conducted by Dr. Allan Bird. Anusha Mahesh and Dr. Shankarmahesh had the pleasure and privilege of hosting Dr. Allan Bird, Eiichi Shibusawa Arai Professor of Japanese Studies and Director of the International Business Institute of the University of Missouri, St. Louis in Chennai. Dr. Bird conducted the two-day MDP on "Successfully Managing Across Cultural Differences" at the Raintree Hotel, Chennai. The MDP was attended by corporate participants from Irevna.com, an auto parts suppliers, as well as several consultants to provincial governments and others. The event was well covered by the media. Key takeaways were Dr. Bird's advice to managers to be open to the opportunities that differences create and to be flexible in working with those who are different.

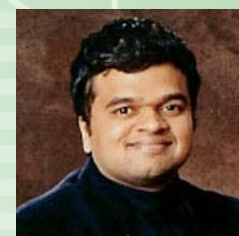
In December of 2007, Park Global also hosted a two day MDP conducted Dr. Sumit Kundu, Distinguished Professor of International Business, Florida International University. Anusha Mahesh and Dr. Shankarmahesh played privileged hosts to Dr. Kundu whose topic was "Strategic Alliances."

Dr. Bird also interviewed and selected four Park Global students who are expected to join UMSL's IMBA program in the Fall of 2008. These four represent the first cohort of Indian students in the IMBA.

Immersing the instructor in customary politeness and courtesy was a common feature. Even after months of cajoling, just one student felt comfortable calling Dr. Shankarmahesh by his first name. Instead, he was always addressed as "Sir."

There was rich diversity among students in terms of socioeconomic status, region of the country, religion and gender. However, all of them were very young adults. This is not surprising in a country where 50% of the population is less than 25 years old and 75% of the population is less than 35 years old.

While in India Dr. Shankarmahesh was invited to give a talk on "Total Service Quality Management" to the Coimbatore Management Association in the city of Coimbatore, India which was well received. He was also invited by Pondicherry University to give a lecture to students of the department of International Business. Mahesh's lecture topic in Pondicherry was "Revisiting Global Interdependence at the Individual Level". Pondicherry is the erstwhile capital of French India and is a "big small town" with a well preserved French quarter. Dr. Shankarmahesh also collected data in India for research project being carried out by Professors Haim Mano and Michael Harris.





ACCOMPLISHMENTS

» **DR. JAMES CAMPBELL** Smith, L.D., Campbell, J.F., and Mundy, R. "Modeling Net Rates for Expedited Freight Services", *Transportation Research E* 43, 192-207, 2007.

» **DR. TIMOTHY FARMER** Invited speaker at the 7th Annual Education Conference of the Institute of Management Accountant's Heartland Regional Council. The topic of his talk was "Accounting for Foreign Currency Transactions and Hedging Exchange Risk"

» **DR. HUNG GAY FUNG** "Rights Issues in the Chinese Stock Market: Evidence of Earnings Management" (Wai K. Leung and Jiang Zhu), *Journal of International Financial Management and Accounting*, 2008, 19(2).

"Impacts of Competitive Position on Export Propensity and Intensity: An Empirical Study of Manufacturing Firms in China," (with Gerald Yong Gao; Jingyong Lu; and Haim Mano), *Chinese Economy*, 2008.

» **DR. MICHAEL HARRIS** Presented a seminar at the ESSEC (France), entitled: "Dissatisfaction Guaranteed? Three Studies of the Antecedents of Pay Satisfaction" on January 8, 2008.

"Measurement Invariance of the Pay Satisfaction Questionnaire Across Three Countries" was published (coauthored with Lievens, Anseel, and Eisenberg) in the December, 2007 volume of *Educational and Psychological Measurement*.

» **DR. KAILASH JOSHI** Lee, K., Joshi, K., and McIvor, R., "Understanding Multicultural Differences in Online Consumer Satisfaction," SIGMIS Conference, Accepted for May 2007 Conference, St. Louis.

Joshi, K., and Iyer, V., "Guidelines for Implementing Offshoring Initiatives: A Stakeholder Analysis Perspective," Fifth International Smart-Sourcing Conference, Los Angeles, Sept 21-23, 2006, pp. 148-158.

» **DR. MARY LACITY** Rottman, J., and Lacity, M. (2008), "A US Client's Learning from Outsourcing IT Work Offshore," forthcoming in *Information Systems Frontiers*, Special Issue on Outsourcing of IT Services.

Lacity, M., Willcocks, L., and Rottman, J. (2008), "Global Outsourcing of Back Office Services: Lessons, Trends and Enduring Challenges," *Strategic Outsourcing: An International Journal*, Vol. 1, 1.

» **DR. JANET MURRAY** Janet Y. Murray, "Outsourcing, Performance, and the Role of E-Commerce: A Dynamic Perspective," *Industrial Marketing Management*, 2008, 37(1), pp. 37-45 (co-authored with Masaaki Kotabe and Michael Mol).

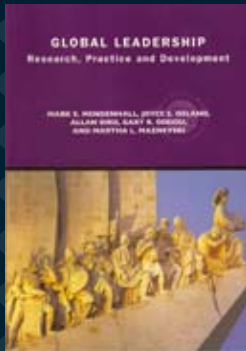
Co-Chaired: "Women Leaders in International Business Education: Four Deans Tell It Like It Is," 2007 *Academy of International Business Annual Meeting*, Indianapolis.

» **DR. DOUG SMITH** L. Douglas Smith, Donald C. Sweeney II, James F. Campbell, "Simulation of Alternative Approaches to Relieving Congestion at Locks in a River Transportation System", *Journal of the Operational Research Society*, 2008, in press.

L. Douglas Smith, Baiqiang Jin, "Modeling Exposure to Losses on Automobile Leases", *Review of Quantitative Finance and Accounting*, 29, 2007, 241-266.

» **DR. GAIYAN ZHANG** Jorion, Philippe and Gaiyan Zhang (2007), "Information Effects of Bond Rating Changes: The Role of the Rating Prior to the Announcement," *Journal of Fixed Income*, Spring, Pages 45-59.

Zhang, Yanying, Gaiyan Zhang and Hung-gay Fung (2007), "Prospects for China's Free Trade Agreements," *Chinese Economy*, March-April, Pages 5-35.



HIGHLIGHTS

ACTIVITIES



December, 2007 graduation ceremony in Nanjing, China for the first IMBA cohort



Dr. Dirk Mattfeld visited the UM-St. Louis logistics and operations management group in October, 2007 to explore opportunities for graduate students to participate in research exchanges on projects of mutual interest that build on our institutions' mutual strengths in analytical modeling of logistical systems. Dr. Mattfeld is chairman of the German Society of Operations Research working group for Logistics and Transportation, holds a chaired professorship at Braunschweig Technical University and heads the management information systems – management science department.



In a study published in the November 26, 2007 issue of Chronicle of Higher Education, UM-St. Louis's information systems faculty have been ranked third in the U.S. in scholarly productivity among all (375) universities offering a PhD program.



In recognition of his outstanding contribution to the field of industrial and organizational psychology, the SIOP Executive Committee, on January 25, 2008 elected Dr. Michael J. Harris as a Fellow of the Society of Industrial and Organization Psychology.

Research with Real World Applications



DR. JOSEPH W. ROTTMAN



DR. MARY C. LACITY

Harnessing the IT capabilities of a global network of suppliers is a challenge for many international firms. Recently, two UM – St. Louis faculty members published the results of an extensive, on-going research project aimed at helping practitioners meet this challenge. Dr. Mary C. Lacity and Dr. Joseph W. Rottman have interviewed over 230 people engaged in the offshore outsourcing of information technology development. Their results offer real solutions and guidelines for companies looking to manage an ever increasing demand for IT services. Their research details concrete examples of how to successfully engage offshore suppliers and ensure quality, manage cost and protect intellectual property. For example, a case study of a Fortune 500 biotechnology firm showcases the importance of understanding the social and cultural challenges and project characteristics which impact success. Additionally, a case study of a Fortune 100 manufacturing firm shows the importance of investing in social capital and knowledge transfer.

The value of their research comes from the insight of people “in the trenches”. In addition to interviewing CEOs, CIOs and senior managers, they met with over 65 line level employees and managers from client organizations and over 60 people from the suppliers’ delivery teams. This allowed the researchers to present balanced and effective practices for team leaders, project managers and program managers to improve the likelihood of a successful offshore engagement. Their research can be found in many practitioner outlets such as Sloan Management Review, the Cutter Consortium and their recent book, Offshore Outsourcing of IT Work.

INTERNATIONAL BUSINESS LEADERSHIP COUNCIL

Member Spotlight:

STEPHEN J. BURROWS

Stephen (Steve) J. Burrows has been with Anheuser-Busch for 28 years and is currently the chief executive officer and president of Asia Pacific Operations for Anheuser-Busch International, Inc., the international beer subsidiary of Anheuser-Busch Companies, Inc. He is a member of the strategy committee for the parent company; a board member of Anheuser-Busch International, Inc.; and serves on the boards of a number of Anheuser-Busch International subsidiaries. Burrows also is the vice chairman of the board of directors of Tsingtao Brewery Co., Ltd. and serves on the board for Harbin Brewery Group Ltd. in China and Crown Beers India Ltd. in India.

Before moving to the international operation in September 1992, Burrows was vice president of brand management for Anheuser-Busch, Inc., the company's domestic brewing subsidiary. In that position, he directed national and regional advertising, sales promotion, merchandising, packaging, research and other brand marketing activities for Budweiser and the company's other beer brands.

Burrows spent two years as vice president of consumer awareness and education for Anheuser-Busch Companies, Inc., directing the corporation's alcohol awareness and education programs as well as participating in numerous community and industry forums about responsible drinking. He also has been regional sales vice president for the southwestern region of the United States, and has held a number of other sales and marketing management positions since joining Anheuser-Busch in 1979.

Burrows serves on the boards of the Family Resource Center for Abused Children and the Center of Contemporary Arts in St. Louis. He also is co-chairman of the University of Missouri-St. Louis International Business Advisory Board and co-chairman of the Harbin-Anheuser-Busch Civic Development Fund for Harbin, China.

A native of Albany, NY, Burrows holds a bachelor's degree in psychology and geography from the University of Wisconsin at Whitewater and a Master of Business Administration from Lindenwood College in St. Charles, Mo.



Did you Know That...

» UM-St. Louis is the largest university in the St. Louis metropolitan area, and the College of Business is the region's largest AACSB accredited business school.

» The UM-St. Louis program in International Business is ranked #13 in 2007 in the *US News and World Report* and has been ranked in the top 20 nationwide for the past 5 years.

» UM-St. Louis is the home to 46 undergraduate programs, 30 graduate programs, and 13 doctoral programs and the only professional degree in optometry in Missouri.

» UM-St. Louis ranks #11 among small research universities nationwide.

» The International MBA program is the only 2-year 2-degree program in the nation that involves multiple partnerships, including Austria, China, France, India, Japan, and Mexico.

» The Honors IB program is the only program in the nation to offer an IB Degree through an Honors College.

» Students from over 108 countries study at UM-St. Louis, including Korea, China, the Netherlands, Saudi Arabia, Brazil, Bulgaria, and South Africa and represent 7% of students on campus.

» UM-St. Louis is the only university in the US with a Fortune 200 corporate headquarters on its campus. This has been a source of numerous internships and class visits and it holds the promise of many partnership opportunities.



Meet one of our International Business Majors: *Heather Nichols*



Heather Christine Nichols was born in Madison, Wisconsin and moved to St. Louis three and a half years ago to play volleyball with the UM-St. Louis intercollegiate team. She grew up in a little town outside of Madison with her two older sisters, younger brother, and mom and dad. She will be graduating in May with a Bachelor's of Science in Business Administration and a minor in Spanish. Heather is anxious to launch her career as a professional in marketing and sales with a global company providing opportunities to advance into an international position. In her studies she has placed an emphasis on Marketing, Management, International Business and Spanish and would love to be able to utilize all of them as a professional.

Heather studied abroad last year in Madrid, Spain at the Universidad Complutense de Madrid. While she was there she lived with three roommates -- from Korea, Argentina, and Canada. During her stay she was able to travel to several different countries, including France, Ireland, Germany, Italy, Morocco, and Switzerland. One of her favorite trips included traveling with her parents throughout Spain and then taking a ferry to Morocco.

While at UM-St. Louis Heather has loved almost everything. Her favorite classes so far have been The Role of the Global Corporation, International Marketing, and the Japanese Management System. Volleyball has definitely played a big part in her life at UM-St. Louis. Being part of an intercollegiate team has made her experience at UM-St. Louis even more special and rewarding.

She gained work experience in the banking industry with an emphasis on commercial banking which she was able to do during volleyball's off-season. She is currently a Promotional Assistant in the Study Abroad Office at UM-St. Louis helping with their marketing. She is also a Bridal Consultant for Brides by Demetrios, as well as a Bilingual Volunteer Intern at Language Access Metro Project utilizing her Spanish with the Spanish-speaking community in St. Louis. All of her experiences have helped her to further her knowledge of sales, marketing, and customer service in a business setting.

She is currently looking for a position in international marketing or sales in the Chicago or St. Louis areas after she graduates.

» UM-St. Louis is the most diverse university in Missouri with 17.3% African Americans and 5.7% from other ethnic groups.

» The St. Louis workforce contains more UM-St. Louis graduates than those of any other University. Our alumni network is second to none in St. Louis.

» Our faculty earn major awards, Dr. Greg Geisler and Betty Vining received the 2006 Governor's Award for Excellence in Teaching. Professor Michael Harris has received the system wide Thomas Jefferson Award. Dr. Hung-gay Fung, was listed as one of the most prolific authors in finance over the last 50 years. Dr. Janet Murray, was listed as the most prolific female researcher in International Business in the world.

» The College of Business Administration operates the largest student internship program in the St. Louis region in partnership with all of the major accounting firms and companies like Express Scripts, UPS, Boeing, Edward Jones, Anheuser Busch, Sigma Aldrich and others.

» The College of Business offers the only board-registered financial planning program in the region, and serves both students and practitioners.

» The University of Missouri – St. Louis is the area's only public research university. In the College of Business, the Center for Transportation Studies and the Center for Business and Industrial Studies conduct research involving students with St. Louis Business firms, non profit organizations and government.

ALLAN BIRD

E.S.S.A. Professor of Japanese Studies, *University of Missouri-St. Louis*

LINDA BOYCE

Global Services, Strategic Outsourcing, *IBM*

STEVE BURROWS

CEO & President, *Anheuser Busch*

ROSS BUSHNELL

Senior Vice President, Sales & Marketing, *Silgan Plastics Corporation*

STEVEN CARTER

Director of Technology, *An Alcoa Company*

MICHAEL COSTELLO

Founding Member, *Agreeco, LLC*

GILLES COTTIER

President Research Essentials, *Sigma-Aldrich Corporation*

THOMAS EYSSELL

Associate Dean and Director of Graduate Studies, *University of Missouri-St. Louis*

NORIHITO FURUYA

CEO, *IGB NETWORK Co., Ltd.*

JOEL GLASSMAN

Associate Vice Chancellor, Academic Affairs, *University of Missouri-St. Louis*

MICHAEL HACKETT

President, *Hackett Security Incorporated*

ALAN JARVIS

Commercial Risk Manager, *GMAC*

JULIUS JOHNSON

Associate Professor of Management, *University of Missouri-St. Louis*

RICHARD NAVARRE

CFO and Executive Vice President, *Peabody Energy*

AGNES REY-GIRAUD

Senior Vice President, Contacting and Strategic Sourcing, *Express-Scripts*

MIKE RUSSELL

Manager, International Sales, *Mark Andy Inc.*

DONALD TAYLOR

Global Escalation Director, *Microsoft Corporation*

ELIZABETH VINING

Senior Lecturer & International Business Club Advisor, *University of Missouri-St. Louis*

DAVID WANG

President, *The Boeing Company*

KEITH WOMER

Dean, *University of Missouri-St. Louis*

PETER K. YAM

President, *Emerson Electric Co.*

IB NEWS

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College of Business Administration University of Missouri-St. Louis

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The *U.S. News and World Report* ranked UM-St. Louis 13th as America's Best Colleges of 2008.

The Undergraduate International Business Program has been ranked in the TOP 20 for five consecutive years in a row



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The University of Missouri-St. Louis is an equal opportunity and affirmative action employer and educational institution committed to excellence through diversity.