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CREATING OPPORTUNITIES TO  
**FLOURISH**



CREATING OPPORTUNITIES TO

# FLOURISH

BAYLOR UNIVERSITY DEPARTMENT OF MANAGEMENT 2022 REPORT

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## Promoting Human Flourishing

A LETTER FROM THE CHAIR

**Emily M. Hunter**

CHAIR AND PROFESSOR,  
DEPARTMENT OF MANAGEMENT

**I**t is my pleasure to introduce you to our Department of Management in the Hankamer School of Business with this inaugural issue. We hope this publication can help us better connect and collaborate with you—our prospective students considering management, our alumni who carry the torch of principled leadership into the world and our corporate partners who are critical to our future successes.

When I entered the chair role in 2020, I worked with our faculty to draft a new department mission, outlined below.

**WE FULFILL GOD'S MANDATE TO PROMOTE HUMAN FLOURISHING THROUGH:**

- 1** Researching and teaching the effective management of systems and people
- 2** Practicing servant leadership and equipping principled leaders
- 3** Fostering collaboration and community

**Genesis tells us** that we are made in His image. We work together with God to bring His beautiful creation to fulfillment, with the help of God's grace. This is the creation mandate given first to Adam and Eve, a mandate that is then fulfilled in Jesus' Great Commission in Matthew 28.

“Therefore go and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, and teaching them to obey everything I have commanded you.

**Matthew 28:19-20**

Human flourishing is an essential part of God's mandate as we are called to make disciples of all nations. We are called to help people and systems thrive, not just survive. We are called to identify and promote the conditions that help people and organizations flourish. This is who we are as a department and who we are each called to be as Baylor University professors and staff.

My goal as chair has been to elevate and align our work with God's calling—He is calling us to excellence. Our new department vision calls us to a higher standard:

**Become thought-leaders who set the standard for research productivity, inspire students to become the next generation of principled leaders and facilitate student placement in roles that are consistent with their calling**

**We have made great strides** toward this vision, as you will see on the following pages. Our students are truly impressive emerging leaders who are not afraid to integrate their faith into their work. Our three majors are inspiring the next generation of principled leaders in the fields of supply chain management, human resources, consulting and more. Many of our faculty are trusted thought-leaders in their scholarly fields with important research that is impacting the future of how people work. Our faculty are leading efforts across the school of business to encourage all Hankamer students to engage in global experiences and pursue ethical leadership.

I invite you to join us in our mission and vision of promoting human flourishing.

**Emily M. Hunter**

Chair and Professor, Department of Management

# MANAGEMENT BY THE NUMBERS


**3 majors** 

- Management
- Human Resource Management
- Supply Chain Management

**21 Full-time faculty**

**416 student majors**



**14 publications** in top journals this year 

**8 undergraduate students** assisting in faculty research

**16 media and podcast interviews** to bring our research findings to the public

**2 faculty-hosted podcasts**

*Negotiation Innovation* podcast  
[negotiationinnovation.com](http://negotiationinnovation.com)

*Elegant Balance* podcast  
[kayleehackney.com/podcast](http://kayleehackney.com/podcast)

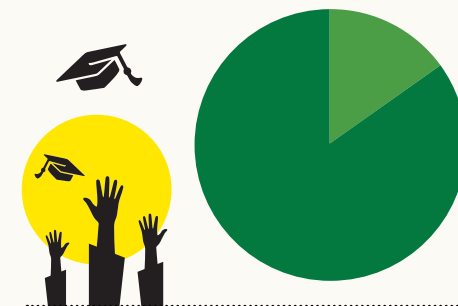
**119 alumni and corporate partners** engaged in classes

**4 networking events** with corporate partners

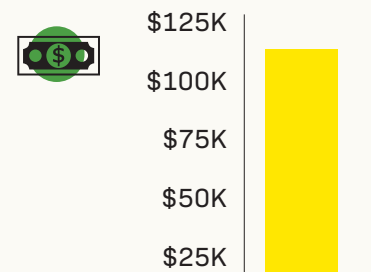
**21** Christian Leadership and Ethics events

**108 students** serving in campus student organization leadership roles across campus

**85% placement**  
90 days after graduation



**More than \$115k** in scholarships given to **54 students**



## Internal Dialogue

THREE UP-AND-COMING MANAGEMENT STUDENTS TALK ABOUT THEIR INTERNSHIP EXPERIENCES

### Peterson Jones

**MAJORS** Entrepreneurship and Corporate Innovation; Management

**EXPECTED GRADUATION DATE** May 2023

**INTERNSHIP COMPANY** Merchants Transfer Company (Mobile, AL)

“This summer, I was able to oversee and facilitate the operations of a third-party logistics corporation. Versatility was required, as I could be creating a financial report to track our productivity one week or unloading boxes coming from South America with a forklift the next. The biggest thing I have taken away from my internship has been that people value honesty and empathy above everything else in this fast-paced industry.”



### Mohan Korapala

**MAJORS** Information Systems and Business Analytics; Supply Chain Management

**EXPECTED GRADUATION DATE** May 2023

**INTERNSHIP COMPANY** Flex (Austin, TX)

“I oversaw the setup of a brand-new assembly line and focused on efficiency while reducing all safety hazards. I learned a lot about operational management as well as lean culture, 5S and Kaizen. I learned the importance of a clean and efficient plant and the downside of having unnecessary output when not needed.”

### Josie Peterson

**MAJORS** Supply Chain Management; Marketing

**EXPECTED GRADUATION DATE** May 2023

**INTERNSHIP COMPANY** KC SmartPort (Kansas City, MO)

“I maintained our marketing efforts through social media channels, scripted emails and website content. The most valuable thing I learned was the significance of developing relationships in business. Maintaining a robust network of people in your industry is a valuable way to stay informed and connected while maximizing your ability to learn from others.”



# Not Just Links in the Chain

BAYLOR'S SUPPLY CHAIN MANAGEMENT PROGRAM PREPARES THE NEXT GENERATION OF LEADERS

The Supply Chain Management major at Baylor University is committed to "Building Supply Chain Leaders." This major has existed in various forms since the mid-2000s, but supply chains are more visible and more critical than ever before. This major typically enrolls 160 students per year and graduates almost 70 students per year. Supply Chain Management graduates enter careers in areas such as:

- Supply chain analysis
- Warehousing and transportation
- Import and export logistics
- Purchasing and procurement
- Inventory management
- Consulting

A few decide to serve in the military supply chain or continue their education in top-tier supply chain management graduate programs. The most popular industries for our graduates include aerospace and defense, energy and grocery and consumer goods. Each year, Baylor graduates' starting average salary matches the national starting averages published by the Association for Supply Chain Management (ASCM).

Students build leadership skills in the Baylor ASCM student organization. In this environment, students strengthen their values as they interact with seasoned industry professionals, alumni and faculty.

Faculty members in the supply chain management major come from a variety of backgrounds, including the military, industry and global businesses. Many focus on researching current supply chain issues while others work to develop industry partnerships for our students.



The Daniel Heard Fund generously provides funding for student development, accounting for more than \$25,000 in student scholarships each year. Additionally, the fund enables the Baylor University ASCM student organization to make field trips to various supply chain-related facilities, conduct networking events and participate in national and in-house case competitions.



The Supply Chain Management major benefits from an advisory board composed of alumni and industry experts and executives. Current advisory board members have backgrounds in a wide range of industries, including medical, food and consumer goods, manufacturing, transportation and technology. Each year, students have numerous opportunities to be mentored by advisory board members.

In the past, supply chain leaders have typically worked behind the scenes to manage resources and ensure the efficient flow of goods and services to consumers. Today, supply chain leaders are increasingly thrust into the spotlight as they lead their teams through the newest supply chain disruption. Our program seeks to build the next generation of supply chain professionals who will work to keep those chains moving. Our graduates are prepared to collaborate with their supply chain partners to solve

human, logistic and technology problems and build resilient supply chains that will quietly but effectively maintain the quality of life for millions of people.



# Four Pillars of Success

The Human Resource Management (HRM) major at Baylor University is supported by four "pillars" that define everything we do.



## 1 PROFESSIONAL

To give students professional development experiences, we offer leadership opportunities within the program, connections to jobs and internships and networking opportunities. Students can also serve in the Bears' Association for Human Resources (BAHR) student organization. Financial and social support is available to help students develop their professional profiles and to participate in networking.



## 2 PREPARED

To develop prepared graduates who will become successful leaders in HRM, we offer a number of student events geared toward networking, education and professional development. Students also get help in connecting with corporate partners and industry leaders, and we provide rigorous, hands-on HRM courses that equip students to successfully reach their goals. Additionally, many students complete the SHRM-CP professional certification exam, which gives them an advantage when they enter the job market. Each year, Baylor HRM students are accepted into top-ranked graduate programs at schools such as Cornell University, Texas A&M University, the University of Illinois, the University of Minnesota and the University of South Carolina.



## 3 PASSIONATE

Baylor HRM is passionate about the work we do. This passion is poured into developing students to become successful HRM professionals who make a difference in people's lives and contribute to their company's success. More than anything, we want to help our students find their true calling and give each of them the means to build a fulfilling career.

## 4 PEOPLE-CENTRIC

We are people-centric in everything we do. Throughout the program, students enjoy the strong support of faculty and staff members. One-on-one faculty mentorship is an important part of the HRM program. We also work to strengthen the bonds of friendship among students, match students with industry mentors and plug students into our alumni network through professional development and mentoring events. Within the Baylor University HRM program, we care about the people we serve, and we care about one another.

# Outside Experience

BAYLOR BUSINESS CONSULTING PROGRAM PARTICIPANTS BENEFIT FROM FIRM PARTNERSHIPS

The Baylor Business Consulting Program is a comprehensive set of educational and real-world experiences that are designed to help students:

- Determine if a career in consulting is right for them
- Develop resumes and interviewing techniques to secure an internship or full-time job with a consulting firm

The program partners with multiple consulting firms to ensure that the consulting program is recognized and targeted for recruiting by a wide variety of firms. Firm consultants also offer invaluable resources, such as:

- Classroom instruction
- Judging of real-world consulting projects
- Mentoring for project teams and individual students
- Participation in networking events with Baylor's consulting student organization
- Participation in industry panels

The program owes much of its success to The Consulting Group at Baylor, one of the strongest student-led organizations on the Baylor campus. Students have also found increased success thanks to an arrangement that makes it possible for them to obtain a management degree with an emphasis in business consulting. Related coursework includes:

- MGT 4355 Management Consulting
- MGT 4330 Project Management
- MIS 3320 Systems Analysis and Design

## PARTNERING FIRMS



# Sending Students on an Upward Trajectory

Careers take flight with the Project Management Program



3...2...1...ignition...liftoff!

Use your imagination to picture a rocket launch. As the ship streaks upward on the end of a long arc of flame and smoke, the launch management team takes a brief moment to celebrate. But even before the rocket's vapor trail fades away, they're turning their thoughts to the next project.

Project management is the process of guiding a plan from the idea stage all the way through to final implementation. It involves the coordination of ideas, resources and a wide range of contributors that are essential for the project to be completed on schedule. If you're planning a wedding, you're a project manager. If you're opening your own snow cone stand, you're a project manager. If you're responsible for the launch of a rocket, you're a project manager.

Baylor University's Department of Management is committed to bringing well-prepared project managers into the marketplace who are able to make immediate contributions. We work to ensure that students succeed on certification exams, such as Certified Associate in Project Management (CAPM) and Project Management Professional (PMP). Additionally, we are launching a project management area of emphasis in the management major. It will include courses aimed at helping graduates more effectively communicate with senior executives, take on complex tasks and handle unexpected twists that develop along the way. In the end, we are focused on delivering managers of projects, not managers of checklists.

# Learning to Lead

STUDENT LEADERS SHARPEN THEIR SKILLS WITH LEADERSHIP PRACTICUM



The *Campus Leadership Practicum* course, MGT 4321, provides a unique learning opportunity for students who hold leadership roles across the university, such as professional organizations, fraternities, sororities, service organizations, and recreational clubs. Student leaders learn about leadership and apply lessons in the specific context of their respective organizations. An executive round table-style learning format that allows for students to share lessons they have learned with each other, alongside a supportive network of peers. Students increase self-awareness through self-reflection and assessment, and they explore how

their actions potentially impact their organization's members, just as a leader's actions in a workplace would influence their team's work experience. Students learn about coaching and practice peer coaching, with oversight and feedback from Clinical Associate Professor, Rachel Woods. Student leaders are required to track and report progress on their goals, so that when the course is complete, they leave with evidence of change. Following a transformational system, students achieve at least 21 new actions throughout the semester, related to seven core leadership skills. Additionally, as

a service project, student leaders in the *Practicum* venture across town to share insights about leadership with middle school and high school students. They also serve as guest speakers in a core management course, *Leadership and Organizational Behavior*, MGT 3305, to share leadership lessons and encourage fellow Baylor students to step up into leadership roles across campus. This transformational course is designed to help student leaders, their teams, and the student organizations they serve to achieve better results – all while earning management course credit for

# Maintaining a Competitive Edge

BAYLOR CONTINUES TO EXCEL IN NATIONAL UNDERGRADUATE NEGOTIATION COMPETITION



**BAYLOR UNIVERSITY'S TEAM PLACED 2ND** in the 2022 National Undergraduate Negotiation Competition. Pictured here (from left) are coach Matthew Wright and team members Kay Chi Pua and Jorge Ramirez.

**Did you know that Baylor's Hankamer School of Business is unique among business schools in its emphasis on students learning to negotiate and manage conflict in their business careers?** As our most popular business elective, each year we teach negotiating skills to about 400 students divided into small classes. Conversely, most universities offer this course only once a year to a few dozen students. We believe the interpersonal skills students learn in our negotiation classrooms are critical to their success in the business world and their personal lives.

For the past six years, the Department of Management has hosted a competition to highlight and grow student negotiating skills. The National Undergraduate Negotiation Competition hosts teams of two students each from 16 schools who compete head-to-head for cash prizes and Top Negotiator awards. Students experience negotiation scenarios with real stakes and receive feedback from judges who are business professionals with negotiation expertise. As a testament to the success of Baylor's emphasis on these types of skills, its teams placed second in 2018 and 2022 and won the competition in 2019.

# Making Their Mark

RECENTLY GRADUATED, THESE MANAGEMENT ALUMNAE ARE MAKING SIGNIFICANT CONTRIBUTIONS

## Ashley Brueggeman

**GRADUATED** December 2021

**COMPANY** SpaceX

**POSITION** HR Coordinator

“ I work on a wide variety of HR tasks such as engaging in daily employee relations topics and issues, conducting interviews, teaching the weekly onboarding class for new hires and assisting with site-specific special projects. My biggest accomplishment so far is being a part of this incredible company whose mission is to make life multi-planetary by enabling human life on Mars. It's so neat to play a part in the history being made by the work we are doing here.



## Lainey Chenoweth

**GRADUATED** May 2021

**COMPANY** Accenture

**POSITION** Consulting Development Analyst

“ I am a business process analyst for one of our energy clients assisting in the effort to integrate a new AMS (asset management system) throughout their company. This has included designing and building start centers within the database and writing scripts detailing processes for employees of the client. I also interact heavily within the supply chain component of the client's business and its teams within that sector.



## Lauren Clay

**GRADUATED** May 2021

**COMPANY** KPMG (Dallas, TX)

**POSITION** IT Strategy Consultant

“ My team and I serve as advisors to business chief information officers and IT leadership teams. We help our clients improve the strategic value of their technology investments by harnessing disruptive technologies, navigating complex application portfolios and implementing agile solutions. Ultimately, our goal is to create valuable solutions for our clients, better position them to achieve their business goals and help them navigate the complex and changing landscape of IT.

# Opportunities to Give

HERE ARE FOUR WAYS YOU CAN HELP STUDENTS CONTINUE TO THRIVE INSIDE AND OUTSIDE THE CLASSROOM

### Women in Leadership

Join us on a new proposal to empower our female business students in attaining leadership roles with female role models guiding and inspiring them. Future plans include an annual conference and a scholars program, and your support can ensure the success of these efforts.



### Joe A. Cox Endowed Fund for Human Resource Management

Help our faculty provide excellence in programming and skill development for HRM majors. This fund supports student scholarships, certification fee scholarships for the SHRM-CP exam, scholarships to SHRM conferences, career networking events, case competition travel and more.



### Daniel H. Heard Endowed Fund for Supply Chain Management

Support future supply chain managers through this fund, which helps to finance scholarships, career networking events, case competition travel and other means of enhancing our SCM students' career readiness.



### Christian Leadership and Ethics Fund

Help support our effort to "equip principled leaders, at Baylor and beyond, to fulfill their calling." This fund supports student experiences with Christian leadership in business, guest speakers, vocational calling, ethics case competitions and mission trips.



# Recognizing Exceptional Teachers and Researchers

THESE FOUR EDUCATORS HAVE BEEN NOTED FOR THEIR DEDICATION TO EXCELLENCE

Rachel Woods, J.D.



**BAYLOR UNIVERSITY  
OUTSTANDING FACULTY AWARD**

Professor Woods brings 17 years of experience in the leadership development industry to the classroom. One of the hallmarks of her teaching is a consistently creative approach through experiential learning while also embracing learning technology.

Josh Strakos, PhD



**HANKAMER TEACHING  
EXCELLENCE AWARD**

Dr. Strakos uses diverse and innovative methods in his Distribution Management and Operations Management classes. He is regularly a part of the Decision Sciences Institute's "Making OM a Better Class" track and collaborates with colleagues to develop cutting-edge curriculum which is free to instructors and students.

Matt Douglas, PhD



**ROBIN AND MARK HOWARD  
EARLY CAREER TEACHING AWARD**

Dr. Douglas approaches his course from a Christian-focused stewardship perspective: the operations manager must create value for customers while considering how value creation activity can be accomplished in balance with social responsibility and protection of the environment. Students appreciate his focus on experiential, relevant and timely learning experiences.

Matt Quade, PhD



**ROBERT AND ROBIN NITSCHKE  
OUTSTANDING RESEARCH AWARD**

Dr. Quade pursues a rigorous research agenda focused on ethical leadership, bottom-line mentality and amoral management. His publications in top academic journals have been recognized on at least 60 national or international websites, including *Harvard Business Review*, *Psychology Today*, *Economic Times*, and *Fast Company*.

## Journeys, Not Destinations:

THEORIZING A PROCESS VIEW OF SUPPLY CHAIN INTEGRITY

**I**ntegrity is considered an important corporate value. Recent global events have highlighted the challenges firms face in living up to their stated values regarding responsible and ethical behavior, especially when extended supply chain partners are involved.

Recent research by Matt Douglas, PhD on supply chain integrity provides a firm foundation for responsible and ethical supply chain behavior, and it could influence outcomes such as improved sustainability.

Firms are often blamed for "not having integrity"



**Matt Douglas, PhD**  
ASSISTANT PROFESSOR

or not having enough of it, but Douglas' research counters such a simplistic black-or-white view.

He found supply chain integrity to be an inter-firm, evolutionary process in which multiple stakeholders (e.g., consumers) now have a say in how firms and supply chains operate. Integrity will not likely be a fixed end state, particularly as consumer sentiments change.

For example, recent global events have caused firms to make public statements about their positions on important social sustainability topics, such as racial inequality. Some firms have stated explicit goals and time frames for goal achievement. However, despite the rhetoric, it is not yet clear how these firms will address this issue across their supply chains, or how resulting policies and practices will affect the communities in which their supply chains operate.

The supply chain integrity model developed in this research could be used as a helpful tool for leaders to create necessary change to align values and supporting statements with internal corporate culture while also influencing and affecting stakeholders across the supply chain.

**Reference**

Douglas, M. A., Mollenkopf, D. A., Castillo, V. E., Bell, J. E., & Dickey, E. C. (2021). Journeys, Not Destinations: Theorizing a Process View of Supply Chain Integrity. *Journal of Business Ethics*, 1-26.

## Destigmatizing Pregnancy in the Workplace

**P**regnancy is often met with excitement and celebration. But not always in the workplace. Instead, it can be met with negative stereotyping, social isolation and rude interpersonal treatment at work.

Pregnant employees are at risk of pregnancy discrimination. Though it is illegal, research shows that pregnancy discrimination still takes place today. This might take the form of lower performance expectations, being transferred to less desirable shifts or assignments or inappropriate jokes and intrusive comments.

**Kaylee Hackney, PhD**  
ASSISTANT PROFESSOR



When women perceive that there is pregnancy discrimination at work, it causes stress. It not only threatens their career trajectory and success, but it also requires physical and mental effort to manage it. There is a question, then, as to how this stress impacts the mother and her baby.

In a recent study, Kaylee Hackney, PhD and her colleagues found that pregnancy discrimination not only causes stress for pregnant employees, but that it can also lead to increased postpartum depressive symptoms for the mother and lower birthweight, lower gestational age and an increased number of doctor visits for the baby.

The good news? In a follow-up study a few years later, Hackney and her colleagues found that the babies showed no lasting negative effects from their mothers' perceived pregnancy discrimination and stress. But their findings also showed that the mothers continued to suffer from poorer health, depressive symptoms and parental stress.

These results highlight the far-reaching effects of pregnancy discrimination and the importance of taking it seriously. Employers can take steps to prevent workplace pregnancy discrimination by helping employees negotiate parental benefits, offering flexible work arrangements, accommodating time off for doctor appointments, facilitating interactions with coworkers and ultimately creating an inclusive organizational climate that allows pregnant employees to thrive.

**Research Basis**

Hackney, K. J., Daniels, S. R., Paustian-Underdahl, S. C., Perrewé, P. L., Mandeville, A., & Eaton, A. A. (2021). Examining the effects of perceived pregnancy discrimination on mother and baby health. *Journal of Applied Psychology*, 106(5), 774-783.

Hackney, K. J., Daniels, S. R., Paustian-Underdahl, S., Jones, K. P., Brady, J. M., Cortina, L. M., Li, Y. (2022). 5 ways managers can support pregnant employees. *Harvard Business Review*. [hbr.org/2022/01/5-ways-managers-can-support-pregnant-employees](https://hbr.org/2022/01/5-ways-managers-can-support-pregnant-employees)

# Ethics: Always Good for Business

CHRISTIAN LEADERSHIP AND ETHICS PROGRAM GIVES FUTURE BUSINESS LEADERS A DISTINCTIVE VOICE



**O**ur mission in Christian Leadership and Ethics is to “equip principled leaders, at Baylor and beyond, to fulfill their calling.” Our goal is to help students, alumni and other stakeholders



**MATT QUADE, PHD** directs the Christian Leadership and Ethics Program

to identify and live out their vocational calling and grow as leaders who exemplify and communicate the importance of ethical behavior and service in addition to maximizing profit. We

believe it is imperative for us as Christian leaders to offer a distinct Christian voice when it comes to leadership in business. A dynamic leadership voice that is rooted in the truth of God’s word is unique in higher education. We believe building upon such a foundation offers those we reach with a great opportunity to grow in leadership.

To achieve this goal, we run multiple programs each academic year. First, our Christian Leadership in Business (CLB) Scholarship Program is a transformational Christian leadership development program. Each year, CLB students get to learn from faculty who deliver Biblically-rooted content, connect with Christian leaders in industry, engage in mentoring

relationships with faculty, and exhibit servant leadership in the Business School. This program typically includes 25–35 students per year. As a part of the CLB program, every spring we host the Paul J. Meyer Christian Leadership in Business Scholarship Banquet. This banquet annually gives students, faculty and staff an opportunity to learn from a dynamic Christian leader.

**ONE OF THE PRIMARY GOALS OF THE CHRISTIAN LEADERSHIP & ETHICS PROGRAM IS TO HELP STUDENTS, ALUMNI AND OTHER STAKEHOLDERS IDENTIFY AND LIVE OUT THEIR VOCATIONAL CALLING AND GROW AS LEADERS.**

Second, each year we host the Dale P. Jones Business Ethics Forum. This multi-week event includes keynote guest speakers that reach approximately 1,200 Baylor students, an ethical scenario competition for freshman students, an undergraduate business ethics case competition and a national MBA case competition in ethical leadership that hosts 12 teams annually.

Third, we aim to provide extra-curricular learning opportunities for upper-level business students. These experiential learning and personal development sessions focus on connecting students with industry on the topics of leadership and ethics. Finally, we take teams on mission trips where Baylor students get the chance to use their business skills to serve businesses in countries around the world.



To learn more or to get involved, please contact Matt Quade at [Matt\\_Quade@baylor.edu](mailto:Matt_Quade@baylor.edu)

# Thinking Globally

THE MCBRIDE CENTER FOR INTERNATIONAL BUSINESS

**The mission** of the Hankamer School of Business “to serve the global marketplace” and Baylor University’s mission “to educate men and women for worldwide leadership” both encourage and inspire Baylor business students to pursue a global engagement experience. International involvement is not only essential for experiential education, it is transformative.



**GETTING AN INTERNATIONAL EXPERIENCE IS ONE OF THE MOST VALUABLE THINGS YOU CAN DO, AND THIS IS THE TIME TO DO IT.**

**Melissa Reiss**  
Class of 2022



The McBride Center for International Business is the Business School’s hub for global engagement. The Center seeks to cultivate worldwide discovery and scholarship. Our goal is to help each student find the perfect experience for their degree plan and career path.



The Center offers a wide array of opportunities for students through:

- **Study Abroad** - Go abroad for a semester, winter or summer with Baylor University faculty
- **Global Exchange** - Take classes with a Baylor-approved exchange partner for a semester
- **Business as Mission** - Give back through an opportunity to go on mission and teach business skills around the world
- **International Internships** - Complete an internship abroad with a global partner



**STUDYING ABROAD AS A BUSINESS STUDENT ALLOWS YOU TO TAKE CLASSES CONTRIBUTING TOWARD YOUR MAJOR THAT WILL ALLOW YOU TO GRADUATE ON TIME WHILE SEEING THE WORLD AND TRYING NEW THINGS.**

**Ty Rossow**  
Class of 2023



Opportunities to learn abroad span six continents. The Center also seeks to create a global focus in the classroom as faculty members bring their international experience and virtual global experiences in varying fields of interest, such as human resources and supply chain management.

The Business School also offers a Certificate in Global Engagement for all business undergraduates across majors. This certificate program is a combination of both curricular and co-curricular activities that work together to provide a marketable credential upon graduation. Objectives include developing cultural competency, encouraging global responsibility and facilitating participation in solutions to global challenges. The certificate can be added to any business major as a boost toward future career goals.



Learn more at the McBride Center’s website: [hankamer.baylor.edu/global-business](http://hankamer.baylor.edu/global-business)





# A Night at the Museum

STUDENTS ENGAGE IN TEAM BUILDING AT THE MAYBORN MUSEUM COMPLEX



**STUDENT TEAM MEMBERS** work collaboratively to find penguins hidden in murals during a scavenger hunt at the Mayborn Museum. The penguins are part of a team-building story passed on by Mayborn Museum team leaders through the years.

**E**veryone knows that group projects can be challenging. Just as it is important for workplace teams to develop rapport, it is also important for student teams to form bonds through team-building experiences early in their formation. This is what student teams do at the start of the semester when they take the core management course Leadership and Organizational

Behavior, MGT 3305.

This is exemplified in Clinical Associate Professor Rachel Woods and Clinical Assistant Professor John White's class, which ventures across campus for a field trip to the Mayborn Museum Complex.

Students enjoy a fun-filled night at the museum, where they learn from guest speakers and engage in team-building activities such as a scavenger hunt. Creative partnerships like this are made possible by professors who forge friendships across campus and throughout the community. Woods and team leaders from the Mayborn Museum initiated this innovative team-building opportunity for management students after Woods worked with the leadership team at the Mayborn for several years, facilitating leadership development training and retreats.

**Professor Woods and leaders** at the museum, such as Director Charlie Walter and Associate Director Lesa Bush, have discovered numerous ways to work together to serve Baylor students and the museum industry. They have presented together at industry conferences, including an Association of Children's Museums Annual Conference and at a Texas Association of Museums Annual Conference. These collaborations ultimately benefit Baylor students as Woods, Walter and Bush continue to discover ways their combined knowledge and experiences can help others. Walter and Bush, who also serve as adjunct professors in the Museum Studies department, visit the business school as guest speakers on topics such as conflict management, decision making, project management and team building. Woods has also served as a guest speaker in classes in the Museum Studies department.



**Most recently**, Woods led a project in which she worked with the Mayborn Museum Complex, the Waco National Monument and the Baylor University Learning Design Team to create an augmented reality tool to be installed in the museum. This project, called "Leadership on Exhibit," is the first of its type in the museum, which will utilize tales from exhibits to bring to life core leadership principles in a new dynamic way. This first installation, called "Preserving Great Teams is Mammoth," includes an augmented reality presentation by Professor Woods and Waco Mammoth National Monument Site Manager, Raegan King, discussing how fossils at the Columbian Mammoth dig found in Waco provide evidence of how these mammoths seemed to have thrived in teams. In the presentation, Professor Woods draws parallels between apparent mammoth team behaviors and the need for people to also work well in teams. Baylor students who journey to the Mayborn Museum Complex with classmates will be able to view this creative presentation as one of their stops in the museum, and the public, families, and school children alike will also be able to enjoy it, as it will be installed in the Waco Mammoth Exhibit.

**TEAM BUILDING PARTICIPANTS** get to know one another as they hold a make-believe tea party in the Mayborn's Blanche M. Largent Tea Room during a recent "Night at the Museum" event. In a collaborative effort with Clinical Assistant Professor John White, attendance for this event doubled to 200 participants in 2022.



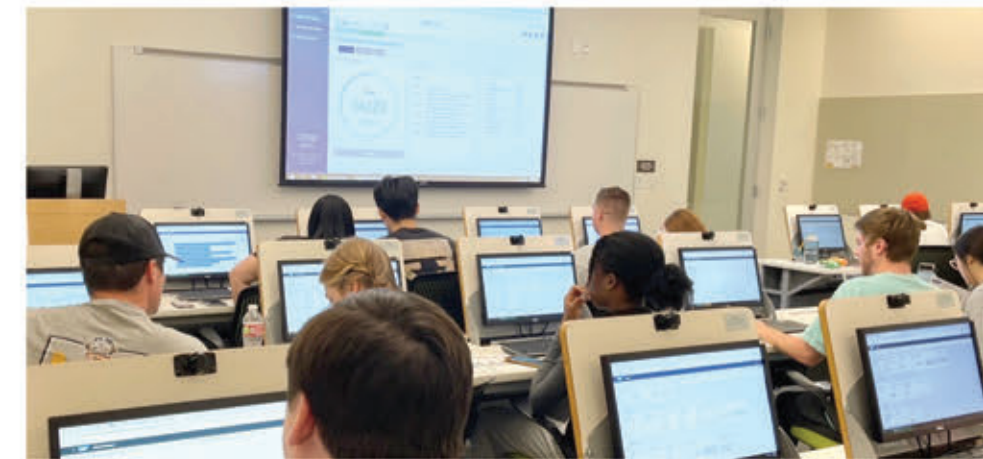
## SAP Helps the World Run Better

HANDS-ON COURSE INTRODUCES LEARNERS TO THE FOUNDATIONS OF SAP

**Knowing how to use SAP** is a critical business skill. In fact, 75 percent of the world's transactions are processed through SAP technology. In some ways it is more ubiquitous than software produced by tech giants like Microsoft and Google. The scope of SAP is so broad that many companies struggle to sufficiently train their employees how to leverage it. Therefore, hiring managers value recruits who have already developed core capabilities.

**THE SCOPE OF SAP IS SO BROAD THAT MANY COMPANIES STRUGGLE TO SUFFICIENTLY TRAIN THEIR EMPLOYEES HOW TO LEVERAGE IT.**

In MGT 3345, Introduction to Enterprise Systems Using SAP, Pam Manhart, PhD covers all three foundations of SAP: business process integration, configuration and data analytics. This is a hands-on technical course utilizing two books and at least eight different software programs. We conduct the cash-to-cash business cycle with areas designed to troubleshoot and learn how to problem solve. Students develop critical thinking skills utilizing their own data to describe performance, predict outcomes and prescribe actions.



**The broad scope of SAP capabilities** enables control over every aspect of the organization. This power, however, comes with responsibility (Luke 12:48). In addition to technical skills, we also foster collaboration and ethical decision making. Toward this end, we conduct team-based competitions and case studies. Students explore the intersection of the social and regulatory impact of SAP business practices with goals, obligations, and conflicts of interest.

This course enables students to enter a variety of industries with user roles, developer positions or consulting careers.

# Introductions

MEET THREE OF MANAGEMENT'S NEWEST FACULTY MEMBERS



## Wen Zhang

Wen Zhang joined Baylor as an assistant professor of Management in 2020. He earned his doctoral degree in Management Science from UT Dallas. Before pursuing his PhD, he worked as a risk analyst and procurement director in various industries for six years. His current research focuses on strategic sourcing, behavioral operations management and revenue management.

## Min Kyung Lee

Min Kyung Lee joined Baylor as an assistant professor of Management in 2020. She obtained her PhD in Supply Chain and Operations Management from Clemson University. She spent two years in the automotive industry as a logistic coordinator prior to working on her PhD. Her primary research area pertains to the service science aspects of service operations strategy and design for customer experience. Her fundamental teaching philosophy relates to mutual respect between students and their instructor.



## John G. White

John G. White began as clinical assistant professor in January of 2022. He had been serving as an adjunct instructor for the Department of Marketing, since 2018.

John comes to Baylor after a 33-year career in sales, service, and marketing at General Motors. For the past seven years, he was the GMC Regional Marketing Manager, responsible for the successful marketing launches of GMC trucks such as the Sierra, Yukon, and Acadia.

His favorite Bible verse is 2 Timothy 1:7 "For God did not give me the spirit of fear, but the spirit of power, love, and a sound mind." He brings this power into the classroom to prepare our students to thrive in their next mission.



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