

MORRIS A. SHAPERO

2017

"To learn, to grow, to help others and to make a difference along the way"

Personal Data

Professor Emeritus/International Business at Eckerd College

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Tampa, Florida 33602

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Area of Expertise/Research Focus

My professional career includes experience as both a senior-level corporate executive of an international company as well as a full-time university educator in international business. My experience draws on over 40 years as an international manager in areas of real estate and development, international joint venture partnerships, sales force management, human resources, customer services and receivable/portfolio management.

My academic research has focused on the effects of culture on management practices of multinational companies around the globe. Much of this research centers on training programs designed to develop the cross-cultural skills of both managers in the workplace as well as front-line employees. Additional research has examined the effects of culture on the hospitality and travel industry as this sector uncovers ways to better prepare employees for successful service encounters with people from foreign cultures. My most recent research examines cultural issues that firms must consider as they enter the Chinese marketplace.

Education

Master of Business Administration, 1972

Thesis: Developing a Marketing Strategy For American Corporations Marketing Abroad
Published by the University of Southern California, 1971
Special emphasis in International Marketing and Consumerism
University of Southern California, Los Angeles, CA

Bachelor of Science Degree in Business Administration, 1971

Special emphasis in Marketing
University of Southern California, Los Angeles, CA

Study Abroad, 1965

Lycee General Brizeux, Quimper, Finistere, France
Attended summer study program that engaged students in French history, culture, language and area studies.

Graduated with Honors, 1963

Howe Military Lower School, a preparatory boarding school affiliated with the Episcopalian Diocese of Northern Indiana, Howe, IN

Professional Experience

**ECKERD COLLEGE
ST. PETERSBURG, FLORIDA**

2000 – 2017

Adjunct Professor, International Business, 2016-2017

Teach Principles of Marketing, Fall 2016 and International Management, Spring 2017

Assistant Professor, International Business, 2005 – 2015

Teach 7 courses per year in International Business and mentor students within the major
Tenure Track, 2005-2009
Tenured February 2010
Professor Emeritus May 2015

Visiting Assistant Professor, International Business, 2003-2005

Adjunct Professor, 2000 - 2003

Teach 2 courses in the Program for Experienced Learners (PEL) and 4 courses in the Residential Program within the Comparative Cultures Collegium.

UNIVERSITY OF SOUTH FLORIDA

ST. PETERSBURG, FLORIDA

1996 – 2003

Adjunct Professor, College of Business, 1996 – 2003

Teach 4 courses in the Marketing area within the College of Business.

SCHILLER INTERNATIONAL UNIVERSITY/FLORIDA CAMPUS

DUNEDIN, FLORIDA

1997 – 2003

Associate Professor, Business Administration, 1997 – 2003

Teach 9 courses in the Marketing area within Business Administration. Teach 2 courses at the graduate level and 7 courses within the undergraduate program. Also, Coordinator for all marketing programs and marketing examiner for the graduate oral examinations.

SAINT PETERSBURG COLLEGE

ST. PETERSBURG, FLORIDA

1998 – 1999

Adjunct Lecturer, Business Technologies, 1998 – 1999

Teach 2 courses in the Marketing/Management area within Business Technologies Department.

MORRIS ALAN MARKETING

ST. PETERSBURG, FLORIDA

1995 - 2007

Principal, Client Marketing Services

Clients include national and international companies centered in the real estate, development, publishing, insurance and consumer goods sectors.

ATLANTIC GULF COMMUNITIES (AGC), AND IT'S PREDECESSOR, GENERAL DEVELOPMENT CORPORATION (GDC), MIAMI, FLORIDA

1978 - 1995

In an 18-year career with AGC/GDC, I accomplished many successes for the company beyond my marketing field. In earlier years, the company was large and diverse with over 70 offices in the U.S. and abroad. During this time, senior management acknowledged my organizational skills through continual promotion to the many roles that follow:

Vice President, Agricultural Development/U.S., 1993 – 1995

Work with local, county, state and regional jurisdictions to revert nearly 25,000 acres of company-owned

land from residential land use back to agricultural development. Develop marketing programs to secure investors and agricultural developers. Develop real estate brokerage alliances to assist in marketing effort.

Vice President, Asia/Pacific, 1991 - 1993

Open customer service operation for the Asian marketplace. Secure corporate position in The Republic of China (ROC) by establishing formal ties and licensing with ROC jurisdictions. Open and staff new office and develop investment programs for customer base. Assist in YA DONG joint venture operations with China, City of Nanjing and provincial and regional planning councils.

Vice President, Customer Service, Portfolio Management, 1989 - 1991

Manage \$800 million accounts receivable portfolio. Develop programs to improve cash position by reducing delinquency/cancellation and shortening collection cycle through secondary marketing efforts. Supervise staff of 92 people responsible for 80,000 active accounts and another 280,000 past accounts.

Vice President, Human Resources & Administrative Services, 1988 - 1990

Develop and implement corporate policies and procedures affecting 5,000 employees worldwide. Administer health and welfare benefits, compensation, employment, employee relations and personnel programs. Manage operating functions including property management, plant and equipment acquisition, central purchasing, air services, food services and corporate fitness/wellness.

Assistant Vice President, Commercial/Resort Management, 1981 - 1988

Develop marketing opportunities for untapped non-residential land holdings. Organize sales network of 1,200 offices and reinforce with training and information programs geared to Florida brokerage community and national developers.

Manager, Architectural Administration, 1980

Coordinate all project management activities including budget and staff/consultant issues.

Assistant Director, Customer Service, 1978 - 1979

Administer three national sales programs dealing with customer inspection of Florida properties.

THE FAIR OF SOUTHWESTERN MICHIGAN, Dowagiac, Michigan

1972 - 1977

Marketing Director

Fourth generation in the family retailing business in Midwestern U.S., evolving from waist shops in the 1880's to Mercantile and Dry Goods Stores in the early 1900's followed by full-service Department Stores after 1919 in Indiana and Michigan.

Service to Profession of International Business, Management & Marketing

- Invited to speak at induction ceremony, National Honor Business Society, Delta Sigma Pi at Eckerd College. Delivered presentation: The Successful Journey of Self and Organizations, Spring 2017
- Invited to speak at Eckerd College ELS/English Language Studies 40th Anniversary Celebration. Delivered presentation: The Importance of Cultural Understanding in Today's World, Fall 2016
- Serve on Strategic Leadership Council of Hillels of the Florida Suncoast with a mission to be a voice for Jewish college students on Suncoast campuses of Eckerd College, University of South Florida, University of Tampa and New College and to develop strategy that will move the organization forward, Fall 2012 to present.

- Interviewed by Associated Press Lifestyle Department writer, Melissa Rayworth for a marketing-related story on McDonald's McRib. The article asks "how and why consumers are so susceptible to marketing an unhealthy diet when they know they're being played upon by a marketer?" Interview coordinated by Laura Snyder from Dick Jones Communications representing National Media Relations for Higher Education, November, 2010.
- Coordinated efforts with Beta Gamma Sigma, Executive Director on initiating a chapter of sister society, Sigma Beta Delta on Eckerd campus, 2006-2008 (under review).
- Invited to join Houghton Mifflin Publishing's College Division, Pride/Ferrell Marketing Advisory Board, 2001.
- Executive committee member, The Community Alliance Against Aids, University of Miami School of Medicine, 1990-1995.
- Selected by the Israel Government Tourist Office to participate in an executive conference sponsored by the Minister of Tourism with a mission to strengthen Israel's image as a meeting and convention destination for multinational organizations, Tel Aviv, Israel September 1985.
- American Marketing Association (AMA) member since 1968. Coordinated efforts to initiate chapter on campus of University of Southern California, 1968. Became first President of collegiate chapter in 1969. Assisted in development of AMA internship program, White House Office of Consumer Affairs, Washington D.C., 1971.

Academic Service

- Serve on Search Committee for position of Visiting Professor of International Business, Comparative Cultures Collegium, Eckerd College, Spring 2014.
- Serve on Search Committee for position of Administrative Assistant for Comparative Cultures Collegium, Eckerd College, Spring 2014.
- Faculty Observer, Investment Committee, Board of Trustees attending fall and spring meetings and preparing reports for faculty on the performance of the Eckerd College Endowment Fund, Fall 2012 to Spring 2014.
- Serve on committee hosting faculty and administrators from Guilford College, Greensboro, North Carolina wanting to learn about the value of an autumn term semester in a liberal arts program, Fall 2013.
- Faculty member on the Academic Honors Council, Fall 2012 to present.
- Ford Scholar Sponsor to Student Associate researching topic of organizational culture of multinational organizations and its interface with the national culture of Mexico, Spring 2013 to Spring 2015.

- Serve on special committee with Deans Annarelli and Sullivan to explore the development of a four year guarantee from Eckerd College that would re-assure students and families that a four year degree is possible. Review other colleges that have such programs and make recommendations for a similar program at Eckerd, September 2013 to present.
- Work with Associate Director of Admissions/Eckerd College on new communications program targeted to perspective International Students during their senior year of high school. Develop program that would strengthen ties between an Eckerd faculty member with expertise that meets the student's stated interests and possible career path, September 2013 to present.
- Participate in Student Affairs faculty panel presentation moderated by Dean Suzan Harrison addressing the value of a liberal arts education, Family Weekend, February 2013.
- Address participants of the Eckerd College Road Scholar Continuing Education Program on the topic, "Managing China's Millennials: Considerations for Multinationals." Presented overview of the state of American business in China and shared findings of WT 2012 research project, China: Its Changing Business & Cultural Environments, CEC, March 06, 2013.
- Serve as a member of the Spanish search committee, welcome & interview two candidates to campus, February 2013.
- Participate in Admission's International Counselor's Program, Eckerd campus, February 2013 to present.
- Participate in panel presentation at Eckerd Admissions Reception in Denver, CO. Meet and talk with perspective students & their families as they enter into the college selection process, January 2013.
- Participate as faculty member of Eckerd College Ethical Campus Initiative Steering committee. Pursue issues and strategic plans toward building a more civil and moral/ethical community with Office of Student Affairs, November, 2012.
- Address participants of the Eckerd College Road Scholar Continuing Education Program on the topic, "Doing Business in China Today." Presented overview of the state of American business in China and shared findings of WT 2012 research project, China: Its Changing Business & Cultural Environments, CEC, March 01, 2012.
- Serve on Eckerd Instructional Technology User Committee, created as a sub-committee of the Computer Policy Group. Review and recommend hardware and software applications with the goals of helping students learn more, providing a richer educational experience, increasing engagement of all in the learning process and shortening time that our community spends learning technologies and finding/accessing information, 2010 to present.
- Serve on the ad hoc Eckerd Latin America Study Center committee. This group continually re-examines our study abroad centers, 2010 to present.
- Support Eckerd Hillel Student Organization. Provide academic and community support to

Jewish students and campus Rabbi, Ed Rosenthal. Provide program planning and coordination with Israeli Consul General's Office in Miami, 2009 to present.

- Participate with Eckerd College Admissions in conference "Colleges That Change Lives" in Atlanta, August 2010. This non-profit organization of which Eckerd is a member is dedicated to the vision of Loren Pope who expressed in his book of the same name, what collaboration- rather than competition- can accomplish in education and life. Over 700 perspective college students and their families attended.

- Participate in International Visitor Leadership Program, Bureau of Educational and Cultural Affairs, U.S. Department of State. Lead discussions on Sustainable Tourism, the Impact of Cultural Understanding on Global Leadership and Social Responsibility with Organizations with a delegation from the Office of the Vice President of the Philippines, Eckerd Campus, November 2010.

- Participate in International Visitor Leadership Program, Bureau of Educational and Cultural Affairs, U.S. Department of State. Present research on cross-cultural training for hospitality workers to delegation from Bahrain Ministry of Culture and Information, Eckerd Campus, July 2010.

- Serve as Discipline Coordinator for International Business at Eckerd College, 2007-2009.

- Chairman, Academy of Senior Professionals (ASPEC) at Eckerd College Liaison Committee, 2008-2011. Coordinate SunTrust Bank grant with learning grants program for faculty, ASPEC members and students.

- Faculty Observer to the Investment Committee, Board of Directors Eckerd College, 2007-2008 and May 2009.

- Sponsor of Freshman Research Associate Program, providing opportunity to outstanding student to work closely on a current research project: Cross-Cultural Training for Hospitality and Tourism, 2009-2010.

- Eckerd College Alumni Association Presentation: International Perspectives: An Evening of Reflection on International Cultures, Tampa, FL, April 2008.

- Participate in ELS Language Centers International Business & International Relations & Global Affairs Certificate Programs welcoming ELS advanced students into my classrooms, spring 2009 to present.

- Committee coordinator with international business, management and international relations areas to host campus visit by Israeli Deputy Consul General of Israel, Paul Hirschson, April 2009. A breakfast discussion with Dean of Academics and Professors as well as classroom visits explored the topic, "The Positive Side of Collaborative Relationships in the Middle-East."

- Member of the ASPEC Intergenerational Learning Task Force, 2008-2011.

Honors and Awards

- Invited to speak at the China Hospitality Education Initiative of The J. Willard and Alice S. Marriott Foundation, Shenzhen, China, Summer 2017 but unable to attend due to previous commitment.
- Granted Professor Emeritus status and honored at retirement dinner, Eckerd College, May 2015.
- Recipient of the 2014 John Satterfield Mentor Award. The award, named in honor of one of Eckerd College's founding faculty members, honors a faculty member who has had a profound and lasting impact on his or her students in the areas of student advisement, career planning, and personal growth. This endowed award is made possible by the generosity of a member of the College's Board of Trustees whose concern for excellence in mentoring reflects an understanding of and commitment to the central role of that relationship in an Eckerd student's life, Commencement Ceremonies, May 2014.
- Best Paper Award, Association for Global Business Conference in recognition of excellence in research as determined by peer evaluation for article: "The Evolving Mindset of the Chinese Manager," November 2008.
- Best Paper Award, The Clute Institute for Academic Research, as determined by peer evaluation at the 2005 Business & Teaching Conference in Las Vegas for Paper: "Predictability Factor Structure of Deterrents to Adult Participation in Higher Education," 2005.
- Best Paper Award, Association for Global Business Conference in recognition of excellence in research as determined by peer evaluation for article: "Developing the Cross Cultural Skills of International Managers," November 2004.
- Best Overall Professor, Schiller University, 2002.
- Selected by Dean of Students, Schiller University to deliver Faculty Response at Commencement, 2001.
- Certificate of Recognition for role as Chairman of PROJECT CRADLE (Pediatric Aids), University of Miami School of Medicine, Miami, Florida, 1995.
- United Way Award For Outstanding Leadership in Corporate Campaigns, 1987-1988.
- The General Development Corp. Award in Appreciation of efforts and contribution as Chairman of the President's Advisory Council, 1981-1984.
- The Outstanding Marketing Graduate Award, University of Southern California, 1971. Selected by American Marketing Association as one of the top four marketing students in the United States and named as White House Fellow, Office of Consumer Affairs, Washington, D.C., 1971
- Induction into Beta Gamma Sigma, the National Honor Business Society, 1971. Membership

is nationally recognized as the highest scholastic honor that a business student can achieve.

- Awarded the Degree of Merit and elected into the National Forensic League, Howe Military School, January, 1964.
- Graduated with Honors from Howe Military Lower School with the following awards: The Old Guard Medal as Outstanding Cadet, Howe Whitehall Award in Oratory, the Jacob Poljak Silver Award in Mathematics, The Star Medal Award for Conduct, the Howard Downs Silver Medal Scholarship and Military Achievement Award and induction into Beta Lambda Sigma National Honorary Society, June, 1963.

Teaching

Eckerd College, St. Petersburg, FL **2005-2015**
Position: Assistant Professor, International Business

- Principles of Marketing, Fall 2016
- Diversity in Global Business, Autumn Term, August 2013
- Human Experience/General Education Core I & II, Fall 2013 – Spring 2014
- Marketing for Global Tourism/IB312S, Spring 2013 to Spring 2015
- China: It's Changing Business & Cultural Environments, Winter Term Project in Beijing and Shanghai, China, January 2008 and 2012
- Business Encounters from another Planet, Autumn Term, August 2007
- Western Heritage in a Global Context I & II, 2007- 2008
- Cultural Environment of International Business/IB260S, 2005-2015
- International Management/IB261S, 2005-2015 & Spring 2017
- Marketing for Hospitality, Winter Term Project, 2005-2015

Eckerd College, St. Petersburg, FL **2003-2005**
Position: Visiting Assistant Professor, International Business

- Cultural Environment of International Business, 2004-2005.
- International Management, 2003-2005
- Senior Seminar in International Business, 2004-2005
- Marketing for Tourism, 2004

Eckerd College, St. Petersburg, FL **2000-2004**
Position: Adjunct Professor, PEL & Residential Programs

- International Management, 2003
- Principles of Marketing, 2003
- International Marketing, 2003-2004

University of South Florida, St. Petersburg, FL **1996-2004**
Position: Adjunct Professor, College of Business

- Sales Force Management, 1996
- Professional Selling, 1997-2000
- Basic Marketing, 2000-2004
- International Marketing, 2002-2004.

Schiller International University, Dunedin FL
Position: Associate Professor of Marketing

1997-2003

- Marketing Research, 1998-2000.
- International & Comparative Marketing, 1999-2000.
- International Marketing, 2000-2001.
- Principles of Marketing, 1997-2003.
- Case Studies in Marketing, 1998-2003.
- Case Studies in Advertising, 1998-2001.
- Marketing Management, 1998-2003.
- Marketing For Hospitality & Tourism, 2003.

Saint Petersburg College, St. Petersburg, FL
Position: Adjunct Instructor, Business Technologies

1998-1999

- Professional Selling, 1998-1999.
- Delivering Business Presentations, 1998.

University of Southern California, Los Angeles, CA
Position: Adjunct Instructor, Undergraduate School of Business

1971-1972

- Principles of Marketing, 1971-1972.

Publications/Creative Works

BOOK CHAPTERS

Shapero, M. A. (2014). Managing China's Millennials: Considerations for Multinationals. In M. Hinner (ed.), Chinese Culture in a Cross-Cultural Comparison, *Freiberger Beitrage zur Interkulturellen und Wirtschaftskommunikation (A Forum for General and Intercultural Business Communication) Vol 9*, 331-354. Berlin: Peter-Lang Europe.

Serrie, H., Malhotra, N. K., Sizoo, S. L., & Shapero, M. A. (2008). Intercultural communications: Strategies for managing intercultural dimensions of business. In C. Wankel (ed.) 21st century management: A reference handbook (vol. 2), 249-258. Thousand Oaks, CA: SAGE Publications.

JOURNAL ARTICLES

Published

Shapero, M.A. (2013). Managing China's millennials: Considerations for multinationals. International Journal of Business and Public Administration, 10(1).

Sizoo, S. L., Serrie, H., & Shapero, M. A. (2010). Succeeding in the global marketplace: A practical, theory-based method for developing the cross-cultural skills of hospitality students. Journal of Tourism 11 (2), 1-18.

Shapero, M. A. (2010). The evolving mindset of the Chinese manager. Chinese Media Research Journal 6(1), 58-67.

Sizoo, S. L., Jozkowski, R. S., Malhotra, N. K., & Shapero, M. A. (2008, December). The effect of anxiety and self-efficacy on Finance students. Journal of Instructional Psychology 35(4), 347-356.

Sizoo, S. L., Serrie, H., & Shapero, M. A. (2007). Revisiting a Theory-Supported Approach to Teaching Cross-Cultural Management Skills. Journal of Teaching in International Business 18(2/3), 83-99.

Shapero, M. A. (2007). Cross-cultural training for hospitality and tourism: improving service encounters through industry-targeted critical incidents. The International Journal of Business Disciplines 18(1), 43-50.

Shapero, M. A. (2007). Cross-cultural training for hospitality and tourism: improving service encounters through industry-targeted critical incidents. Business Research Yearbook v2007(2), 919-924.

Malhotra, N. K., Shapero, M. A., & Sizoo, S. L. (2007). Factor structure of deterrents to adult participation in higher education. Journal Of College Teaching And Learning v2007 (4), 81-90.

Sizoo, S. L., Serrie, H., & Shapero, M. A. (2007). A theory-based approach to developing the cross-cultural skills of American managers. Chinese Media Research Journal 2(4), 22-28.

Sizoo, S.L., Shapero, M. A., Munro, T. A., & Malhotra, N. K. (2006). Developing the cross-cultural skills of international managers. Global Education Journal v2006(1), 25-39.

CONFERENCE PROCEEDINGS

Shapero, M. A. (2012, August). Managing China's Millennials: Considerations for Multinationals. Proceedings of the International Academy Business & Public Administration Disciplines, Honolulu, Hawaii.

Shapero, M. A. (2008, November). The evolving mindset of the chinese manager. Proceedings of the Association for Global Business, Newport Beach, Ca.

Jozkowski, R. S., Sizoo, S. L., Malhotra, N. K., & Shapero, M. A. (2007, May). Measuring the effects of anxiety and self-efficacy on finance students. Proceedings of the Global Management & Information Technology Research Conference in the Journal of the American Academy of Business, The Business Review (Cambridge Press), 7(2), 33-39.

Shapero, M. A. (2007, March). Cross-cultural training for hospitality and tourism: improving service encounters through industry-targeted critical incidents. Proceedings of the International Academy of Business Disciplines, Orlando, FL.

Maholtra, N. K., Munro, T., Sizoo, S. L., & Shapero, M. A. (2006, January). Validating a scale of barriers to higher education: The adult liberal arts college market. Proceedings of the Annual Conference of Applied Business Research and College Teaching & Learning, Orlando, FL.

Munro, T., Sizoo, S. L., Malhotra, N. K., & Shapero, M. A. (2005, November). Assessing the effects of anxiety and self-efficacy on finance students: An exploratory study. Proceedings of the Annual Conference of the Association for Global Business, Miami, FL.

Munro, T., Shapero, M. A., Sizoo, S. L., & Malhotra, N. K. (2005, April). Promoting intercultural sensitivities of international marketing students. Proceedings of the Annual Conference of the Marketing Educator's Association, La Jolla, CA.

Malhotra, N. K., Shapero, M. A., Sizoo, S. L., & Munro, T. (2005, October). Factor structure of deterrents to adult participation in higher education. Proceedings of the Annual Conference of the Clute Institute for Academic Research/College Teaching & Learning, Las Vegas, NV.

Malhotra, N. K., Shapero, M. A., Sizoo, S. L., & Munro, T. (2005, January). Cross-cultural interactions in the hospitality industry: An intercultural sensitivity perspective. Proceedings of the Annual Conference of the Academy for Global Business Advancement, New Delhi, India.

Shapero, M. A., Munro, T., Sizoo, S. L., & Malhotra, N. K. (2004, November). Developing the cross cultural skills of international managers. Proceedings of the Annual Conference of the Association for Global Business, Cancun, Mexico.

Research/Performance/Faculty Development Grants

- Ford Summer Research Grant for academic research in Mexico, Dean of Faculty's Office of Eckerd College, research topic: Managing Mexico's Millennials: Considerations for Multinationals, Spring 2014.

- Numerous Faculty Development Grants for academic research and travel, Dean of Faculty's Office of Eckerd College, 2003- present.

- Israeli Consulates of New York and Miami, A program in Israel sponsored by the Minister of Tourism. The program brought over 50 corporate decision-makers to Israel to assist the nation and it's Ministry of Tourism in positioning ISRAEL as a destination for business and incentive meetings and conferences, October 1985.

- American Marketing Association, 1971. White House Fellowship in Office of Consumer Affairs. Research, "Decisions That Affect Your Future" co-authored with 3 other student

researchers and submitted to President Nixon by Virginia Knauer, Special Assistant to the President on Consumer Affairs, Summer 1971.

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