

# KAREN E. MISHRA

School of Journalism and Mass Communication  
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## EDUCATION

**THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL**  
DEGREE EXPECTED MAY 2007

**PHD STUDENT—SCHOOL OF JOURNALISM AND MASS COMMUNICATION**  
ROY H. PARK FELLOW; GRADUATE ASSISTANT

**THE UNIVERSITY OF MICHIGAN** **M.B.A. 1988**  
**Graduate School of Business Administration**  
President, Business School Student Council.

**ALBION COLLEGE** **B.A. 1985**  
**Economics & Management and Music**  
Professional Management Program (Honors Economics program).

## PROFESSIONAL EXPERIENCE

**AKM Consulting & Research** **1992 to 2004**  
**Managing Partner**, Sales, Management and Marketing Consulting

**Executive Education and Training Clients**  
SC Johnson, Glabman-Himes, Johnson Controls, Minitab, ATL Ultrasound Supplies and Accessories, Lansing Printing, Tri Bio Laboratories, The Sunrock Group, Forsyth County YMCA, Forsyth Country Day School

**For-Profit Clients:** AlliedSignal, Two Men and a Truck, The Sunrock Group, Fairchild Industries, TransPac, The Leap Partnership, AC&E Rentals, US Tent, Market Perspectives, First of Michigan Corporation, McDonald & Company.

**Not-for-Profit Clients:** Nittany Valley Symphony, State College Centennial Commission, WPSU Public Radio, WFDD Public Radio, Samaritan Ministries, Triad Chapter of the Susan G. Komen Foundation, Reach out and Read/Chapel Hill.

**Business Plan Development**  
*Respiratory Trials* **2001-2003**  
Developed business plan for new allergy and asthma clinical trials practice. Business plan has already received an offer of \$500,000 line of credit to start business.

*Point Dx* **2000-2001**  
Restructured business plan to enable start-up radiology reporting firm to secure round A financing of \$1,000,000.

**JOHNSON CONTROLS, INC. (now Amcor)** **Manchester, Michigan**  
**Plastic Container Division, Beverage Sales and Marketing**, August 1988 to April 1992  
*National Account Manager for \$75 million Pepsi-Cola Account*

**JACOBSONS STORES** **Jackson, Michigan**  
*Advertising Intern* **May 1987 to August**  
**1987**

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**GENERAL MOTORS Buick-Oldsmobile-Cadillac Group** Lansing, Michigan  
Human Resources Management, May 1982 to August 1986  
*Salaried-Employee-In-Training; Cooperative Education Student*

**ST. BARTHOLOMEW'S EPISCOPAL CHURCH** New York, New York  
*Public Relations Intern* Fall 1983

### ACADEMIC HONORS AND AWARDS

Roy H. Park Fellow, 2004-Present  
Who's Who of American Women: 1991, 1992, 1997, 1999, 2005, 2006  
Who's Who in Finance and Business, 2006  
Who's Who in America, 2005, 2006, 2007  
Who's Who in American Education 2005, 2006  
The Chancellor's List 2005  
Guest Coach, Wake Forest University Basketball team, 12/28/02  
Faculty Judge, Kappa Delta Mr. Wake Forest Competition, 2001 & 2003  
\$9,000 Grant, Fund for Ethics and Leadership, Wake Forest University, 2001  
Academic and Community Engagement Fellow, Wake Forest University, 2000-2001  
Leadership Winston-Salem, Class of 2000  
International Biographical Centre, The Twentieth Century Award for Achievement  
Dictionary of International Biography, 26<sup>th</sup> Edition, March/April 1998  
The American Biographical Institute Board of international Research Woman of the Year (1997)  
The World Who's Who of Women (1992, 1993, 1997)  
2,000 Notable American Women (1996)  
Who's Who in the Midwest (1992, 1993)  
Who's Who Among Young American Professionals (1992)  
Two Thousand Notable American Women (1992)  
Who's Who of Emerging Leaders in America (1991)  
Who's Who of Women Executives (1989)  
Who's Who in U.S. Executives (1989)  
The Jenny Worthington Cup (1985)  
The Stephen Wheeler Choir Cup (1985)  
The F. Dudley Vernor Music Prize (1985)  
Mortar Board, Senior Honor Society (1984 to present)  
Sigma Alpha Iota (1983)  
Omicron Delta Epsilon (1982)  
Albion College Music Scholarship (1981-85)  
Professional Management Program, Honors Economics Program (1981-1985)  
The John Philip Sousa Award (1981)

### PUBLICATIONS

#### Refereed Publications

Mishra, Karen E., Mishra, Anil K., and Spreitzer, Gretchen M. (Winter 1998) Maintaining trust and empowerment during downsizing. Sloan Management Review.

Mishra, Anil K. and Mishra, Karen E. (1994) The role of mutual trust in effective downsizing strategies. Human Resource Management, 33 (2), 261-279.

#### Refereed Convention Papers

## KAREN E. MISHRA

Mishra, Karen E. (Forthcoming) The Leadership Lessons of J. Walter Thompson in the 1930s. Conference Proceedings, American Academy of Advertising Conference in Reno, Nevada March 30-April 2.

Mishra, Karen E. (Forthcoming) Employee Blogging: Building Buzz from the Inside. Conference Proceedings, Academy of Marketing Science Annual Conference in San Antonio, Texas, May 24-27.

Mishra, Karen E. (2005) Technologically Savvy Consumers are Driving the Need for Integrated Marketing Communications. Conference Proceedings, Academy of Marketing Science Annual Conference in Tampa, Florida, May 25-28.

### Refereed Presentations

Mishra, Aneil K. & Mishra, Karen E. (2005). Trust from Near and Far: Organizational Commitment and Turnover in Franchise-Based Organizations. Selected to be presented in a symposium: "When Trust is an Uphill Climb: Studying Trust in Contexts that Do Not Encourage It" in the 2005 Academy of Management Meeting, August 5-10, in Honolulu, Hawaii.

Mishra, Karen E. (2005) Technologically Savvy Consumers are Driving the Need for Integrated Marketing Communications. Selected to present at the Academy of Marketing Science Annual Conference in Tampa, Florida from May 25-28.

Mishra, Karen E., Spreitzer, Gretchen M., Mishra, Aneil K. (1997) Making a difference during downsizing: Mitigating the damage to trust and empowerment. Paper presented at the Western Academy of Management meeting, Squaw Creek, NV, April 3-5.

Mishra, Aneil K., Mishra, Karen E., Cameron, Kim S. (1993) Developing mutual trust in creating the boundaryless organization: An exemplar from the U.S. auto industry. Paper presented at the 53<sup>rd</sup> annual meeting of the Academy of Management, Atlanta, GA, August 8-11.

### Non-Refereed Publications

Camblos, Grace, Hauser, Caroline, Mishra, Karen Sarah Rabil, Sarah (2005). Editorial Vigor. In Grading newspaper quality: An examination of the *Daily Tar Heel* in a professional context, Rachel D. Mersey (Ed.) [http://www.unc.edu/%7Epmeyer/DTH\\_eval.htm](http://www.unc.edu/%7Epmeyer/DTH_eval.htm).

### Trade Publications

Orlowsky, Shaine, and Mishra, Karen E. (2000) Building Army Equity. In Marketing News, August 28, The American Marketing Association: Chicago.

Mishra, Karen E. (1997) Great customer relationships are built on trust. In Marketing News, June 23, The American Marketing Association: Chicago.

### Case Studies

Mishra, Aneil K. & Mishra, Karen E. Two Men and a Truck International. (In press.) S. McShane & M. V. Glinow. Organizational Behavior, Third Edition.

Mishra, Aneil K., Mishra, Karen, E., & Cameron, Kim S. (1997) Power or empowerment at General Motors? In Schermerhorn, J. R. Jr., Hunt, J. G., & Osborn, R. N. Managing organizational behavior. New York: John Wiley & Sons, 458-460.

## **KAREN E. MISHRA**

Reprinted (2000) in Schermerhorn, J. R. Jr., Hunt, J. G., & Osborn, R. N. Managing organizational behavior. New York: John Wiley & Sons, 473-476.

### **Invited Professional Presentations**

Mishra, Karen E. (2003) How Integrated Marketing Communication is relevant to Advertising. Invited presentation to American Advertising Federation Club. Wake Forest University, Winston-Salem, North Carolina.

Mishra, Karen E. (2001) Non-profit innovation. Invited presentation to Downtown Rotary Club, Winston-Salem, North Carolina.

Mishra, Karen E. (1996) Why women make successful salespeople. Presented at the opening meeting of Zonta International. Lansing, MI, October 17.

Mishra, Karen E., Hosmer, Larue & Didier, Elaine (1987) An Ethics Case Study for MBA orientation. The University of Michigan, Ann Arbor, Michigan, September 1987.

### **Conference Papers Accepted**

The Leadership Lessons of J. Walter Thompson in the 1930s. Will present at the 2006 American Academy of Advertising Conference in Reno, Nevada March 30-April 2.

Help or Hype: Symbolic or Behavioral Communication During Hurricane Katrina. Will present to the Ninth Annual International Public Relations Research Conference, March 9-12, 2006 in Miami, Florida.

Employee Blogging: Building Buzz from the Inside. Will present to the 2006 Academy of Marketing Science Conference, Doctoral Colloquium, May 24-27, San Antonio, Texas.

Can blogging be more than punditry and emotional rhetoric?: Ethical blogging through authenticity. Will present as one of 25 to Ohio University's 2006 Blogging and Online Journalism conference, Athens, Ohio, April 4-6. Granted travel stipend.

### **Working Papers**

Sinclair, Janas & Mishra, Karen E. How transparent brand messages build consumer loyalty and trust.

Mishra, Karen E. & Li, Cong. A cross-cultural comparison of U.S. and Chinese Corporate blogs.

Mishra, Aneil K. & Mishra, Karen E. Trust from Near and Far: Organizational Commitment and Turnover in Franchise-Based Organizations.

Mishra, Karen E. The Unique Influence of Bloggers.

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Mishra, Karen E. Symbolic vs. Behavioral Communication: Blogging to Create Conversation & Community.

Mishra, Karen E. Service-learning may be the key to Corporate Social Responsibility.

Schipper, Thomas and Mishra, Karen. Krispy Kreme: Moving from the 4Ps to the 4Cs.

### Technical Reports

Mishra, Karen E., Spreitzer, Gretchen M. and Mishra, Aneil K. (1994) Best practices in downsizing: The human factors. State College, PA. 20 pp.

Cameron, Kim S., Mishra, Aneil K., and Mishra, Karen E. (1992) Organizational change and effectiveness in the U.S. Automotive industry. Ann Arbor, MI: The University of Michigan School of Business Administration. 23 pp.

### Blogs

<http://digitalpr.blogsome.com>

[www.totaltrust.wordpress.com](http://www.totaltrust.wordpress.com)

[www.newdogtricks.blogspot.com](http://www.newdogtricks.blogspot.com)

[www.corporatecluetrain.blogspot.com](http://www.corporatecluetrain.blogspot.com)

### TEACHING RECORD

2004-present: *Graduate Assistant*, Robert Lauterborn, Janas Sinclair. UNC School of Journalism and Mass Communication. Courses: Advertising Campaigns, Advertising Copy and Communication, Marketing, Media Planning, Principles of Advertising

2001-2004: *Adjunct Instructor of Marketing*, Babcock Graduate School of Management, Wake Forest University. Course: Non-Profit Marketing. This course was listed as one of the contributing courses to Wake Forest's #10 worldwide ranking by BeyondGreyPinstripes. For more information, see [http://www.beyondgreypinstripes.org/search/search\\_coursework\\_results.cfm?cids=548&keyword=Marketing&dept=Marketing&disciplines=Marketing](http://www.beyondgreypinstripes.org/search/search_coursework_results.cfm?cids=548&keyword=Marketing&dept=Marketing&disciplines=Marketing)

1998-2003: *Visiting/Adjunct Instructor*, The Calloway School of Business, Wake Forest University. Courses: International Marketing, Principles of Marketing, Marketing Strategy, Organizational Theory and Behavior, Sports Marketing. Advisor to six independent study students.

2001-2002: *Champion*, Social Entrepreneurship Initiative, Angell Center for Entrepreneurship, Babcock Graduate School of Management, Wake Forest University. Editor, *Non-Profit News*. Advisor: Three non-profit MBA interns.

Summer 2000: *Visiting Instructor*, Department of Business English, Wirtschaftsuniversität Wien • Vienna University of Economics and Business Administration. Negotiation Course.

1992-1997: *Instructor*, Continuing Education, The Pennsylvania State University. Courses: Introductory Marketing, Personal Selling.

## **KAREN E. MISHRA**

1993-1994. *Adjunct Professor*, Department of Economics and Business Administration, Juniata College. Courses: Introductory Marketing; Marketing Research; Marketing Communications.

1991-1993. *Research Associate*, Executive Education/Organizational Behavior-HRM, The University of Michigan. Participating in large-scale study on Organizational Change and Effectiveness in the U.S. Automotive Industry. Co-author research articles. Conduct case studies of selected participating organizations. Manage production and presentation of feedback reports to all study participants.

### **GRANTS**

\$9,000 Grant, Fund for Ethics and Leadership at Wake Forest University, 2001

### **PROFESSIONAL SERVICE**

*Symposium Chairperson*, "And the Walls Come Tumbling Down: Organizational Strategies for Breaking Down Barriers Within and Between Organizations." 1993 Academy of Management Annual Meetings, August 8-11.

*Vice President Communications and Board Member*, Triad Chapter, American Marketing Association, 1998-2002

*Vice-President for Programming and Board Member*, Detroit Chapter, American Marketing Association, 1991-92.

### **UNIVERSITY SERVICE**

*ACE Fellow*, Academic and Community Engagement (Service-Learning) Fellows Program, Wake Forest University, 2000-2001

*Alumni Representative*, University of Michigan Alumni Leadership Board, 1988-Present. North Carolina Representative, 1998 to present.

*Founding Member*, The University of Michigan Business School Club of Detroit, 1998

*Mortar Board Advisor*, Penn State, 1992-1996; University of Michigan, 1986-1989

*President*, Business School Student Council, 1987-88. Represented all graduate and undergraduate students in the Business School at the University of Michigan.

*Student Advisor*, Mortar Board Leadership Conference, Columbus, Ohio, July 1985.

### **COMMUNITY SERVICE**

*Panel Member*, Frank About Women. 2003-present.

*Board President*, Samaritan Ministries, 2003-2004, and *Board Member*, 2000-2004. Marketing Committee Chair, Penny Campaign Chair, Vice President, Chair of "Save Room for Dessert" event that raised \$16,000 in its first year and over \$20,000 in its second year.

*Board Member*, Leadership Winston-Salem, 2002-2003. Publicity Chair.

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*Member*, Marketing Involvement Committee, 2001-2003. Forsyth Early Childhood Partnership.

*Vice-Chair*, 21<sup>st</sup> Century Leadership Committee, 2001-2003. Developed new leadership training program for Winston-Salem community.

*Sisters Undivided Alumna*, 2001-2002.

*Board Member*, The ARC of Forsyth County, 2000-2001

*Class of 2000*, Leadership Winston-Salem

### PROFESSIONAL AFFILIATIONS

Academy of Management	2005 to present
Academy of Marketing Science	2005 to present
American Academy of Advertising	2005 to present
American Marketing Association	1988 to present
Association for Education in Journalism and Mass Communication	2005 to present

### COMMUNITY ACTIVITIES

#### **Chapel Hill, North Carolina (2004-present)**

Reach out and Read, *Fundraising volunteer*

Durham Academy, *School volunteer*

Christ United Methodist Church, *Children's Choir volunteer*

University of Michigan Business School Alumni Association, *NC Liaison*

#### **Winston-Salem, North Carolina (1998-2004)**

Samaritan Ministries Soup Kitchen, *Core Volunteer*

Team leader in preparing dinner 4<sup>th</sup> Saturday of each month.

Reynolda Presbyterian Church: *Meals for Mothers team*

Knollwood Baptist Church: *Assistant director-children's choir, Adult choir member,*

*Publicity committee Chair, Sunday School teacher*

*Campaign Volunteer*, Allen Joines for Mayor

*Judge*, Kappa Delta's Fundraiser for Brenner Children's Hospital, Mr. Wake Forest Contest

*Fundraising volunteer*, WFDD Public Radio

*School volunteer*, The Montessori School, Summit School, Forsyth Country Day School, Knollwood Preschool

#### **Okemos, Michigan (1997-1998)**

*Alumni Member*, University of Michigan Business School Strategic Planning Committee

*Reunion Committee*, University of Michigan Business School Ten Year Reunion

*Founding Member*, University of Michigan Detroit Alumni Club

#### **State College, Pennsylvania (1992-1997)**

*Chair*, Nittany Valley Symphony Guild Young Soloist Competition

*Public Relations Committee*, State College Centennial

*Volunteer*, Public Radio fundraising

*Reunion Committee*, Albion College 5-and 10-year Reunions

*Alumni Member*, University of Michigan Business School Strategic Planning Committee

*Member*, Mortar Board Alumni Chapter

*Co-Director*, Grace Lutheran Church Children's Choir

*Motivational Speaker*, Weight Watchers

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*Director*, University of Michigan Business School 5-year M.B.A. Reunion  
*Secretary*, Junior Women's Club, 1993-1994  
*Volunteer*, Pennsylvania Special Olympics, 1993 and 1994  
*Volunteer*, U.S. Presidential Campaign, 1992

### **Ann Arbor, Michigan (1986-1992)**

*Member*, St. Clare's Church Choir  
*Volunteer*, Public Radio fundraising  
*Volunteer*, Princeton University Annual Giving Campaign

### **Lansing, Michigan (1985-1986)**

*Volunteer*, Lucas for Governor Campaign  
*Director*, St. Paul's Youth Group

## **RESEARCH and TEACHING INTERESTS**

**Public Relations, Advertising:** public relations, marketing PR; integrated marketing communication; internet advertising; non-profit marketing; building trust within organizations and among individuals; organizational communication; corporate social responsibility; international communication, pedagogy.

### **Research Statement**

My primary research interest is how organizations communicate ethically with their stakeholders to build trusting relationships. Most research in public relations and marketing has focused on the relationships with an organizations publics, or relationship marketing, and I am interested in the first public an organization must address: its employees. If an organization can build trusting relationships through effective communication with its employees, the organization will not only create a loyal and committed workforce, but an evangelical workforce, as well, that is committed to strengthening the relationships the organization has with its customers.

My secondary research interest is the intersection of advertising and public relations, or integrated marketing communications. I am interested in the ways that consumers use a variety of media to search for information about their favorite brands, not necessarily waiting on firms to send it to them. In many cases, younger consumers are utilizing technology in new ways, and I am interested in how the internet will become a more integral force in marketing public relations in the future. The biggest issue for successful brand communications is whether or not the

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consumer trusts the message and the organizational source and consistency of the message. My future research interests include new media and how that shapes consumer's perceptions of brand integration and trustworthiness of the message and the brand.

### **Teaching Statement**

My approach towards teaching is to share my enthusiasm about advertising, public relations, and marketing with my students in every encounter together. I would like for them to become as excited and knowledgeable about these subjects as I am, whether they intend to pursue them as a career, or appreciate them as a colleague. Accordingly, I will share my professional experiences as they are appropriate, because I believe it is important to show how real world experiences fit with what we learn in our textbooks.

My goal is to create a welcoming classroom atmosphere, where students feel that "there is no stupid question." I want them to know that our semester together is a learning process and that we all learn from each other when there is a climate of openness: where they can feel free to ask questions, participate in discussions, and challenge each other (and me) about topics that arise in class. Students will all learn more when they contribute to their own and each other's learning. Students will make this happen by coming to class on time, prepared, and ready to participate in the discussions and interactions that take place in class, as well as by completing their work on time and to their best ability.

One of the ways that I make sure that everyone learns is to provide a variety of ways to learn. I am aware from my own education that not everyone is able to process information in the same way, so I will offer students many different ways to demonstrate their learning, including tests, papers, presentations, and group projects, in hopes that one or more of these will allow students to show forth their best efforts. I sincerely want all of my students to perform well on

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every assignment I give them, but I also want them to learn from each assignment and improve from one to the next. My goal for them is to focus on learning, not grades.

I plan to be my students' greatest cheerleader and supporter. I want them to feel comfortable coming to me with questions during class or outside of class about any subject. I want them to know that I have not just chosen this career, it has chosen me.