

**EKIN K. PELLEGRINI**

University of Missouri- St. Louis  
 College of Business Administration  
 St. Louis, MO 63121

Cell: (786) 282 8073  
 Office: (314) 516 4528  
 E-mail: [pellegrinie@umsystem.edu](mailto:pellegrinie@umsystem.edu)

---

**ACADEMIC POSITIONS****UNIVERSITY OF MISSOURI- ST. LOUIS**

**Associate Dean for Graduate Business Programs** 1/2022- present

**Associate Professor (with tenure)** 8/2012- present  
**Global Leadership and Management Department**

**Founding Director, Doctor of Business Administration (DBA) Program** 1/2019- present

Senior leadership of the Executive DBA program since inception.

- **Board Member & Treasurer, Executive DBA Council (EDBAC)** 06/2019- present

- **Editorial Board Member, *Engaged Management Review (EMR)*** 06/2018- present

**Founder & Co-Director, Doctor of Business Administration (DBA) Program** 1/2016- 12/2018

Led the creation and management of the Doctor of Business Administration program, including writing the program proposal, overseeing the approval process, implementing academic policies, recruiting students, and ensuring high quality in all aspects of the doctoral students' educational experience during the program.

**Director of Executive Education** 8/2015- 1/2020

Founded the Executive Education Center that offers non-credit programs to business professionals. Trained over 400 professionals. Managed all aspects of executive business education offerings, such as hiring instructors and overseeing the budget. Regular offerings included certification exam preparation courses, such as SHRM and PMI certifications. Expanded the course options to include customized company trainings. Company clients included Anheuser-Busch InBev, Ameren, Boeing, and Nidec.

**Assistant Professor** 8/2006- 8/2012  
**Global Leadership and Management Department**

## UNIVERSITY OF MIAMI

Instructor 2002- 2006

## EDUCATION

**University of Miami, FL.** 2006

Ph.D. in Business Administration

Dissertation: A cross-cultural investigation of the relations among organizational justice, paternalism, delegation and leader-member exchange (LMX) relationships

Dissertation Committee: Terri A. Scandura (Chair), Ram Krishnan, Yadong Luo, Linda Neider

**University of Florida, FL.** 2001

M.S. in Management

**University of Reading, U.K.** 1996

Visiting Student (Sociology of Religion)

**Bosphorus University, Turkey** 1996

B.A. in Sociology

## RESEARCH IMPACT

Research on cross-cultural leadership, with special interests in mentoring, paternalism, and leader-member exchange.  
**2900+ citations in Google Scholar. 2 articles with 600+ citations. 5 articles with 150+ citations.**

## ACADEMIC LEADERSHIP

- Executive DBA Council (EDBAC) Board Member 2019- present
- Executive DBA Council (EDBAC) Treasurer 2019- present
- Advisor for the DBA Program, Prairie View A&M University 2021- present
- Creation and leadership of the UMSL Doctor of Business Administration program 2016- 2021
- Creation and leadership of the Executive Business Education Center (non-credit) 2015- 2020

## COMMUNITY LEADERSHIP

**Human Relations Commissioner, St. Louis County** 2021- present

**Appointed on October 1, 2021 by Dr. Sam Page, St. Louis County Executive**

The Commission acts in an advisory capacity to the County Executive and County Council, and its functions and duties are to further amicable relations among the various segments of the population which together comprise the County; to help preserve the County's good reputation for tolerance and fair play and promote even better relations among its people; to help make it possible for each citizen, regardless of race, color, religion, national origin, or sex, to develop his talents and abilities without limitation; and to assist the community in the fullest realization of its human resources.

## REFEREED PUBLICATIONS

Yao, L., Xu, M., & Pellegrini, E. K. (2021). The boss's long arm: The differential impact of authoritarian and benevolent leadership on spousal family satisfaction. *Frontiers in Psychology, 12*, Article 780030.

Hu, C., Zhang, S., **Pellegrini, E. K.**, & Huang, J-C. (2020). To mentor or not to mentor: A job demands-resources perspective. *Journal of Management and Business Research, 37(4)*, 349-366. **Best Paper of the Year Award for Practical Value.**

**Pellegrini, E. K.** (2019). Paternalistic Leadership. *Oxford Bibliographies in Management*. DOI: 10.1093/OBO/9780199846740-0162

Hu, C., **Pellegrini, E. K.**, & Scandura, T. A. (2011). Measurement invariance in mentoring research: A cross-cultural examination across Taiwan and the U.S. *Journal of Vocational Behavior, 78(2)*, 274-282. Citation Count: 90

**Pellegrini, E. K.**, Scandura, T. A., & Jayaraman, V. (2010). Cross-cultural generalizability of paternalistic leadership: An expansion of leader-member exchange theory (LMX). *Group and Organization Management, 35(4)*, 391-420. Citation Count: 367

**Pellegrini, E. K.** & Scandura, T. A. (2008). Paternalistic leadership: A review and agenda for future research. *Journal of Management, 34(3)*, 566-593. Citation Count: 880

Scandura, T. A. & **Pellegrini, E. K.** (2008). Trust and leader-member exchange (LMX): A closer look at relational vulnerability. *Journal of Leadership and Organizational Studies, 15(2)*, 101-110. Citation Count: 289

**Pellegrini, E. K.** & Scandura, T. A. (2006). Leader-member exchange (LMX), paternalism and delegation in the Turkish business culture: An empirical investigation. *Journal of International Business Studies, 37(2)*, 264-279. Citation Count: 580

**Pellegrini, E. K.** & Scandura, T. A. (2005). Construct equivalence across groups: An unexplored issue in mentoring research. *Educational and Psychological Measurement, 65(2)*, 323-335. Citation Count: 150

## NON-REFEREED PUBLICATIONS

Hu, C., **Pellegrini, E. K.**, & Cheung, G. W. (*forthcoming*). Measurement equivalence/invariance across groups, time, and test formats. In L. R. Ford & T. A. Scandura (Eds.), *The SAGE Handbook of Survey Development and Application*.

**Pellegrini, E. K.** (2015). Relational leadership through the lens of international LMX research. In T. N. Bauer & B. Erdogan (Eds.), *The Oxford Handbook of Leader-Member Exchange* (pp. 351-379). Oxford, England: Oxford University Press. Citation Count: 27

Scandura, T. A. & **Pellegrini, E. K.** (2007). Workplace mentoring: Theoretical approaches and methodological issues. In T. D. Allen & L. T. Eby (Eds.), *Handbook of Mentoring: A Multiple Perspective Approach*. Malden, MA: Blackwell. Citation Count: 241

## **NON-REFEREED PUBLICATIONS (cont.d)**

Antonakis, J., Schriesheim, C. A., Donovan, J., Gopalakrishna-Pillai, K., **Pellegrini, E. K.**, Rossomme, J. (2004). Methods for studying leadership. In Sternberg, R. J., Antonakis, J., & Cianciolo, A. T. (Eds.), *The Nature of Leadership*. Thousand Oaks, CA: Sage. Citation Count: 177

Scandura, T. A. & **Pellegrini, E. K.** (2004). Competences of building the developmental relationship. In Clutterback, D. & Lane, G. (Eds.), *The Situational Mentor: An International Review of Competences and Capabilities in Mentoring*. Hants, England: Gower Publishing Limited. Citation Count: 27

## **WORK IN PROGRESS**

**Pellegrini, E. K.** & Panarina, E. Cultivating a global mindset in collaborative online international learning (COIL) courses: The moderating roles of humility and curiosity. *IRB approval obtained. Data collection in progress.*

## **MEDIA APPEARANCE/ INTERVIEWS**

**Pellegrini, E. K.** (2019). Doctor of Business Administration (DBA) & Chess Connection, *Saint Louis Chess Club*, 29 March 2019 live during [U.S. Chess Championships](#).

**Pellegrini, E. K.** (2019). The UMSL DBA: Learning without limits (A. Skinner, Interviewer). *CEO Magazine*, Vol. 30, pp. 26-29.

Morton, J. & **Pellegrini, E. K.** (2015). Global talent hiring in St. Louis: Current challenges and recommendations to the region for retaining international students post-graduation. Citation Count: 4

### Media Coverage:

Lloyd, T. (host). (September 13, 2015). Report: Legal, cultural barriers make hiring international students a challenge in St. Louis [Radio broadcast episode]

Cohen, E. (2015, September 14). Global talent hiring: Retaining international students. *St. Louis Post Dispatch*.

## **University of Missouri- St. Louis Campus Marketing Mentions**

[CEO Magazine ranks UMSL's DBA program among world's best for fifth straight year](#) (March 2022)

[DBA students Emily Lane, Matthew Aplin-Houtz win recognition for paper highlighting communication challenges of remote work](#) (October 2021)

[UMSL BSBA students connect with Universidad Anáhuac México through COIL initiative](#) (June 2021)

[Doctor of Business Administration research puts alumnus James E. Jordan Jr. on path to senior leadership at USDA](#) (May 2021)

[A new family tradition: The Pangs make up two generations of lifelong learners in the DBA program](#) (December 2020)

[Ekin Pellegrini represents UMSL DBA program on Executive DBA Council board](#) (December 2019)

[DBA program ranked among best in the world by CEO Magazine](#) (March 2019)

[Acclaimed DBA program transforming business leaders into practitioner-scholars](#) (December 2018)

[UMSL's new DBA program ranked in top 22 worldwide by CEO Magazine](#) (March 2018)

## CONFERENCE PROCEEDINGS, PRESENTATIONS, AND SYMPOSIA

Boswell, S., **Pellegrini, E. K.**, & Eyssell, T. (2021). CEO narcissism and firm performance: Exploring moderated and curvilinear relationships. *Proceedings of the Southern Management Association Annual Conference*, New Orleans, LA. **Organizational Behavior Division Best Paper Award.**

Jordan, J. E., Jr. & Pellegrini, E. K. (2021). Talent retention: An empirical examination of a 21<sup>st</sup> century United States Department of Agriculture. *Proceedings of the Academy of Management Annual Meeting* (virtual).

Pellegrini, E. K. (2016). Invited panelist. LMX Research Incubator. *Academy of Management Annual Meeting*, Anaheim, California.

Aygun, Z., Epitropaki, O., **Pellegrini, E. K.**, Scandura, T. A., Sharif, M., Sully de Luque, M., & Tomruk, L. (2016). International LMX. Symposium conducted at the *Academy of Management Annual Meeting*, Anaheim, California. **Finalist for the Emerald Best International Symposium Award**

Morton, J. & **Pellegrini, E. K.** (2016). Trusting and feeling trusted: An examination of their unique relations with engagement and embeddedness. *Proceedings of the Academy of Management Annual Meeting*, Anaheim, California.

Holmes, K.M., Pathak, S., & **Pellegrini, E. K.** (2016). Developing global leadership and collaboration skills online. *Focus on Technology and Teaching Conference*, St. Louis, Missouri.

Morton, J. & **Pellegrini, E. K.** (2014). Using a trust framework to examine job engagement in China. *International Conference on Multinational Business Management*, Nanjing, China.

Hawthorne, D. R. & **Pellegrini, E. K.** (2013). Mentors' perceptions of stressful mentoring relationships: A preliminary report on scale development. *Annual Mentoring Conference*, Albuquerque, NM.

Liberman, L. & **Pellegrini, E. K.** (2011). Effect of paternalism and delegation on job satisfaction and organizational commitment in Chile and the U.S. *Academy of International Business Meeting*, Japan.

**Pellegrini, E. K.** (2011). A cross-cultural examination of the impact of mentoring on job satisfaction. *Academy of Management Meeting*, San Antonio, TX.

Havill, L. & **Pellegrini, E. K.** (2007). Is e-mentoring really mentoring? *Southern Management Association Meeting*, Nashville, TN.

**Pellegrini, E. K.** & Scandura, T. A. (2007). Paternalistic leadership: A review and agenda for future research. *Proceedings of the Academy of Management Meeting*, Philadelphia, PA. **Finalist for the International Management Division Best Paper Award**

**Pellegrini, E. K.** & Scandura, T. A. (2006). An empirical investigation of paternalistic leadership and leader-member exchange (LMX) as complementary constructs in leadership research. *Academy of Management Meeting*, Atlanta, GA.

**Pellegrini, E. K.** & Scandura, T. A. (2004). Leader-member exchange (LMX), paternalism and delegation in the Turkish business culture. *Academy of Management Meeting*, New Orleans, LA.

## CONFERENCE PROCEEDINGS, PRESENTATIONS, AND SYMPOSIA (cont.d)

Scandura, T. A. & **Pellegrini, E. K.** (2003). A multidimensional model of trust and LMX. *Proceedings of the Southern Management Association Meeting*, Clearwater Beach, FL.

Hamilton, B. A., **Pellegrini, E. K.**, & Williams, E. A. (2003). Race, sex and dysfunction: An empirical analysis of unexpected mentoring outcomes. *Academy of Management Meeting*, Seattle, WA.

Baugh, S.G., Scandura, T. A., **Pellegrini, E.K.** (2002). Effects of the mentor's position on the protégé's perceptions of mentoring and attitudinal responses. *Academy of Management Meeting*, Denver, CO.

## TEACHING PORTFOLIO

DBA	Managing Talent for Strategic Advantage Doctoral Foundations Seminar Dissertation Lab: Creating and Writing Research Proposals
Ph.D.	Industrial/Organizational Psychology
Executive MBA	Authentic Leadership Leadership in Business Organizations Organizational Behavior Management
International MBA	Motivation and Leadership in the Global Context Seinäjoki University of Applied Sciences, Seinäjoki, Finland (July 2014) Leadership in the European Business Context University of Applied Sciences Aschaffenburg, Germany (July 2013)
Undergraduate	International Management Cross-cultural COIL project in partnership with Universidad Anáhuac, Mexico (2021) Women in Leadership University of Applied Sciences Bremen, Germany (July 2016) International Business University of Applied Sciences Bremen, Germany (July 2015, July 2017) Leadership in Organizations Olin School of Business, Washington University in St. Louis (2022)
Guest Lecturer	Cultural Awareness Universidad Anáhuac México (March 2021)

## TEACHING PORTFOLIO (cont.d)

### **Corporate**

Express Scripts/CIGNA

Professional MBA Program

Organizational Behavior Management (2013- 2021)

St. Louis Business Journal

BizWomen Annual Mentoring Event

Invited Mentor (2016)

Emerson

Emerson Women in Leadership Event

Invited Speaker and Panelist (Cultural Intelligence) (2014)

Caleres

Emerging Leaders Program

Executive Leadership Development (Monthly; 2010- 2012)

### **Teaching Honors & Awards**

2021 Certificate of COIL Recognition, Internationalization of the Curricula United States-Mexico issued by the US Embassy in Mexico

2015 The National Society of Leadership and Success Excellence in Teaching Award

2014 Anheuser-Busch Excellence in Teaching Award

## INDUSTRY EXPERIENCE

### **AstraZeneca Pharmaceuticals, Istanbul, Turkey**

*Human Resources Manager, 9/1999 – 7/2000* (during the merger between Astra and Zeneca)

Led the management of environmental health and safety (including trainings), market investigation and implementation of health insurance for employees and dependents, sales force auto fleet management, market investigation and implementation of personnel management IT systems, and management of all internal services (e.g., security, interoffice mail, cafeteria). Direct reports: 5

### **Pfizer Pharmaceuticals, Istanbul, Turkey**

*Internal Services and Facilities Manager, 2/1998 – 8/1999*

Responsible for sales force auto fleet management (e.g., purchasing, selling, insurance), market investigation and implementation of health insurance for employees and dependents, up-keeping of the headquarters and regional offices, regional office rental contracts and payments, all company social activities, and in charge of all internal services (e.g., infirmary, cafeteria, reception, security, post-office). Direct reports: 21

## **INDUSTRY EXPERIENCE** (cont.d)

### **Andersen Consulting (Accenture), Istanbul, Turkey**

*Human Resources Manager, 3/1997 – 1/1998*

Fully responsible for the implementation of all human capital management tasks (e.g., people transfer from BP Oil, recruitment, training and development, performance appraisal system, and office management).

Direct reports: 3

*Transition Project Associate, 11/1996 – 3/1997* (reported to the office in Milan, Italy)

Assisted the Italian transition team in people transfer, office set-up, finance management, and service management projects undertaken for the establishment of Andersen Consulting in Istanbul.

### **Mobil Oil, Istanbul, Turkey**

*Intern (Legal Department), 08/1996 – 10/1996* (during the merger with BP Oil)

## **INSTITUTIONAL SERVICE**

### **University of Missouri System**

Invited panelist, *Building (and Rebuilding) Trust*, University of Missouri System Administrative Leadership Development Program (ALDP), March 2021

### **University of Missouri- St. Louis**

International Business Institute Fellow (2010- present)

Faculty Policy Committee member (2016- 2021)

Dean's Advisory Committee Member (2013- 2020)

Faculty Senate Member (2009- 2017)

UMSL Global 5-year Review Team Member (November 2021)

Language & Cultural Studies 5-year Review Team Member (2018)

Faculty Senate Curriculum and Instruction Committee (2016- 2017)

Pierre Laclède Honors College 5-year Review Team Member (2017)

Doctor of Business Administration (DBA) Program Development *Ad Hoc* Committee Chair (2015-2017)

Business Programs Advisor; Gulf University of Science and Technology, West Mishref, Kuwait (2011)

Faculty Team Leader; International Business Case Competition, St. Louis, MO (2013)

Faculty Team Leader; International Business Case Competition, Los Angeles, CA (2006)



### **DBA Dissertation Chair:**

Shannon Lively (*ongoing*): *Neurodiversity in the Workplace*.

Casey Jensen (*ongoing*): “Veteran Leadership in the Civilian Workplace: A Qualitative Examination of Leadership Skill Adaptation”

Scott Boswell (2020): “An Examination of Optimal Level of CEO Narcissism: Why, How, and When Narcissism Impacts Firm Performance”. <https://irl.umsl.edu/dissertation/984/>

James Jordan (2020): “Talent Retention: An Empirical Examination of a 21<sup>st</sup> Century U.S. Federal Agency” <https://irl.umsl.edu/dissertation/998/>

### **DBA Dissertation Committee Member:**

B. Butler (2022), M. Wieck (2021), C. Holt (2021), K. Sansberry (2020), D. Gangasingh (*ongoing*)

### **Ph.D. Dissertation Chair:**

Jennifer Morton (2018): “Intercultural Exchange Quality in the Global Workplace: A Qualitative Study” <https://irl.umsl.edu/dissertation/801>

Daniel Hawthorne (2016): “What About the Wizard?: Stress Effects of Being a Mentor”. <https://irl.umsl.edu/dissertation/106>

### **Master’s Thesis Advisor:**

Jennifer Morton (2015): “Rules of Engagement: An Empirical Investigation of Job Engagement in China and the United States”

### **Ph.D. Dissertation Committee Member:**

Lynch (2019), Perry (2015), Spilker (2014), Havill, (2013), Cunningham (2010), Bellmer (2007)

### **Master’s Thesis Committee Member:**

Bryant (2017), Herrmann (2016), Blinebry (2011), Nusbaum (2008)

### **University of Miami**

MBA Team Building Workshop Leader; MBA Orientation (2001- 2006)

### **PROFESSIONAL SERVICE**

Editorial Board Member, *Engaged Management Review* (2018- present)

The Executive DBA Council, Board Member and Treasurer (2019- present)

Engaged Management Scholarship Conference, Alumni Consortium Co-Chair, Florida International University (2021)

Engaged Management Scholarship Conference, Alumni Consortium Co-Chair, Case Western University (2020)

Engaged Management Scholarship Conference, Alumni Consortium Co-Chair, University of Antwerp (2019)

Academy of Management “Craft of Reviewing” PDW Coordinator (2006, 2007)  
Southern Management Association “Research Methods” PDW Coordinator (2004)  
Academy of Management Research Methods Division Student Committee Member (2004)  
Academy of Management Research Methods Division Report Committee (2003)  
Southern Management Association Annual Meeting Program Committee (2002)

## **COMMUNITY ENGAGEMENT**

### **St. Louis Forum** *by invitation*

Strategic Planning Committee (2021- present), Membership Committee (2019- present)

**Human Relations Commissioner, St. Louis County** (2021- present)

### **St. Louis Mosaic Project**

Mosaic Ambassador (2014- present)

Regular volunteer at **Mary Institute and Country Day School** (2017- present)

Regular volunteer at **John Burroughs School** (2021- present)

Strategy Across the Board Committee Member (2017, 2018, 2019)

Saint Louis Chess Club and World Chess Hall of Fame

Dewey International Studies Elementary Magnet School

Volunteer Math Tutor (2017- 2021)

Chesterfield Montessori School

Pink Tower Campaign Committee (2013- 2020)

## **PROFESSIONAL AFFILIATIONS**

Academy of Management

Southern Management Association

Society for Industrial and Organizational Psychology

St. Louis Forum (by invitation)

*References available upon request.*