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*Featuring*

- Four Shades of the Green Consumer
- Post-Merger Influences in HRM
- Innovation Activity in Russia
- First-Year Business Students
- Student Academic Dishonesty

and more



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**Listening to the Voice of the Customer: Four Shades of the Green Consumer**      4

*Corporations may try to be green (environmentally conscious), or appear to be green, because they believe it helps profits. But why are some consumers greener than others – or some not at all—and how can corporations anticipate which are which? Analysis of a randomly selected data base of 1,000 e-mail addresses yielding 239 usable survey replies sheds some light, including the following: Consumers are more apt to be green if they are satisfied with their financial condition and health; their ability to be green is influenced by overall economic conditions; and they are aware of “greenwashing” and somewhat skeptical of businesses’ green claims.*

**Kent Byus and Donald Deis**

**Post-Merger Influences of Human Resource Practices and Organizational Leadership on Employee Perceptions and Extra-Role Behaviors**      14

*Unless managed well, mergers and acquisitions can lead to anxiety, stress, and negative behaviors for employees of the companies involved. About one-third of all employees will face a merger during their careers. Augmenting previous research that has tended to focus on the pre-merger period, this study analyzes post-merger attitudes in relation to HR practices and organizational leadership and communication. “Social-exchange” theory forms the basis for some hypotheses testing the close relationships between employees’ positive and negative perceptions of management and the merger in question. Not surprisingly, organizations benefit from good communication from management and HR practices perceived as “fair.”*

**Juliette E.M. Buiter and Christopher M. Harris**

**Impact of Policy Risk on Innovation Activity in Russia**      23

*To what extent is Russia’s institutional environment impeding progress to its scientific and technology sector, thus preventing its economy from modernizing and competing successfully in world trade? A regression analysis using the corruption perception index (CPI) as the independent variable and three control variables (number of patents issued, number of R&D organizations, and types of R&D funding, e.g., public, private, academic) showed the negative impact of corruption on innovation. Other structural problems also discourage innovation, including the heavy government presence and weak coordination among R&D itself, higher education, and the business sector.*

**Natalia Ermasova and Sergey Ermasov**

**Student Beliefs and Attitudes about Business: Shaping the Views of First-Year Business Students—A Preliminary Study**      35

*Although business majors account for over 20% of all bachelor’s degrees in the U.S., “business” has a somewhat tarnished reputation in our society today. Are undergraduates making a cynical or materialistic choice? Could a positive orientation program focusing on “conscious capitalism” change attitudes and improve ethical conduct in future business careers? Based on surveys before and after an orientation stressing the responsibility of a business toward all its stakeholders (not just shareholders), the answer seems to be “yes.” Students respond positively to the concept that a business should care about much more than maximizing profits and agree that, “...if practiced ethically, business can be a noble undertaking.”*

**Gary Ottley, Rajendra S. Sisodia, and Anthony F. Buono**

## Academic Dishonesty of Future Business Leaders

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*Academic dishonesty is, alas, a feature of global student experience, and institutions of learning must deal with it. This is easier said than done, because perceptions of "cheating" differ among cultures, as do "ethics." To get a grip on this difficult problem, the authors conducted a study among MBA students in the U.S. based on Hofstede's four cultural dimensions: collectivism/individualism; masculinity/femininity; power distance; and uncertainty avoidance. These were related to the four dimensions of Rawwas and Isakson's model of attitudes toward academic dishonesty: receiving and abetting; obtaining unfair advantage; fabricating information, and ignoring prevalent practices. The detailed results should help teachers design ethics courses with students' cultural orientations in mind.*

Ziad Saidan and Bahaudin G. Mujtaba

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## The Society for Advancement of Management 2013 International Business Conference – Case Competition Winners

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