

Can Ethics Education Improve Ethical Judgment? An Empirical Study 4

Ethics scandals and corrupt practices can ruin a business. Can good judgment and ethical decision-making be taught in business schools? While these schools are now trying to incorporate ethics education, few studies have examined the effectiveness of such courses. This study focuses on the influence of successful outcomes on perceptions of ethical behavior. Is a successful person more likely to be considered ethical, regardless of other factors? A statistical analysis of responses from 175 people who were working and also pursuing master's degrees in business supported the hypothesis that a comprehensive course with an ethical focus mitigated bias in judging the ethical standing of others.

Peggy A. Cloninger and T. T. Selvarajan

Volunteer Motivation and Reward Preference: An Empirical Study of Volunteerism in a Large, Not-For Profit Organization 12

Among developed countries, the U.S. stands out for the high level of volunteerism. In 2008, as this article points out, more than one-fourth of the entire population volunteered for religious, educational, youth or community service organizations or other types. Volunteers are usually crucial for nonprofits, so knowing how to attract and retain them is also crucial. Results from an e-mail survey of 328 volunteers for Meals on Wheels—both otherwise employed and retired—were analyzed quantitatively to assess the motivating power of various types of rewards, tangible and intangible. Results should be enlightening and useful for nonprofits, especially this one: “. . . the most meaningful motivators are neither expensive nor difficult to procure.”

Laura C. Phillips and Mark H. Phillips

Agility in Higher Education: Planning for Business Continuity in the Face of an H1N1 Pandemic 20

The H1N1 virus threatened to cause a pandemic; how many organizations would have been able to respond effectively and continue functioning at reasonable levels? Focusing on the role of information technology in providing agility, this paper analyzed business continuity plans of 20 U.S. universities as the 2009–10 academic year commenced. The plans were downloaded from the universities' Web sites. Text was coded and clustered, and the clusters organized by theme: IT service configuration, faculty readiness, and student readiness. Concluding that agility is highly dependent on the capacity to adjust to the speed and direction of change, the authors offer practical guidelines and suggestions for managing structural size and complexity, revisiting the role of IT, and establishing cultural norms.

Ozgur Ekmekci and Jack Bergstrand

The Relationship of Organizational Culture to Balanced Scoreboard Effectiveness 31

The balanced scorecard, developed by Kaplan and Norton in 1992, gained enormous popularity as a way to “translate a company's strategy into specific measurable objectives.” In practice, however, relatively few of those adopting the BSC seemed to achieve measurable benefits. Why the shortfall? Was an organization's culture a deciding factor, as Kaplan and Norton posited? A literature search turns up significant empirical research supporting this link, which the authors further tested with a field-type study. The target population was county government employees in one of the 10-most populated counties in the U.S. that had implemented a BSC. The statistical analysis of survey results confirmed the positive link between BSC effectiveness and organizational culture, particularly four distinct aspects: involvement, consistency, adaptability, and mission trait.

Jackie W. Deem, Barry Barnes, Sabrina Segal, and Robert Preziosi

Value Orientation of Indian and U.S. Respondents: A Study of Gender, Education, and National Culture

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Today, many managers supervise employees from other cultures and, therefore, must understand their values. Value theory states that a person's principal values drive their behavior. The authors surveyed 121 Indians and 703 Americans to understand attitudes toward two workplace values — relationships and task completion. Responses were analyzed by education, gender, and culture (high-context, collective Indian culture versus low-context, individualistic American culture). Somewhat surprisingly, workers in both cultures valued relationships over tasks, but relative results produced differences. The focus on relationships suggests that value theory and value-driven management are fundamental to organizational success.

Bahaudin G. Mujtaba and Randolph Pohlman

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