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A New Perspective on Ethics Safeguards: 4
Where is the Clout?

Most companies and professional organizations seem to have written ethics codes, but that doesn't mean their conduct is automatically ethical. Far from it. To be effective, codes of ethics need safeguards to assure they permeate the entire organization, and also need enforcement mechanisms. Safeguards can include training, specific guidelines for specific practices, and so on. But which are the most effective? A survey based on six organizations in five industries around the world examined the efficacy of seven ethics safeguards in 11 areas of organizational activity and the contribution made by each safeguard. Among the results: statements of values are more effective than ethics codes, and written general policies correlate least with ethics applications in most, but not all, areas.

Thomas J. von der Embse, Mayur S. Desai, and Kwadwo Ofori-Brobey

Diversity, Disparate Impact, and Ethics 11
in Business: Implications of the New
Haven Firefighters' Case and the Supreme
Court's Ricci v. DeStefano Decision

With the Ricci case, two important legal theories in Civil Rights law clashed: disparate treatment and disparate (or adverse) impact. Since the Civil Rights Act of 1964, it has been illegal for employers to discriminate in hiring, firing, promoting, training, and so on on the basis of race, color, sex, religion, and national origin. In 1971, the Supreme Court case Griggs v. Duke Power established disparate impact as also illegal, that is, a neutral policy or test that nevertheless produces results supporting prior discriminatory practices is illegal. This concept was codified in federal law in 1991. In 2009, the Ricci case substantially undermined disparate impact, but on narrow grounds. Therefore, employers are faced with the frying pan or the fire. Organizations and companies could benefit from some suggestions in this article as they attempt to craft personnel policies in the wake of Ricci.

Stephen C. Muffler, Frank J. Cavico, and Bahaudin G. Mujtaba

Memories of the Past and Visions of the 21
Future: The Influence of Temporal
Depth on Health Care Professionals'
Identification

Why do some employees identify closely with their organizations and others less so or not at all? Of the three dimensions of such identification, affect, behavior, and cognition, this study focuses on cognition using the framework developed by Dutton, Dukerich, and Harquail. The approaching transformation of the U.S. health care industry provides a fertile background for research: how will health care professionals decide where and how they will fit in the new order? Specifically, will "temporal depth" — how far a person looks back or forward in time — be a factor? A quantitative study using data from 210 health care professionals analyze responses to a series of questions designed to probe temporal depth in relation to four hypotheses. Temporal depth does, in fact, influence identification with an organization, but the findings are more complex than this simple conclusion.

Ozgur Ekmekci

NeuroLeadership: Sustaining Research 32
Relevance Into the 21st Century

Moving beyond the voluminous research on management leadership that focuses on psychology and behaviorism, the newest field of investigation, NeuroLeadership, looks inside the brain to analyze what might affect leadership abilities. MRI technology has provided the breakthrough, because it maps brain functions in real time reacting to real stimuli. This paper discusses how neuroscience may affect four domains of leadership: decision-making and problem-solving, emotion regulation, collaboration and influence, and facilitating change. Of particular interest is the role of stress and its influence on change, collaboration, and memory.

Christina L. Lafferty and Kenneth L. Alford

**Corporate Governance in a
Developing Economy: A Study
of Barriers and Issues in Nigeria**

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In recent years, some notorious cases of corporate malfeasance in developing countries resulted in new regulations aimed at improving governance. Governance problems (and solutions) in developing countries are different because their operating environments are often so different. In Nigeria, laws and regulations on the books should result in good governance but generally do not because of weak or nonexistent law enforcement; abuse of shareholders' rights; corporate directors' lack of commitment, skills, and independence; weak monitoring systems; and lack of transparency and disclosure, to name some major problems. A statistical analysis of questionnaire replies from 296 managers in public and private corporations in four Nigerian cities highlights barriers to good governance, for which the authors suggest remedies.

John O. Okpara and Jean D. Kabongo

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