

**Business Ethics Perceptions of Russian Working Adults: Do Age, Gender, Education, and Various Work Experiences Make a Difference?**      4

*Ethical business conduct is generally viewed as enhancing prospects of success as well as benefiting society. But are attitudes toward business ethics the same around the globe? For example, the literature finds that Slavic cultures have two sets of ethical standards, one for official relationships and one for personal. A study of 573 Russian managers based on Clark and Clark's 1966 personal business ethics survey (PBES) suggests that perceptions of ethical behavior in Russia are influenced by several factors. An analysis of the responses in relation to seven hypotheses shows that older Russians and female Russians have higher ethical standards than younger male Russians, for example. More education and longevity in the workforce aids ethical maturity. But those with less management experience are more ethical than those with more.*

**Lam D. Nguyen, Natalia Ermasova, and Sergey Ermasov**

**Industry Cluster Pathways: A Focused Approach to Regional Workforce Development**      20

*A major challenge facing the educational establishment is aligning curricula with actual and future workforce needs. Two states, Tennessee and South Carolina, have successful strategies that coordinate educational initiatives with targeted industry clusters. Both draw on Michael Porter's research on industry clusters and economic development. One Tennessee effort, detailed here, focuses on early career-readiness programs in schools in pre-engineering, advanced manufacturing, and health sciences. Business and industry are closely involved at every stage. In South Carolina, a collaboration of government plus business, industry, and K-12 education leaders has focused on access to higher education and workforce preparation since 2004.*

*Two cases are presented here: EngenuitySC, a public-private partnership in the state's midlands region; and the 2012 creation of Palmetto College by the University of South Carolina to meet workforce needs through enhanced accessibility, affordability, and flexibility. Palmetto has campuses in underserved areas as well as extensive on-line, degree-granting opportunities.*

**Susan A. Elkins, Robert R. Bell, Lillian Hartgrove, and Sally Pardue**

**Human Resource Management in the Middle East: Lebanese HR Practices in NGOs and the Private Sector**      34

*Nongovernmental organizations (NGOs) are becoming more visible in economic and political arenas, nationally and internationally. As with any organization, their effectiveness depends largely on the quality of their employees. That, in turn, reflects their human resources policies and practices. To compare them with those of the private sector, a questionnaire was circulated by HR departments to 510 employees in Lebanese NGOs and private companies. Based on 327 responses to questions concerning job satisfaction, career development opportunities, and employee retention, private sector HR policies are more successful than those of NGOs. This suggests room for improvement by the latter.*

**Noura Yassine and Rami Zein**

## Calling Corporate “Audibles”: 41 Changing Signals to Environmental Jolts

*Just as quarterbacks call plays (“audibles”), companies typically signal their upcoming actions to convey the legitimacy of their plans and goals. But what happens to signaling strategies in the midst of unexpected environmental catastrophes (“jolts”)? This question is examined by studying the signaling behavior of two competing firms in the financial crisis of 2006-8, Lehman Brothers and Goldman Sachs—the former perishing and the latter surviving. Amid the noise and confusion of the crisis, the signals of one conveyed more legitimacy and trustworthiness than the other. Why and how are explored here.*

**W. Scott Sherman and Randall D. Harris**

## Mobile Technology and the 52 Employee-Customer-Profit Chain

*Rapid changes in mobile technology disrupt established ways in which suppliers and customers access information. These changes go to the heart of business strategy, and CEOs and other principals must understand these technologies and drive technology decisions. In short, the employee-customer-profit chain (ECP) is deeply intertwined with technology. Is it possible to predict which C-level leaders will make needed investments in digital technologies? This study presents a model using regression analysis to do that, based on the executives’ understanding of the ECP chain. Understanding their own organization’s IT capabilities was a key to success. As a corollary, these business leaders need to create a workplace culture conducive to innovation and productive cooperation.*

**Laura Ann Migliore and Ravi Chinta**

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