

4 WHAT IF? - TEACHING CREATIVITY TO BUSINESS UNDERGRADUATES

This article centers on teaching a “What If” mindset and skill identified as central to contemporary business education today, reflecting its impact as a driver of management and organizational competitive advantage: Creativity. The article stems from this author’s intent to construct and use pedagogy that develops that mindset and skill, grounded on the extant literature. The article summarizes that reviewed literature, which establishes that creativity is an innate ability that can be developed in all and also reveals how to do so. Creativity and its attributes are defined. Best pedagogical practices are reported, as are multiple resources and exercises that can be adapted by instructors seeking to develop creativity in those at any level of past creativity development, or in any teaching or training context. A sample of resulting modalities implemented by this author are also shared. Challenges for instructors and overcoming those, including fear of failure, are explained as well.

Susan Eisner

18 A STUDY OF EMOTIONAL INTELLIGENCE AND SELF-LEADERSHIP

Leaders in the 21st century acquire various leader roles that involve human interactions that impact self-portrayal and perceptions viewed by others within organizations. Emotional intelligence (EI) plays a key role in leadership effectiveness. Despite leaders’ IQ and leadership roles, past studies revealed that various leaders have failed in their roles, and emotions, attitudes, and behaviors may have had an impact on their success or failure. This study is important in understanding what self-leadership strategies are used by leaders based on individuals’ perception of EI. The purpose of this study was to examine EI factors (emotions, attitudes, and behaviors) to determine if EI levels impact one’s self-leadership strategies. Survey responses were collected from over 300 participants from various organizations using SurveyMonkey and two validated survey instruments: the Trait Emotional Intelligence Questionnaire Short Form and Revised Self-Leadership Questionnaire Survey. A correlation analysis was performed to examine the relationship between EI and self-leadership dimensions. Based on the correlation analysis, individuals with higher EI scores used more behavior-focused, natural rewards, and constructive thought in self-leadership. This study contributes to the body of knowledge on EI and self-leadership, which will be beneficial for leaders in determining their use of self-leadership perspectives.

Valerie Vann, Betsy Sparks, and Cassandra Baker

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**29 THE RETALIATION DOCTRINE UNDER
TITLE VII OF U.S. CIVIL RIGHTS
LAW: A PRIMER FOR MANAGERS AND
EMPLOYEES**

Retaliation toward employees who report illegal discrimination and/or unethical practices in the workplace can be problematic for managers and corporations. While there are many forms of retaliation, this article specifically examines an important aspect of civil rights laws in the United States: the retaliation doctrine pursuant to Title VII of the Civil Rights Act. This work is intended as a “primer” aimed at employers and employees—and particularly the managers of the former. The article examines fundamental legal principles of retaliation law, explains the meaning and rationale behind these legal concepts, and provides illustrations of the rules’ application. The article is not intended for attorneys, though it would serve as a good basic review of this part of civil rights laws for attorneys who have not dealt with this topic recently. The article also provides a discussion of the practical implications of the retaliation doctrine and then supplies recommendations to employers and employees as to their rights and responsibilities pursuant to retaliation law in the United States.

Frank J. Cavico and Bahaudin G. Mujtaba

**53 HISPANIC EMPLOYMENT
DISCRIMINATION LITIGATION IN THE
US: AN EXAMINATION OF COURT
CASES FROM 2011 - 2014**

Our study analyzed how individuals fare in litigation when Hispanic national origin is an identifying characteristic of the litigated case. Two hundred and two court cases from the years 2011 to 2014 were coded to identify ascribed, achieved, legal case characteristics, and case outcomes. When hiring or compensation is an issue, the organization tends to prevail. However, when dismissal is the issue, then the individual tends to win. Even though the organization prevails in hiring or compensation litigation, it is preferable to avoid the litigation in the first place by having appropriate organizational policies related to non-discriminatory hiring and compensation. Implications are provided for improved workplace practices, including hiring, compensation, and dismissal.

Helen LaVan and Marsha Katz

**61 DO TRAINING, AREA OF EXPERTISE, AND LONGEVITY WITH CURRENT EMPLOYER AFFECT
ETHICS IN RUSSIA?**

The purpose of this paper is to investigate how training, area of expertise, and longevity with current employer predict the personal business ethics perception of Russian working adults. Using Comparison t-test and ANOVA analyses, this research analyzes 719 Russian working adults. Significant correlations were observed between personal business ethics and area of expertise and longevity with current employer. We found significant difference on ethical behavior and areas of specialization. In addition, we found that there is a statistically significant difference in the mean PBES scores between the two groups with diversity or sensitivity trainings, workshops, or seminars at work place or without. Researchers and scholars in cross cultural management, business ethics, accounting, and audit fields can benefit from this study as it provides more empirical results in understanding the impact of training factors and longevity factors on the ethical maturity of working adults in different countries. Leaders, managers, auditors, and practitioners can benefit from this study as it provides managerial implications in managing this workforce in the most effective and efficient manner. The results from this research suggest that ethics education and training play the critical role in creating an ethical climate on workplace. Unfortunately, the results reveal that ethics education and trainings are not very efficient in current conditions, with an exception of diversity or sensitivity trainings, workshops, or seminars. Determining the types of business ethics education and training that are the most effective in Russia would be beneficial to researchers and practitioners. The research exposes the complexities of universalizing ethical business norms and the potential business threats in an environment defined by cultural differences.

Natalia Ermasova, Dina Clark, Sergey Ermasov, and Lam D. Nguyen