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# Cultural Influences on Ethical Decisions and Fraud

Connie O'Brien\*

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*A globalized workforce has created a wider range of ethical dilemmas and issues for organizations and professionals to address. Ethical values reflect an individual's core beliefs which have been found to stem from an individual's upbringing and culture. Individual core beliefs have also been found to be a strong predictor of work-related behaviors. This study examines the differences in motivation and punishment for fraudulent behavior. Twenty large frauds with approximately \$10 million (US) or more in damages from the US and Asia were analyzed to determine the effect of culture on the motivations to commit fraud, as well as to rendering punishment. This study found that individualistic cultures are more often motivated by personal profiteering compared to collectivistic cultures. Individualistic cultures rely on the justice system to levy swift punishments whereas collectivistic cultures rely on members of the society to maintain order and prevent frauds.*

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**Key Words:** *Decision-making, Ethics, Fraud, Collectivistic culture, Cultural diversity, Workplace culture, White-collar crime*

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# Future of Mid-Career Education in a Transforming Work Context: A Review of Literature and Directions for Future Research

Gopal Mahapatra\* and Sadhna Dash\*\*

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*Mid-career education has been a critical component of management education. It fulfills the all-important need for mid-career professionals to upgrade their knowledge and skills on emerging concepts and has far-reaching implications for its extended stakeholders, namely, the organization and the economy. A key priority for today's mid-career education initiatives necessitates meeting the expectations of a rapidly transforming workplace alongside re-envisioning how careers are lived. Re-crafting the future of mid-career education, is inevitable and remains an understudied area, inviting research attention. Mid-career education's future readiness poses both challenges and opportunities for meeting the needs of its stakeholders. This paper examines mid-career education content and curriculum within the context of a changing workplace. A review of research on mid-career education, its purpose, curriculum, and the career benefits derived from the programs was undertaken. This review of the extant literature reveals that most of the studies have focused on the need and motivation for professionals to undertake mid-career education, and the innovations in mid-career education curriculum and pedagogy that maximize learning. However, very few studies have measured post-program effectiveness, while none have examined the impact on their beneficiaries' careers. The paper discusses the implications for the future mid-career education and how it can be helped to meet the emerging new skills requirements and ensure its relevance in a rapidly evolving digital and techno-centric work world. A critical review of the literature has led to the development of research propositions that can facilitate further research to align mid-career education with the emergent needs.*

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**Key Words:** *Careers in transition, Future of work, Mid-career crisis, Mid-career education, Transforming work*

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# Glass Ceiling and Psychological Distress: The Mediating Role of Self-Esteem

Ella Mittal\* and Navneet Kaur\*\*

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*Even after the continuous increase in the participation of females in the workforce, the representation of females in the top stairs of the career ladder of the organization remains restricted. This study examined the presence of the glass ceiling and its impact on the psychological health through the mediating role of self-esteem on females working in the healthcare sector in Northern India. Along with this, the job level was also analyzed as a moderator. For this purpose, data were collected from 244 females working in top private hospitals in northern India. The results revealed the existence of a glass ceiling and its negative impact on psychological health. However, self-esteem acts as a full mediator in reducing the negative impact of the glass ceiling. Further, it was found that job level plays a significant role as a moderator between the glass ceiling and psychological distress. The implications are discussed.*

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**Key Words:** Glass ceiling, Job level, Mental health, Psychological distress, Self-esteem.

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# Effects of Trusting Beliefs on Intention to Buy Online in Crisis Times

Sanjeevani Sehgal<sup>1</sup>, Gautam Agrawal<sup>2</sup>, Rashmi Maini<sup>3</sup> and Ritu Chhikara<sup>4</sup>

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*Covid-19 crisis has made people rely on the e-retail for Online Grocery and Essential (OGE) goods. It was in this context that this research work investigated the pertinent online retail trusting beliefs towards information system, software platforms, communication integrity and seller, along with their impact on continuous intentions to transact online during this time. Final data consisted of responses from 301 participants of retail webinars during the lockdown period, which were collected through an electronic survey. The analysis was conducted using Structural Equation Modeling (SEM), and the results revealed a positive impact of all trusting beliefs on continuous intentions to transact for OGE goods. Further, the findings suggested the information system to be the most significant factor in the model, and when it blends with the platform characteristics, it induces integral communication and thereby play an intermediating role so as to effect online ordering of grocery and essentials continuously. The study has contributed in terms of empirically testing a useful business model for OGE retailers during the period of crisis.*

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**Key Words:** *Trusting beliefs, E-retailers, Online grocery and essentials, Crisis, Continuous intentions to transact online*

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# Social Network Analysis: Identifying and Explaining the Key Influencers in a Network

Sriram Rajagopalan\*, Shameem Shagirbasha\*\* and Sriram Ravi\*\*\*

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*Social networking analysis is the study of relationship among the members of a group and their behavior within the network. In an organizational perspective, this network can be represented by nodes and ties developed from mathematical graph theories using the software program of the Java Library, called the GEPHI Toolkit. For understanding the relationships among individual members in group formations, the inter-play of concepts in mathematical graphs and the demographic and sociological attributes of the members are observed for their influence in choosing group members. This paper, in its first part, brings out the identical measures of relativity observed among a set of members in a group, and in the second part, it tests the different assumptions on the degree of impact individual members have within their groups using their demographic and sociological attributes. A convenience sample of 240 graduate respondents were chosen from multi-national organisations across India for conducting the survey. The results of the study and the inferences therefrom indicate a positive influence of three variables, namely, language, age and personality of individuals in forming groups within an organisation.*

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**Key Words:** Graph Theory, Gephi Toolkit, Homophily, Personality, Relativity, Social Networks

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# Factors Affecting the Financial Success of Crowdfunding Campaigns: A Systematic Literature Review

Surbhi Gosain\* and Neeti Agrawal\*\*

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*Crowdfunding has been established as a new age method of raising finance. With various online crowdfunding platforms coming into business, it has led to the development of a whole crowdfunding industry with many young entrepreneurs initiating crowdfunding campaigns for funding. This study aims to explore the factors that affect the success of crowdfunding campaigns. This paper presents a systematic literature review of selected journal articles, book chapters, working papers and conference proceedings. It includes the review of 75 articles selected from different databases, published during the period from April 2013 to April 2020. The findings highlight the various factors which can influence the financial success of crowdfunding campaigns and the interlinkages among these factors. The study outlines the future research directions, which can help in the identification and elaboration of more such factors. This will strengthen the concept of crowdfunding with a framework of different factors and their possible impact on crowdfunding.*

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**Key Words:** Crowdfunding, Entrepreneurial finance, Factors, Financial success, Literature review

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# Financial Management Practices of Indian Small and Medium Enterprises (SMEs): A Study of the Food Processing Sector

Nenavath Sreenu\*

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*The Small and Medium Enterprise sector in India has emerged as a very strong pillar of the economy, which has contributed to creating employment opportunities, helped in the growth of the nation's GDP, and in boosting the nation's volume of exports. However, this sector has been facing problems in its expansion process due to lack of involvement by the management and ineffective utilization of the available financial resources and ambiguity within the business environment. A number of prior studies have brought out the complications faced by small firms in their day-to-day operations. This study seeks to examine the association between the finance and accounting practices and the profitability of small and medium sized firms and whether financial management practices can impact the growth and performance of such enterprises. This paper has worked on the following agenda: (a) To examine and designate landscapes of the financial performance and financial features of SMEs in India; (b) To examine a typical case of SME development and presentation; and (c) To explore the ways to increase the profitability of SMEs by using the tools of competent financial management. It is envisaged that this paper will bring out more insights on financial practices and contribute to the development of an information system on financial status and management practices of Indian small firms. In the process, it may help in increasing the profitability of SMEs in India.*

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**Key Words:** Financial Management, Characteristics, Practices, SME and Employment

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# Addressing the Politician's Dilemma: Insights from Social Enterprises

Sushanta Kumar Sarma\*

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*Organizations adopt different compliance strategies to meet multiple demands from the environment. Prior work focused primarily on the conformity to conflicting demands, while ignoring the problems arising due to the lack of consistency between organizational actions and values. The legitimacy challenges faced by organizations due to the interplay of consistency in organizational action and conformity to expectations of constituents, termed as politician's dilemma, is the central focus of this paper. Taking a cue from the work on social enterprises, the paper aims to understand how organizations can address this conundrum of conformity and commitment pressure to seek legitimacy in a pluralistic field. The paper links the work on institutional pluralism with legitimacy, to elaborate on politician's dilemma and build propositions on how the politician's dilemma can be addressed by organizations. The nature of the politician's dilemma can better be understood by examining the nature of institutional logic and composition of the organizational field. This paper identifies the responses of organizations as they face institutional logics with incompatible goals represented by organizational members through professional associations. Except for the classical institutional theorist, few organizational scholars have paid attention to the politician's dilemma. Understanding how organizations cope with the politician's dilemma is significant, as it helps to understand how organizations can seek legitimacy from both internal and external constituents representing competing logics.*

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**Key Words:** Politician's Dilemma, Social Enterprise, Pluralism

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# Strategizing for Premium Positioning: The Case of Hotel Grandeur

Rupal Chowdhary<sup>1</sup>, Gunjan Anand<sup>2</sup>, Pallavi Joshi Kapooria<sup>3</sup>, Vipin Choudhary<sup>4</sup>,  
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*The GRANDEUR Hotel is a debut venture of the Wadhvani Group in Indore city. Within just one year of its inception, the hotel has done exceptionally well, standing at par with national and international brands like Marriot and Radisson Blu. The international hotel chains like Radisson Blu, Marriot, etc. are increasing their presence in the India, and are offering stiff competition to the Indian brands. Other factors which affect the growth of local hospitality industry are the trends in tourist movements, business meetings, corporate culture of hosting and entertaining official guests, and the interest in travel and exploration among young individuals. In view of the tough competition posed by the international chains, the GRANDEUR Hotel has attempted to differentiate itself from its competitors by providing unique customer services. Although the debut has been remarkable, it is facing challenges in earning customer loyalty and expanding customer base. The management is now thinking of new strategies to cope with the current challenges.*

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**Key Words:** Hotel Industry, Services Marketing, Marketing Mix Elements, Customer loyalty

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