Assessment Pieces for Your Course

The Undergraduate Curriculum Committee has determined the following learning objectives for BA 385. We'll be collecting information beginning this summer to meet their requirements and be well-prepared for the accreditation process.

Learning Objectives Matrix: BA 385

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<tr>
<th>Learning Objective</th>
<th>Related Assignment</th>
<th>Meets Standards</th>
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<tbody>
<tr>
<td>LO1 - Define complex interdependencies that result in the long-term prosperity of business.</td>
<td>Student identifies relevant stakeholders and their interests in a business and provides examples of shared and opposing interests of stakeholders: part 1 of case analysis homework</td>
<td>Students can identify relevant stakeholders and their interests in a business and can provide examples of opposing interests and shared interests of stakeholders.</td>
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<td>LO2 - Learn business practices that consider the long-term impact of business activities on multiple stakeholder groups.</td>
<td>Student identifies strategies for business actions that respond to the needs of diverse stakeholders and identifies the long-term economic, social, and natural environment implications of the recommendations: best practices paper administered during the term.</td>
<td>Students successfully identify and describe three business practices: a business practice that has long-term benefits to owners (economic), a business practice that has long-term benefits to communities (social) and a business practice that has long-term benefits to the natural environment.</td>
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<td>LO3 - Demonstrate an ability to think strategically about the long-term impact of business activities on economic, social and natural environments.</td>
<td>Student recommends strategies promoting the long-term enrichment of economic, social, and natural environment objectives: part 2 of case analysis homework</td>
<td>Students can offer recommendations that address long-term enrichment of each the following stakeholders: customers, shareholders, the natural environment, the local community and employees.</td>
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Please give out the assignments to the students as you find them in the sheets below. Having consistent instructions is very important to the results. Let me know if you have any questions about the assignments. They are NOT easy to assign, explain or grade so don’t hesitate to ask for clarification.

These assignments are required for all BA 385 courses. We need photocopies of each of these assignments (or the originals) after you’ve graded them to collect for assessment. You can just drop those off in faculty services. In addition, we’ll need the following data for each course.

<table>
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<tr>
<th>Instructor Name</th>
<th>Term</th>
<th>Number of Students Total</th>
<th>Percentage of Students Who Passed Best Practices</th>
<th>Percentage of Students Who Passed Part One of Case Analysis</th>
<th>Percentage of Students Who Passed Part Two of Case Analysis</th>
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Notes: Here you can describe any trends or explanations to help us understand why some students don’t pass these assignments, for example.
BA 385 – Best Practices Assignment Instructions

Identify three different business practices in which the **long-term** consequences for each of the following stakeholder groups are protected or enriched: economic (owners/shareholders), social (could be employees or the community, local or global) and the natural environment (may include plants or animals, for example). The point of this exercise is to evaluate whether or not you are able to identify practices that 1.) simply make a profit, 2.) meet the needs or interests of community stakeholders and/or 3.) are sensitive to environmental issues. Don’t try to meet all three needs in one practice. For example, practices that simply make a profit may not be designed to serve the community or the environment.

Cite the sources of your information. Write the summary IN YOUR OWN WORDS or, if quoting a source directly, be sure to use quotation marks and provide the page number. You are welcome to use any variety of sources including Internet sites (company websites, for example) or public media sources such as Business Week, Wall Street Journal, etc. We find students are sometimes confused about what constitutes plagiarism so if you have questions, be sure to ask. The summary must be in your own words and all sources must be cited.

Please see the sample below. We find it helpful for you to follow this format.

**Best Practices Assignment**

**By Jeanne Enders**

12/12/2007

I. New Practice at Tokyo Electric Power Company (TEPCO) benefits the **Environment**.

In 1991, the Tokyo Electric Power Company (TEPCO) devised a plan to address the increasing production of waste paper in Japan’s urban areas. TEPCO created an Office Neighborhood Association (ONA) to promote the efficient and economic recycling of waste paper. Rather than relying on any single organization to collect waste paper products, the ONA program relies upon member companies to gather their waste own waste materials and deliver them to central recycling locations. By 2000, the number of participating companies had increased from 30 to 163, and the program was responsible for recycling nearly 720 tons of paper per month. The Office Neighborhood Association also sells ONA brand paper products, which are made entirely from recycled office waste. TEPCO’s practices promote recycling of office products, save large amounts of paper and generate a brand new means of profit by creating paper products from the recycled waste. This benefits the environment by reducing waste.


II. The Gap, Inc. Reaches Out to Youth and Women and thereby benefits **Society**.

In 2007, The Gap, Inc. set its sights on two targets for philanthropic work in order to have a long-term impact. The Gap, Inc. website states the following: "As a global
retailer, we believe it’s important to work in communities where we do business, and we recognize the need to take a focused approach to have long-term impact.”

“This Way Ahead” is a youth program from The Gap, Inc. that partners with two New York City non-profit organizations and provides young people with health services, legal advice and job readiness programs. The focus of this endeavor is youth in developed countries. Many Gap customers are American youth.

The other target area is women in developing nations, ages 18 to 30. Since many women produce goods sold by The Gap, it makes them a well-aligned target for philanthropy. In this effort, The Gap, Inc. partners with the International Center for Research on Women to offer a program working toward “sustainable social change” by offering education and training through a program called P.A.C.E. (Personal Advancement, Career Enhancement). The program provides training for leadership and job advancement as well as education health care and legal rights.


III. Google acquires DoubleClick which enhances their ability to profit from advertising on their search engine, thus enriching Shareholders.

DoubleClick offers services for Internet marketing data collection. They analyze and monitor advertising across a variety of media. By acquiring DoubleClick, Google makes a potential competitor into an asset, offers clients better opportunities to maximize their advertising dollar, adds sophistication and experience to their advertising knowledge and reaches into an area of services well-aligned with their core value proposition. This should impact profits for shareholders.

Case Analysis

1. **Read through the case.** Faculty: Here is where you describe to students where to find the case. You can use any case you’d like. There are many in the back of the book. The key is that they have many of opportunities for all five stakeholder groups. I find using a combination of the three “Body Shop” cases from the textbook works well.

2. **In the table below, identify twenty relevant stakeholders and their stakes.**

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<th>Stakeholders</th>
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3. a.) Please identify two pairs of stakeholders with opposing interests/stakes and describe briefly how they conflict.

b.) Please identify two pairs of stakeholders with shared interests/stakes and describe briefly how they might benefit from coordinating their interests.

4. **Using information from the case, propose recommendations for possible business activities that promote LONG-TERM enrichment for each of the following stakeholders:**

   1. customers
   2. shareholders
   3. the natural environment
   4. the local community
   5. employees
Begin by describing your recommendation and then describe the long-term impact that the proposed business activity will have on each of the stakeholders. You may use the same recommendation for multiple stakeholders if it fits each well, or provide five different recommendations. Just be sure to explain following each recommendation, how it enriches each stakeholder group in the long-term.

Please use this format in your answer:
1.) Stakeholder Whose "Enrichment" You Are Addressing With This Recommendation (choose one of the five listed above and repeat until you've addressed all five). For example, CUSTOMERS.
2.) Your Recommendation for a Possible Business Activity to Assist in the Issues of This Case
3.) Long-term Potential Impact of this Recommendation on Stakeholder Group (describe how it enriches the stakeholder in the long-term).

1.) Stakeholder Whose "Enrichment" You Are Addressing With This Recommendation (choose another one of the five listed above and repeat until you’ve addressed all five). For example, SHAREHOLDERS or BUSINESS OWNERS.
2.) Your Recommendation for a Possible Business Activity to Assist in the Issues of This Case
3.) Long-term Potential Impact of this Recommendation on Stakeholder Group (describe how it enriches the stakeholder in the long-term).

And so on (i.e., you’ll need to do this five times total – one for each of the stakeholders listed above)... Consider writing about 250 words for questions 2 and 3. For number one, simply list the stakeholder group or name.