

BBA Ethics Learning Goal - “Our graduates will recognize the ethical aspects of business situations, and develop their understanding of how to respond ethically and to promote ethical business practices.”

FACULTY RATER: _____ Term/Year: _____

STUDENT NAME: _____

DRURY UNIVERSITY BBA – ETHICS			
<i>Evaluative Criteria</i>	<i>Fails to meet expectations</i>	<i>Meets expectations</i>	<i>Exceeds expectations</i>
<i>Develop policies to promote ethical behavior</i>	<input type="checkbox"/> The student is unaware of the need to promote ethical behavior.	<input type="checkbox"/> The student is aware of the need to promote ethical behavior and has created a sparse plan to promote ethical business practices.	<input type="checkbox"/> The student is clearly aware of the need to promote ethical behavior and has created a comprehensive plan to promote ethical business practices.
<i>Identify ethics issues including global aspects</i>	<input type="checkbox"/> The student has failed to identify the global ethical issues.	<input type="checkbox"/> The student has identified global ethical issues.	<input type="checkbox"/> The student has clearly identified actual and potential global ethical dilemmas.
<i>Identify and describe the relevant stakeholders</i>	<input type="checkbox"/> The analysis of relevant stakeholders is incomplete or incorrect.	<input type="checkbox"/> The analysis of stakeholders is somewhat complete; however does not consider all stakeholders.	<input type="checkbox"/> The analysis of the stakeholders is complete.
<i>Identify and describe the potential resolutions</i>	<input type="checkbox"/> The student has failed to identify ethical issues and their potential resolutions.	<input type="checkbox"/> The student has identified some of the ethical issues but fails to describe their impact to the stakeholders or society. An acceptable solution to the ethical issue is proposed that addresses most stakeholder interests.	<input type="checkbox"/> The student has clearly articulated the ethical issue, has identified how solution would impact all stakeholders. Ethical frameworks are used to develop a comprehensive solution to the issue in a way that fully considers all stakeholder interests.
<i>Identify ethical frameworks that can be applied</i>	<input type="checkbox"/> The student has failed to apply relevant ethical frameworks. The analysis of how each would impact a solution and stakeholders is incomplete or incorrect, and no acceptable plan for solving the ethical issue is proposed.	<input type="checkbox"/> The student has applied relevant ethical frameworks to solve this problem; however, does not apply them to the situation.	<input type="checkbox"/> The student has applied an ethical framework to the situation and identifies a resolution to the issue.
<i>Choose an ethically justified course of action</i>	<input type="checkbox"/> The student does not choose a course of action.	<input type="checkbox"/> The student chooses a course of action without complete analysis.	<input type="checkbox"/> The course of action is described in detail with the framework and stakeholders identified.

Ethics Learning Goal of the Breech BBA

“Our graduates will recognize the ethical aspects of business situations, and develop their understanding of how to respond ethically and to promote ethical business practices.”

Instructions and Assessment Process

Rating Process

The Ethics Learning goal of the BBA program shall be rated by two faculty members. The two faculty members shall conduct independent ratings and after assessment, reach consensus on any ratings where ratings differed. After consensus is reached, the results of the ratings, and any recommendations for improvement of either the course or the rating instrument shall be presented to the AOL&A committee for consideration of action by the Breech faculty.

Samples of Student Work

The Ethics goal shall be assessed using student assignments which have a global issue as part of an ethical dilemma. The course to be assessed will be MGMT 301. This course is offered in the Day School and CCPS and is in a blended and online format. All should be included in the assessment. A previously used assignment is included below. Please note: In 2013-14 the Curriculum and AOL&A committee is considering the use of Giving Voice to Values as a method for teaching ethics. If this plan goes forward the rubric will need to be rewritten to match the learning goals of associated with the new theme.

Assessment Assignments

The rubric used to assess this Learning Goal is included as an appendix to these instructions. The course instructions follow:

What Would You Do? Gap, Inc. Headquarters, San Francisco, California

When you decided to join Gap as its new CEO (Gap, Inc. runs Gap, Banana Republic, and Old Navy clothing stores), your teenage daughter immediately asked, “Doesn’t Gap use sweatshops?” You weren’t surprised by her question, as the company has received intense negative news coverage regarding the treatment of workers in the overseas factories from which it busy its clothes.

For example, a worker for a Gap supplier in Lesotho, Africa, complained, “The factory is dusty. We can’t escape breathing in the fibers. When we cough, if the t-shirt we were working on was made of blue fabric, then our mucus would be full of blue fibers.” A worker in another Gap supplier’s factory in Bangladesh said, “If we make simple mistakes, they beat us up. I made some small mistakes one time, so the supervisor came and slapped my head and pulled my ears. And if we make mistakes, they don’t pay us for our

work.” In El Salvador, where workers complained about abuse and terrible working conditions, worker Maria Luz Panameno said, “I’m very proud to sew pants for Gap, but the board of directors should not be proud of what is happening to us. Gap has abandoned us.” Some workers pointed out that wages were so low that they couldn’t buy enough food for themselves and their families. Steve Weingarten, a union organizer who tries to unionize and represent factory workers, says, “We want Gap to stop exploiting sweatshop labor around the world. We want them to pay a wage that allows a decent standard of living and allows workers to organize unions to improve their conditions in factories.”

Is Gap the only company that relies on such suppliers? No, it isn’t. According to Kirk Douglass of Pivot International, a manufacturing company that owns factories in the Philippines and does work with Chinese companies, “If you go into almost any plant in the non-developed countries of the Far East, you’re going to see things that OSHA (Occupational Safety and Health Administration) or EPA (Environmental Protection Agency) would shut down tomorrow.” For years, because of strong competition and price-conscious consumers, retailers like Gap have quickly switched orders from one factory or country to another whenever they could find a lower price. According to protest groups, that intense pressure to keep prices low has encouraged factory owners and managers to do everything they can to cut their costs, including mistreating workers. And with 4,000 factories in 50 countries supplying clothes for Gap, Banana Republic, and Old Navy stores, protest groups see Gap as a big part of the problem.

With intense negative publicity, protest groups calling for worldwide boycotts of Gap products and stores, and the company losing money, you couldn’t find a much tougher situation as a new CEO. On the one hand, because Gap is a publicly traded company, one of your most important responsibilities is to keep your stockholders happy by making sure the company is profitable. And that means your overseas suppliers have to keep their prices low. On the other hand, negative publicity and boycotts may lower sales and reduce profits.

- So how do you decide whose interests – stockholders, suppliers, overseas workers, or protestors-take precedence? Identify the framework you are using to form your opinion.
- Furthermore, is Gap really responsible for the terrible treatment of overseas workers? What are the ethical issues involved?
- In other words, is this your problem, or a problem that the managers and owners of the overseas factories need to address?
- How should Gap respond? Should you do nothing, make minimal changes, or aggressively tackle these issues even if doing so affects the company’s bottom line?
- If you were the new CEO of Gap, Inc., what would you use to make a decision about what to do next? What would you do?

Williams, C (2007) Management 4th ed. Southwestern Thomson – Mason, OH pg 99

The attached rubric should be employed to evaluate the student papers. The assignment will be made around mid-term of the course.