



In Academic Affiliation With



## FACULTY OF BUSINESS AND MANAGEMENT STUDIES

### UNDERGRADUATE BUSINESS PROGRAMME

**ACADEMIC YEAR 2019-2020, Second Semester**

**August - 2020**

**WRIT2**

<b>Programme Title:</b> BMS, MM	
<b>Module Title:</b> Business in Action	
<b>Module Code:</b> GSP5071	
<b>Assessment Method:</b> Case Study	
<b>Level:</b> 5	<b>Block:</b> 1
<b>Module Credits:</b> 20	<b>Weighting:</b> 50%
<b>Due Date:</b> 30-Jun-2020, 12:00 AM	<b>Word Count:</b> 3,000
<b>Examiner(s):</b> Dr. Faisal	

**A. Written work**

- A signed declaration that the work is your own (apart from otherwise referenced acknowledgements) must be included after the reference page of your assignment
- Each page must be numbered.
- Where appropriate, a contents page, a list of tables/figures and a list of abbreviations should precede your work.
- All referencing must **adhere** to School/Institutional requirements.
- A word count must be stated at the end of your work.
- Appendices should be kept to the minimum and be of direct relevance to the content of your work.
- All tables and figures must be correctly numbered and labelled.

**B. Other types of coursework/assignments**

- Where coursework involves oral presentations, discussions, poster presentations, etc., specific instructions will be provided by your module leader/team.



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Rewrite below part just after the **References** of your assignment.

**WORK DECLARATION**

I, [Name of Student], hereby declare that the uploaded Case Study through Turnitin is my own work. I affirm that this has been researched and completed in accordance with the college rules and regulations on plagiarism.

I acknowledge the advice given by the module tutors on proper referencing to avoid plagiarism and the rules on the academic unfair practice.

I acknowledge that I read and understand the plagiarism guide written at the end of this assessment. Any academic misconduct will be handled according to the rules and regulations of the university.

[Name of Student]

## **General instructions**

Case Study must be submitted online through Turnitin before due date. An acknowledgement will be given to you by your teacher upon **presentation of the finance clearance**. This is your receipt, **keep it**.

The only circumstance in which assignments can be uploaded late via Turnitin is if a Mitigating Circumstances (MC) form is submitted at the same time. In these circumstances work may be submitted within five (5) working days. Make sure to secure MC form and submit the same to the concerned staff. Difficult

Write the number of words used, excluding references, at the end of your assignment. Provide the list of sources you used at the last page of your assignment with proper label 'References'. You may include diagrams, figures etc. without word penalty. The number of words will be + or – 10% of the total words allowed.

A work declaration must be included just after the reference page of your assignment. This ensures that you prepare your work in good faith. Any form of collusion and/or academic unfair practice will be dealt with according to the pertinent rules and regulations of the partner university. Please read carefully the plagiarism guide.

## **Assessment Details**

This Case Study comprises 50% of the total assessments marks. It contains five questions. These will develop the following skills:

- Communication skills. Through the compilation of literature and reviews, students will be able to practice their writing skills which are needed in the workplace.
- Analytical skills. The report enables the students to analyse and evaluate the benefits of the different activities done in the class. This skill will eventually help them evaluate options necessary to make decisions in the workplace In addition, the assessment will test the following learning outcomes:
  1. Identify and apply a range of tools and techniques to solve problems and think creatively.
  2. Exhibit authentic and effective management skills including communication skills, professional values, self-awareness and team working skills.

## Assessment Task

### **The Case:**

Below is a short case regarding “Ethical Leadership” Read the case very carefully and answer the questions. Apply the theory you have learned from the class.

### **The Case:**

Sara Tangdall

### **Background**

One year after becoming CEO of Starbucks, Kevin Johnson faced a leadership test when two black men were arrested in a Philadelphia Starbucks. The men were waiting to meet a business associate, but they didn’t purchase anything while they were waiting. The store manager asked them to leave, and they refused, explaining that they were there to meet someone. The manager called the police because the men refused to leave, and the police arrested them.

Another patron at Starbucks recorded the arrest on her cell phone, and it quickly went viral. In an interview after the arrest, the woman who took the video mentions that she had been sitting there for a while, and she wasn’t asked to leave even though she didn’t order anything. Additionally, the video shows the business associate of the black men show up during the arrest, and he asks the manager and the police what the men had done wrong. The general public and those who witnessed the arrest labeled it as discriminatory and racist.

This happened on a Thursday and the following Monday, Johnson said that the manager no longer worked at the store. The arrests led to protests and sit ins at the Philadelphia Starbucks the days following the event.

In his apology statement and follow up video release shortly after the arrests, Johnson said, “The video shot by customers is very hard to watch and the actions in it are not representative of our Starbucks Mission and Values. Creating an environment that is both safe and welcoming for everyone is paramount for every store. Regretfully, our practices and training led to a bad outcome—the basis for the call to the Philadelphia police department was wrong.”

Before the incident, Starbucks had no companywide policy about asking customers to leave, and the decision was left to the discretion of each store manager. Because of this flexible policy, Starbucks had become a community hub--a place where anyone could sit without being required to spend money. Johnson mentioned this community in his apology when he said Starbucks works to create an environment that is “both safe and welcoming for everyone.”

Also in his apology, Johnson outlined the investigation he and the company would undertake. The apology detailed actionable steps Starbucks leadership would follow to learn from the situation, including meeting with community stakeholders to learn what they could have done better. Johnson took full responsibility for the actions of his employees, and he acknowledged that Starbucks customers were hurt by the arrests. Johnson acknowledged that employees needed more training, including about when to call authorities, and that the company needed to conduct a thorough analysis of the practices that lead to this incident.

After issuing his apology, Johnson went to Philadelphia and met with the two men face to face to involve them in dialogue on what Starbucks needed to do differently.

The week following the arrests, Starbucks announced it would temporarily close 8,000 stores to conduct unconscious bias training, which they did on May 29, 2018. A month after the arrests, Starbucks released a new "Use of Third Place Policy," which states that anyone can use Starbucks and its facilities without making a purchase; it also explains what managers should do if a customer becomes disruptive. Additionally, the policy says that Starbucks seeks to create "a culture of warmth and belonging where everyone is welcome. This policy is intended to help maintain the third place environment in alignment with our mission 'to inspire and nurture the human spirit – one person, one cup and one neighbourhood at a time.'"

Aug 29, 2018

**Assessment tasks:**

**Referring to above case provide discussion on the Following**

1. Critically define the following terms:( **30 Marks**)
  - a. Business Ethics:
  - b. Stakeholders:
  - c. Ethical Dilemma:
  - d. Code of Ethics:
  - e. Conflict of Interest:
2. Who Are the Primary Stakeholders? ( **10 marks**)
3. Did the CEO handling of the incident promote positive relationships between employees and customers? Why? ( **20 marks**)
4. Does Johnson explicitly accept responsibility for the incident and provide direction for a course correction? ( **20 marks**)
5. Which stakeholders carry the greatest burden in this incident? Why? ( **20 marks**)

**GSP5071 - Business in Action**  
**AY:2019-2020/ Second Semester**

**Marking Scheme**

Patch	Description	Marks Allocated
Task 1	<p>Should provide a thorough overview of the following terms with reflecting the in-text citations, with appropriate application of Harvard system of referencing:</p> <ul style="list-style-type: none"> <li>• Business Ethics. (6 marks)</li> <li>• Stakeholders. (6 marks)</li> <li>• Ethical dilemma. (6 marks)</li> <li>• Code of Ethics: (6 marks)</li> <li>• Conflict of Interest: (6 marks)</li> </ul>	30
Task 2	Should give full detail regarding the Primary Stakeholders:	10
Task 3	<p>Should include a clear outline and details of the following:</p> <ul style="list-style-type: none"> <li>• Did the CEO handling of the incident promote positive relationships between employees and customers?(10 marks)</li> <li>• If yes Why(10 marks)</li> </ul>	20
Task 4	<p>Should include a clear outline and details of the following:</p> <ul style="list-style-type: none"> <li>• Does Johnson explicitly accept responsibility for the incident (10 marks)</li> <li>• Does Johnson provide direction for a course correction?(10 marks)</li> </ul>	20
Task 5	<p>Should include a clear outline and details of the following:</p> <ul style="list-style-type: none"> <li>• Which stakeholders carry the greatest burden in this incident? (5 marks)</li> <li>• Why stakeholders carry the greatest burden in this incident? (15 marks)</li> </ul>	20
TOTAL		100%

## Plagiarism

1. **Plagiarism**, which can be defined as using without acknowledgement another person's words or ideas and submitting them for assessment as though it were one's own work, for instance by copying, translating from one language to another or unacknowledged paraphrasing. Further examples of plagiarism are given below:

Use of any quotation(s) from the published or unpublished work of other persons, whether published in textbooks, articles, the Web, or in any other format, which quotations have not been clearly identified as such by being placed in quotation marks and acknowledged.

Use of another person's words or ideas that have been slightly changed or paraphrased to make it look different from the original.

Summarising another person's ideas, judgments, diagrams, figures, or computer programmes without reference to that person in the text and the source in a bibliography or reference list.

Use of services of essay banks and/or any other agencies.

Use of unacknowledged material downloaded from the Internet.

Re-use of one's own material except as authorised by the department.

2. **Collusion**, which can be defined as when work that has been undertaken by or with others is submitted and passed off as solely as the work of one person. This also applies where the work of one candidate is submitted in the name of another. Where this is done with the knowledge of the originator both parties can be considered to be at fault.
3. **Fabrication of data**, making false claims to have carried out experiments, observations, interviews or other forms of data collection and analysis, or acting dishonestly in any other way.

## Plagiarism Detection Software (PDS)

As part of its commitment to quality and the maintenance of academic standards, the University reserves the right to use Plagiarism Detection Software (PDS), including Turnitin. Such software makes no judgment as to whether a piece of work has been plagiarised; it simply highlights sections of text that have been found in other sources.

The use of plagiarism detection software fulfills two functions. The first is to enhance student learning (i.e. as a developmental tool); the second is to guard against and identify unfair practice in assessment.

Further information and guidance can be found in the University's policy on the [Use of Plagiarism Detection Software](#).