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1. Print copies of the role-play exercise pages (one copy of "Background" for each student in the class; one set of the roles for every five students in the class).
2. Develop teams of five students (there are five unique roles in All Sports).
3. Have each student read the "Background" as an introduction to the exercise.
4. Assign each student a role to play and provide the specific role description.
5. Indicate the desired outcome of the process (e.g., press conference, written and/or oral presentation, short-term plan, long-term plan, employee meeting, etc.) and create feedback mechanisms appropriate for the desired outcome.
6. Teams will need at least forty-five minutes to review, discuss, and prepare.
7. Link the key issues to course training and learning objectives.

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Misuse of company time | Violation of social networking policies | Sexual harassment | Religion | Discrimination

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All Sports is a company founded in 1960 by John and Mary McBeth. The company sells all types of sports equipment and athletic clothing. Their major focus is to make sure that they and their employees have a balanced life, including what they called an "authentic, integrated, and whole life." They want their employees to care about their family, spend time with them, take care of their health, and be viable and responsible members of the organization. In order to accomplish this, they think it is important to share their values at times. But above all, they want to operate their business using Christian principles. Principles are viewed to be universal and absolute and specify boundaries that must be respected. They are used to develop rules and values across cultures. Their purpose is not to require their employees to be Christians or to incorporate their personal religious beliefs in any of their products or business operations. But they do have a goal of people referring to them as a Christian-based business, not a business that sells products and services with Christians as the target market.

All Sports has grown to become a market leader in retail sales of ski and snowboarding equipment. The company headquarters is located in Provo, Utah. There are about 30 retail locations throughout the United States, mostly concentrated in the southwest region. The couple that founded the company thought that their Christian principles would help maintain high ethical standards in the company. They did things based on their religious beliefs, such as closing the retail locations

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You are the director of sales and have been with All Sports for more than five years. You were hired based on your reputation for integrity and your sales experience in the industry. In your department, you bring in the greatest revenue. Recently, your sales have been declining due to a failure to be mindful and to stay focused on managing your sales force. You are becoming obsessed with social media and constantly monitor your stock portfolio. Because of the declining sales, you are faced with pressure from upper management to meet your numbers. Recently, you have become infatuated with Prisha, the Marketing Manager. You went on one date with her, but Prisha continues to decline a second date.

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You have been working in the corporate office of All Sports for the past five years. You are great at your job and have received various service awards. You are very interested in digital marketing and have encouraged your employees to use social networking sites to advertise for the company and network with potential clients. You enjoy work and have built up many friendships with people you work with.

You are divorced with two children. You prefer casual relationships. You have gone on dates with four co-workers and even lived with one for a few months. You noticed that people have been treating you differently since finding out about your personal dating life. You recently received a written warning for a dress code violation. You were told that your blouses were too revealing.

You have worked with Sam, the director of sales, for the past five years and have a lot of respect for him. A month ago, he asked you to go on a date, and you accepted because initially, you were very interested. After the first date, you decided that it would be best not to pursue anything further out of fear of damaging your work environment. You told Sam that you did not want to pursue anything further, but Sam has been making advances at you, all of which you turned down. Sam is being very persistent to the point where it is affecting your ability to concentrate on work. He tends to become very aggressive when there are causal meetings outside the work environment. You have thought about bringing it up to your manager but have not wanted to cause conflict. Until recently, you left the issue alone because you fear that if it is brought to attention, others that you work for will lose respect for you. However, after learning about the Facebook survey he began sharing with the rest of the office, you decided to inform the human resource representative Jorge about Sam's behavior.

A meeting has been called for the sales and marketing department to discuss performance and other issues that have taken place recently. The human resource representative will be facilitating the meeting.

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You are the vice president of sales and marketing and have been with the company for twenty years. You received an online MBA from the University of Phoenix. You have enjoyed working for the company and consider the people you work with to be like your family. You are a very religious person, and you really like that the company is centered on religion, allowing everyone in the company to have Sundays off. You believe in an open work environment where anything can be discussed as long as it does not interfere with work or violates any laws. Moreover, you do not have a favorable view of social networks in the workplace because of their potential to be misused. As the vice president of sales and marketing, you are responsible for the sales and you are ren

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You are the human resource representative, and you have been with the company for two years now. Prior to working with All Sports, you were working in Salt Lake City as an assistant human resource representative. You took this job because you were more interested in the field of sports and the ethical conduct of the company. In addition, this job was a promotion from your previous job and you thought it would be challenging.

Your responsibility as a human resource representative is to assist in the hiring and termination of employees and investigate when employees are breaking company policies and procedures. In addition, you are the person that handles complaints and mediates situations.

In the last couple of months, you have been getting complaints about employees violating company policies, and, recently, the IT department has notified you that there has been an increasing amount of employees using social networking sites during work hours. You feel it is appropriate to use social networking sites during work hours as long as certain formalities are followed.

However, a few incidents have emerged to suggest that employees might be using social media for questionable purposes. You have been notified by Taylor, the vice president of sales and marketing, that a sales representative, Skylar, vented on TikTok about his frustration with Taylor and his dissatisfaction with the company. In addition, Taylor has made a complaint about being discriminated against by Skylar and wants Skylar fired.

It has also been brought to your attention that Prisha, the marketing manager has been dating colleagues. Recently, she has notified you that Sam, the director of sales, has been using Facebook to talk about her and her personal life.

A meeting has been called for the sales and marketing department to discuss performance and other issues that have taken place recently. You will be facilitating the meeting.