

like most and three aspects that you like least about each company's sustainability report. Which company's document do you like best? Why do you think it is best?

Step 2 Explain why having a Sustainability Report is not sufficient for ensuring excellent natural environment behavior. What other means besides the document itself are needed to assure ethical behavior in regard to preserving the natural environment?

Step 3 Prepare a two-page Executive Summary that provides an overview of the Disney document versus the CBS document as well as your assessment of the strengths and weaknesses of each document.

Assurance of Learning Exercise D

The Ethics of Spying on Competitors

Purpose

This exercise gives you an opportunity to discuss in class ethical and legal issues related to methods being used by many companies to spy on competing firms. Gathering and using information about competitors is an area of strategic management that Japanese firms do more proficiently than American firms.

Instructions

On a separate sheet of paper, number from 1 to 18. For the 18 spying activities listed as follows, indicate whether or not you believe the activity is ethical or unethical and legal or illegal. Place either an *E* for ethical or *U* for unethical, and either an *L* for legal or an *I* for illegal for each activity. Compare your answers to those of your classmates and discuss any differences.

1. Buying competitors' garbage
2. Dissecting competitors' products
3. Taking competitors' plant tours anonymously
4. Counting tractor-trailer trucks leaving competitors' loading bays
5. Studying aerial photographs of competitors' facilities
6. Analyzing competitors' labor contracts
7. Analyzing competitors' help-wanted ads
8. Quizzing customers and buyers about the sales of competitors' products
9. Infiltrating customers' and competitors' business operations
10. Quizzing suppliers about competitors' level of manufacturing
11. Using customers to buy out phony bids
12. Encouraging key customers to reveal competitive information
13. Quizzing competitors' former employees
14. Interviewing consultants who may have worked with competitors
15. Hiring key managers away from competitors
16. Conducting phony job interviews to get competitors' employees to reveal information
17. Sending engineers to trade meetings to quiz competitors' technical employees
18. Quizzing potential employees who worked for or with competitors

Assurance of Learning Exercise E

Who Prepares a Sustainability Report?

Purpose

The purpose of this activity is to determine the nature and prevalence of Sustainability Reports among companies in your state.

Instructions

Contact by phone at least five different plant managers or owners of large businesses in your area. Seek answers to the following questions. Present your findings in a written report to your instructor.

1. Does your company prepare a Sustainability Report? If yes, please describe the nature and scope of the report.
2. Are environmental criteria included in the performance evaluation of managers? If yes, please specify the criteria.
3. Are environmental affairs more a technical function or a management function in your company?
4. Does your firm offer any environmental workshops for employees? If yes, please describe them.