

Year-end Summative BBI

Identify the task	Golf or Curling Charity tournament
Identify the stakeholders	Students, Teacher, Admin/Board, Business community, School, Parents
Identify the stakeholders' success criteria Charity http://www.cra-arc.gc.ca/tax/charities/menu-e.html	Appendix 1
Develop a mission statement	Appendix 2
Develop an organisational structure and divisions Develop job titles/ skills/ and job descriptions	Management, Finance, Marketing, Production - Co-ordinator of each division, divisional team members Appendix 3
Post and hire for positions by division	Ads for positions, ads from students, student mission statements, business cards cover letters, resumes - Appendix 4
Sell shares for seed money	Certificates or stocks - Appendix 5
Set divisional/individual goals and performance schedules	SMART - Appendix 6
Evaluate divisional/individual goals and successes and complete individual performance reviews http://www.hrs.iastate.edu/perf/pdfs/Emp_Perf_Eval.pdf	Appendix 7, Appendix 8
Complete task	Charity Event
Prepare divisional summary reports	Management, Finance, Marketing, Production - Appendix 9
Re-evaluate stakeholders success criteria and celebrate successes	Present cheque to charity
Redeem shares	

Guest solicitation/sales (one person each – from a list of professionals) Name tags, Trophy, Web site, Prizes, Guest speaker Media contacted, Venue, meal, practise time/lessons, tickets, logo, name, large cheque, brochure, data base/contacts, thank you letters, format for golf, scheduling pairing of golfers, donation levels and recognition, date, pictures(digital) scoring, shirts, buttons receipts, charity contacted, class speaker from charity, meet and greet, water/snacks silent auction permission statements, rides/bussing, guest questionnaire sealed in envelopes, market research, pens markers signs, tables and chairs set up, sell/raffle off additional spots to students

Appendix 1 – Success Criteria

Explain what success would look like to the following stakeholder: _____

If the task were an outstanding success...

They would see:	They would hear:
They would get:	They would feel:

Appendix 2 – Mission Statement

Develop a mission statement that reflects the success criteria outlined.

Appendix 3 – Organisational Structure

Develop an Organisational structure and lines of communication and responsibility.

Set the size of each division.

Assign students names after the hiring process.

Appendix 4 - Positional Ad

Develop job descriptions and ad postings.

Appendix 5 - Stock Certificate

Prepare stock certificate.

Appendix 6 - Goals and schedules

Complete the following for the _____ division.

Task	I n i t i a l s	Assigned to:	Date for completion	Actual Completion (date)	Early?(E) On Time?(OT) Late?(L)	Reassigned to:	Reason

Appendix 7 - Divisional performance review

Team success rank
Communication
Goals setting

Appendix 8 - Individual performance review

Appendix 9 - Divisional Summary Report Headings

Management

 SWOT analysis

Finance

 Budgeted statements, collections, payments, Receipts, filing, banking, final
 financial statements and analysis, share sales and redeem shares

Marketing

 Marketing plan (4 P's and 2 C's)

Production

Cover Letters

Read the descriptions of the positions.

Provide a cover letter to apply for at least one of the following positions listed below.

Management Co-ordinator

Marketing Co-ordinator

Production Co-ordinator

Finance Co-ordinator

You may apply to more than one position

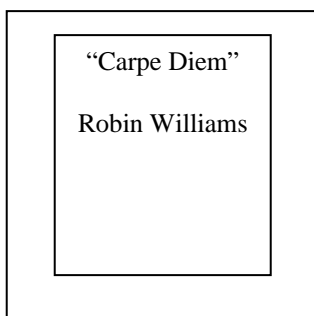
Taylor your cover letter to the position and attach a resume and a mission statement to it. Use the proper format for the cover letter. Do not lie, use your experiences and highlight how they will help in the position.

Mission Statement

Use the following website and your reading to complete a personal mission statement.

<http://www.franklincovey.com/missionbuilder/>

The mission statement should be in 20 pt font with a border on a separate piece of paper so it can be posted in the class. Be sure to prominently display your name.



Marketing Co-ordinator

JOB DESCRIPTION:

Fabulous opportunity with a successful National Charitable organisation! We are currently seeking someone with a creative mind to develop marketing campaigns that will help to increase event attendance. The chosen person must not be afraid to think outside of the box. A strong knowledge of consumer event marketing, show promotions, media advertising and public relations is a must. Must be able to manage and meet deadlines as well as work within a budget.

RESPONSIBILITIES INCLUDE:

Developing business plans and product positioning in the marketplace; conducting market research, monitoring competitive activity and identifying customer needs and trends; developing a web site and establishing pricing strategy and an effective logo for use with promotional materials.

Candidates must possess excellent organizational, interpersonal, and influential written and verbal communication skills; the ability to work cross-functionally and with a wide range of employees with different skill-sets; demonstrated ability to exercise broad judgement and flexibility in balancing project requirements, meeting milestones, and keeping people and projects moving on schedule.

JOB QUALIFICATIONS

Strong attention to detail
Excellent communications skills (written & oral)
Art and Graphic software capabilities
Familiar with Macromedia web page design

Production Co-ordinator

JOB DESCRIPTION

Under the direction of the Management team, directs and supervises employees to ensure the smooth operation of a singular one day Charitable Golf Tournament in a timely manner in order to meet organizational objectives and customer requirements.

PRIMARY RESPONSIBILITIES

- Supervises production activities to ensure that the tournament meets or exceed all established quality requirements, including meeting guests, set-up and takedown.
- Directs all related personnel actions, including final selection, training, performance appraisal, discipline, and safety issues. Supports company culture and mission.
- Determines tournament priorities based on established schedules and makes assignments to personnel as requested.
- Communicates and enforces objectives, Tournament procedures and efficiencies. Interprets specifications and makes judgements about the acceptability of production that is in process.
- Directs special projects and problem solving as required.

JOB QUALIFICATIONS

- Exceptional organizational skills and attention to detail required.
- Excellent communication skills including conflict management.
- Exhibits leadership skills and knowledge of Golf tournament flow and scorecard record keeping.
- PC literacy essential.

Management Coordinator

JOB DESCRIPTION

Position to support the efforts of a successful charitable organisation. Will interface with teacher and various other co-ordinators to plan promote execute and assess effectiveness of a Charitable Golf Tournament. Requires participation in a collaborative development environment involving multiple team mates and divisions. Excellent opportunity for motivated individual to gain project management experience with a successful charitable organisation.

RESPONSIBILITIES INCLUDE

- Promotes team spirit and supports team commitments as needed.
- Direct contact with clients of the business community, sales, promotion, Greeting and thank-you's

JOB QUALIFICATIONS

- Strong attention to detail
 - Excellent communications skills (written & oral)
 - Analytical expertise
 - Multi-tasking and excellent organisation skills
 - Must be able to work independently and as part of a team
 - Experience with Microsoft Suite (word, excel, PowerPoint)
- PLUS
- Database experience
 - Good mathematical ability
 - Experience on large, complex projects

Accounting Coordinator

JOB DESCRIPTION

Are you more than a number cruncher? Can you assess deals, execute and get to the closing table? Join an industry leader, add value and watch your career skyrocket. Our Charitable client is seeking candidates to join their corporate development program to make a difference. This company will open the fast-track to anyone that is highly motivated seeking significant advancement potential.

RESPONSIBILITIES INCLUDE

- Activities include preparation of the Company's financial Statements by reviewing and analyzing the company results and financial data
 - Preparation of receipts and processing cheques
- Strong communication and relationship-building skills are critical. The position requires frequent communication with other members of the executive team.

JOB QUALIFICATIONS

Technical Knowledge/Skills:

- Intermediate knowledge of GAAP
- Intermediate Excel and Word. Strong organizational skills
- Ability to learn and gain proficiency in new systems and processes.
- Strong analytical skills and accounting/financial skills
- Able to make clear and convincing presentations to senior management, peers and co-workers.

SWOT Analysis: Lesson

SWOT analysis is a tool for auditing an organization and its environment. It is the first stage of planning and helps to focus on key issues.

Once key issues have been identified, they feed into company objectives. (i.e. mission statements). It can be used in conjunction with other tools for audit and analysis, such as PEST analysis and Porter's Five-Forces analysis. It is a very popular tool with marketing students because it is quick and easy to learn. During the SWOT exercise, list factors in the relevant headings. It's that simple.

SWOT stands for **strengths, weaknesses, opportunities, and threats**. Strengths and weaknesses are **internal** factors.

To carry out a SWOT Analysis write down answers to the following questions:

Strengths:

- What are your advantages?
- What do you do well?

Consider this from your own point of view and from the point of view of the people you deal with. Don't be modest, be realistic. If you are having any difficulty with this, try writing down a list of your characteristics. Some of these will hopefully be strengths!

Weaknesses:

- What could be improved?
- What is done badly?
- What should be avoided?

Again this should be considered from an internal and external basis - do other people perceive weaknesses that you don't see? Do your competitors do any better? It is best to be realistic now, and face any unpleasant truths as soon as possible.

A **strength** could be:

- your specialist marketing expertise.
- a new, innovative product or service
- location of your business
- quality processes and procedures
- any other aspect of your business that adds value to your product or service.

A **weakness** could be:

- lack of marketing expertise
- undifferentiated products and service (i.e. in relation to your competitors)
- location of your business
- poor quality goods or services
- damaged reputation

Opportunities and threats are **external** factors. For example:

Opportunities

- Where are the good chances facing you?
- What are the interesting trends?

Useful opportunities can come from such things as:

- Changes in technology and markets on both a broad and narrow scale
- Changes in government policy related to your field
- Changes in social patterns, population profiles, lifestyle changes, etc.
- Local Events

Threats

- What obstacles do you face?
- What is your competition doing?
- Are the required specifications for your job, products or services changing?
- Is changing technology threatening your position?
- Do you have bad debt or cash-flow problems?

Carrying out this analysis is will often be illuminating - both in terms of pointing out what needs to be done, and in putting problems into perspective.

An **opportunity** could be:

- a developing market such as the Internet
- mergers, joint ventures or strategic alliances
- moving into new market segments that offer improved profits
- a new international market
- a market vacated by an ineffective competitor

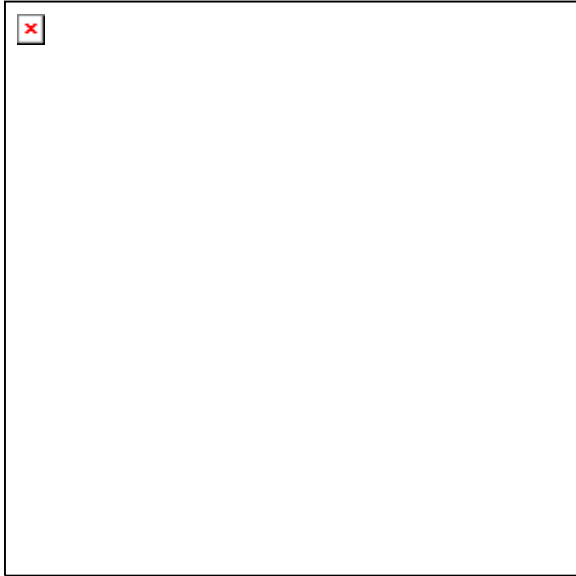
A **threat** could be:

- a new competitor in your home market
- price wars with competitors
- a competitor has a new, innovative product or service
- competitors have superior access to channels of distribution
- taxation is introduced on your product or service

A word of caution, SWOT analysis can be very subjective. Do not rely on it too much. Two people rarely come-up with the same final version of SWOT. TOWS analysis is extremely similar. It simply looks at the negative factors first in order to turn them into positive factors. So use it as guide and not a prescription.

Simple rules for successful SWOT analysis

- be realistic about the strengths and weaknesses of your organization
- analysis should distinguish between where your organization is today, and where it could be in the futures
- be specific. Avoid grey areas.
- always analyse in context to your competition i.e. better then or worse than your competition
- keep your SWOT short and simple. Avoid complexity and over analysis
- SWOT is subjective.



Sample - EBAY SWOT ANALYSIS

Introduction

Ebay was founded by Pierre Omidyar in 1995 as a marketplace for the sale of goods and services for individuals. Not only was it a novel idea, but it was utilizing an innovative technology – the Internet. E-commerce had not yet been established as an acceptable and understandable method of doing business at that time.

Today, one can find more than 18,000 categories of merchandise on ebay, including big-ticket items such as cars and real estate. Ebay is not so much an e-commerce site as it is a trading community, where buyers and sellers find one another and conduct transactions. Browsing and bidding is free, but ebay charges a fee for listing an item for sale as well as a fee for items that are sold. Additional fees are charged for special features in listings, such as bold listings or extra photographs (the first two are free). Ebay currently has approximately 14,000 registered users around the world.

Strengths

By far, ebay's greatest strength is that it was first – the first online auction site – an entirely new concept in commerce. Omidyar jumped in with both feet on the new technology bandwagon, opening up the world to the concept of electronic commerce. His decision to hire CEO and President Meg Whitman turned out to be a jewel of a choice, as Whitman herself is another of ebay's biggest strengths. Building on her experience with Hasbro and Stride Rite, as well as her Harvard business education, Whitman has led ebay through a number of reinventions to the mammoth site it is today. The company earned a net income of more than \$90 million in 2001, which was a 73 percent increase from the previous year. Ebay is hot, and its here to stay. Whitman's strategy has been rapid growth through adding new categories.

Yet another strength is that ebay is in the business of connecting people, not selling things. Therefore, it encounters no inventory or distribution costs whatsoever, which is highly unusual for e-commerce businesses. Ebay is only a broker, never actually taking possession of any merchandise, which places the company in a much more profitable position than some of its competitors, namely Amazon.com and uBid...

SWOT Analysis Presentation - Group Presentation

Team: _____

Students' names:

Category	Level Zero	Level One	Level Two	Level Three	Level Four
<i>Knowledge</i> Content -complete -evidence of knowledge of topic	Demonstrates no knowledge of concepts related to the topic	Demonstrates limited knowledge of concepts related to the topic	Demonstrates some knowledge of concepts related to the topic	Demonstrates a considerable knowledge of concepts related to the topic	Demonstrates a thorough knowledge of concepts related to the topic
<u>Appendix, Overheads, Handouts</u> -complete -organized -relevant	Fails to communicate ideas about the SWOT	Poorly communicates ideas and information on the SWOT	Communicates ideas and information on the SWOT, but incompletely	Communicates adequately key ideas and information on the SWOT	Communicates effectively key ideas and information on the SWOT
<i>Thinking-inquiry</i> assesses how our performance could be improved	Demonstrates no ability to assess how our performance could be improved	Demonstrates limited ability to assess how our performance could be improved	Demonstrates some ability to assess how our performance could be improved	Demonstrates considerable ability to assess how our performance could be improved	Demonstrates outstanding ability to assess how our performance could be improved

Category	Level Zero	Level One	Level Two	Level Three	Level Four
<i>Communication</i> Organization -logical, clear evidence of planning	Information is not presented in a clear logical sequence that shows poor or no planning	Information is presented in a sequence that shows limited planning	Information is presented in a sequence that shows some planning	Information is presented in a clear logical sequence that shows considerable planning	Information is presented in a clear logical sequence that shows excellent planning
Presentation -eye contact -voice -variety in delivery -confidence	Presents information in a way that totally disregards the audience's level of interest and knowledge	Presents information in a way inappropriate for audience's level of interest and knowledge	Presents information in a way appropriate for the audience's level of interest and knowledge	Presents information in a way consistent with the audience's level of interest and knowledge	Presents information in a way that effectively meets the audience's level of interest and knowledge

Comments: