

**Instructions (you will write your response on the template provided below):**

The C. T. Bauer College of Business has identified written communication and ethical reasoning as major learning outcomes for all of the undergraduate degree programs. This Business Writing Evaluation uses ethical reasoning as the basis for a writing assignment that will be used to evaluate your competency in written communication.

The Bauer Code of Ethics and Professional Conduct stresses honesty, respect, accountability, and integrity. Keep those principles in mind as a general basis for considering and responding to the ethics mini-case below. You are expected to make and communicate a decision to a specified audience in an appropriate manner.

Using the template file provided, write the correspondence as required. The well-organized correspondence should be between one and two pages in length.

The correspondence will be evaluated based on overall clarity, the quality of the ideas generated, and the professionalism of the presentation (including conforming to conventions for standard English usage).

**INSERT PLATFORM-SPECIFIC INSTRUCTIONS HERE**

You are Fred in the following scenario:

MINICASE: MGMT – 11 BUSINESS ETHICS PROGRAM  
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### **Short Shorts**

*Topic:* Workplace Policies and Discrimination

*Characters:* Lucy, Employee at The Sandtrap  
Don, Manager of The Sandtrap  
Fred, Owner of The Sandtrap

Lucy, a college student, is a waitress at a popular eating and drinking establishment called The Sandtrap, located on the local beach. This restaurant is known for nightly bands and great entertainment. The usual uniform for waitresses is jeans or similar long pants and a “Sandtrap” T-shirt.

Business is always good during the spring and summer months while everyone is vacationing, but during the winter months there is a steady decline. In an effort to improve business during the off-season months, Fred, the Sandtrap’s owner, tried a number of new strategies and gimmicks to increase patronage. A past plan was to include extended happy hour specials and complimentary finger foods to customers. His latest successful strategy is to require all waitresses to wear low-cut and tight-fitting shirts and very short shorts.

Sales have improved with the new dress, but there have also been some problems. Many male customers make lewd and abusive remarks to the waitresses, particularly after having several drinks. Lucy is tired of being abused by customers’ physical and verbal actions, so she consults Don, the manager, and tells him that she will no longer wear the skimpy outfit. Don tells her to wear the revealing attire for the present.

Now, in view of her complaints, Don has to decide what he is going to do. He is reluctant to allow Lucy to go back to the old uniform since he is convinced that the new, revealing clothing is drawing customers that the restaurant badly needs.

*Author:* Dr. Marilyn M. Helms, Associate Professor of Management, University of Tennessee at Chattanooga.

Don is confused. He wants The Sandtrap to be successful, but not at the expense of his employees’ integrity. He decides to consult Fred, the owner of The Sandtrap. Don sends Fred the following email:

**From:** "Don"  
**To:** "Fred"  
**CC:**  
**Subject:** Policy Questions

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Dear Fred,

We have received several complaints from an employee regarding our new dress-code policy. Lucy, a college student, claims to have been the victim of unsavory behavior displayed by some of our male patrons. She believes this is a direct result of our insistence that employees wear revealing clothing. I have some concerns regarding this situation and our overall goals here at The Sandtrap. I need to know if the gimmicks we have used to attract new business have ultimately clouded our direction. Please consider the following questions:

Considering we work on the beach, should I tell Lucy the dress code is reasonable even if it makes her uncomfortable?

Lucy is a college student and it is unlikely she will work here long-term. In light of this, should I simply disregard her concerns?

No other employees have complained about the new policy. Should I assume that Lucy is the only one having problems?

There does seem to be a more disorderly crowd here recently: are these potentially abusive customers good for the future of The Sandtrap?

Thank you for taking the time to address my concerns as I continue to manage your establishment in good faith.

Sincerely,

Don

In a formal email, please respond to Don's concerns. Your goal should be to establish comfort in the workplace while not sacrificing sales. Use the template below to write your response.

**From:** "Fred"  
**To:** "Don"  
**CC:**  
**Subject:** Re: Policy Questions

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