AP Research Academic Paper

Sample Student Responses and Scoring Commentary

Inside:

☑ Sample A

☑ Scoring Guideline

☑ Student Samples

☑ Scoring Commentary

AP® RESEARCH 2017 SCORING GUIDELINES
Performance Task Rubric: Academic Paper

Content Area	Performance Levels		
1 Understand and Analyze Context	The paper identifies a broad topic of inquiry and/or a purpose. 2	The paper identifies a focused topic of inquiry and describes the purpose. 4	The paper explains the topic, purpose, and focus of the inquiry and why further investigation of the topic is needed by connecting it to the larger discipline, field, and/or scholarly community. 6
2 Understand and Analyze Argument	The paper identifies or cites previous scholarly works and/or summarizes a single perspective on the student's topic of inquiry. 2	The paper summarizes, individually, previous scholarly works representing multiple perspectives about the student's topic of inquiry. 4	The paper explains the relationships among multiple scholarly works representing multiple perspectives, describing the connection to the student's topic of inquiry. 6
3 Evaluate Sources and Evidence	The paper uses sources/evidence that are unsubstantiated as relevant and/or credible for the purpose of the inquiry. 2	The paper uses credible and relevant sources/evidence suited to the purpose of the inquiry. 4	The paper explains the relevance and significance of the used sources/cited evidence by connecting them to the student's topic of inquiry. 6
4 Research Design	The paper presents a summary of the approach, method, or process, but the summary is oversimplified. 3	The paper describes in detail a replicable approach, method, or process. 5	The paper provides a logical rationale for the research design by explaining the alignment between the chosen approach, method, or process and the research question/project goal. 7
5 Establish Argument	The paper presents an understanding, argument, or conclusion, but it is simplistic or inconsistent, and/or it provides unsupported or illogical links between the evidence and the claim(s). 3	The paper presents a new understanding, argument, or conclusion that the paper justifies by explaining the links between evidence and claims derived from the student's research. 5	The paper presents a new understanding, argument, or conclusion that acknowledges and explains the limitations and implications in context. 7
6 Select and Use Evidence	Evidence is presented, but it is insufficient or sometimes inconsistent in supporting the paper's conclusion or understanding. 2	The paper supports its conclusion by compiling relevant and sufficient evidence generated by the student's research. 4	The paper demonstrates an effective argument through interpretation and synthesis of the evidence generated by the student's research, while describing its relevance and significance. 6
7 Engage Audience	Organizational and design elements are present, but sometimes distract from communication or are superfluous. 1	Organizational and design elements convey the paper's message. 2	Organizational and design elements engage the audience, effectively emphasize the paper's message and demonstrate the credibility of the writer. 3
8 Apply Conventions	The paper cites and attributes the work of others, but does so inconsistently and/or incorrectly. 2	The paper consistently and accurately cites and attributes the work of others. 4	The paper effectively integrates the knowledge and ideas of others and consistently distinguishes between the student's voice and that of others. 6
9 Apply Conventions	The paper's use of grammar, style and mechanics convey the student's ideas; however, errors interfere with communication. 1	The paper's word choice and syntax adheres to established conventions of grammar, usage and mechanics. There may be some errors, but they do not interfere with the author's meaning. 2	The paper's word choice and syntax enhances communication through variety, emphasis, and precision. 3

NOTE: To receive the highest performance level presumes that the student also achieved the preceding performance levels in that row.

ADDITIONAL SCORES: In addition to the scores represented on the rubric, readers can also assign scores of **0** (zero).
-   A score of **0** is assigned to a single row of the rubric when the paper displays a below-minimum level of quality as identified in that row of the rubric.

Academic Paper

Overview

This performance task was intended to assess students' ability to conduct scholarly and responsible research and articulate an evidence-based argument that clearly communicates the conclusion, solution, or answer to their stated research question. More specifically, this performance task was intended to assess students' ability to:

- Generate a focused research question that is situated within or connected to a larger scholarly context or community;

- Explore relationships between and among multiple works representing multiple perspectives within the scholarly literature related to the topic of inquiry;

- Articulate what approach, method, or process they have chosen to use to address their research question, why they have chosen that approach to answering their question, and how they employed it;

- Develop and present their own argument, conclusion, or new understanding while acknowledging its limitations and discussing implications;

- Support their conclusion through the compilation, use, and synthesis of relevant and significant evidence generated by their research;

- Use organizational and design elements to effectively convey the paper's message;

- Consistently and accurately cite, attribute, and integrate the knowledge and work of others, while distinguishing between the student's voice and that of others;

- Generate a paper in which word choice and syntax enhance communication by adhering to established conventions of grammar, usage, and mechanics.

GROWTH FOR GOOD: HOW PAST EXPERIENCES MOTIVATE EXECUTIVES TO JOIN DOUBLE BOTTOM LINE ORGANIZATIONS IN THE INDIAN CONSTRUCTION INDUSTRY

Word Count: 5183

Abstract

Researcher Anthony Bisconti defines the unorthodox companies called double bottom line (DBL) organizations as businesses which do good for society while earning profit (Bisconti, 2009). Since 2001, the amount of these organizations has started to increase in the Indian construction industry. By thematically analyzing the narratives of eight executives working in Indian construction DBL organizations, I seek to understand the reason for this growth. Specifically, this study looks at important events in an executive's life in order to understand how experiences motivate executives to join Indian DBL organizations within the construction industry. Through interviews with eight executives working in this sector, I collected multiple narratives detailing how past experiences influenced the decision to work with the double bottom line. With a thematic analysis, I drew connections between common themes arising from the narratives in order to find the types of experiences which functioned as motivators to join a DBL organization. This paper was written with the initial assumption that experiences and events relating to poverty would make people more prone to joining a DBL organization. Through the research process, however, it was instead revealed that experiences based off a need to self actualize - defined as the desire to use one's skills for social impact rather than profit-catalyzed the desire to work with a DBL organization. Therefore, this study concludes that experiences related to doing good for society engender the motivation to join a DBL organization. This research indicates that certain experiences do, in fact, play a role in motivating executives to join DBL organizations. Therefore, it can be used in order to understand how to best augment the growth of DBL organizations in the Indian construction industry.

Introduction

Although India has the second largest construction industry in the world, only 20% of its total workforce are a part of the organized sector (Nihas, 2013). The organized sector is comprised of businesses which are publicly listed, and therefore can be regulated by the government (Nihas, 2013). The other 25 million workers operate in the unorganized sector, meaning they are hired by unincorporated businesses (Nihas, 2013). This fragmentation of labor has made regulation of the industry difficult, as government institutions have no way of officially cataloguing the companies in the unorganized sector (Tiwary et al, 2012). Moreover, the lack of both federal monitoring and efficient labor laws has made it easy for the aforementioned companies to abuse workers (Tiwary, 2011). Over time, this has caused an epidemic of human rights violations which directly impacts the lives of many impoverished Indians. As of now, there is little anyone can do to protect the rights of Indian laborers. The government, due to rampant corruption, is inefficient in regulating the unorganised sector (Betancourt et al, 2013). Non governmental organizations (NGOs) have had some success in bringing human rights to the industry, but typically withdraw because of their dependence on donations and third party funding (Chung, 2008). Although both these parties have had limited success, businesses known double bottom line organizations have been instrumental in causing social change within the market (Afsharipour, 2013).

It is widely believed that double bottom line businesses can bring about societal change within an industry (Jue, 2015). Double bottom line (DBL) organizations are essentially companies which earn profit while doing good for society. Indeed, Bisconti defines the double bottom line as " a way to describe a social enterprise's balance of financial viability and social impact." (Bisconti, 2009).   There are many examples of such companies currently doing social work while earning profit in India. In the construction industry, for example, some DBL organizations educate their laborers on workplace security. Others may provide them with vocational training (Char, 2011).

In India, DBL organizations have started to grow in number (Bos, 2015). While the rise of these businesses is welcome in society, it is also puzzling. This is because conventionally, social enterprises of all forms pay less than conventional businesses due to their need to sacrifice profit for social impact (Char, 2011). DBL organizations are no exception to this rule. As a result, they offer lower compensation packages to executives who join them, and are more difficult to sustain than a for-profit organization (Afsharipour, 2013). However, despite the obvious disadvantages to joining them, trained professionals are forgoing work at conventional businesses for a job with a DBL organization (Sodhi et al, 2011). This growth indicates that something other than profit motivates entrepreneurs to join DBL organizations - perhaps something such as an executive's past experiences. Therefore, it is in our best interests to investigate how past experiences motivate executives to join businesses adopting the double bottom line metric.

Literature Review

In order to understand why this study analyzes the past experiences of executives and how they influence a DBL organization's growth, it is important to look at the existing body of research on the subject. There are currently few studies looking at how these experiences function as motivators, however, some studies suggest that they build a positive reputation for themselves in order to become more popular and therefore grow more (Douglas, 2010; Lee, 2015). These studies look at how DBL organizations build a public image for themselves in order to gain support. As concluded by Lee, "the growth of social enterprises in South Korea is attributed to the country's characteristically strong central government and its creation of relevant institutions and provision of support services". This study suggests that DBL organizations are able to grow by developing a strong public imagine which, in turn, allows them to access resources that aid their development. Similarly, Douglas asserted in their research that "institutional identity problems" for a DBL organization "reduce external appreciation". Just like Lee, Douglas' work shows how a DBL organization's public image is critical towards its growth and success. In essence, both these studies conclude that DBL organizations experience growth by promoting a positive public imagine. The studies, however, are limited as they do not examine what motivates executives themselves to join a DBL organization. Rather, Lee and Douglas provide explanations for how DBL organizations may grow by garnering more funds or approval.

Unlike the studies conducted by Lee and Douglas, research examining why executives themselves leave their jobs for work at a DBL organization - and therefore engender growth - does exist. (Pulasinghe, 2010; Alfaro et al, 2012,) . These studies collect a sample of entrepreneurs working in NGOs or DBL organizations and then group them based on their common traits. They then conduct analysis on their subject's traits in order to determine their motivation to join a social cause. For example, Pulasinghe concludes in her study on employee motivation in Sri Lankan NGOs that executives join social causes "since they receive more empowerment and recognition by working there" , and due to a "desire to change the world" (Pulasinghe, 2010). In a similar vein, Alfaro's research suggests that executives join social organizations because they want to make a positive impact on society. In short, both of these researchers analyze how common personality traits among a group of entrepreneurs indicate the types of people who are more likely to join a social cause. They assert that personality plays a large role in an executive's decision to join a social cause (such as social enterprise or a NGO). They are limited, however, since they do not take into account how experiences in an executive's past could have influenced their decision to join a DBL organization, and solely focus on their personality. Past experiences - which can have a massive impact on an executive's decisions - are integral to any entrepreneurs motivation (Simmons, 2016). Thus, by not analyzing them these studies do not fully represent how executives are motivated to join social causes. Additionally, the studies are further limited as they do not interview entrepreneurs from similar industries and businesses. Each study aims to investigate the motivation to join a social cause, and therefore looks at why people join NGOs, charities, and even the United Nations. Their data therefore represents why entrepreneurs join all types of social organizations rather than just specifically DBL organizations.

Therefore, while some studies assert that the public image of DBL organizations is what causes them to grow, and others argue that personality is integral in motivating an entrepreneur to join a social cause, few studies test how the past experiences of entrepreneurs influences their motivation to join a DBL organizations. Moreover, given the limitations of previous studies, any research on motivations for

entrepreneurs in the future must focus on a specific industry. Seeing as studies have not looked at the Indian construction industry before, future research should aim to examine DBL organizations in this sector in order to bridge the gap in knowledge. Moreover, research needs to be centered around entrepreneurs rather than organizations as a whole.Altogether, these factors illustrate our a gap in our knowledge of why people join DBL organizations, as few studies examine how past experiences motivate executives to join DBL organizations, and the growth of DBL organization in the Indian construction industry. This study will attempt to bridge this gap by asking the question: through a case study on organizations in the Indian construction industry, how do past experiences motivate professionals to join businesses adopting the double-bottom line metric?

My research will therefore be unique as it will examine how *past experiences* motivate professionals to join DBL organizations. As stated earlier, it will be limited to DBL businesses in the Indian construction industry to try and provide an explanation for the growth of DBL organizations in the sector. Additionally, because previous studies have not been centered around this industry it will fill the gap in knowledge on the subject. Under the above parameters, the study will gather qualitative data through a set of recorded interviews in order to test its hypothesis. Specifically, it will obtain the narratives of around eight executives from three different DBL organizations. Moreover, the inquiry will not mention the names and organizations of any participants in order to protect user anonymity.

This study's contributions to research on the topic will be significant as it will highlight the types of experiences which make people more prone to enter DBL organizations. It will research how these experiences can serve as motivations, thereby contributing to the pre-existing knowledge base on why people join social causes. With this knowledge, it may be possible to try and encourage more professionals to join DBL organizations in the Indian construction industry. This would be instrumental in causing social change, and would let us as a society know the types of people who would be prone to joining social enterprise, allowing the Indian government to use this information to increase the growth of DBL organizations. It could also help the organizations themselves launch campaigns to attract interested professionals - further augmenting their growth. Altogether, the results of this study can contribute to increasing the amount of DBL organizations in the Indian construction industry for more social benefit in the future.

Hypothesis

I initially hypothesized that experiences with exposure since childhood to the struggles of the lower class would motivate executives to join DBL organizations in the Indian construction industry. This hypothesis was developed based on conclusions of studies examining the executive's decision to join NGOs. These studies showed a positive correlation between exposure to poverty and the motivation to work for an NGO - that is to say, they discovered that people with experiences with poverty were more likely to join NGOs (Young, 2013).   Due to the similarities between NGOs and DBL organizations, I believe that motivations of executives to join either type of business will be extremely alike.

Method

In order to test the hypothesis, a case study method containing narrative interviews and then a thematic analysis was employed. Case studies are close examinations or analyses of people, organizations, or phenomenon (Zucker, 2009). This research focused on a case study of eight executives representing three DBL organizations in the Indian construction industry. The case study method was used to better analyze the phenomenon of how experiences influenced an executive's decision to join a DBL organization. The point of this type of method was to analyze how experiences influenced the motivation to join a DBL organization, so looking at the phenomenon through the close examination offered by a case study was the easiest way to analyze the data. Furthermore, the case study method allowed for information to be collected (through narrative interviews) and then examined with a thematic analysis.

Narrative Interviews

In order to collect data on the personal experiences of executives and to test my hypothesis, I conducted narrative interviews as the first part of the case study. For reference, narrative interviews are interviews which seek to reconstruct experiences and events from an interviewee's life (Jovchelovitch, 2007). They follow a framework proposed by the London School of Economics, and therefore have a few specific guidelines which interviewers must adhere to (Jovchelovitch, 2007). Primarily, narrative interviews must ask questions in chronological order. That is to say, they need to ask questions about events which chronologically occurred first before moving on to explore events which occurred at later dates. They must also have no questions which can be answered by a yes or no, and must allow an interviewee ample room to elaborate on their story. Narrative interviews were selected to the primary method of acquiring data as they are able to effectively extrapolate narratives from interviewees. Since my final goal was to examine how past experiences influenced the motivation of executives, I needed to collect accounts of these events in an anecdotal form. Therefore, narrative interviews were employed as they are specifically designed to have interviewees recall stories or past events.

Before the interviews, however, it was necessary to first select a target group. As stated earlier, eight executives working in three different DBL organizations were examined for the study. Organizations to request interviews from were selected only if they followed the double bottom line metric of success - that is to say, if they focused on both earning profit and having a social impact. They also had to be in the Indian construction industry in order to bridge the gap in knowledge on DBL organizations in that particular sector. Moreover, they had to consider themselves DBL organizations, and explicitly state in their mission statement the desire to do good for society while earning a profit. The three DBL organizations chosen for this study all, therefore, fit the above parameters. Additionally, each organization was taken from a list of DBL organizations recognized by the Indian government, and generally had the same business model. In essence, all three provided livelihoods for rural youth by equipping them with construction skills, and would earn profit by contracting these youth-turned-workers to build sites. After the identification process was complete, interviews with executives representing these companies were organized. Around 2-3 executives were selected from each business - and in total, this meant that 8 executives from 3 different organizations were interviewed as part of the study.

The goal of each interview was to determine which experiences in an executive's life contributed to their decision to join a DBL organization. As such, all interviews featured the same 15 questions on an

executive's past experiences, and were all conducted through a phone call. The questions were all opened ended so that interviewees had opportunity to elaborate on their answers, and were designed with the help of the London School of Economics' narrative interview guidelines (Jovchelovitch, 2007). They were also categorized into three groups - early life (5 questions), University years (4 questions), and adulthood (6 questions). The early life category asked interviewees about experiences from when they were born up until age 16, the university category naturally dealt with events occurring during their college years, and the adulthood segment questioned executives about events occurring between after University and before they joined their representative organization. I did this in order to gain a wide spectrum of the types of events which could have motivated an interviewee to join a DBL organization.

Thematic Analysis

After the narrative interviews were conducted, the research moved on to the second step of the case study - qualitative thematic analysis.   Thematic analysis is a method of analysis which determines a relationship between common themes in a sample of collected data (Thomas, 2007). For the purposes of the study, this method was used to analyze the experiences presented by the executives in their interviews. It did this by identifying how common themes across the interviewee's differing narratives contributed to an interest in DBL organizations.

The thematic analysis was split into two sections. Firstly, similar experiences were identified among the interviewed executives. These similar experiences indicated the types of common events which occurred to executives who decided to pursue careers in a DBL organization. The overall goal of this process was to determine the types of events which motivated executives to join a DBL organization. In the interviews, however, executives sometimes cited events which were important to them but not to their decision to join a DBL organization - like marriage, or sports tournaments. These events were omitted from analysis, as only experiences which directly contributed to an executive's decision to join a DBL organization were significant for the purposes of my research. After this initial stage of identifying relevant common experiences was complete, I moved on to the next part of the qualitative thematic analysis. For this second segment of the research, the common experiences were analyzed for how they could contribute to an executive's motivation to join social enterprise. In this step, similar experiences were categorized into groups. Each group was then labeled with an overarching theme, which I used in my analysis of how events influenced an executive's motivation. Hence, this research method was used to identify common themes amongst the narratives of executives, which were analyzed to determine how they contributed to an employee's motivation.

Thematic analysis was the second stage of this case study as it was the best way to analyze the data presented from the narrative interviews. Since this study's objective was to find out how experiences motivated executives to join Indian DBL organizations, analyzing the common themes would indicate the *types* of experiences which would make professionals more prone to joining a DBL organization. A thematic analysis does this by identifying the common themes within a sample size - hence it was employed for the research.

Findings

Before moving on to discuss the importance of coding the data into such a table, we need to first clarify what each theme means. From all eight narratives, a total of five themes emerged. These themes and their definitions have been coded into the table below.

Table 1: Definitions of Themes

Theme	Definition
Service	Community service related experiences, such as donating to the charities or doing social work.
Education	Experiences with working in the field of education. Examples of this include working as a teacher, or having a job in a school.
Travel	Experiences with traveling away from home.
Self actualization	Experiences in which an executive realized that they wanted to self actualize. Self actualization is defined as the desire to use one's talents and abilities to the fullest extent. In this case, experiences when an executive realized that they wanted to do use their skillset for more than just earning money .
Poverty	Experiences in which an executive had to survive poverty. Examples of this would include growing up in a lower class family, or having to skip school in order to earn money for food.

The results from the narrative interviews were compiled into the table below.

Table 2 : A Summary of the Eight Interviews

Executive #	Key Events from the Executive's Past	Corresponding Themes
1	Listening to their father talk about the struggles of common workers, and how the poor had to be helped.	Service
	Trip to rural India, where he observed extreme poverty Working for microfinance business	Travel
2	When their parents' business failed, they became impoverished up until High School.	Poverty
	Importance of education was stressed throughout life, to the point where they became a teacher	Education

	Decided to join DBL because wanted to use their teaching skill to empower the disadvantaged.	Self actualization
3	Was pushed by their parents to study hard and succeed, and became a teaching assistant at their University.	Education
	Realization that they did not want to work as an Engineer, and wanted to use their skill for social good.	Self actualization
4	Traveling to rural areas in India and Europe as a teen, and being inspired to do social good.	Travel
	Starting a venture in India which would bring sanitation to girls' schools.	Service
5	Importance of education was stressed since childhood, which inspired them to become a Vice Principal of a school.	Education
	Realization that they wanted to use their skills in order to empower the poor, not simply earn money.	Self actualization
6	Traveled to Indonesia as an employee of a multinational organization, where they trained factory workers.	Education Travel
	Realization that they did not want to be a school teacher, and instead wanted to help the poor.	Self actualization
7	Beginning a venture in India which will seek to give workers proper rights.	Service
	Growing up in a lower-class family.	Poverty
8	As a teen, attended multiple human rights protests with their sibling, and campaigned for equality between genders.	Service
	Realization that their talents were not appreciated by anybody in their company, and that they wanted to make a difference in the world through community service.	Self - actualization

As stated before, 8 executives from 3 different companies were interviewed on important events in their past which led to their desire to join a DBL organization. Their names and the businesses they represent have not been included in this study, hence the first column simply lists the order in which they were interviewed. This means that every row in the table represents a single executive's interview and by extension, their narrative.

The second column contains a short summary of 2-3 important events which emerged from each interview, and therefore describes the most important parts from an executive's narrative. They were included in the table as executives cited the experiences arising from these events as contributors to their decision to join a DBL organization. Finally, the third column in the table lists each experience's theme. These themes - which are listed and defined in table 1 - were assigned based on how an event affected their respective executive's mindset, and correspond to a single event from an executive's interview. They are significant, as they show the types of experiences and events which cause professionals to be inclined to join a DBL organization. For example, in interview number 7 an important event listed in column 2 is "growing up in a extremely lower class family". The corresponding theme is therefore "poverty", as this event allowed the executive to be able to understand the struggles of being poor.

In essence, this table condenses the narratives of each executive into a few important events which motivated them to join a DBL organization. Through the table, it is possible to identify *recurring* themes within the data set. These themes, when thematically analyzed can help identify how experiences motivate professionals to join DBL organizations.

Results

The narratives collected through interviews outlined the types of experiences which motivated executives to join DBL organizations. These experiences were categorized by theme, and then examined through a thematic analysis. The raw experiences and corresponding themes, for reference, can be found on table 1, while each theme's definition is listed on table 2. This section will discuss the results of the thematic analysis as well as the conclusion that my data suggests. Firstly, it is important to see which themes are repeated amongst all eight narratives. By identifying recurring themes, it will be possible to observe the types of experiences which make executives prone to join a DBL organization. Although there were a total of six themes appearing in the executive's narratives, only three were repeated consistently. These three recurring themes, therefore, shed light on how past experiences influence an executive's decision to join a DBL organization.

Recurring Theme 1: Self Actualization

Out of all five of the themes, the one which was most prevalent in each of the eight narratives was self actualization. Five out of the eight executives - numbers 2 , 3, 5, 6, and 8 - cited experiences falling under this theme as being significant factors in their decision to join a DBL organization. As defined by table two, self actualization refers to the desire to use one's skills for something other than earning money. Usually, they involved an executive realizing that rather than be employed by a for-profit organization and work for money, they wanted to use their skills to help the disadvantaged and create real social change.. For example, executive 6 stated in their interview that,

> I started to realize that while I was working for this engineering company, that my project was not kicking off. I did not feel like there was much success, and there was no change that was happening from me, because see, although I was the head of the team, I didn't have much accomplishment, you

know? I was just working for this company, but there was nothing really significant that I felt was happening. So then when [CEO of their current DBL organization] approached me, I really leapt at the chance to make a difference.

Executive 2 essentially felt that they weren't making much of a change in the world, and their work was not recognized. Thus, they had the revelation that they wanted to do something service - oriented, like join a DBL organization, and create tangible change. Rather than do their regular jobs, each executive instead believed in the importance of having an *impact* in the world. Executive 5 stated that "I was not feeling like I accomplished much with my finance job. I would do work for the company, and there was no change I was making. So then when I started to realize that, I began to want to do something different with my life, and change career," In fact, executives 3, 5, and 8 all had similar sentiment, and specifically use the word "impact" when describing their desire to self actualize. Although the narratives were slightly different, the underlying theme of each experience was the same : self actualization. Seeing as these five are a majority out of the eight, it can be concluded that experiences creating a desire for self-actualization are a part of the reason that executives join DBL organizations in the Indian construction industry. Moreover, the desire to self actualize can be seen to stem from a need to cause social change, or an impact, in the world. This, therefore, suggests that experiences in which an executive felt a need to self actualize make people more likely to join DBL organizations.

Recurring Theme 2: Service

As stated in table 2, hallmarks of experiences under the service theme include work done to further a social cause, or some form of charity. Four out of the eight executives cited these types of experiences and events as important in motivating them to join a DBL organization. Specifically, executives 1,4 ,7, and 8 stated in their interviews that their previous work with doing service had given them an interest for it. In turn, their interest in service lead them to be more inclined to work at a DBL organization. This is because DBL organizations, especially in the Indian construction industry, are built around doing good for society through service while earning money (Afsharipour, 2013). As seen from executive 8's narrative, past experience with doing service make one more interested in doing service through a DBL organization. The executive stated,

My sister, she was very involved in protests for human rights. I grew up in a small family, so often times my sister and I, since we were the only children, would have a lot of time to ourselves. She would often talk to me about human rights, and as I grew older I would go attend these protests. It was here when I really first started to be involved in the, you know, community service aspect of my work, and I had a lot of satisfaction knowing I was standing up for the people who were not fortunate.

Executives 1,4, and 7 had similar narratives, in which they elaborated on how service-related events made them appreciate the power of social work, and in turn made them interested in working with DBL organizations. These executives, however, generally shared the same insight on experiences involved service. They stated that it was "the sense of accomplishment and *change* " which they felt from a service - related experience that gave them an interest for social work. This is similar to how executives listing self-actualization related experiences felt the need to make an impact in the world with their skillset. Therefore we may observe that, once again, a desire to have a tangible impact on the world leads executives

to join DBL organizations. In this scenario, executives who had experience with service felt the need to have an impact on the world, and extend their interactions with service to their professional life . Hence, these recurrence of these service - related experiences suggest a sense of fulfillment and impact achieved through doing social good inspired executives to join DBL organizations.

Recurring Theme 3: Education

Four out of the eight executives - numbers 2, 3, 5, and 6 - stated that education-related experiences were critical in motivating them to join a DBL organization in the construction industry . As seen in table 2, education related experiences include teaching others or working for schools. The four executives who cited these types of experiences as being important motivators to join their DBL organization all held teaching positions within an academic institution. Numbers 2 and 6 as teachers, number 5 was a teaching assistant, and number 3 was a Vice Principal.

Initially, a relationship between education related jobs and DBL organizations was not clear. A connection between these experiences and the Indian construction industry, however, appeared during thematic analysis. In order to understand the implications of this, we must re emphasize the role of the DBL organization in the construction industry. As seen earlier from Char and Afsharipour research, DBL organizations in the construction industry primarily focus on training workers and teaching them about their rights (Char 2011, Afsharipour 2013). Indeed, each of the three organizations these four executives represented focused heavily on worker training. Therefore, experiences in teaching would mean that it would be easier for executives to work for DBL organizations in the construction industry, as these organizations focus heavily on education. As stated by executive number 2, "I had a job teaching, but then I realized I wanted to do some work for India, for the nation. So I decided that instead of teaching the children, I would go and teach the poor [construction workers]." In fact, executives 2,5 and 6 all stated it was "easier" or "convenient" to move from teaching their students to educating construction workers, rather than go into another part of the nonprofit sector. Therefore, the recurrence of this theme does not explain why executives join DBL organizations as a whole. Rather, shows what makes professionals more inclined to enter the *construction* industry given the fact that an executive is interested in joining a DBL organization.

Limitations

Before moving on to discuss the results of the study, it is necessary to identify potential limitations which could have hindered the effectiveness of the data. The biggest of these was sample size. Upon contact, each DBL organization only let me interview around 3 executives. Since each executive held an important position in their company, this limitation made sense. Nonetheless, having more executives to interview would have made the findings more robust, and perhaps produced a more accurate conclusion. Another limitation in this study was in human error. As stated earlier, each interview lasted around 15 minutes. During this time, interviewees were asked to remember important events from their past - which could have occurred decades ago. It is possible that some of the executives were unable to report events which drove them to join a DBL organization, due to the fact that they were being made to do so off the top of their head and in a very limited timeframe. Because of this, some events which could have led executives to join DBL organizations may not have been mentioned in the study, simply because at the time of the interview, the executives were unable to recall these specific events. Granted, events of such magnitude would likely be easily remembered

due to their importance to an executive - but nevertheless, the existence of this human error is still probable. Additionally, as a researcher it is possible that human error occured during the analysis section. I may not have studied a transcription carefully enough, and potentially missed listing an important experience. This would also have lead to a less accurate data set, which could, in turn, have slightly skewed the results.

Discussion of Results

Therefore, the results of this study suggest that the initial hypothesis was wrong : rather than experiences with poverty, it is experiences with service and self actualization that motivate executives to join DBL organizations by giving them a desire to have an impact on the world. Additionally, experiences with education are what drive executives to enter organizations specifically in the construction industry because they better prepare executives to train workers. This means that executives with these types of experiences are more prone to join DBL businesses within the Indian construction industry, especially if their experiences leave them with a drive to change or impact the world.

This conclusion has multiple implications for the future of Indian DBL organizations. Firstly, these results show us that experiences which make executives feel the need to have an impact in the world can function as motivators to join DBL organizations. Secondly, the disparity between the initial hypothesis and final conclusion suggest that executives have different motivations to join NGOs and DBL organizations. The initial hypothesis, which stated that experiences with poverty motivated executives to join DBL organizations, was created based on the results of previous studies examining the motivation to join an NGO (Pulasinghe 2013). Seeing as, however, this hypothesis was disproved, it can be concluded that executives have different reasons for joining NGOs than they have for joining DBL organizations. Although the two are similar in the sense that they both do good for society, this research shows that professionals have differing motivations to work in either type of company.

Through the results of the study, it is possible for entities like the Indian government to create programs designed to garner interest for DBL organizations. Since it is evident that specific types of experiences make professionals likely to enter them, PSAs, workshops, or other methods targeted at those with these experiences can be used to further augment the growth of Indian DBL organizations within the construction industry. Further research, however, on finding additional mechanisms through which the Indian government could use the data from this study in order to attract interest for social enterprises is required in order to most efficiently use the results. Moreover, future research could be centered on finding whether the conclusions made by this study can be applicable to other industries in India - or potentially the globe.

References

Afsharipour, Afra (2013). The Emergence of new social enterprise regimes in India and China. *UC Davis Journal of Law*. 1(14). Retrieved from: http://digitalcommons.law.umaryland.edu/cgi/viewcontent.cgi?article=2446&context=fac_pubs

Alfaro-Trujillo, B., Valles-Medina, A., & Vargas-Ojeda, A. (2012). Profiles, Perceptions and Motivations of Community Health Workers of NGOs in a Border City of US-Mexico. *Journal Of Community Health*, *37*(3), 583-590. doi:10.1007/s10900-011-9486-z

Betancourt, T. S., Shahinfar, A., Kellner, S. E., Dhavan, N., & Williams, T. P. (2013). A qualitative case study of child protection issues in the Indian construction industry: investigating the security, health, and interrelated rights of migrant families. *BMC Public Health*, *13*(1), 1-12. doi:10.1186/1471-2458-13-858

Bisconti, A. (2009). The Double Bottom Line: Can Constituency Statutes Protect Socially Responsible Corporations Stuck in Revlon Land. *Loyola of Los Angeles Law Review*. 3(1). Retrieved from: http://digitalcommons.lmu.edu/cgi/viewcontent.cgi?article=2666&context=llr

Bos, J. W., & Millone, M. (2015). Practice What You Preach: Microfinance Business Models and Operational Efficiency. *World Development*, *70*28-42. doi:10.1016/j.worlddev.2014.12.018

Char, Sudhanva (2011). Social Entrepenuership: Promoting Social Growth through Non- Profits. *Journal of Emerging Knowledge on Emerging Markets*. 1(3). Retrieved from: https://www.mendeley.com/viewer/?fileId=3716c161-49ee-80ad-3bd5-cc4ea3d8b739&documentId=c4e3bba6-82d9-363a-962d-06e5ac1ca41d

Chung, B. Y., Skibniewski, M. J., Lucas, H. C., & Kwak, Y. H. (2008). Analyzing Enterprise Resource Planning System Implementation Success Factors in the Engineering–Construction Industry. *Journal Of Computing In Civil Engineering*, *22*(6), 373-382. doi:10.1061/(ASCE)0887-3801(2008)22:6(373)

Douglas, Heather. (2010). Walking Towards the Light? The Transformation of Jigsaw from a Not-For-Profit Organization to a Social Enterprise. *Third Sector Review*, *16*(2), 29-47. Retrieved from : http://web.a.ebscohost.com/ehost/detail/detail?sid=9aae321c-abe7-47bd-860e-21d3fadfd541%40sessionmgr4006&vid=0&hid=4109&bdata=JnNpdGU9ZWhvc3QtbGl2ZQ%3d%3d#AN=57267692&db=a9h

Lee, E. (2015). Social Enterprise, Policy Entrepreneurs, and the Third Sector: The Case of South Korea. *Voluntas: International Journal Of Voluntary & Nonprofit Organizations*, *26*(4), 1084-1099. doi:10.1007/s11266-015-9584-0

Jovchelovitch, Sandra;. (2007). Narrative interviewing].:*LSE Research Online*. 1(1). 1-5. Retrieved from: http://eprints.lse.ac.uk/2633

Jue, D., & Pruter, M. (2015). Creating an essential marketplace to close the information gap for social impact technologies. *Current Science (00113891)*, *109*(9), 1630-1638. doi:10.18520/v109/i9/1630-1638

Nihas, Syed. (2013) Construction Industry Structure in India. *RICS Conference Journal*. 1(1), 1-10. Retrieved from:https://www.researchgate.net/publication/280923884_CONSTRUCTION_INDUSTRY_STUCTURE_IN_INDIA

Pulasinghe, C. (2010). Employee Motivation: What Factors Motivate Employees to Work in Nongovernmental Organizations (NGO) in Sri Lanka: A Study According to Maslow's Hierarchy of Needs Model. *International Journal Of Interdisciplinary Social Sciences*, *5*(4), 197-211.

Simmons, S. A., Carr, J. C., Hsu, D. K., & Shu, C. (2016). The Regulatory Fit of Serial Entrepreneurship Intentions. *Applied Psychology: An International Review*, *65*(3), 605-627. doi:10.1111/apps.12070

Sodhi, M. S., & Tang, C. S. (2011). Social enterprises as supply-chain enablers for the poor. *Socio-Economic Planning Sciences*, *45*(4), 146-153. doi:10.1016/j.seps.2011.04.001

Thomas, D (2010). Methods for the thematic synthesis of qualitative research in system reviews. *Economic and Social Research Council,* 10(7), 1-5. Retrieved from: http://eprints.ncrm.ac.uk/468/1/1007_JTAHthematic_synthesis.pdf

Tiwary, G., & Gangopadhyay, P. K. (2011). A review on the occupational health and social security of unorganized workers in the construction industry. *Indian Journal Of Occupational & Environmental Medicine*, *15*(1), 18-24. doi:10.4103/0019-5278.83003

Tiwary, G., Gangopadhyay, P. K., Biswas, S., Nayak, K., Chatterjee, M. K., Chakraborty, D., & Mukherjee, S. (2012). Socio-economic status of workers of building construction industry. *Indian Journal Of Occupational & Environmental Medicine*, *16*(2), 66-71. doi:10.4103/0019-5278.107072

Reiser, D. Dan, SA. (2013). Hunting Stag with a Fly Paper: A Hybrid Model for Social Enterprise. *Boston College Law Review*, *54*(4), 1495-1544. Retrieved from : http://web.a.ebscohost.com/ehost/detail/detail?sid=9aae321c-abe7-47bd-860e-21d3fadfd541%40ssionmgr4006&vid=0&hid=4109&bdata=JnNpdGU9ZWhvc3QtbGl2ZQ%3d%3d#AN=5726769&db=a9h

Young, Dennis R., "If Not for Profit, for What?" (2013). *2013 Faculty Books*. 1. Retrieved from: http://scholarworks.gsu.edu/facbooks2013/1

Zucker, M. (2009). How to do Case Study Research. *Scholar Works at University of Michigan, Amherst*. 1 (1).

Retrieved from:

http://scholarworks.umass.edu/cgi/viewcontent.cgi?article=1001&context=nursing_faculty_pubs

AP® RESEARCH
2017 SCORING COMMENTARY

Academic Paper

Sample: A
1 Understand and Analyze Context Score: 6
2 Understand and Analyze Argument Score: 6
3 Evaluate Sources and Evidence Score: 6
4 Research Design Score: 7
5 Establish Argument Score: 7
6 Select and Use Evidence Score: 6
7 Engage Audience Score: 3
8 Apply Conventions Score: 6
9 Apply Conventions Score: 3

HIGH SAMPLE RESPONSE

Growth For Good: How Past Experiences Motivate Executives to Join Double Bottom Line Organizations in the Indian Construction Industry

Content Area: Understand and Analyze Context — Row 1
The response earned 6 points for this row because there is a clear purpose and focus on page 4, paragraph 2: "My research will therefore be unique as it will examine how past experiences motivate professionals to join DBL organizations. As stated earlier, it will be limited to DBL businesses in the Indian construction industry to try and provide an explanation for the growth of DBL organizations in the sector". The paper goes on to demonstrate a gap and rationale for the topic of inquiry pursued: "Additionally because previous studies have not been centered around this industry it will fill the gap in knowledge on the subject".

Content Area: Understand and Analyze Argument — Row 2
The response earned 6 points for this row because the paper puts sources with multiple perspectives in conversation with each other on page 3 in the first two paragraphs: "Unlike the studies conducted by Lee and Douglas, research examining why executives themselves leave their jobs for work at a DBL organization - and therefore engender growth - does exist. (Pulasinghe, 2010; Alfaro et al, 2012)". This allows the student's inquiry to demonstrate engagement with the literature in the field. The arguments in the sources are also well-integrated with the student's topic of inquiry.

Content Area: Evaluate Sources and Evidence — Row 3
The response earned 6 points for this row because the paper clearly states how the literature sources point in the direction of the student's research - see, for example, page 4, paragraphs 1 and 2: "This study will attempt to bridge the gap..." and "My research will therefore be unique...". The student then explains how these sources are limited, requiring more work to be done: see page 3, paragraph 1 ("They are limited, however, since they do not take into account how experiences in an executive's past could have influenced their decision...") and page 3, paragraph 2 ("Additionally, the studies are further limited as they do not interview entrepreneurs").

Academic Paper

Content Area: Research Design — Row 4

The response earned 7 points for this row because the case study approach is outlined and justified on pages 5 and 6. This study can be replicated and the rationale is solid, based on the limitations of previous studies, and addresses the student's choice on how to bridge this gap. Narrative interviews are rationalized on page 5, paragraph 2 and 3, which fits well with the desire to know about the executive's past experiences. Rationale for Thematic Analysis are also well-supported on page 6, paragraph 2.

Content Area: Establish Argument — Row 5

The response earned 7 points for this row because the limitations are clearly described on the bottom of page 11 and the implications of the conclusion are clearly set forth on page 12, in the second paragraph under "Discussion of Results": "This conclusion has multiple implications for the future of Indian DBL organizations. Firstly, these results show us…. Secondly, the disparity between the initial hypothesis and final conclusion suggest that…".

Content Area: Select and Use Evidence — Row 6

The response earned 6 points for this row because the coding of the evidence collected from the narrative interviews into themes on pages 7 and 8 (see Tables 1 and 2) clearly demonstrates a synthesis of the findings and is a suitable analytic tool for the purposes of this study. The paper also clearly describes initial and concluding assumptions that are changed by data.

Content Area: Engage Audience — Row 7

The response earned 3 points for this row because the paper overall is well-written and engaging. Tables clearly present the data (despite a minor mix-up of the Table numbers on page 9, under "Results" - "The raw experiences and corresponding themes, for reference, can be found on Table 1, while each theme's definition is listed on Table 2") and the use of subheadings and discussion of evidence clearly adds to the credibility of the student's findings.

Content Area: Apply Conventions — Row 8

The response earned 6 points for this row because the citations overall are well done. While there is one missing use of a listed citation (Reiser, 2013, is not used in the paper) and the date of the Thomas paper is confusing (is it the 2007 in paper or the 2010 in "Reference" list?), for the most part the student's voice is very clearly separate from the sources. See for example page 2, last paragraph: "…trained professionals are forgoing work at conventional businesses for a job with a DBL organization (Sodhi, et al, 2011). This growth indicates that something other than profit motivates entrepreneurs to join DBL organizations - perhaps something such as an executive's past experiences".

Content Area: Apply Conventions — Row 9

The response earned 3 points for this row because the paper is well written, with a good introduction to draw the reader in, moving nicely into the student's complex argument and clear descriptions of how the study was conducted and interpreted. Minor punctuation errors do not detract from the overall message.