



Sustainability Strategies for SME's

STUDY GUIDE

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Changes will occur

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Dates and Deadlines

Self-study	Email contact with teachers Christian Tiscornia (christian@kulturstudier.no) Hand-in of self-study paper 7th of February (Must achieve an 'approved' grade)
Week 1- 12	Key topics for understanding and addressing challenges and opportunities for corporate sustainability especially in SME's that make business sense and meet stakeholder expectations.
Week 13	6 MAY deadline for oral presentation of the group paper exam
Group Paper Exam	The exam should consist of 5.400 words, (+/- 10%), which equals to 13-15 pages. 8 MAY – Deadline for hand-in group paper exam

Week	Dates	Academic activity	Exams and deadline Papers
1	13 jan - 7 Feb	Self-studies	Deadline self-study papers
2			Philosophy 7 Feb
3			CSR 7 Feb
4			
1	10 Feb - 29 May	Lecture, seminars, workshops, writing papers	Diagnostic test Spanish
2			
3			
4			
5			
6			Mid term exam History
7			
8			
9			
10			
11			Paper History 24 April
12			
13			Paper CSR 8 May Paper Philo 8 May
14			Spanish writing skills 11-15 May
15			Paper Lit 22 May
16			Spanish grammar 28 May

1. Introduction

This Study Guide is a supplement to the Course Description. It will give information about the course and advice on how best to study and carry out the different tasks.

Your self-study assignment and the group paper exam have to be delivered electronically. If you have any academic questions, please contact Christian Tiscornia on christian@kulturstudier.no

All other inquiries, please contact our office in Oslo, mail@kulturstudier.no or tel:+47 22358022.

We are proud to have a range of dynamic and interesting lecturers and it is our goal to make each and every lecture present a new and important perspective on CSR & Sustainability. We know that the workshops, where students have a main role, are very useful for reflecting and learning from one another, and also help students gain a deeper understanding of the issues. Therefore, we want full participation from everyone.

Assisting all course activities is mandatory, and the minimum attendance requirement is 75%. If you are absent from a number of lectures, seminars or other mandatory activities resulting in 25% or more, you will be in danger of failing the course.

2. Course Content

This section provides information about the different parts of the course and guidance on how the students should work in collaboration with each other and the teachers. At the Sustainability Strategies for SME's course, students have to develop a group paper exam in Buenos Aires that will be formally presented by the group to the rest of the class at the end of the course. The written copy of this group exam has to be delivered the 8th of May

The course will give students the necessary tools for integrating CSR into core business structures. Participants will learn a systematic approach to designing and planning a CSR strategy for SMEs, and implement the concepts across different industries and regions.

In this section, we present how you as students, in collaboration with each other and the teachers, are supposed to study the various parts of the course in order to reach this goal.

Part 1 – Self-Study Period

Most of the teaching will take place in Buenos Aires, but the learning should start before that, and the program starts with five weeks of self-studies. It is vital that you use these weeks well in order to follow the progression of the program once the classes start in Argentina. It is expected that you make yourself well acquainted with the curriculum during this period. You will get more out of the lectures if you have looked at the material

beforehand, and a lazy start to the semester will make the stay unnecessary overloaded with work.

Self-studies can be a challenge. It requires discipline to spend enough time reading and reflecting, but it will also help you develop an individual understanding of your curriculum. If you have questions, your academic coordinator Christian Tiscornia, will be available to answer them during these five weeks.

In addition to gaining a general impression of the course and curriculum, the objective of the self-study is to acquire an understanding of the concepts of corporate social responsibility and the sustainable development goals (SDGS), as well as the main approaches to their explanation. As these concepts and explanations form a basis for the whole study, you are supposed to become familiar with them before going to Argentina.

During this period, you are obliged to study the following 5 readings, which can be downloaded from your personal [Kulturstudier webpage](#):

Latapí Agudelo, M.A., Jóhannsdóttir, L. and Davídsdóttir B. (2019) “A literature review of the history and evolution of corporate social responsibility”. Reykjavík: University of Iceland. Pp. 1-21

Rangan, K., Chase, L. and Karim S. (2012) “Why Every Company Needs a CSR Strategy and How to Build It”. Boston: Harvard Business School. pp. 1-26

Woodbridge M. (2016) “From MDGs to SDGs: What are the Sustainable Development Goals?” Bonn, Germany. ICLEI, Local Governments for Sustainability. Pp.1-4

United Nations (2015) “Transforming Our World: the 2030 Agenda for Sustainable Development”. Sustainable Development Knowledge Platform. New York: United Nations. Pp. 1-40

Business and Sustainable Development Commission (2017) *Better Business Better World*. London: Business and Sustainable Development Commission Pp. 1-102

Total pages: 190

This is a rather extensive task, but it will pay off when the lectures begin in Buenos Aires. It is much more realistic to get through these readings in the five weeks before going to Argentina than during the first weeks after your arrival. Your understanding of these readings will be tested in the short paper as well as in the introductory lectures and seminars.

It is highly recommended to get an impression of the readings of the rest of the curriculum as well. They can be downloaded from your personal Kulturstudier webpage when the self-study period starts. When you arrive in Argentina, they will be available in a printed version. It is cheaper to print the entire curriculum in Buenos Aires.

As part of the learning activity, you shall write an introductory assignment*, the short paper, on the following topic:

What is corporate social responsibility (CSR)? What are the sustainable development goals (SDGs)? Discuss the limits and potential of CSR and the private sector for achieving the SDGs. Illustrate with examples.

(*Please note that you must use all the above-mentioned readings to answer the introductory assignment)

These are broad and complex questions that you will become very familiar with during the course. In this first assignment, what matters is to demonstrate an overview of the main lines and perspectives of **corporate social responsibility** and **sustainable development** as they are presented in the readings. Students must demonstrate their understanding of the connection between these two important concepts. However, you are encouraged to criticise claims and perspectives of these readings if you argue your case.

Start to work with the short paper from the beginning of the self-study period. Before searching through the curriculum, you should sketch an answer based on your current understanding and interests. Revise and improve the response throughout the self-study period by integrating perspectives and insights from what you read. This might also make your reading process more fruitful, and give you a better precondition for critically assessing the text.

The paper is to be delivered by email to your academic coordinator Christian Tiscornia christian@kulturstudier.no

The short paper will be assessed by your seminar leader and must qualify as “approved”. If it fails, you will be given the possibility to improve your paper within the third week of the stay in Argentina. You will get a brief individual feedback from the seminar leader on your essay during the second/third week of your stay in Buenos Aires.

Student Requirement Assignment 1 – Short Paper

Title: *What is corporate social responsibility (CSR)? What are the sustainable development goals (SDGs)? Discuss the limits and potential of CSR and the private sector for achieving the SDGs. Illustrate with examples.*

1. Deadline: 7th of FEBRUARY

- **Individual work**
- **1500 words (±10%), 3-4 pages**
- **Times New Roman, 12 point, 1.5 line spacing, 3cm margin (left and right).**
- **Graded approved or not approved**
- **Delivered by email**
- **English language**
- **Please remember to add your name in the front page of your paper**

You should consult the section on how to write an academic text (at the end of this document) before you start writing your essay. All students must write in English.

Part 2- Studies in Buenos Aires

The major parts of the course take place in Buenos Aires, Argentina (see Course Description for further details). Corresponding to the major parts of the course:

- *CSR & Sustainability: concepts and frameworks. Why is sustainability relevant for SMEs?*
- Systemic & Strategic Thinking
- Benefit Corporations: A new business strategy to bring together business success?
- Ethical Leadership. The Role of Business Leaders in Sustainability.
- Sustainability challenges for the private sector: the Argentinean context.
- Small Business Strategy: Developing Effective Mission, Vision and Values Statements.
- Stakeholder Management
- Responsible Consumption
- How to measure, report and communicate sustainability in SME's. Balance Score Card (BSC).
- The Business Advantage of Transparency for SME's. The State of Sustainability reporting.

Bear in mind that some modules can take longer time than others. Topics will not be presented in chronological order. During this time, lectures and workshops will occur on weekdays and participation is compulsory. It is essential that you have an overview of the readings specified in the 'Reading and lecture plan' prior to each lecture and workshop.

In addition to the lectures, group work is central to this course. The groups will consist of 3-6 members, and will be formed at the beginning of the stay in Buenos Aires. The seminar leader plays an instrumental role in forming the groups. Shortly after the groups have been organized, a special workshop will be held on writing assignments. A second special workshop will be held on how to make oral presentations.

Workshops are primarily a forum for students to actively discuss, reflect and do group work. At the end of the stay in Buenos Aires, students should deliver a group exam that

will be formally presented by the group to the rest of the class. The seminar leader must approve the topic of this assignment. The main objective of the group exam is to develop a CSR strategy of a small or medium size company. Students will combine perspectives from the literature and lectures and preferably link them with empirical cases from the region.

Students should use the course readings and lectures as background for the group paper exam. An application of the curriculum is one of the criteria for awarding the grades. The groups are expected to compile approx. 200 pages from additional literature (If you have relevant books, do not hesitate to bring them with you to Buenos Aires). It is a requirement of the course that students take an active part in the researching and writing of the group assignment. If you do not take part, the seminar leader will give you a warning. If you still do not take an active part in the group work, the seminar leader has the authority to fail you.

Much of the writing will require access to a computer. There are many Internet cafés close to where you live. If you have a laptop computer, we recommend you to bring it with you. This will also make it possible to write the assignments at the University. Make sure you have insurance that covers a possible loss.

Assistance with group assignment

One of the advantages of the Sustainability Strategies for SME's course in Buenos Aires is the availability of lecturers and the seminar leader. The group assignment is the product of the students. However, during the preparation of the oral presentation and writing process, the seminar leader will give you assistance. For progress in the preparation process, you will have to commit to certain deadlines. Soon after the groups are formed you will have to agree on a topic for the assignment.

The group assignment ties together the topics of the course as a whole. Its main objective is to develop a CSR strategy of a small or medium size company and learn how to make an oral presentation of the same. Students will combine perspectives from the literature and lectures and preferably link them with empirical cases from the region.

As the group assignment will be formally presented by the group to the class at the end of the course, a special workshop on how to make oral presentations will be held once you are in Buenos Aires.

Students should be able to deliver oral presentations that: (1) focus on the intended audience, (2) are well organized and compelling, (3) are effectively delivered to maintain interest without distracting mannerisms, and (4) effectively employ presentation software to support the presentation.

The objectives of the oral presentations are: (1) To ensure the comprehension of the topics covered in class and in the reports, (2) to reinforce the knowledge gained from lectures, references, and reports, (3) to help students gain deeper insights into the topics covered in class, (4) to enhance students' self-confidence, (5) to improve students' presentation and communication skills, (6) to prepare students for the types of oral assignments required in the future.

Students are entitled to two reviews for the group assignment; one in the early stage of writing/preparation and one in the final stage. A draft of the project must be handed in to the seminar leader at least three days in advance of the review.

Your group final exam has to be delivered electronically.

If you have any academic questions, please contact Christian Tiscornia on christian@kulturstudier.no

Student Requirement Sustainable Strategies for SME's

Assignment – Group Exam

Title: Decided by the group in cooperation of the academic coordinator

Deadline oral presentation: 6 MAY

Deadline written presentation: 8 MAY 23:59 Argentinean time

- **Group work**
- **5.400 words ($\pm 10\%$), 13-15 pages**
- **Times New Roman, 12 point, 1.5 line spacing, 3cm margin (left and right).**
- **Graded 10-1, 60% of final grade**
- **Delivered electronically to academic coordinator**
- **English language**

On working in groups

Group work can be challenging, but also rewarding. Inspiration and ideas often come as a result of discussions with others.

The group's success depends on its members. We advise you to agree upon some rules, and then follow them. Here we suggest a few such rules:

1. All group members have the right and obligation to participate in the activities of the group.
2. All group members should be included in group-discussions, agreements, and the flow of information.
3. There must be a clear division of responsibilities and tasks within the group.
4. Routines must be established on how to work and when to meet.
5. The group members must show basic respect for each other across diverse backgrounds and personalities.

Still, differences between group members can sometimes produce problems that prove hard to solve. In such cases, it is important that group members are open about the problems, and try to sort them out. If conflicts reach intolerable levels despite such efforts, the group in question should consult the seminar leader who will help finding alternative solutions.

Workshops

As the study of corporate sustainability is a multifaceted field, it demands multifaceted approaches. In addition to studying the curriculum through lectures and individual reading, you are also expected to participate and work with your group in workshops. You will have the opportunity to explore various aspects of corporate sustainability further. Everybody must participate in and prepare special presentations for the workshops. You will find that discussing and sharing is a highly efficient way to learn. It is equally important to be able to question, reflect and criticise – both in writing and verbally.

The seminar leader will assess your participation in the workshops, which will comprise 40% of the final mark of your studies.

Field excursion

Argentina provides a rich social, political and cultural context for questions of Corporate Sustainability. In order to learn and take advantage of this, we will undertake one organized one-day field excursion during the semester. Here we get to investigate topics from the curriculum in a real life context.

Grades group exam

One internal and one external examiner will assess the group exam, which will comprise 60% of the final mark of the study. Grades are given according to a scale ranging from 10 (outstanding) to 3 (not approved). 4 it is the lowest passing grade.

3. Presentation of teachers

Mallen baker

Mallen Baker is a writer, speaker and strategic advisor on corporate social responsibility and Founding Director of Business Respect. He is a regular columnist with Ethical Corporation, as well as being a member of the Ethical Corporation Advisory Board. Mallen was formerly the development director with Business in the Community, where he was responsible for developing BITC's approach to marketplace issues, which includes how companies manage issues that arise around their core products and services. He produced the Marketplace Responsibility Principles working with a leadership team of CEOs from major companies headquartered in the UK.

Maria Irigoyen

Graduated from San Andres University in Argentina and with an MSc in International Development with distinction from the University of Bath, Maria's experience includes work in civil society organizations, academic research and consultancy to multinational companies in CSR and related fields. She is currently Project Director at ReporteSocial.com, an organization that promotes CSR in Latin America. Her experience includes stakeholder engagement, sustainability reporting and training, ethical supply chains and advisory on CSR strategy, policies, programs aligned to core business in multinational and national companies of diverse industries. She is joint anchor of "CSR News" a radio broadcast promoting responsible practices in all sectors of society, and collaborates with several academic institutions in corporate social responsibility research and-teaching.

Laurelee Barbara

Lauralee is the Associate Director for the Environmental Finance Centre at Dominican University of California. She has an MBA in Sustainable Enterprise and is the immediate past Director of the GreenMBA program, which focuses on the balance of people, planet and profit needed for businesses to thrive and make meaningful contributions to local and global communities. Her executive management and leadership experience gathered from 25 years in the financial, hi-tech and health care industries reflect her success as a change agent working with diverse groups of all sizes, communities and individuals to build effective organizations and identify strategies and implementation partnerships for complex challenges. Lauralee has worked with the Native American Environmental Protection Coalition of 20 tribes to develop a balanced strategic plan to support tribal water, integrated waste management plans and environmental initiatives. Lauralee is the co-author of the United Nations Development Program Guidebook focusing on innovative environmental financing mechanisms in developing countries and the primary author of "*A California Green Plan, Making the Case for Business* report commissioned" by the Gellert Foundation. She is working with local government agencies in the San Francisco Bay Area on city Climate Action Plan designs and implementations. Her international work has recently focused on social development and community leadership working with the Teach with Africa program in the Johannesburg Alexandra Township.

Griselda Lassaga

Griselda holds a PhD in Sociology and a Master in Business Administration (Belgrano University), BA Psicopedagogy (Catholic University Argentina). She is visitor professor of "Sustainable development and Inclusive Business" for the International Management Major at ESEC (France and Spain) "Ethics and CSR" professor at Belgrano Business School. Her research contributions and teaching are within poverty, sustainability, Base of the Pyramid and women's leadership. Griselda is an International Director for the Latin American Society for Strategy (Slade). Advisor for the Center in Gender Competences for Universidad Latina (Panamá). Member of the Editorial Board of the digital magazine Universidad Espíritu Santo UUES (Ecuador).

Albina Lara

Albina has a doctorate in Geography, Argentina, and a Master Degree in Urban Planning from the University of California Los Angeles, USA and a Certificate of ISO 14.000 Auditor. She has published books and articles on sustainable development, natural resources, and geography for different publics. Her academic experience comes from teaching at universities, working in research teams, evaluating thesis and research proposals in diverse academic environments. As a guest researcher, Mrs. Lara worked with the Operating Research Team for the Decision-Making on Large-Scale Marine Infrastructure issues. Research funded by the National Science Foundation, Main tasks: environmental issues and its relationship to development. Fulbright Commission Research 1995-96. Albina has managerial expertise from acting as Cluster Manager in the UNDP Argentina country office and Team Leader in several projects for the public and private sector. She worked with international organizations, such as World Bank, USAID, IDB, UNESCO, and UNDP. Her main areas of qualifications are environmental management, urban and regional planning and training environmental education.

Christian Tiscornia Biaus

MA in Social Policy and Planning in Developing Countries, London School of Economics. Post graduate degree on Community law, University of Salamanca. Christian is a graduate Lawyer from the Argentine Catholic University. He is founder and President of the Argentinean developmental NGO Amartya (www.amartya.org). Amartya has its main focus on Corporate Social Responsibility, Responsible Consumption and Social Inclusion. He is founder of the Sustainability School Quinta Esencia (www.quintaesencia.org.ar). Quinta Esencia has its main focus on Regenerative Systems Change and Sustainable Design. Christian has worked many years advising the public and business sectors on CSR, development and sustainability issues. He is a Corporate Social Responsibility professor at the National University of San Martin (Argentina) and guest lecturer at the University of Vestfold (Norway). He has published articles on sustainable development and responsible consumption for different publics. Christian will be lecturer and seminar leader of the course.

4. Lecture and Reading Lists

We compile the course literature in a course reader (compendium). The course reader can be downloaded from your personal account in Kulturstudier webpage.

Reading and Lecture Plan

What follows is an overview of the various parts and lectures of the course, and the related literature that you are supposed to read.

WORKSHOPS

W1-“Vision, Mission and Values. Foundations for Sustainability”

Mirvis, P., Googins, B., & Kinnicutt, S. (2010). *Vision, Mission, Values: Guideposts to Sustainability*. Boston: Boston College.

W2- “Stakeholders Management”

Harvard Business School. (2012). *Managing Stakeholders with Corporate Social Responsibility*. Boston: Harvard Business School Publishing

W3-“Strategy and Sustainability Balanced Scorecard”

Gminder, C. U., & Bieker, T. (2002). Managing Corporate Social Responsibility by using the "Sustainability-Balanced Scorecard". *The 10th international conference of the greening of industry network*. Göteborg: International conference of the greening of industry network.

W4-“How to Communicate your sustainability strategy”

Ogilvy Public Relations Worldwide. (2010). *Communicating corporate responsibility*. London: Cranfield School of Management.

W5-“Value Chain and Sustainability”

UN Global Compact Office; BSR. (2010). *Supply Chain Sustainability. A practical guide for continuous improvement*. New York: UN Global Compact Office.

Special Workshop “How to make and effective oral presentation”

LECTURES

- Lecture 1: Introduction to Corporate Social Responsibility (CSR) theories.**
- Lecture 2: Introduction to CSR in a global context**
- Lecture 3: CSR challenges for SMEs in a global context.**
- Lecture 4: CSR & Strategic Thinking**
- Lecture 5: Systemic Thinking**
- Lecture 6: Benefit Corporations. *The new leadership for sustainability.***
- Lecture 7: Developing a CSR Strategy. Creating Shared Value**
- Lecture 8: The Sustainability Scorecard: The Nestle case**
- Lecture 9: Stakeholder Management**
- Lecture 10: Environmental planning and management**
- Lecture 11: Global Warming**
- Lecture 12: The ISO 26.000**
- Lecture 13: How to develop a corporate volunteer program***
- Lecture 14: Communicating Sustainability: What Works and What Doesn't. How to avoid greenwashing and Branding the Difference.**
- Lecture 15: CSR & Competitive Advantage. The Business Case.**
- Lecture 16: Setting the right supply chain strategy.**

5. Guidance on Writing Essays

You will hand in one written product at the end of the course: the group paper. The purpose is that this written product shall serve to document and stimulate your:

- a. reading and understanding of the course literature and other relevant information,
- b. critical reflection upon the topics in question, and
- c. familiarity with the standards of academic writing.

Although you are not expected to deliver original contributions to research, there are some basic guidelines that you ought to follow when writing the papers and essay. These guidelines are in accordance with normal standards for University/College assignments and will, in combination with the overall purpose defined above, serve as our criteria for assessment. They are as follows:

1. Define your topic, intention and structure in the introduction – and stick to them

In the introduction you first present your topic/s. Then you formulate what question/s related to the topic/s that you intend to look into. These question/s and your intention must be clearly formulated and realistic. Finally, you outline the structure of your paper/essay (how you will proceed on the following pages to study your question/s). This structure must be simple and logical, normally resting on three building blocks:

- a. An introductory part as already described,
- b. A main part (normally consisting of various sub-chapters/sections) where you present your material, and discuss your results in relation to the overall topic/s and question/s raised in the introduction, and
- c. A concluding part where you summarise your study and draw some conclusions.

Once you have defined your topic/s, intention and structure in the introduction, it is important that you remember to stick to them throughout the paper/essay.

You have the right to guidance during the writing periods. We advise you to make use of this opportunity.

Your teacher must approve the topic of your group exam.

2. Systematise your material

It is essential for the quality - and readability - of the text that you present and discuss your material in a systematic manner. (By “your material”, we mean the different views/theoretical approaches and empirical examples you use to study the topic/s in question.) There is no standard way of doing this. What is important is that you give reasons in the text for why you choose to put the various elements of the material together the way you do. Each time you introduce a new idea or example, remember to ask yourself: Is it clear to the reader (and yourself) why this idea/example is being introduced here? If your answer is not a clear “yes”, the text needs revising.

3. Discuss and conclude your results

Equally vital for the quality of the paper/essay, but often forgotten, is that you *discuss* the material (the views/theoretical approaches and empirical examples) in relation to the topic/s and question/s raised in the introduction. Actually, it is this element of discussion that makes the paper/essay an academic study. Then, finally, in the ending chapter, you must summarise your study and draw some tentative conclusions on the basis of the above discussion.

4. Write clearly and smoothly

While academic writing demands a formal style, this does not mean using intricate formulations. On the contrary, you should search for phrasings that communicate your ideas as clearly and precisely as possible. In addition, and this is equally important, you should put effort in establishing good flow between the elements of the text. There must be a meaningful connection between the various phrases of a section, between the various sections of a chapter, and between the various chapters of the paper/essay. To obtain this, begin each chapter, and sometimes even a section, by briefly stating what you are about to do, and how it relates to where you come from. This strategy may seem repetitive of the introduction, but, as long as it is not exaggerated, such repetition is not negative.

5. Get the technicalities right

References in the text

There must be references in the text immediately after quotations, and after paragraphs that refer to existing literature, views of others, and/or specific information that need to be documented. These references are to be written in parentheses in the appropriate place of the text (always after, not within, a paragraph), and should simply consist of the author's surname/other source's name followed by the publishing year and the pager number.

Examples: (Steger 2003:76)
(UNDP 2004:218)

List/s of sources

All sources referred to in the text should be presented in full length in separate list/s at the back of the document. The first list, which can be called "Literature", should contain the full literature-references organised in alphabetical order. Each reference should have the following format:

Surname of author, first name or initial/s (publishing year) *Title*, Place of publishing which is normally a town: Name of publisher.

Example:

Pieterse, J.N. (2001) *Development theory. Deconstructions/reconstructions*, London: Sage Publications.

If the source is an article in an anthology (book with contributions from several authors), the reference in the literature list should have the following format:

Surname of author of the article, first name or initial/s (publishing year) "Title of article", in + full name/s of the editor/s, *Title of book*, Place of publishing which is normally a

town: Name of publisher.

Example:

McGrew, A. (2000) "Sustainable globalisation. The global politics of development and exclusion in the new world order" in Tim Allen and Alan Thomas (eds.), *Poverty and development into the 21st Century*, Oxford: Oxford University Press.

If the article stands in a periodical, the reference in the literature list should have the following format:

Surname of author, name or initial/s (publishing year) 'Title of article', In + *Name of periodical*, volume/issue number x, pp. z-y.

Example:

Castles, S. (2000) "International migration at the beginning of the twenty-first century: global trends and issues" In: *International Social Science Journal*, n.165, pp. 269-280.

If you have downloaded a text from Internet, the reference should have the normal format used for references to books, anthologies or periodicals as described above, only adding the Internet-address in parenthesis. If you use information from the internet which is frequently updated (newspapers, magazines etc), you should also include the date when you downloaded the information.

Other types of sources, like conversations or information from web-sites that has not been published in printed form, should stand in a separate list (after the literature-list), which can be called "Other sources". These sources should also be organised in alphabetical order according to surnames/names. As for unpublished Internet-information, references should consist of the Internet-address (not in parenthesis) followed by the date of your downloading:

Name of Site.Date of Posting/Revision. Name of institution/organization affiliated with the site (sometimes found in copyright statements). Date you accessed the site <electronic address>.

Examples:

The Purdue OWL Family of Sites. 26 Aug. 2005. The Writing Lab and OWL at Purdue and Purdue University. 23 April 2006 <<http://owl.english.purdue.edu/>>.

Felluga, Dino. *Guide to Literary and Critical Theory*. 28 Nov. 2003. Purdue University. 10 May 2006 <<http://www.cla.purdue.edu/english/theory/>>.

For an individual page on a Web site, list the author or alias if known, followed by the information covered above for entire Web sites. Make sure the URL points to the exact page you are referring to, or the entry or home page for a collection of pages you're referring to:

"Caret." *Wikipedia: The Free Encyclopedia*. 28 April 2006. 10 May 2006
<<http://en.wikipedia.org/wiki/Caret>>.

Remember to be very careful in your choice of Internet sources. Although being very informative, Wikipedia is for instance an un-authoritative source that should not be used as a regular encyclopaedia or dictionary.

Only sources that have actually been used in the study and referred to in the text should be put on the list/s of sources.

Format

You must write your document in the following format: Times New Roman, 12 points, space 1.5 between lines, and margins 3.0 (both left and right). This gives app. 400 words on one page.

NB! Remember to paginate the text (i.e. number the pages) and to put the amount of words in the front page of your paper.

Finally, stick to the stated length of the exam:

The group paper; 5400 words (+/- 10%, which equals to 13-15 pages)

6. Internet resources

In addition to preparing for the studies in Argentina, we suggest that you become a bit familiar with the country and the continent before you travel. There are many good internet pages that will give you good introductions to what the country has to offer. Some of the pages are:

Facts on Argentina (more or less non-political):

Public site: <http://www.argentina.gov.ar/argentina/portal/paginas.dhtml?pagina=356>

Newspapers:

An overview of different newspapers with their own website:

<http://www.prensaescrita.com/america/argentina.php>

Latin America groups (in Norwegian):

<http://www.latin-amerikagruppene.no/Medieklipp/index.html>

The Economist (Political magazine with focus on economic news, there is a section of news about Latin America): <http://www.economist.com/world/la/>

Tourist websites:

Official website side: <http://www.turismo.gov.ar/>

Private website: <http://www.enargentaturismo.com.ar/>

Lonely Planet: <http://www.lonelyplanet.com/worldguide/argentina/>