



Sustainability Strategies for SME's

STUDY GUIDE

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Changes may occur

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Dates and Deadlines

Studies in Buenos Aires	Email contact with teachers Christian Tiscornia (christian@kulturstudier.no)
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	11 November 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. 14 November – Deadline for hand-in group paper exam

Week	Dates	Academic activity	Exams and deadline Papers
1	22 Jul - 16 Aug	Self-studies	Deadline self-study papers
2			Philosophy 9 August
3			CSR 16 August
4			
1	19 Aug - 6 Dec	Lecture, seminars, workshops, writing papers	Diagnostic test Spanish
2			
3			
4			
5			
6			Mid term exam History
7			
8			
9			
10			
11			Paper History 1 Nov
12			
13			Paper Philo and CSR2 14 Nov
14			Spanish writing skills 18 - 22 Nov
15			Paper Lit 26 Nov Paper CSR1 29 Nov
16			Spanish grammar 5 Dec

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 group final exam has 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.

Attendance in all course activities is mandatory, and the minimum attendance requirement is 75%. If you are absent from a number of lectures, workshops, fieldtrips or other mandatory activities resulting in 25% or more, you will fail the course.

2. Course Content

This section provides information about the different sections 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 class at the end of the course. The written copy of this group exam has to be delivered the 14th of November

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 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.

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:

- *Sustainability for SME's: concepts and frameworks. Why is sustainability relevant for SMEs?*
- Ethical Leadership. The Role of Business Leaders in Sustainability.
- Sustainability challenges for SMEs: the Argentinean context.
- Small Business Strategy: Developing Effective Mission, Vision and Values Statements. The Role of Key Stakeholders.
- Government & Sustainability. Promoting SMEs Sustainable Development.
- 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.
- Benefit Corporations: A new way to bring together business success?

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 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.

Student Requirement Sustainable Strategies for SME's

Assignment – Group Exam

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

Deadline: 14 NOVEMBER 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**

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.

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

Ricardo Héctor Trepát

Ricardo teaches Competitive Strategy at the MBA program of Universidad de Belgrano (UB), where he previously taught Balanced Scorecard. Ricardo is an Industrial Engineer from Universidad de Buenos Aires and holds an MBA from University of California at Berkeley. In 2009 he obtained the Kaplan & Norton Balanced Certification from Palladium (www.thepalladiumgroup.com). Between 2009 and 2011 he performed as Director of the Strategy Area of Graduate Business School at UB, where he redesigned and expanded the MBA curricula. For the last ten years, Ricardo led different Balanced Scorecard projects and implemented Strategy Execution best practices in Argentina and abroad. Also, he coached Executive Teams at their Strategy Review Meetings. His areas of interest include Business Models and Marketing for High-tech Products, New Product Development Methodologies, Operations Research Modeling to optimize Supply Chain Management and Manufacturing. Currently, he is Business Development Director at Telligen S.A.

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 Barbaria

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 NGO Amartya (www.amartya.org). Amartya has its main focus on Corporate Social Responsibility, Responsible Consumption and Social Inclusion. Christian has worked many years advising the public and business sectors on CSR, development and sustainability issues. He is a guest lecturer on Corporate Social Responsibility at the National University of San Martin (Argentina) and 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 most of 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 CSR

Epstein, M. (2008) Chapter 1: “A new framework for implementing corporate sustainability” *Making Sustainability Work*. San Francisco, CA. pp 33-57 (25p)

Werther, Jr.W. and Chandler, D. (2011) Chapter 1: “What is CSR?” *Strategic Corporate Social Responsibility*. Sage Publications, London. pp 1-23 (23p)

Lecture 2: CSR challenges for SMEs in a global context.

CICA, AICPA & CIMA (2011) “SMEs Set Their Sights on Sustainability Case Studies from the UK, US and Canada” Canada: CICA, AICPA, CIMA publication.

https://www.cimaglobal.com/Documents/Thought_leadership_docs/Sustainability%20and%20Climate%20Change/Sustainability-Case-Studies-Final.pdf

Lecture 3: CSR & Strategic Thinking

Werther, Jr.W. and Chandler, D. (2011) Chapter 2: “Corporate Strategy: A Stakeholder Perspective” *Strategic Corporate Social Responsibility* Sage Publications, London. Pp27-48 (21p)

Werther, Jr.W. and Chandler, D. (2011) Chapter 4: “The Strategic Context of CSR” *Strategic Corporate Social Responsibility* Sage Publications, London. pp85-116 (31p)

Pauli, G. (2018) “Plan A The transformation of Argentina’s Economy” Biblioteca Permacultura, San Miguel del Monte, Buenos Aires. Pp 23- 35 (12p)

https://www.argentina.gob.ar/sites/default/files/plan-a_the-transformation-of-argentinas-economy.pdf

Optional reading

Werther, Jr.W. and Chandler, D. (2011) Chapter 5: “The Integration of CSR Into Strategy and Culture” *Strategic Corporate Social Responsibility*. Sage Publications, London. pp 119-148 (29p)

Epstein, M. (2008) Chapter 2: “Leadership and Strategy for Corporate Sustainability” *Making Sustainability Work*. San Francisco, CA. pp 58-84 (26p)

Lecture 4: Systemic Thinking

Madrazo, C. and Senge, P (2011) “Being the Change: Building Communities of Collaboration and Co-inspiration for Systemic Change” Academy for Systems Change, Vermont, US. (29p)

<https://solonline.org/wp-content/uploads/2016/12/Being-the-Change-Building-Communities-of-Collaboartion-and-Co-inspiration-for-Systemic-Change-Madrazo-Senge.pdf>

Capra, F. and Luisi, P.L. (2014) "The Rise of Systems Thinking. From the parts to the whole" in *The Systems View of Life. A Unifying Vision*. United Kingdom: Cambridge University Press. 63-80 (17p)

OPTIONAL READINGS

Pettigrew A. Strategy formulation as a political process. *International Studies in Management and Organization*, 1977. Vol 7, pp 78-87 (9p)

Pettigrew. A. On studying organizational cultures. *Administrative Science Quarterly* Vol 24, 1979. pp 570-581 (11p)

Lecture 5: The nature and characteristics of responsible business leadership

Freeman, R & Stewart, L. (2006) "*Developing Ethical Leadership*". Charlottesville, Virginia: Business Roundtable Institute for Corporate Ethics.

http://www.corporate-ethics.org/pdf/ethical_leadership.pdf

Hughes, P. & Hostfeld, K. (2005) "*The Leadership of Sustainability*". Seattle: Center for Ethical Leadership.

http://www.ethicalleadership.org/uploads/2/6/2/6/26265761/sustainability_report.pdf

Lecture 6: Developing a CSR Strategy. Creating Shared Value

Lubin, D.; Longworth, A. and Russell, R. (2011) *Sustainability Strategy Transforms the Enterprise*; Balanced Scorecard Report, November-December 2011 issue: Vol 3 N° 6, Article B1111A pp 3- 8 (5p).

Porter, M. and Kramer, M. (2011) "*Creating Shared Value*". *Harvard Business Review*. Vol. 89 Issue 1/2.

Goldberg, R. and Fries, L (2013) "*Nestlé: Agricultural Material Sourcing Within the Concept of Creating Shared Value (CSV)*" Harvard Business School Case 9-913-406 (20p) (Please note that this article will be used in lecture 7 & 8)

Lecture 7: The Sustainability Scorecard: The Nestle case

Kaplan, R. and Norton, D. (2000) *Having trouble with your Strategy? Then Map It*; Harvard Business Review article, product 5165 pp 2-12 (10p).

Optional Reading

Figge F. , Hahn T., Schaltegger S. and Wegner M. (2002) *The Sustainability Balance Scorecard- Linking Sustainability Management to Business Strategy*. Centre for Sustainability Management, University of Luneburg, Germany.

<http://www.greenprof.org/wp-content/uploads/2010/09/The-Sustainability-Balanced-Scorecard.pdf>

Lecture 8: Stakeholder Management

Crane, A., Matten, D. and Spence, L. (2014) "Responsibilities to Stakeholders" in *Corporate Social Responsibility. Readings and Cases in a Global Context*. New York: Routledge.

Jeffery N., Doughty Centre, Cranfield School of Management (2009) "Stakeholder Engagement: A Road Map to Meaningful Engagement" #2 in the Doughty Centre 'How to do Corporate Responsibility' Series. UK, Cranfield University.

<https://www.fundacionseres.org/lists/informes/attachments/11118/stakeholder%20engagement.pdf>

Lecture 9: Environmental planning and management

Madu, C. and Chua-hua, K., (2012) "Introduction to Sustainability Management" in handbook of *Sustainability Management*, Edited by Christian N. Madu and Chu-hua Kuei, World Scientific Company, pp. 1-21 (20p).

Dalal-Clayton, B. and Bass, S. (2009). "Introduction: The case of environmental mainstreaming", in *The Challenges of Environmental Mainstreaming*. Experience integrating environment into development institutions. pp. 15-29 (14p).

European Commission. (2012). Chapter 6 "*Minimizing Waste from accommodation*" in reference Document on Best Environmental Management Practice in the Tourism Sector, Final Draft June 2012. pp. 373-404 (30p).

Lecture 10: The ISO 26.000

ISO (2010a) "*ISO 26000, Guidance on Social Responsibility*" (first edition). ISO, Geneva. Pp.1-84.

Ecologia (2011) "*Handbook for Implementers of ISO 26000, Global Guidance Standard on Social Responsibility for Small and Medium Sized Businesses*" (second edition). Vermont: ECOLOGIA. <http://www.ecologia.org/isosr/ISO26000Handbook.pdf>

Lecture 11: Benefit Corporations. A New Era of Impact-Driven Companies.

NBIS (2012) "*B Corporations, Benefit Corporations and Social Purpose Corporations: Launching a New Era of Impact-Driven Companies*" A white paper by NBIS.

http://nbis.org/wp-content/uploads/2012/10/ImpactDrivenCompanies_NBIS_Whitepaper_Oct2012.pdf

Optional reading

Steven Munch (2012) “*Improving the Benefit Corporation: How Traditional Governance Mechanisms Can Enhance the Innovative New Business Form*” 7 Nw. J. L. & Soc. Pol’y. 170.

<http://scholarlycommons.law.northwestern.edu/cgi/viewcontent.cgi?article=1084&context=nlsp>

Certified B Corporation (2019). B Lab. Certified B Corporation

<https://bcorporation.net/certification>

Certified B Corporation (2019). B Lab. Resource Library https://bcorporation.net/for-b-corps/resource-library?_ga=2.73883291.821219108.1546603338-1317778433.1546603338

Lecture 12: How to develop a corporate volunteer program

Volunteering Australia (2007) “*Employee Volunteering. A guide for small to medium sized enterprises*” Melbourne: Volunteering Australia Inc.

Hutchisson, R. (2014) “*Creating an Employee Volunteer Program at Your Small Business*” Charleston: Blackbaud Inc.

Optional Reading

Codespa & ICEP (2012). *Handbook & Business Cases. Global Corporate Volunteering*. Codespa Foundation. pp 43- 70 (27p)

Lecture 13: Communicating Sustainability: What Works and What Doesn’t. How to avoid greenwashing and Branding the Difference.

Simcic Bronn P. (2013) “CSR and Communication” in Atle Midttun (ed): *CSR and Beyond, A Nordic Perspective* (ed) Oslo 2013 Cappelen Damm pp 63-83 (20p.)

Ogilvy (2010) *From Greenwash to Great. A Practical Guide to Great Green Marketing (Without the Greenwash)* By OgilvyEarth

http://www.rumbosostenible.com/wp-content/uploads/From-Greenwash-to-Great_Ogilvy-Earth.pdf?257bb3

Optional reading

D’Aprix, R. (1996) *Communicating for Change. Challenges to Effective Strategic Communication*. San Francisco. Jossey- Bass Publisher. pp 119-138 (19p)

D’Aprix, R. (1996) *Communicating for Change. The Importance of Trust*. San Francisco. Jossey- Bass Publisher. pp 138-152 (14p)

Lecture 14: CSR & Competitive Advantage

Porter, M. and Kramer, M. (2011) “*Creating Shared Value*”. Harvard Business Review. Vol. 89 Issue 1/2.

Porter, M. and Kramer, M. (2006) “*Strategy and Society: The Link Between Competitive Advantage and Corporate Social Responsibility*”. Harvard Business Review. Vol. 84 Issue 12.

Lecture 15: Setting the right supply chain strategy.

Jacoby D. (2009) *A Guide to Supply Chain Management*. London. The Economist and Profile Books. Key pages: 42-63, 147-170.

Chandler, D. (2017) “Supply Chain” in *Strategic Corporate Social Responsibility: Sustainable Value Creation*. California. Sage Publications. pp. 263-280

Other optional reading:

Hamilton C (2004) *Growth Fetish*, London, Pluto Press.

https://www.bitc.org.uk/system/files/how_to_manage_your_supply_chains_responsibly.pdf

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/>