LEARNING OUTCOMES (LO) AND PERFORMANCE CRITERIA (PC)

SUSTAINABILITY AND BUSINESS

Module Code : HX3Y 04
Course Level : Postgraduate (SCQF Level 11) Credit : 20

Learning Outcome 1: Appraise the multiple dimensions of sustainability for businesses in the context of global challenges

- PC 1.1: Demonstrate a critical awareness of global current issues and sustainability challenges of a specific industry.
- PC 1.2: Demonstrate a critical understanding of the role of business (strategy & operations) in achieving the UN sustainable development goals.
- PC 1.3: Discuss the effects of global warming, resource scarcity, population growth and loss of bio-diversity on a specific business or industry.

Learning Outcome 2: Critically review, evaluate and develop sustainability strategies of organisations

- PC 2.1: Critically review the existing business strategies of an organisation in relation to sustainability.
- PC 2.2: Discuss how implementation of innovative business strategies have addressed the sustainability challenges.
- PC 2.3: Formulate a sustainable strategy for an organization.
- PC 2.4: Critically evaluate the role of leadership in achieving sustainability objectives.

Learning Outcome 3: Critically analyse the strategic alignment of the business functions to its sustainability.

- PC 3.1: Critically anlayse the role of HR in driving sustainability in organisations.
- PC 3.2: Discuss the importance of sustainability reporting and the sustainability report of an organization.
- PC 3.3: Discuss financing challenges and solutions for sustainable.
- PC 3.4: Discuss sustainability and its influence on production & design.

Learning Outcome 4: Critically analyse an organisation's global susstainability and your contribution to the impact on global sustainability.

- PC 4.1: Critically review the effects of sustainability on supply chains.
- PC 4.2: Evaluate global best practices in ethical sourcing.
- PC 4.3: Critically review the impact of regulations & international codes on sustainability.
- PC 4.4: Discuss your leadership role in making an identifiable contribution to global sustainability in your organisation.

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Performance Criteria (PC)	Alignment with the Tasks
1.1	Task 1 (1)
1.2	Task 2 (1)
1.3	Task 3 (a)
2.1	Task 1 (2)
2.2	Task 3 (c)
2.3	Task 2 (5)
2.4	Task 1 (3)
3.1	Task 2 (4)
3.2	Task 3 (f)
3.3	Task 3 (b)
3.4	Task 3 (d)
4.1	Task 2 (2)
4.2	Task 2 (3)
4.3	Task 3 (e)
4.4	Task 3 (e)

LEARNING OUTCOMES (LO) AND PERFORMANCE CRITERIA (PC)

Task 1 Case Scenario VW Emission Scandal (20 Marks)

(70-100%) Work of an outstanding, excellent & v. good standard	Learners need to demonstrate a critical awareness of the current sustainability challenges prevalent in the automobile industry. A comprehensive and argumentative discussion reviewing and evaluating the strengths and weaknesses of the current strategies implemented by VW is important to substantiate sound understanding of the topic.
	The task should be supported by independent research (peer reviewed journal articles, reports published by reputed websites such as E &Y, PWC, McKinsey, media reports and books) and findings from reviewing contemporary and relevant literature on the topic.
	Learners need to critically evaluate the role of the CEO by discussing the key steps/initiatives taken by him to mitigate the damage caused by the scandal. It is also important to review whether the steps taken by the CEO were able to achieve the desired outcome and present suitable recommendations supported by research.
(60-69%) Work of a good standard.	Learners need to demonstrate an accurate understanding and reasonable awareness of the current sustainability challenges prevalent in the automobile industry. A reasonable discussion reviewing and evaluating the strengths and weaknesses of the current strategies implemented by VW is important to substantiate understanding of the topic.
	The task should be supported by some independent research (Journals, books, media reports) and findings from reviewing relevant literature on the topic.
	Learners need to empirically evaluate the role of the CEO by discussing some of the steps/initiatives taken by him to mitigate the damage caused by the scandal. It is also important to review whether the steps taken by the CEO were able to achieve the desired outcome and present suitable recommendations.
(50-59%) Work of a pass standard.	Learners need to demonstrate a fair awareness of the current sustainability challenges prevalent in the automobile industry. Limited discussion reviewing and evaluating the strengths and weaknesses of the current strategies implemented by VW has been included.
	The task has not been well supported as there is limited independent research evident. Some citations from relevant academic sources evident.
	Limited discussion and review of the role of the CEO in mitigating the negative effects caused by the scandal. Weak and inadequate discussion reviewing the impact of the steps taken by the CEO in achieving the desired outcome. Recommendations provided are inadequate
D (40-49%) Fail	Limited awareness of the current sustainability challenges prevalent in the automobile industry. Very weak discussions reviewing and evaluating the strengths and weaknesses of the current strategies implemented by VW.
	The task has not been supported by any independent research.
	Lack of evidence-based arguments in discussing and reviewing the role of the CEO in mitigating the negative effects caused by the scandal. Inconclusive and poorly articulated discussion reviewing the impact of the steps taken by the CEO in achieving the desired outcome. No recommendations have been provided.
E (0-39%) Fail	The student has failed to address the required understanding of current sustainability challenges prevalent in the automobile industry. No attempt has been made to evaluate the strengths and weaknesses of the current strategies implemented by VW.
	The task has not been supported by any research.
	Inaccurate arguments in discussing and reviewing the role of the CEO in mitigating the negative effects caused by the scandal. No discussions reviewing the impact of the steps taken by the CEO in achieving the desired outcome have been included. No recommendations have been provided. Learners have demonstrated poor and imperfect co-ordination of knowledge and facts. The essence of the assignment in term of details and knowledge remained unmet.

Task 2 Case Study The Garment Industry in Bangladesh: A Human Rights Challenge (35 Marks)

(70-100%) Work of an outstanding, excellent & v. good standard	The Learners need to provide an excellent overview of the UN Sustainable Development Goals with a specific and comprehensive address to the three goals mentioned in the task. The three goals need to be critically reviewed in relation to the garment industry. The learners should not limit themselves to the case study provided, rather present facts-based judgements and estimates as a testimony to independent research.
	The learners need to demonstrate critical understanding of the effect of sustainable practices in the garment industry on the overall supply chain should be discussed in-depth, using contemporary examples from the industry. Current and key debates on the topic should be included. It is essential to identify the industry leaders in ethical sourcing and critically evaluate the global best practices employed by them. It is important to critically discuss the benefits of implementation and the challenges in implementing them.
	The role of HR managers in embedding and operationalizing a sustainability strategy into their organizational culture should be critically and appropriately analysed. Excellent examples of HR champions in driving sustainable initiatives should be identified and discussed.
(60-69%) Work of a good standard.	The Learners need to demonstrate sound understanding of the UN Sustainable Development Goals with a specific address to the three goals mentioned in the task. The three goals need to be discussed in relation to the garment industry. The learners should not limit themselves to the case study provided, and presenting some facts and arguments based on research is expected.
	The learners need to demonstrate reasonable understanding of the effect of sustainable practices in the garment industry on the overall supply chain should be discussed using some examples from the industry. Some relevant debates (supported by research) on the topic should be included. It is essential to identify the industry leaders in ethical sourcing and discuss the global best practices employed by them. Some benefits and challenges should be included.
	The role of HR managers in embedding and operationalizing a sustainability strategy into their organizational culture accurately reviewed. Some examples of HR champions in driving sustainable initiatives should be identified.
(50-59%) Work of a pass standard.	The learners need to provide a generic overview of the UN Sustainable Development Goals along with some discussions three goals mentioned in the task. The arguments presented are supported by limited research. The effect of sustainable practices in the garment industry on the overall supply chain have been discussed but has not been supported by any examples. Some relevant debates on the topic could have been included.
	Average understanding of ethical sourcing and global best practices witnessed. Limited discussions pertaining to benefits and challenges are placed. The role of HR managers in embedding and operationalizing a sustainability strategy into their organizational culture has been reasonably reviewed. Very few champions in driving sustainable initiatives have been identified
D (40-49%) Fail	Weak and limited overview of the UN Sustainable Development Goals. The three specific goals have been poorly addressed Weak and limited overview of the UN Sustainable Development Goals. The three specific goals have been poorly addressed. The arguments presented have not been supported by research. The effect of sustainable practices in the garment industry on the overall supply chain has not been discussed accurately. No examples have been provided. Relevant debates on the topic have been excluded.
	Poor understanding of ethical sourcing and global best practices. Inadequate discussions pertaining to benefits and challenges. The role of HR managers in embedding and operationalizing a sustainability strategy into their organizational culture has not addressed explicitly. Champions in driving sustainable initiatives have not been identified.
E (0-39%) Fail	Overview of the UN Sustainable Development Goals has not been included. The three specific goals have not been addressed. The arguments presented are faulty and inconsistent & have not been supported by any research. The effect of sustainable practices in the garment industry on the overall supply chain has not been discussed at all. No examples have been provided. Relevant debates on the topic have been excluded. The learner has demonstrated dissatisfactory understanding of ethical sourcing and global best practices. Inaccurate discussions pertaining to benefits and challenges Or these aspects have been ignored.
	The role of HR managers in embedding and operationalizing a sustainability strategy into their organizational culture has not been addressed at all. Champions in driving sustainable initiatives have not been identified. Overall, the student demonstrated poor understanding of the task.

LEARNING OUTCOMES (LO) AND PERFORMANCE CRITERIA (PC)

Task 3 Project Report (40 Marks)

(70-100%) Work of an outstanding, excellent & v. good standard	The learners need to demonstrate the ability to critically discuss the key points illustrating the effects of global warming, resource scarcity, population growth and loss of bio-diversity on the chosen organisation and its triple bottom line. Further, the effects on the industry in general, should also be comprehensively reviewed using relevant examples wherever necessary. Contemporary journal articles, case studies, industry reports published by reputed websites (E &Y, PWC, McKinsey), media reports and books on the topic should be critically reviewed and included in the discussion.
	Learners should identify the main challenges in financing sustainability initiatives and suggest plausible solutions and recommendations based on independent research and discussions with peers and special practitioners from the industry.
	Excellent presentation of current issues and trends in sustainability and its influence on production and design in the chosen industry should be critically discussed using suitable examples. Learners need to critically review the role of regulations & international codes on driving sustainability. Some of the prominent codes pertaining to the chosen industry should be identified, and comprehensive discussion of their role in driving sustainability should be included. Learners should comprehensively discuss their role as change initiators and agents in adoption of these regulations and codes in their respective organisations.
	Learners need to provide an exhaustive overview of the sustainability reporting standards and demonstrate sound understanding of the importance of sustainability reporting by interpreting and evaluating a wide range of numerical and graphical data. The advantages for business in general should be highlighted citing relevant examples to validate the arguments presented.
(60-69%) Work of a good standard.	The learners need to demonstrate the ability to discuss the key points illustrating the effects of global warming, resource scarcity, population growth and loss of bio-diversity on the chosen organisation and its triple bottom line. Further, the effects on the industry in general, should also be reasonably reviewed using relevant examples wherever necessary. Relevant journal articles, case studies, industry reports published by reputed websites, media reports and books on the topic should be included in the discussion.
	Learners should identify the some of the challenges in financing sustainability initiatives and suggest plausible solutions and recommendations based on relevant research, and discussions with peers and special practitioners.
	Evidence based presentation of current issues and trends in sustainability and its influence on production and design in the chosen industry. Some example have been included.
	Learners need to review the role of regulations & international codes on driving sustainability. Some of the codes pertaining to the chosen industry should be identified and briefly discussed. Learners should briefly discuss their role as change initiators and agents in adoption of these regulations and codes in their respective organisations.
	Learners need to provide a general overview of the sustainability reporting standards and demonstrate understanding of the importance of sustainability reporting by interpreting and evaluating some numerical and graphical data. Some examples should be cited to highlight advantages of these codes for business in general.
(50-59%) Work of a pass standard.	The learners have demonstrated satisfactory understanding of the key effects of global warming, resource scarcity, population growth and loss of bio-diversity on the chosen organisation. Further, the effects on the industry in general, has been reviewed, but not supported by examples. The discussions include an average mix of credible academic and non-academic sources.
	Learners have identified very few challenges in financing sustainability initiatives and the suggestions and recommendations are weak and not duly supported by research and findings.
	Limited discussion on the current issues and trends in sustainability and its influence on production and design in the chosen industry. No examples have been included.
	Evidence of some discussion pertaining to the role of regulations & international codes on driving sustainability in general. A limited overview of the sustainability reporting standards has been included. Limited or no evaluation and interpretation of numeric and graphical data. Very few examples have been cited to highlight the advantages of these codes for business in general.

LEARNING OUTCOMES (LO) AND PERFORMANCE CRITERIA (PC)

Task 3 Project Report (40 Marks)

D (40-49%) Fail	The learners have demonstrated extremely weak and unsatisfactory understanding of the key effects of global warming, resource scarcity, population growth and loss of bio-diversity on the chosen organisation. Further, the effects on the industry in general, has not been reviewed adequately. The discussions are weak and do not include an adequate mix of sources. Learners have failed to identify accurately the challenges in financing sustainability initiatives. No suggestions or recommendations have been provided. Discussions on the current issues and trends in sustainability and its influence on production and design are weak and inaccurate. The discussions pertaining to the role of regulations & international codes on driving sustainability in general has not been addressed. Limited and flawed overview of the sustainability reporting standards. No examples have been cited to highlight the advantages of these codes for business in general.
E (0-39%) Fail	The learners have failed to demonstrate understanding of the effects of global warming, resource scarcity, population growth and loss of bio-diversity on the chosen organisation. Further, the effects on the industry in general, has not been reviewed at all. The discussions are weak and lack cohesion. Learners have failed to identify the challenges in financing sustainability initiatives. No suggestions or recommendations have been provided. Discussions on the current issues and trends in sustainability and its influence on production and design have not been included. The role of regulations & international codes on driving sustainability in general have been ignored. The overview of the sustainability reporting standards is inaccurate and poorly presented. No examples have been cited to highlight the advantages of these codes for business in general. Overall, the assignment is evident of poor understanding of the requirements of the task and understanding of the topics.

Presentation (5 Marks)

(70-100%) Work of an outstanding, excellent & v. good standard	Fully documented and styled according to the brief; written in attractive, engaging, and compelling language; text free from spelling and grammatical errors; vocabulary appropriate; specialist terms defined; tables and illustrations beautifully prepared. The assignment follows an excellent structure and logical sequence of thoughts and arguments. prescribed. Fully conforms to Harvard Referencing style. Wordage, binding and related appearance meets requirements.
(60-69%) Work of a good standard.	Well documented and styled according to the brief; written in attractive, engaging, and compelling language; apart from a few instances, text free from spelling and grammatical errors; vocabulary appropriate; specialist terms defined; tables and illustrations well prepared; very good allocation of material to main body of text, and appendices. Fully conforms to Harvard Referencing style. Wordage, binding and related appearance meets requirements
(50-59%) Work of a pass standard.	Reasonably well documented and styled according to the brief; written in engaging language; text not wholly free from spelling and grammatical errors; vocabulary appropriate; specialist terms defined; tables and illustrations well prepared; good allocation of material to main body of text, and appendices. Mostly conforms to Harvard Referencing style. Wordage, binding and related appearance meets requirements
D (40-49%) Fail	Some incompleteness of documentation and styled according to the brief; written language fails to meet postgraduate standard; text not wholly free from spelling and grammatical errors; vocabulary appropriate; specialist terms defined; tables and illustrations reasonably prepared; good allocation of material to main body of text, and appendices. Mostly conforms to Harvard Referencing style. Wordage, binding and related appearance meets requirements
E (0-39%) Fail	Documentation seriously at fault: missing, misplaced, difficult to find one's way around; persistent errors in spelling and grammar, occasional failure in conveying meaning; typescript messy with uncorrected errors and missing or incomplete illustrations or tables. Referencing and formatting errors widespread. Grammar not congruent and lacked fluency. Paraphrased contents made the assignment suffer beyond its material significance