

MB662 Business Society and the Environment

TAKE HOME EXAMINATION TM 2020

Due to the changes associated with COVID-19 this examination is a take home exam.

You are asked to prepare your responses like an assignment in a word document which you will then upload to LMS. **It will be checked in Urkund.**

Some key points to remember:

1. You need to answer in your own words.
2. *You are not required to reference your answers.*
3. It is okay to have similar answers to your classmates, but collusion and copying is considered to be academic misconduct.
4. Use Times New Roman 12 pt font in 1.5 spacing
5. **MAKE SURE YOU NUMBER EACH RESPONSE BY QUESTION NUMBER AND SUB PART LETTER.**

Section A – about 700 to 1000 words

Section B – 100 to 250 words for each of the four selected questions.

Don't forget to Treat each answer as separate and repeat information even if you have already discussed it in another answer.

Total words approximately 2000 words.

See over for questions.

You will have a 48 hour window in which to upload your word document to the exam drop box.

Case study is the same as that distributed by your lecturer.

Section A: Long case analysis response (20 marks)

1. Provide a response to this case study at four levels:
 - a. Wen Jie and Martin,
 - b. Hanh,
 - c. Jose,
 - d. Sally.

Make reference to relevant theories, concepts, debates and dilemmas in your analysis.

Section B: Short answer questions: Select four (4) out of six (6) (5 marks each: 20 marks)

For each of the following

- a. Provide a definition in your own words (1 mark)
- b. Explain why it is relevant to the case study (2 marks)
- c. Provide another example from outside the case study which demonstrates your understanding (2 marks)

Treat each answer as separate and repeat information even if you have discussed the matter in Section A.

1. Small Wins
2. Supply Chain Visibility
3. Sustainable Tourism
4. Triple Bottom Line Reporting
5. Shared Value Creation
6. Internal Whistleblowing

END OF QUESTIONS

CASE OVER PAGE IS THE SAME AS THAT DISTRIBUTED IN SESSION 10

The Dilemma – Chain requirements at SunshineValley Hamptons Resort Hotel
(Fictional case in fictional setting)

Hamptons Resort Hotel is owned and operated by Wen Jie and Martin as part of the SunshineValley Chain. The Chain licenses its operators under an agreement which provides benefits such as advertising and marketing, Chain discounts for guests who are members of their loyalty program and group purchasing power for some of the staples of running a hospitality business. The purchasing power reduces the costs of such items as furniture and bedding, linen, kitchen and dining room utensils and equipment. The use of the SunshineValley “brand” requires that licensees operate to certain quality standards, and don’t undertake activities which might be detrimental to the brand. Licensees are free to advertise for themselves and develop their own unique identity and are expected to source their own staff, purchase all their own consumables and organise their own waste management, maintenance and tradespeople. The Hamptons Resort Hotel promotes itself as having a strong focus on sustainable practices and has implemented practices which are promoted to guests as part of their specific identity.

Hamptons employs staff on a ratio of 8 full time staff per room for its 150-room set up as this is the ratio expected by SunshineValley, although this turns out to be more individuals given that it employs local people on part time and casual contracts for many of its roles. Hamptons prides itself on the good relationships it has with its employees, and on the mutually beneficial strategic alliances and partnerships it has with local tradespeople, suppliers and waste management companies. Hamptons has commenced sustainability reporting and is promoting its approach widely, including having its owners, Wen Jie and Martin, speak at hospitality conferences to promote its sustainability reporting.

As a result of the adoption of sustainability approaches Hamptons has taken on suggestions from staff and guests which have led to a range of practices: water dispensing stations and bottle refilling facilities in public areas for those who do not want to purchase bottled water, use of keep cups at the coffee shop in the foyer and out by the pond in the relaxation courtyard, and removal of disposable eating implements and disposable cups and plates from all catering options. Guests are invited to re-use their towels and although this is an option in many hotels, Hamptons have promoted this quite strongly. Guests are also advised that linen is not changed daily, but that it will be changed on request. Local laundry operators, Quality Laundry Services carry out the linen service contract for Hamptons and as part of their contract, agreed not to follow their previous practice of using single use plastic to wrap laundered towels and sheets during the delivery process. Wen Jie and Martin have included these types of agreements with local businesses in their promotional material and in their sustainability reporting.

Hamptons kitchens for the breakfast room, the foyer and courtyard coffee outlets, the restaurant and the staff tea room, have been equipped to carry out waste disposal in accordance with the sustainability approach of the hotel. This includes separation containers for food waste and recyclables, not only in the public areas but also in the counter, service, kitchen and utilities areas. There are separate disposal facilities for waste cooking oil and coffee grounds. This is not unusual, and in many hotels, guests have come to expect such practices. Hamptons have signs up around the hotel which not only promote these practices but proclaim them as part of their sustainability initiatives. Hamptons have set up a contract with a local recycling facility, WasteWizards, operated by a subsidiary of an international logistics company to ensure good management of the waste. WasteWizards sends separate trucks to cart the various types of waste to their plant.

Housekeeping is undertaken by a team of staff employed by Hamptons, many of whom are local rostered employees, with a core team with regular work and a pool of casuals who are called in during prime occupancy periods. Hanh is in charge of the housekeeping staff and has been employed by Wen Jie and Martin for a period of eight years. She is aware of their sustainability approach having been in place from prior to their obtaining a SunshineValley license. She agrees with their philosophy, although at times it makes for greater costs. Sally is one of the casual staff that works in housekeeping. She relies on at least four shifts per week to ensure her income is sufficient.

Sally's husband Jose is employed by the waste management firm, WasteWizards. Conversations at home have identified for Sally that WasteWizards may not be processing the waste in the way that she understood from her induction at Hamptons. She has asked Jose lot of questions but has not directly asked him about arrangements with Hamptons. It sounds to her as though a lot of the waste carefully separated at the hotel is simply dumped into the same waste processing facility with very little being kept separate for recycling or reprocessing. Jose seems unconcerned and is glad to have regular employment.

Both Sally and Jose need their jobs. Sally is aware that Hanh, Wen Jie and Martin are likely to be concerned if she raises the issue with them, but she is afraid of the consequences for Jose if WasteWizards loses the contract with the hotel and has to lay off employees. She has no idea if there are alternatives for Hamptons if WasteWizards is not contracted for the work. She can see, however, that the expensive systems in place at Hamptons are a waste of money if her suspicions are confirmed. She is not sure if she should talk to Hanh or go directly to Wen Jie and Martin, or if she should do nothing.

Sally keeps asking herself if it really matters anyway – how can hotels ever be environmentally friendly? Does she really care? And if she does do anything, what action should she take? Who should she tell? And what risk might there be for both of their jobs.

END OF CASE

END OF PAPER