Course title: Strategies for Sustainable Business			
Course code: PPM 217	**No. of credits: 4**	**L-T-P:** 40-00-00	**Learning hours:** 40
Pre-requisite course code and title (if any):			
Department: Policy & Management Studies			
Course coordinator (s): Dr Shruti S Rana		**Course instructor (s):** Dr Shruti S Rana	
Contact details:		**Course offered in:** Semester 2	
Course type: Core			

Course description

Strategic Management is defined as a set of managerial decisions and actions that determines the long-term performance of a corporation. It includes strategy formulation, implementation and evaluation and control. The study of strategic management therefore emphasizes the monitoring and evaluation of environmental opportunities and constraints in light of corporation's strengths and weaknesses.

Sustainability is also now considered as a strategic issue by most of the firms across the globe and the three pillars of sustainability i.e.**ecological, social as well as economic sustainability** are finding place in the strategic landscape. Stakeholders are also demanding that firms should become environmentally responsible at all levels-be it corporate, business and functional level. The pressure from environmental groups have forced the firms to think and incorporate sustainability into all their functions i.e. product. market, operations, supply chain, finance etc. The managers need to evaluate their strategies from environmental perspective and adopt **sustainability strategies** in order to meet regulatory as well as stakeholder expectations. Hence, the business management students need knowledge, skills and tools to tackle **environmental challenges** in strategic terms by paying equal attention to financial, environmental and social issues that may affect their business. Hence, it makes sense to see the strategy as sustainable business strategy which includes environmental agenda in the list of strategists/ managers.

Course objectives

This course is a basic strategic management course covering all aspects of strategy i.e. environmental analysis, internal analysis, strategic advantage analysis, strategy formulation, implementation and control. The course has been designed keeping in view the increasing need for environmental sustainability into products , markets and functional strategies of companies as demanded by stakeholders and regulatory authorities and hence at each step, due emphasis has been given on the sustainable aspect of strategy formulation and implementation.

Course content

Module	Topic	L	T	P
	Strategic Management Process Introduction to Policy & Strategy, its evolution, The strategic Management Model, Applications of Strategic Management, Types of Strategies Sustainable Aspect of Strategy: Economic, Environmental and Social Dimensions	4	0	
	Business Strategy and Sustainability Foundations of Sustainable Strategic Management Corporate Social Responsibility Socially Responsible Investing Corporate Sustainability Reporting	4	0	
	Strategy Formulation (A):	1	0	

	Environmental Analysis Defining Mission, Vision, Objectives and Policies, Roles and responsibilities of CEOs in defining vision Exercise 2: Evaluate the mission and vision statement of any five companies from different sectors			
	The Business Environment: External PESTEL Framework Porter's Industry Analysis The External factor Evaluation (EFE)Matrix and Competitive Profile Matrix Case1: Sinarmas	5	0	
	The Business Environment: Internal Analysis Key Internal Forces Value Chain : Evolution and Analysis; ecological and social efficiency and effectiveness The Internal factor Evaluation Matrix The Resource Based View of Organization and The Theory of Core Competencies Case 2: Product and Market Strategy Dilemma: How Firms in Pesticide Industry Shall win the Race?	5	0	
	Strategy Formulation (B): Strategic Options Financial vs Strategic Objectives ,Levels of Strategies, Types of Strategies: Integration Strategies, Intensive Strategies, Diversification strategies, Defensive Strategies, Porter's Generic strategies Mergers & Acquisitions Strategic Alliances Turnaround strategy Sustainability strategies , Networks, Models for Green alliances, partnerships and collaborations Case 3: How to Cope Environmental Turbulence? A Case of Excel Crop Care ltd.	8	0	0
	Strategic Analysis & Choice The Nature and Process of Strategic analysis and choice: A comprehensive Strategy-Formulation framework The input stage: IFE and EFE matrix; The Matching Staage: TOWS ,SPACE,BCG, IE matrix; The Decision Stage: QSPM matrix Cultural Aspects of strategic Choice, The Role of Board of Directors, Strategy and Social responsibility, Role of values in Strategic Choice, sustainability as core value	4	0	0
	Strategy Implementation Issues in Strategy Implementation: Policies, Resource allocation, managing conflict, 7S Framework Matching structure with strategy: restructuring and Reengineering, creating a strategy – supportive culture, Functional and technological issues in strategy implementation Preparing organization for sustainability: sustainable culture, resources and technologies	6	0	0
	Strategy Review, Evaluation and Control The Strategic Evaluation, Process and Framework Balanced Scorecard Strategic Audit	5	0	0

	Exercise 4: Project Presentations			
	Total (in hours)	**40**	**0**	**0**

Evaluation criteria

- Minor 1 Exam (Case Presentations (3) (Evaluation through presentation)- 15%
- Minor 2 Exam (Project/ Assignments (Evaluation through presentation)- 15%
- Minor 3 Exam (Written Exam (s) (Closed Book Objective Type)- 25%
- Major Exam (Written Exam (Open Book Case based) - 45%

Learning outcomes

1. To familiarize the students with factors affecting the firm and industry in long run and also with the tools and techniques of external as well as internal environmental analysis
2. To develop their analytical as well as decision-making skills to formulate and evaluate strategy under a given set of environmental factors
3. To develop a practical understanding of strategy formulation and implementation process
4. To develop an understanding of impact of regulators and stakeholders on business strategy and introduce the concept of sustainable business strategy

Reading Materials:

1. The Role of Corporation in Achieving Ecological sustainability by Paul Shrivastava (Academy of Management Review, 1995)
2. Sustainable Strategic Management: An Evolutionary Perspective by Jean Garner stead & W. Edward Stead (International Journal of Sustainable Strategic Management,2008) Corporate Challenges of Sustainable Development by Pratima Bansal
3. A Note on Porter's Industry Analysis Readings:
4. Exploring the Concept of Fit in Strategic Management by Venkatraman and Camillus (Academy of Management Review, 1984) The Core Competence of Corporation by C.K. Prahalad & Gary Hamel, (Harvard Readings:
5. New Sustainable Business Models in China by F. Birkin et al
6. (Business Strategy and Environment, 2009) When Porter's Generic Strategies are not Enough: Complementary Strategies for Turnaround Situation by Marius Pretorius (Journal of Business Strategy,2008)
7. Green and Competitive: Ending the Stalemate by
8. Porter, M. E., and Claas van der Linde.(Harvard Business Review, 1995). Reading:
9. A Strategy Evaluation Model for Management by Simon Hastings (1996) Readings:
10. A Proposed Framework for Strategy Implementation
11. in Indian Context by Azhar Kazmi (Management Decision, 2008) Environmental Technologies and Competitive Advantage by Paul Srivastava (Strategic Management Journal, 1995) Sustainable
12. Organizational Technology by Paul Srivastava (International Journal of Sustainable Strategic Management, 2008) Reading: A Note on Balanced Score card

Pedagogical approach The course will have a mix of theory and applied coursework with more practical approach The teaching shall be done mainly through lectures/ case discussions/case presentations/exercises etc. The entire course has been divided into **seven modules**. There will be **42 sessions** (One hour each) as per the course outline. The students are also expected to work out cases as well as assignments given at the end of each module whichwill help them develop their analytical as well as conceptual skills. There will be **three cases** and **a project.** Both case study presentations as well as exercises are group assignments. Students are expected to work in the group of 4-5 for working out case solutions. The alternative solutions from all the groups will then be discussed in class. A list of reading materials shall be provided to each student. Students are also expected to come prepared before every class. The topics are largely based on the book on **Strategic Management by Fred R. David**
Additional information (if any)
Student responsibilities Attendance, feedback, discipline etc.

Prepared by: Sapna A Narula

Course reviewers:

1. Mr P.S.Narayan, Ecoeye, Social and Community Initiatives, Wipro
2. Mr Brij Sethi, Ecoeye, Social and Community Initiatives, Wipro
3. Mr Rakesh Sharma, Strategy & Business Development, Philips Electronics India Limited
4. Mr Pawan Deep Singh, Strategy & Business Development, Philips Electronics India Limited
5. Prof. Paul Srivastava Director, David O' Brien Centre for Sustainable Enterprise, Concordia University
6. Prof. Jean Garner Stead Professor of Strategy, East Tennesse State University