



GUJARAT TECHNOLOGICAL UNIVERSITY
Syllabus for Master of Business Administration (Part - Time), 4th Semester
Specialization: Business Sustainability
Subject Name: Strategies for Sustainable Business
Subject Code: 5549945

1. Learning Outcome:

Learning Component	Outcome	Learning Outcome
Business Environment and Domain Knowledge (BEDK)		<ul style="list-style-type: none"> Evaluate the Strategic Orientation of Organisations in line with their pre-dispositions towards Sustainable Business.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)		<ul style="list-style-type: none"> Analyse “ why and why not “ companies have chosen one strategy over the other and do such chosen strategies take the companies towards achieving sustainability goals
Global Exposure and Cross-Cultural Understanding (GECCU)		<ul style="list-style-type: none"> Develop an understanding of how various companies across the globe orient themselves towards the achievement of SDGs and what are the factors that cause differences between two national cultures
Social Responsiveness and Ethics (SRE)		<ul style="list-style-type: none"> Analyse how socially responsible have Businesses been and in what dimensions and what ethics do they display in their Business Vision.
Effective Communication (EC)		<ul style="list-style-type: none"> Appreciate various forms – verbal and otherwise, adopted by Business to communicate their strategies for sustainable business.
Leadership and Teamwork (LT)		<ul style="list-style-type: none"> Compare the various Leadership practices adopted for meeting the strategic goals of Sustainable Business.

LO – PO Mapping: Correlation Levels:

1 = Slight (Low); 2 = Moderate (Medium); 3 = Substantial (High), “-“= no correlation

Sub. Code : 5549945	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1: Evaluate the Strategic Orientation of Organisations in line with their pre-dispositions towards Sustainable Business	3	3	3	-	3	2	2	2	3
LO2: Analyse “ why and why not “ companies have chosen one strategy over the other and do such chosen strategies take the companies towards achieving sustainability goals	3	3	3	1	3	2	2	2	3
LO3: Develop an understanding of how various companies across the globe orient themselves towards the achievement of SDGs and what are the factors that cause differences between two national cultures.	3	3	3	-	3	2	2	2	3



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LO4: Analyse how socially responsible Businesses have been and in what dimensions and what ethics do they display in their Business Vision.	3	3	3	2	2	2	2	2	3
LO5: Appreciate various forms – verbal and otherwise, adopted by Business to communicate their strategies for sustainable business.	1	1	2	3	2	2	2	2	3
LO6: Compare the various Leadership practices adopted for meeting the strategic goals of Sustainable Business.	3	3	3	3	3	3	3	3	3

2. **Course Duration:** The course duration is of 40 sessions of 60 minutes each.

3. **Course Contents:**

Module No:	Module Content	No. of Sessions	70 Marks (External Evaluation)
I	Business Strategy and Sustainability – <ul style="list-style-type: none"> • Foundations of Sustainable Strategic Management, • Creation of awareness on Sustainability among stakeholders (both internal and external) • Sustainable Aspect of Strategy: Economic, Environmental and Social Dimensions • Industry Analysis, Environmental Analysis • Socially Responsible Investing • The External Factor Evaluation (EFE) Matrix and Competitive Profile Matrix • Sustainability Analytics – for strategic decision making • Case1 : S in armas 	10	17
II	The Business Environment: Internal Analysis <ul style="list-style-type: none"> • SWOT (Strength, Weakness, Opportunity and Threat) analysis in formulating Business strategy for sustainability. • 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 • Case2: Product and Market Strategy Dilemma: How Firms in Pesticide Industry Shall win the Race? 	10	18



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III	<p>Strategy Formulation (A)-</p> <ul style="list-style-type: none"> • Defining Mission, Vision, Objectives and Policies, Roles and responsibilities of CEOs in defining vision • The Business Environment: External PESTEL Framework Porter's • Managing Strategic issues & Engaging stakeholders • • 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 • 	10	18
IV	<p>Strategic Implementation & Review</p> <ul style="list-style-type: none"> • Preparing organization for Sustainability - sustainable culture, resources and technologies • Innovating and developing strategic capabilities for sustainability • Corporate social innovation: top-down, bottom-up, inside-out, and outside-in • Implementing community sustainability strategies through cross-sector partnerships: value creating for and by businesses • Risk Management & Resilience • Impact Measurement to assess performance on SEE areas • Sustainability Balance Score Card – Strategic tool • Reporting & Engagement to communicate & explain progress to stakeholders 	10	17
V	<p>Practical: Evaluate the Vision and Mission statement of any five companies from different sectors and Comment on Strategic initiatives taken in the direction of Sustainable Business. OR Study and Critically Analyse the various cases on Strategic Management decisions leading to Sustainable Business performance.</p>		30 (marks CEC)

4. Pedagogy:

- ICT enabled Classroom teaching
- Case study
- Practical / live assignment
- Interactive class room discussions



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5. Evaluation:

Students shall be evaluated on the following components:

A	Internal Evaluation	(Internal Assessment- 50 Marks)
	Continuous Evaluation Component	30 marks
	Class Presence & Participation	10 marks
	Quiz	10 marks
B	Mid-Semester examination	(Internal Assessment-30 Marks)
C	End –Semester Examination	(External Assessment-70 Marks)

6. Text & Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication /Edition
1	Helen Borland, Adam Lindgreen, Francois Maon, Véronique Ambrosini, Beatriz Palacios Florencio, Joelle Vanhamme	Business Strategies for Sustainability	Routledge	Latest
2	Mike Rosenberg	Strategy and Sustainability - A Hardnosed and Clear-Eyed Approach to Environmental Sustainability for Business	Springer	Latest
3	Jean Garner stead & W. Edward Stead	Sustainable Strategic Management: An Evolutionary Perspective	Routledge	Latest
4	Adam Werbach	Strategies for Sustainability: A Business Manifesto	Harvard Business press	Latest
5	Stefan Markovic, Cristina Sancha, Adam Lindgreen,	Handbook of sustainability – driven business strategies in practice	Edward Elgar	Latest
6	Benoit Leleux , Jan van der Kaaij	Winning Sustainability Strategies -Finding purpose, driving innovation and executing change	Springer	Latest
7	Thomas Wunder	Rethinking Strategic Management: Sustainable Strategizing for Positive Impact (CSR, Sustainability, Ethics & Governance)	Springer	Latest

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

7. List of Journals/Periodicals/Magazines/Newspapers / Web resources, etc.



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- Academy of Management Journal, Corporate Challenges of Sustainable Development by Pratima Bansal, *The Academy of Management Executive* (1993-2005). Vol. 16, No. 2, Theme: Achieving Competitive Advantage (May, 2002), pp. 122-131 (10 pages)
- *The Academy of Management Review*. Venkatraman, N., & Camillus, J. C. (1984). Exploring the concept of "fit" in strategic management. *The Academy of Management Review*, 9(3), 513–525. <https://doi.org/10.2307/258291>
- Harvard Business Review. The Core Competence of the Corporation. How companies cultivate the skills and resources for growth. by C.K. Prahalad and Gary Hamel. From the Magazine (May–June 1990)
- Journal of Business Strategy, 2008 When Porter's generic strategies are not enough: Complementary strategies for turnaround situations by Marius Pretorius. *Journal of business strategy*, emerald publishing ISSN: 0275-6668. Article publication date: 31 October 2008
- Emerald Insight, 1996 A strategy evaluation model for management by Simon Hastings
- Management Decision, 2008. A proposed framework for strategy implementation in the Indian context
- Strategic Management Journal, 1995. Environmental Technologies and Competitive Advantage by Paul Srivastava
- International Journal of Sustainable Strategic Management, 2008 Sustainable Organizational Technology by Paul Srivastava