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1.0 INTRODUCTION

The Nepal-based Shivam Cement Ltd, which, according to its 2024 company profile, has become the leading cement manufacturer in the country, has reduced its dependence on imports by implementing modern European technology and robust environmental management (Shivam Cement Ltd, 2024). This report examines the strategic management, sustainability programs, and ethical leadership of Shivam, reflecting on how to become a leader, as reported by Sharesansar (2023).

2.0 LO1 – STRATEGIC ENVIRONMENTAL ANALYSIS

2.1 Internal Analysis

The VRIO framework, proposed by Barney (1991), can be effectively applied in analysing the internal strengths of Shivam Cement, as it examines value, rarity, inimitability, and organisation as sources of sustainable advantage. Shivam Cement Ltd (2025) emphasises that the company pays attention to the fact that it possesses considerable reserves of limestone, runs its own power plants, and uses complex European machinery. These features can bring a lot of value by lowering the dependency on external suppliers and having stability in operations in a dynamic market. Cavusgil et al. (2014) noted that this type of vertical integration in emerging economies establishes long-term cost efficiencies and protects firms against disruptions in supply chains. Nevertheless, De Wit and Meyer (2020) pointed out that creating value involves dynamic change but not fixed assets. This might limit the ability of Shivam to remain competitive as the cement industry goes through automation and green transition due to its low level of technological innovation and low level of digital investment.

The fact that it is rare and imitable also adds to Shivam's temporary advantage. Barney (1991) argues that market leadership can be sustained in resources that are very hard to imitate because of the intense capital requirements, regulation, or distinctive geological access. These requirements are met at Shivam mining concession in Nepal through the large-scale industrial plants (Bohara, 2025). However, the competitive advantage of such a nature that is generated by control of resources alone wears away without strategic regeneration, as Porter (2008) argued. The management levels at the organisation, which are effective in local business, can become inflexible in the context of international expansion, a potential issue recognised by De Wit and Meyer (2020) in fast-growing companies in developing markets. Therefore, Shivam has a real strength that is not only in its material resources, but also in the fact that it can institutionalise the learning process, make investments in research, and develop innovative management that can use its material resources to create a competitive edge in the global market in the long term.

2.2 External Analysis

A PESTEL analysis, as highlighted by Whittington et al. (2023), provides an understanding of the macro-environmental factors which may influence the strategic position of Shivam Cement. Politically, the company enjoys the industrialisation policies of Nepal that encourage domestic production, but as Maru (2024) observed, the frequent changes in the government and trade policies that are inconsistent bring in some instability in long-term investments. Nepal's construction boom drives demand, although currency fluctuations and over-reliance on imports increase the prices of equipment and fuel (Ranjan, 2023). Cavusgil et al. (2014) noted that volatility undermines the competitive stance of companies that rely on imported technology. On the social side, the rising urbanisation has led to higher consumption, but the market for green cement has a low level of public awareness of environmental issues (Dahal and Jha, 2020). Maru (2024) emphasised that the low rate of adoption of digital manufacturing tools indicates that technology presents both a challenge and an opportunity to modernise operations through automation and process optimisation using data.

There is increasing strategic pressure in environmental and legal aspects. The European Commission (2024) is of the opinion that global trends are shifting

towards low-carbon manufacturing, which is consistent with Sustainable Development Goal 12 on responsible production. Although Shivam Cements Reports (2024) discloses that it is utilising pollution-controlling mechanisms and effective kilns, it lacks detailed carbon disclosures, which undermines its adherence to international best practices. Nepal has environmental laws that are not as stringent as those in the European Union, which, in the short term, may be flexible but could ultimately result in reputational damage for the company in the long term (Bhattarai, 2025). Porter (2008) argued that companies that expect regulation to tighten usually have a first-mover advantage. As such, the active changes made by Shivam to adjust future environmental standards, i.e., through renewable integration and open reporting of emissions, may turn compliance into competitiveness. Sustainability is therefore not something that the company should view as a liability, but rather as a strategic approach in a more globalised construction materials industry.

3.0 LO2 – ETHICAL, SUSTAINABLE, AND RESPONSIBLE PRACTICES

Elkington and Rowlands' (1999) Triple Bottom Line framework is one of the most feasible methods of measuring organisational sustainability using the people, planet, and profit dimensions. Shivam Cement Ltd. (2023) is doing commendable work in the social aspect, as the company participates in community-based programmes, which include providing school transport facilities, scholarships, and infrastructural support. According to My Republica (2023), these efforts have enabled access to education in rural areas, which strengthens the social validity of the company. Freeman (1984) noted that stakeholder-oriented organisations also view community welfare as their long-term strategy. The social approach of Shivam is, however, mostly philanthropic but not strategic. Lack of clarity in social-impact reporting and diversity initiatives hinders accountability that can be measured (Cesarino et al., 2022). To achieve credibility, Fennell and de Grosbois (2021) proposed that companies should incorporate social responsibility into their corporate governance frameworks, rather than considering it an outreach practice to the community.

Environmentally, Shivam Cement Ltd (2024) focuses on the fact that it uses dust-controlling filters and efficient kilns to reduce air pollution. These are the measures that conform to the environmental aspect of the Triple Bottom Line, which

is showing half-hearted dedication to responsible operations. Lozano (2018) argues that sustainability transitions entail organisations going beyond compliance and taking proactive action toward decarbonisation. Although its pollution-reduction investments minimise the environmental damage in the area, its failure to adopt renewable energy and disclose its carbon emissions to the community is an indication that operational efficiency and strategic environmental responsibility do not match. Under Sustainable Development Goal 12, the United Nations Department of Economic and Social Affairs (2023) highlighted that responsible production should be characterised by reporting and resource-efficient supply chains. Thus, the evolution of the firm in the future must involve setting emission targets and the introduction of green energy in its production cycle in order to comply with the international sustainability standards.

The financial viability that is linked to ethical and social responsibility has its links with the profit pillar of the Elkington and Rowlands (1999) model. The fast domestic expansion of Shivam Cement has been coupled with good financial performance due to the effect of import substitution and the rising infrastructure demand.

Nevertheless, profitability without consideration of social and environmental accountability will eventually destroy the trust of stakeholders, as Hill (2015) noted. Shivam has been overly dependent on Nepal's domestic market, which would make it vulnerable in the long run in case of economic or political changes (Osmani and Bajracharya, 2017). Financial sustainability, combined with extended social and environmental goals, could be a solution to remain competitive by diversifying into regional export markets. Carroll and Brown (2021) also claimed that genuine corporate responsibility improves profitability through stakeholder loyalty and operating resilience, which is why strategic CSR can be morally responsible and profitable at the same time, if it is integrated into decision-making.

The aspect of holistic sustainability must be ethically integrated and leadership-based. Responsible leadership, as described by Maak et al. (2021), is a concept of weighing the interests of the shareholders with social and ecological welfare. The leadership of Shivam has been characterised by its engagement with the community, but it has not clearly spelt out a sustainability vision (Shivam Cement Ltd, 2025). These transparent environmental, social, and governance (ESG) practices should be institutionalised on ethical leadership with the help of regular

dialogue with stakeholders. In comparison, international rivals like Holcim issue integrated reports on sustainability goals and outcomes, which are the industry benchmarks on accountability (Samiei, 2024). Including these practices would help Shivam to meet the international standards, besides improving its global competitiveness. Finally, ethical credibility through values-based leadership based on transparency, inclusivity, and environmental innovation will not only build long-term business development in the Nepalese changing industrial situation.

4.0 LO3 – EVALUATING STRATEGIC OPTIONS IN A COMPLEX GLOBAL ENVIRONMENT

The Ansoff Matrix proposed by Ansoff (1957) is still an effective instrument of strategic growth exploration. In the case of Shivam Cement, market penetration entails reinforcement of its current market base in the domestic market with efficiency and innovativeness (Sharesansar, 2023). According to De Wit and Meyer (2020), the expansion of market presence requires the exploitation of the internal strengths in the form of technology, logistics, and brand credibility. Shivam may streamline distribution by implementing AI-driven demand forecasting and automated vehicle scheduling in order to minimise the delays in delivery. As Cesarino et al. (2019) stressed, digitalisation in emerging markets will boost competitiveness by reducing bottlenecks in operations. Nonetheless, with the mature market of the cement market in Nepal, excessive dependence on domestic growth would create saturation of the firm. Continuous process improvement must therefore go hand in hand with pricing strategies and increased interaction with the customer to maintain its leadership. Quality assurance and environmental compliance reinforcement may also guarantee brand loyalty in a consumer base that is growing sustainability-conscious (Osmani and Bajracharya, 2017).

The second opportunity identified by Ansoff (1957) entails market development. As infrastructural growth is experienced throughout South Asia, export opportunities in the region have not yet been realised. Cavusgil et al. (2014) observed that regionalisation has been a precursor of globalisation and thus firms are able to increase competitiveness in the local economies over a period. Shivam Cement would have an opportunity to utilise SAARC trade benefits to enter India and Bangladesh, which are close enough and have cheaper logistics. However, as Porter (2008) explains, the international market entry requires an unusual differentiation other than cost advantage. An export plan based on green cement, which will act as

a low-carbon option, will meet local needs and the global environmental requirements. According to the World Cement Association (2024), the demand for eco-cement in South Asia has increased by more than 30% in five years, which shows that there is a feasible opportunity. However, De Wit and Meyer (2020) warned that inconsistencies in regulations and currency variation are some of the obstacles hindering it and that strategic alliances with local distributors should be considered as a means of minimising the risks involved.

The most transformative avenues of Shivam Cement are in product development and diversification. Elkington and Rowlands (1999) noted that companies that involve sustainability in designing products generate a shared value through establishing a balance between profitability and environmental good. The initiative to roll out a low-emission eco-line of cement with renewable energy integration would help to strengthen Shivam as an environmental pioneer. In addition, revenue streams may be hedged against the future by diversification into related sectors like precast concrete and green building materials. The theorists of Blue Ocean Strategy, Mauborgne and Chan (2017), suggested that innovation as the source of differentiationasdf ; lkj , as opposed to competition, is what makes asdf ; lkj sustained relevance in the market. Shivam can pursue joint research with engineering schools to be among the first to develop alternative materials in line with the goaasdf ; lkj l of Sustainable Deasdf ; lkj velopment Goal 9 about industry and innovation (Uasdf ; lkj nited Nations Department of Economic and Social Affairs, 2023). However, De Wit and Meyer (2020) still emphasized that diversification needs managerial competence and cultural preparedness to change. To address these risks, the leadership Shivam needs to institutionalise a long-term innovation roadmap that is enabled by capacity-building and sustainability-focused governance.

5.0 LO4 – REFLECTION ON PERSONAL LEADERSHIP AND SUSTAINABILITY PERSPECTIVE

My leadership perception has changed significantly with the use of the transformational leadership model by Bass and Bernard (1985) that highlights idealised influence, inspirational motivation, intellectual stimulation, and individual consideration. When viewing the leadership strategy of Shivam Cement, it was possible to see that social and environmental responsibility played an essential role

in strategic direction. The fact that the company invested in the education of local communities and environmental efficiency appealed to the notion of values-driven leadership, which Maak et al. (2021) refer to as a partner of organisational performance. I also understood that being a transformational leader goes beyond being operationally competent; it requires vision and understanding that can encourage others to take sustainable actions. Emotional intelligence reinforces these behaviours, as explained by Goleman (2000), since it helps a leader relate well with the stakeholders, thereby generating trust and cooperation that is required in the long-term sustainability of the organisation.

The research on sustainability at Shivam Cement helped me to better appreciate the importance of ethical leadership in multicultural organisations. The collectivist nature of business in Nepal, as noted by Hofstede (2011), is the opposite of the individualist nature of Western organisations, which indicates that successful leadership should be able to be contextual and responsive to the demands of the context. Having seen the level of community involvement of Shivam made me appreciate inclusiveness and empathy as strategic and not soft qualities. This is in line with the argument by Northouse (2021) that adaptive leaders foster a mutual respect by harmonising organisational goals with social good. My practice in the future would be to incorporate the aspect of sustainability in managerial decision-making so that profitability would go hand in hand with social and ecological responsibility. Reflection has enabled me to perceive ethical leadership as a moral responsibility of generating shared value among all the stakeholder groups.

This module has also affected my definition of my career aspirations. Empathy, resilience, and sustainability orientation: now I would like to build a leadership identity based on these criteria. The practice of transformational behaviours at Shivam Cement made me feel more confident that leadership is not about the power but the persuasion, which is based on genuineness. Sinek (2025) mentions that purpose-driven leaders encourage others through the use of why before what, which builds trust and loyalty. It is my hope that someday I will follow such a leadership by fostering inclusiveness, employee welfare, and innovation that will be useful to business and society. Furthermore, by adopting sustainable practices in my workplace in the future, I will see myself as a leader who will be able to overcome the world issues like climate change and social inequality by making

informed and ethical decisions.

Lastly, I have realised that good leadership should be anchored by personal values that are lasting. Maak et al. (2021) argued that responsible leaders are moral stewards who achieve a balance between organisational ambition and moral restraint. Based on the emotional intelligence model developed by Goleman (2000), I will improve my levels of self-awareness and empathy to communicate and collaborate with multicultural teams. The course has also encouraged me to pursue lifelong learning on the issue of environmental governance and stakeholder inclusiveness. Through my transparency, I aim to inspire others to asdf ; lkj take responsibility in work environments. Finally, the reflective experience has informed my cognition that sustainable leadership is not just an organisational goal but a life-long personal discipline that incorporates morality, kindness, and creativity.

6.0 CONCLUSION

Resource management and involvement in the communities have ensured that Shivam Cement has a solid position in the domestic market, but the competitiveness in the future is pegged on digitalisation and open sustainability. By embracing the adoption of eco-cement production, integration of renewable energy, and inclusive and values-driven leadership, it will enhance its global positioning and enhance ethical, innovative, and environmentally friendly organisational development.

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