

ORGANISATIONAL STRATEGY AND SUSTAINABILITY

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1 BPP Coursework Cover Sheet

Please use the table below as your cover sheet for the 1st page of the submission. The sheet should be before the cover/title page of your submission.

Programme	MSC MANAGEMENT
Module name	ORGANISATIONAL STRATEGY AND SUSTAINABILITY
Student Reference Number (SRN)	BP0320657
Report/Assignment Title	As a management consultant of BPP Consulting Group, you are required to provide a strategic evaluation and analysis of Shivam Cement's strategic and sustainability initiatives to their Board of Directors.
Date of Submission <i>(Please attach the confirmation of any extension received)</i>	13 TH OCTOBER 2025
Declaration of Original Work:	
<ul style="list-style-type: none"> ■ I hereby declare that I have read and understood BPP's regulations on plagiarism and that this is my original work, and that I have researched, undertaken, completed and submitted in accordance with the requirements of BPP School of Business. ■ I declare that where I have used any AI tools, it was for the following reasons (highlight as appropriate): <ul style="list-style-type: none"> ○ To review a draft ○ To correct language errors ○ Other (please describe) 	
<hr/> <ul style="list-style-type: none"> ■ I have copied & retained for BPP University's reference, all AI prompts used in the creation of AI content and all AI-generated responses in support of my assignment and attached relevant evidence in the appendices. ■ I understand that I may be required to participate in a <i>viva voce</i>, where I will be questioned on any aspect of my assignment, including key concepts, theories, examples used, & any sources included. 	
■ The word count, excluding contents table, bibliography and appendices, is <u>994</u> words.	
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BPP School of Business

1
MSc Management

Organisational Strategy and Sustainability

Coursework Assessment Brief

Submission mode: **Turnitin online access**

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1.0 Introduction

Shivam Cement Limited, one of the main cement producers in Nepal, got established in 2003 in order to manufacture high-quality cement. Shivam Cement being a green field project produces 3,000 tons of cement per day, making it the largest cement manufacturer (Dahal and Jha, 2020). The report provides a strategic review of Shivam Cement for its Board of Directors; it has been commissioned by BPP Consulting Group, and it addresses the global context of the company's strategic management and sustainability initiatives while recommending strategic improvements for the growth of new ventures and geographical areas.

1.1 Strategic Environmental Analysis

The position of Shivam Cement can be described as having a quite firm domestic base with massive challenges externally. The VRIO (Valuable, Rare, Imitable, Organised) model identifies the value of internal resources for Shivam Cement which essentially possesses an established reputation in Nepal and possesses highly productive facilities on large scale within the country. Brand equity, in the context of the national context, is rare and gives Shivam a competitive advantage (Barney, 2023). On the other hand, while it takes too long to imitate an infrastructure both physical and capital-cost intensive, the brand is less defensible against larger global competitors in new territories (Bist, 2022).

The worldwide cement market is very competitive, and Porter's Five Forces framework shows that Shivam Cement has to deal with a lot of problems from outside the company. The competition is still quite high, and big international companies like Holcim and Heidelberg Materials still have a lot of control over the industry thanks to their global distribution networks, cutting-edge technology, and strong brand equity (Global Cement Report, 2025). This intense rivalry pressures Shivam Cement to differentiate beyond price competition. The threat of new companies entering the bulk cement market is low because of the high costs, technical knowledge, and regulatory approvals needed, the growing use of sustainable building materials and bio-cement alternatives is a new unsettling force. This development, as noted by Mudgal and Chellasamy (2024), tests traditional players like Shivam Cement to innovate.

The bargaining strength of suppliers is another important problem from the outside. Suppliers of key inputs such as coal, limestone, and electricity operate in volatile global markets where price fluctuations directly inflate production costs. Similarly, the bargaining power of buyers has grown substantially. Big construction companies, infrastructure projects, and government bodies now petition both competitive pricing and total adherence to environmental standards. Buyers are now increasing environmentally awareness, in spite of suppliers that demonstrate sustainability authorisations. The threat of substitutes remains relatively low in the short term, as alternatives like bio-cement and advanced polymers are

still developing. However, Nguyen and Lee (2024) view that technological progress and global sustainability drives will heighten this threat in the future.

This report thus places the primary external opportunity as the vast emerging market for sustainable materials within the broader global trend. Significant threats delineate: swinging energy prices, the very firmed environment in the European Union (EU) markets, and established global players. With the feedback to changing forces within the EU, Shivam Cement needs to focus its cost-leadership model into a major differentiation via sustainability. This category of differentiation needs a very substantial investment in the green technology to adapt to regulations (European Commission, 2025).

1.2 Ethical, Sustainable, and Responsible Practice

The sustainability practice of Shivam Cement when assessed on the Triple Bottom Line (TBL) such as People, Profit and Planet shows that primary realisation that needs strategic deepening for enhanced competitiveness at the global level. The urgent measures rolled out, such as installing pollution control devices of a very high efficiency, solve aspects of the Planet dimension through targeting the minimisation of the environmental trail. This is imperative considering the fact that Shivam cement industry contributes to global CO₂ emissions (Elkington, 2024). Investment into this bring about long-term returns in the Profit dimension via enhanced operational efficiency, lower risk of environmental fines, and greater brand appeal to investors and customers seeking environmentally aware companies.

In view, relative support toward the People interface, representing social responsibility appear less developed in the published corporate disclosures. Meanwhile according to Adhikary, 2024, while there is mention of community well-being around the Shivam CSR philosophy, development of a good structured or developed procedure is warranted. Leadership can therefore start to engage with the significant stakeholder groups through a Stakeholder Theory perspective. For example, the problem of emissions and waste management could therefore be reported with flow on benefits to local communities, regulators, and environmental NGOs alike. Suppliers must also be engaged to contractually demand ethical labour practices and funding of resources which would enhance the sustainability and transparency of the supply chain-a requirement percolating under the freshly proposed EU law like CSDDD. Shivam's leadership must under these conditions, further enhance its proactive alignment with global practices such as UNSDGs with a view in targeting Sustainable Development Goals 9 (Industry, Innovation and Infrastructure) and Sustainable Development Goals 12 (Responsible Consumption and Production). Such an alignment would practically provide an internationally accepted flow of communication vehicle for stakeholder commitment and easy adaptation with divergent international standards (United Nations, 2025).

Taking just one additional initiative of switching renewable energy sources to power its manufacturing plants would be transformative. This greatly enhance TBL for Shivam. The carbon pollution to be removed (Planet), the lowered operational cost on the long run from reduced dependence on changing fossil fuel international markets (Profit), and greatly improved public perception of Shivam as a responsible corporate citizen (People) eventually create goodwill among the community and its working relationship with regulators. Shivam Cement now embarks on that strategic shift from basic compliance to proactive leadership in sustainability.

1.3 Conclusion

For Shivam Cement to prepare itself for a competitive future, Shivam Cement must direct its strategy toward deep sustainability and responsible leadership. It involves adopting greener production technologies, aligning corporate targets with international frameworks such as the UNSDGs and using such frameworks to induce the improvement of stakeholder engagement. Such restructuring will simplify international expansion.

References

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ORGANISATIONAL STRATEGY AND SUSTAINABILITY

ORIGINALITY REPORT



PRIMARY SOURCES

- | | | |
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| 1 | Submitted to BPP College of Professional Studies Limited
Student Paper | 23% |
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| 3 | Ibrahim H. Garbie, Hamid R. Parsaei. "Sustainability 4.0 - Objectives, Challenges, and Expectations", CRC Press, 2025
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ORGANISATIONAL STRATEGY AND SUSTAINABILITY

GRADEMARK REPORT

FINAL GRADE

/100

GENERAL COMMENTS

FAIL

You've made a good start and clearly understood the structure and purpose of the task. The paper is well-organised, clearly written, and covers both learning outcomes. However, at this stage, it does not meet the level of critical analysis and academic depth needed to pass the summative assessment. The work is mostly descriptive, with limited engagement with theory and not enough in-text citations to support your arguments.

Areas Where You Did Well

Structure and presentation: Your report follows the right format and flows logically. Each section is easy to follow, and your use of subheadings makes it clear which areas relate to each learning outcome.

Understanding of frameworks: You correctly applied the frameworks and models. This shows you understand the basic tools required for the analysis.

Awareness of sustainability and leadership: You mention environmental respect and stakeholder engagement, which suggests you recognise what good practice might look like.

Areas Where You Need Improvement

Critical analysis (LO1 and LO2): The paper mainly describes what Shivam Cement does but doesn't critically evaluate it. You need to show judgement — what works, what doesn't, and why. Use theories and evidence to back up your points.

Lack of in-text citations: You've listed references at the end, but the in-text citation is very limited. This makes your claims unsupported and academically weak. Every argument or model should be linked to a source.

Use of theory: Go beyond explaining models — apply them critically. For instance, what does the frameworks applied really reveal about Shivam's competitive position? How does TBL expose weaknesses in their sustainability practices?

Depth and evaluation: Engage more with the global context — how do external pressures or cultural factors shape strategy and leadership? Right now, your analysis remains surface-level.

Recommended next steps to help you increase your marks:

- Revisit the Assessment Brief and ensure you clearly understand the requirements for all the elements of each task.
- Review all sections/topics that require improvement and carefully study the respective Topic Workbooks, associated course notes and review the end of module revision session video.
- Make use of the weekly “Module Leader Drop-In” sessions, to engage with your module leader to seek advice and clarity on the assessment. The details of these “drop-in” sessions, is posted in the Forum section of your module accessed via the Hub. If in doubt, email your tutor or module leader.
- To develop your writing, and academic skills please contact the Academic Support Team.
- To book a meeting with the Academic Support Tutor please use the Student Query Form on The Hub: Student Query; Query Type: Book an Appointment; Sub-Query Type: Personal Tutor.
- For help with English contact the English Language Support.

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RUBRIC: NEW UPDATED FORMATIVE RUBRIC

ANSWER TASK	Satisfactory Progress
NEEDS IMPROVEMENT	Your submission is limited and does not fully align with the task outlined in the assessment brief. Carefully re-read the guidelines and ensure your response directly addresses all key points. Consider structuring your work according to the brief to improve clarity. Try to attend a drop-in session with your Module Leader to discuss how you can improve.
SATISFACTORY PROGRESS	You address the task in a satisfactory way but may need to refine certain areas to ensure full alignment with the assessment brief. Consider reviewing the task's guidelines again to strengthen your focus.
GOOD	Outstanding alignment with the assessment task. Your work demonstrates a clear understanding of the requirements and fully addresses all key points with strong justification. Well done!
MEET LO	Needs Improvement
NEEDS IMPROVEMENT	Your submission is limited in demonstrating understanding of the key learning outcomes. Aim to engage more critically with theories, concepts, and models relevant to the topic. Support your discussion with appropriate sources. Try to attend a drop-in session with your Module Leader to discuss how you can improve this element.
SATISFACTORY PROGRESS	You demonstrate a satisfactory understanding of the learning outcomes but could further strengthen your discussion by including more analysis and critical reflection on key concepts. For further guidance, attend a drop-in session with your Module Leader to discuss how you can improve this element.
GOOD	Outstanding demonstration of knowledge. You have effectively applied key concepts and theories, providing strong supporting evidence and critical insights. Great work!
CRITICALITY	
NEEDS IMPROVEMENT	The critical analysis component of your submission is limited. Your writing is often overly descriptive and lacks analytical depth. It primarily presents information rather than critically engaging with it. Instead of simply summarizing theories or concepts, try to evaluate their strengths and limitations. For example, rather than stating: "This theory explains how businesses can improve performance," you could critically assess its applicability by writing: "While this theory provides a structured approach to business performance, it has been criticized for its assumption that all markets operate under stable conditions, which may not reflect real-world complexities (Author, Year)." If you need additional support, you can book an appointment with an Academic Support Tutor on the Hub, using the menu on the left-hand side.
SATISFACTORY PROGRESS	You demonstrate satisfactory analytical thinking but could deepen your evaluation by critically comparing different viewpoints, considering their implications, and questioning their relevance in different contexts. Try incorporating phrases such as: "One limitation of this approach is...," "A contrasting perspective is provided by...," or "This theory assumes X, but in practice, Y may be more applicable due to...." Strengthen your arguments by supporting them with academic sources and real-world examples where appropriate. If you need additional support, you can book an appointment with an Academic Support Tutor on the Hub, using the menu on the left-hand side.
GOOD	Outstanding critical engagement. Your work effectively analyses different perspectives, applies theory to real-world contexts, and demonstrates independent

thinking. You use evaluative language such as: "While X argues that... Y presents a more compelling view because...", "This concept is widely accepted; however, recent studies challenge this assumption by suggesting...", and "A significant implication of this theory is...." Your arguments are well-supported by evidence, demonstrating strong analytical depth and originality. Keep up the great work!

REFERENCING

Needs
Improvement

NEEDS IMPROVEMENT	Your referencing does not follow the correct Harvard style format. Ensure all in-text citations and references are formatted correctly. For guidance, refer to the university's referencing guide or seek support from an Academic Support Tutor (AST). You can book an appointment with an AST or English support via the Hub, using the menu on left-hand side.
SATISFACTORY PROGRESS	Your referencing is mostly correct, but there are minor inconsistencies. Double-check formatting, particularly in-text citations, and ensure all references match the reference list. For further guidance, you can book an appointment with an Academic Support Tutor on the Hub, using the menu on the left-hand side.
GOOD	Well-referenced work with accurate Harvard-style citations. Your references are correctly formatted and well-integrated into your discussion. Great attention to detail!

READING

NEEDS IMPROVEMENT	Limited or no sources cited. To strengthen your work, use a variety of credible academic sources, including journal articles, books, and industry reports. Make sure every claim is backed by evidence.
SATISFACTORY PROGRESS	Satisfactory use of sources, but you could diversify your references further. Try incorporating more peer-reviewed journal articles or case studies to enhance the depth of your discussion.
GOOD	Outstanding use of a wide range of high-quality academic and industry sources. Your references are well-chosen, relevant, and support your arguments effectively. Well done!

PRESENTATION

NEEDS IMPROVEMENT	Your submission lacks clear structure and may be difficult to understand. Use headings, subheadings, and logical sequencing to improve readability. Proofread carefully to correct any spelling or grammar errors.
SATISFACTORY PROGRESS	Your work is satisfactorily structured, but there is room for improvement. Ensure consistency in formatting and refine transitions between sections for better flow between sections.
GOOD	Well-structured, professional presentation with clear headings and logical flow. Your work is easy to follow and free of errors. Excellent effort!