

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	
Module name	
Student Reference Number (SRN)	
Report/Assignment Title	
Date of Submission <i>(Please attach the confirmation of any extension received)</i>	
 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 ___ words. 	
Student Reference Number:	Date:



By submitting this coursework you agree to all rules and regulations of BPP regarding assessments and awards for programmes. **Please note, submission is your declaration you are fit to sit.**

BPP University reserves the right to use all submitted work for educational purposes and may request that work be published for a wider audience.

BPP School of Business

MSc Management

Organisational Strategy and Sustainability

Coursework Assessment Brief
CW3

1. General Assessment Guidance

- Your summative assessment for this module is made up of this **coursework** submission which accounts for 100% of the marks
- **Please note late submissions will not be marked.**
- You are required to submit all elements of your assessment via **Turnitin online access**. Only submissions made via the specified mode will be accepted and hard copies or any other digital form of submissions (like via email or pen drive etc.) **will not be accepted**.
- For coursework, the submission word limit is **2500** words. You must comply with the word count guidelines. You may submit LESS than **2500** words but not more. **Word Count guidelines can be found on your programme home page and the coursework submission page.**
- **Do not put your name or contact details anywhere on your submission**. You should only put your student registration number (SRN) which will ensure your submission is recognised in the marking process.
- A total of 100 marks are available for this module assessment, and you are required to achieve minimum **50%** to **pass** this module.
- You are required to use only Harvard Referencing System in your submission. Any content which is already published by other author(s) and is not referenced will be considered as a case of plagiarism.

You can find further information on Harvard Referencing in the online library on the VLE. You can use the following link to access this information: <http://bpp.libguides.com/Home/StudySupport>

- BPP University has a strict policy regarding authenticity of assessments. In proven instances of plagiarism or collusion, severe punishment will be imposed on offenders. You are advised to read the rules and regulations regarding plagiarism and collusion in the GARs and MOPP which are available on VLE in the Academic registry section.
- **Use of AI in assessments is only allowed for the purposes of reviewing a draft, correcting language errors or if specified in the summative assessment brief.** If you have used AI for any of these purposes, you should indicate this on the Assignment Cover sheet. For more information regarding acceptable and unacceptable use of AI, please enrol onto the Generative AI Foundations course on the [HUB](#).
- You should include a completed copy of the **Assignment Cover sheet**. Any submission without this completed Assignment Cover sheet may be considered invalid and not marked.

2. Assessment Brief

To achieve a pass for this module, you need to demonstrate that you have achieved the following module Learning Outcomes:

- LO1 - Critically analyse internal and external factors for business entities using strategic management concepts and frameworks within a global context.
- LO2 - Critically assess the impact of corporate social responsibility, sustainability and ethical practices on contemporary leadership.
- LO3 - Critically evaluate business strategies considering current and future challenges and complexity.
- LO4 - Critically reflect on personal leadership and sustainability perspectives.

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.

You are required to evaluate **Shivam Cement's** strategic management, sustainability, and responsible leadership within a global context. You will explore how internal capabilities, external environments, cultural contexts, and ethical leadership practices shape **Shivam Cement's** business strategy.

You will **apply** strategic frameworks and critically assess organisational responses to global pressures such as sustainability, technological change, and cultural differences. The assignment concludes with a personal leadership reflection grounded in comparative learning. An upgrade of **Shivam Cement's** current strategy is urgently required where necessary for the organisation to embark on new ventures and geographical areas to meet the needs of the contemporary global business environment.

Case Study: Shivam Cement

Shivam Cement Ltd is one of Nepal's fastest growing industrial success stories, making it a dynamic case for exploring strategic growth, environmental leadership, business ethics and CSR in action.

The company has risen rapidly to industry leadership by owning key limestone reserves and investing in advanced European technology, significantly reducing Nepal's reliance on imported cement (Shivam Cement Ltd, 2024). It sets itself apart through strong environmental practices, including pollution control systems and energy-efficient operations, alongside a clear ethical commitment to quality and transparency (Shivam Cement Ltd, 2024).

Its CSR efforts are equally notable—providing school transport, offering scholarships and engaging directly with local communities (Sharesansar, 2023; My Republica, 2024). This case is exciting because it brings together real-world strategic execution, environmental responsibility and social impact within a high-growth, nationally significant industry.

The website for the organisation can be accessed through this link:

<https://shivamcement.com.np/> Accessed 08 July 2025 For an understanding of the academic literature, please use the following textbooks:

De Wit (2024), Strategy: An International Perspective and the complimentary text, **Cavusgil et al., (2019) International Business: The New Realities** (which are available on Hub)

It is recommended that you should carry out a substantial amount of independent and individual research to strengthen your understanding of the business context and the preferred style of management practice. You can find journals such as Business Source Premier, Science Direct, and HeinOnline on the BPP Online Library. Apart from these sources, Google Scholar is also available. It is important to show that you have used a multitude of appropriate articles from the academic and business literature (refrain from sourcing content presented during lectures, non-academic websites such as Wikipedia)

Assessment Learning Outcomes (LOs)

LO1: Strategic Environmental Analysis

Critically analyse **Shivam Cement's** internal resources, capabilities, and external environment using strategic management concepts and frameworks (e.g., **PESTEL** or **Porter's Five Forces**).

LO2: Ethical, Sustainable, and Responsible Practices

Critically assess how **Shivam Cement** can integrate **corporate social responsibility** (CSR), **sustainability**, and **ethical practices** into its business strategy, based on your analysis in LO1.

LO3: Evaluating Strategic Options in a Complex Global Environment

Critically evaluate **Shivam Cement's** strategic responses to challenges identified in LO1 and LO2 (e.g., climate change, AI, digital disruption).

LO4: Reflection on Personal Leadership and Sustainability Perspective

Reflect on the leadership approaches observed in LO1, LO2 and LO3 and how this will influence your own career development. Reflect on your personal development, career goals and aspiration which can be achieved by attaining a good profession as well as furthering future career progression through newly acquired Personal Leadership Skills)

Assessment Guidelines

Introduction:

- Introduce the organisation and provide a brief context of your report.

LO1: Strategic Environmental Analysis:

- Use one model for the internal and one model for the external environment analysis.
- From the environmental analyses, briefly indicate/note the internal competencies and external opportunities and threats.
- Include a critical analysis on how **Shivam Cement** may respond the dynamic and complex market forces in any key regions (e.g. European Union (EU), Asia, North America).
- There should be brief suggestions made indicatively, to show the complexities found in the complex business environment. A sentence for each suggestion will suffice.
- These indicative suggestion(s) can be expanded when completing subsequent LOs as they come up.

- Mention some sources of competitive advantage that can be deduced from the study of the internal environment.

LO2: Ethical, Sustainable, and Responsible Practices:

- Use model such as the Triple Bottom Line (TBL) or Sustainable Supply Chain Management (SSCM) to assess **Shivam Cement's** approach to either its CSR, sustainability, or ethical practices (choose only one) in response to the global concerns identified in LO1.
- From this evaluation, **highlight** how **Shivam Cement's** leadership has used a framework to shape or respond to these practices. Include stakeholder engagement (e.g., suppliers, customers, NGOs) and the impact of regulatory frameworks, e.g., United Nations Sustainable Development Goals UNSDGs, European Union (EU) legislation.
- above, use **one** of **Shivam Cement's** sustainability initiatives such as product lifecycle management, eco-design principles, renewable energy integration, or supply chain transparency. The discussion should be brief.

LO3: Evaluating Strategic Options in a Complex Global Environment:

- Apply **one** strategic model such as the **Ansoff Matrix, Blue Ocean Strategy, or VRIO** to critically evaluate **Shivam Cement's** strategic responses to the challenges identified in LO1 and LO2 (e.g., climate change, digital disruption, AI).
- From this evaluation, suggest appropriate strategic options that would enhance **Shivam Cement's** long-term sustainable competitive advantage, global competitiveness, and market relevance.

LO4: Reflection on Personal Leadership and Sustainability Perspective:

Guidance for Completing the Reflective Task

Components	Guidance
Leadership Model	<p>Select only one leadership theory or model, such as:</p> <ul style="list-style-type: none"> - Goleman's Emotional Intelligence - Hofstede's Cultural Dimensions - Transformational Leadership <p>To reflect on the leadership insights gained across the module's previous tasks (LO1, LO2, LO3), particularly those relating to strategy, ethics, and sustainability.</p>
Personal Development Reflection	<p>Discuss how your understanding of how ONE of these concepts: ethical, cross-cultural, and sustainable leadership, from your studies, enabled you to identify your position as a more diverse and inclusive individual.</p>

Career and Aspirations	Explain how these insights might influence ONE of these areas: your future leadership goals, management style, or career trajectory including a reflection on role models or mentors.
Values-Driven Leadership	Consider how your learning will guide your future decision-making or communication, or ability to lead in diverse, inclusive, and ethically aware environments.

Conclusion

Provide a conclusion summarising your recommended changes that **Shivam Cement** should implement to improve its organisational strategy and sustainability initiatives.

Report Structure

- Cover page (BPP University Administration Cover Sheet)
- Table of Contents
- List of Abbreviations (if appropriate)
- **Introduction** (Suggested word allocation: 50 words)
- **LO1: Strategic Environmental Analysis** (suggested word allocation: 600 words)
- **LO2: Ethical, Sustainable, and Responsible Practices** (suggested word allocation: 600 words)
- **LO3: Evaluating Strategic Options in a Complex Global Environment** (suggested word allocation: 600 words)
- **LO4: Reflection on Personal Leadership and Sustainability Perspective** (suggested word allocation: 600 words)
- **Conclusion** (Suggested word allocation: 50 words)
- References

References list: If you have consulted any source, printed, online or any other format, *e.g. video*, you *must* include it in alphabetical list of your references presented in Harvard style –with dates of internet access, where applicable. Please also ensure that these sources are duly cited in the main body of your report

Appendices (optional): Appendices contain additional information that is too detailed to include in the main body. Typical examples of information included in appendices can be glossaries (if it is a technical report), tables with supporting statistical data, examples of research, and so on.

Word count: 2500 words. The word count only applies to the main body (**shown in bold**); i.e., cover page, table of contents, introduction, conclusion, references and appendix are not part of the 2500-word count.

If you have any further questions about this coursework assignment, please contact the module leader or your tutor.

Academic Skills and Referencing

- Work demonstrates intellectual originality, integrity, coherence, creativity and imagination.

- Professional academic standards are followed consistently.
- Structure is in line with the given instructions.
- LO1, 2 and 3 must be written in 3rd person, using an academic style.
- LO 4 must be written in the first person.
- Give a professional appearance with consistent formatting.
- Spellings and grammar are correct.
- Each page has page number in the Footer.

Any tables or figures are correctly labelled.

- Any tables, diagrams and figures that are added should be complete, and not missing any sections. It should also fit the area of the page designated for it in the report.
- Properly cite your sources in the text and in the list of references
- Use Harvard style for referencing and in text citations (see referencing guides and <https://bpp.libguides.com/c.php?g=699362&p=5022940>)

References

My Republica (2024) CSR of Shivam Cement. Available at:

<https://myrepublica.nagariknetwork.com/news/csr-of-shivam-cement> (Accessed: 2 September 2025).

Sharesansar (2023) Shivam Cement hands over school bus and bags to schools in Makwanpur and Chitwan. Available at: <https://www.sharesansar.com/newsdetail/shivam-cement-hands-over-school-bus-and-bags-to-schools-in-makwanpur-and-chitwan-2023-12-04#:~:text=%2DShareSansar,%2D13%2C%20Hatiya%20in%20Makwanpur.&text=The%20cement%20manufacturer%20has%20been,as%20per%20the%20media%20statement>. (Accessed: 2 September 2025).

Shivam Cement Ltd (2024) CSR Philosophy and Company Overview. Available at:

<https://shivamcement.com.np> (Accessed: 2 September 2025).

3. Marking Guide

This assignment is marked out of 100 and counts towards 100% of your module mark. The following table shows the tasks, marks and marking rubric;

Learning Outcomes	0-39%	40-49%	50-59%	60-69%	70-79%	80-100%
	Fail	Marginal Fail	Pass	Merit	Distinction	High Distinction
LO1: Strategic Environmental Analysis	Inadequate, weak critical analysis of the internal and external environments of the organisation using appropriate strategic tools/models. Inadequate identification of the key drivers of change in the organisation's context. Inadequate evaluation of how global and local dynamics influence their strategic choices. Student has wrongly attempted or made no attempt to use the theories, literature or examples and unable to apply and suggest them to the case study.	Limited critical analysis of the organisation using appropriate strategic tools/Models. Limited identification of the key drivers of change in the organisation's context. Limited evaluation of how global and local dynamics influence their strategic choices, and sources of competitive advantage are not mentioned. Student has made a limited attempt to use the theories, literature or examples and unable to apply and suggest them to the case study.	Satisfactory critical analysis of the internal and external environments of the organisation using appropriate strategic tools/Models. Some identification of the key drivers of change in the organisation's context.	Good critical analysis of the internal and external environments of the organisation using appropriate strategic tools/models. Good identification of the key drivers of change in the organisation's context. Good evaluation of how global and local dynamics influence their strategic choices. Student has made a good attempt to apply the theories, literature or examples to apply and suggested solutions to the case study. The discussion is well	Excellent critical analysis of the internal and external environments of the organisation using appropriate strategic tools/models. Excellent identification of key drivers of change in the organisation's context. Excellent evaluation of how global and local dynamics influence their strategic choices. Student has made an excellent attempt to use the theories, literature or examples to apply and suggested solutions to the case study. The discussion is well	Outstanding critical analysis of the internal and external environments of the organisation using appropriate strategic tools/models. Outstanding identification of key drivers of change in the organisation's context. Outstanding evaluation of how global and local dynamics and complexities

	<p>to apply and suggest them to the case study. Sources of competitive advantage are not mentioned.</p>	<p>Student has made some attempt to use the theories, literature or examples and able to apply and suggest them to the case study. Some sources of competitive advantage are mentioned.</p>	<p>examples and applied and suggest them to the case study. Good sources of competitive advantage are mentioned.</p>	<p>supported by evidence from academic literature. Excellent sources of competitive advantage are mentioned.</p>	<p>influence their strategic choices. Student has made an outstanding attempt to use the theories, literature or examples applied and or used as suggestions to the case study. The discussion is exceptionally well-supported by evidence from academic literature. The sources used are varied and demonstrate breadth of research and provides a report worthy of publication. Outstanding sources of competitive advantage are mentioned.</p>
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LO2: Ethical, Sustainable, and Responsible Practice	Inadequate, or no analysis of the organisation's integration of CSR, sustainability, and ethical practices within its business strategy.	Limited analysis of the organisation's integration of CSR, sustainability, and ethical practices within its business strategy.	Satisfactory analysis of the organisation's integration of CSR, sustainability, and ethical practices within its business strategy.	Good analysis of the organisation's integration of CSR, sustainability, and ethical practices within its business strategy.	Excellent analysis of the organisation's integration of CSR, sustainability, and ethical practices within its business strategy.	Outstanding analysis of the organisation's integration of CSR, sustainability, and ethical practices within its business strategy.
	Inadequate or no analysis of the stakeholder engagement and regulatory influence.	Limited analysis of the stakeholder engagement and regulatory influence.	Limited analysis of the stakeholder engagement and regulatory influence.	Some analysis of the stakeholder engagement and regulatory influence.	Good analysis of the stakeholder engagement and regulatory influence.	Outstanding analysis of the stakeholder engagement and regulatory influence.
	Inadequate or no discussion on how cultural or institutional differences shape their approach to responsible business.	Limited discussion on how cultural or institutional differences shape their approach to responsible business.	Student has made a limited attempt to use the theories, literature or examples and unable to apply them to the case study.	Some discussion on how cultural or institutional differences shape their approach to responsible business.	Student has made a good attempt to use the theories, literature or examples and unable to apply them to the case study.	Student has made an excellent attempt to use the theories, literature or examples and applied them to the case study.
	Student has made no or wrong attempt to use the theories, literature or examples and unable to apply them to the case study.		Student has made some attempt to use the theories, literature or examples and unable to apply them to the case study.		The discussion is well supported by evidence from academic literature.	The discussion is well supported by evidence from academic literature.

							<p>applied them to the case study. The discussion is exceptionally well-supported by evidence from academic literature. The sources used are varied and demonstrate breadth of research and provides a report worthy of publication.</p>
LO3: Evaluating Strategic Options in a Complex Global Environment	<p>Weak or no evaluation of the organisation's strategic responses to current and future challenges (e.g., climate change, AI, digital disruption).</p> <p>Weak or no suggested actionable strategies that ensure long-term sustainability and competitiveness.</p> <p>Student has made no or wrong attempt to</p>	<p>Limited evaluation of the organisation's strategic responses to current and future challenges (e.g., climate change, AI, digital disruption).</p> <p>Limited suggested actionable strategies that ensure long-term sustainability and competitiveness.</p> <p>Student has made a limited attempt to use</p>	<p>Satisfactory evaluation of the organisation's strategic responses to current and future challenges (e.g., climate change, AI, digital disruption).</p> <p>Some suggested actionable strategies that ensure long-term</p>	<p>Good evaluation of the organisation's strategic responses to current and future challenges (e.g., climate change, AI, digital disruption).</p> <p>Good suggested actionable strategies that ensure long-term sustainability and competitiveness.</p>	<p>Excellent evaluation of the organisation's strategic responses to current and future challenges (e.g., climate change, AI, digital disruption).</p> <p>Excellent suggested actionable strategies that ensure long-term sustainability and competitiveness.</p>	<p>Outstanding evaluation of the organisation's strategic responses to current and future challenges (e.g., climate change, AI, digital disruption).</p> <p>Outstanding suggested actionable strategies that ensure long-term</p>	<p>Student has made an excellent attempt to use</p>

	use the theories, literature or examples and unable to apply them to the case study.	the theories, literature or examples and applied them to the case study.	sustainability and competitiveness. Student has made some attempt to use the theories, literature or examples and applied them to the case study.	Student has made a good attempt to use the theories, literature or examples and applied them to the case study.	the theories, literature or examples and applied them to the case study. The discussion is well supported by evidence from academic literature	sustainability and competitiveness. Student has made an outstanding attempt to use the theories, literature or examples and applied them to the case study. The discussion is exceptionally well-supported by evidence from academic literature. The sources used are varied and demonstrate breadth of research and provides a report worthy of publication.
LO4: Reflection on Personal Leadership and Sustainability Perspective	Inadequate or no reflection on the leadership approaches observed in the organisation and how this influences the	Limited reflection on the leadership approaches observed in the organisation and how this influences the student's development.	Satisfactory reflection on the leadership approaches observed in the organisations and how this influences	Good reflection on the leadership approaches observed in the organisation and how this influences	Excellent reflection on the leadership approaches observed in the organisation and how this influences the student's development.	Outstanding reflection on the leadership approaches observed in the organisation and how this

	<p>student's development.</p> <p>Inadequate or no discussion on the student's perspective on ethical and sustainable leadership in a cross-cultural context</p> <p>Student has made no or wrong attempt to use the theories, literature or examples and unable to apply them to their personal reflection.</p>	<p>Limited discussion on the student's perspective on ethical and sustainable leadership in a cross-cultural context.</p> <p>Student has made a limited attempt to use the theories, literature or examples and applied them to their personal reflection.</p>	<p>the student's development.</p> <p>Some discussion on the student's perspective on ethical and sustainable leadership in a cross-cultural context.</p> <p>Student has made some attempt to use the theories, literature or examples and applied them to their personal reflection.</p>	<p>the student's development.</p> <p>Good discussion on the student's perspective on ethical and sustainable leadership in a cross-cultural context.</p> <p>Student has made a good attempt to use the theories, literature or examples and applied them to the case study.</p>	<p>Excellent discussion on the student's perspective on ethical and sustainable leadership in a cross-cultural context.</p> <p>Student has made an excellent attempt to use the theories, literature or examples and applied them to the case study.</p>	<p>influences the student's development.</p> <p>Outstanding discussion on the student's perspective on ethical and sustainable leadership in a cross-cultural context.</p> <p>Student has made an outstanding attempt to use the theories, literature or examples and applied them to the case study.</p> <p>The discussion is exceptionally well-supported by evidence from academic literature. The sources used are varied and demonstrate breadth of</p>
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						research and provides a report worthy of publication.
Academic skills	Inadequate or weak academic/intellectual skills with few difficulties. Largely original work with some evidence of reflection and critical ability. Structure and accuracy in expression beginning to emerge.	Limited academic/intellectual skills. Original work with personal reflection and broad evidence-based critique. Solid structure and accuracy in expression. Practical/professional skills evident.	Satisfactory academic/intellectual skills. Wholly original work with some reflection and solid, well-reasoned judgements forming from evidence-based critique. Consistent structure and accuracy in expression. Practical/professional skills established.	Good academic/intellectual. Demonstrates intellectual originality and imagination	Excellent academic/intellectual skills. Demonstrates intellectual originality, integrity, coherence and imagination.	Outstanding academic/intellectual skills. Demonstrates intellectual originality, integrity, coherence, creativity and imagination working consistently in the higher cognitive domains to a professional standard.
Referencing skills	The submission does not contain an introduction and conclusion. No references or weak use of Harvard referencing method with errors or inconsistencies. Inadequate structure,	A basic introduction and conclusion are provided. Limited appropriate use of Harvard referencing method with minor errors. Limited structure, expression with some degree of professionalism	Satisfactory introduction and conclusion. Some use of Harvard referencing method with some appropriate references. Satisfactory structure,	Good overview of the chosen organisation and clear statement of what it does and the markets in which it operates. Good overall conclusion. Good with precise, full, and appropriate	Excellent and detailed overview of the chosen organisation, what it does and the markets in which it operates. Strong conclusion and recommendation. Excellent with precise, full and appropriate Harvard referencing	Outstanding and detailed overview of the chosen organisation, what it does and the markets in which it operates. Strong conclusion and recommendation.

	<p>expression, and lack of professionalism.</p>	<p>expression with an appropriate level of professionalism.</p>	<p>Harvard referencing method. Good writing skills adapted to suit all situations and audiences to a near-professional standard.</p>	<p>method. Clearly structured layout and accurate expression. Excellent structured layout and professional and accurate expression. Excellent communication skills adapted to suit all situations and audiences to a professional standard.</p>	<p>Outstanding with precise, full, and appropriate Harvard referencing method. Well-structured and profound presentation layout with professional and accurate expression. Extensive use of journals articles, industry magazines and latest research. Outstanding structured layout and professional and accurate expression. Outstanding communication skills adapted to suit all situations and audiences to a professional standard.</p>
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