

COURSE SPECIFICATION DOCUMENT

Academic School / Department:	Richmond Business School
Programme:	Business Management Accounting & Finance Fashion Management and Marketing Economics Digital Marketing
FHEQ Level:	6
Course Title:	Sustainable Strategic Management
Course Code:	MGT 6102
Total Hours:	160
Timetabled Hours:	45
Guided Learning Hours:	15
Independent Learning Hours:	100
Credits:	16 UK CATS credits 8 ECTS credits 4 US credits

Course Description:

Building on long established models of strategic management the course focuses on strategic analysis, planning and implementation in the light of current interest in sustainability and ESG values. Early lectures outline the basic strategic analysis models and case study analyses relate to both the firm's internal operations and the environment in which it operates. The course culminates in embedding the principles of ESG and the triple bottom line into future strategic planning.

Prerequisites:

MGT 5200 Research Methods

Aims and Objectives:

The Course aims to develop within the student a full understanding of the nature and role of strategy analysis and planning with an emphasis on sustainability and ESG values. It aims to introduce students to strategic management concepts and to increase students' awareness of the role that strategic management plays in organizational life and survival. Its objective is to familiarize students with the theories, analytical tools, terminology and language of strategic management, sustainability, the triple bottom line and ESG values. Students will develop critical judgment of strategic issues through application of theory to practice.

Programme Outcomes:

Economics: A5, B4, C5, C7

Fashion Management and Marketing: A1, A2, A3, A4, A5, B1, C2, D1, D2, D4

Business Management (ENT, INB, HR): A1, A3, A4, A5, B1, B2, B3, B4, C1, C2, D1, D2, D3, D4

Business Management (Data Analytics): A1, A2, A4, A5, B1, B3, B4, C2, D1, D2, D4, D5

Digital Marketing: A1, A2, A3, A4, A5, A6, B2, B3, B5, C1, C2, D1, D2

Accounting & Finance: A1, A2, A4, A5, B1, B2, C1, D1, D2, D3

A detailed list of the programme outcomes are found in the Programme Specification.

This is located at the archive maintained by the Registry and found at:

<https://www.richmond.ac.uk/programme-and-course-specifications/>

Learning Outcomes:

By the end of this course, successful students should be able to:

- Describe and discuss what is meant by the strategy of an organization.
- Identify and analyse the macro-environmental issues and competitive market forces that affect an organization.
- Identify and assess an organization's competitive strengths and weaknesses with particular reference to sustainability and ESG values.
- Identify and critically evaluate the strategic options available to an organization to create or embed ESG values into their strategy.
- Create and critically evaluate a strategic plan that incorporates the principles of the triple bottom line.

Indicative Content:

- Corporate vision, mission and purpose
- Macro-environmental Analysis
- Industry and Sector Analysis
- Stakeholder Analysis
- Strategy in an NGO
- Resources, Core competencies and competitive advantage
- Sustainable Strategic Management
- Triple Bottom line and ESG values
- Creating and Evaluating a Strategic Plan

Assessment:

This course conforms to the University Assessment Norms approved at Academic Board and

located at: <https://www.richmond.ac.uk/university-policies/>

Teaching Methodology:

Teaching will be a combination of lectures, seminar discussions and workshops, using case studies and drawing on students' own experiences where appropriate.

Lectures will be designed to cover the fundamental issues and build upon the recommended book chapters from the reading list and additional recommended readings.

Students will be advised to supplement lecture notes by reading the relevant indicative text(s).

Weekly discussions and learning reviews will support and enhance student learning through the exploration and application of their understanding of business strategies.

Indicative Text(s):

Spitz, k., Trudinger, J., Orr, M. (2022) *Environmental Social Governance Managing Risk and Expectations*: Routledge

Johnson, J., Whittington, R., Regnér, P., Angwin, D. and Scholes, K., 2020. *Exploring strategy*. 12th ed. Harlow: Pearson Education Limited.

Stead, J. G., & Stead, W. E. (2014). *Sustainable strategic management*. Routledge.

Journals

Journal of Management and Sustainability

Journal of Sustainable Management Studies

The Strategic Management Journal

Journal of Strategy and Management

International Journal of Strategic Management

Web Sites

www.ft.com Financial Times

www.wsj.com Wall Street journal

www.economist.com Economist

www.bloomberg.com Bloomberg

www.hbr.org Harvard Business Review

See syllabus for complete reading list

Change Log for this CSD:

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