

COURSE SPECIFICATION DOCUMENT

Academic School / Department:	Richmond Business School
Programme:	BA International Business Management BA Marketing BA Fashion Management and Marketing BA Business and Data Analytics BA Business Enterprise and Innovation BA Economics and Finance BA Finance and Investment BSc Accounting and Finance
FHEQ Level:	6
Course Title:	Sustainable Strategic Management
Course Code:	BUSM 6103
Total Hours:	160 (Lev 3-5) (4 US Credit)
Timetabled Hours:	45
Guided Learning Hours:	15
Independent Learning Hours:	100
Credit	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:

70 Credits

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:

A6I, A6III, B6I, B6II, C6II

A detailed list of the programme outcomes are found in the Programme Specification. This is located at the archive maintained by 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:

Course Learning Outcomes	Programme Outcomes
1. Describe and discuss what is meant by the strategy of an organization.	L6A (I)
2. Identify and analyse the macro-environmental issues and competitive market forces that affect an organization.	L6 B(I)
3. Identify and assess an organization's competitive strengths and weaknesses with reference to sustainability and ESG values.	L6B (II)
4. Identify and critically evaluate the strategic options available to an organization to create or embed ESG values into their strategy.	L6A (III)
5. Create and critically evaluate a strategic plan that incorporates the principles of the triple bottom line.	L6 C(II)

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:

This course will be delivered face to face through a combination of lectures and interactive sessions. In addition to classroom activities, there are guided learning elements that are tutor led and arranged through Blackboard. These activities can be asynchronous online sessions, flipped classrooms, set readings with discussion boards or set guest lectures for example. Set activities are monitored by the instructor to ascertain student engagement. Students are encouraged to prepare for class and to play an active part, to raise questions, following-up ideas and interact with a wide range of provided material.

Indicative Text(s):

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

Stead, J. G., and Stead, W. E. (2014) *Sustainable strategic management*. London: Routledge.

Whittington, R., Angwin, D., Regnér, P., Johnson, G. and Scholes, K. (2023) *Exploring strategy*. 13th edn. Harlow, England: Pearson.

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

Websites

The Financial Times. Available at: www.ft.com (Accessed: November 2024).

Wall Street Journal. Available at: www.wsj.com (Accessed: November 2024).

Economist. Available at: www.economist.com (Accessed: November 2024).

Bloomberg. Available at: www.bloomberg.com (Accessed: November 2024).

Harvard Business Review. Available at: www.hbr.org (Accessed: November 2024).

See syllabus for complete reading list.

Change Log for this CSD:

Nature of Change	Date Approved & Approval Body (School or AB)	Change Actioned by Registry Services
First Edition	Nov 2024	