

Name: Enrolment No:	
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UPES
End Semester Examination, May 2025

Course: Strategies for Sustainability
Program: MBA – KPMG (S&C)
Course Code: STGM8023_2

Semester: IV
Time : 03 hrs.
Max. Marks: 100

Instructions:

1. There is only one correct answer to the questions mentioned in Section A
2. Try to be brief and concise with your answers. Point based answer format preferred
3. Real-world examples to substantiate a concept is preferred

SECTION A
10Qx2M=20Marks

S. No.		Marks	CO
Q 1	Which of the following is not one of the three pillars of sustainability? A. Environmental sustainability B. Economic sustainability C. Technological sustainability D. Social sustainability	2	CO1
Q 2	Sustainable businesses primarily aim to: A. Maximize short-term profits B. Follow all the regulations C. Balance environmental, social, and economic concerns D. Focus only on customer satisfaction	2	CO1
Q 3	Which of the following is not an example of Sustainability Success A. CO2 emissions reduction in kt B. Energy consumption reduction in kWh C. Water usage increase in metric tons D. Waste reduction in cubic meters	2	CO1
Q 4	What is the main challenge faced by companies trying to implement sustainability in developing countries? A. Absence of customer demand B. Low competition C. Weak regulatory frameworks and infrastructure D. Too many sustainability experts	2	CO1
Q 5	The Triple Bottom Line approach includes: A. People, Process, Planet B. People, Planet, Profit C. Planet, Policies, Products D. Productivity, Profit, Planet	2	CO1

Q 6	Which of the following best describes a Life Cycle Assessment (LCA) ? A. Measuring a product's profitability B. Evaluating a product's environmental impact from production to disposal C. Estimating product demand in the market D. Determining the shelf life of a product	2	CO1
Q 7	Cradle to Cradle is an example of which Sustainability Framework – A. Lifecycle Model B. Design for Environment C. McDonough-Braungart Design Protocol D. Natural Capitalism	2	CO1
Q 8	In a competitive environment, sustainable strategies often help businesses by: A. Slowing down production B. Building long-term brand loyalty C. Reducing employee retention D. Avoiding innovation	2	CO1
Q 9	A company's sustainability strategy should align with: A. Only short-term business goals B. Global political agendas C. Overall business vision and stakeholder expectations D. Shareholder profit maximization only	2	CO1
Q 10	An example of a social element in sustainability is: A. Reducing carbon emissions B. Fair wages and safe working conditions C. Investing in automation D. Increasing shareholder dividends	2	CO1
SECTION B 4Qx5M= 20 Marks			
Q 1	How does a business strategy for sustainability differ from a traditional business strategy? Provide an example of each.	5	CO 2
Q 2	Analyze the importance of stakeholder engagement in implementing sustainability strategies	5	CO 2
Q 3	Explain the difference between Sustainability, ESG, Social Entrepreneurship, CSR and Ecopreneurship with examples	5	CO 2
Q 4	Explain the concept of circular economy and how it can lead to competitive advantage with an industry specific example	5	CO 2
SECTION-C 3Qx10M=30 Marks			
Q 1	Highlight the importance of Corporate Governance in implementing a sustainable business strategy? Enlist that effective Governance Indicators from a company perspective?	10	CO 3
Q 2	Highlight the steps involved in developing a sustainability strategy for a manufacturing company. How can the business ensure stakeholder engagement and alignment to implement the sustainability strategy?	10	CO 3

Q 3	<p>Explain Design for Environment and Natural Capitalism sustainability frameworks with examples and highlight how it addresses the Sustainability issues for a company</p> <p>OR</p> <p>Explain Natural Capitalism and McDonough-Braungart Design Protocol sustainability frameworks with examples and highlight how it addresses the Sustainability issues for a company</p>	10	CO 3
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SECTION-D
2Qx15M= 30 Marks

Q 1	<p>CASELET –</p> <p>Caselet: "Packaging the Future – A Dilemma at FreshGlow FMCG Ltd."</p> <p>Background:</p> <p>FreshGlow FMCG Ltd. is a well-established consumer goods company known for its personal care and household products. With a wide portfolio of brands reaching millions of customers across Asia, the company has enjoyed steady growth over the last two decades.</p> <p>In recent years, however, FreshGlow has come under increasing scrutiny for its environmental impact, particularly its plastic packaging waste. Reports from environmental watchdogs and consumer advocacy groups have pointed out that a large percentage of FreshGlow's product packaging is non-recyclable single-use plastic, contributing to growing landfill and ocean waste.</p> <p>The Dilemma:</p> <p>To respond to this criticism and align with global sustainability trends, the management at FreshGlow initiated a sustainability audit. The audit suggested transitioning to biodegradable or recyclable packaging materials, which are more environmentally friendly.</p> <p>However, the proposed alternatives are 30–40% more expensive than traditional plastic packaging. The marketing and operations teams raised concerns:</p> <ul style="list-style-type: none"> • Cost Impact: The increased cost could reduce profit margins or raise product prices, which may affect market competitiveness, especially in price-sensitive rural and low-income urban segments. • Supply Chain Readiness: Shifting to new packaging would require overhauling existing supply chains, involving training vendors and sourcing new materials – a move that is not only costly but may also disrupt production timelines. • Consumer Perception: While urban consumers value sustainability, research shows that many customers still prioritize affordability and convenience over eco-friendly packaging. 	15	CO 4
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	<p>At the same time, if FreshGlow does not act, it risks reputational damage, loss of environmentally conscious consumers, and possibly regulatory penalties in the near future, as several countries tighten plastic-use laws.</p> <p>Suppose you are the Chief Sustainability Officer of FreshGlow FMCG, highlight the various alternatives you would propose to address the Dilemma? What the key criteria's you would use to evaluate the alternatives and why? What suggestions would you give to your Management from short, medium and long-term perspective?</p>		
Q 2	<p>Suppose you are a consultant representing a Large Consulting firm. Your client is in the Clothing Industry. Highlight the key sustainability issues faced by the sector? Explain the key Sustainability frameworks you would pitch to your client and why? How would you showcase the overall value generated from Sustainability initiatives?</p> <p>OR</p> <p>Suppose you are a consultant representing a Large Consulting firm. Your client is in the Healthcare Industry. Highlight the key sustainability issues faced by the sector? Explain the key Sustainability frameworks you would pitch to your client and why? How would you showcase the overall value generated from Sustainability initiatives?</p>	15	CO4