Module 4

6.4.1. Strategic Business Analysis

<table>
<thead>
<tr>
<th>Module title</th>
<th>Strategic Business Analysis</th>
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<tbody>
<tr>
<td>Module NFQ level (only if an NFQ level can be demonstrated)</td>
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<tr>
<td>Module number/reference</td>
<td>MA04</td>
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<tr>
<td>Parent programme(s)</td>
<td>Master of Arts in Accounting and Finance</td>
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<td>Stage of parent programme</td>
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<td>Semester (semester1/semester2 if applicable)</td>
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<tr>
<td>Module credit units</td>
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<td>Module credit number of units</td>
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<td>Average (over the duration of the module) of the contact hours per week</td>
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**Analysis of required learning effort**

<table>
<thead>
<tr>
<th>Effort while in contact with staff</th>
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<tbody>
<tr>
<td>Classroom and demonstrations</td>
<td>48</td>
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<tr>
<td>Mentoring and small-group tutoring</td>
<td>24</td>
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<tr>
<td>Other (specify)</td>
<td>1:40</td>
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<tr>
<td>Directed e-learning (hours)</td>
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<td>Independent learning (hours)</td>
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<td>Other hours (specify)</td>
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<tr>
<td>Work-based learning effort</td>
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<td>Total effort (hours)</td>
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**Allocation of marks (within the module)**

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<th>Proctored practical examination</th>
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<tbody>
<tr>
<td>Percentage contribution</td>
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<table>
<thead>
<tr>
<th>Work-based learning hours of learning effort</th>
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<tbody>
<tr>
<td>48</td>
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<tr>
<td>24</td>
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<tr>
<td>1:40</td>
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<td>250</td>
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Minimum intended module learning outcomes

On the successful completion of this module, students should be able to:

**MIMLO 4.1** Define and discuss the role of strategic planning in business and enumerate a variety of key theoretical approaches to business strategy.

**MIMLO 4.2** Demonstrate a critical understanding of strategy formulation, its ethical dimensions, and the impact of both external environmental factors and internal conditions.

**MIMLO 4.3** Critically analyse specific case studies and propose informed solutions for the strategic development of organisations.

**MIMLO 4.4** Critically appraise strategic implementation issues and identify and evaluate some of their associated problems and challenges.

Module content, organisation and structure

**Indicative Syllabus:**

1. **Strategy Formulation**

   - *Strategic contexts and terminology*: role of strategy, missions, visions, strategic intent, objectives, goals, core competencies, strategic architecture, strategic control
   - *Stakeholder analysis*: stakeholder significance grid, stakeholder mapping
   - *Environment auditing*: Political, Economic, Socio-cultural, Technological, Environmental and Legal analysis (PESTEL), Porter’s 5 force analysis, the threat of new entrants, the power of buyers, the power of suppliers, the threat of substitutes, competitive rivalry and collaboration
   - *Strategic positioning*: the Ansoff matrix, growth, stability, profitability, efficiency, market leadership, survival, mergers and acquisitions, expansion into the global market place
   - *The organisational audit*: benchmarking, TOWS analysis, product positions, value-chain analysis, demographic influences, scenario planning, synergy culture and values

2. **Strategic Planning**

   - *Strategic thinking*: future direction of the competition, needs of customers, gaining and maintaining competitive advantage, Ansoff’s growth-vector matrix, portfolio analysis
   - *Planning systems*: informal planning, top-down planning, bottom-up planning, behavioural approaches
   - *Strategic planning issues*: impact on managers, targets, when to plan, who should be involved, role of planning
   - *Strategic planning techniques*: BCG growth-share matrix, directional policy matrices.
3. **Strategy Evaluation and Selection**

- *Market entry strategies*: organic growth, growth by merger or acquisition, strategic alliances, licensing, franchising
- *Substantive growth strategies*: horizontal and vertical integration, related and unrelated diversification
- *Limited growth strategies*: do nothing, market penetration, market development, product development, innovation
- *Disinvestment strategies*: retrenchment, turnaround strategies, divestment, liquidation
- *Strategy selection*: considering the alternatives, appropriateness, feasibility, desirability

4. **Strategy Implementation**

- *The realisation of strategic plans to operational reality*: communication – selling the concepts, project teams, identification of team and individual roles, responsibilities and targets, programme of activities, benchmark targets at differing levels of the organisation
- *Resource allocation*: finance, human resources, materials, time
- *Review and evaluation*: an evaluation of the benchmarked outcomes in a given time period of corporate, operational and individual targets.

**Business Process Change**

- Organisational structures
- Process strategy matrix
- Outsourcing and Business Process Re-design (BPR)

**IT**

- Software selection (bespoke, off the shelf)
- Business Models for E-Business (M. Porter)
- E-Business and Supply Chain Management (Forward and Backward)
- CRM (Customer Relationship Management)
- The methods, benefits and risks of E-Procurement

**Quality**

- QA (Quality Assurance) and Quality Management Systems (ISO 9000:2000)
- ‘V’ Life cycle model, Capability Maturity Model Integration (CMMI)
- Six Sigma

**Project Management**

- Project Life Cycle
- Project Initiation
- Project Planning (Budget, Gantt Charts, Network Analysis, WBS)
- The Project Manager, Leadership styles, skills required
- Project Teams, Matrix organizations, Controlling projects.
- Risk Management, Project Completion, Post Project Audit, PMMM
- Project Software
Finance


Human Resource Management

- Performance management and reward management: Leadership theories, Recruitment and selection, Motivation, Reward options and techniques
  - Job design and re-design: Scientific management (Fayol, Taylor) The Japanese model
  - Staff development: Human resource development, competence frameworks, workplace learning, succession planning

Change Management

- Diagnose the change requirements of an organization
- Change levers, contexts, agents and blockages
- Pitfalls of change management

Leadership

- Critically appraise the role of leadership in an organization
- Explain linkages between leadership and change management

Reading lists and other information resources

READING LIST:

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<tr>
<th>Title</th>
<th>Author</th>
<th>Publisher</th>
<th>Year</th>
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<tr>
<td>Essential:</td>
<td></td>
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<tr>
<td>Exploring Corporate Strategy, Text and Cases</td>
<td>Johnson, G. and Scholes, K.</td>
<td>FT Prentice Hall</td>
<td>2017</td>
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<tr>
<td>11th Edition</td>
<td>and Whittington, R.</td>
<td></td>
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<tr>
<td>P3: Business Analysis</td>
<td></td>
<td>BPP Learning Media</td>
<td>2017</td>
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<tr>
<td>Managers of BPM &amp; Six Sigma Professionals 2nd</td>
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<tr>
<td>Edition</td>
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REFERENCE:

Journals:

Journal of Strategic Management
Journal of Strategic Change Management
International Journal of Strategic Management
Strategic Management Society - Publications
Journal of General Management
Journal of Project Management
Project Management Journal (USA)
International; Journal of Project Management

Case Studies:

Harvard Business Review Case Studies
European Case Clearing House CODIS
Darden Case Collection
FT McCarthy

Websites:

http://sloanreview.mit.edu (Sloan Management)
http://harvardbusinessonline.hbsp.harvard.edu
www.mckinseyquarterly.com
www.strategy-business.com
www.marketingprofs.com
www.1000ventures.com
www.12manage.com
www.businessballs.com
www.marketingpower.com
www.mediapost.com
www.fastcompany.com
http://w3.cantos.com
www.finfacts.com
www.ft.com
www.briefing.com
www.bizsum.com
www.rightnow.com
www.mindtools.com

Professional Magazines

Financial Management (CIMA)
Student Accountant (ACCA)
Accounting and Business ACCA
Accountancy Plus (CPA)
Accountancy Ireland (ICAI)