

## Module 4

### 6.4.1. Strategic Business Analysis

<b>Module title</b>		Strategic Business Analysis								
<b>Module NFQ level (only if an NFQ level can be demonstrated)</b>		9								
<b>Module number/reference</b>		MA04								
<b>Parent programme(s)</b>		Master of Arts in Accounting and Finance								
<b>Stage of parent programme</b>										
<b>Semester (semester1/semester2 if applicable)</b>		Semester 1								
<b>Module credit units</b>		ECTS								
<b>Module credit number of units</b>		10								
<b>Average (over the duration of the module) of the contact hours per week</b>		6								
<b>Analysis of required learning effort</b>										
<b>Effort while in contact with staff</b>										
<b>Classroom and demonstrations</b>		<b>Mentoring and small-group tutoring</b>		<b>Other (specify)</b>		<b>Directed e-learning (hours)</b>	<b>Independent learning (hours)</b>	<b>Other hours (specify)</b>	<b>Work-based learning hours of learning effort</b>	<b>Total effort (hours)</b>
<b>Hours</b>	<b>Minimum ratio teacher/learner</b>	<b>Hours</b>	<b>Minimum ratio teacher/learner</b>	<b>Hours</b>	<b>Minimum ratio teacher/learner</b>					
48	1:40	24	1:20				178			250
<b>Allocation of marks (within the module)</b>										
					<b>Continuous assessment</b>	<b>Supervised project</b>	<b>Proctored practical examination</b>	<b>Proctored written examination</b>	<b>Total</b>	
<b>Percentage contribution</b>					100 %				100%	

## 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

- *Finance and strategy*: Financial Management decisions, Cash Forecasts,
- Raising finance, Equity finance, Loans, Ratio Analysis.

## 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:

Title	Author	Publisher	Year
<b>Essential:</b>			
Exploring Corporate Strategy, Text and Cases 11 <sup>th</sup> Edition	Johnson, G. and Scholes, K. and Whittington, R.	FT Prentice Hall	2017
P3: Business Analysis		BPP Learning Media	2017
Strategic Management	Thompson, AA and Strickland, AJ	McGraw Hill	2007
Business Process Change, A Guide for Business Managers of BPM & Six Sigma Professionals 2 <sup>nd</sup> Edition	Harmon, P.	Morgan Kaufman	2007
<b>Recommended:</b>			
Strategic Management: text and cases	Dess, G., G. Lumpkin, and M. Taylor	McGraw Hill	2004

Strategy: Process, Content, Context	De Wit, Bob and Ron Meyer	Global Thompson	1998
Digital and E-commerce Management 6 <sup>th</sup> Edition	Chaffey, D.	FT Prentice Hall	2015

**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](http://www.mckinseyquarterly.com)  
[www.strategy-business.com](http://www.strategy-business.com)  
[www.marketingprofs.com](http://www.marketingprofs.com)  
[www.1000ventures.com](http://www.1000ventures.com)  
[www.12manage.com](http://www.12manage.com)  
[www.businessballs.com](http://www.businessballs.com)  
[www.marketingpower.com](http://www.marketingpower.com)  
[www.mediapost.com](http://www.mediapost.com)  
[www.fastcompany.com](http://www.fastcompany.com)  
<http://w3.cantos.com>  
[www.finfacts.com](http://www.finfacts.com)  
[www.ft.com](http://www.ft.com)  
[www.briefing.com](http://www.briefing.com)  
[www.bizsum.com](http://www.bizsum.com)  
[www.rightnow.com](http://www.rightnow.com)  
[www.mindtools.com](http://www.mindtools.com)

**Professional Magazines**

Financial Management (CIMA)  
 Student Accountant (ACCA)

Accounting and Business ACCA

Accountancy Plus (CPA)

Accountancy Ireland (ICAI)