

Basics of Strategic Business Analysis and Decision Making

STMARTINS.EDU/COMMERCE

MQF LEVEL
QUALIFICATION

5

TOTAL CREDITS: 7.5ECTS

WINTER

CONTACT HOURS: 37.5

ASSESSMENT HOURS: 2

Entrepreneurs need to understand the dynamics of the business world and identify the strategic thinking behind the most successful companies. Students are exposed to the diverse strategic schools of thought and gain the knowledge and skills to analyse businesses internally and in their environment. The resource based view and the market positioning approach are compared in detail, and students become familiar with the main researchers in strategy. This study unit exposes students to the importance of the value added by the employees of a firm as recorded by the value added statement and the use of accounting ratios to assess the performance of the firm and management's ability to make an impact to the stake holders of the firm. Shareholder value is an element that is significant in the top industrialised nations and students are able to calculate shareholder value and how companies that focus on increasing value for their shareholders have a marked positive effect on the economic value added of a nation. Mergers and acquisitions are a global trend and even though many end up in a disaster, students learn to appreciate why mergers and acquisitions are so popular. Financialisation and capitalisation is dealt with in this study unit.

At the end of this unit the student will have acquired the responsibility and autonomy to:

- critically understand the variable relation between product markets, internal organisation, cost structures and capital market expectations, and how they impact on strategy formulation
- deconstruct the return on capital employed;
- critically appreciate that accounting numbers reflect complex market, organisation and institutional relations;
- explain and understand that the outcomes of strategy are shaped by accounting calculations but are often subject to vagaries that limit management control;
- understand and explain the relationship between efficiency, distribution and stakeholder interests;
- apply interpretive and analytical skills to interpret the performance of companies, and be able to employ analyses and numbers to construct well-argued presentations and reports.

The assessment for this unit will be computed using the following weighting system:

- 15% Assessed Coursework
- 85% Examinations