

Chapter 1 - Strategic Financial Objectives

Mission → fundamental objectives of an entity expressed in general terms.

Mission Statement → published statement of these fundamental objectives.

Objectives, hierarchy of → arrangement of objectives into different levels, higher levels more general, lower levels more specific – may be mission, goals, targets, or strategic/tactical/operational objectives.

Mission and objectives differ depending on type of entity (profit or NFP, listed or unlisted etc, as well as different stakeholder needs).

Profit VS Not-for-Profit → objective of a profitable company is to make a profit and satisfy shareholders by maximising shareholder wealth, but NFP's primary objectives are often non-financial, often limited by funds available, secondary objectives are to raise maximum funds and use efficiently to maximise benefits.

Unincorporated VS Incorporated → incorporated means that entity is legally separated from owner, there are likely to be several owners so risk of conflict of stakeholder objectives. Whereas, unincorporated is where owner and entity are legally the same so owner bears risk, tends to be sole traders/partnerships.

Quoted VS Unquoted → incorporated companies/organisations can list on the stock exchange, which can be expensive, can face scrutiny from investors and from the financial market in general – therefore more important to set non-financial objectives focusing on its relationship with environment and staff. An unquoted company has no readily available market share price, so difficult to value and sell shares.

Private sector is owned by private investors VS **public sector** which is owned by governments.

Charitable entities are NFP's, but differs from other NFP's as it centres on philanthropic goals as well as social well-being, they may raise further funds through trading in retail outlets, even as risk-taking to increase returns which would historically be associated with profitable companies.

Associations/unions are a group of individuals that form an entity to accomplish a purpose (trade or professional associations, trade unions).

Stakeholders → persons and entities that are interested in entity's strategy, normally shareholders, customers, suppliers, staff, local community, finance providers, government, managers/directors.

Manager decisions depend on ultimate objectives of the entity, these objectives tend to be conflicting due to having so many stakeholders with long and short-term interests/goals, making it difficult to meet all needs, may need to strike a balance that achieves best possible outcome to one stakeholder with minimum impact on the environment for example. Keeping stakeholders satisfied will help organisation perform well and boost shareholder wealth in the long-term.

Agency theory: conflicts can arise when ownership is separated from management, as shares are diversely held and shareholder actions are therefore restricted in terms of practical involvement. Managers/directors run the entity, but may only have a small share, they are therefore the agents for the shareholders (known as principals), but often can act in own best interests rather than those of the shareholders.

For-profit entities

Cima F3 Course Notes Chapter 1 Formulating A Financial

Sebastian Brünink



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