

Capital University of Economics and Business

Overseas Chinese College

Course Syllabus

<u>Year and Semester</u>	2021 Fall (September 6,2021-January 16, 2022)	
<u>Course Name</u>	Strategic Business Leadership	
<u>Course Code</u>	SBL301	
<u>Course Type</u>	<input type="checkbox"/> General Education (Required)	<input type="checkbox"/> General Education (Elective)
	<input type="checkbox"/> Basic Disciplinary Course	<input type="checkbox"/> Professional Course (Required)
	<input checked="" type="checkbox"/> Professional Course (Elective)	<input type="checkbox"/> Professional Course (Expanded)
<u>Course Credits</u>	4	
<u>Course Hours</u>	68	
<u>Prerequisites</u>	ACCA F Level papers	
<u>Instructor</u>	Catherine Bu	
<u>Contact Information</u>	Office: C204 Tel: (010) 83951085 Email: buliya@cueb.edu.cn	
<u>Office Hour</u>	M 14:30-15:30; T 13:00-14:00; TH 15:30-19:30	
<u>Learning Centre</u>	M 18:00-20:00; W: 10:00-12:00	
<u>Grade/Section</u>	2019ACCA1/2019ACCA2	
<u>Course Time/Place</u>	2019ACCA1: T 10:10-12:00	2019ACCA2: T 8:10-9:50
	2019ACCA1: TH 8:10-9:50	2019ACCA2: TH 10:10-12:00
	2019ACCA1: F 8:10-9:50	2019ACCA2: F 10:10-12:00

Textbook

Strategic Business Leaders (SBL) Workbook For exams in Sep.2020 to Jun.2021, ISBN 9781-5097-8489-9

Exercises Book

Strategic Business Leaders (SBL) practice & Revision Kit For exams in Sep.2020 to Jun.2021,
ISBN 9781-5097-8394-6

Course Description

“Strategic Business Leadership” is a course on SB Level about enterprises leadership and strategy for ACCA Class. After completing this course, students will be able to explain basic elements of effective leadership, understand the whole process of strategic position, strategic choice and strategic implementation, and explore cost accounting techniques, understand purpose of management accounting information, and further explore how to perform effective leadership in complexed political and economic environment through case study. In the process of teaching, how to perform effective leadership and 3 steps for strategic decision will be focused on and practiced by students who will be qualified for further study on Advanced Performance Management paper (ACCAP5).

This course is a macro-comprehensive paper supported by all of the papers on F Level. It demonstrates the characteristics of effective leadership and importance of corporate governance, risk management,

internal control and ethical issues. Based on application of kinds of models to analyze both internal and external factors, the students will be able to help enterprises choose and implement appropriate strategy. This paper is student-centered based on case study.

Student Learning Outcomes

After learning this course, the students will be able to:

Knowledge:

- ◆ describe the characteristics of effective leadership
- ◆ explain importance of corporate governance, risk management, internal control and ethical issues.
- ◆ identify the different elements from internal and external environment by using models
- ◆ illustrate 3 steps on strategic decision

Capability

- ◆ apply the analysis of corporate governance, risk management, internal control and ethical issues into case study
- ◆ apply different models to distinguish kinds of internal and external factors
- ◆ match up internal resources with external opportunities to form appropriate strategy
- ◆ implement strategy by using kinds of professional skills

Mindset

- ◆ establish a holistic view on successful business leadership
- ◆ build up logical thinking on strategic decision
- ◆ apply critical thinking in the process of performing effective leadership
- ◆ develop deep perception on enterprises survival and development
- ◆ realize the active influence of successful strategic business leadership on the economic development in China

Website Source

1. <https://study.bpp.com/learningmedia>

Teaching Methods

This course contains lectures, class discussions, homework, quizzes, presentation and final exam. Textbook content will be introduced first. Then real case and practice questions will be delivered to students as a way to test their understanding of the knowledge. This will require individual or group assignment in or after class.

Grade Criterion

Component	Weight	Description
Final Exam	40%	A cumulative final examination will be given based on all contents of the class. The exam paper may be composed of a scenario of questions, which will be similar with real life examination cases. Students should rely primarily on homework assignments and mock exam to give them a sense of what they may see for material on exams.
Mid-term Test	—	No midterm test will be given.

Homework	15%	Most of the assigned homework is taken from the Activities in the textbook. Assignments will be collected at the clearly stated date. Late assignments will not be accepted. The graded assignments will be kept by the tutor for reference and won't be returned to students.
Quizzes	15%	There will be at least 2 quizzes during the semester. Quizzes may or may not be announced in advance. It may also be used as a way to check the attendance. Quizzes will test your knowledge of both concepts and the application of those concepts.
Presentation	10%	The presentation can be finished individually. Each student is required to be involved in the presentation. The topics can be selected from the textbook or lectures. Each group need to finish a PPT related to the topic which is given and hand in the related resources to the teacher before the presentation.
Participation	10%	Individuals will be asked to participate in dividually in a question and answer at least 5timesduring the semester. The performances should be counted in their participation.
Attendance	10%	Refer to attendance policy listed below
Total	100%	

Detailed Grade Computation

	Before Midterm	After Midterm
Attendance	5%	5%
Participation	5%	5%
Homework	15%	
Quizzes	15%	
Presentation		10%
Final exam		40%
Total	40%	60%

Grading Policy

A+ 97-100 A 93-96 A- 90-92 B+ 87-89 B 83-86 B- 80-82
 C+ 75-79 C 70-74 C- 67-69 D+ 63-66 D 62-60 F 0- 59

Exam Schedule

Official Exam :

Final Exam:

Assessment of Student Performance

Self-Study and Reading ability Practice

Instructor will give out the chapters or the reference books to read and use class hours to have discussion;

students should be able to show a proactive attitude and ability for self-study and reading. Knowledge and oral English will be elements of homework or presentation score.

✦Homework

Students should finish their homework by themselves. Copying from others will be treated as cheating and the homework scores will be lowered. Students should hand in all assignments on time. Late assignments will be accepted at the discretion of the instructor (i.e., when the student was ill or had an excused absence). Late assignments without reasonable proof will be reduced in score by 50%.

✦Attendance

Because the course covers a great deal of material, attending every class session is very important for performing well.

- ◆ Being late for 15 minutes or more is considered an absence.
- ◆ Five hours or above of unexcused absences will result in the lower level of the final grade by one grade band (e.g. from C – to D +). Any excused absence must be discussed directly with the teacher.
- ◆ Absence which is more than 1/3 of the total teaching hours will cause an F (a failing grade) directly, but students are welcome to continue attending classes.
- ◆ An incomplete grade (I) will be considered in case of medical or family emergencies.

✦Participation

- ◆ Students should participate in classes actively. Half of participation grade is determined by their presentation in class. They are encouraged to ask questions relevant to the subject and express their own opinions. Every student should respect the ideas, opinions, and questions of their classmates.
- ◆ Students should also use office hours to ask questions or talk with the instructor for good communication and effective learning.
- ◆ Frequent visiting the instructor and chatting in English during office hours is highly recommended.
- ◆ Any misbehavior and non-class related activities in class will result in the lower level of the participation grade, including ringing cell phones.
- ◆ All above behaviors will be solely evaluated by the instructor for scoring.

✦Textbook

Students must bring the textbook to class.

Course Outline

Week	Date	Topics	Homework
1		<p>Introduction to Strategy Business Leadership 1</p> <ul style="list-style-type: none"> • Documentaries: Dream Maker ----- help students to realize business environments, leadership, strategy corporate culture, risk management and importance of innovation to a business • Class Activity: discuss and share the above points 	<p>Find out the correct format for a report and a press release.</p> <p>Practice Kit & Revision, Question 1</p>
		<p>Introduction to Strategy Business Leadership 2</p> <ul style="list-style-type: none"> • knowledge structure • Exam Format <ul style="list-style-type: none"> • Professional Skill • Exam Success Skills <p>In class Practice: Using Bullet Points</p> <p>Stage 1: Effective Leadership</p> <ul style="list-style-type: none"> ● Chapter 1: Strategy, leadership and culture • Leadership • Strategy • Culture • Class Activity 1: Academic Recycling Company • Class Activity 2: I Compute • Discuss why the sharing business model is suitable Chinese specific environment 	
		<ul style="list-style-type: none"> ● Chapter 1: Strategy, leadership and culture • Activity Review ● Chapter 2: Stakeholders and social responsibility • Principals and agents in governance • Class Activity1: Stakeholders • Class Activity2: Goaway Hotels • Social Responsibility 	
2		<ul style="list-style-type: none"> ● Chapter 2: Stakeholders and social responsibility • Class Activity2: Goaway Hotels • Social Responsibility 	<p>Ch3: Activity 4 Practice &Revision Kit Question 6</p>
		<ul style="list-style-type: none"> ● Chapter 2: Stakeholders and social responsibility • Social Responsibility • Class activity 3 • Sustainability 	
		<ul style="list-style-type: none"> ● Chapter 3: Impact of Corporate governance on strategy <ul style="list-style-type: none"> • Corporate Governance • Principles or Rules • Class activity 1: Rules for Corporate Governance 	
3		<ul style="list-style-type: none"> ● Chapter 3: Impact of Corporate governance on strategy <ul style="list-style-type: none"> • What impact does ownership have on corporate governance? • Class activity 3 ● Skills Checkpoint 1 	<p>Practice &Revision Kit Question 12. 14</p>
		<p>Stage 2: Optimizing Strategic Decisions</p> <ul style="list-style-type: none"> ● Chapter 4 The external environment 	

		<ul style="list-style-type: none"> •The macro environment •The national environment • Class activity 1 •Industry or Sector Environment • Class activity 2 •Customers and Markets 	
		<ul style="list-style-type: none"> •Scenario planning 	
		<p>Chapter 4 The external environment (Review)</p> <ul style="list-style-type: none"> ●Chapter 5 Strategic Capability •Strategic Capability <ul style="list-style-type: none"> •Strategic Capability and sustainable competitive advantage •Organizational knowledge <ul style="list-style-type: none"> •Poter's Value chain • Class activity 1 • Class activity 2 	Practice &Revision Kit Question 15 & 16
4		<p>Chapter 5 Strategic Capability</p> <ul style="list-style-type: none"> •Value network •SWOT Analysis <ul style="list-style-type: none"> • Class activity 3 ● Chapter 6 Competitive advantage and strategic choice <ul style="list-style-type: none"> •Competitive advantage and strategic choice •Sustainable competitive advantage •Managing Organizational portfolios <ul style="list-style-type: none"> • Class activity 1 	—
		<ul style="list-style-type: none"> ● Chapter 6 Competitive advantage and strategic choice <ul style="list-style-type: none"> •Product Market Strategy •Diversity of products and markets •Methods of development •Suitability, acceptability and feasibility <ul style="list-style-type: none"> ● Skills Checkpoint 2 ● discussion on how international PESTL environment make influence on Chinese country strategic choice 	
		<p>Stage 3: Assessing managing risk and ethical Issues</p> <ul style="list-style-type: none"> ● Chapter 7 Assessing and managing risk •The relationship between organizational strategy and risk management strategy <ul style="list-style-type: none"> • Class activity 1 •Risk management process • Class activity 2 	Textbook Activity 4 & 5
5		<ul style="list-style-type: none"> ● Chapter 7 Assessing and managing risk <ul style="list-style-type: none"> • Class activity 1 (Chapter 7, Activity 3) •Review of Chapter 7 ● Introduction to Stage 3: Assessing managing risk and ethical Issues ● Discuss on how China conducts risk management on “one belt, one road” strategy 	Practice &Revision Kit Question 18 & 19
	—	— (National Day Holiday)	—
6		<ul style="list-style-type: none"> ● Chapter 8 Internal Control Systems •Internal Control •Class activity 1 •Monitoring • Class activity 2 	

		<ul style="list-style-type: none"> •Review of Chapter 8 	
		<ul style="list-style-type: none"> ● Chapter 9 Applying ethical principles •Doing the wrong thing •Class activity 1 •Doing the right thing •Class activity 2 ● Skills Checkpoint 3 ● Quiz1 	Practice &Revision Kit Question 3 & 4
		<p>Introduction to Stage 4: Evaluating and Enabling Strategic Change</p> <ul style="list-style-type: none"> ●Chapter 10 Financial analysis <ul style="list-style-type: none"> • Financial objectives and business strategy •The finance function •Class activity 1 • Financial analysis and decision-making techniques •Class activity 2& 3 	
7		<p>Chapter 10 Financial analysis</p> <ul style="list-style-type: none"> •Cost and management accounting • Standard costing and variance analysis •Evaluating strategic opinions using marginal and relevant costing techniques •Class activity 4 •Review 	Practice &Revision Kit Question 22,26, 27&37
		<ul style="list-style-type: none"> ●Chapter 11 Applications of IT <ul style="list-style-type: none"> •Mobile technologies and cloud computing •Class activity 1 •Information technology and data analysis <ul style="list-style-type: none"> •Big data •Class activity 2 • Data for decision making •Class activity 3 <ul style="list-style-type: none"> •Information system controls from a strategic perspective 	
		<ul style="list-style-type: none"> ●Chapter 11 Applications of IT <ul style="list-style-type: none"> •IT and systems security controls •Chapter Review ●Chapter 12 E- Business <ul style="list-style-type: none"> •Delivering e-business •Strategy models for e-business •Application of technology to support e-business •Characteristics of e-marketing: the 6 Is model •Class activity 1 • Discuss on how the application on new technology can provide China an opportunity to achieve Leapfrogging 	Practice &Revision Kit Question 21 &40
8		<ul style="list-style-type: none"> ●Chapter 12 E- Business <ul style="list-style-type: none"> •Comparison of traditional and online branding •Acquiring and managing suppliers and customers using technology •Class activity 2 •New developments and innovation ● Skills Checkpoint 4•Evaluating and enabling strategic change 	
		<ul style="list-style-type: none"> ● Introduction to Stage 5: Implementing Strategic Change ●Chapter 13 Enabling success and Strategic change <ul style="list-style-type: none"> • Enabling success and strategic change 	

		<ul style="list-style-type: none"> •Collaborative working •Class activity 1 •Performance excellence • Empowering organizations •Talent management •Class activity 2 	Practice &Revision Kit Question 28 & 29
		<ul style="list-style-type: none"> ●Chapter 13 Enabling success and Strategic change <ul style="list-style-type: none"> •Strategic change •Contextual features of change •The four-view (POPIT) model •Lewin's three0-stage model •Class activity 3 • Enabling success and strategic change •Collaborative working •Discuss how to achieve successful strategic change on China's economy •Class activity4 	
		<ul style="list-style-type: none"> ●Chapter 14 Process redesign <ul style="list-style-type: none"> •Process redesign •Harmon's process-strategy matrix •Class activity 1 •Process redesign opinions •Class activity 2 •Feasibility •A process redesign methodology 	—
9		<p>Chapter 14 Process redesign (Review)</p> <ul style="list-style-type: none"> ●Chapter 15 Project management <ul style="list-style-type: none"> •Project management •Class activity 1 •Project initiation •Project costs and benefits •Class activity 2 •Project planning 	—
		<ul style="list-style-type: none"> ●Chapter 15 Project management (Review) <ul style="list-style-type: none"> •Project execution and control •Class activity 3 •Project completion ● Skills Checkpoint 5•Implementing Strategic Change ● Quiz 2 	Practice &Revision Kit Question 32 & 47
10		ACCA exam training course	—
11		ACCA exam training course	—
12		Revision Q/A	—
13		Revision Q/A	—
14		Global examination	—

15		Case study	—
16		●Presentation (1-2groups)	—
		●Presentation (3-4 groups)	—
		●Presentation (4-6 groups)	
17		●course reviews for final exam	—

Note: Some chapters or sections may leave for self-study, they may also be included in the quizzes or exams.

Teacher's Office Hour

- ♦The instructor's office hour is shown in the front of the office door.
- ♦Students are suggested to use the instructor's office hour and learning center to ask questions or talk with the instructor once at least per week for good communication and effective learning, which is recorded in the students' participation.
- ♦The time can be scheduled by instructors or students, or both.

Cheating and Plagiarism

Cheating is not tolerated. Any student caught cheating on a quiz; test or exam will be given a mark of zero (0) for the particular work. At the beginning of the semester the definition of plagiarism will be carefully explained, when any thoughts or writings of another person are used, they must be clearly identified (usually one uses quotation marks) and the source notes. **If any student is caught cheating on any homework assignment, the highest score the student can earn in that course is a "C".**

Note: This syllabus is tentative and may be changed or modified throughout the semester. All students will be notified and a new syllabus will be given.

Important Dates

Semester, 2021

September 6, 2021— January 16, 2022

Sep.5	Registration (Sophomores, Juniors and Seniors)
Sep.6	Classes Begin (Sophomores, Juniors and Seniors)
Sep.10 Seniors)	Last Day to Drop or Add a Course (Sophomores, Juniors and
Sep.18	Registration (Freshmen)
Sep.20-24	Entrance Education (Freshmen)

Sep.21	Mid-Autumn Festival
Sep.27	Classes Begin (Freshmen)
Oct.1	National Day
Nov.1-5	Midterm Test (tentative)
Jan.1, 2022	New Year's Day
Jan.1-4	Revision (Sophomores, Juniors and Seniors)
Jan.5-14	Final Exam Period (Sophomores, Juniors and Seniors)
Jan.10-14	Final Exam Period (Freshmen)
Jan.17	Winter Vacation Begins

Note: Over the course of the semester, every attempt will be made to follow the daily schedule listed in the syllabus. However, depending on overall class progress, the syllabus may be adjusted. Any departures from the syllabus will be announced in class.

Instructor: Department Head:

