

# Capital University of Economics and Business

## Overseas Chinese College

### Course Syllabus

<b>Year and Semester</b>	2024 Fall					
<b>Course Name</b>	Strategic Business Leader					
<b>Course Code</b>	SBL301					
<b>Course Type</b>	<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 type="checkbox"/> Professional Course (Elective) <input checked="" type="checkbox"/> Professional Course (Expanded) <input type="checkbox"/> Professional Course (Advanced)					
<b>Course Credits</b>	4					
<b>Course Hours</b>	Total Class Hours	64	Lecture Hours	64	Experiment (Computer) Hours	0
<b>Applicable object</b>	<input type="checkbox"/> Freshman <input type="checkbox"/> Sophomore <input checked="" type="checkbox"/> Junior <input type="checkbox"/> Senior					
	<input checked="" type="checkbox"/> Business Administration (Accounting)					
	<input type="checkbox"/> Information Management and Information Systems (Finance)					
<b>Prerequisites</b>	ACCA F Level Papers					
<b>Instructor</b>	Liya Bu (Catherine Bu)					
<b>Contact Information</b>	Office:C203					
	Tel:(010)83951081					
	Email:buliya@cueb.edu.cn					
<b>Office Hour</b>	T: 9:55-12:30; W/TH: 15:25-16:10; TH: 11:30-12:20					
<b>Learning Centre</b>	TH: 9:55-11:30; F: 18:00-20:00 (Online)					
<b>Grade/Section</b>	2022ACCA1\ACCA2					
<b>Course Time/Place</b>	ACCA1: M 15:25-17:00; W/F 8:00-9:55      慎思楼 111 ACCA2: M 13:30-15:05; T/TH 8:00-9:55      慎思楼 111					
<b>Textbook</b>	1.Strategic Business Leaders (SBL) Workbook For exams in Dec.2024 to Mar.2025, ISBN 9-781035-513826 2.Strategic Business Leaders (SBL) Practice Kit For exams in Dec.2024 to Mar.2025, ISBN 9-781035-513833					

#### Reference Book

Yang Xihuai, Wang Jiang. Business Strategic Management ,Theories and Cases Study, 4th Edition. High Education Press, Beijing, ISBN 9787040439199.

#### Course Description

Strategic Business Leader (SBL) is a ACCA’s case study paper. As the paper’s name described, it is mainly focus on two parts, Leadership and Strategy. The course is devised to equip students with qualified knowledge and capability of judgement as strategic business leaders, especially on strategic decision, so it put heavily emphasis on exercising leadership in business environments. In the first part, the topics are covered like business organization and their stakeholders, organizational culture, structure and strategy, cooperate governance and social responsibility, internal control , security, internal audit and business ethical issues, and etc. In terms of strategic part , students are required

to make strategic analysis , choice and implementation effectively after evaluating both external and internal business environments by using like PESTEL and SWOT models. Important objectives of SBL are to develop the students' awareness of the wider business and external factors affecting business, and teach them to use commercially sound judgement and insight to resolve issues and exploit opportunities.

### **Student Learning Objectives**

On successful completion of this exam, candidates should be able to:

Knowledge	<ul style="list-style-type: none"> <li>◆ Describe effective leadership, identify the importance of ethical judgement and understand the relationship among business leadership, culture and strategy;</li> <li>◆ Explain the effectiveness of the cooperate governance and realize the responsibility towards stakeholders;</li> <li>◆ Classify wider external factors affecting business and recognize resources available internally ;</li> <li>◆ Identify potential risks in the organization and strategy options and explain the importance of risk management process ;</li> <li>◆ Interpret the functions of different business models and observe the application of IT and data analytic tools into exploring strategic opportunities and implementing strategy effectively;</li> <li>◆ Generalize the objectives of internal control and audit systems in organization;</li> <li>◆ Understand importance of the financial techniques in the support of strategic decision and implementation.</li> </ul>
Capability	<ul style="list-style-type: none"> <li>◆ Apply excellent leadership and ethical judgement, and promote a positive culture and value creation with an organization;</li> <li>◆ Evaluate the effectiveness of the cooperate governance and distinguish the responsibility towards different stakeholders;</li> <li>◆ Evaluate the strategic position against the external environment and availability of internal resources, to identify feasible strategic option;</li> <li>◆ Analyze the risk profile of the organization and any strategic options identified with risk management;</li> <li>◆ Select and apply appropriate models, IT and data analytic tools to identify strategic opportunities, and implement strategy with IT security control;</li> <li>◆ Evaluate internal control and audit systems to ensure comply with achievement of organization's objectives;</li> <li>◆ Apply high level financial techniques in the planning,implantation and evaluation of strategic options and action.</li> </ul>

Mindset	<ul style="list-style-type: none"> <li>◆ Develop a cognition on the operation of life cycle rule in business environment from ecosystem perspective;</li> <li>◆ Build up a perception on how a positive mission as the spirit of an enterprise guides leadership ,culture and strategy.</li> </ul>
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### Website Source

<https://www.accaglobal.com>

### 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	20%	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.
Final Report	20%	A final report should be presented by each students.The contents could be a personal summary for the course or a case analysis.
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 individually 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
<b>Total</b>	100%	

### Detailed Grade Computation

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

### Assessment of Student Performance

#### *☛ Self-Study and Reading ability Practice*

Instructor will give out the reference materials to read or watch 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.

**Topical Course Outline**

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

	<ul style="list-style-type: none"> <li>▪ Class activity 1</li> <li>▪ Industry or Sector Environment</li> <li>▪ Class activity 2</li> <li>▪ Customers and Markets</li> <li>▪ Scenario planning</li> </ul>		
	<p>Chapter 4 The external environment (Review)</p> <ul style="list-style-type: none"> <li>● Chapter 5 Strategic Capability <ul style="list-style-type: none"> <li>▪ Strategic Capability</li> <li>▪ Strategic Capability and sustainable competitive advantage <ul style="list-style-type: none"> <li>▪ Organizational knowledge</li> <li>▪ Poter's Value chain</li> </ul> </li> </ul> </li> <li>▪ Class activity 1</li> <li>▪ Class activity 2</li> </ul>	Wechat group & Chaoxing	Practice &Revision Kit Question 15 & 16
4	<p>Chapter 5 Strategic Capability</p> <ul style="list-style-type: none"> <li>▪ Value network</li> <li>▪ SWOT Analysis</li> <li>▪ Class activity 3</li> <li>● Chapter 6 Competitive advantage and strategic choice <ul style="list-style-type: none"> <li>▪ Competitive advantage and strategic choice</li> <li>▪ Sustainable competitive advantage</li> <li>▪ Managing Organizational portfolios</li> <li>▪ Class activity 1</li> </ul> </li> </ul>	Wechat group & Chaoxing	—
	<ul style="list-style-type: none"> <li>● Chapter 6 Competitive advantage and strategic choice <ul style="list-style-type: none"> <li>▪ Product Market Strategy</li> <li>▪ Diversity of products and markets</li> <li>▪ Methods of development</li> <li>▪ Suitability, acceptability and feasibility</li> <li>● Skills Checkpoint 2</li> </ul> </li> </ul>	Wechat group & Chaoxing	
	<p>Stage 3: Assessing managing risk and ethical Issues</p> <ul style="list-style-type: none"> <li>● Chapter 7 Assessing and managing risk <ul style="list-style-type: none"> <li>▪ The relationship between organizational strategy and risk management strategy</li> <li>▪ Class activity 1</li> <li>▪ Risk management process</li> </ul> </li> <li>▪ Class activity 2&amp;3</li> </ul>	Wechat group & Chaoxing	<b>Textbook</b> Activity 4 & 5
5	— (National Day Holiday)	—	—
6	<ul style="list-style-type: none"> <li>● Chapter 8 Internal Control Systems <ul style="list-style-type: none"> <li>▪ Internal Control</li> <li>▪ Class activity 1</li> <li>▪ Monitoring</li> <li>▪ Class activity 2</li> </ul> </li> <li>▪ Review of Chapter 8</li> </ul>	Wechat group & Chaoxing	
	<ul style="list-style-type: none"> <li>● Chapter 9 Applying ethical principles <ul style="list-style-type: none"> <li>▪ Doing the wrong thing</li> <li>▪ Class activity 1</li> <li>▪ Doing the right thing</li> <li>▪ Class activity 2</li> </ul> </li> <li>● Skills Checkpoint 3</li> <li>● Quiz1</li> </ul>	Wechat group & Chaoxing	Practice &Revision Kit Question 3 & 4
	<p>Introduction to Stage 4: Evaluating and Enabling Strategic Change</p> <ul style="list-style-type: none"> <li>● Chapter 10 Financial analysis</li> </ul>	Wechat group & Chaoxing	

	<ul style="list-style-type: none"> <li>• Financial objectives and business strategy</li> <li>• The finance function</li> <li>• Class activity 1</li> <li>• Financial analysis and decision-making techniques</li> <li>• Class activity 2 &amp; 3</li> </ul>		
7	<p>Chapter 10 Financial analysis</p> <ul style="list-style-type: none"> <li>• Cost and management accounting</li> <li>• Standard costing and variance analysis</li> <li>• Evaluating strategic opinions using marginal and relevant costing techniques</li> <li>• Class activity 4</li> <li>• Review</li> </ul>	Wechat group & Chaoxing	Practice &Revision Kit Question 22,26, 27&37
	<ul style="list-style-type: none"> <li>● Chapter 11 Applications of IT</li> <li>• Mobile technologies and cloud computing</li> <li>• Class activity 1</li> <li>• Information technology and data analysis</li> <li>• Big data</li> <li>• Class activity 2</li> <li>• Data for decision making</li> <li>• Class activity 3 <ul style="list-style-type: none"> <li>• Information system controls from a strategic perspective</li> </ul> </li> </ul>	Wechat group & Chaoxing	
	<ul style="list-style-type: none"> <li>● Chapter 11 Applications of IT</li> <li>• IT and systems security controls</li> <li>• Chapter Review</li> <li>● Chapter 12 E- Business</li> <li>• Delivering e-business</li> <li>• Strategy models for e-business</li> <li>• Application of technology to support e-business</li> <li>• Characteristics of e-marketing: the 6 Is model</li> <li>• Class activity 1</li> </ul>	Wechat group & Chaoxing	Practice &Revision Kit Question 21 &40
8	<ul style="list-style-type: none"> <li>● Chapter 12 E- Business</li> <li>• Comparison of traditional and online branding</li> <li>• Acquiring and managing suppliers and customers using technology</li> <li>• Class activity 2</li> <li>• New developments and innovation</li> <li>● Skills Checkpoint 4 • Evaluating and enabling strategic change</li> </ul>	Wechat group & Chaoxing	
	<ul style="list-style-type: none"> <li>● Introduction to Stage 5: Implementing Strategic Change</li> <li>● Chapter 13 Enabling success and Strategic change</li> <li>• Enabling success and strategic change</li> <li>• Collaborative working</li> <li>• Class activity 1</li> <li>• Performance excellence</li> <li>• Empowering organizations</li> <li>• Talent management</li> <li>• Class activity 2</li> </ul>	Wechat group & Chaoxing	Practice &Revision Kit Question 28 & 29
	<ul style="list-style-type: none"> <li>● Chapter 13 Enabling success and Strategic change</li> <li>• Strategic change</li> <li>• Contextual features of change</li> <li>• The four-view (POPIT) model</li> <li>• Lewin's three-stage model</li> <li>• Class activity 3</li> </ul>		

	<ul style="list-style-type: none"> <li>▪ Enabling success and strategic change</li> <li>▪ Collaborative working</li> <li>▪ Class activity4</li> </ul>		
9	<ul style="list-style-type: none"> <li>● Chapter 14 Process redesign               <ul style="list-style-type: none"> <li>▪ Process redesign</li> <li>▪ Harmon's process-strategy matrix</li> <li>▪ Class activity 1</li> </ul> </li> <li>▪Process redesign opinions</li> <li>▪ Class activity 2</li> <li>▪Feasibility</li> </ul> <p>•A process redesign methodology</p>	Wechat group & Chaoxing	——
	<p>Chapter 14 Process redesign (Review)</p> <ul style="list-style-type: none"> <li>● Chapter 15 Project management               <ul style="list-style-type: none"> <li>▪Project management</li> <li>▪ Class activity 1</li> <li>▪ Project initiation</li> </ul> </li> <li>▪Project costs and benefits</li> <li>▪ Class activity 2</li> <li>▪ Project planning</li> </ul>	Wechat group & Chaoxing	——
	<ul style="list-style-type: none"> <li>● Chapter 15 Project management (<b>Review</b>)               <ul style="list-style-type: none"> <li>▪Project execution and control</li> <li>▪ Class activity 3</li> <li>▪ Project completion</li> </ul> </li> <li>● Skills Checkpoint 5* Implementing Strategic Change</li> <li>● Quiz 2</li> </ul>	Wechat group & Chaoxing	Practice &Revision Kit Question 32 & 47
10	<ul style="list-style-type: none"> <li>● Presentation (1-2groups)</li> </ul>		——
	<ul style="list-style-type: none"> <li>● Presentation (3-4 groups)</li> </ul>		
	<ul style="list-style-type: none"> <li>● Presentation (4-6 groups)</li> </ul>		
11	<ul style="list-style-type: none"> <li>●Practice</li> <li>● Q&amp;A</li> </ul>		——
	<ul style="list-style-type: none"> <li>●Practice</li> <li>● Q&amp;A</li> </ul>		
	<ul style="list-style-type: none"> <li>●Practice</li> <li>● Q&amp;A</li> </ul>		



*Note: The Wechat group will be mainly used to inform the students daily study activities and tasks. Mosoteach will be mainly used to upload PPTS and release some learning materials.*

### **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".**

### **Important Dates**

<b>Final Exam</b>	<b>Week 13 ( Refer to the notice of the Academic Affairs Office)</b>
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*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.*

**Instructor: Catherine Bu**

**Department Head: \_\_\_\_\_**

