

# Capital University of Economics and Business **Overseas Chinese College Course Syllabus**

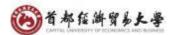
Year and Semester	2025 Fall					
Course Name	Strategic Business Leader					
Course Code	SBL301					
☐ General Education (Required) ☐ General Education (Elective				ucation (Elective)		
Course Type	☐ Basic Discip☐ Professional	•			al Course (Required) Course (Expanded)	
	□Professional	Course (Ad	vanced)			
<b>Course Credits</b>	4					
Course Hours	Total Class	64	Lecture	64	Experiment	
	Hours	64	Hours	64	(Computer) Hours	0
	☐ Freshman	□ Sophomo	ore 🗹 Junior	□Senior	•	
Applicable object	☐ Business Ad	ministration	n (Accounting)			
	☐ Information Management and Information Systems (Finance)					
Prerequisites	ACCA F Level Papers					
Instructor	Liya Bu (Catherine Bu)					
	Office:C203					
<b>Contact Information</b>	Tel:(010)83951085					
	Email:buliya@o	cueb.edu.cn	l			
Office Hour	T:15:00-18:00; W: 15:00-15:45; F: 13:30-14:15					
<b>Learning Centre</b>	T: 13:30-15:00; M: 18:00-20:00 (Online)					
Grade/Section	2023ACCA1\ACCA2					
Course Time/Place	ACCA1: T/W 8:00-9:35; TH 9:00-11:30 A202/206					
	ACCA2: M 15:25-17:00; TH/F 8:00-9:35 A105/201					
	1.Strategic Business Leaders (SBL) Workbook For exams in Dec. 2025					
Textbook	to Mar.2026, ISBN 9-781035-513826					
	2. Strategic Business Leaders (SBL) Practice Kit For exams in Dec. 2025 to Mar. 2026, 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 ofjudgement 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:

	◆ Describe effective leadership, identify the importance of ethical judgement and
	understand the relationship among business leadership, culture and strategy;
	◆Explain the effectiveness of the cooperate governance and realize the
	responsibility towards stakeholders;
	◆Classify wider external factors affecting business and recognize resources
	available internally;
	◆Identify potential risks in the organization and strategy options and explain the
Knowledge	importance of risk management process;
	◆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;
	◆Generalize the objectives of internal control and audit systems in organization;
	◆Understand importance of the financial techniques in the support of strategic
	decision and implementation.
	◆Apply excellent leadership and ethical judgement, and promote a positive culture and value creation with an organization;
	◆ Evaluate the effectiveness of the cooperate governance and distinguish the responsibility towards different stakeholders;
	◆ Evaluate the strategic position against the external environment and availability of internal resources, to identify feasible strategic option;
Capability	◆ Analyze the risk profile of the organization and any strategic options identified with risk management;
	◆ Select and apply appropriate models, IT and data analytic tools to identify strategic opportunities, and implement strategy with IT security control;
	◆ Evaluate internal control and audit systems to ensure comply with achievement of organization's objectives;
	◆ Apply high level financial techniques in the planning, implantation and evaluation of strategic options and action.



Mindset	<ul> <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>			

# **Website Source**

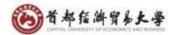
https://www.accaglobal.com

# **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
Total	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**

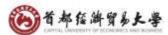
Week	Topics	Platform	Homework	
WEEK	Introduction to Strategy Business Leadership 1  Documentaries: Dream Maker help students to realize business environments, leadership, strategy corporate culture, risk management and importance of innovation to a business  Class Activity: discuss and shave the above points	Wechat group &Chaoxing		
1	Introduction to Strategy Business Leadership 2  • knowledge structure  • Exam Format  • Professional Skill  • Exam Success Skills  In class Practice: Using Bullet Points  Stage 1: Effective Leadership  • Chapter 1: Strategy, leadership and culture  • Leadership  • Strategy  • Culture  • Class Activity 1: Academic Recycling Company  • Class Activity 2: I Compute	Wechat group & Chaoxing	Find out the correct format for a report and a press release.  Practice Kit & Revision,  Question 1	
	<ul> <li>Class Activity 2.1 Compute</li> <li>Chapter 1: Strategy, leadership and culture</li> <li>Activity Review</li> <li>Chapter 2: Stakeholders and social responsibility</li> <li>Principals and agents in governance</li> <li>Class Activity1: Stakeholders</li> <li>Class Activity2: Goaway Hotels</li> <li>Social Responsibility</li> </ul>	Wechat group &Chaoxing		
	<ul> <li>Chapter 2: Stakeholders and social responsibility</li> <li>Social Responsibility</li> <li>Class activity 3</li> <li>Sustainability</li> </ul>	Wechat group & Chaoxing		
2	<ul> <li>Chapter 3: Impact of Corporate governance on strategy</li> <li>Corporate Governance</li> <li>Principles or Rules</li> <li>Class activity 1: Rules for Corporate Governance</li> </ul>	Wechat group & Chaoxing	Ch3: Activity 4	
3	<ul> <li>Chapter 3: Impact of Corporate governance on strategy</li> <li>What impact does ownership have on corporate governance?</li> <li>Class activity 3</li> <li>Skills Checkpoint 1</li> </ul>	Wechat group & Chaoxing	Practice &Revision Kit Question 6	
	Stage 2: Optimizing Strategic Decisions  Chapter 4 The external environment  The macro environment  The national environment	Wechat group & Chaoxing	Practice & Revision Kit  Question 12. 14	



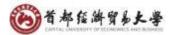
	Class activity 1     Industry or Sector Environment		
	Class activity 2		
	Customers and Markets		
	*Scenario planning		
	Chapter 4 The external environment (Review)		
	Chapter 5 Strategic Capability		
	Strategic Capability		
	Strategic Capability and sustainable competitive	Wechat group	Practice &Revision Kit
	advantage	& Chaoxing	Question 15 & 16
	Organizational knowledge		Question 15 cc 10
	• Poter's Value chain		
	• Class activity 1		
	Class activity 2		
	Chapter 5 Strategic Capability		
	•Value network		
	SWOT Analysis		
	• Class activity 3	Washat a	
	Chapter 6 Competitive advantage and strategic choice	Wechat group & Chaoxing	
	Competitive advantage and strategic choice	& Chaoxing	<del></del>
	Sustainable competitive advantage		
4	<ul> <li>Managing Organizational portfolios</li> </ul>		
	Class activity 1		
	<ul> <li>Chapter 6 Competitive advantage and strategic choice</li> <li>Product Market Strategy</li> </ul>		
	•Diversity of products and markets	Wechat group	
	•Methods of development	& Chaoxing	
	<ul> <li>Suitability, acceptability and feasibility</li> </ul>		
	<ul> <li>Skills Checkpoint 2</li> </ul>		
	Stage 3: Assessing managing risk and ethical Issues		
	Chapter 7 Assessing and managing risk		
	The relationship between organizational strategy and risk		Textbook
	management strategy	Wechat group	
	Class activity 1	& Chaoxing	Activity 4 & 5
	Risk management process		
	• Class activity 2&3		
5	— (National Day Holiday)	_	
	Chapter 8 Internal Control Systems		
	Internal Control		
	Class activity 1	Wechat group	
	Monitoring	& Chaoxing	
	• Class activity 2		
	• Review of Chapter 8		
	Chapter 9 Applying ethical principles		
	• Doing the wrong thing		
6	• Class activity 1		
	Doing the right thing	Wechat group	Practice & Revision Kit
	• Class activity 2	& Chaoxing	Question 3 & 4
	• Skills Checkpoint 3		
	• Quiz1		
	· ·		
	Introduction to Stage 4: Evaluating and Enabling Strategic Change	Wechat group	
	Change     Chapter 10 Financial analysis	&Chaoxing	
	- Chapter to Financial analysis		



	• Financial objectives and business strategy		
	The finance function		
	• Class activity 1		
	<ul> <li>Financial analysis and decision-making techniques</li> </ul>		
	• Class activity 2 & 3		
	Chapter 10 Financial analysis		
	•Cost and management accounting		
	Standard costing and variance analysis		
	<ul> <li>Evaluating strategic opinions using marginal and relevant</li> </ul>	Wechat group	Practice & Revision Kit
	costing techniques	& Chaoxing	Question 22,26, 27&37
	Class activity 4		
	* Review		
	Chapter 11 Applications of IT		
	Mobile technologies and cloud computing		
	* Class activity 1		
	Information technology and data analysis		
	• Big data	Wechat group	
7	• Class activity 2	& Chaoxing	
'	Data for decision making		
	• Class activity 3		
	• Information system controls from a strategic perspective		
	Chapter 11 Applications of IT		
	IT and systems security controls		
	Chapter Review		
	• Chapter 12 E- Business		
	•Delivering e-business	Wechat group	Practice & Revision Kit
	Strategy models for e-business	& Chaoxing	Question 21 &40
	•Application of technology to support e-business		
	• Characteristics of e-marketing: the 6 Is model		
	• Class activity 1		
	Chapter 12 E- Business		
	Comparison of traditional and online branding		
	•Acquiring and managing suppliers and customers using		
	technology	Wechat group	
	• Class activity 2	& Chaoxing	
	• New developments and innovation	& Chuoxing	
	Skills Checkpoint 4* Evaluating and enabling strategic		
	change		
	Introduction to Stage 5: Implementing Strategic Change		
	Chapter 13 Enabling success and Strategic change		
	Enabling success and strategic change		
8	Collaborative working		
	Class activity 1	Wechat group	Practice & Revision Kit
	Performance excellence	& Chaoxing	Question 28 & 29
	Empowering organizations		
	Talent management		
	• Class activity 2		
	Chapter 13 Enabling success and Strategic change		
	Strategic change     Strategic change		
	Contextual features of change		
	The four-view (POPIT) model		
	Lewin's three0-stage model		
	Class activity 3		
	Class activity 3		



	• Enghling guages and strataging above		
	• Enabling success and strategic change		
	Collaborative working		
	Class activity4		
	Chapter 14 Process redesign		
	<ul> <li>Process redesign</li> </ul>		
	<ul> <li>Harmon's process-strategy matrix</li> </ul>		
	Class activity 1	Wechat group	
	Process redesign opinions	& Chaoxing	
	Class activity 2		
	•Feasibility		
	•A process redesign methodology		
	Chapter 14 Process redesign (Review)		
	Chapter 15 Project management		
	Project management		
9	• Class activity 1	Wechat group	
	Project initiation	&Chaoxing	
	•Project costs and benefits		
	• Class activity 2		
	Project planning		
	Chapter 15 Project management (Review)		
	• Project execution and control		
	• Class activity 3	Wechat group	Practice & Revision Kit
	Project completion	& Chaoxing	
	Skills Checkpoint 5• Implementing Strategic Change	& Chuoxing	Question 32 & 47
	• Quiz 2		
	Presentation (1-2groups)		
10	Presentation (3-4 groups)		<del></del>
11	, <u> </u>		
	• Presentation (4-6 groups)		
	• Practice		
	• Q&A		<del></del>
	• Practice		
	• Q&A		
	● Practice		
	● Q&A		



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**

Midterm Test	Week 9 or 10
Final Exam	Week 18 or 19 ( Refer to the notice of the Academic
	Affairs Office)

**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: