

**City University of Hong Kong
Course Syllabus**

**offered by Department of Accountancy
with effect from Semester A 2020/21**

Part I Course Overview

Course Title: CFO and Strategic Business Leaders

Course Code: AC6790P

Course Duration: Intensive mode: 3 days

Credit Units: 1.5

Level: P6

Medium of Instruction: Putonghua supplemented by English

Medium of Assessment: Chinese

Prerequisites:
(Course Code and Title) Nil

Precursors:
(Course Code and Title) Nil

Equivalent Courses:
(Course Code and Title) Nil

Exclusive Courses:
(Course Code and Title) Nil

Part II Course Details

1. Abstract

This course is aimed to analyze and demonstrate the role and functions of a senior financial executive including a CFO from a strategic perspective and apply various skills and strategies in pursuing the strategic leadership role and functions. After the course is completed, learning partners are expected to be capable of demonstrating and applying core strategic plans and skills in corporate and public administration. Most importantly, learning partners will be able to think, analyze and act critically and strategically regarding the organization, operation, management and control of a business and / or public organization.

2. Course Intended Learning Outcomes (CILOs)

(CILOs state what the student is expected to be able to do at the end of the course according to a given standard of performance.)

No.	CILOs	Weighting (if applicable)	Discovery-enriched curriculum related learning outcomes (please tick where appropriate)		
			A1	A2	A3
1.	Demonstrate and evaluate the role and functions of senior financial executives and CFO from both the functional and strategic perspective		✓	✓	
2.	Analyze and assess leadership styles and portfolio including strategic business analysis, human asset management and organizational control.		✓	✓	
3.	Analyze and identify existing and potential business risk and crisis, and develop skills and competence in solving business problems in risk and crisis management		✓	✓	✓
4.	Identify and evaluate business process in the change atmosphere and develop appropriate change and success plan as a strategic business leader		✓	✓	
		100%			

A1: Attitude

Develop an attitude of discovery/innovation/creativity, as demonstrated by students possessing a strong sense of curiosity, asking questions actively, challenging assumptions or engaging in inquiry together with teachers.

A2: Ability

Develop the ability/skill needed to discover/innovate/create, as demonstrated by students possessing critical thinking skills to assess ideas, acquiring research skills, synthesizing knowledge across disciplines or applying academic knowledge to self-life problems.

A3: Accomplishments

Demonstrate accomplishment of discovery/innovation/creativity through producing /constructing creative works/new artefacts, effective solutions to real-life problems or new processes.

3. Teaching and Learning Activities (TLAs)

(TLAs designed to facilitate students' achievement of the CILOs.)

TLA	Brief Description	CILO No.				Hours/week (if applicable)
		1	2	3	4	
Interactive lectures*	Impart key knowledge from the strategic management and strategic leadership literature regarding the various important perspectives in developing into strategic business leaders	✓	✓	✓		
Group case analysis and presentations of CFO and strategic business leadership cases*	Select listed companies for their analysis; Identify essential attributes in CFO analysis and critical analysis and strategic business leadership cases	✓	✓	✓		
Group report on a self-searched live strategic leadership case analysis and solution*	Based on a self-searched live strategic leadership case in China or overseas produce a report with analysis of the case attributes and proposal of solutions in solving the strategic leadership problems of the case corporation		✓	✓	✓	

*** DEC TLA element**

Embeds research elements in the course design: Key theories and findings in the corporate governance literature are contained in the lecture notes and discussed during the seminar time.

4. Assessment Tasks/Activities (ATs)

(ATs are designed to assess how well the students achieve the CILOs.)

Assessment Tasks/Activities	CILO No.				Weighting	Remarks
	1	2	3	4		
Continuous Assessment: <u>70%</u>						
<u>Class discussion and short quizzes</u> Students need to participate actively in in-class activities and short quizzes such as case study, discussion, and exercises designed to facilitate their understanding of knowledge taught in class.	✓	✓	✓		10%	
<u>Individual case assignment</u> Students will be assessed via individual case assignment their understanding of concepts learned in class, textbooks, reading materials and their ability to apply subject-related knowledge.	✓	✓	✓		15%	
<u>group presentations[#]</u> Students will work in groups, prepare and deliver presentations on selected topics. Students are required to search information for the topics from multiple information sources to discuss and exemplify the topics.		✓	✓	✓	20%	
<u>Written report[#]</u> Students will be assessed via the written report their understanding of concepts learned in class, textbooks, reading materials and their ability to apply subject- related knowledge.		✓	✓	✓	25%	
Examination: <u>30%</u> (duration: 3 hours)						
<u>Final examination (Case Analysis)</u> Students will be assessed via the examination their understanding of concepts learned in class, textbooks, reading materials and their ability to apply subject- related knowledge.	✓	✓	✓	✓	30%	
					100%	

DEC AT element

Embeds research elements in the course design: In the group project in which students analyze the governance structures of selected listed companies, students are required to cite arguments and/or findings from prior studies to guide their analyses and support their conclusions. The final exam or the mid-term test contains at least one question which requires students to contrast and discuss the findings from two papers examining the same governance issue in different institutional settings.

Students are required to pass both coursework and examination components in order to pass the course.

5. Assessment Rubrics

(Grading of student achievements is based on student performance in assessment tasks/activities with the following rubrics.)

	Assessment Task	Criterion	Excellent (A+, A, A-)	Good (B+, B, B-)	Fair (C+, C, C-)	Marginal (D)	Failure (F)
1.	Final examination	Develop an attitude and the ability to identify the determinants of corporate governance mechanisms including legal, internal and social responsibility factors.	Strong evidence of firm grasp of the subject knowledge and achieving the stated CILOs. Students have demonstrated very strong overall ability to discover and innovate, and showed very strong evidence of accomplishments of discovery.	Sufficient evidence of achieving the stated CILOs. Students have demonstrated strong overall ability to discover and innovate, and showed strong evidence of accomplishments of discovery.	Some evidence of achieving the stated CILOs. Students have demonstrated some ability to discover and innovate, and showed satisfactory evidence of accomplishments of discovery.	Marginal familiarity with the subject knowledge. Students have demonstrated marginal ability to discover and innovate, and showed marginal evidence of accomplishments of discovery.	Little evidence of familiarity with the subject knowledge. Students have demonstrated little evidence of ability to discover and innovate, and showed little evidence of accomplishments of discovery.
2.	Group project report and presentation	Develop an attitude and the ability to construct an effective corporate governance framework applicable to different legal systems & corporate structures. Develop the ability to solve corporate governance issues using the framework & theories developed in the course & with regard to ethical issues.	Strong evidence of firm grasp of the subject knowledge and achieving the stated CILOs. Students have demonstrated very strong overall ability to discover and innovate, and showed very strong evidence of accomplishments of discovery.	Sufficient evidence of achieving the stated CILOs. Students have demonstrated strong overall ability to discover and innovate, and showed strong evidence of accomplishments of discovery.	Some evidence of achieving the stated CILOs. Students have demonstrated some ability to discover and innovate, and showed satisfactory evidence of accomplishments of discovery.	Marginal familiarity with the subject knowledge. Students have demonstrated marginal ability to discover and innovate, and showed marginal evidence of accomplishments of discovery.	Little evidence of familiarity with the subject knowledge. Students have demonstrated little evidence of ability to discover and innovate, and showed little evidence of accomplishments of discovery.

3.	Class discussion, short quizzes and individual case assignment	Develop the ability to provide direction to the Board of Directors with regard to the setting up or improvement of a corporate governance mechanism.	Strong evidence of firm grasp of the subject knowledge and achieving the stated CILOs. Students have demonstrated very strong overall ability to discover and innovate, and showed very strong evidence of accomplishments of discovery.	Sufficient evidence of achieving the stated CILOs. Students have demonstrated strong overall ability to discover and innovate, and showed strong evidence of accomplishments of discovery.	Some evidence of achieving the stated CILOs. Students have demonstrated some ability to discover and innovate, and showed satisfactory evidence of accomplishments of discovery.	Marginal familiarity with the subject knowledge. Students have demonstrated marginal ability to discover and innovate, and showed marginal evidence of accomplishments of discovery.	Little evidence of familiarity with the subject knowledge. Students have demonstrated little evidence of ability to discover and innovate, and showed little evidence of accomplishments of discovery.
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Part III Other Information (more details can be provided separately in the teaching plan)

1. Keyword Syllabus

(An indication of the key topics of the course.)

Course Outline

Topic 1:	Business Strategy and Strategic Leadership: An Introduction
Topic 2	Business Objectives – a Strategic Analysis
Topic 3	Role of Leadership – Functional Vs Strategic Role
Topic 4	Strategic Analysis – Core Process
Topic 5	Effective Leadership and Stakeholder Analysis
Topic 6	Organizational Design and Business Process Engineering
Topic 7	People Management – Team Building, Management and Partnership
Topic 8	Strategic Control – Design, Operations and Management
Topic 9	Corporate Risk and Crisis Management
Topic 10	Decision Under Risk and Uncertainty
Topic 11	Managing Strategic Change
Topic 12	Strategic Management Succession
Topic 13	Overall Review – From CFO to CEO

2. Reading List

2.1 Compulsory Readings

(Compulsory readings can include books, book chapters, or journal/magazine articles. There are also collections of e-books, e-journals available from the CityU Library.)

- Schoemaker, P; Krupp, S; and Howland, S: Strategic Leadership: The essential Skills, *Harvard Business Review*. January -February (2013)

2.2 Additional Readings

(Additional references for students to learn to expand their knowledge about the subject.)

- Leitch, J; Lancefield, D; Dawson, M: Ten Principles of Strategic Leadership, *Strategy + Business*, Issue 84, Autumn (2016)