

AC6790P: CFO AND STRATEGIC BUSINESS LEADERS

Effective Term

Semester A 2025/26

Part I Course Overview

Course Title

CFO and Strategic Business Leaders

Subject Code

AC - Accountancy

Course Number

6790P

Academic Unit

Accountancy (AC)

College/School

College of Business (CB)

Course Duration

Non-standard Duration

Other Course Duration

Intensive mode: 3 days

Credit Units

1.5

Level

P5, P6 - Postgraduate Degree

Medium of Instruction

Other Languages

Other Languages for Medium of Instruction

Putonghua supplemented by English

Medium of Assessment

Chinese

Prerequisites

Nil

Precursors

Nil

Equivalent Courses

Nil

Exclusive Courses

Nil

Part II Course Details**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.

Course Intended Learning Outcomes (CILOs)

CILOs		Weighting (if app.)	DEC-A1	DEC-A2	DEC-A3
1	Contrast and explain the role and functions of senior financial executives and CFO from both the functional and strategic perspective.		x	x	
2	Evaluate and explain leadership styles and portfolio including strategic business analysis, human asset management and organizational control.		x	x	
3	Identify and analyze existing and potential business risk and crisis, and develop skills and competence in solving business problems in risk and crisis management.		x	x	x
4	Identify and evaluate business process in the change atmosphere and develop appropriate change and success plan as a strategic business leader.		x	x	

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 real-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.

Learning and Teaching Activities (LTAs)

LTAs		Brief Description	CILO No.	Hours/week (if applicable)
1	Lectures	Students will learn about strategic management and strategic leadership literature regarding the various important perspectives in developing into strategic business leaders through interactive lectures.	1, 2, 3, 4	
2	Case Studies	Students will identify essential attributes through CFO analysis and critical analysis and strategic business leadership cases.	1, 2, 3, 4	

Assessment Tasks / Activities (ATs)

ATs		CILO No.	Weighting (%)	Remarks ("- for nil entry)	Allow Use of GenAI?
1	Individual Assignment: 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.	1, 2, 3, 4	60	-	Yes
2	Class Participation: Students will be assessed via participation in class activities their understanding of concepts learned in class, textbooks, reading materials and their ability to apply subject-related knowledge.	1, 2, 3, 4	40	-	Yes

Continuous Assessment (%)

100

Assessment Rubrics (AR)**Assessment Task**

Individual Assignment (for students admitted before Semester A 2022/23 and in Semester A 2024/25 & thereafter)

Criterion

Ability to provide direction to the Board of Directors with regard to the strategic decision-making process.

Excellent

(A+, A, A-) 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.

Good

(B+, B, B-) 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.

Fair

(C+, C, C-) 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

(D) Marginal familiarity with the subject knowledge. Students have demonstrated marginal ability to discover and innovate, and showed marginal evidence of accomplishments of discovery.

Failure

(F) 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.

Assessment Task

Class Participation (for students admitted before Semester A 2022/23 and in Semester A 2024/25 & thereafter)

Criterion

Ability to grasp the various important perspectives in developing into strategic business leaders.

Excellent

(A+, A, A-) 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.

Good

(B+, B, B-) 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.

Fair

(C+, C, C-) 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

(D) Marginal familiarity with the subject knowledge. Students have demonstrated marginal ability to discover and innovate, and showed marginal evidence of accomplishments of discovery.

Failure

(F) 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.

Assessment Task

Individual Assignment (for students admitted from Semester A 2022/23 to Summer Term 2024)

Criterion

Ability to provide direction to the Board of Directors with regard to the strategic decision-making process.

Excellent

(A+, A, A-) 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.

Good

(B+, B) 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.

Marginal

(B-, C+, C) Marginal familiarity with the subject knowledge. Students have demonstrated marginal ability to discover and innovate, and showed marginal evidence of accomplishments of discovery.

Failure

(F) 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.

Assessment Task

Class Participation (for students admitted from Semester A 2022/23 to Summer Term 2024)

Criterion

Ability to grasp the various important perspectives in developing into strategic business leaders.

Excellent

(A+, A, A-) 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.

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(B+, B) 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.

Marginal

(B-, C+, C) Marginal familiarity with the subject knowledge. Students have demonstrated marginal ability to discover and innovate, and showed marginal evidence of accomplishments of discovery.

Failure

(F) 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.

Part III Other Information

Keyword Syllabus

Major topics include:

Great man theories of leadership

Trait theories of leadership

Behavior theories of leadership
 Contingency theories of leadership
 Relational theories
 Influence theories of leadership
 Role of CFO in strategic decision-making process

Reading List

Compulsory Readings

Title	
1	To be announced/distributed.

Additional Readings

Title	
1	The following book is used as reference: 加里·尤克尔. 组织领导学 (第七版) (公共行政与公共管理经典译丛·经典教材系列; "十二五"国家重点图书出版规划项目) 出版社:中国人民大学出版社. ISBN号: 9787300191423. [English Version: Yukl, Gary A. (2017). Leadership in organizations. (7 ed.). Prentice Hall.]