

ACCA Strategic Business Leader (SBL) ECR Study Guidance

Your ACCA Enhanced Classroom product – useful information

Welcome to your ACCA ECR programme which is provided in partnership with BPP Professional Education. Below is an overview about the Enhanced Classroom element of your learning programme, plus some guidance for you to follow when studying.

Key features of the BPP Enhanced Classroom product

- **Recorded lectures**

Your learning content is broken into syllabus topics. The recorded lectures, which can be viewed at any time, help you to understand and apply the syllabus content by either explaining a concept, showing you a worked example, or providing you with an opportunity to apply the concept yourself. The lectures follow the BPP Course Notes.

- **Assessment activities**

The online assessments and further question practice activities will help you identify your strengths and weaknesses on specific areas, demonstrate learning of the core syllabus knowledge and provide you with lots of opportunity to practice and include real life examples. You can attempt some of the assessments as many times as you wish, and feedback is provided on each answer you provide.

- **Updates & Announcements forum**

In the Forums area you will see Updates & Announcements – this provides information such as when the Hub will be unavailable, and for how long, due to scheduled maintenance. We recommend that you check this forum on a regular basis.

How to log in to the BPP Hub.

You will receive a 'trigger' email to activate your account from 'hubwelcome@BPP.com' (note you may find this in your email 'junk' folder). All subsequent courses will be accessed via the same online account, so we recommend you take careful note of your login details. Once you have triggered your account, follow the below steps:

- 1) Go to <https://bpp.com/account>.
- 2) Log in with your User name and Password.
- 3) Navigate to Step 1 where you will find an introductory recording about your paper, and some FAQs about the Hub.

If you ever forget your Password, you can generate a new one by clicking the 'Forgotten password?' link and by typing in your email address. You will be sent an email to reset your password.

If you have received your login details and are experiencing any technical difficulties logging in, please contact BPP's 24/7 IT helpdesk via bpptac@bpp.com.

We hope you enjoy your ACCA studies, and wish you luck in your exam.

Getting started

If you are new to studying online, before you begin you may find it useful to access the 'ECR product demonstration' video in the 'Making the most of your BPP Digital resources' section in the Hub:

Guidance

Studying for SBL

We have structured this guidance so that you have a good idea of how much work you should be doing in preparation for each Step assessment. However, we recognise that everyone studies at different speeds, so you will need to ensure that any targets you set yourself are realistic.

How to study via ECR

Your aim is to work through your BPP Workbook along with the recorded lectures and online assessments in the Enhanced Classroom online content. The Workbook you have been provided with should be annotated as you work through the material, and the lecture examples should be completed.

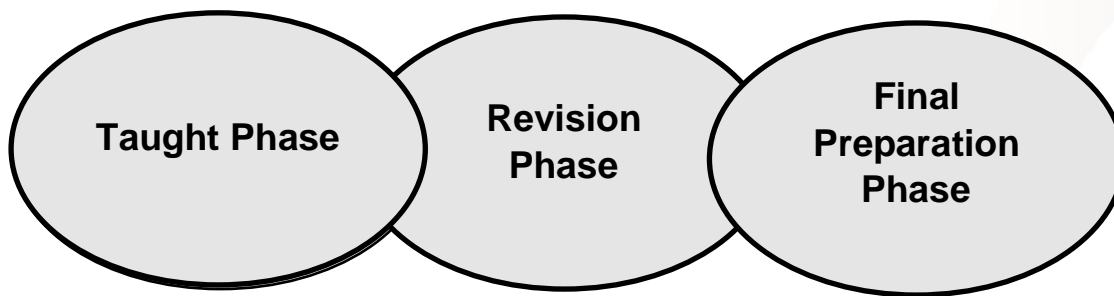
In order to work through the Workbook, we recommend you can use the following method:

- Listen to the recorded lectures in full and annotate the Workbook as you go;
- For lecture examples, have a go at them and if you find them easy, just use the answer at the back of the Workbook to check your understanding. If you have struggled with the lecture example, then use the recorded lectures to go through the theory and the answers in more detail.

The guidance below will give you some pointers as to which areas to prioritise. Try to cover the topics and activities in the guidance in the order shown. Before you start the next day of study, attempt any homework and recap any areas you have struggled with.

Errata

As we become aware of errata in the material, the errata sheet will be updated. You can access this under the 'Syllabus Updates & errata' section, under 'Your course materials' on the Hub.



Taught Phase

The emphasis of this first stage is studying the syllabus and gaining the knowledge required to attempt exam questions. During this stage you will work through each chapter of the Strategic Business Leader (SBL) Workbook and steps 1-6 of the Achievement Ladder.

Revision Phase

During this stage the emphasis is on practising exam-standard questions to learn how to apply your knowledge and develop your exam.

Final Preparation Phase

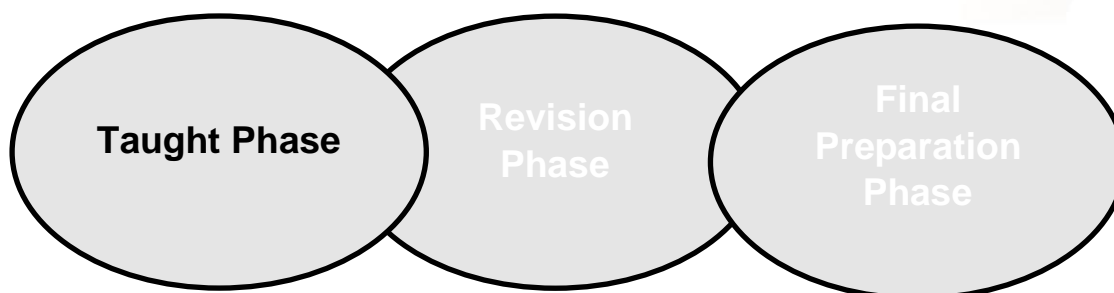
The aim here is to bring all of your skills and knowledge together in a final self-marked mock exam: Step 8 of the Achievement Ladder.

The Hub contains all the information, documents and videos for your course. The different phases of your course are clearly identified in different steps so you can easily find them.

Before you begin the Taught Phase, please take some time looking at the information provided in the **Introduction** section, in particular:

- Watch the Introduction to Strategic Business Leader and How to study and pass video.
- Review the ACCA SBL Support Resources and the ACCA Practical Experience Requirement (PER) Support
- Take the ACCA's ethics and professional skills module (EPSM) if you have not already done so.
- To help remind you of the core knowledge that SBL is based on, work through the resources within '**Step 0 Assumed knowledge**'.

Taught Phase



This guidance will take you through the Taught Phase of your course. The emphasis of the Taught Phase is on gaining the knowledge and beginning to develop the skills in order to attempt exam questions. During this Phase you will work through the SBL Workbook, using the online lectures to guide you. You will also work through Steps 1-6 of the Achievement Ladder. The Taught Phase is divided into 6 Achievement Ladder Steps, when you have covered all the chapters in that step, you should attempt the relevant Achievement Ladder Step.

Step 1

This guidance gives a total of approximately **10 hours and 15 mins of study*** for step 1 of the course.

**The timings given are approximate and include time to stop and review online lectures and to check your answers for any question practice. You may find that some study sessions take you more or less time than given here. Remember there is no such thing as a 'typical' student so these approximations are for guidance only.*

Introduction	Approx. 1 hour
This topic area provides some important advice on the ACCA Professional Skills which you will encounter in your Strategic Business Leader exam, as well as providing some useful insight into the Exam Success Skills that you will need to master.	
Key areas “Essential skills areas to be successful in Strategic Business Leader (SBL)” – focus particularly on the sections on ACCA Professional skills and Exam Success skills to understand the nature of the SBL exam.	50 minutes
Further reading, technical articles and question practice Introduction to Stage 1: Effective Leadership. This focuses on the real life case study of Mark and Mo Constantine, the founders of hair and beauty company, Lush. The case study illustrates the important role that ethical leadership and culture play in organisations and governance.	10 minutes

Chapter 1 – Effective Leadership: Strategy, leadership and culture	Approx. 3 hours
<p>Key areas</p> <ul style="list-style-type: none"> • Recognise the nature and importance of strategy • Roles of effective leadership in leading strategy and managing change • Organisational culture <p>This is an important chapter which introduces the vital role that leadership plays in determining an organisation's strategy. Consideration is also given to the important role that culture plays in organisations.</p>	
<p>Online lecture</p> <p>Work through the online lectures in conjunction with the relevant sections of the workbook and attempt the four Activities. This is your first opportunity to attempt Activities which test the ACCA Professional Skill of Analysis.</p> <p>Further reading, technical articles and question practice</p> <p>Attempt further 'essential reading' as specified within the chapter and read any recommended ACCA articles (if any) as specified at the end of the chapter.</p>	<p>2.5 hours</p> <p>0.5 hours</p>

Chapter 2 – Effective Leadership: Stakeholders and social responsibility	Approx. 3.5 hours
<p>Key areas</p> <ul style="list-style-type: none"> • Principal-agent relationship in corporate governance • Stakeholders (in particular stakeholder power and interest) • Social responsibility and corporate citizenship • Sustainability (including Integrated reporting <IR>) <p>Issues relating to corporate governance, stakeholder power and interest, social responsibility and sustainability are the focus of this chapter. You should aim to reinforce your learning by attempting the Activities. Activity 1 addresses agency, and Activity 2 focuses on stakeholders. Activity 3 provides you with an opportunity to apply your knowledge of Mendelow's matrix to a longer, scenario style question. Activities 4 and 5 focus on the important topic of corporate social responsibility. When attempting the Activities, it is important that you pay careful attention to the ACCA Professional Skill which is being tested, for example in Activity 4, which is testing your communication skills, make sure that as well as demonstrating your technical skills you also use the required format of one presentation slide and accompanying notes.</p>	
<p>Online lecture</p> <p>Work through the online lecture and the relevant sections of the Workbook.</p> <p>3 hours</p> <p>Further reading, technical articles and question practice</p> <p>Attempt further 'essential reading' as specified within the chapter and read any recommended ACCA articles (if any) as specified at the end of the chapter.</p> <p>0.5 hours</p>	

Practice and apply question practice	Approx. 2 hours
<p>Practice and Apply question practice (P&A) is built into Steps 1-6 of the teaching phase to ensure you are building your skills and exam technique throughout the course. Some of these questions are real exam questions, to ensure that you are familiar with the standard of real exam questions by the time you reach you're the revision phase of your studies.</p> <p>Please review the guidance provided for the P&A questions in each of Steps 1-6 in a separate document that you will find in this section of the Hub.</p> <p>Use the time available to attempt and review questions on areas that you feel weakest in.</p>	

Achievement Ladder Step 1	Approx. 45 minutes
<p>Now you are ready to take your first step towards exam success!</p> <p>Achievement Ladder Step 1 is an opportunity to consolidate your knowledge and see how far you have come. You are then able to concentrate on any weaknesses before moving onto the next part of your studies.</p> <p>This online objective test assessment, based on topics covered so far, is auto-marked. Make sure you work through the feedback very carefully, covering the questions you answered correctly as well as those you didn't. You will both reinforce and extend your understanding of the syllabus content if you do this.</p> <p>Estimated timings: attempting Step 1: 25 minutes, reviewing feedback carefully: 20 minutes</p>	

Step 2

This guidance gives a total of approximately **6 hours 45 minutes of study**.

Chapter 3 - Effective Leadership: Impact of corporate governance on strategy	Approx. 3.5 hours
<p>Key areas</p> <ul style="list-style-type: none">• Fundamental concepts in corporate governance• Rules versus principles-based approach to governance• Corporate governance in different parts of the world• Ownership and corporate governance arrangements <p>This chapter focuses on corporate governance and its interaction with strategy. Corporate governance is an important area in the Strategic Business Leader syllabus, as such this chapter covers a number of key themes which you need to be aware of. Understanding the different roles played by the executive and non-executive directors and the various types of committees which exist are important. It is important not to overlook the important role that governance plays in public sector organisations as well. There are five Activities in this chapter. You are strongly advised to take the time to attempt these.</p>	
<p>Online lecture</p> <p>Work through the online lecture and the relevant sections of the Workbook.</p>	3 hours
<p>Further reading, technical articles and question practice</p> <p>Attempt further 'essential reading' as specified within the chapter and read any recommended ACCA articles (if any) as specified at the end of the chapter.</p>	0.5 hours

Skills Checkpoint 1 – Commercial acumen	Approx. 30 minutes
<p>At this point you should have covered the content in chapters 1 to 3 of the Strategic Business Leader workbook relating to key concepts in Effective Leadership. Skills checkpoint 1 provides a step by step approach to attempting a question which tests the ACCA Professional Skill of commercial acumen. The skills checkpoint focuses on the exam success skills which you will need to master to be successful in your exam.</p>	

Practice and apply question practice	Approx. 1.5 hours
<p>Practice and Apply question practice (P&A) is built into Steps 1-6 of the teaching phase to ensure you are building your skills and exam technique throughout the course. Some of these questions are real exam questions, to ensure that you are familiar with the standard of real exam questions by the time you reach you're the revision phase of your studies.</p> <p>Please review the guidance provided for the P&A questions in each of Steps 1-6 in a separate document that you will find in this section of the Hub.</p> <p>Use the time available to attempt and review questions on areas that you feel weakest in.</p>	

Achievement Ladder Step 2	Approx. 1 hour 15 minutes
<p>Now you are ready to take your first step towards exam success!</p> <p>Achievement Ladder Step 2 is an opportunity to consolidate your knowledge and see how far you have come. You are then able to concentrate on any weaknesses before moving onto the next part of your studies.</p> <p>This is a 25 mark mini case study question, based on topics covered so far and is self-reviewed. Make sure you work through the feedback very carefully, covering the questions you answered correctly as well as those you didn't. You will both reinforce and extend your understanding of the syllabus content if you do this.</p> <p>Estimated timings: attempting Step 2: 50 minutes, reviewing feedback carefully: 25 minutes</p>	

Step 3

This guidance gives a total of approximately **15 hours 45 minutes of study**.

Topic Introduction – Optimising Strategic Decisions	Approx. 10 minutes
<p>The Introduction to Stage 2: Optimising Strategic Business Decisions focuses on the real life case of US video rental company, Blockbuster, which despite having been very successful for a number of years ultimately failed. As this case illustrates failure to consider changes in the external environment can cause even the most successful companies to struggle. The focus of the next three chapters is upon understanding the importance of the external environment, as well as the internal resources, capabilities and competences that organisations need to be successful.</p>	

Chapter 4 - Optimising Strategic Decisions: The external environment	Approx. 3 hours
<p>Key areas</p> <ul style="list-style-type: none"> • The macro-environment of an organisation, including PESTEL • The concept of strategic drift • Porter's Diamond • Porter's five forces framework • Scenario planning <p>Some of the themes covered in this chapter were covered in ACCA Accountant in Business. If you were exempt from Accountant in Business or sat this exam a long time ago, you may like to refresh your memory by listening to 'The Business Environment' Online Lecture in the Assumed Knowledge section before listening to the Strategic Business Leader Online Lecture for Chapter 4. The focus of Chapter 4 covers the important topic of the external environment. In the Strategic Business Leader exam when asked to analyse the external environment of the organisation featured in the question you may, on occasions, need to make a judgement call whether or not to use an appropriate model or theory when structuring your answer. This chapter contains three important models which you may find helpful when structuring your answer: PESTEL analysis, Porter's Diamond, and Porter's five forces framework. It is important to note that you are advised to only use models which you judge as being relevant in answering a particular task. Activity 1 tests the ACCA Professional Skill of analysis in the context of the environmental factors affecting an apple farm. Activity 2 tests the use of Porter's Diamond and Activity 3 tests Porter's five forces Activity 4 tests the ACCA Professional Skill of commercial acumen. You are strongly advised to take the time to attempt all of the activities.</p>	
<p>Online lecture</p> <p>Work through the online lecture and the relevant sections of the Workbook.</p>	2.5 hours
<p>Further reading, technical articles and question practice</p> <p>Attempt further 'essential reading' as specified within the chapter and read any recommended ACCA articles (if any) as specified at the end of the chapter.</p>	0.5 hours

Chapter 5 - Optimising Strategic Decisions: Strategic capability	Approx. 2 hours 15 minutes
<p>Key areas</p> <ul style="list-style-type: none"> • Different types of resources and competences • The concept of sustainable competitive advantage • Porter's value chain • SWOT analysis <p>Chapter 5 is focused on the concept of strategic capability. Understanding the important role that resources and competences play in the creation of strategic capability is very important. Porter's value chain provides a useful framework for assessing the activities of an organisation. As such you are advised to learn the key components of the model as this may assist you when structuring your answer to exam questions. You should aim to attempt Activities 2 and 3 as these both focus on analysis in the context of two very different types of organisation, in addition to testing two of the five ACCA Professional Skills. Another important model which you need to be familiar with is SWOT analysis. SWOT brings together internal and external analyse. Activity 4 provides an opportunity to apply your understanding of strengths and weaknesses to a fashion company. Make sure you present your answers in the format required, for example a report in Activity 4. There are marks allocated for using the correct format in the exam.</p>	
<p>Online lecture</p> <p>Work through the online lecture and the relevant sections of the Workbook.</p> <p>Further reading, technical articles and question practice</p> <p>Attempt further 'essential reading' as specified within the chapter and read any recommended ACCA articles (if any) as specified at the end of the chapter.</p>	<p>1 hour 45 minutes</p> <p>0.5 hours</p>

Chapter 6 - Optimising Strategic Decisions: Competitive advantage and strategic choice	Approx. 4 hours
<p>Key areas</p> <ul style="list-style-type: none"> • Opportunities and problems of pursuing different strategies • Seven P's • Price-based differentiation and lock-in • Boston Consulting Group (BCG) and public sector matrix portfolio models • Ansoff's matrix • Methods of development including business combinations and partnering • Suitability, feasibility and acceptability (SFA) of strategic options <p>Chapter 6 covers a number of key topics. As such you are advised to study the material covered here thoroughly. Having considered internal strengths and weaknesses, and external opportunities and threats in the last two chapters, chapter 6 moves on to discuss the strategic choices available to organisations. The aim for organisations is to make the right strategic choices to enable them to create a sustainable competitive advantage. The BCG matrix, Ansoff's matrix, methods of development, and the SFA's are key areas. Activity 2 provides an opportunity to apply your understanding of the BCG matrix to a longer form question. The activity tests the ACCA Professional Skill of commercial acumen in the context of analysing three companies. You should take the time to attempt this activity fully. Activity 3 focuses on a proposal to develop the business of a cloth and clothes manufacturer. This activity tests the ACCA Professional Skill of evaluation.</p>	
<p>Online lecture</p> <p>Work through the online lecture and the relevant sections of the Workbook.</p> <p>Further reading, technical articles and question practice</p> <p>Attempt further 'essential reading' as specified within the chapter and read any recommended ACCA articles (if any) as specified at the end of the chapter.</p>	<p>3.5 hours</p> <p>0.5 hours</p>

Skills Checkpoint 2 – Analysis	Approx. 0.5 hours
<p>At this point you should have covered the content in chapters 4 to 6 of the Strategic Business Leader workbook relating to key concepts in Optimising Strategic Decisions. Skills checkpoint 2 provides a step by step approach to attempting a question which tests the ACCA Professional Skill of analysis. The skills checkpoint focuses on the exam success skills which you will need to master to be successful in your exam.</p>	

Practice and apply question practice	Approx. 3.5 hours
<p>Practice and Apply question practice (P&A) is built into Steps 1-6 of the teaching phase to ensure you are building your skills and exam technique throughout the course. Some of these questions are real exam questions, to ensure that you are familiar with the standard of real exam questions by the time you reach you're the revision phase of your studies.</p> <p>Please review the guidance provided for the P&A questions in each of Steps 1-6 in a separate document that you will find in this section of the Hub.</p> <p>Use the time available to attempt and review questions on areas that you feel weakest in.</p>	

Achievement Ladder Step 3	Approx. 1 hour 20 minutes
<p>Now you have covered Taught Phase for chapters 1 - 6, you are ready to take your next step towards exam success.</p> <p>Achievement Ladder Step 3 is a 19 question online objective test assessment, based on chapters 1-6. This Step is auto-marked. Make sure you work through the feedback very carefully, covering the questions you answered correctly as well as those you didn't. You will both reinforce and extend your understanding of the syllabus content if you do this.</p> <p>Estimated timings: attempting Step 3: 40 minutes, reviewing feedback carefully: 40 minutes.</p>	

Step 4

This guidance gives a total of approximately **15 hours and 20 minutes of study**.

Topic Introduction – Assessing and Managing Risk and Ethical Issues	Approx. 10 minutes
The Introduction to Stage 3: Assessing and Managing Risk and Ethical Issues focuses on the real life case study involving Michael Woodford during his time at Japanese firm, Olympus. The case study illustrates the perils that organisations face when internal controls and ethical standards fail.	

Chapter 7 – Assessing and Managing Risk and Ethical Issues – Assessing and managing risk	Approx. 3.5 hours
<p>Key areas</p> <ul style="list-style-type: none">• The concept of risk management• Risk appetite• TARA framework <p>The focus of this chapter is upon the important area of assessing and managing risk. A question in the Strategic Business Leader exam may require you to assess the risks that the featured organisation faces, and may require you to propose appropriate ways of managing these risks. This chapter includes eight activities for you to attempt, each of which covers key themes relating to risk management. As such you are strongly advised to attempt these as they cover four of the five ACCA Professional Skills.</p>	
<p>Online lecture</p> <p>Work through the online lecture and the relevant sections of the Workbook.</p> <p>Further reading, technical articles and question practice</p> <p>Attempt further 'essential reading' as specified within the chapter and read any recommended ACCA articles (if any) as specified at the end of the chapter.</p>	<p>3 hours 15 minutes</p> <p>15 minutes</p>

Chapter 8 – Assessing and Managing Risk and Ethical Issues – Internal control systems	Approx. 3.5 hours
<p>Key areas</p> <ul style="list-style-type: none"> • Key components of effective internal control systems • The internal audit function <p>This chapter builds upon chapter 7. This chapter focuses on the key components of internal control systems. Consideration is given to the role that the internal audit function and audit committees play in maintaining effective internal controls. Activity 2 tests the ACCA Professional Skill of scepticism, and provides a great opportunity for you to display your knowledge of internal controls in a practical context while challenging the information provided. Activities 3 and 4 test the skills of evaluation and communication. You are advised to attempt both of these.</p>	
<p>Online lecture</p> <p>Work through the online lecture and the relevant sections of the Workbook.</p> <p>Further reading, technical articles and question practice</p> <p>Attempt further 'essential reading' as specified within the chapter and read any recommended ACCA articles (if any) as specified at the end of the chapter</p>	<p>2 hours 45 minutes</p> <p>45 minutes</p>

Chapter 9 – Assessing and Managing Risk and Ethical Issues – Applying ethical principles	Approx. 2 hours 40 minutes
<p>Key areas</p> <ul style="list-style-type: none"> • Code of ethics relevant to accounting professionals • Ethical threats and safeguards • Combating fraud, bribery and corruption <p>Ethics is a core part of the Strategic Business Leader syllabus, as such gaining an understanding of the key themes in chapter 9 is particularly important. It is possible that a question requirement in the Strategic Business Leader exam could ask you to identify the ethical threats facing the featured organisation, and to then propose a course of action to address the threats identified. Therefore making sure you are familiar with the typical safeguards that organisations can implement is particularly important. Activities 2 and 3 test the ACCA Professional Skill of scepticism. You should attempt each of these.</p>	
<p>Online lecture</p> <p>Work through the online lecture and the relevant sections of the Workbook.</p> <p>Further reading, technical articles and question practice</p> <p>Attempt further 'essential reading' as specified within the chapter and read any recommended ACCA articles (if any) as specified at the end of the chapter.</p>	<p>2 hours 15 minutes</p> <p>25 minutes</p>

Skills Checkpoint 3 – Scepticism	Approx. 40 minutes
<p>At this point you should have covered the content in chapters 7 to 9 of the Strategic Business Leader workbook relating to key concepts in Assessing and Managing Risk and Ethical Issues. Skills checkpoint 3 provides a step by step approach to attempting a question which tests the ACCA Professional Skill of scepticism. The skills checkpoint focuses on the exam success skills which you will need to master to be successful in your exam.</p>	

Practice and apply question practice	Approx. 2.5 hours
<p>Practice and Apply question practice (P&A) is built into Steps 1-6 of the teaching phase to ensure you are building your skills and exam technique throughout the course. Some of these questions are real exam questions, to ensure that you are familiar with the standard of real exam questions by the time you reach you're the revision phase of your studies.</p> <p>Please review the guidance provided for the P&A questions in each of Steps 1-6 in a separate document that you will find in this section of the Hub.</p> <p>Use the time available to attempt and review questions on areas that you feel weakest in.</p>	

Step 5

This guidance gives a total of approximately **16 hours of study**.

Topic Introduction – Evaluating and Enabling Strategic Change	Approx. 10 minutes
The introduction to Stage 4: Evaluating and Enabling Strategic Change focuses on the rapid rise and growth of Chinese firm, Alibaba. As the case study illustrates a large part of Alibaba's success has been due to its ability to use technology to exploit opportunities and to generate strong financial returns. Financial analysis, the applications of IT, and e-business form the basis of the next three chapters.	

Chapter 10 – Evaluating and Enabling Strategic Change: Financial analysis	Approx. 4 hours 40 minutes
<p>Key areas</p> <ul style="list-style-type: none">• The relationship between financial objectives and business strategy• Impact of technology on the finance function and finance professional• Business partnering, outsourcing, shared or global business services• Management accounting techniques (including budgeting, forecasting)• Organisational performance (KPIs) <p>A number of the themes covered in this chapter should be familiar to you from your earlier ACCA studies. Questions in the Strategic Business Leader exam may require you to assess a proposed strategy or project, or even carry out an appraisal of the featured organisations performance using ratios or financial and non-financial performance indicators. Therefore being comfortable with conducting performance evaluations will be of vital importance. There are four activities in this chapter to attempt, testing three of the five ACCA Professional Skills. Ensure that you take the time to go through these carefully.</p>	
<p>Online lecture</p> <p>Work through the online lecture and the relevant sections of the Workbook.</p>	4 hours
<p>Further reading, technical articles and question practice</p> <p>Attempt further 'essential reading' as specified within the chapter and read any recommended ACCA articles (if any) as specified at the end of the chapter.</p>	40 minutes

<p align="center">Chapter 11 – Evaluating and Enabling Strategic Change: Applications of IT</p>	<p align="center">Approx. 3 hours 20 minutes</p>
<p>Key areas</p> <ul style="list-style-type: none"> • Cloud and mobile technologies (benefits and risks) • Big data • Cyber security <p>The increasing use of technology and IT in business makes this a particularly important chapter. Understanding commonly used technologies such as cloud and mobile computing is important. Some of the content in this chapter may be familiar to you as a number of the key themes covered here have been highly publicised over the past few years in the business press. Robotics and Artificial Intelligence are changing the way businesses work but lead to ethical considerations as can be seen in Activity 1. The concept of big data has become increasingly important in recent times, as such you are strongly advised to attempt Activity 2 which focuses on the use of big data in relation to strategic development at the featured organisation.</p>	
<p>Online lecture</p> <p>Work through the online lecture and the relevant sections of the Workbook.</p> <p>Further reading, technical articles and question practice</p> <p>Attempt further 'essential reading' as specified within the chapter and read any recommended ACCA articles (if any) as specified at the end of the chapter.</p>	<p>3 hours</p> <p>20 minutes</p>

Chapter 12 – Evaluating and Enabling Strategic Change: E-business	Approx. 2 hours 45 minutes
<p>Key areas</p> <ul style="list-style-type: none"> • Models for delivering e-business • e-Marketing: 6 Is • Disruptive innovation and technologies including FinTech • Blockchain and cryptocurrencies <p>This chapter builds upon the previous chapter and explores the role that e-business has had on organisations. In the Strategic Business Leader exam it is important that you have a good understanding of the ways in which internet-based technologies have impacted on organisations and industries. As we mentioned previously, ultimately you will need to determine whether the use of a particular theoretical model in structuring your answer is appropriate in light of the information presented in the question scenario. Ensuring you are comfortable with the 6 I's model of e-marketing is one of the most important theories in this chapter. Activity 2 which tests the ACCA Professional Skill of commercial acumen provides an opportunity to apply your understanding of the 6 I's model. Activity 3 provides you with an opportunity to attempt providing advice as you are asked to discuss how the featured organisation could develop its website in response to a recent survey. Make sure you take the time to attempt this fully.</p>	
<p>Online lecture</p> <p>Work through the online lecture and the relevant sections of the Workbook.</p> <p>Further reading, technical articles and question practice</p> <p>Attempt further 'essential reading' as specified within the chapter and read any recommended ACCA articles (if any) as specified at the end of the chapter.</p>	<p>2 hours 15 minutes</p> <p>30 minutes</p>

Skills Checkpoint 4 – Evaluation	Approx. 30 minutes
<p>At this point you should have covered the content in chapters 10 to 12 of the Strategic Business Leader workbook relating to key concepts in Evaluating and enabling strategic change. Skills checkpoint 4 provides a step by step approach to attempting a question which tests the ACCA Professional Skill of evaluation. The skills checkpoint focuses on the exam success skills which you will need to master to be successful in your exam.</p>	

Practice and apply question practice	Approx. 3.5 hours
<p>Practice and Apply question practice (P&A) is built into Steps 1-6 of the teaching phase to ensure you are building your skills and exam technique throughout the course. Some of these questions are real exam questions, to ensure that you are familiar with the standard of real exam questions by the time you reach you're the revision phase of your studies.</p> <p>Please review the guidance provided for the P&A questions in each of Steps 1-6 in a separate document that you will find in this section of the Hub.</p> <p>Use the time available to attempt and review questions on areas that you feel weakest in.</p>	

Achievement Ladder Step 5	Approx. 2 hours
<p>Now you have covered Taught Phase – Part 4, you are ready to take your next step towards exam success!</p> <p>Achievement Ladder Step 5 is a 30 question Practice Test, based on chapters 1-12. This Step is auto-marked. Make sure you work through the feedback very carefully, covering the questions you answered correctly as well as those you didn't. You will both reinforce and extend your understanding of the syllabus content if you do this.</p> <p>Estimated timings: attempting Step 5: 60 minutes, reviewing feedback carefully: 60 minutes</p>	

Step 6

This guidance gives a total of approximately **19 hours of study**.

Topic Introduction – Implementing Strategic Change	Approx. 10 minutes
The Introduction to Stage 5: Implementing Strategic Change focuses on the changes that have been implemented at technology firm, IBM. The case study illustrates the need for all organisations to adapt to changing conditions. The content covered in the final three chapters of the Strategic Business Leader workbook neatly brings together the related themes of change management, process redesign and project management.	

Chapter 13 – Implementing Strategic Change: Enabling success and strategic change	Approx. 5 hours
<p>Key areas</p> <ul style="list-style-type: none">• Reorganising organisational structures and internal relationships to deliver strategies• Collaborative working• Talent management• POPIT (four view model)• Baldrige model• Balogun and Hope-Hailey contextual features• Lewin's three-stage model <p>Online Lectures</p> <p>The focus of this chapter is on the practical issues that organisations face when implementing a given strategy. Understanding the implications that a new strategy will have on an organisation's structure and ways of working is vitally important as this could potentially form the basis for an exam question. You need to ensure that you are comfortable with the different approaches of collaborative working which have emerged in recent times. Activity 1 tests the ACCA Professional Skill of communication and focuses on outsourcing. Activity 2 provides an opportunity to attempt a question which requires you to apply your knowledge of talent management. Balogun and Hope-Hailey's contextual features model, the POPIT (four view) model and Lewin's three stage model provide useful insights into different aspects of change management.</p>	
<p>Online lecture</p> <p>Work through the online lecture and the relevant sections of the Workbook.</p>	4.5 hours
<p>Further reading, technical articles and question practice</p> <p>Attempt further 'essential reading' as specified within the chapter and read any recommended ACCA articles (if any) as specified at the end of the chapter.</p>	30 minutes

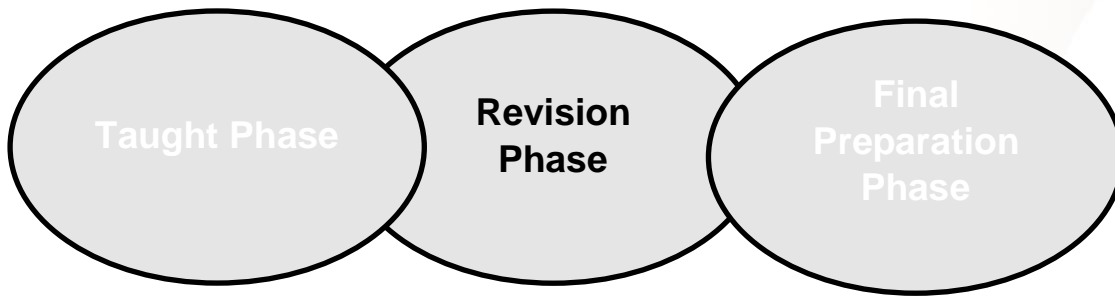
Chapter 14 – Implementing Strategic Change: Process redesign	Approx. 2 hours 20 minutes
<p>Key areas</p> <ul style="list-style-type: none"> • Harmon’s process-strategy matrix • Process redesign options and methodology <p>Online Lectures</p> <p>In this chapter we explore the topic of process redesign. A key model that you need to learn from this chapter is Harmon’s process-strategy matrix, again this a model which you could look to use when structuring your answer in response to a process redesign requirement if deemed appropriate. Activity 1 tests the ACCA Professional Skill of commercial acumen in the context of three potential process initiatives at a bank. This is represents a great opportunity to apply your knowledge of Harmon’s matrix to the scenario detail. Make sure that you are comfortable with the different process redesign options as these provide an insight into different methods of improving existing processes. Activities 2 and 4 test commercial acumen and evaluation skills respectively, and provide an opportunity to apply your understanding of the different approaches to process redesign in a practical context. You are strongly advised to attempt both activities.</p>	
<p>Online lecture</p> <p>Work through the online lecture and the relevant sections of the Workbook.</p> <p>Further reading, technical articles and question practice</p> <p>Attempt further 'essential reading' as specified within the chapter and read any recommended ACCA articles (if any) as specified at the end of the chapter.</p>	<p>2 hours</p> <p>20 minutes</p>

Chapter 15 – Implementing Strategic Change: Project management	Approx. 3 hours
<p>Key areas</p> <ul style="list-style-type: none"> • Features of project management, including the triple constraint • Role and responsibility of the project manager and project sponsor • Responses to project risk, issues and slippage • Post-implementation and post-project review <p>Online Lectures</p> <p>In this final chapter we explore the important role that project management plays in implementing organisational strategy. Ensure that you are happy with the key themes set out above as question requirements in the Strategic Business Leader exam could easily relate to these areas. One of these areas is covered in Activity 1, which explores the triple constraint of project work in relation to a specific project. Activity 4 focuses on the principles of effective risk management in relation to the specified project. You are strongly advised to attempt all of the activities provided.</p>	
<p>Online lecture</p> <p>Work through the online lecture and the relevant sections of the Workbook.</p>	2.5 hours
<p>Further reading, technical articles and question practice</p> <p>Attempt further 'essential reading' as specified within the chapter and read any recommended ACCA articles (if any) as specified at the end of the chapter.</p>	0.5 hours

Skills Checkpoint 5 – Communication	Approx. 0.5 hours
<p>At this point you should have covered the content in chapters 13 to 15 of the Strategic Business Leader workbook relating to key concepts in Implementing Strategic Change. Skills checkpoint 5 provides a step by step approach to attempting a question which tests the ACCA Professional Skill of communication. The skills checkpoint focuses on the exam success skills which you will need to master to be successful in your exam.</p>	

Practice and apply question practice	Approx. 4 hours
<p>Practice and Apply question practice (P&A) is built into Steps 1-6 of the teaching phase to ensure you are building your skills and exam technique throughout the course. Some of these questions are real exam questions, to ensure that you are familiar with the standard of real exam questions by the time you reach you're the revision phase of your studies.</p> <p>Please review the guidance provided for the P&A questions in each of Steps 1-6 in a separate document that you will find in this section of the Hub.</p> <p>Use the time available to attempt and review questions on areas that you feel weakest in.</p>	

Revision Phase



This phase is all about taking the knowledge you gained in the taught phase and applying it to exam-standard questions. The emphasis here is very much on exam technique.

Exam technique

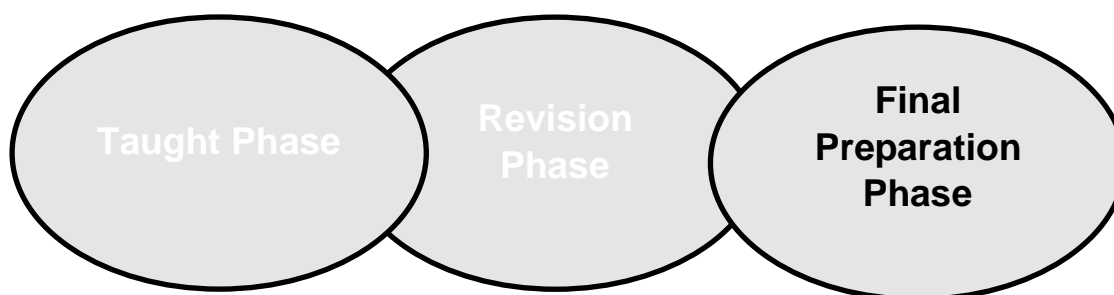
Each Skills Checkpoint in the Workbook covers the Specific SBL Skills and Exam Success Skills you need to pass. Working through the Skills Checkpoints using the online lectures for each Checkpoint will help you to develop your exam technique.

Question practice

The most effective way of improving exam technique is through question practice. Before moving on to the Revision Phase, we recommend you start by ensuring you have attempted Steps 1 to 6 of the Achievement Ladder as well as the Practice & Apply questions recommended in each step.

There are also revision summaries which contain a short knowledge summary of each chapter in the Workbook if you want a quick reminder of the key points.

Final Preparation Phase



The aim of the Final Preparation Phase is to bring all of your skills and knowledge together in a final dress rehearsal before the real exam. This will be done by attempting a self-marked mock exam, **Step 8 of the Achievement Ladder**, covering the entire syllabus in 3 hours 15 minutes.

Achievement Ladder Step 8	Approx. 6 hours 45 minutes
<p>Achievement Ladder Step 8 is a 100-mark exam-standard mock exam, covering all topics.</p> <p>You should ensure that you set aside time to read and analyse the pre-seen information. The pre-seen is available as a pdf in Step 8. Make sure you read and analyse it before you start the mock exam.</p> <p>Set aside 3 hours 15 minutes for the exam, in a quiet space, where you will not be interrupted. Aim to complete the exam without using any of your notes, including your marked up version of the pre-seen, so that it is a real test of how prepared you are.</p> <p>On completion you should self-mark your paper and carry out a self-review of your answers and your exam approach.</p> <p>Estimated timings: attempting Step 8: pre-seen: 2 hours, exam: 3 hours 15 minutes, reviewing feedback carefully: 1.5 hours</p>	

You have now reached the end of the exam practise phase and you are ready to attempt the real exam.

Remember to manage your time and to use all the exam technique you have learned over the last few weeks.

Good luck!