



BFA720
Introduction to
Corporate Governance

Semester One, 2009

Unit Outline

School of Accounting & Corporate Governance

Faculty of Business

David Kronenberg

Contact Details

Unit Coordinator: David Kronenberg

E-mail: David.Kronenberg@utas.edu.au

Phone: 03 6226 2714

Fax: 03 6226 7845

Postal Address: School of Accounting & Corporate Governance
UTAS
Private Bag 86
Hobart, TAS 7001

Consulting Hours: Any time by appointment in Hobart or via email with a maximum 48 hour turn around during business hours (Mon - Fri, 9.00am - 5.00pm)

Contents

1. Unit Description	3
2. Learning Outcomes	3
3. Generic Graduate Attributes	3
4. Learning Resources Required	4
5. Details of Teaching Arrangements	6
6. Learning Expectations and Strategies	6
7. Assessment	10
8. How Your Final Result is Determined	15
9. Submission of Assignments & Capstone Assignment	15
10. Penalties	16
11. Requests for Extensions	17
12. SETL	17
13. Academic Referencing	18
14. Plagiarism	18
15. Further Information and Assistance	19
16. Unit Schedule	20

1. Unit Description

The unit provides an understanding of the nature and development of corporate governance and governance practices. This includes the principles, guidelines, recommendations and suggestions for good corporate governance and governance practices developed and promoted since the early 1990s. The unit examines how these principles, guidelines, recommendations and suggestions apply to Australian companies and other entities. It will provide you with knowledge and skills that will allow you to comment and advise upon corporate governance issues across a variety of situations within both the private and public sectors. Australia's major corporate governance failure, HIH Insurance, will be examined closely.

2. Learning Outcomes

On completion of this unit you should be able to:

1. Explain the nature and benefits of good corporate governance and governance practices for companies and other entities and how they have developed in Australia (and overseas where relevant).
2. Differentiate the roles and functions of the various stakeholders in corporate governance of companies and other entities.
3. Identify and apply the recognised principles, guidelines, recommendations and suggestions for good corporate governance and governance practices of companies and other entities.
4. Provide comment and advice in relation to the introduction, implementation and maintenance of good corporate governance and governance practices for companies and other entities.

3. Generic Graduate Attributes

The University has defined a set of generic graduate attributes that can be expected of all graduates (see <http://www.utas.edu.au/tl/policies/index.htm>). By undertaking this unit you should make progress in attaining the following attributes:

- **Knowledge:** You will gain knowledge about the nature and benefits of good corporate governance and governance practices and the recognised principles, guidelines, recommendations and suggestions for good corporate governance and governance practices of companies and other entities.
- **Communication Skills:** You will develop your written communication skills by writing coherently on corporate governance and governance practices of companies and other entities.
- **Problem-Solving Skills:** You will develop your skills in solving problems through interpreting scenarios in corporate governance terms, identifying corporate governance issues and using knowledge of corporate governance and governance practices to justify an answer.
- **Social Responsibility:** You will develop your social and ethical awareness by recognising and acknowledging the social and ethical implications of corporate governance and governance practices.

4. Learning Resources Required

4.1 Required Text

Kiel, G & Nicholson, G. *Boards that Work: A New Guide for Directors*, McGraw-Hill, Sydney, 2003 (reprinted 2008).

For students in Tasmania, the text may be purchased from branches of The Coop Bookshop on the Hobart and Launceston campuses or by arrangement from the Cradle Coast Campus. If stocks are depleted, the Bookshop will re-order when students request it to do so.

If you live outside Tasmania, it is possible for you to order the textbook via the Internet from the Coop Bookshop (www.coop-bookshop.com.au).

4.2 Learning Resources

Extensive 'Course Materials' will be provided to you through an interactive Unit CD and the University's online service, MyLO. The Materials are in Modular Format i.e., Modules 1-6. The Course Materials include PowerPoint presentations with audio narrations, PowerPoint Slides (in PDF format) and 'Readings' taken from books, journals, magazines, websites, reports and other sources. The 'Readings' which are included on the Unit CD (PDF files or links to websites) should be used in conjunction with the prescribed textbook.

4.3 PDF Files

Many Course Materials made available on the Unit CD will be in Portable Document Format (PDF). These files can be viewed by you from within your web browser or separately through Adobe Acrobat Reader. This software is already installed on the machines in the University but can be downloaded free of charge from the Adobe site should you want a copy for another machine. At time of writing the required URL was: <http://www.adobe.com/prodindex/acrobat/readstep.html>

4.4 Other Publications

Information in relation the School of Accounting & Corporate Governance, Faculty of Business, Faculty Guide for Students and Useful Links is available on the Unit CD under 'Contact and Study Information'.

4.5 Technical and Software Requirements

To run the Unit CD there are certain technical and software requirements. These are detailed on the Unit CD under – 'Preparing you Computer'.

4.6 Access to Information Technology

Information in relation to campus and off-campus IT facilities and how to contact the Service Desk are provided in the next section on MyLO.

4.7 MyLO

As mentioned above, MyLO is an Internet service for teaching and learning provided by the University. You are probably well used to using MyLO by now. Part of the delivery of this unit will be through MyLO. You may access the 'MyLO' service on computers at the University or on your computer at home or at work.

The 'MyLO' service is available using a web browser. Access to the site for MyLO is available at the University 'Learning Online' Internet page: <http://www.utas.edu.au/coursesonline>. The initial MyLO screen provides a 'Log in to MyLO' form at which you should enter your email POP account 'User Name' and your 'Password'. The 'Learning Online' page provides 'Help and Support', 'Computer Requirements', etc. Take the time to look at the links on this page that may be of use to you. For further information on using MyLO, self help sheets can be accessed at: <http://www.utas.edu.au/coursesonline/MyLO-Support.htm>

You should note that MyLO is available from any Internet connection and is restricted only by your user name and password.

4.8 MyLO Facilities Used for this Unit

MyLO facilities used for this Unit include:

1. **'Announcements'** – MyLO offers an 'Announcements' facility, which the Unit Coordinator will use in connection with this Unit to make announcements to you from time to time. Announcements will be visible via a Pop-up when you first open MyLO for this Unit. Only David as Unit Coordinator can use the 'Announcements facility'. However, you will see that there is a 'Discussions' area with allocated 'Topics' that you can use for personal communication, either with David or with other students - you should make use of these. When an Announcement is made, a further 'Announcement' will also be made in the 'Discussions' area (see below). The further Announcement will commonly contain more detail (there is a size restriction on the Announcements area which prevents the inclusion of large quantities of text).

2. **'Discussions'** – This area is provided for on-line discussion between David and you or between you and other students. Discussion is arranged under a list of 'Topics', which are as follows:

'Assessable Discussion' (Modules 1 - 6) – Assessable Discussions are an integral element of this Unit. The Unit Coordinator has opened six (6) Discussion Topics that create discussion areas for each Assessable Discussion. You must actively participate in ALL Assessable Discussion Topics, but you will be assessed in THREE ONLY (see later in this Outline). Note carefully that there is one Assessable Discussion for each Module.

'General Discussion' (Modules 1-6) – David has opened Topics for each of the six Modules in which you can make postings in relation to the particular Modules (these are for Non-Assessable Discussion ONLY). For example, you may have questions to ask David as Unit Coordinator about a Module or comments to make to your fellow students or questions to ask of them in terms of generating discussion that will help you or may be of interest to them. By arranging Topics in this way, it will make it easier for you later to find postings that relate to one of the six Modules if you wish to read them. It will also be easier for you to find the best place to put your postings so that other students will be able to find them easily and read them.

‘Assignments’ (1 & 2) - David has opened two Topics in which you can make postings in relation to the Assignments. For example, you may have queries that you wish to raise with David and can use these topics for that purpose. You also have electronic conferences scheduled strategically as an alternative.

‘Capstone Assignment’ - This topic has been opened to allow you to ask questions of David in relation to the Capstone Assignment.

‘Café’ – David as Unit Coordinator has opened this Topic so that you can communicate with other students with a view to getting to know everyone in the unit. David would like you to make postings to this Topic at the start. You should provide some information about yourself and what you are doing, what your interests are and what you think about the unit. You should also use the ‘Café’ later in the Semester to make postings about current issues that are relevant to the unit that you may have seen on TV or read about in the press recently, etc. You should try to create an on-line community with other students.

David may well open other Discussion Topics as particular needs are identified throughout the Semester. If you think that a special Discussion Topic area is needed, let David know.

3. **‘Mail’** - MyLO offers a ‘Mail’ facility, which David will use to send emails to you as required. If you wish to communicate with David privately, you can use the Mail facility to do this OR you can send emails to the Unit Coordinator at: David.Kronenberg@utas.edu.au.

You should NOT use MyLO Mail to send files to the Unit Coordinator containing your three Assignments and the Capstone Assignment (see later in this Outline). You MUST send these files to the Unit Coordinator at: David.Kronenberg@utas.edu.au.

If you have difficulty in gaining access to or using MyLO you can contact the Service Desk - Tel: (03) 6226 1818 (1300 304 903 Freecall – Tasmanian Land Lines only) or send an e-mail message detailing your problem to: servicedesk@utas.edu.au (you can use the on-line form to request help).

5. Details of Teaching Arrangements

This Unit is offered by flexible delivery. No formal face-to-face classes or meetings are scheduled, but interaction via Web-Conferencing is planned (see Paragraph 6.6).

6. Learning Expectations and Strategies

6.1 No Formal Classes/Meetings

As stated above, no formal face-to-face classes or meetings are scheduled for this Unit. It is a fully flexible on-line unit. You are required to undertake the Unit by complying with the requirements of this Outline and you are also required to meet the University and School expectations of students.

However, there is opportunity for electronic real-time conversations scheduled across the Unit.

6.2 Expectations

The School of Accounting & Corporate Governance is committed to high standards of professional conduct in all activities, and holds its commitment and responsibilities to its students as being of paramount importance. Likewise, it holds expectations about the responsibilities that students have as they pursue their studies. The University's 'Code of Conduct for Teaching and Learning' states: *Students are expected to participate actively and positively in the teaching/learning environment. They must strive to maintain steady progress within the subject or unit framework, comply with workload expectations, and submit required work on time.*

To undertake this flexible on-line unit you must strive to meet the expectations of the School and the University as stated.

6.3 Studying and Learning Independently

As mentioned above, there are six Modules for you to study independently in this Unit, each of which has a number of Topics within it. For each Topic there are narrated PowerPoint slides that introduce the key concepts for that Topic. There are also 'Readings' for each of the Topics. For all Topics there are questions for you to consider and to engage in discussion about – some of these questions are for Assessable Discussion (see later in this Outline) and some are for Non-Assessable Discussion (see later in this Outline). There are two 'Assignments' that you need to complete and at the end, there is a Capstone Assignment to undertake and return to the Unit Coordinator (see later in this Outline).

The Unit is planned to enable you to work at your own pace. It is important, however, to work consistently through the Course Materials. If there is any area of work that you do not understand, you should contact David as Unit Coordinator immediately, and make sure you do not progress to the next Topic/Module without a thorough understanding of the previous one. Each part of the Unit develops themes from, and assumes an understanding of, the previous Modules/Topics, so it is important that areas are not skipped.

Encouraging you to study and learn independently is an important goal of university study. It is a feature of a reflective approach to learning in which you reflect on what it is you are learning and how you plan your learning strategy. It is certainly not the aim of flexible delivery that you feel you must work through problems alone. Throughout the Unit as mentioned above, 'Questions' are provided for Assessable/Non-Assessable Discussion with other students via the Discussion facility of MyLO, and the exchange of information and ideas is a very important part of the learning development. You will gain most benefit by staying in close contact with other students and with David through Discussions, Web-conferencing, etc.

All aspects of your work are expected to be of a high standard, both in academic content and quality of presentation. It is important to contact David immediately should you experience any difficulties. Do not be reluctant to ask questions or contribute ideas, even if only partly formed, as these can often form a basis for very constructive interaction.

6.4 The ‘Double L, Double R, Double D’ Approach

To get the most from this Unit, you should adopt the following approach:

- Locate the Topic on the Unit CD that must be done next.
- Listen to the PowerPoint presentation.
- Read the ‘Readings’.
- Reflect on the concepts and issues that have been encountered.
- Discuss the issues raised in Assessable Discussion Questions.
- Do all other activities that are scheduled/provided for the Topic or Module.

6.5 The Media

Corporate governance developments of one type or another are frequently in the media. To make this unit more interesting and useful you should try to keep abreast of these developments by reading newspapers and magazines. You should also access current affairs and business programs. When you see something interesting, make a posting in the ‘Café’ and let other students know about it. This will help to get discussion going.

6.6 Student Interaction and Discussion

- **MyLO discussions**
- **Web-Conferencing**
- **Cafe**

Throughout the semester, your object should be to gain a broad knowledge and understanding of the Topics that are covered in the various Modules contained in the Unit. Wherever possible, it would be advantageous to be able to discuss issues with other students as appropriate, and with David.

So make good use of the **MyLO Discussions** (both the assessable and the non-assessable) and do involve yourself in the **Web-Conferencing** facility. You should also make sure that you use the **Café** for example, so that we can all get to know each other. If you are geographically close to each other, you are encouraged to form local work groups.

For **Web-Conferencing**, you will need to buy/access a set of headphones with microphone. You should be able to purchase such a set very cheaply. These are not essential for you to be involved, but they will avoid possible feedback issues.

The current UTAS license allows a maximum of 25 participants per conference. David will invite you (with several days warning) to participate in a group conference (through *Illuminate*) on at least four occasions. Participation is not compulsory, but strongly encouraged.

Please go to: <http://www.illuminate.com/support/> and follow the instructions for **First Time Users**, completing Steps 1 – 3 to set-up your machine.

Proposed Web-Conference schedule

Meeting schedule (Week beginning)	Broad purpose
<i>Week 0, 16 Feb</i>	To ensure that everything is in place for your successful start to the course.
<i>Week 6, 30 March</i>	To allow the opportunity to chat with all about the progress and any issues concerning Assignment 1 particularly.
<i>Week 11, 11 May</i>	To chat with us all about the progress and issues concerning Assignment 2 particularly
<i>'Week 14', 1 June</i>	To chat with all about the progress and any issues concerning the Capstone Assignment .

These proposed dates may change as the course proceeds. As many of you have work commitments, I shall ask you in February for times that are best for you to participate in a one- hour conference. Evening sessions, week-end sessions or even early morning sessions) are all very likely!

We all appreciate the value of face-to-face contact. Thus, it is anticipated that these scheduled Web-Conferences (and others that we may schedule as need arises) can to a great extent provide some of the benefit of such contact. So do join in!

Over the progress of the course, David plans to invite you to participate in Blogs or Podcasts or Wikis as appropriate as and when the need arises. I would like to make this course as dynamic and open as possible, and this technology will help.

Again, any engagement in these, like the Web-Conferencing, will be on a voluntary basis.

6.7 Formal Contact with the Unit Coordinator

If you have a problem that cannot be resolved by communication and interaction with other students, you should never hesitate to contact the Unit Coordinator at the earliest opportunity using either MyLO or your personal email.

6.8 Unit Schedule

There is a Unit Schedule at the end of this Unit Outline where you will find the six Modules covered in this Unit together with the separate Topics covered in each Module. It also contains target dates for the completion of the six Modules in the Unit. This will be helpful for you if you wish to complete the Unit progressively throughout the Semester. The 'Readings' for each of the Modules/Topics are indicated in the Unit Resources on the Unit CD.

You must allow yourself sufficient time to work your way through all of the Modules and the Topics within them, participate in the Assessable Discussion and complete the two Assignments. It would be very unwise to leave insufficient time so that you have

to complete large amount of work in a short period. In particular, you will see under ‘Assessment’ that you are not permitted to undertake the Capstone Assignment UNLESS and UNTIL you complete ALL of the requirements for the Unit by the prescribed DEADLINE.

6.9 General

If you are studying this unit you will already have developed excellent skills and strategies that helped you to achieve success in previous units. However, the subject matter of this unit will be new to you, and the focus on what is ‘good practice’ will require you to take a broad view of corporate governance issues. In addition, the unit requires scope for critical and abstract thinking and good communication skills. The emphasis is on you using your knowledge of good practice to address real life corporate governance issues that you come across in the media. You should do well in this unit if you:

- have a strong interest in corporate governance and follow developments in the media;
- keep up-to-date with your coursework;
- consolidate your understanding by making appropriate short notes and summaries;
- give yourself plenty of time to complete your ‘Assignments’ and Discussion Postings;
- prepare for, and actively participate in Assessable/Non-Assessable discussion (This is especially important as a medium for students from many disciplines to share their particular expertise), and
- take responsibility for your own learning.

7. Assessment

7.1 Assessment Schedule

Assessment Task	Date due	Weighting
1. Participation in MyLO Assessable Discussions (3 at 6.66% each)	By 3.00pm Wednesday 27 May	20%
2. Assignment (1) Principles, guidelines, recommendations and suggestions for good corporate governance and governance practices	By 3.00pm Monday 20 April	20%
3. Assignment (2) Corporate governance and governance practices of different entities	By 3.00pm Wednesday 27 May	20%
4. Capstone Assignment	By 3.00pm Friday 12 June	40%

NOTE: 3.00pm is based on Australian Eastern Standard Time.

7.2 Assessment Task 1 – 20%

Participation in MyLO Assessable Discussions

7.2.1 Task Description

There are six (6) Assessable Discussions and you **MUST** participate in each one of them. There is one Assessable Discussion for each Module. You will be assessed on your contribution to **THREE** of these tasks. Which three for any student will be determined at random by the Unit Coordinator.

For ease of management of this task, David will allocate you through MyLO to an on-line Assessable Discussion group. Each group will consist of up to 25 students, dependent on the final enrolment numbers. It would make sense to use these same groups for the Elluminate conference sessions as well.

7.2.2 Task Length

There is no set length for this task.

7.2.3 Assessment Criteria/Guidelines

You will be marked out of 6.66% for each of the three (3) graded Assessable Discussions.

You are required to engage in the Assessable Discussion/s for each Module as indicated on the Unit CD. You may move the discussion in any broad direction that is related to the Question/s and issues raised by the Question/s. David as Unit Coordinator will monitor the Assessable Discussion/s regularly, and will intervene where appropriate e.g. to recognise a particularly valuable discussion or correct a misconception. It is the Assessable Discussion for you to explore in whatever directions and dimensions that you wish provided they are at least tangentially related to the Question/s and the Module/Topic content.

You are required to engage in the Assessable Discussion at a minimum of three levels for each of the six (6) Assessable Discussion topics and preferably at more levels. If you fail to comply with this requirement for any Assessable Discussion Topics a mark out of 6.66% **CANNOT** be awarded. The levels are as follows:

Level 1 Discussion - involves posting answers/comments in response to the Question/s that are posed for Discussion in the relevant Topic/Module as indicated on the Unit CD.

Level 2 Discussion - involves responding to the first posting of at least one other student in response to the Question/s that are posed for Discussion. You can agree or disagree with the first posting of that student, but you must give your reasons. You can also make other comments that are relevant to what they have stated in their first posting or that are relevant to the Topic/Module. For some Assessable Discussions there may be specific guidelines that you **MUST** follow for discussion.

Level 3 and Later Levels of Discussion - involve responding to the posting that comments on your original posting in answer to the Question/s posed for discussion **OR**, responding to any one else's postings at any level.

In other words, as a minimum requirement, you are to make:

- an original response to the question, then
- respond to another student's response to that same question, and finally
- respond to a comment from another student that relates to your original response.

The more levels of discussion that you engage in within your group, the greater the opportunity you will have to be awarded a high mark for Assessable Discussion. However, the mark will not only depend on the number of levels of discussion that you engage in, it will also depend on the manner and extent to which you comply with the 'Assessment Criteria' provided below.

Your participation in Assessable Discussion will be assessed in accordance with the following 'Assessment Criteria':

HD Outstanding Contributor: This person's contributions reflect exceptional preparation and reflection. The ideas offered are always substantive and provide major insights and direction for the discussion. If this person were not a member of the group, the quality of the discussions would diminish significantly.

CR – DN Very Good Contributor: Contributions in discussion reflect thorough preparation. Ideas offered are usually substantive, provide good insights and sometimes lead the direction of the discussion. Points and arguments are generally well thought-out and are often persuasive. If this person were not a member of the group, the quality of discussions would diminish considerably.

PP – CR Adequate Contributor: Contributions reflect satisfactory preparation. Ideas offered are sometimes substantive and provide useful insights, but seldom offer a major new direction for the discussion. Contributions tend to be more piecemeal than integrative. Arguments are sometimes presented and are fairly well substantiated and sometimes persuasive. If the person were not a member of the group, the quality of the discussions would diminish somewhat.

NN Non-participant: This person has offered very little or nothing to the discussion to date. Hence, there is an inadequate basis for evaluation. If this person were not a member of the group, the quality of the discussion would not change.

NN Unsatisfactory Contributor: Contributions reflect inadequate preparation. Ideas offered are seldom substantive; they provide few, if any, insights and rarely or never a constructive direction for the group. Integrative comments and effective arguments are absent. Class comments are either obvious, restatement of the contributions of others, isolated from the main discussion, or confusing to the group. If this person were not a member of the group, the quality of the discussion would hardly be affected.

Student discussion is likely to be more constructive and effective if you participate when others in the group are also discussing the Question/s for Assessable Discussion. You cannot expect to stimulate or direct the discussion of your group if you leave your contributions until late in the semester. Therefore, you should monitor the discussion board of your group regularly to see what discussion is taking place throughout the semester.

NOTE: For ALL Topics there are Questions posed for student 'Consideration'. These are NOT the Questions for Assessable Discussion, which are clearly marked as such on the Unit CD and are located at the end of each Module. The questions for 'Consideration' are made available so that you will have the opportunity to explore and apply the knowledge and information that you have gained from doing the relevant Topic and the questions may facilitate your participation in 'Non-Assessable Discussion' for that Module/Topic.

7.2.4 Date Due

All Assessable Discussions must be completed in accordance with the requirements by **3.00pm on Wednesday 27 May 2009** (AEST).

7.3 Assessment Task 2 – 20%

Assignment 1 - Principles, guidelines, recommendations and suggestions for good corporate governance and governance practices.

7.3.1 Task Description (Summary ONLY. See the Unit CD for full description)

Evaluation of the contribution that Standards Australia has made (through its Standards and subsequent publications) to the provision of guidance on good corporate governance and governance practices in Australia, compared with the contributions made by the ACGC (Principles and Recommendations 2nd Edn) and IFSA (Bluebook 5th Edn).

7.3.2 Task Length

1,500 words (maximum)

7.3.3 Assessment Criteria/Guidelines

Provided on the Unit CD under 'Assignment 1'

7.3.4 Date Due

3.00pm on Monday 20 April 2009 (AEST)

7.4 Assessment Task 3 – 20%

Assignment 2 - Corporate governance and governance practices of different entities.

7.4.1 Task Description (Summary ONLY. See the Unit CD for full description)

An examination and analysis of the similarities and differences in the corporate governance/governance practices of different entities with reference to the ACGC Principles and Recommendations, the IFSA Bluebook and the Corporate Governance Standards and publications of Standards Australia.

7.4.2 Task Length

1,500 words (maximum)

7.4.3 Assessment Criteria/Guidelines

Provided on the Unit CD under 'Assignment 2'

7.4.4 Date Due

3.00pm on Wednesday 27 May 2009 (AEST)

7.5 Assessment Task 4 - 40%

Capstone Assignment

7.5.1 Task Description

When you have worked completely through the Unit Resources, participated in ALL Assessable Discussions and submitted the two Assignments, you may send an email request to David as the Unit Coordinator to email the Capstone Assignment to you.

The Capstone Assignment will thus be emailed by 3.00pm on the next business day following receipt of your email request. Recall that the FINAL date and time for submission of all Assessable Discussions is 3.00pm on Wednesday 27 May 2009 (i.e., Wednesday of Week 13 of Semester 1). So, if you comply with this deadline having submitted your assignments, and you forward an email request on that day, the Capstone Assignment will be emailed to you by 3.00pm on Thursday 28 May 2009.

The Capstone Assignment may require examination of material covered in any or all of the Modules. The objectives of the Capstone Assignment are to test you and afford you an opportunity to demonstrate your:

- breadth of knowledge and understanding of corporate governance and governance practices;
- skills in being able to identify corporate governance issues in given factual situations;
- skills in correctly applying corporate governance and governance principles, guidelines, recommendations and suggestions to factual situations;
- understanding of the appropriate measures for developing and ensuring good corporate governance and governance practices;
- competence in presenting answers and arguments coherently and concisely, and
- capability in other aspects related to the Learning Outcomes in this Unit Outline.

7.5.2 Task Length

2,500 words (maximum)

7.5.3 Assessment Criteria/Guidelines

Demonstration of the knowledge, skills, competencies and capabilities listed above.

7.5.4 Date Due

3.00pm on Friday 12 June 2009 (AEST) (i.e., Friday of Week 1 of the formal examination period)

7.6 Assessment/Learning Outcomes/Generic Graduate Attributes Matrix

		Assessment Items			
Learning Outcomes		Assessable Discussions	Assignment One	Assignment Two	Capstone Assignment
	Learning Outcome 1	✓	✓	✓	✓
	Learning Outcome 2	✓	✓	✓	✓
	Learning Outcome 3	✓	✓	✓	✓
	Learning Outcome 4	✓	✓	✓	✓
Generic Graduate Attributes	Knowledge	✓	✓	✓	✓
	Communication	✓	✓	✓	✓
	Problem-Solving	✓	✓	✓	✓
	Social Responsibility	✓	✓	✓	✓

8. How Your Final Result is Determined

To be able to pass this unit, you **MUST** undertake **EACH** of the six (6) **Assessable Discussions**, submit **EACH** of the two **Assignments** **AND** submit the **Capstone Assignment** by the due dates.

The marks for each of the four Assessment Tasks are combined to determine your final result. You must achieve an overall mark of at least 50% to pass the unit.

You will be advised by the University of your total mark and grade when results for Semester 1 units are formally released to all students. You will not be entitled to receive information in relation to your mark and grade or work done in connection with the Capstone Assignment until that date.

9. Submission of Assignments and Capstone Assignment

9.1 How to submit your Assignments and the Capstone Assignment

Microsoft Word files containing each of the two Assignments and the completed Capstone Assignment must be emailed to the Unit Coordinator: David.Kronenberg@utas.edu.au by the respective due dates.

You are also required to submit a copy of all assignments through *Turnitin*.

Plagiarism and *Turnitin*

In order to assist the authentication of your work, when you submit your email copy of an assignment, you are to also submit a duplicate electronic version through the *Turnitin* facility, which will be clearly accessible on MyLo.

The *Turnitin* application will help ensure that the mark you receive for your work is fairly attained, and that your academic integrity is maintained.

Your assignment will not be graded until receipt of the *Turnitin* version.

You are also required to retain an electronic version of your assignment that is not to be altered until your mark is released. Note that this file may be requested for viewing, as a result of the marking process.

These requirements need to be followed exactly. Please note that marks may well be deducted for failure to follow them.

9.2 Requirements for Assignments and the Capstone Assignment

The submitted Assignments 1 and 2 and the completed Capstone Assignment are to be presented in accordance with the Guide for Students issued by the Faculty of Business. You should look under: 'Presentation and Submission of Assignments'. You can find a copy of the Guide on the Unit CD and also at the School of Accounting & Corporate Governance website:

<http://www.utas.edu.au/accg/documents/general/Faculty%20Guide%20For%20Students.pdf/>

Your attention is drawn particularly to the UTAS rules on Plagiarism (see Part 14 of this Unit Outline). Whilst you are very much encouraged to work together with other students and exchange information in this unit, submitted Assignments and the Capstone Assignment must be the your own work. Assignments and Capstone Assignment scripts containing any plagiarised information will be referred to the Head of School and will be subject to the disciplinary processes of the University.

The submitted Assignments (1 & 2) will be marked as quickly as possible after submission and grades will be emailed to you via MyLO mail.

10. Penalties

10.1 Assignments

If assignments are not submitted on or before the due dates the penalties for late submission (without prior permission) are the deduction of 10% of the available mark for each day, or part thereof, that the assignment is late. Work commitments are not considered an acceptable reason for failing to submit an assignment on time.

If you submit over-length work you will be asked to resubmit the work within 48 hours. There will be an automatic 10% penalty of available marks, and further 10% will be deducted each day that until the assignment is resubmitted.

10.2 Assessable Discussion

Because this is a flexible unit, you can make postings at a time that suits you during the semester, subject to meeting the FINAL submission date namely, 3.00pm (Australian Eastern Standard Time) on Wednesday 27 May 2009 (i.e., Wednesday of Week 13 of Semester 1) – see Part 7 above.

10.3 Final Submission Date for Assignments and Assessable Discussion

If ALL of the Assessable Discussions have not been undertaken AND both Assignments have not been submitted on or before 3.00pm on Wednesday 27 May 2009 (i.e., Wednesday of Week 13 of Semester 1) students will be awarded the grade of NN for the Unit.

10.4 Failure to Submit the Capstone Assignment by the Due Date

If the Capstone Assignment is not submitted by 3.00pm on Friday 12 June 2009 (i.e., the Friday of Week 1 of the Examination Period) students will be awarded the grade of NN for the Unit.

11. Requests for Extensions

The Guide for Students issued by the Faculty of Business (referred to Part 9), contains details not only about the presentation of assignments (applicable to Assignments and the Capstone Assignment), but also about procedures to follow if you wish to request permission to submit assignments (applicable to Assignments, Assessable Discussion and the Capstone Assignment) after the due dates. Extensions of time will only be granted on medical or compassionate grounds and must be made in writing to the Unit Coordinator on the School's 'Assignment Extension Form - Application for Late Submission' which is available at:

http://www.utas.edu.au/accg/documents/general/Application_%20Late_Submission.pdf/

Medical certificates or other evidence, which supports the application, must be attached.

12. SETL

SETL is the University's Student Evaluation of Teaching and Learning program. SETL is a system for feedback from students to academic teaching staff to help in the formulation and development of unit organisation and teaching. This program serves as the main systematic way for students to tell the University what they think of units they study and the teaching they receive. For further information about SETL see the University Web site at:

<http://student.admin.utas.edu.au/setl/students/index.htm/>

SETL questionnaires will be posted to you towards the end of Semester 1 and they are asked to kindly complete and return them in the reply paid envelope provided. The Unit Coordinator will make an Announcement on MyLO in relation to the dates on which the SETL forms are to be posted out and returned by you.

13. Academic Referencing

In your written work you will need to support your ideas by referring to scholarly literature, works of art and/or inventions. It is important that you understand how to correctly refer to the work of others and maintain academic integrity.

Failure to appropriately acknowledge the ideas of others constitutes academic dishonesty (plagiarism), a matter considered by UTAS as a serious offence (see below).

The appropriate referencing style for the unit is explained in the Guide for Students issued by the Faculty of Business. For information on presentation of assignments, including referencing styles see:

<http://www.utas.edu.au/library/assist/gpoa/gpoa.html/>

14. Plagiarism

Plagiarism is a form of cheating. It is taking and using someone else's thoughts, writings or inventions and representing them as your own, for example:

- using an author's words without putting them in quotation marks and citing the source;
- using an author's ideas without proper acknowledgment and citation; or
- copying another student's work.

If you have any doubts about how to refer to the work of others in your assignments, please consult your lecturer for relevant referencing guidelines, and the academic integrity resources on the web at

<http://www.utas.edu.au/tl/supporting/academicintegrity/index.html>.

Please read the following statement on plagiarism. Should you require clarification please see your unit coordinator or lecturer.

Plagiarism is a form of cheating. It is taking and using someone else's thoughts, writings or inventions and representing them as your own; for example, using an author's words without putting them in quotation marks and citing the source, using an author's ideas without proper acknowledgment and citation, copying another student's work.

If you have any doubts about how to refer to the work of others in your assignments, please consult your lecturer or tutor for relevant referencing guidelines, and the academic integrity resources on the web at

<http://www.utas.edu.au/tl/supporting/academicintegrity/index.html>.

The intentional copying of someone else's work as one's own is a serious offence punishable by penalties that may range from a fine or deduction/cancellation of marks and, in the most serious of cases, to exclusion from a unit, a course or the University. Details of penalties that can be imposed are available in the Ordinance of Student Discipline – Part 3 Academic Misconduct, see <http://www.utas.edu.au/universitycouncil/legislation/>

The University and any persons authorised by the University may submit your assessable works to a plagiarism checking service, to obtain a report on possible instances of plagiarism. Assessable works may also be included in a reference database. It is a condition of this arrangement that the original author's permission is required before a work within the database can be viewed.

For further information on this statement and general referencing guidelines, see <http://www.utas.edu.au/plagiarism/> or follow the link under 'Policy, Procedures and Feedback' on the **Current Students** homepage.

15. Further Information and Assistance

If you are experiencing difficulties with your studies or assignments, have personal or life planning issues, disability or illness which may affect your course of study, you are advised to raise these with your unit coordinator in the first instance.

There are a range of University-wide support services available to you including Student Services, International Services and Learning Development. Please refer to the *Current Students* homepage at: <http://www.utas.edu.au/students/>

For **Grad Cert, MPA and MPAS students**, the Faculty's Postgraduate Academic Advisor, Jan Counsel (Room 332b, 62621939, jan.counsel@utas.edu.au) can help you with your studies. For administrative issues see the MPA Course Co-ordinator, Sonia Shimeld (03 62267586), or the Faculty's Postgraduate Course Advisor, Dr Lucy Mills (Room 318c, 62262009, Lucy.Mills@utas.edu.au).

If you are undertaking the **MBA (Health Management)** through the SSWAHS, then contact David Kronenberg directly.

Should you require assistance in accessing the Library visit its website for more information at: <http://www.utas.edu.au/library/>

15.1 Student Services

In Hobart and Launceston, Student Services staff are available to assist you if you are experiencing difficulties with your study program, or if you have personal or life planning issues, disability or illness which may affect your course of study. You can discuss these issues with the Learning Skills Adviser, the Student Counsellor, the Careers Adviser and/or the Disability Adviser.

15.2 School Ombudspersons

If you have any concerns in relation to this unit, then in the first instance you should discuss the matter with your lecturer. However, if you do not feel comfortable approaching your lecturer, or if you have a discussion with your lecturer and are not satisfied with the outcome, then you are encouraged to contact the Ombudspersons listed below, who also teach in the School of Accounting & Corporate Governance.

Mr Peter Collett
Room: 502, Faculty of Business
Building, Hobart
Ph: (+61 3) 6226 2192
email: Peter.Collett@utas.edu.au

Ms Sue Conway
Room D111
Launceston
Ph: (+61 3) 6324 3068
email: Susan.Conway@utas.edu.au

Discussions with your ombudsperson will be kept in the strictest confidence. If you wish to pursue the matter further, they will provide advice as to how this can be done. The University also has formal policies, which can be accessed at:
http://www.admin.utas.edu.au/ac_serv/complaints_info.html

15.3 Students with Disabilities - University and Faculty Equity Plans

Goal 1 of the University of Tasmania Equity Plan provides for: *An inclusive teaching and learning environment that values diversity, supports the pursuit of academic excellence and produces high quality education and employment results for all students and staff.*

The Faculty of Business Equity Plan facilitates the University Plan at an operational level and has developed an 'Action Plan'. The Action Plan for Goal 1 lays down procedures to ensure that students have equal access to lecture and course materials. The School of Accounting & Corporate Governance complies with these procedures.

16. Unit Schedule

The following Schedule sets out the Modules and Topics that make up this Unit. A suggested target time schedule is set out in the third column for those who wish to complete the course progressively throughout the semester. The Prescribed Readings for each Topic are indicated in the Course Materials on the Unit CD.

Module	Topics	Target Dates
1	Background to Corporate Governance Introduction 1a Introducing Corporate Governance 1b Evolution of Corporations and Corporate Governance 1c Emerging Legal Framework for Corporations 1d Development of Corporate Governance Best Practice 1e Theoretical Underpinnings of Corporate Governance	Wednesday, Week 3, 11 March 2009
2	Legal Framework of Corporate Governance 2a Companies and the Corporations Act 2b Directors and Management 2c Shareholders 2d Trade Practices Act 2e Environmental Law 2f Occupational Health and Safety Legislation 2g Australian Stock Exchange	Wednesday, Week 5, 25 March 2009
3	Governance Roles 3a Board of Directors 3b Executive and Non-Executive Directors 3c Board Chairperson 3d Chief Executive Officer (CEO) and Management 3e Company Secretary 3f Shareholders and other Stakeholders Assignment 1 Due: 3.00pm Monday 20 April 2009	Wednesday, Week 7, 8 April 2009

4	Improving Board Process 4a Board Meetings 4b Board Committees 4c Audit Committees Easter Break: 9 – 15 April 2009	Wednesday, Week 9, 29 April 2009
5	Key Board Functions 5a Strategy 5b Value Adding 5c Monitoring 5d Legal Compliance and Risk Management 5e Reporting	Wednesday, Week 11, 13 May 2009
6	Continuing Improvement 6a Director Protection 6b Board Evaluation and Improvement 6c Director Remuneration 6d Director Development 6e Director Selection and Induction	Wednesday, Week 13, 27 May 2009
	Assignment 2 due: 3.00pm Wednesday 27 May 2009 All Assessable Discussions are to be posted on MYLO no later than 3.00pm on Wednesday 27 May 2009 (Subject to the above, the Capstone Assignment will be emailed to students on Thursday 28 May prior to 3.00pm, if it has not been emailed earlier in the Semester in response to a request from a student who has completed all Assessable Discussions and Assignments prior to 27 May 2009)	
	Study Period	1 - 5 June 2009
	Capstone Assignment to be submitted via email no later than 3.00pm on Friday 12 June, 2009 if it has not been submitted earlier in the Semester	3.00pm Friday 12 June 2009 (Week 1 of the examination period)

Dates for Semester 1, 2009

Week	Commencing
Week 1	23 February
Week 2	2 March
Week 3	9 March
Week 4	16 March
Week 5	23 March
Week 6	30 March
Week 7	6 April
Easter Break	9 – 15 April
Week 8	20 April
Week 9	27 April
Week 10	4 May
Week 11	11 May
Week 12	18 May
Week 13	27 May
Study Period	1 - 5 June
Examination Period	8 – 25 June