



BFA211 / 311
Corporate Governance

Semester Two, 2007

School of Accounting & Corporate Governance
Faculty of Business

Unit Outline

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Unit Description

Corporate Governance provides an understanding of the nature and development of corporate governance, including the principles, best practice guidelines and recommendations for corporate governance that have been developed and promoted since the early 1990s. It examines how the principles, best practice guidelines and recommendations are applied in Australia and overseas in large, medium and small companies. The unit provides you with knowledge and skills that will allow you to comment and advise upon corporate governance issues in a variety of situations in the private sector.

The prerequisite for this unit is *BFA 141: Commercial Transactions*. This unit is delivered flexibly, via a unit CD and WebCT Vista.

Learning Outcomes

On completion of this unit you should be able to:

1. explain the nature and benefits of best practice corporate governance and how it has developed in Australia;
2. differentiate the roles and functions of the various stakeholders in corporate governance;
3. identify and apply the recognised principles, guidelines and recommendations for best practice corporate governance; and
4. provide advice in relation to the introduction, implementation and maintenance of principles, guidelines and recommendations for best practice corporate governance in the private sector.

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:** Explain the nature and benefits of corporate governance and the recognised principles, guidelines and recommendations for best practice corporate governance;
- **Communication Skills:** Write coherently on corporate governance;
- **Problem-solving Skills:** Interpret scenarios in corporate governance terms, identify corporate governance issues and use knowledge of corporate governance to justify an answer; and
- **Social Responsibility:** Acknowledge the social and ethical implications of corporate governance.

Learning Resources Required

Required Text

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

For students in Tasmania, the text may be purchased from branches of the Co-op Bookshop on the Hobart and Launceston campuses and by arrangement from the North West Centre.

If you live in Tasmania but do not wish to visit branches of the bookshop, or, you do not live in Tasmania, it is possible for you to order the textbook via the Internet (www.coop-bookshop.com.au). Take the following steps from the home page of the Coop Bookshop:

- search "Text Lists";
- select institution from drop down menu, i.e., "University of Tasmania Hobart 2007 2nd Semester";
- enter course code "BFA211", you will then be taken to the location for the textbook;
- click on "Add Selections to Shopping Basket" to order the book by means of a credit card purchase; and
- click on "Proceed to Checkout", and follow the subsequent instructions to make a purchase.

Learning Resources

Extensive course materials will be provided to you through an interactive unit CD, WebCT Vista and printed media. The materials are in modular format, i.e., Modules 1 – 6, including PowerPoint presentations with audio narrations, PowerPoint Slides (in PDF and Text format), and "Prescribed Readings" taken from books, journals, magazines, websites, reports and other sources. Copies of the "Prescribed Readings" are included both on the unit CD and in the hard copy materials that will be forwarded to you by post together with the unit outline and unit CD. The "Prescribed Readings" are intended to be used in conjunction with the prescribed textbook.

PDF Files

Some 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 by using a program called 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 is: <http://www.adobe.com/prodindex/acrobat/readstep.html>.

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*”.

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 your Computer”. You should read this information carefully to ensure that you will be able to make full use of the unit CD.

WebCT Vista

WebCT Vista is an Internet service for teaching and learning provided by the University. It will be used by the unit coordinator in connection with the delivery of this unit. You may access the ‘WebCT Vista’ service on computers at the University or, on your computer at home or at work.

Access to WebCT Vista

The WebCT Vista service is available using a web browser. Access to the site for Vista is available at the University “Learning Online” Internet page: <http://www.utas.edu.au/coursesonline>.

The initial WebCT Vista screen provides a “Log in to my WebCT Vista” form at which you should enter your email POP account “User Name” (for example, bsmith) 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.

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

WebCT Vista Facilities Used for this Unit

1. “Announcements” – WebCT Vista 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 when you first open WebCT Vista for this unit (Pop up). Only the unit coordinator can use the Announcements facility. However, you will see below under “Communication Tools” that there is a “Discussions” area with allocated “Topics” that you can use for personal communication, either with the unit coordinator or with other students.

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 details (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 the unit coordinator and you, and between you and other students. Discussion is arranged under a list of “Topics”, which are as follows:

“Assessable Discussion” – Assessable discussions form part of assessment for this unit (see later in this outline). The unit coordinator has opened eight discussion topics that create discussion areas for each assessable discussion. The number of assessable discussion topics is equal to the number of assessable discussions that students must participate in. There is one assessable discussion for each of Modules 1, 2, 4 and 6, and two assessable discussions for each of Modules 3 and 5 (i.e., a total of eight assessable discussions), e.g., Module 3 “Assessable Discussion A” and “Assessable Discussion B”.

“General Discussion” – The unit coordinator 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 the 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.

“Mid-Term Assignment” - The unit coordinator has opened one topic in which you can make postings in relation to the Mid-Term Assignment. You may have queries that you wish to raise with the unit coordinator for example and can use the topic for that purpose.

“Café” - The 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. The unit coordinator 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 make it into a real café atmosphere, to create an on-line community with other students.

“Feedback” - The unit coordinator has opened this topic so that you can make comments, suggestions and criticisms, which are anonymous. There may be issues that need to be addressed and a “Feedback” topic allows these matters to be identified so that the unit coordinator can respond appropriately and take action where necessary. Secondly, it allows you to make valuable contributions and to feel that your voice is being heard.

“Announcements” - The unit coordinator has opened this topic so that announcements can be made to students that contain more detail - to add to announcements made in the “Announcements” area (as disclosed earlier, there is a size restriction in the “Announcements” area).

3. “Mail” - WebCT Vista offers a “Mail” facility, which the unit coordinator will use in connection with this unit to send emails to you from time to time, e.g., to provide “Indicative Feedback” (see later in this outline) and to advise marks awarded for assignments. If you wish to communicate with the unit coordinator privately, you can use the mail facility to do this or you can send emails directly to the unit coordinator at: Yi.Wang@utas.edu.au.

Your WebCT Vista mail is not automatically connected to your university email address, which means you will need to check it separately, so that you don't miss anything. It is a good idea to forward your Vista emails to your university email address or the one you use most often. To do this, after accessing the unit's WebCT Vista site, you should open “Mail”, click on the small envelope icon (located on the toolbar just to the left of “Search this tool”), and then enter the forwarding address (“External email address”).

Getting Assistance with WebCT Vista

If you have difficulty in gaining access to or using WebCT Vista you can contact the Service Desk - Tel: (03) 62 26 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

There are no face-to-face classes in this unit. Extensive course materials will be provided through interactive CD, WebCT Vista and printed media. Although no face-to-face meetings are scheduled, you should maintain regular contact with the unit coordinator and with other students through WebCT Vista. Students who are geographically close are encouraged to form local work groups.

As this unit is offered on a flexible basis, communication is of utmost importance. It is also important to work consistently through the materials. If there is any area of work that you do not understand, please contact the unit coordinator immediately, and make sure that you do not progress to the next stage without a thorough understanding of the previous one. Each part of the unit develops themes from, and assumes an understanding of, the previous parts, so it is important that areas not be 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 not the aim of flexible delivery that students feel they must work through problems alone. Throughout the unit, topics are provided for discussion with

other students via the discussion facility of WebCT Vista, and the exchange of information and ideas is a very important part of your learning development. You will gain most benefit by staying in close contact with other students and with your unit coordinator.

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 your unit coordinator 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. Remember that the WebCT Vista discussions will be as interesting and useful as you make them.

There are six modules for you to study in this unit, most of which have a number of topics within them. For each topic there is a series of narrated PowerPoint slides, which introduce the key concepts for that topic. There are also “Prescribed 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 and some are for non-assessable discussion. There is a Mid-Term Assignment that you need to complete. At the end, there is a Capstone Assignment to undertake and return to the unit coordinator (see later in this outline).

6. Learning Expectations and Strategies

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 unit outline; you are also required to meet the University and School expectations of students.

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.

Learning Strategies

If you are studying this unit you must already have developed skills and strategies that have helped you to achieve success in previous undergraduate units. However, the subject matter of this unit will be new to you, and the focus on what is “best practice” will require you to take a broad view of corporate governance issues. In addition to practical problem solving and application of corporate governance best practices, the unit requires an ability for critical and abstract thinking and good communication skills. The emphasis is on you using your knowledge of best practice to address real life corporate governance issues that you hear about on TV and radio or read about in the media.

In general, 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; and
- take responsibility for your own learning.

If you need assistance in preparing for study, please refer to the unit coordinator. For additional information refer to the Learning Development website:

<http://www.utas.edu.au/learndev/>

Indicative Feedback for Assessable Discussions

As mentioned above, if there is any area of work that you do not understand or need help with, you must contact the unit coordinator immediately, and he will assist you in every possible way. The assistance given may include informal feedback, e.g., you may ask for assistance in relation to a plan that you have prepared for the Mid-Term Assignment and the unit coordinator will provide feedback on your plan.

However, the unit coordinator will also provide formal “Indicative Feedback” in relation to three assessable discussions, i.e., Module 1, 3A and 5A. It is intended that by providing indicative feedback on these three assessable discussions you will be afforded the opportunity to know how you are performing against the “Assessment Criteria” for assessable discussions (see later in this outline) and you will be encouraged to work consistently through the course materials from the start of the semester. If you find as a result of indicative feedback that you are not performing well, you have the opportunity to know how you can improve your performance with a view to receiving the highest possible mark out of 20% for your assessable discussions.

The condition on which indicative feedback will be provided is that you complete your discussion postings for a module on or before the “Schedule” in “16. Unit Schedule” for completion of that module.

Unit Schedule

There is a unit schedule on pp. 19 - 20 where you will find the six modules covered in this unit together with the separate topics covered in each module. It also contains suggested target dates for the completion of the six modules in the unit (see “Indicative Feedback for Assessable Discussions” above). This will be helpful for you if you wish to complete the unit progressively throughout the semester.

You must allow yourself sufficient time to work your way through all of the modules and the topics within them, participate in the assessable discussions, and complete the Mid-Term Assignment. 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 “8. How your Final Result Is Determined” 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.

7. Assessment

There are three types of assessment in this unit:

Assessment Task	Date Due	Weighting
1. Participation in WebCT Assessable Discussions	Wednesday 17 October 2007	20%
2. Mid-Term Assignment	Monday 10 September 2007	40%
3. Capstone Assignment	Monday 5 November 2007	40%

Note: All tasks are due by 3.00 pm (Australian Eastern Standard Time or Summer Time as applicable) on the due dates.

1. Participation in WebCT Assessable Discussions

Task Description

There are eight assessable discussions and you must participate in each one of them. For Modules 1, 2, 4 and 6, there is one assessable discussion for each module as indicated on the unit CD; for Modules 3 and 5, there are two assessable discussions for each module as indicated on the unit CD.

Discussion groups will be formed in the second week of this semester (commencing 23 July 2007) by the unit coordinator, if there is an enrolment in the unit larger than 30. Once formed, assessable discussions will take place within this group.

The program of assessable discussions is intended to equate broadly with the normal tutorial workload in a unit that is taught face-to-face, i.e., 11 - 12 tutorials per semester are replaced with eight assessable discussions per semester.

Task Length

There is no set length for this task.

Assessment Criteria

You will be marked out of 2.5% for each of the eight assessable discussions. You may move the discussion in any broad direction that is related to the question(s) and issues raised by the question(s). The unit coordinator will monitor the assessable discussions regularly, but will not interfere, except to correct misconceptions, errors and so on. 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 assessable discussion at a **minimum of three levels** for each of the eight assessable discussion topics and preferably at more levels. If you fail to comply with this requirement for one or more assessable discussion topics a mark out of 2.5% will not be awarded for the discussion required for that topic or topics. 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 and you must give your reasons. You can also make other comments that are relevant to what they have stated in their first posting or, which 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.

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.

- **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 *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 be changed; or
 - **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, valuable airtime would be saved.

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.

It should be noted that, for some 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, using the “General Discussion” topics in the “Discussions” area mentioned earlier.

Date Due

All assessable discussions must be completed in accordance with the requirements by **3.00 pm on Wednesday 17 October 2007**.

If you wish to receive indicative feedback on your assessable discussions (see pp. 12 - 13) for Module 1, 3A and 5A, you must complete the requirements for assessable discussion for each of those modules by the

suggested dates for completion of the modules as set out in “16. Unit Schedule” on pp. 19 - 20.

2. Mid-Term Assignment

Task Description

In August 2002, the ASX convened the ASX Corporate Governance Council; its purpose, as announced by the ASX, was to develop recommendations that reflect international best practice. In March 2003, the Council released *Principles of Good Corporate Governance and Best Practice Recommendations (Guidelines)*. A complete text of the *Guidelines* could be downloaded from the Internet, e.g.,

http://www.biomebourne.org/fileadmin/Download_Files/Download_Reports/ASX_Corp_Gov_Guidelines/ASX_Corporate_Governance_Guidelines.pdf

Prepare an analysis of the corporate governance failures of HIH Insurance with reference to the ASX Corporate Governance Council Guidelines.

Task Length

Your completed report should not exceed 2,500 words. Tables are judged to be equivalent to the approximate number of words that would fit into the space occupied by tables.

Assessment Criteria

The following criteria will be used in assessing this assignment:

- Demonstrated knowledge and understanding of the various principles, guidelines, best practice recommendations, reports and other publications that have appeared since the early 1990s in relation to corporate governance;
- Demonstrated ability to apply selected best practice recommendations to a detailed case study of corporate collapse, where poor corporate governance is acknowledged to have been an important contributing factor, with a view to developing a strategy that will improve standards of corporate governance;
- Demonstrated ability to evaluate and select the most relevant and appropriate best practice recommendations to apply in the circumstances and the ability to discount other recommendations not seen to be as useful or appropriate;
- Demonstrated ability to identify inherent problems associated with the application of any or all of the best practice recommendations in the circumstances;
- Demonstrated ability to identify the interrelationships and interdependences as between various best practice recommendations and to design strategies that take this into account so that you recommendations will work as a whole package; and
- Demonstrated ability to arrive at appropriate conclusions as to whether the application of the best practice recommendations chosen would have been

viable in the circumstances and whether implementation of the chosen recommendations would have been likely to improve the standards of corporate governance such that corporate governance failure could have been removed as a contributing factor in the collapse of HIH Insurance.

Date Due

3.00 pm on Monday 10 September 2007

3. Capstone Assignment

Task Description

When you have worked completely through the unit resources, participated in all assessable discussions and submitted the Mid-Term Assignment, you may send an email request to the unit coordinator to email the Capstone Assignment to you.

The Capstone Assignment will be emailed to you by 5.00 pm 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 3.00 pm on Wednesday 17 October 2007; if you comply with this deadline having submitted your Mid-Term Assignment and you forward an email request to the unit coordinator on that day, the Capstone Assignment will be emailed to you by 5.00 pm on Thursday 18 October 2007.

The Capstone Assignment may require examination of material covered in any or all modules.

Task Length

The completed assignment should not exceed 2,500 words. Tables are judged to be equivalent to the approximate number of words that would fit into the space occupied by tables.

Date Due

3.00 pm on Monday 5 November 2007

Assessment/Learning Outcomes/Generic Graduate Attributes Matrix

	Assessment Items			
		Assessable Discussions	Mid-Term Assignment	Capstone Assignment
Learning Outcomes	Learning Outcome 1	✓	✓	✓
	Learning Outcome 2	✓	✓	✓
	Learning Outcome 3	✓	✓	✓
	Learning Outcome 4	✓	✓	✓
	Learning Outcome 5	✓	✓	✓
Generic Graduate Attributes	Knowledge	✓	✓	✓
	Communication	✓	✓	✓
	Social Responsibility	✓	✓	

8. How your Final Result Is Determined

To be able to pass this unit, you must undertake each of the eight assessable discussions, and submit each of the two assignments (Mid-Term and Capstone) by the due dates.

To be eligible to undertake the Capstone Assignment and pass the unit, you must satisfactorily complete all of the eight assessable discussions and submit the Mid-Term Assignment (see “10. Penalties” below).

The marks for each of the three assessment tasks are added together to determine your final result. You must achieve an overall mark of at least 50% to pass the unit. Awards are made on the following basis:

- 80% or more High Distinction (HD)
- 70 – 79% Distinction (DN)
- 60 – 69% Credit (CR)
- 50 – 59% Pass (PP)
- < 50% Fail (NN)

The assessable discussions and mid-term assignments will be marked as quickly as possible after submission and grades will be emailed to students via WebCT Vista. You will be advised by the University of your total mark and grade when results for Semester Two units are formally released by the University 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.

Review of Results and Appeals

You may request a formal remark of your original submission in accordance with Rule 2– Academic Assessment, Clause 22.1. Under Rule 2– Academic Assessment, Clause 23, you may also request a review of your final result in a unit. For further information, see:

<http://www.utas.edu.au/tl/supporting/assessment/policies.html>

9. Submission of Mid-Term and Capstone Assignments

Word files containing the two assignments must be emailed to the unit coordinator: Yi.Wang@utas.edu.au. Do not submit them via the mail facility in WebCT Vista.

All assignments must be accompanied by the School's coversheet. Receipt of the two assignments in a readable form will be acknowledged by email.

Requirements for Mid-Term and Capstone Assignment

The submitted assignments 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.

Your attention is particularly drawn to the University's rules on **plagiarism** (see "14. Plagiarism" below). Whilst you are encouraged to work together with other students and exchange information in this unit, submitted assignments must be your own work. Scripts containing any plagiarised information will be referred to the Head of School and will be subject to the disciplinary processes of the University.

10. Penalties

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, 3.00 pm on Wednesday 17 October 2007. You must participate at three levels of discussion for each of the eight assessable discussion topics (see pp. 14 - 15). The full mark for each topic is 2.5%. If you fail to comply with this requirement in relation to one or more topics you will not receive a mark for that topic or those topics.

Mid-Term and Capstone Assignments

If assignments are not submitted on or before the due dates, the penalties for late submission 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.

Please note that the word limits given are the maximum. Over-length assignments will be returned to students for resubmission and must be resubmitted within 48 hours of being returned, automatic 10% penalty of available mark and 10% for each day until the assignment is resubmitted.

Final Submission Dates

If all of the assessable discussions have not been undertaken and the Mid-Term Assignment has not been submitted on or before 3.00 pm on Wednesday 17 October 2007, students will be awarded the grade of NN for the unit.

If the Capstone Assignment is not submitted by 3.00 pm on Monday 5 November 2007, 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 contains details not only about the presentation of assignments, but also about procedures to follow if you wish to request permission to submit assignments (applicable to assessable discussions, Mid-Term and Capstone Assignments) after the due date(s) or amended due date(s) (see “7. Assessment” earlier). 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](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 the semester and you are asked to kindly complete and return them in the reply paid envelope provided. The unit coordinator will make an announcement on

WebCT Vista 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 the University of Tasmania 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 (see above). 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>.

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/ord9.pdf>

The University reserves the right to submit assignments to plagiarism detection software, and might then retain a copy of the assignment on its database for the purpose of future plagiarism checking.

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/>

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

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.

School Ombudspeople

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

Ms Simone Bingham
Room: 421, Commerce Building, Hobart
Ph: (+61 3) 6226 2314
E-mail: Simone.Bingham@utas.edu.au

Ms Belinda Williams
Room: A257, Launceston
Ph: (+61 3) 6324 3661
E-mail: Belinda.Williams@utas.edu.au

Discussions with Simone or Belinda 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

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, i.e., suggested completion date for each module, is set out in the third column for those who wish to complete the course progressively throughout the semester.

Module	Topics	Schedule
1	Background to Corporate Governance <ul style="list-style-type: none"> ▪ Introducing Corporate Governance ▪ Evolution of Corporations and Corporate Governance ▪ Emerging Legal Framework for Corporations ▪ Development of Corporate Governance Best Practice ▪ Theoretical Underpinnings of Corporate Governance 	Monday, Week 3, 30 July 2007
2	Legal Framework of Corporate Governance <ul style="list-style-type: none"> ▪ Companies and the Corporations Act ▪ Directors and Management ▪ Shareholders ▪ Trade Practices Act ▪ Environmental Law ▪ Occupational Health and Safety Legislation ▪ Australian Stock Exchange (ASX) 	Monday, Week 5, 13 August 2007
3	Governance Roles <ul style="list-style-type: none"> ▪ Board of Directors ▪ Executive and Non-Executive Directors ▪ Board Chairperson ▪ Chief Executive Officer (CEO) and Management ▪ Company Secretary ▪ Shareholders and other Stakeholder 	Friday, Week 7, 31 August 2007
Mid-Semester Break: Monday 3 – Friday 7 September, 2007 Mid-Term Assignment to be submitted by 3.00 pm on Monday 10 September, 2007		
4	Improving Board Process <ul style="list-style-type: none"> ▪ Board Meetings ▪ Board Committees ▪ Audit Committees 	Friday, Week 8, 14 September 2007
5	Key Board Functions <ul style="list-style-type: none"> ▪ Strategy ▪ Value Adding ▪ Monitoring ▪ Legal Compliance and Risk Management ▪ Reporting 	Monday, Week 11, 1 October 2007
6	Continuing Improvement <ul style="list-style-type: none"> ▪ Director Protection ▪ Board Evaluation and Improvement ▪ Director Remuneration ▪ Director Development ▪ Director Selection and Induction 	Monday, Week 13, 15 October 2007
All assessable discussions to be completed by 3.00 pm on Wednesday 17 October, 2007 Capstone Assignment to be submitted by 3.00 pm on Monday 5 November, 2007		

Unit Schedule: Dates for Semester 2, 2007

Week	Commencing
Week 1	Monday 16 July
Week 2	Monday 23 July
Week 3	Monday 30 July
Week 4	Monday 6 August
Week 5	Monday 13 August
Week 6	Monday 20 August
Week 7	Monday 27 August
Mid Semester Break	Monday 3 – Friday 7 September
Week 8	Monday 10 September
Week 9	Monday 17 September
Week 10	Monday 24 September
Week 11	Monday 1 October
Week 12	Monday 8 October
Week 13	Monday 15 October
Study Period	Monday 22 – Friday 26 October
Examination Period	Saturday 27 October – Tuesday 13 November