



School of Accounting and Corporate Governance

Faculty of Business

BFA 211-311
Corporate Governance

Semester Two 2009

Unit Outline

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Unit description

The unit provides an understanding of the nature and development of corporate governance, including the principles, guidelines, recommendations and practice suggestions for high standards of corporate governance that have been developed and promoted since the early 1990s both in Australia and overseas. It examines how the principles, guidelines, recommendations and practice suggestions are applied to large and medium sized companies in the private sector. 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 the Unit is BFA141 Commercial Transactions. The unit is delivered flexibly via a unit CD and MyLO.

Learning outcomes

On completion of this unit, you should be able to:

1. Explain the nature and benefits of good corporate governance and how it has developed in Australia and overseas;
2. Differentiate the roles and functions of the various stakeholders in corporate governance in the private sector;
3. Identify and apply the recognised principles, guidelines, recommendations and practice suggestions for good corporate governance to companies and organisations in the private sector; and
4. Provide advice to companies and organisations in the private sector in relation to the introduction, implementation and maintenance of the principles, guidelines, recommendations and practice suggestions for good corporate governance.

Generic graduate attributes

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

- **Knowledge:** *You will gain knowledge of the nature and benefits of corporate governance and the recognised principles, guidelines, recommendations and practice suggestions for high quality corporate governance through research and the application of corporate governance information;*
- **Communication Skills:** *You will develop your written communication skills by writing coherently on corporate governance;*
- **Problem-solving Skills:** *You will develop your skills in solving problems through interpreting scenarios, identifying corporate governance issues and using knowledge of corporate governance to justify an answer;*

- **Global Perspective:** *You will gain a global perspective by comparing and contrasting developments in relation to corporate governance in Australia, the United Kingdom and the USA; and*
- **Social Responsibility:** *You will develop your social and ethical awareness by recognising and acknowledging the social and ethical implications of corporate governance.*

Learning Outcomes/Generic Graduate Attributes Matrix

Assessment task 1	Participation in MyLO Assessable Discussions				
Assessment task 2	Assignment 1				
Assessment task 3	Assignment 2				
Assessment task 4	Capstone Assignment				
Learning Outcomes:					
	Learning outcome 1	√	√	√	√
	Learning outcome 2	√	√	√	√
	Learning outcome 3	√	√	√	√
	Learning outcome 4	√	√	√	√
UTas Generic Graduate Attribute					
	Knowledge	√	√	√	√
	Communication skills	√	√	√	√
	Problem-solving skills	√	√	√	√
	Global Perspective	√	√	√	√
	Social responsibility	√	√	√	√

Matrix adapted from Unit Outline, Faculty of Business, University of the Sunshine Coast 2003

Prior knowledge &/or skills

The prerequisite for the Unit is BFA141 Commercial Transactions. The unit is delivered flexibly via a unit CD and MyLO.

Learning resources required

Requisite texts

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).

Course Materials

“Course Materials” will be provided to you through an interactive Unit CD. They are in modular format ie: Modules 1-6. The Course Materials include PowerPoint presentations with audio narrations (with copy slide shows in PDF format) and Readings taken from books, journals, magazines, websites, reports and other sources (some in PDF format). Videos are also included. The Readings and videos are intended to be used in addition to and in conjunction with the prescribed textbook.

Internet

From time to time reference is made in the Course Materials to further materials located at various internet sites. You will be required to examine that further material when directed to do so and in some cases it may be required or appropriate for you to take copies.

MyLO

General

MyLO is an internet service that has been adopted by the University and will be used in this unit. MyLO may be accessed on computers in computing laboratories at the University or on your computer at home or at work. Information about accessing and using this service, about required computer specifications, frequently asked questions, and about how to get help if you experience difficulties, is available at the following University website: <http://www.utas.edu.au/coursesonline>

You are strongly advised to visit this site and become familiar with the features of MyLO, especially if you have not used it before. You will probably be using it in other units that you are studying as well. Here are some important points about accessing our web site:

Access to MyLO

You can access your MyLO course from the Student Page on the University’s web site: **Current Students** ↗ **LOGIN MyLO@UTAS** or go directly to the web address noted above:

- Enter your email POP account “Username” (for example, dsmith) and your “Password”. These are identical to the pop account/email username and password that you are given with your enrolment confirmation form. If you forget your pop account username, contact the Help Desk (see below under ‘getting assistance with MyLO). Both MyLO and e-mail passwords must remain the same. If you are going to change your password, change your e-mail password first.
- When you enter your user name and password, click on OK and choose “BFA211 or BFA311” from the list of units (subjects) in which you are enrolled. [NOTE: Another box may periodically appear when using the University network which asks you to verify your user name & password, this is simply a security device – enter your password when asked & click OK].

- MyLO will automatically check that your browser is properly configured. If the MyLO ‘browser checker’ window appears – scroll down to make sure you have a tick in each area shown – then close the window.
- From the Unit’s homepage click on the area you wish to access e.g. “Unit Information”. A table of contents will appear on the left hand side of your screen. Scroll through the list until you find what you want & click the underlined topic.

MyLO facilities used for this unit

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. 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, and you should make use of these.

2. “Communication Tools” - MyLO offers a “Communication Tools” area within which are located ‘Discussions’ and ‘E-Mail’, both of which the Unit Coordinator will use in connection with this unit.

“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” (Modules 1-6) – Assessable Discussions are a part of this unit (see later in this Outline). The Unit Coordinator has opened six (6) 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 (see later in this Outline). There is one (1) Assessable Discussion for each of the six Modules.

“General Discussion” (Modules 1-6) – The Unit Coordinator has opened Topics for each of the six (6) 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 of 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. The questions for consideration that are posed in each Topic or the activities may raise issues that you would like to discuss with other students and they are provided in part for this reason. By arranging General Discussion Topics in this way, it will make it easier for you later to find postings that relate to one of the six (6) 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. **DO NOT USE THESE GENERAL DISCUSSION TOPICS FOR ASSESSABLE DISCUSSION.**

“Assignments” (1 and 2) - The Unit Coordinator has opened two (2) Topics in which you can make postings in relation to the Assignments. You may have queries that you wish to raise with the Unit Coordinator for example and can use these topics for that purpose.

“Capstone Assignment” - This topic has been opened to allow you to ask questions of the Unit Coordinator in relation to the requirements for the Capstone Assignment.

“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 can also use the ‘Café’ 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 (if you do not choose to place them in one of the “General Discussion Topics” mentioned above). You should do your best to make it into a real café atmosphere. You should try to create an on-line community with other students. You will enjoy it!

“Feedback” - The Unit Coordinator has opened this Topic so that you can make comments, suggestions and criticisms, which are anonymous. This is a very important facility so far as the Unit Coordinator is concerned for the following reasons. 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. Don’t hesitate to use the facility.

3. “Mail”

If you wish to communicate with the Unit Coordinator privately, you can use the MyLO (email) facility to do this OR you can send emails to the Unit Coordinator at: **Barry.Hicks@utas.edu.au**. If you send them to the latter address they will be seen more quickly and this can result in an earlier reply.

Computer hardware & software

Unit Specific Software

To run the Unit CD there are certain technical and software requirements. These are detailed on the sheet forwarded to you with the Unit CD and on the unit CD under - “Technical Requirements for this CD”. You should read this information carefully to ensure that you will be able to run the CD on your computer and make full use of the course materials on it.

For MyLO

To access MyLO from your own computer you will need the appropriate software, and hardware to run that software. See *Learning Online* at <http://uconnect.utas.edu.au/> for computer software you will need.

Note: Older computers may not have the hardware to run some of the required software applications. Contact your local IT support person or the Service Desk on 62 26 1818 if you experience difficulties.

For further information on using MyLO self help sheets can be accessed at: <http://www.utas.edu.au/coursesonline/MyLO-Support.htm>

Details of teaching arrangements

This unit is offered by flexible delivery. NO formal face-to-face classes or meetings are scheduled.

Occupational health and safety (OH&S)

The University is committed to providing a safe and secure teaching and learning environment. In addition to specific requirements of this unit you should refer to the University's policy at: http://www.admin.utas.edu.au/hr/ohs/pol_proc/ohs.pdf

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 so that you can complete the course progressively throughout the semester. The Prescribed Readings for each Topic are indicated in the Course Materials on the Unit CD.

Modules	Topics	Schedule
1	<p><u>Background to Corporate Governance</u></p> <p>Introducing Corporate Governance</p> <p>Evolution of Corporations and Corporate Governance</p> <p>Emerging Legal Framework for Corporations</p> <p>Development of Corporate Governance Best Practice</p> <p>Theoretical Underpinnings of Corporate Governance</p>	Monday, Week 3, 27 July
2	<p><u>Legal Framework of Corporate Governance</u></p> <p>Companies and the Corporations Act</p> <p>Directors and Management</p> <p>Shareholders</p> <p>Trade Practices Act</p> <p>Environmental Law</p> <p>Occupational Health and Safety Legislation</p> <p>Australian Stock Exchange</p>	Monday, Week 5, 10 August
3	<p><u>Governance Roles</u></p> <p>Board of Directors</p> <p>Executive and Non-Executive Directors</p> <p>Board Chairperson</p> <p>Chief Executive Officer and Management</p> <p>Company Secretary</p> <p>Shareholders and other Stakeholder</p>	Friday, Week 7, 28 August

Mid-Semester Break: Monday 31 August – Friday 4 September, 2009		
4	<p><u>Improving Board Process</u></p> <p>Board Meetings</p> <p>Board Committees</p> <p>Audit Committees</p>	Friday, Week 8, 11 September
5	<p><u>Key Board Functions</u></p> <p>Strategy</p> <p>Value Adding</p> <p>Monitoring</p> <p>Legal Compliance and Risk Management</p> <p>Reporting</p>	Monday, Week 11, 28 September
6	<p><u>Continuing Improvement</u></p> <p>Director Protection</p> <p>Board Evaluation and Improvement</p> <p>Director and Executive Remuneration</p> <p>Director Development</p> <p>Director Selection and Induction</p>	Monday, Week 13, 12 October
<p>Assessable Discussions and Assignments are to be completed by Midnight Eastern Standard Time (EST) on the following dates:</p> <p>Discussions 1 and 2 – Monday Week 5, 10 August 2009</p> <p>Discussions 3 and 4 – Friday Week 8, 11 September 2009</p> <p>Discussions 5 and 6 – Wednesday Week 13, 14 October 2009</p> <p>Assignment 1 - Sunday 6 September 2009</p> <p>Assignment 2 – Monday 12 October 2009</p> <p>Capstone Assignment - Monday 2 November, 2009</p>		

Dates for Semester 2, 2009

<i>Week</i>	<i>Commencing</i>
Week 1	Monday 13 July
Week 2	Monday 20 July
Week 3	Monday 27 July
Week 4	Monday 3 August
Week 5	Monday 10 August
Week 6	Monday 17 August
Week 7	Monday 24 August
<i>Mid Semester Break</i>	<i>Monday 31 August – Friday 4 September</i>
Week 8	Monday 7 September
Week 9	Monday 14 September
Week 10	Monday 21 September
Week 11	Monday 28 September
Week 12	Monday 5 October
Week 13	Monday 12 October
<i>Study Period</i>	<i>Monday 19 – Friday 23 October</i>
<i>Examination Period</i>	<i>Saturday 24 October – Tuesday 10 November</i>

Learning expectations and strategies

Expectations

The University 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 students have as they pursue their studies within the special environment the University offers.

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 attend classes when and as required, strive to maintain steady progress within the subject or unit framework, comply with workload expectations, and submit required work on time.

Learning Strategies

As mentioned above, there are six (6) 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 (and in some cases videos) and some questions for you to 'consider' and 'activities' to do in relation to the readings. There are also questions for Assessable Discussion located at the end of each Module (see later in this Outline) and there are two "Assignments" that you need to complete (see later in this Outline). At the end of each Module there are also 'Self Review Activities' for you to undertake that will allow you to test your knowledge of the material covered in

the Module. There is a requirement for the completion of Assessable Discussions by three fixed dates throughout the Semester and you must comply with this requirement so that you do not lose marks (see under ‘Assessment’ p.13)

There are two assignments and at the end of the Unit, there is a Capstone Assignment to undertake and return to the Unit Coordinator (see later in this Outline).

From the start of Semester it is important to work consistently through the Course Materials. If there is any area of work that you do not understand, you should contact the 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 to be skipped. The Unit Coordinator will reply to email requests for assistance within 48 hours during business hours (Mon – Fri 9.00am -5.00pm). You are requested to direct emails to the Unit Coordinator at: **Barry.Hicks@utas.edu.au** rather than using the MyLO email facility. This will ensure that your emails come to the attention of the Unit Coordinator more quickly and as a result they can be answered more quickly by him.

Test your knowledge by undertaking the ‘Self Review Activities’. Make sure that you complete assessable discussion by the due dates indicated under ‘Assessment’. Start work on each of the two assignments early so that you will have adequate time to complete them and every opportunity to be awarded a good mark. This is especially the case with Assignment 2 which requires you to watch two videos on the Unit CD and provide a report in relation to your viewing. It will be necessary to watch the videos several times so that you can take notes in relation to the matters dealt with.

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 you feel you must work through problems alone. Throughout the unit as mentioned above, there are “questions” and “activities” for you to consider and you may choose to discuss these by making postings to the Non-Assessable Discussion Topics for each of the Modules via the Discussion facility of MyLO. There are also the questions for Assessable Discussion with other students. 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 the Unit Coordinator. There are also the ‘Self Review Activities’ for you to undertake at the end of each Module.

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 the 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 MyLO Discussions (Assessable and Non-Assessable) will be as interesting and useful as you make them.

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 CD that must be done next.
- ***Listen*** to the PowerPoint presentation.

- **Read** the readings provided on the CD (PDF) or referred to on the internet.
- **Reflect** on the concepts and issues that have been encountered using the questions and activities posed for your consideration and the ‘Self Review Activities’ (when you have completed all topics in a Module).
- **Discuss** the issues raised in Assessable Discussion Questions and feel free to participate in Non-Assessable Discussion for any or all of the Modules.
- **Do** any other activities that are scheduled/provided for the Topic or Module including the ‘Self Review Activities’.

Formal Written Feedback from the Unit Coordinator - Assessable Discussion 1

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 eg: you may ask for assistance in relation to a plan that you have prepared for Assignment 1 and the Unit Coordinator will provide feedback on your plan.

However, the Unit Coordinator will ALSO provide ‘Formal Written Feedback’ in relation to the Assessable Discussion for Module 1.

It is intended that by providing Formal Written Feedback on this Assessable Discussion you will be afforded the opportunity to know how you are performing against the ‘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 Formal Written 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 Discussion.

The condition on which Formal Written Feedback for Module 1 will be provided is that you complete your discussion postings for Module 1 on or before the ‘Suggested Date’ in the Unit Schedule for completion of that Module ie: **Monday Week 3, 27 July 2009.**

Textbook and other Web Documents

Obviously you need to obtain the prescribed Textbook early. You should also obtain (as and when required) copies of “Documents” that are located on the Internet (you will be told when to do this in particular Modules). The Documents are referred to and used in many Topics and Modules throughout the Unit in conjunction with the Textbook and the Course Materials. On the Unit CD you are provided with the Internet address and a button that you can click on to access the site where the Document is located and it may be viewed. Then you can take a copy of the Document for your personal use in connection with your study of this unit. Typically the documents are in PDF format.

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 watch current affairs and business programs on TV and listen to such programs on the radio.

Student Interaction and Discussion

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, discuss issues with other students. Make extensive use of MyLO Discussion, both Assessable and Non-Assessable that the Unit Coordinator has provided for you to use. You should make sure that you use the ‘Café’ for example, so that we can all get to know each other. Use any or all of the Topics in the Discussion area – it can be very helpful.

Contact with the Unit Coordinator

If you have a problem that cannot be resolved by communication and interaction with other students, you should not hesitate to contact the Unit Coordinator at the earliest opportunity. You should use MyLO Mail or your personal email or, if necessary telephone the Unit Coordinator or ask him to telephone you back (you can do this in your email by providing a return telephone number).

As NO formal face-to-face classes or meetings are scheduled for this unit, you MUST maintain regular contact with the Unit Coordinator in this way so that you can get the necessary assistance to undertake the unit. If you are geographically close to the Hobart Campus of the University, you can make an appointment to see the Unit Coordinator and get the help you need face-to-face.

Unit Schedule

There is a Unit Schedule provided earlier in the Unit Outline (see earlier) in which you will find the six (6) Modules covered in this unit together with the separate Topics covered in each Module. It also contains SUGGESTED target times for the completion of the six (6) Modules in the unit. This will be helpful for you 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 (2) Assignments. It would be VERY unwise to leave insufficient time so that you have to complete a large amount of work in a short period (as mentioned earlier, make and early start on Assignment 2 in particular because of the need to watch two videos several times to record information for a report). In particular, you will see under ‘Assessment’ that you are not permitted to undertake the Capstone Assignment in the unit UNLESS and UNTIL you complete ALL of the requirements for the unit by the prescribed DEADLINES ie: six (6) ‘Assessable Discussions’ and two (2) Assignments.

General

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. In addition to practical problem solving and application of corporate governance 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.

You should do well in this unit if you:

- have a strong interest in corporate governance issues;
- **keep up-to-date with your coursework**, and with daily newspapers, relevant magazines, journals radio and TV programs;
- consolidate your understanding by making appropriate short notes and summaries;
- give yourself plenty of time to complete your “Assignments”;
- prepare for and actively participate in Assessable and 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.

Specific attendance/performance requirements

This unit is offered by flexible delivery. NO formal face-to-face classes or meetings are scheduled and therefore there are no specific attendance requirements.

In order to pass this unit you must complete and submit each item of assessment listed below AND achieve a final result of at least 50%.

Assessment

Assessment schedule

Assessment task	Date/Time due	Percent weighting
Assessable Discussions (6)	Midnight (EST) on: Mon Wk 5, 10 Aug - Discussions 1 & 2 Fri Wk 8, 11 Sept Discussions 3 & 4 Wed Wk 13, 14 Oct Discussions 5 & 6	20% (6 x 3.33%)
Assignment 1:	Midnight (EST) Sunday 6 September	20%
Assignment 2:	Midnight (EST) Monday 12 October	20%
Capstone Assignment	Midnight (EST) Monday 2 November	40%

NOTE: midnight is based on Australian Eastern Standard Time (EST)

Assessment details

Assessment task 1	
Task description	There are six (6) Assessable Discussions and you MUST participate in each one of them. There is one (1) Assessable Discussion for each of the Modules 1 to 6.
Task length	There is no set length for this task.
Links to unit's learning outcomes	1-4
Assessment criteria / guidelines	Provided on the Unit CD under each Discussion Topic (1-6)
Date dues (3)	Midnight (EST) on: Monday Wk 5, 10 August 2009 - Discussions 1 & 2 Friday Wk 8, 11 September 2009 - Discussions - 3 & 4 Wednesday Wk 13, 14 October 2009 - Discussions - 5 & 6

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. The Unit Coordinator will monitor the Assessable Discussion/s regularly (in most cases on a daily basis in the mornings), but will not interfere, except to correct misconceptions and errors and to make postings that are designed to elicit further discussion and interaction where this is seen to be necessary or useful. 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. If the Unit Coordinator can help you to achieve this goal he will make postings designed to assist you and other students.

You are required to engage in Assessable Discussion at a **minimum of three (3) levels** for each of the six (6) 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 will NOT be awarded for the discussion.

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 any postings at any level.

The more levels of discussion that you engage in, 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' for Discussion provided on the Unit CD under each of the six (6) Discussions.

A mark out of 100% will be awarded for each of the six (6) discussions in accordance with the above 'Assessment Criteria'. The marks will be awarded on the basis of ALL of your discussion postings (3 or more). Postings will not be marked individually. The marks for the six (6) discussions will be added together and converted to give a mark out of 20% for Assessable Discussions. Marks for each discussion topic, and the final mark will be advised via email sent to you on MyLO.

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 a date close to one of the three (3) due dates for assessable discussion. Therefore, you should monitor the discussion board of your group regularly to see what discussion is taking place during the three (3) periods for discussion.

NOTE: For ALL Topics there are questions posed for student 'consideration' (and activities). The questions 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' and the 'activities' 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 (use the 'General Discussion' Topics for Modules 1-6 in the 'Discussions' area mentioned earlier).

NOTE: If you wish to receive 'Formal Written Feedback' (see earlier) on your Assessable Discussion for Module 1, you Must complete the requirements for the Discussion by the suggested date for completion set out in the Unit Schedule - ie: Monday Week 3, 27 July 2009.

Assessment task 2	
<i>Task description</i>	Written in depth examination and analysis of (a) the collapse of HIH Insurance and (b) the manner and extent to which compliance with the ASX Corporate Governance Council <i>Corporate Governance Principles and Recommendations</i> (2007) may have prevented the collapse had they been in operation in the years leading up to the collapse
<i>Task length</i>	2,000 words
<i>Links to unit's learning outcomes</i>	1-4
<i>Assessment criteria / guidelines</i>	Provided on the Unit CD under 'Assignment 1'
<i>Date due</i>	By midnight on Sunday 6 September 2009(EST) The mark awarded and feedback on the assignment will be emailed to you via MyLO.
Assessment task 3	
<i>Task description</i>	Written in depth examination and analysis of the debate in 2008/2009 concerning corporate governance and executive remuneration and its implications for corporate law and corporate governance practices including the provision of advice as a corporate governance adviser to boards dealing with executive remuneration issues in the light of the debate and subsequent developments.
<i>Task length</i>	2,000 words
<i>Links to unit's learning outcomes</i>	1-4
<i>Assessment criteria / guidelines</i>	Provided on the Unit CD under 'Assignment 2'.
<i>Date due</i>	By midnight on Monday 12 October 2009(EST) The mark awarded and feedback on the assignment will be emailed to you via MyLO

Assessment task 4	
<i>Task description</i>	<p>The Capstone Assignment may require examination of material covered in any or all Modules. It is a substitute for a final examination in the unit.</p> <p>The objectives of the Capstone Assignment are to test you and afford you an opportunity to demonstrate your:</p> <ul style="list-style-type: none"> • breadth of knowledge and understanding of corporate governance; • skills in being able to identify corporate governance issues in given factual situations; • skills in applying corporate governance principles, guidelines, recommendations and practice suggestions to factual situations; • understanding of the appropriate measures for developing and maintaining high standards of corporate governance • competence in presenting answers and arguments coherently and concisely; and • capability in other aspects related to the Learning Outcomes
<i>Task length</i>	3,000 words
<i>Links to unit's learning outcomes</i>	1-4
<i>Assessment criteria / guidelines</i>	Demonstration of the knowledge, skills, competencies and capabilities listed above.
<i>Date due</i>	Midnight on Monday 2 November 2009 (EST)

When you have worked completely through the Unit Resources, participated in the six (6) Assessable Discussions and submitted the two (2) Assignments by the due dates, you may send an email request to the Unit Coordinator to email the Capstone Assignment to you. The Assignment will be emailed to you by 5.00pm on the next business day following receipt of your email request. Recall that the three (3) FINAL dates and times for submissions of Assessable Discussions are as set out earlier. If you comply with these deadlines having submitted your assignments and you forward an email request to the Unit Co-ordinator on that day, the Capstone Assignment will be emailed to you by 5.00pm on Thursday 15 October. If you satisfy the Assessment requirements earlier, you may request the Capstone early and it will be emailed to you as above. EARLY completion of Assessment is RECOMMENDED as it will give you

more time to complete the Capstone without undue interference with your examination preparation for other units.

How your final result is determined

To be able to pass this unit, you **MUST** satisfactorily participate in **EACH** one of the six (6) Assessable Discussions by the three (3) due dates **AND** submit **EACH** of the two (2) Assignments by the due dates **AND** submit the Capstone Assignment by the due date.

If you do not satisfy these Assessment requirements for the Unit you will be awarded a grade of NN (fail).

The marks for each of the four (4) Assessment Tasks are added together 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 2 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 for work undertaken in connection with the Capstone Assignment until that date.

Submission of assignments

How to submit your Assignments and the Capstone Assignment

Word files (Word 2003 or earlier OR Rich Text Files (.rtf)) containing the two (2) Assignments and the Capstone Assignment **MUST** be emailed to the Unit Coordinator at the following address: Barry.Hicks@utas.edu.au **Do NOT submit them via the Mail facility in MyLO.**

The file names for the Assignments/Capstone Assignment should be as follows:

Student Surname; Initials; Assignment detail eg: HicksBJAssignment1;
HicksBJCapAssignment

Receipt of files containing the two (2) Assignments and the Capstone Assignment in a readable form will be acknowledged by return email.

Requirements for Assignments and the Capstone Assignment

The submitted Assignments and 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 at the Faculty website:

<http://www.utas.edu.au/business/faculty/documents/BusinessFacultyGuide2006.pdf>

Your attention is particularly drawn to the University's rules on **Plagiarism** (see later in this Unit Outline). Whilst you are encouraged to work together with other students and exchange information in this unit, submitted Assignments and the Capstone Assignment must be your own work. Assignments and the 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 two Assignments will be marked as quickly as possible after submission and grades will be emailed to you via MyLO. Feedback for Assessable Discussion 1 will be provided if the requirements for Formal Written Feedback have been satisfied.

Assignments and the Capstone Assignment may be submitted to plagiarism detection software.

Requests for extensions

Consistent with the Faculty's policy on late submission, extensions of time will only be granted on medical or compassionate grounds. They will not be granted because of work or other commitments. Requests for extension must be made to the unit coordinator in writing on the School's Application for Late Submission Form (available on MyLO) before the due date of the assignment. Medical certificates or other evidence, which supports the application, must be attached and must contain information which justifies the extension sought.

Penalties

Over-length Work

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 10% for each day until the assignment is resubmitted.

Late Submission of Continuous Coursework

Coursework that is not handed in by the agreed completion date will incur a penalty of 10% of the available marks for each day, or part day, the assignment is late.

Review of results and appeals

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

<http://acserv.admin.utas.edu.au/rules/Rule2.doc>

Academic referencing

In your written work you will need to support your ideas by referring to scholarly literature, and other sources of information such as the accounting regulatory bodies. 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.

The appropriate referencing style for this unit is the Harvard referencing method. Further information on presentation of assignments, including referencing styles is available at:

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

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

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, 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/plagiarism/>.

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.

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 lecturer in the first instance.

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

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

If you have a problem...

- of an administrative nature (eg tutorial allocation), see the lecturer

- of an academic nature, please ask questions through MyLO Mail or post your query on the general discussion board. For individual assistance, you are encouraged to contact your unit coordinator via MyLO Mail
- if you have problems using MyLO, contact the service desk
 - Website: <http://www.utas.edu.au/servicedesk/student/index.html>
 - Telephone: 6226 1818
 - Email: servicedesk@utas.edu.au

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 Ombudspersons, 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
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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

Students with Disabilities –University & 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 University’s Equity Plan can be accessed at: http://services.admin.utas.edu.au/equity/Equity_Plan/Text/index.htm

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 all students, including those with disabilities, have equal access to lecture and course materials. The School of Accounting & Corporate Governance complies with these procedures