

**COURSE CODE: POLD707**

**COURSE TITLE: CORPORATE GOVERNANCE**

**COURSE START DATE: Monday January., 18th 2021**

**COURSE END DATE: Friday, April., 16th, 2021**

**INSTRUCTOR: Dr. Wilson Odiyo**

FACULTY INFORMATION

**Instructor/Facilitator:** Dr. Wilson Odiyo, PhD

**E-mail address:** Wilson.Odiyo@pacuniversity.ac.ke

**Telephone numbers for emergency help 0722605269**

Office Location: N/A)

**Office hours** – 8.00 hours to 17.00 hours Monday to Friday

8.00 hours to 12.30 hours Saturdays

**Instructor Availability:** Do not hesitate to contact me. Please let me know how I can better support and challenge you. It is easier to reach me by email. If you prefer to phone you can call on 0722605269 during office hours. Sometimes my schedule will not allow me to read each new posting in the forum at each login. Therefore, if you have a direct question for me that you are posting to one of the forums, begin the subject line with a question mark (?). I will attend to those first if I have a limited time frame

COURSE DESCRIPTION

The course consists of; Concept of corporate governance; corporate governance systems; principles of good corporate governance and ethics; corporate disclosure; corporate governance functions and structure ethical theories; emerging issues and challenges in business governance; conflicting interests of leaders; ethics and its institution; ethical decision making; ethical leadership; ethical culture; developing ethics programs, codes of practice; corporate social responsibility, citizenship and performance; making business judgment; stakeholder management. Christian perspectives on ethical organizations and leadership; importance of corporate governance.

GOALS AND PURPOSE OF THE COURSE

**Purpose**

The course aims to develop an understanding of the underlying concepts of corporate governance, business ethics, which are relevant to the contemporary business environments. It is designed to foster the student’s understanding of the ethical influence on economic, financial, managerial, and environmental aspects of business. The course aims at developing a student’s ability to critically analyze ethical issues in business. The course reviews different regulatory processes essential to the understanding of the principles of corporate governance globally and in African contexts.

EXPECTED LEARNING OUTCOMES (ELOS)

By the end of course, students will be able to:

1. Integrate governance and ethics concepts in a business context.
2. Critically analyze and apply governance and ethics principles to contemporary business practice in both the corporate world and non-profit making organizations.
3. Evaluate different corporate governance and ethics structures.
4. Demonstrate understanding of ethical issues in organizations and apply corporate governance principles related to good business practice.
5. Articulate and demonstrate understanding of practical corporate social responsibility in organizations.
6. Integrate the Biblical concept of governance and ethics and its share in enhancing our social responsibility in the government and society in efforts for the church as a light to the world.
7. Appreciate the value of corporate governance best practice principles for effective organizations.

REQUIRED COURSE TEXTS/MATERIALS/ADDITIONAL EQUIPMENT

**Core reading materials**

Howell, K. E.,& Sorour, M. K. (2016). *Corporate governance in Africa: assessing implementation and ethical perspectives*, London: Palgrave MacMillan.

Solomon, J. (2013).*Corporate governance and accountability*, New Jersey, N.J: Wiley

Steinberg, M.R, (2011*). Governance, Risk Management, and Compliance*, Hoboken, New Jersey: John Wiley and sons Inc.

Needle, D. (2010). Business in Context: An introduction to Business and its environment, 5th Edition , Hampshire, UK, South-Western Cengage Learning

**Recommended course texts**

Kouzes, J.M. (2012). J-B Leadership Challenge: Kouzes/ Posner: The Leadership challenge workbook (3). Somerset, US: Jossey- Bass. Available from <http://www.ebrary.com>

Northouse, P. (2016). *Leadership: theory and practice (4thed.)*. Thousand Oaks, CA: Sage Publications.

Hofstede, G., & Hofstede, G.J. (2010). *Cultures and organizations: software of the mind*. New York: McGraw-Hill.

OECD (2004). *Corporate governance: a survey of OECD countries*, Paris: OECD

**Journal articles**

Academy of Management Review

Corporate Governance Journal

International Journal of Public Leadership

Mode of Delivery

Online lectures, discussions, case study analysis, reflective compendia, projects and papers

Instructional Material and Equipment

1. Virtual classroom
2. Computer, and internet connection
3. Group-based Learning
4. E-learning

ASSIGNMENTS AND DUE DATES

**Rubrics**

I will be using rubrics contained within the online teaching and grading platform to grade your various assignments, you will need to be aware so that when you work on your various assignments, you will be informed on the details. You are however advised to work within the rubric and beyond as we encourage creativity, however, do not aim lower than the rubric requirements.

**Assignments** – The assignments will be similar to the assignments you have done for other courses. The only difference is that you will be submitting them through the Assignment & tests Folder.

**Weekly Compendium –** Weekly compendiums should cover many concepts – not just one. They should be approximately 100 words and should be based on your interaction with the following: textbook reading, lecture review, discussion questions and response, and general in class dialog. The compendium is to be an analysis of what you have learned from participating in all facets of the course during the week. Weekly compendiums are due according to the course schedule and are to be posted to the Forum.

**Participation** – Your quality participation will make this course a success. You are expected to make a minimum of three substantive commentaries in the Forum each week. (Read weeks and final assignment weeks are the exceptions.) ‘Substantive Participation’ is described in the next section.

**NB: Assignment submission policy.** Assignments must be turned in on the due date/time electronically via Blackboard. Any assignment turned in late, even if by only a few minutes, will attract a penalty of 5% off for each day late. This percentage is deducted from your final score. For example if you hand in your work 3 days late you will lose 15% of marks the work is given. All submitted **work must conform to the APA style of referencing**. (See the PAC University Academic policies found in the Postgraduate Handbook).

**Course Assessment**

1. Discussion Questions 20% (5 marks x 4 blocks)
2. Weekly Compendium 12% (1 mark x12 weeks)
3. Participation 8% (2 x 4 blocks)
4. Course Application papers 40% (Minor Paper 1 & 2-10 Marks each, Major Paper 1- 20 marks)
5. End of Term Exam 20%

**Grading**

|  |  |  |  |
| --- | --- | --- | --- |
| **Numerical Grade %** | **Letter Grade** | **Grade Point** | **Significance** |
| 91 – 100 | A | 4 | Exceptional |
| 86 – 90 | A- | 3.7 | Excellent |
| 81 – 85 | B+ | 3.3 | Very Good |
| 76 – 80 | B | 3 | Good |
| 71 – 75 | B- | 2.7 | Above Average |
| 66 – 70 | C+ | 2.3 | Average |
| 61 – 65 | C | 2 | Fair |
| 56 – 60 | C- | 1.7 | Below Average |
| 51 – 55 | D+ | 1.3 | Poor |
| 46 – 50 | D | 1 | Barely Acceptable |
| 41 – 45 | D- | 0.7 | Very Poor |
| 0 – 40 | F | 0 | Failure |

**Grade Marks for various Assignments and Exams for the course**

The following are the weightings of assignments for this course (Customize to suit your departmental requirements

|  |  |
| --- | --- |
| **ASSIGNMENTS** | **Marks** |
| ***Discussion Questions***  *There will be four discussion questions posted to the Forum for response, each 5 marks)* | 20 |
| ***Assignments*** *There will be two assignments that will need to be completed and handed in through the Assignment Folder, Minor (10 marks) and Major Paper (30 marks)* | 40 |
| ***Weekly Compendium*** *There will be 12 opportunities to reflect on the previous weeks learning through the course. These compendia will be posted to the Forum.* | 12 |
| ***Participation*** *–*  *Marks will be given for your participation in the course. This will be based on adherence to the course procedures (see above) and substantive participation (see below)* | 8 |
| Total for Continuous Assessments | 80 |
| Exam Total will be | 20 |
| **TOTAL** | **100%** |

COURSE SCHEDULE

**Block 1: Overview**

**Goals**

By the end of this block, you will be able to:

1. Integrate corporate governance and ethics concepts in a business context.
2. Critically analyse and apply governance and ethics principles to contemporary business practice in both the corporate and non-profit making organizations
3. Examine the corporate governance functions and structures in a contemporary business set up

|  |  |  |
| --- | --- | --- |
| **Block** | **Assessment** | **Due Date** |
| **One**  **(18/01/2021 – 07/02/2021)** | Reading:  Howell and Sorour(2016) Chapter 1,2,3  Solomon (2013) chapter 7  Steinberg(2011). Chapter 1, 2 ,3, 4& 5  Attached Course material by Thulasivelu | Continuous through 07/02/2021 |
|  | Discussion Question 1 (1 initial response + 5 additional)  Compare and contrast rules based and principle based approaches to corporate governance  **Your initial post stimulate academic thinking and responses** | Continuous through 07/02/2021 |
|  | Weekly Compendium | End of every week  (Continuous through 07/02/2021) |
|  |  | 07/02/2021 |
|  | Participation | Continuous through 07/02/2021 |

**Block 2: Overview**

**Goals**

By the end of this block, you will be able to:

1. Develop an understanding of the principles of stakeholder management
2. Evaluate corporate governance and ethics functions and structure
3. Demonstrate an understanding of various ethical theories and issues and their application to good business practice.
   * **Minor paper** should take 3 weeks to complete

|  |  |  |
| --- | --- | --- |
| **Block** | **Assessment** | **Due Date** |
| **Two**  **(08/02/2021 – 28/02/2021)** | Reading:  Howell and Sorour(2016) Chapter 3,4  Needle (2010) chapter 9  Steinberg(2011) Chapter 6, 7,8 ,9 &10  Northouse(2016) Chapter 13  Solomon(2013) Chapter 9  Attached, course material by Thulasivelu, | Continuous through 28/02/2021 |
|  | Discussion Question 2 (1 initial response + 5 additional)   |  | | --- | | Discuss mechanisms available for leaders to build ethical climates in organizations. |   **Your initial post stimulate academic thinking and responses** | Continuous through 28/02/2021 |
|  | Weekly Compendium | End of every week  (Continuous through  28/02/2021 |
|  | **Minor paper –** You will write a paper that seeks to answer the following question:  The agency relationship as provided by the agency theory often creates conflict between the various stakeholders in an organization. Evaluate the causes of conflict between shareholders and managers, citing how good corporate governance practices can be used to ameliorate the situation. | 28/02/2021 |
|  | Participation | Continuous through  28/02/2021 |

**Block 3: Overview**

**Goals**

By the end of this block, you will be able to:

1. Articulate and demonstrate understanding of practical corporate social responsibility and citizenship
2. Integrate the biblical concept of governance and ethics and its role in enhancing social responsibility in government and society
   * **Major paper 1** should take 6 weeks to complete

|  |  |  |
| --- | --- | --- |
| **Block** | **Assessment** | **Due Date** |
| **Three**  **(01/03/2021 – 21/03/2021)** | Needle (2010) chapter 9  Solomon(2013) Chapter 10  The Holy Bible | Continuous through 21/03/2021 |
|  | Discussion Question 3 (1 initial response + 5 additional)  Discuss the business case for corporate citizenship and social responsibility  **Your initial post should stimulate academic thinking and responses** | Continuous through 21/03/2021 |
|  | Weekly Compendium | End of every week  (Continuous through 21/03/2021) |
|  | **Major paper**  Identify an organization of your choice and examine its Corporate governance and ethics structure. Your paper is to evaluate the following;  i. It’s key governance and regulatory principles  Identify the theory/s under pining its governance approach  ii. Its key ethical framework paying attention to the ethical theories applied and demonstrating their application to organizational objectives.  iii. the expectation placed on internal and external stakeholders.  iv.The impact of the corporate governance and ethics structure on business sustainability in view of the triple bottom line of people, planet and profit.  v. The effectiveness of its social responsibility and citizenship.  vi. The potential risks the organization faces.  vii. A conclusive statement based on your overall assessment of the organization  Please note that the quality of your paper should conform to the requirements of the PAC University academic journal. Refer to the journal for the guidelines. | 28/03/2021 |
|  | Participation | Continuous through 15/03/2020 |

**Block 4: Overview**

**Goals**

By the end of this block, you will be able to:

1. Appreciate the value of corporate governance best practice principles for effective organizations.
2. Examine emerging issues and challenges in business governance

|  |  |  |
| --- | --- | --- |
| **Block** | **Assessment** | **Due Date** |
| **Four**  **(22/03/2021 – 11/04/2021)** | Solomon(2013) Chapter 10 | Continuous through 11/04/2021 |
|  | Discussion Question 4 (1 initial response + 5 additional)  Emerging 21st Century trends in business practice have brought to the fore new business governance challenges. Explore these challenges, discussing how they can be handled for organizational good.    **Your initial post should stimulate academic thinking and responses** | Continuous through  11/04/2021 |
|  | Weekly Compendium | End of every week  (Continuous through  11/04/2021 |
|  | Participation | Continuous through  11/04/2021 |
|  | Comp prep exam | TBA |

**Student assessment is carried out through the following ways:**

1. **Discussion questions (DQs) – 20 marks**

There will be **only** **four DQs** – **1 DQ in each block of three weeks**

Each DQ contributes 5 marks (total of 20 marks)

* For the student to get all the 5 marks, they need to make an initial contribution (**own perspective once**) to the question presented and then make **five** other responses (**commenting on and responding to other student’s postings**) to the discussion
* The responses are supposed to be evenly distributed within the three weeks in the block (a student should not wait until the last week of the block to post all the 6 submissions – in principle students should make two submissions per week)
* To award the 5 marks - the quality of the contribution (intellectual level, references, technical content etc will be considered)
* Submissions should be between 200-250 words

1. **Weekly compendiums (WCs) – 12 marks**

These are the students’ personal reflections on what they have learnt during that week – they should not be repetitions of the DQs.

1. There will be 12 Weekly Compendiums (WCs)
2. Each WC contributes 1 mark (12 marks)
3. Submissions should be between 200-250 words
4. **Participation (8 marks)**

* Participation grade is awarded if the student has been active in responding to DQs and WCs as stated above, they should get 8 marks (2 marks per each of the four blocks)
* The lecturer awards the marks based on the participation and not on the quality of submissions as this has already been considered while awarding marks for DQs.

1. **Minor paper (10 marks)**

The minor paper should be due at the end of Block 2

The lecturer has a free hand to decide what type of paper this should be (research or review) but generally in line with the lessons given in the block. Minor paper should be about 2500 words

1. **Major paper – 30 marks**

The major paper has the potential of being publishable if the students take it seriously and is due at the end of Block 3.

It could be research or review based**.** Major papers should be between 5000-7000 words

1. **End of term exam – 20 marks**

The end of term online exam is done at the end of the fourth block.

**QUALITY CONTROL MEASURES**

To ensure quality control and conformity to University standards the following procedures shall be followed:

1. The major and minor papers will be subjected to plagiarism test. Plagiarism will lead to disqualification of the submission and disciplinary measures – Blackboard has a software for checking for plagiarism. Contact ICT support on how to track plagiarism. Students are reminded about this and will be penalized for plagiarism as per the policy.
2. All major and minor papers should conform to APA style of writing. Any paper not conforming to APA style will be rejected and returned to the student.
3. Late assignment submissions will be subjected to 5% penalty

**Important contacts**: Technical Support [bernard.ondiek@pacuniversity.ac.ke](mailto:bernard.ondiek@pacuniversity.ac.ke)