Graduate Course Syllabus

CSR 620: Corporate Governance and Accountability
Center: Online

Course Prerequisites
None

Course Description
A proper governance framework is fundamentally important in enhancing the economic performance not only in individual firms but also in promoting welfare in society. Companies need to be accountable to wider stakeholder interests and within the context of corporate social responsibility. The number of stakeholders involved in governance systems is constantly increasing. Government and other regulatory agencies provide the platform through legislation, and boards of directors, auditors, shareholders, accounting professionals, company secretaries and employees all play their individual roles. The goal of this course is to introduce students to a wide range of accountability issues and governance procedures in the context of social contact.

Course Outcomes
- Describe stakeholder theory to fully comprehend the systemic impact of business
- Compare the various conventional corporate governance theories that limit holistic insight
- Understand the value of corporate financial management and transparency and its applications
- Design effective performance management and accountability structures for MNCs
- Define the fluid legal considerations in a global business environment
- Analyze and enhance the board selection and succession processes
- Create effective boardroom processes that maximize time and innovations
- Apply systems thinking to organizational processes
- Explain the external systemic influences to governance (e.g. media, politics, economics)
- Identify the relationships between stakeholders and board of directors
- Identify the keys to responsible selection, compensation and dismissal of CEO
- Develop critical thought concerning traditional management practices and its influences on corporate governance
- Develop a solid understanding of corporate governance and its changing context towards greater transparency within globalization

Required Materials

Using your learning resources is critical to your success in this course. Please purchase directly through SNHU's online bookstore, MBS Direct, rather than any other vendor. Purchasing directly from the bookstore ensures that you will obtain the correct materials and that the Help Desk, your advisor, and the instructor can provide you with support if you have problems.

A Blueprint for Corporate Governance: Strategy, Accountability, and the Preservation of Shareholder Value
Kaen, Fred
American Management Association
2003
ISBN: 978-0-8144-0586-4

Corporate Governance: Principles and Issues
Nordberg, Donald
Sage Publications, Inc.
2011
ISBN: 978-1-84787-333-0

Instructor Availability and Response Time

Your class interaction with the instructor and your classmates will take place in Blackboard on a regular, ongoing basis. Your instructor will be actively engaged within the course throughout the week. You will normally communicate with your instructor in the weekly discussions or the General Questions forum in Blackboard so that your questions and the instructor's answers benefit the entire class. You should feel free, however, to communicate with your instructor via SNHU email at any time, particularly when you want to discuss something of a personal or sensitive nature. Your instructor will generally provide a response within 24 hours.

Grade Distribution

Assignment Category	Number of Graded Items	Point Value per Item	Total Points
Discussion Board	10	30	300
Short Papers	5	40	200
Presentations	2	50	100
Midterm Exam	1	205	205
Final Project			
Corporate Governance Model Paper	1	200	200
		Total Course Points:	1,005

This course may also contain practice activities. The purpose of these non-graded activities is to assist you in mastering the learning outcomes in the graded activity items listed above.

University Grading System: Graduate

Grade	Numerical Equivalent	Points	Points Equivalent	
	Total Points:	*1,005*		
			Lower	*Upper*
A	93-100	4.00	935	1005
A-	90-92	3.67	905	934
B+	87-89	3.33	874	904
B	83-86	3.00	834	873
B-	80-82	2.67	804	833
C+	77-79	2.33	774	803
C	73-76	2.00	734	773
F	0-72	0.00	0	733
I	Incomplete			
IF	Incomplete/Failure*			
W	Withdrawn			

*Please refer to the policy page for information on the incomplete grade process.

Grading Guides

Specific activity directions, grading guides, posting requirements, and additional deadlines can be found in the Course Information area in the Assignment Guidelines and Rubrics folder.

Weekly Assignment Schedule

The Learning Modules area in Blackboard contains one module folder for each week of the course. All reading and assignment information can be found in the folders. Assignments and discussion board posts during the first week of each term are due by 11:59 p.m. Eastern Time. Assignments and discussion posts for the remainder of the term are due by 11:59 p.m. of the student's local time zone.

In addition to the textbook readings that are listed, there may be additional required resources within each module in Blackboard.

Module	Topics and Assignments
1	Conventional Corporate Governance Theories
	Reading: *A Blueprint for Corporate Governance*, Chapters 1 and 2
	Reading: *Corporate Governance: Principles and Issues,* Chapter 2
	1-1 Discussion: Conventional Corporate Governance Theories
	1-2 Short Paper: Corporate Governance
2	Stakeholder Theory
	Reading: *Corporate Governance: Principles and Issues,* Chapter 3
	2-1 Discussion: Stakeholder Identification and Engagement
	2-2 Short Paper: Stakeholder Interests

3	Corporate Financial Management and Transparency
	Reading: *A Blueprint for Corporate Governance*, Chapter 6
	Reading: *Corporate Governance: Principles and Issues,* Chapter 12
	3-1 Discussion: Corporate Financial Management and Transparency
	3-2 Presentation: Strategic Measures
4	Fluid Legal Considerations
	Reading: *Corporate Governance: Principles and Issues,* Chapter 4
	4-1 Discussion: Fluid Legal Considerations in a Global Environment
	4-2 Short Paper: Corporate Governance
5	Organizational Architecture and Board Composition
	Reading: *Corporate Governance: Principles and Issues,* Chapter 7
	5-1 Discussion: Adaptable Organizational Structure
	5-2 Short Paper: Boards
6	Interpersonal Challenges Between Board of Directors and Top Management
	Reading: *A Blueprint for Corporate Governance*, Chapter 10
	6-1 Discussion: Interpersonal Challenges Between Board of Directors and Top Management
	6-2 Midterm Exam
7	Responsible Selection, Compensation, and Dismissal of the Chief Executive Officer
	Reading: *Corporate Governance: Principles and Issues,* Chapter 8
	7-1 Discussion: Balancing Performance and Core Values
	7-2 Presentation: CEO Selection Process
8	Performance Management and Accountability
	Reading: *A Blueprint for Corporate Governance*, Chapter 8
	8-1 Discussion: Performance Management for Executives
	8-2 Short Paper: Decentralization, Incentives, and Value Creation
9	External Systemic Influences to Governance
	Reading: *A Blueprint for Corporate Governance*, Chapter 3
	Reading: *Corporate Governance: Principles and Issues,* Chapter 11
	9-1 Discussion: External Pressures to Conform
	9-2 Final Project: Milestone One
10	Balancing Conflicting Interests of Stakeholders within Global Corporations
	Reading: *A Blueprint for Corporate Governance*, Chapter 11
	Reading: *Corporate Governance: Principles and Issues,* Chapters 5 and 6
	10-1 Discussion: Boards in Multinational Corporations
	10-2 Final Project: Milestone Two

Attendance Policy

Online students are required to submit a graded assignment/discussion to Blackboard during the first week of class. If a student does not submit a posting to the graded assignment/discussion during the first week of class, the student is automatically withdrawn from the course for non-participation. Review the full attendance policy.

Late Assignments Policy

Meeting assigned due dates is critical for demonstrating progress and ensuring appropriate time for instructor feedback on assignments. Students are expected to submit their assignments on or before the due date. Review the full late assignment policy.

SNHU College of Online and Continuing Education Student Handbook

Review the student handbook.

ADA/504 Compliance Statement

Southern New Hampshire University is dedicated to providing equal access to individuals with disabilities, including intellectual disabilities, in accordance with Section 504 of the Rehabilitation Act of 1973, Title III of the Americans with Disabilities Act (ADA) of 1990, and the ADA Amendments Act of 2008. The university prohibits unlawful discrimination on the basis of disability and takes action to prevent such discrimination by providing reasonable accommodations to eligible individuals with disabilities.

As soon as you become aware of a disability, we encourage you to contact the Online Accessibility Center (OAC) to discuss accommodations for which you may be qualified. Reasonable accommodations are established through an interactive process between the student and the OAC. Note that accommodations are not retroactive and that disability accommodations are not provided until an accommodation letter has been processed.

Contact Information:
Online Accessibility Center
Phone: 866-305-9430
Email: oac@snhu.edu

For questions concerning support services, documentation guidelines, or general disability issues, visit the Online Accessibility Center website.

If you feel you have been denied appropriate disability-related accommodations, including appropriate auxiliary aids and services, you may file a grievance as described in the ADA/504 Grievance Policy found on the Disability Services webpage.

Academic Honesty Policy

Southern New Hampshire University requires all students to adhere to high standards of integrity in their academic work. Activities such as plagiarism and cheating are not condoned by the university. Review the full academic honesty policy.

Copyright Policy

Southern New Hampshire University abides by the provisions of United States Copyright Act (Title 17 of the United States Code). Any person who infringes the copyright law is liable. Review the full copyright policy.

SNHU College of Online and Continuing Education Withdrawal Policy

Review the full withdrawal policy.

Southern New Hampshire University Policies

More information about SNHU policies can be found on the policy page.

Assessment Calibration and Student Work Samples

For the purpose of continuous improvement of our educational training, Southern New Hampshire University's College of Online and Continuing Education may, on occasion, utilize anonymous student work samples for internal professional development and staff training. If you have any questions or concerns, contact your advisor. If you would like to withdraw permission for use of your work, please contact the assessment calibration administrator at assessmentcalibration@snhu.edu. See this document for more information.