2014

BUAD 690-01 Corporate Governance

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Xavier University
Williams College of Business
BUAD 690-01: Corporate Governance
Spring 2014

Instructor: Sandra Richtermeyer, Ph.D., CPA (Colorado), CMA

Credit Hours: 3

Course Number: BUAD 690-01

Course Pre-requisites: All required MBA courses
(or permission of MBA advisor for elective credit)

Office Hours: Before and after class as needed;
Weekly special hours are also posted. For MBAs, it is
strongly encouraged to contact me and set-up a phone or
office appointment. I understand your schedules on
campus are largely established around your evening/
weekend class schedule.

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Optional Materials: Strengths-Based Leadership assessment
Materials posted on portal (by topic)
The mission of the Williams College of Business is:
We educate students of business, enabling them to improve organizations and society, consistent with the Jesuit tradition.

BUAD 690 contributes to this mission by preparing MBA students to become leaders and serve on boards or work with boards. Boards are subject to increased scrutiny and the concepts learned in this course, coupled with the Jesuit philosophy, are designed to be helpful and applicable to all types of organizations.

Course Objectives

Catalog Description [provided for reference purposes]
This course provides an introduction to corporate governance that applies to publicly held corporations, privately owned corporations and nonprofit organizations. The course emphasizes the development, implementation, monitoring, and evaluation of effective governance strategies.

Organizational leaders and guest speakers are an important element in the course activities and students are encouraged to work with an organization of their choice in completing assigned projects. The course emphasizes the development, implementation and monitoring of an effective governance strategy and includes discussion of the following:

1) The need for governance models and systems – introductory concepts, history and trends
2) The relationship between governance and strategy (defining, executing and evaluating organizational strategy)
3) Key issues for governing bodies related to:
   - Organizational ethics
   - Information needs of governing boards
   - Internal risk assessment & management – internal processes, practices, procedures, policies, internal control frameworks
   - External risk assessment & management – investors, creditors, regulatory agencies, suppliers, competitors
   - Assessing organizational performance (both financial and non-financial)
4) Evaluation of governance models and systems
5) Modification and change of governance models and systems
Student Assessment and Evaluation – six course elements:
1) Class participation and leadership - (15%)
2) U.S. and Non U.S. Publicly traded company benchmarking, global governance trends assignment (30%)
3) Scenario based exam – (10%)
4) Non-profit organization analysis (nonprofits of your choice) – 10%
5) ETS Testing (basic test required in all capstone courses) – adjusted if you take this course as an elective) – 10%
6) Mini in-class short assignments and experiential learning projects (25%)

Note: it is not possible to obtain 100% on classroom leadership if you are not present at all classes. Based on class history, the typical % (out of 15%) received on classroom leadership average from 8-12%. Leadership takes on many forms and each topic presents different opportunities for classroom leadership. For example, leading class discussion, posting articles, sharing news, taking class notes and posting them to the portal, coordinating thank you letters for guest speakers, etc. are all great ways to earn points in this category of your total assessment.

Late assignments – any late assignments will receive a 25% point reduction every day after the due date of the assignment unless prior arrangements are made.

Submitting Assignments and Projects to Canvas

Please note that the majority of all assignments will be submitted to discussion threads on the portal and that the majority of the work you generate in the course will be transparent to other students. We will learn from benchmarking and collaborating and sharing our work. Please be sure to include your last name in all files that are posted to the portal.
MBA Learning Goals – Williams College of Business

BUAD 690 contributes to several MBA program learning goals
Each contribution is described below the learning goal

**Strategic Thinking and Leadership**

*Learning Goal:* WCB MBAs will be able to position organizations in chosen market areas, compete successfully, and satisfy stakeholders with the objective of achieving superior organizational performance.

**Corresponding Objectives:**
- MBA students will demonstrate the ability to articulate a vision and set and prioritize strategic objectives. **BUAD 690 students will evaluate mission, vision, values and strategy in at least two of their benchmarking assignments.**

**Global Perspective and Cultural Diversity**

*Learning Goal:* WCB MBAs will be able to work across cultural boundaries, whether these are geographical or societal, in that they possess a recognition and appreciation of the global environment of business and an understanding and appreciation of diversity.

**Corresponding Objectives:**
- MBA students will evaluate and integrate economic, political, technological, environmental and societal issues into their decision making and show competencies required to compete in the global environment in their analyses. **BUAD 690 students will evaluate governance systems in the group global governance assignment and include economic, political, environmental and societal issues into their analyses. (Note: technological issues as stated in the learning objective are not included in the evaluations.)**

- MBA students will incorporate the concepts of global diversity and inclusiveness in their analyses and decision making. **BUAD 690 students will complete three benchmarking analyses. All three governance benchmarking analyses will include many aspects of diversity with consideration to board composition.**
Ethics and Social Responsibility

**Learning Goal:** WCB MBAs are able to foster an ethical climate in their roles and responsibilities in business and society.

**Corresponding Objective:**

- MBA students will recognize ethical issues and demonstrate the skills necessary to analyze information and make informed, ethical decisions in complex, conflicting or ambiguous environments or situations. **BUAD 690 students will participate in an ethics round table on March 11 hosted by the Cintas Institute for Ethics. Feedback and synthesis from round table discussions will be required.**

Effective Written and Oral Communication

**Learning Goal:** WCB MBAs are proficient in written and oral communication.

**Corresponding Objectives:**

- (1) MBA students will demonstrate their ability to clearly summarize issues and support decisions in writing. **BUAD 690 students will complete assignments with executive summaries and key issue analysis. These objectives are met with the governance benchmarking analyses.**

- (2) MBA student deliver professional presentations accompanied by the appropriate technology. **BUAD 690 students will deliver presentations as a group on global governance practices.**

- (3) MBA students demonstrate effective interpersonal communications skills in a team setting. **BUAD 690 students will complete multiple team and/or small group assignments.**