



Cambrian College

School of Business, Creative Industries, and Information Technology

Course Outline

We acknowledge and respect that we are gathered on the traditional lands of the Anishnaabe People of Turtle Island and proudly recognize our local host Atikameksheng Anishnawbek. We also recognize the contributions of Wahnapiatae First Nation and the Metis Nation of Ontario.

Course Title	Strategy and Governance				
Course Code:	ACC1035	Credit Value:	4	Credit Hours:	56
Programs:	ACBU Business Administration - Accounting				
Equivalencies		Prerequisites		Corequisites	

This course may be delivered in a variety of different formats: 100% in-class, 100% online (or a blend of both), videoconferencing, distributed learning or off-campus. Please confirm with your faculty member which format will be used for your section of this course.

General Education Course:

Degree Breadth Course:

Eligible for PLAR:

Research Intensive

Course Designation:

Experiential Learning:

COURSE DESCRIPTION

In this course, students will define and apply concepts of corporate governance into business strategy. There is a direct tie between governance and strategy, which impacts how businesses are structured and how goals are achieved. Students will examine the duties and liabilities of boards of governors in private and non-profit sectors. This course will demonstrate the importance of measures in determining the board's effectiveness and the company. Students will examine the importance of selecting a board that remains compliant, ethical, and diligent while serving on a board of governors.

Date: June 08, 2023

Approved by:

PARVINDER ARORA
Dean, School Of Business, Creative
Industries, And Information Technology

Effective: Fall 2023, Winter 2024, Spring 2024

RELATIONSHIP TO PROGRAM VOCATIONAL LEARNING OUTCOMES

PROGRAM LEVEL	
This course contributes to your program by allowing you to demonstrate the following vocational learning outcomes:	
Program(s)	Vocational Learning Outcomes
Business Administration - accounting	<p>Ministry Standards</p> <ol style="list-style-type: none"> 1. Record financial transactions in compliance with Canadian Generally Accepted Accounting Principles for sole proprietorships, partnerships, private enterprises, publicly accountable enterprises and non-profit organizations. 2. Contribute to strategic decision-making by applying advanced management accounting concepts. 3. Analyze and evaluate organizational structures and the interdependence of functional areas, and contribute to the development of strategies which positively impact financial performance. 4. Analyze and evaluate, within a Canadian context, the impact of economic variables, legislation, ethics, technological advances and the environment on an organization's operations. 5. Analyze and evaluate an organization's internal control system, taking risk management into account. 6. Contribute to strategic decision-making by applying advanced financial management concepts.

COURSE CURRICULUM

Topics/Concepts Covered in This Course

- Corporate Governance
- Board of Directors
- Strategy, performance, and measurement
- Risk Management
- Business Structures
- Financial Reporting
- Shareholder and Stakeholder Engagement

COURSE LEVEL: Learning Outcomes and Objectives	
To earn credit for this course, you must reliably demonstrate your ability to:	
Learning Outcome	Objectives
1. Define key terms in Corporate Governance.	<ol style="list-style-type: none"> 1.1 Define & describe Corporate Governance. 1.2 Design corporate governance standards.

Learning Outcome	Objectives
	1.3 Discuss the relationship between corporate governance and corporate performance. 1.4 Describe the legal requirements of corporate governors.
2. Identify different types of governance structures and how they impact businesses.	2.1 Explain the differences between corporate governance in private, and non-profit businesses. 2.2 Analyze the advantages and disadvantages of having a board of directors or board of governors. 2.3 Analyze board responsibilities. 2.4 Determine the level of board independence. 2.5 Describe the operations of the Board, including committees. 2.6 Describe the process for hiring and terminating directors. 2.7 Analyze the legal responsibilities of the Board.
3. Create a strategy to attract and retain good board members.	3.1 Determine recruitment criteria for Board members. 3.2 Analyze the interdependency of the Board and CEO. 3.3 Determine the compensation structure for Board members. 3.4 Determine the Board structure and roles. 3.5 Analyze the recruitment process for Board members. 3.6 Compare the recruitment process for Board members and the CEO.
4. Evaluate the Company strategy and how it aligns to the Board's functions.	4.1 Create an organizational strategy. 4.2 Implement an organizational strategy. 4.3 Test your business model and strategy. 4.4 Create meaningful key performance indicators. 4.5 Evaluate risks with your strategy. 4.6 Evaluate the effectiveness of your contingency plans. 4.7 Evaluate the effectiveness of your board through risk management performance. 4.8 Assessing risk related to cybersecurity.
5. Describe the Board's role in planning the executive compensation strategy.	5.1 Determine the most effective compensation mix for your CEO. 5.2 Designing the right compensation mix for your CEO. 5.3 Discuss the importance of ratios of CEO pay compared to other executives. 5.4 Create an effective compensation strategy with direct, indirect, performance pay, and accountability to measurable outcomes. 5.5 Compare CEO compensation theories and how the impact on your organizational strategy.

Learning Outcome	Objectives
6. Discuss the importance of Financial Reporting and Audits for the Company and Board.	6.1 Creating your audit committee. 6.2 Implementing policies and procedures that promote accounting quality, transparency, and controls. 6.3 Analyze the models that exist to detect accounting manipulations. 6.4 Preparing for the external audit. 6.5 Discuss the impact of Sarbanes-Oxley on your organization's strategy. 6.6 Discuss the role of the CFO during the external audit.
7. Describe the importance of Ethical, Social, and Governance ratings on the Board and the Company.	7.1 Identify and engage your stakeholders. 7.2 Set realistic boundaries for your shareholders. 7.3 Determine the appropriateness of Proxy voting. 7.4 Designing strategies to ensure shareholder democracy and Corporate engagement without conflict. 7.5 Analyze the legal and economic implications of stakeholder activism. 7.6 Implementing metrics and disclosure mechanisms to ensure corporate social responsibility at all levels of the organization. 7.7 Develop measures that meet external audit requirements for corporate social responsibility or the equivalent.
8. Analyze alternate Models of Governance.	8.1 Assessing family businesses and the appropriate model of governance. 8.2 Determine the most effective governance strategy for venture-backed companies. 8.3 Compare the differences between an advisory board and a private board of directors. 8.4 Compare the differences between a private board and a non-profit board.

Essential Employability Skills

Communication

- communicate clearly in written, spoken, and visual form that fulfills purpose/needs of audience.
- respond to written, spoken, or visual messages in a manner that ensures effective communication.

Numeracy

- execute mathematical operations accurately.

Critical Thinking and Problem Solving

- apply a systematic approach to solve problems.
- use a variety of thinking skills to anticipate and solve problems.

Information Management

- analyze, evaluate, and apply relevant information from a variety of sources.

Interpersonal

- show respect for the diverse opinions, values, belief systems, and contributions of others.
- interact with others in groups in ways that contribute to effective working relationships.

Personal

- manage the use of time and other resources to complete projects.
- take responsibility for one's own actions, decisions, and consequences.

Delivery Method

- Classroom: Course is delivered through scheduled synchronous teaching that may be face-to-face and/or virtual.

Learning Activities

- Lectures
- Class Discussions
- Group Work
- Research
- Self-Directed Learning
- Presentations
- Guest Speaker(s)
- In-Class Exercises
- Case Studies
- eLearning Components

Resources Required**Books**

Larcker, *Corporate Governance Matters*, 3rd, Pearson
ISBN: ISBN-13978013666002

Evaluation Plan**Grading Scheme**

A	80% - 100%
B	70% - 79%
C	60% - 69%
D	50% - 59%
F	0% - 49%

Evaluation Method	Value (%)
Applied Activities (G)	40%
The professor will make you aware of the number of applied activities and their weight at the start of class.	
There will be at least two graded applied activities.	
Assignments	40%
The professor will indicate the number of assignments and the weight of these assignments when class begins.	
There will be at least two graded assignments.	

Evaluation Method	Value (%)
Quizzes	20%
The number of quizzes and the relevant weights will be identified by your professor when class begins.	

ADDITIONAL INFORMATION

A course outline is the College's commitment to the students. It supports educators, students, employers and other external stakeholders in determining the depth of knowledge and level of performance that a student will be able to demonstrate upon successful completion of a course. Both instructor and student are obligated to follow the content of the course outline. It is your responsibility to meet these outcomes as assigned.

Note: You should maintain a copy of this course outline for your records. You may require this course outline if you seek transfer credits or further studies at other institutions.

Cambrian Email Addresses

All email correspondence with currently registered students must be via the students' College-issued email, as per the College's [IT Acceptable Use Policy](#). Students must familiarize themselves with the IT Acceptable Use Policy, as it outlines the acceptable use of College information systems and technology, and mitigates risks to the College's IT infrastructure.

Bring Your Own Device (BYOD) and Apps Anywhere

Cambrian College is a BYOD institution, which means that students bring the device of their choice that meets program-specific minimum requirements. Program-specific requirements can be viewed in the "Plan Your Future" section on program web pages. AppsAnywhere is an easy-to-use app store-like platform providing students a way to access their College apps and software on demand, anywhere, anytime both on and off campus.

These both enrich the student learning experience in and out of the classroom, while providing maximum flexibility.

Policies

It is the student's responsibility to be aware of the College's [Academic Policies](#). The Academic Policies apply to all applicants to Cambrian and all current students enrolled in any program or course offered by Cambrian, in any location. Academic policies, procedures, and forms can be found on the Cambrian website.

Academic and Student Services

Cambrian has a variety of student and academic services to support students during their academic journey at the College.

- [Academic Success Advisors](#)
- [Bookstore and Campus Store](#)
- [Cambrian International](#)
- Cambrian Pride Centre
- [Career Centre](#)
- [Enrolment Centre](#)
- [First Step Centre](#)
- [Glenn Crombie Centre for Accessibility, Counselling, and Wellness \(GCC\)](#)
- [Library and Learning Commons](#)
- [Pathways](#)
- [Scholarships and Bursaries](#)
- [Student Government](#)
- [Student Health](#)
- [Student Life Centre](#)
- [Test Centre](#)
- [The Learning Centre](#) [Tutoring Services]

- [Wabnode Centre for Indigenous Services](#)
- [Women's Resource Centre](#)

Copyright

Copyright is the exclusive legal right given to a creator to reproduce, publish, sell, or distribute his/her work. All members of the Cambrian community are required to comply with Canadian copyright law, which governs the reproduction, use and distribution of copyrighted materials. This means that the copying, use and distribution of copyright-protected materials, regardless of format, are subject to certain limits and restrictions. For example, photocopying or scanning an entire textbook is prohibited, nor is uploading class materials to course sharing sites.

See the [Cambrian Library website](#) for additional information regarding copyright and for details on allowable limits.

Audio/Visual Capture

Sounds and images from this class, and contributions made by a participant, virtually or in-person, are recorded under the authority of the Ontario Colleges of Applied Arts and Technology Act, 2002. The main purpose of these recordings is to allow students enrolled in the course to review content and engage in activities, whether they attend any given class in person, virtually, or at all. Class recordings are for personal use only and shall not be shared or transferred. Faculty may also review these recordings to prepare for future classes, evaluate students, collaborate in program reviews, or provide feedback to faculty and/or students. Any questions about the use of multimedia recordings may be addressed to your respective Dean.

Equity, Diversity, and Inclusivity

Cambrian is committed to building and preserving an equitable, diverse, and inclusive learning community where students, faculty, and staff may achieve their full potential in an environment characterized by equality of respect and opportunity. All students and employees have the right to live and work in an environment that is free from discrimination and harassment. Therefore, Cambrian College will not tolerate any form of discrimination or harassment in its employment, education, accommodation, or business dealings. For more information, please visit: [Equity, Human Rights, and Accessibility](#).

Prior Learning Assessment and Recognition (PLAR)

Students wishing to have work or life experience that meets course learning outcomes considered for credit through Prior Learning Assessment and Recognition should contact the Pathways Office.

Transfer Credit

Students wishing to have courses from other programs or institutions assessed for equivalency and/or transfer credit should visit the [Transfer Credits page](#) on the Cambrian website. The student should maintain a copy of this course outline for their records. Students may require this course outline if seeking transfer credits or further studies at other institutions.

Test Proctoring at Cambrian

Many courses include major tests and/or final exams. The practice at Cambrian requires that these types of test situations involve proctoring to ensure academic integrity. Online tests/exams may employ a proctoring services to enable you to take your exam from a location of your choosing within a period specified by your instructor. When you are taking an online test/exam, the proctoring service may capture your video, screen, audio, and web surfing data to protect academic integrity. Cambrian College collects, uses, discloses, and retains personal information in compliance with the Freedom of Information and Protection of Privacy Act (FIPPA). Your personal information is being collected under the authority of the Ontario Colleges of Applied Arts and Technology Act S.O. 2002, c.8, Sched. F. This information will be used for the purpose of administering a test/exam through an online proctoring service acting as an authorized agent of the College. Please refer to Cambrian's [Official Student Records Policy](#) for more details. If you have any questions regarding the collection of your personal information, please contact Vice President Academic, Cambrian College, 1400 Barry Downe Rd., Sudbury ON P3A 3V8, 1-705-566-8101 ext. 6245.