

Liverpool John Moores University

Title: THE BOARD AND GOOD GOVERNANCE
Status: Definitive
Code: **7500BLWCG** (101403)
Version Start Date: 01-08-2011

Owning School/Faculty: Arts, Professional and Social Studies
Teaching School/Faculty: Arts, Professional and Social Studies

Team	Leader
Nick Hawkins	Y

Academic Level: FHEQ7
Credit Value: 15.00
Total Delivered Hours: 150.00
Total Learning Hours: 150
Private Study: 0

Delivery Options

Course typically offered: Standard Year Long

Component	Contact Hours
Online	125.000
Workshop	25.000

Grading Basis: 40 %

Assessment Details

Category	Short Description	Description	Weighting (%)	Exam Duration
Report	AS1	Coursework: 90% Addressing strategic issues regarding the governance role of a director in context of organisational development. (4000)	90.0	
Report	AS2	Coursework Reflective practices: 10% An individual reflective of the students learning experience set in context to the modules. (1000)	10.0	

Aims

The purpose of this module is to provide knowledge, understanding and critical awareness of the central issues facing directors, aspirant directors and senior

executives to day. It focuses on the essential prerequisites for the effective leadership, management and direction at board level, of an organisation's business in a dynamic international environment.

Aims:

- 1. Enable participants to effectively evaluate and critically reflect on the legal regulatory duties of the director and the board*
- 2. Enable participants to examine essential differences and relationships between the directors, managers, and owners of a business.*
- 3. Enable participants to develop ethical strategic concepts, approaches to develop future governance policies to develop the direction and governance of a business*

Learning Outcomes

After completing the module the student should be able to:

- 1 Identify and critically evaluate the role, duties and responsibilities of a director and the board
- 2 Critical evaluate the function of the board in context to enhancing organisational efficiency and effectiveness.
- 3 Produce a report addressing critically analysing the role of the board in developing role of a corporate vision, purpose, mission, goals and values and the implementation of a strategy supporting this.

Learning Outcomes of Assessments

The assessment item list is assessed via the learning outcomes listed:

CW	1	2	3
CW	1	2	

Outline Syllabus

- 1. Alternative forms and factors effecting board size, structure, composition, and style*
- 2. The governance role and legal duties of a director and the authority and power*
- 3. Information requirements for and of board members*
- 4. The role of shareholders, shareholder meetings and shareholder resolutions*
- 5. The role of committees with particular reference to: the audit, remuneration and nomination committees and relationship to the code of conduct.*
- 6. The criteria which may be used to evaluate board performance*
- 7. The difference between direction and management*
- 8. The relationship between the Chairman and the Managing Director*
- 9. Processes for selection, appointment, induction, inclusion and succession planning of directors*
- 10. Resignation, removal and retirement of directors in the context of legal duties*
- 11. Concepts and issues associated with Corporate Governance*
- 12. The role of the director and the board in establishing and developing the company vision, purpose, mission, goals and values*

Learning Activities

Lectures, group work, case studies and exercises coupled with action learning sets.

References

Course Material	Book
Author	Blake, A.
Publishing Year	1999
Title	Dynamic Directors: Aligning Board Structures for Business Success
Subtitle	
Edition	
Publisher	Macmillan
ISBN	

Course Material	Book
Author	Bowman, C and Faulkner, D
Publishing Year	1997
Title	Competitive and Corporate Strategy
Subtitle	
Edition	
Publisher	Irwin
ISBN	

Course Material	Book
Author	Bruce, M
Publishing Year	2003
Title	Rights and Duties of Directors
Subtitle	
Edition	
Publisher	Butterworths
ISBN	

Course Material	Book
Author	Dunne, P
Publishing Year	2000
Title	Director's Dilemmas
Subtitle	
Edition	
Publisher	Kogan Page
ISBN	

Course Material	Book
Author	Coulson Thomas, C
Publishing Year	1993
Title	Creating Excellence in the Boardroom
Subtitle	
Edition	
Publisher	McGraw Hill
ISBN	

Course Material	Book
Author	Garratt, B
Publishing Year	2003
Title	The Fish Rots from the Head
Subtitle	The crisis in our boards, developing the crucial skills for the competent directors
Edition	
Publisher	Harper Collins
ISBN	

Course Material	Book
Author	Garratt, B
Publishing Year	2003
Title	Thin on Top
Subtitle	Why Corporate Governance Matters and How to Measure and Improve Board Performance
Edition	
Publisher	Nicholas Brealey Publishing Ltd
ISBN	

Course Material	Book
Author	Harper, J
Publishing Year	2000
Title	Chairing the board
Subtitle	
Edition	
Publisher	Kogan Page
ISBN	

Course Material	Book
Author	Johnson, G and Scholes, K
Publishing Year	1998
Title	Exploring Corporate Strategy
Subtitle	
Edition	5th
Publisher	Pearson
ISBN	

Course Material	Book
Author	Kaplan, R and Norton, D
Publishing Year	1996
Title	The Balanced Scorecard
Subtitle	
Edition	
Publisher	Harvard Business School Press
ISBN	

Course Material	Book
Author	McNamee, P
Publishing Year	1998
Title	Strategic Market Planning
Subtitle	A blueprint for success
Edition	
Publisher	John Wiley and Sons
ISBN	

Course Material	Book
Author	Pierce, C
Publishing Year	2001
Title	The Effective Director
Subtitle	An essential guide to developing directors and boards
Edition	
Publisher	Kogan Page
ISBN	

Course Material	Book
Author	Porter, M.E.
Publishing Year	1980
Title	Competitive Strategy
Subtitle	Techniques for analysing Industries and Competitors
Edition	
Publisher	The Free Press
ISBN	

Course Material	Book
Author	Renton, T
Publishing Year	1999
Title	Standards for the Board
Subtitle	
Edition	
Publisher	IoD
ISBN	

Course Material	Book
Author	Renton, T

Publishing Year	2001
Title	Guidelines for Directors
Subtitle	
Edition	
Publisher	IoD
ISBN	

Course Material	Book
Author	Taylor, B Tampoe, M and Stiles,P
Publishing Year	2001
Title	The future for boards
Subtitle	
Edition	
Publisher	MacMillan
ISBN	

Course Material	Book
Author	Tricker, B
Publishing Year	1996
Title	The Pocket Director
Subtitle	
Edition	
Publisher	Economist Publications
ISBN	

Notes

This module provides an approach to the role of the director in context to the board and leadership of their organisation. The module focus is on the empowerment of the director and the board, which calls widely on the use of research and case examples, explored in Action Learning Sets, will enable participants to develop strategies to enable them to examine board performance and develop credible strategies to promote sustainable board development.