

Liverpool John Moores University

Title: LEADERSHIP AND GOVERNANCE
 Status: Definitive
 Code: **7503BLWCG** (101406)
 Version Start Date: 01-08-2012

Owning School/Faculty: Liverpool Business School
 Teaching School/Faculty: Liverpool Business School

| Team | Leader |
|-----------|--------|
| Lynn Hill | Y |

Academic Level: FHEQ7
Credit Value: 20.00
Total Delivered Hours: 200.00
Total Learning Hours: 200
Private Study: 0

Delivery Options

Course typically offered: Standard Year Long

| Component | Contact Hours |
|-----------|---------------|
| Online | 175.000 |
| Workshop | 25.000 |

Grading Basis: 40 %

Assessment Details

| Category | Short Description | Description | Weighting (%) | Exam Duration |
|----------|-------------------|---|---------------|---------------|
| Report | AS1 | Coursework: 25% A group presentation of a report to the tutor and fellow participants critically reviewing the stakeholder within a set case study. | 25.0 | |
| Report | AS2 | Coursework 65% produce an individual report critically analysing and synthesising stakeholder issues in an organisation of their choice. (3500 words) | 65.0 | |
| Report | AS3 | Coursework Reflective Practices: 10%. An individual reflection of the students learning experience set in | 10.0 | |

| Category | Short Description | Description | Weighting (%) | Exam Duration |
|----------|-------------------|---------------------------------------|---------------|---------------|
| | | context to the modules. (1,000 words) | | |

Aims

1. To provide participants with the conceptual and practical skills necessary to effectively understand and analyse the objectives, principles and methods of Corporate Governance and leadership practice.
2. To provide participants with the understanding of how to analyse and evaluate Corporate Governance practice, making appropriate use of internal and external information.
3. To consider the impact of theoretical developments in Corporate Governance in response to changes in the corporate, social and economic environment
4. To understand the particular problems associated with the ethical management of organisations.

Learning Outcomes

After completing the module the student should be able to:

- 1 Review and critically discuss the major issues in the contemporary corporate governance debate with reference to the real world.
- 2 Critically explore the key assumptions in leadership, legal and finance thought. Including considering issues such as delegating to, supervising, controlling and monitoring management in context to exercising accountability to shareholders and responsibility to relevant stakeholders.
- 3 Conduct a presentation and produce a report critically evaluating an organisation's governance strategy and how this safeguards stakeholder interest.
- 4 Critically reflect on the learning process.

Learning Outcomes of Assessments

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

| | | | |
|----|---|---|---|
| CW | 1 | 2 | 3 |
| CW | 1 | 2 | 3 |
| CW | 1 | 4 | |

Outline Syllabus

1. Contemporary issues in Corporate Governance
2. Consider issues facing corporations from a moral perspective; both internal and external.
3. Conceptual modules; pragmatism and utilitarianism
4. Collective and transitional leadership

5. *Finance and non-financial measure to build organisational success*
6. *Agency theory and stakeholder theory*
7. *Corporate failure, group think and accounting practice*
8. *Review of committee reports*
9. *Codes of conduct and due diligence theory*

Learning Activities

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

References

| | |
|------------------------|----------------------|
| Course Material | Book |
| Author | Monks, R. |
| Publishing Year | 2003 |
| Title | Corporate Governance |
| Subtitle | |
| Edition | |
| Publisher | Blackwell Publishing |
| ISBN | |

| | |
|------------------------|--|
| Course Material | Book |
| Author | Cadbury |
| Publishing Year | 2002 |
| Title | Corporate Governance and Chairmanship; A Personal View |
| Subtitle | |
| Edition | |
| Publisher | Oxford University Press |
| ISBN | |

| | |
|------------------------|---|
| Course Material | Book |
| Author | Chalkham |
| Publishing Year | 1995 |
| Title | Keeping good company: study of corporate Governance in five countries |
| Subtitle | |
| Edition | |
| Publisher | Oxford Paperbacks |
| ISBN | |

| | |
|------------------------|-------|
| Course Material | Book |
| Author | Coyle |
| Publishing Year | 2002 |

| | |
|------------------|---|
| Title | Risk Awareness and Corporate Governance |
| Subtitle | |
| Edition | |
| Publisher | Financial World Publishing |
| ISBN | |

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

| | |
|------------------------|------------------------------|
| Course Material | Book |
| Author | Garrett |
| Publishing Year | 2003 |
| Title | Developing Strategic Thought |
| Subtitle | |
| Edition | |
| Publisher | Profile Business |
| ISBN | |

| | |
|------------------------|---|
| Course Material | Book |
| Author | Garrett |
| Publishing Year | 2003 |
| Title | The fish rots from the head: the crisis in our boardrooms - developing the crucial skills of the competent Director |
| Subtitle | |
| Edition | |
| Publisher | Profile Business |
| ISBN | |

| | |
|------------------------|----------------------------------|
| Course Material | Book |
| Author | Gower |
| Publishing Year | 2003 |
| Title | Principals of Modern Company Law |
| Subtitle | |
| Edition | |
| Publisher | Sweet and Maxwell |
| ISBN | |

| | |
|------------------------|------------|
| Course Material | Book |
| Author | Katzenbach |
| Publishing Year | 1997 |

| | |
|------------------|---|
| Title | Teams at the top: Unleashing the potential of both teams and individual leaders |
| Subtitle | |
| Edition | |
| Publisher | Harvard Business School |
| ISBN | |

| | |
|------------------------|----------------------|
| Course Material | Book |
| Author | Monks and Minow |
| Publishing Year | 2003 |
| Title | Corporate Governance |
| Subtitle | |
| Edition | |
| Publisher | Blackwell Publishing |
| ISBN | |

| | |
|------------------------|---|
| Course Material | Book |
| Author | Pierce |
| Publishing Year | 2001 |
| Title | The Effective Director: The essential guide to director and board development |
| Subtitle | |
| Edition | |
| Publisher | Kogan Page |
| ISBN | |

| | |
|------------------------|---|
| Course Material | Book |
| Author | Salmon |
| Publishing Year | 2000 |
| Title | Harvard Business Review on Corporate Governance |
| Subtitle | |
| Edition | |
| Publisher | HBR |
| ISBN | |

Notes

This module provides an approach to the role of the board in executing its ethical, legal and commercial duties considering both the needs of its shareholder and the needs of a broader stakeholder mix.