**CL400- Corporate Governance**

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| Resource Person: | Dr Mohammad Ayaz |
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| Contact Hours: | Monday, 03:30PM - 05:00PM; Tuesday, 02:00PM - 03:15PM; Wednesday, 04:00PM - 05:00PM; Thursday, By Appointment; Friday, By appointment; Saturday 04:00PM – 05:00PM |
| Office Address: | Department of Banking and Finance  |
| Programme: | BS Accounting and Finance |
| Section: | A and B |
| Semester: | Fall 2023 |
| Course Pre-requisites: |  |
| Credit Hours: | 3 |
| Course Type: | Core  |
| Venue/Day/Time: |  |
| Course URL (if any): |  |

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| **Course Description:** |
| This course is designed to equip the students with the manner of governance of different financial and non-financial organizations, and the respective roles and responsibilities of the key stakeholders involved therein. It also covers the shariah governance related to Islamic Finance. |

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| **Course Teaching Methodology:** |
| Mainly, the Socratic Method of teaching is adopted. Case study method is also followed. |

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| **Program Objectives/Goals (POs)** |
| 1. To develop effective Teamwork and Leadership Skills
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| 1. To inculcate Critical Thinking and effective Decision-Making skills
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| 1. To develop Effective Communication Skills
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| 1. To polish Core Business Knowledge and Competence
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| 1. To expose and inculcate Ethical Behavior and Social Responsibility
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| 1. To provide real-life work experiences.
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| 1. To provide global perspectives.
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| **Program Learning Outcomes (PLOs):****After completing this degree program, students shall be able to:** | **Mapping the PLOs with POs** |
|  | Work effectively in teams and understand group processes, leadership, conflict, power and culture in organization. | PO1, PO5, PO6 |
|  | Use analytical and reflective thinking techniques. | PO2, PO4, PO6 |
|  | Apply appropriate quantitative and qualitative techniques in solving business problems. | PO2, PO3, PO4, PO5, PO6 |
|  | Draft effective business documents and prepare and deliver effective oral business presentations using the variety of appropriate technologies. | PO1, PO3, PO6 |
|  | Demonstrate competency in the underlying concepts, theory and tools taught in the core undergraduate curriculum. | PO4, PO5, PO6, PO7 |
|  | Identify and analyze ethical conflicts and social responsibility issues involving different stakeholders. | PO5, PO6 |
|  | Understand the dynamics of industry and understand business as an integrated system and apply strategic planning tools. | PO2, PO3, PO6 |
|  | Identify and analyze relevant global factors that influence decision making in an international business setting. | PO6, PO7 |

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| **Course Learning Outcomes (CLOs):****After completing this course, students shall be able to:** |
| CLO-1 | Corporate governance and responsibility of the key Corporate Governance Players |
| CLO-2 | Ownership structures and firm performance |
| CLO-3 | Shariah governance and shariah compliance |
| CLO-4 | Corporate Governance Theories and models |
| CLO-5 | Internal controls |
| CLO-6 | Identifying and assessing and controlling risk |
| CLO-7 | Corporate social responsibility and firm value |

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| **Program Learning Outcomes** | **Course Learning Outcomes** |
| 1. Work effectively in teams and understand group processes, leadership, conflict, power and culture in organization.
 | CLO-1, CLO-3 |
| 1. Use analytical and reflective thinking techniques.
 | CLO-5, CLO-6 |
| 1. Apply appropriate quantitative and qualitative techniques in solving business problems.
 | CLO-5, CLO-6 |
| 1. Draft effective business documents and prepare and deliver effective oral business presentations using the variety of appropriate technologies.
 | CLO-5, CLO-6 |
| 1. Demonstrate competency in the underlying concepts, theory and tools taught in the core undergraduate curriculum.
 | CLO-4 |
| 1. Identify and analyze ethical conflicts and social responsibility issues involving different stakeholders.
 | CLO-7 |
| 1. Understand the dynamics of industry and understand business as an integrated system and apply strategic planning tools.
 | CLO-2 |
| 1. Identify and analyze relevant global factors that influence decision making in an international business setting.
 | CLO-4 |

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| **Assurance of Learning and Assessment Items:***Specify Assessment Items that will assure student learning through application and achieve objectives of specific PLOs / COs / CLOs* |
| **Assessment Item** | **Application/ Objectives****PLO / CO / CLO** |
| Presentation | CLO6, CLO-7,  |
| Assignments | CO2, CO3, CLO2, CLO 3,  |
| Class Activities | CLO-5 |
| Quizzes | CLO-4 |
| Mid Term Exam | CLO-1, CLO-4  |
| Final Term Exam | CLO-1, CLO-2, CLO-3, CLO-4  |

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| **Assessment Structure and Grading Policy\*:**  |
| **Assessment Item** | **Weight (%)** | **Execution Plan** |
| Class Activities | 10% | One-time assessment |
| Assignments  | 10% | One-time assessment |
| Quizzes | 20% | One-time assessment |
| Mid-term exam | 20% | One-time assessment |
| Final exam | 40% | One-time assessment |
| **Total**  | **100** |  |
| **Notes – Norms and Important Class Policies:** *(such as submission guidelines, academic honesty, make-up policy, code of conduct)** Be On Time

You need to be at class at the assigned time. After 10 minutes past the assigned time, you will be marked absent. * Mobile Policy

**TURN OFF YOUR MOBILE PHONE!** It is unprofessional to be texting or otherwise.* Email Policy

**READ YOUR EMAILS!** You are responsible if you miss a deadline because you did not read your email.Participants should regularly check their university emails accounts regularly and respond accordingly. * Class Attendance Policy

A minimum of 80% attendance is required for a participant to be eligible to sit in the final examination. Being sick and going to weddings are absences and will not be counted as present. You have the opportunity to use 6 absences out of 30 classes. Participants with less than 80% of attendance in a course will be given grade ‘F’ (Fail) and will not be allowed to take end term exams. International students who will be leaving for visa during semester should not use any days off except for visa trip. Otherwise, they could reach short attendance.* Withdraw Policy

Students may withdraw from a course till the end of the 12th week of the semester. Consequently, grade W will be awarded to the student which shall have no impact on the calculation of the GPA of the student. A Student withdrawing after the 12th week shall be automatically awarded “F” grade which shall count in the GPA.* Moodle

UMT –LMS (Moodle) is an Open-Source Course Management System (CMS), also known as a learning Management System (LMS). Participants should regularly visit the course website on MOODLE Course Management system, and fully benefit from its capabilities. If you are facing any problem using LMS, visit <http://umt.edu.pk/LMS>. * Harassment Policy

Sexual or any other harassment is prohibited and is constituted as punishable offence. Sexual or any other harassment of any participant will not be tolerated. All actions categorized as sexual or any other harassment when done physically or verbally would also be considered as sexual harassment when done using electronic media such as computers, mobiles, internet, emails etc.* Use of Unfair Means/Honesty Policy

Any participant found using unfair means or assisting another participant during a class test/quiz, assignments or examination would be liable to disciplinary action. * Plagiarism PolicyAll students are required to attach a “Turnitin” report on every assignment, big or small. Any student who attempts to bypass “Turnitin” will receive “F” grade which will count towards the CGPA. The participants submit the plagiarism report to the resource person with every assignment, report, project, thesis etc. If student attempts to cheat “Turnitin”, he/she will receive a second “F” that will count towards the CGPA. There are special rules on plagiarism for final reports etc. all outlined in your handbook.
* Communication of Results

The results of quizzes, midterms and assignments are communicated to the participants during the semester and answer books are returned to them. It is the responsibility of the course instructor to keep the participants informed about his/her progress during the semester. The course instructor will inform a participant at least one week before the final examination related to his or her performance in the course.  |

*\*Rubrics for all assessments (including mid and final exams) will be provided separately to the students.*

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| **Weekly Sessions Plan:** |
| **Week** | **Topics / Contents** | **Application/Objectives****CLO** |
| 1 | * Introduction to Corporate Governance
* Its need and importance
* Definition of corporate governance
* Key corporate Governance players
* Islamic corporate Governance Players
 | CLO-1, CLO-2,CLO-3 |
| 2,3 | * Agency problem
* Agency theory its implications and drawbacks
* stewardship theory its implications and drawbacks
* shareholder oriented theory its implications and drawbacks
* stakeholder theory its implications and drawbacks
 | CLO-4 |
| 4-5 | * Anglo-American Model
* Franco-German Model
* OECD Principles of Corporate Governance
 | CLO-4 |
| 6-7 | * Code of Corporate Governance, 2019
* Board of Directors, their role, appointment, remuneration, training, tenure, Committees, meetings
* Board Committees and their roles,
* Executive management and their role
 | CLO-1, CLO-3, CLO-5, CLO-6, CLO-7 |
| 8 | Mid Term Exam |  |
| 9 | * Internal Audit
* External Audit
 | CLO-1, CLO-4 |
| 10,11,12 | * Shariah Governance
* Role of BOD
* Role of EM
* Role of SB
* Role of RSBM
* Role of SCD
* Role of Internal shariah Audit
* External shariah audit
* Product development
* Conflict resolution
* Shariah board report
 | CLO-3 |
| 13,14, 15 | * Define and describe management responsibilities in risk management
* Describe the process of (externally) reporting internal control and risk
* Explain and assess the role of a risk manager in identifying and monitoring risk
* Explain and evaluate the role of the risk committee in identifying and monitoring risk
* Describe and assess the role of internal or external risk auditing in monitoring risk
* Explain the importance of risk awareness at all levels in an organization
* Describe and analyze the concept of embedding risk in organizations’ systems and procedures
* Describe and analyze the concept of embedding risk in an organizations’ culture and values
* Explain and analyze the concept of spreading and diversifying risk and when this would be appropriate.
* Define the terms “risk avoidance” and “risk retention”
* Explain and evaluate the different attitudes to risk and how these can affect strategy
* Explain and assess attitudes towards risk and the ways in which risk varies in relation to the size, structure and developments of an organization
* Corporate Governance and Corporate Social Responsibility
 | CLO-2,CLO-6, CLO-7 |
| **Final Term Examination** |

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| **Primary Text Book (s):** |
| 1. Corporate Governance by A.C Fernando
2. Shariah Governance Framework for Islamic Financial Institutions
3. Code of Corporate Governance, 2019
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| **Reference / Supplementary Reading (s):** |
| * Corporate Governance by A.C Fernando
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