COLLEGE OF BUSINESS

SPRING 2024

COURSE NUMBER: MGT 350 01W

COURSE TITLE: Corporate Governance and Sustainability

INSTRUCTOR: Dr. Guclu Atinc

REQUIRED TEXTS: Finkelstein, S., Hambrick, D. & Canella, A. 2009. Strategic Leadership, Theory and Research on Executives, Top Management Teams, and Boards. Oxford University Press. ISBN: 978-0-19-516207-3

Nordberg, D. 2011. Corporate Governance: Principles and Issues. Sage Publications. ISBN: 978-1-84787-332-3

COURSE DESCRIPTION: The class presents an in-depth examination of the issues related to corporate governance in an ethical society. General theories of governance provide a foundation for an examination of the role governance decisions play in promoting the long-run sustainability of the community in which the firm operates. Global comparative analysis will help identify best practices in internal and external governance mechanisms.

PREREQUISITE: Students are expected to take this class with energy and enthusiasm to learn.

LEARNING OUTCOMES:

LEARNING OUTCOMES FOR STUDENTS WHO SUCCESSFULLY COMPLETE THIS COURSE INCLUDE:

1. Explaining the relationships between different bodies of corporate governance such as executives, directors and owners (assessed by exams)
2. Understanding the importance of executives and directors as sources of sustainable competitive advantage (assessed by exams)
3. Understanding the importance of sustainability in today’s business world (assessed by an assignment)

4. Development of analytical thinking and application skills (assessed by assignments and exams)
5. Development of teamwork skills (assessed by group project)

CLASS MEETING: Online (we will have weekly live sessions)

CLASS LOCATION: Online

TEACHING METHOD: Lectures, case studies, discussions, group project

OFFICE & TELEPHONE NUMBER: BA 310, Phone: 903-886-5685, Cell: 318-245-2870 (cell phone to be used only in emergencies)

EMAIL ADDRESS: guclu.atinc@tamuc.edu

OFFICE HOURS: OFFICE HOURS: Tuesdays and Thursdays -12:00 – 2:00 p.m. (also available to meet online via Zoom)

ATTENDANCE POLICY: All students are expected to be active participants. Online students are expected to attend the live sessions. If that is not possible, they are required to watch the pre-recorded class lectures and live sessions.

MAKE-UP POLICY: Unless there is an officially documented reason for missing an exam, no make-up exams will be given.

TECHNOLOGY REQUIREMENTS

LMS: All course sections offered by Texas A&M University-Commerce have a corresponding course shell in the myLeo Online Learning Management System (LMS). Below are technical requirements

LMS Requirements:
https://community.brightspace.com/s/article/Brightspace-Platform-Requirements

LMS Browser Support:
https://documentation.brightspace.com/EN/brightspace/requirements/all/browser_support.htm

YouSeeU Virtual Classroom Requirements:
https://support.youseeu.com/hc/en-us/articles/115007031107-Basic-System-Requirements

If you are having technical difficulty with any part of Brightspace, please contact Brightspace Technical Support at 1-877-325-7778. Other support options can be found here:

https://community.brightspace.com/support/s/contactsupport

ACCESS AND NAVIGATION

You will need your campus-wide ID (CWID) and password to log into the course. If you do not know your CWID or have forgotten your password, contact the Center for IT Excellence (CITE) at 903.468.6000 or helpdesk@tamuc.edu.

Note: Personal computer and internet connection problems do not excuse the requirement to complete all course work in a timely and satisfactory manner. Each student needs to have a backup method to deal with these inevitable problems. These methods might include the availability of a backup PC at home or work, the temporary use of a computer at a friend's home, the local library, office service companies, Starbucks, a TAMUC campus open computer lab, etc.

University Specific Procedures

Student Conduct

All students enrolled at the University shall follow the tenets of common decency and acceptable behavior conducive to a positive learning environment. The Code of Student Conduct is described in detail in the Student Guidebook.
http://www.tamuc.edu/Admissions/oneStopShop/undergraduateAdmissions/studentGuidebook.aspx

Students should also consult the Rules of Netiquette for more information regarding how to interact with students in an online forum: https://www.britannica.com/topic/netiquette

TAMUC Attendance

For more information about the attendance policy please visit the Attendance webpage and Procedure 13.99.99.R0.01.
http://www.tamuc.edu/admissions/registrar/generalInformation/attendance.aspx

http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/13students/academic/13.99.99.R0.01.pdf

Academic Integrity

Students at Texas A&M University-Commerce are expected to maintain high standards of integrity and honesty in all of their scholastic work. For more details and the definition of academic dishonesty see the following procedures:

Undergraduate Academic Dishonesty 13.99.99.R0.03

http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/13students/undergraduates/13.99.99.R0.03UndergraduateAcademicDishonesty.pdf

Graduate Student Academic Dishonesty 13.99.99.R0.10

http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/13students/graduate/13.99.99.R0.10GraduateStudentAcademicDishonesty.pdf

Use of any form of AI software is not allowed in this course. Any undocumented use of such software constitutes an instance of academic dishonesty (plagiarism).

Students with Disabilities-- ADA Statement

The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. If you have a disability requiring an accommodation, please contact:

Office of Student Disability Resources and Services
Texas A&M University-Commerce

Gee Library- Room 162
Phone (903) 886-5150 or (903) 886-5835
Fax (903) 468-8148
Email: studentdisabilityservices@tamuc.edu
Website: Office of Student Disability Resources and Services
http://www.tamuc.edu/campusLife/campusServices/studentDisabilityResourcesAndServices/

Nondiscrimination Notice

Texas A&M University-Commerce will comply in the classroom, and in online courses, with all federal and state laws prohibiting discrimination and related retaliation on the basis of race, color, religion, sex, national origin, disability, age, genetic information or veteran status. Further, an environment free from discrimination on the basis of sexual orientation, gender identity, or gender expression will be maintained.

Campus Concealed Carry Statement

Texas Senate Bill - 11 (Government Code 411.2031, et al.) authorizes the carrying of a concealed handgun in Texas A&M University-Commerce buildings only by persons who have been issued and are in possession of a Texas License to Carry a Handgun. Qualified law enforcement officers or those who are otherwise authorized to carry a concealed handgun in the State of Texas are also permitted to do so. Pursuant to Penal Code (PC) 46.035 and A&M-Commerce Rule 34.06.02.R1, license holders may not carry a concealed handgun in restricted locations.

For a list of locations, please refer to the Carrying Concealed Handguns On Campus document and/or consult your event organizer.

Web url:
http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/34SafetyOfEmployeesAndStudents/34.06.02.R1.pdf

Pursuant to PC 46.035, the open carrying of handguns is prohibited on all A&M-Commerce campuses. Report violations to the University Police Department at 903-886-5868 or 9-1-1.

A&M-Commerce Supports Students' Mental Health

The Counseling Center at A&M-Commerce, located in the Halladay Building, Room 203, offers counseling services, educational programming, and connection to community resources for students. Students have 24/7 access to the Counseling Center's crisis assessment services by calling 903-886-5145. For more information regarding Counseling Center events and confidential services, please visit www.tamuc.edu/counsel

COURSE COMMUNICATION: Students are required to check their e-mail at least once a day for class information. The primary mode of communication in this class will be e-mail messaging. You should also check the D2L platform for announcements, to access the course documents, post comments on the discussion board, and to check your grades. All the audio and video files will be uploaded to D2L.

ASSIGNMENTS: There will be 2 (two) individual assignments. The students are required to turn in assignments on time. Unless the instructor gives specific instructions about the format of the assignments, the students are required to turn in typed (Times New Roman with font size of 12, double spaced, 1-inch margins) documents. Details will be provided by the instructor. In addition, there is a LinkedIn Learning certificate that can be gained by completing the assigned LinkedIn Learning course.

GROUP PAPER (REPORT): Each student, as part of a group composed of 4-5 students, will be preparing a paper that reports about the popular topics of corporate governance. The paper will be composed of three parts. The first section will be about the comparison of executive compensation in United States and in a G-20 country of your choice (United Kingdom, Germany and Japan cannot be chosen). The second section will be about the comparison of issues related to board of directors in United States and in a G-20 country of your choice. The third section will be about the comparison of issues related to sustainability in United States and once again in a G-20 country of your choice. You are expected to report the recent scholarly findings about each topic (at least three articles published about each topic within the past five years in peer-reviewed academic journals such as Academy of Management Journal, Strategic Management Journal, Academy of Management Review, Journal of Management, The Academy of Management Perspectives). The paper should be at least 15 pages long (with proper citations, references, etc.). Each group member will have a chance to evaluate his or her group members as well (evaluation forms will be provided).

EXAMS: There will be 2 (two) exams. Exams will include essay type questions. If an exam is missed without an excused reason, students will not be allowed to make up for it.

EVALUATION:

Participation	5 percent (active participation requires attending the live sessions and watching lecture recordings, peer evaluations impact participation)
Exam 1	30 percent
Exam 2	30 percent
Report	20 percent (peer evaluations impact individual grade)
Assignments	15 percent
Total	100 percent

Course schedule is on the next page.

Week	Dates		Week	Dates	
Week 1	1/10/24	1/13/24	Week 10	3/10/24	3/16/24
Week 2	1/14/24	1/20/24	Week 11	3/17/24	3/23/24
Week 3	1/21/24	1/27/24	Week 12	3/24/24	3/30/24
Week 4	1/28/24	2/3/24	Week 13	3/31/24	4/6/24
Week 5	2/4/24	2/10/24	Week 14	4/7/24	4/13/24
Week 6	2/11/24	2/17/24	Week 15	4/14/24	4/20/24
Week 7	2/18/24	2/24/24	Week 16	4/21/24	4/27/24
Week 8	2/25/24	3/2/24	Week 17	4/28/24	5/4/24
Week 9	3/3/24	3/9/24	Week 18	5/5/24	5/10/24

COURSE SCHEDULE

DATE	TOPIC	READING ASSIGNMENT	NOTE
Week 1	Introducing Corporate Governance	Nordberg Chapter 1	Purchase books
Week 2	The Study of Executives	Finkelstein Chapter 1	
Week 3	Top Management Teams The problems with corporate governance	Nordberg Chapter 2	Walsh, 2008
Week 4	Do top executives matter?	Finkelstein Chapter 2	Largay and Zhang, 2008
Week 5	Theories of corporate governance Mechanisms of Corporate Governance	Nordberg Chapter 3 Nordberg Chapter 4	Miller and Sardais, 2011; Mehrotra, 2011 Rehbein, 2008
Week 6	Corporate governance in a global economy	Nordberg Chapter 5	Lui, Atinc, Kroll, 2011 Assignment 1
Week 7	**EXAM 1**		
Week 8	Executive Experiences and Organizational Outcomes	Finkelstein Chapter 4	
Week 9	Issues within the board Understanding Board Structure, Composition, and Vigilance	Nordberg Chapter 7 Finkelstein Chapter 8	Atinc et al. 2021 Pearce and Zahra, 1991
Week 10	Spring Break		
Week 11	Issues between board and management	Nordberg Chapter 8	Kaplan, 2008 Qui and Largay, 2011 Hoskisson, Castleton and Withers, 2009
Week 12	Issues between boards and owners Issues between owners	Nordberg Chapter 9 Nordberg Chapter 10	Hambrick, Misangyi and Park, 2015
Week 13	The Determinants of Executive Compensation Executive Compensation: Consequences and Distributions	Finkelstein Chapter 10 Finkelstein Chapter 11	Walsh 2008, Kaplan 2008 Assignment 2

Week 14	Issues between the company and its publics Governance beyond corporations	Nordberg Chapter 11 Nordberg Chapter 13	Siegel, 2009; Marcus and Fremeth, 2009 Weber, 2008; Weber, 2007
Week 15	Governance of Entrepreneurial Firms, Family firms, IPO firms, Mergers and Acquisitions		Atinc, Walters and Kroll, 2017 Kroll, Walters and Le, 2007
Week 16	Special Topics of Corporate Governance		Group Projects due
Week 17	**Course wrap-up - Review for Final Exam**		
Week 18	**Exam 2**		

The above schedule is tentative and subject to change throughout the semester.