



Course and Examination Fact Sheet: Spring Semester 2022

8,382: International Corporate Governance and Strategic Leadership

ECTS credits: 4

Overview examination/s

(binding regulations see below)

Decentral - examination paper written at home (in groups - all given the same grades) (40%)

Examination time: term time

Decentral - Presentation (in groups - all given the same grades) (20%)

Examination time: term time

Decentral - Written examination (with defined exam duration) (40%, 90 mins.)

Examination time: term time

Attached courses

Timetable -- Language -- Lecturer

[8.382.1.00 International Corporate Governance and Strategic Leadership](#) -- Englisch -- [Guttmann Georg](#)

Course information

Course prerequisites

None.

Learning objectives

This course has the following objectives:

- To understand the heterogeneity of corporate governance regimes as well as different board roles and practices globally;
- To be able to analyse implications of governance systems for strategic firm-level outcomes;
- To evaluate and appraise practical cases of corporate governance.

Course content

Corporate governance refers to the system by which companies are directed, controlled and made accountable. Corporate governance matters to corporate executives, investors, business partners, employees, labour leaders, politicians and regulatory bodies. Governance systems and philosophies vary across countries. Likewise, the question of what constitutes "effective" governance is a moving target, subject to alternative interpretations by different actors, as well as to changing interpretations over time.

In this course, we will focus on one of the most prominent actors in corporate governance - the Board of Directors. The primary responsibility of board members is to balance the interests of the company, shareholders and other stakeholders by pursuing long-term growth that is sustainable and profitable. This course will explore how and why national corporate governance contexts and board practices vary across countries. For example, the "Rhineland model" in continental Europe has traditionally emphasised bank lending over equity financing - with important consequences for ownership structures and governance models of European firms. Other characteristics such as the two-tier system or employee representation result in unique board structures and incentives.

We will explore similarities and differences in various features of corporate boards and discuss implications for corporate strategy and performance. We will discuss specific corporate governance cases and scandals, and explore their antecedents and consequences. At the end of this highly interactive course, participants will be able to appreciate the heterogeneity of corporate governance contexts and better understand board-level strategic leadership of companies.



Course structure and indications of the learning and teaching design

The course is divided in six half-day sessions. Each session will start with a lecture part. Afterwards, participants will be presented with a recent/unique development in corporate governance and evaluate implications for board practice and effectiveness. In the final session, groups of participants will analyse an integrative case which combines key elements of the course.

Course literature

All details on readings (incl. case studies) will be provided on StudyNet at the beginning of the course.

Additional course information

In the case of the President's Board having to implement new directives due to the SARS CoV 2 pandemic in SpS2022, the information for this course changes as follows:

- The course is conducted online via Zoom.
- The recordings of the course are available for 30 days.
- The lecturer informs students of any changed implementation and examination modalities of the course via Studynet and/or email.

The examination information listed below would be changed as follows:

- The exam will be replaced with a take-home exam in form of an essay.
- The lecturer informs students of any changed implementation and examination modalities of the exam via Studynet and/or email.

Examination information

Examination sub part/s

1. Examination sub part (1/3)

Examination time and form

Decentral - examination paper written at home (in groups - all given the same grades) (40%)

Examination time: term time

Remark

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Examination-aid rule

Term papers

Written work must be written without outside help according to the known citation standards, and a declaration of authorship must be attached, which is available as a template on the StudentWeb.

Documentation (quotations, bibliography, etc.) must be carried out universally and consistently according to the requirements of the chosen/specified citation standard such as e.g. APA or MLA.

The legal standard is recommended for legal work (cf. by way of example: FORSTMOSER, P., OGOREK R., SCHINDLER B., Juristisches Arbeiten: Eine Anleitung für Studierende (the latest edition in each case), or according to the recommendations of the Law School).

The reference sources of information (paraphrases, quotations, etc.) that has been taken over literally or in the sense of the original text must be integrated into the text in accordance with the requirements of the citation standard used. Informative and bibliographical notes must be included as footnotes (recommendations and standards e.g. in METZGER, C., Lern- und Arbeitsstrategien (latest edition)).

For all written work at the University of St.Gallen, the indication of page numbers is mandatory, regardless of the standard chosen. Where page numbers are missing in sources, the precise designation must be made differently: chapter or section title,



section number, article, etc.

Supplementary aids

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Examination languages

Question language: English

Answer language: English

2. Examination sub part (2/3)

Examination time and form

Decentral - Presentation (in groups - all given the same grades) (20%)

Examination time: term time

Remark

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Examination-aid rule

Presentations

In presentations, aids for visual presentation can be used. These aids can be specified or restricted by the lecturers.

Supplementary aids

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Examination languages

Question language: English

Answer language: English

3. Examination sub part (3/3)

Examination time and form

Decentral - Written examination (with defined exam duration) (40%, 90 mins.)

Examination time: term time

Remark

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Examination-aid rule

Extended Closed Book

The use of aids is limited; any additional aids permitted are exhaustively listed under "Supplementary aids". Basically, the following is applicable:

- At such examinations, all the pocket calculators of the Texas Instruments TI-30 series and mono- or bilingual dictionaries (no subject-specific dictionaries) without hand-written notes are admissible. Any other pocket calculator models and any electronic dictionaries are inadmissible.
- In addition, any type of communication, as well as any electronic devices that can be programmed and are capable of communication such as notebooks, tablets, mobile telephones and others, are inadmissible.
- Students are themselves responsible for the procurement of examination aids.

Supplementary aids

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Examination languages

Question language: English

Answer language: English

Examination content



Content regarding corporate governance, board control, board organisation, board strategy and board renewal that was discussed during lectures and class discussions or mentioned in slides, case studies and course readings as published on Canvas.

Examination relevant literature

Readings as indicated in the course syllabus.

Please note

Please note that only this fact sheet and the examination schedule published at the time of bidding are binding and takes precedence over other information, such as information on StudyNet (Canvas), on lecturers' websites and information in lectures etc.

Any references and links to third-party content within the fact sheet are only of a supplementary, informative nature and lie outside the area of responsibility of the University of St.Gallen.

Documents and materials are only relevant for central examinations if they are available by the end of the lecture period (CW21) at the latest. In the case of centrally organised mid-term examinations, the documents and materials up to CW 12 are relevant for testing.

Binding nature of the fact sheets:

- Course information as well as examination date (organised centrally/decentrally) and form of examination: from bidding start in CW 04 (Thursday, 27 January 2022);
- Examination information (regulations on aids, examination contents, examination literature) for decentralised examinations: in CW 12 (Monday, 21 March 2022);
- Examination information (regulations on aids, examination contents, examination literature) for centrally organised mid-term examinations: in CW 12 (Monday, 21 March 2022);
- Examination information (regulations on aids, examination contents, examination literature) for centrally organised examinations: two weeks before the end of the registration period in CW 15 (Monday, 11 April 2022).