



ACCT5014 : Governance & Accountability

FALL 2025

Instructor
Email Address
Class Times

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October 3 & 4, 2025

Course Description/Instructor's Statement

Carleton Calendar Description

ACCT 5014 Governance and Accountability [0.25 credit]

Corporate governance functions including management and controllership, boards of directors, auditors, security commissions and the control of enterprise-wide risk management. Historical development and evaluation of current practices, including Sarbanes Oxley and its implications.

Instructor's Description:

This two-day course, Governance and Accountability, is designed for experienced professionals in an MBA program. It provides a comprehensive analysis of the functions and mechanisms of modern corporate governance, including the critical roles of management, controllership, boards of directors, auditors, and regulatory bodies. The course explores the historical development of governance, including the far-reaching implications of Sarbanes-Oxley, and addresses the control of enterprise-wide risk management. Moving beyond compliance, the curriculum emphasizes how good governance drives long-term value, integrates ESG and CSR principles, and prepares leaders to navigate future challenges.

Course Learning Objectives:

Upon successful completion of this course, students will be able to perform the following:

- **CO1 - Analyze the functions of key governance bodies:** Students will be able to describe and evaluate the roles and responsibilities of **management, controllership, boards of directors, and auditors** in promoting sound corporate governance.
- **CO2 - Evaluate internal and external governance mechanisms:** Students will analyze and evaluate the effectiveness of internal governance structures (e.g., board committees, enterprise-wide risk management) and external regulations (e.g., Canadian securities laws, security commissions) in ensuring corporate success.
- **CO 3- Recognize the historical context of governance:** Students will understand the historical evolution of governance, including the development of key regulations and the implications of landmark legislation such as **Sarbanes-Oxley (SOX)**.

- **CO4 - Apply key theories and principles:** Students will apply principles of fairness, transparency, and accountability to real-world business scenarios, demonstrating strategic thinking.
- **CO5 - Integrate ESG and CSR into corporate strategy:** Students will describe how **ESG** and **CSR** are essential tools for a strategic approach to governance and explain their benefits in building public trust and brand reputation.
- **CO6 - Utilize a structured framework for business analysis:** Students will be able to apply the **SCQA framework** to effectively analyze and present a business case, demonstrating problem-solving skills.

Required/Optional Materials & Prices

Students are not required to purchase textbooks or other learning materials for this course.

Grading Scheme

Quiz – October 4 th	10%	CO 1, 2, 3
Group Case Study	30%	CO 1, 2, 4, 5, 6; MB 1, 2, 3, 6
Peer & Self Evaluation	15%	CO 4, 5, 6; MB 1, 2
Group Case Panelist Evaluation	10%	CO 4, 5, 6; MB 1, 2
Final Examination – Week of Oct 5	35%	CO 1, 2, 3, 4 5; MB 3, 6
TOTAL	100%	

Policies & Accommodations

<https://students.carleton.ca/course-outline/>

<https://carleton.ca/pmc/current-students/academic-accommodations/>



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Additional Information on Deliverables and Grading

Each component of your grade will be assigned a percentage score. Your final course grade will be a weighted average of each of these components.

- **Quiz:** A short quiz to test comprehension of the content and reading materials provided on Day 1. The quiz will be comprised of multiple choice and true and false questions.
- **Group Case Study:** Students will be randomly assigned to a case and group. The group is required to research a real life ESG or corporate governance case/event assigned to them that has occurred within the last 5 years and are required to provide a report addressing the ESG/ corporate governance issues within their chosen case applying the topics instructed through out the course. Topics and examples will be wide ranging. Each group will prepare and deliver a presentation to the class. The presentation is expected to be developed as if the stakeholders requested you to do so. Consider that you will be expected to present to them. The presentation must include an executive summary document with a list of key questions and answers for the audience (2 to 3 pages) and the PowerPoint presentation.
- **Peer & Self Evaluation:** Students will be required to complete peer & self reflection on their contributions to the group case analysis using Feedback Fruits.
- **Group Case Panelist Evaluation:** Each student will be assigned a group as a panelist member. As a panelist, each student will be required to assess the group's presentation using an evaluation template. Students will also be required to pose 1-2 panelist questions to the group to answer at the end of their presentation.
- **Final Examination (Take Home/Open Book):** The final examination will be a cuminating "take home" style whereby you are required to complete the examination within a 3-hour consecutive window at any time between October 5th and 10th. The final examination will be comprised of short-answer and long-answer questions.

Late Assignments:

Given the nature of the course, late assignments will not be possible for most deliverables. You will be required to be present in-person and on time for the majority of the deliverables. For the Final Examination, to ensure fairness for all students, penalties will be applied to late submissions:

- Failure to submit the final examination within the submission window will result in a 20% penalty for submitting late within a 24 hour period and an additional 10% up to 72 hours where thereafter they will receive a grade of 0. For example, an assignment that would normally merit a grade of 80% would receive a grade of 60% if submitted within 24 hours past the due date and 50% if submitted the following day, a 40% if submitted between 48 and 72 hours and 0 beyond that.
- Failure to submit the final examination within the allocated duration will result in a deduction of 1% for every minute beyond the 3-hour duration.

Requests for extension will be considered in cases of critical illness, unforeseen family emergency, or other exceptional circumstances only if communicated in advance of the due date and granted as an exception by the Instructor (i.e, if you request an extension at 11 PM the night your exam is due there will be no extension granted).

Preparation and Participation:

Given the compressed, two-day format of this course and its focus on in-person, interactive learning, your active preparation and participation are critical for success. This is an MBA-level course designed for experienced professionals, and we will be building on your prior knowledge and experience.

Preparation: All assigned pre-reading and case materials must be completed before the start of each day. This will allow for richer, more meaningful in-class discussions and effective use of our limited time together.

Punctuality & Presence: Timely attendance is mandatory for all sessions. This course is designed to be highly interactive, with a significant portion of the learning taking place through in-class discussions and group work.

Contribution: You are expected to be an active participant in all class sessions. Participation can take many forms, including asking insightful questions, sharing relevant professional experiences, and providing constructive feedback to your peers during case study presentations. Your willingness to engage with the material and with each other is a key component of this course's learning environment.

Contribution to Program Learning Goals ([MBA](#)):

MBA Learning Goal	Not Covered	Introduced	Taught but Not Assessed	Taught <u>and</u> Assessed
MB1 Leadership and Collaboration <i>Graduates will be equipped for leadership and collaboration.</i>				✓
MB2 Communication <i>Graduates will be effective communicators</i>				✓
MB3 Critical Thinking and Problem Solving <i>Graduates will be skilled in critical thinking and problem solving.</i>				✓
MB4 Functional Knowledge <i>Graduates will have functional knowledge of all areas of business.</i>			✓	
MB5 Global Business <i>Graduates will have an appreciation of the global environment of business.</i>		✓		
MB6 Ethical Reasoning <i>Graduates will be skilled in ethical reasoning and decision-making.</i>				✓

COURSE AGENDA

Day 1: Foundations of Corporate Governance, Accountability, and Strategic Imperatives

8:30 AM - 10:15 AM | Session 1: The Strategic Imperative of Governance

- **Topic:** Introduction to corporate governance and its historical development.
- **Content:** This session will define corporate governance as a system of **trust, transparency, and accountability**. We will explore its strategic role in fostering long-term investment and business integrity. The session will also cover the historical context for governance and significant failures, with a specific discussion on the development and implications of landmark legislation like the **Sarbanes-Oxley (SOX) Act**.

10:15 AM - 10:30 AM | Break

10:30 AM - 12:00 PM | Session 2: Governance Functions: Boards, Management, and Controllership

- **Topic:** Understanding the roles and responsibilities of key internal governance players.
- **Content:** A deep dive into the functions and responsibilities of the **Board of Directors**, their composition, independence, and the distinct roles of the Chair and CEO. We will also analyze the specific roles and duties of **management and controllership** in ensuring effective corporate governance and internal controls. This session will also introduce mechanisms of measuring management's performance and driving accountability and long-term value.

12:00 PM - 1:00 PM | Lunch

1:00 PM - 2:45 PM | Session 3: External Governance Mechanisms: Auditors and Regulators

- **Topic:** Exploring external governance controls.
- **Content:** This session will focus on the roles of external bodies in providing oversight and accountability. We will analyze the functions of **auditors** and their relationship with the Board's Audit Committee. We will also examine the influence of **security commissions** and other regulators in Canada, including the **Canada Business Corporations Act (CBCA)**, **Canadian Securities Administrators (CSA)**, **Canadian Investment Regulatory Organization (CIRO)**, and the **Office of the Superintendent of Financial Institutions (OSFI)**.

2:45 PM - 3:00 PM | Break

3:00 PM - 5:30 PM | Session 4: Enterprise-wide Risk Management, ESG, and CSR

- **Topic:** How good governance addresses risk and is driven by **ESG** and **CSR** principles.
 - **Content:** This session will address the critical function of **enterprise-wide risk management (ERM)** as a core component of corporate accountability. We will then integrate the concepts of **ESG** and **CSR**, defining how they serve as modern tools of governance. The session will conclude by highlighting the benefits of a strategic approach to governance that combines ERM with ESG/CSR initiatives to enhance stakeholder trust and drive long-term value.
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Day 2: Application of Governance Principles and Future Trends

8:30 AM - 9:15 AM | Session 1: Quiz on Day 1 Material

- **Topic:** Review and assessment of foundational concepts.
- **Content:** A short quiz to test **comprehension of the content and reading materials provided on Day 1**. This will ensure students have a solid understanding before moving on to practical applications.

9:15 AM - 9:30 AM | SCQA Framework for Case Analysis

- **Topic:** Structuring the case study analysis and presentation.
- **Content:** This short session will introduce the **SCQA framework** (Situation, Complication, Question, Answer) as a logical and effective method for groups to structure their case study analysis.

9:30 AM - 12:00 PM | Group Case Study Work Session

- **Topic:** In-depth case study analysis and presentation preparation.
- **Content:** Groups will be assigned a case and will use this extended time to conduct their analysis, develop a **PowerPoint presentation**, and rehearse their **10-15 minute presentation**. The instructor will be available for guidance. Groups have the option to work through the lunch break.

12:00 PM - 1:00 PM | Lunch

1:00 PM - 4:00 PM | Session 2: Group Presentations & Panelist Peer Review

- **Topic:** Application of governance principles through case study analysis and interactive questioning.
- **Content:** Each group will deliver their presentation. Following each presentation, designated student panelists from another group will be required to ask questions to the presenting group. All students will also use an **evaluation template** to peer review each presentation, offering constructive feedback on content, delivery, and analysis.

4:00 PM - 4:15 PM | Break

4:15 PM - 5:30 PM | Session 3: The Future of Governance

- **Topic:** Emerging trends and challenges in corporate governance.
- **Content:** This final session will focus on forward-looking topics. We will discuss the impact of **digital transformation**, the rise of **generative AI**, and the evolving role of the board in addressing global issues. The course will conclude with a final Q&A and a summary of key takeaways.

Note: This schedule is subject to change based on the pace and interests of the class to ensure a dynamic and relevant learning experience.

ADDITIONAL INFORMATION

Course Sharing Websites:

Materials created for this course (including presentations and posted notes, labs, case studies, assignments and exams) remain the intellectual property of the author(s). They are intended for personal use and may not be reproduced or redistributed without prior written consent of the author(s).

Recommended Calculator for Examinations:

If you are purchasing a calculator, we recommend any one of the following options: Texas Instruments BA II Plus (including Pro Model), Hewlett Packard HP 12C (including Platinum model), Staples Financial Calculator, Sharp EL-738C & Hewlett Packard HP 10bII

Group Work:

The Sprott School of Business encourages group assignments. They provide you with opportunities to develop and enhance interpersonal, communication, leadership, followership and other group skills. Group assignments are also an effective way to learn integrative skills for putting together a complex task. Your professor may assign one or more group tasks, assignments, or projects in this course. Before embarking on a specific problem as a group, it is your responsibility to ensure that the problem is meant to be a group assignment and not an individual one.

Peer Evaluation for Group Work

To deter social loafing and ensure fairness in grading, you will be asked to assess the contribution of your fellow group members. This information will be used when assigning the grade for the final project. The procedure is as follows: Each student should take 100 points and allocate those points to the various members of the group (including him/her/themself) to reflect the contributions made by each member. For instance, if there are four members in a group and everyone contributed equally, each individual would receive 25 points. Conversely, if an individual contributed relatively little, the remaining group members might allocate few points to that member. To ensure that these peer evaluation scores are reasonable and free from personal bias, you will be asked to provide a detailed written explanation for your point allocation.

Letter Grades:

In accordance with the Carleton University Undergraduate Calendar (p 34), the letter grades assigned in this course will have the following percentage equivalents:

A+ = 90-100	B+ = 77-79	C+ = 67-69	D+ = 57-59	F = Below 50
A = 85-89	B = 73-76	C = 63-66	D = 53-56	
A - = 80-84	B - = 70-72	C - = 60-62	D - = 50-52	

Grades entered by Registrar:

WDN = Withdrawn from the course

DEF = Deferred

Academic Regulations:

University rules regarding registration, withdrawal, appealing marks, and most anything else you might need to know can be found on the university's website, here:

<https://calendar.carleton.ca/grad/gradregulations/>

Requests for Academic Accommodation:

Carleton is committed to providing academic accessibility for all individuals. You may need special arrangements to meet your academic obligations during the term. The accommodation request processes, including information about the Academic Consideration Policy for Students in Medical and Other Extenuating Circumstances, are outlined on the Academic Accommodations website (students.carleton.ca/course-outline).

You may need special arrangements to meet your academic obligations during the term. For an accommodation request, the processes are as follows:

- **Pregnancy**

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website: <https://carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf>

- **Religious Obligations**

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website: <https://carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf>

- **Students with Disabilities**

If you have a documented disability requiring academic accommodations in this course, please contact the Paul Menton Centre for Students with Disabilities (PMC) at 613-520-6608 or pmc@carleton.ca for a formal evaluation or contact your PMC coordinator to send your instructor your Letter of Accommodation at the beginning of the term. You must also contact the PMC no later than two weeks before the first in-class scheduled test or exam requiring accommodation (if applicable). After requesting accommodation from PMC, meet with your instructor as soon as possible to ensure accommodation arrangements are made. <https://carleton.ca/pmc/>

- **Survivors of Sexual Violence**

As a community, Carleton University is committed to maintaining a positive learning, working and living environment where sexual violence will not be tolerated, and its survivors are supported through academic accommodations as per Carleton's Sexual Violence Policy. For more information about the services available at the university and to obtain information about sexual violence and/or support, visit: <https://carleton.ca/sexual-violence-support/>

- **Student Activities**

Carleton University recognizes the substantial benefits, to both the individual student and the

university, that result from participating in activities beyond the classroom experience. Reasonable accommodation will be provided to students who compete or perform at the national or international level. Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. <https://carleton.ca/senate/wp-content/uploads/Accommodation-for-Student-Activities-1.pdf>

For more information on academic accommodation, please contact the departmental administrator or visit: <https://students.carleton.ca/course-outline/>

Academic Integrity:

Violations of academic integrity—presenting another’s ideas, arguments, words or images as your own, using unauthorized material, misrepresentation, fabricating or misrepresenting research data, unauthorized co-operation or collaboration or completing work for another student—are a serious academic offence, weaken the quality of the degree, and will not be tolerated. Penalties may include; a grade of Failure on the submitted work and/or course; academic probation; a refusal of permission to continue or to register in a specific degree program; suspension from full-time studies; suspension from all studies at Carleton; expulsion from Carleton, amongst others. Students are expected to familiarize themselves with and follow the Carleton University Student Academic Integrity Policy which is available, along with resources for compliance at: <https://carleton.ca/registrar/academic-integrity/>

Centre for Student Academic Support:

The Centre for Student Academic Support (CSAS) is a centralized collection of learning support services designed to help students achieve their goals and improve their learning both inside and outside the classroom. CSAS offers academic assistance with course content, academic writing and skills development. Visit CSAS on the 4th floor of MacOdrum Library or online at: <https://carleton.ca/csas/>

Other Important Information:

- Students must always retain a copy of all work that is submitted.
- All final grades are subject to the Dean’s approval.
- For us to respond to your emails, we need to see your full name, CU ID, and the email must be written from your valid CARLETON address. Therefore, in order to respond to your inquiries, please send all email from your Carleton gmail account. If you do not have or have yet to activate this account, you can do so by visiting <https://carleton.ca/its/get-started/new-students-2/>