

Rutgers University  
School of Management and Labor Relations

Fall 2021

**Corporate Governance. Undergraduate Course - Synchronous Online Class**

Human Resource Management, 37:533:325:01 Index 09897 and 37:624:376:01  
Index 16036

Also offered as: Corporate Governance, Power, and Control, Undergraduate Course  
Department of Labor and Employment Relations, 37:575:376:01 Index 09907

**Time:** Tuesday, 9 a.m.-12 noon

**Classroom:** The class is offered as a synchronous virtual class online at this exact time.  
Students from other time zones will be able to access audio and video of the class at other times.

Professor Joseph R. Blasi, J. Robert Beyster Distinguished Professor

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Levin

Office: Levin Building, Suite 200C (inside the Human Resource Management Department suite)

Office Hours: Tuesday at noon after class using Rutgers WebEx video or teleconference and by  
special appointment

**Teaching Assistant:**

Email: [corporategovta@gmail.com](mailto:corporategovta@gmail.com)

Note: Virtual office hours will be provided for the Teaching Assistant at the first class.

**Textbook:**

Required:

Monks, Robert A.G. and Nell Minow. Corporate Governance. Fifth Edition only. New York:  
John Wiley & Sons, 2011. **Paperback only**. ISBN 978-0-470-97259-5.

Note: This book is available from the Bookstore or the publisher or at online booksellers. Note:  
The 5<sup>th</sup> edition is a complete revision of this text. Use only the 2011 new fifth PAPERBACK  
edition. Earlier used copies of the textbook will not be suitable for this course. Note: Two  
copies of the textbook are on reserve at the Livingston Library. Any brief supplemental readings  
mentioned in the syllabus are available on Canvas.

Important research articles and working papers by experts in corporate governance will be made available to students. Each student will present a brief written and verbal presentation on one of these articles during the course to their class team.

Recommended:

[The Wall Street Journal Online](#) (for current corporate governance articles)

[The New York Times Online](#) (for current corporate governance articles)

Note: You will be also referred to pertinent articles on the web sites of these publications.

Course Materials:

Copies of powerpoints for each class and additional materials will be available on Canvas the week before the class.

### **Course Description:**

This is an introductory survey course that explores the relationship between corporate governance and the economic, social, and political impact of corporations. Topics include: history of the corporation and citizen and employee share ownership in companies, shareholders and stock markets, boards of directors, people of color and women on corporate boards, principal-agent/stakeholder theories, role of management and executive compensation, broad-based profit sharing, employee ownership, stock options, shareholder rights and activism, takeovers and mergers, labor issues and the role of pension funds, international corporate governance, the relationship between governance, corporate performance and financial collapses, the role of public stock markets, government oversight and the U.S. Securities and Exchange Commission (SEC), social and environmental sustainability and corporate social responsibility, and debates about public policy and government regulation of the corporation. Discusses implications for human resource management and labor and employment relations.

### **School of Management and Labor Relations (SMLR) Learning Objectives:**

This course is designed to help students attain the following SMLR learning objectives:

I) Written & Oral Communication – Communicate effectively at a level and in modes appropriate to an entry level professional

- Communicate complex ideas effectively, in standard written English
- Analyze and synthesize information and ideas from multiple sources to generate new insights
- Produce high quality executive summaries
- Make an argument using contemporary and/or historical evidence
- Present ideas and arguments in a logical and effective way

V) Understanding Context - Evaluate the context of workplace issues, public policies, and management decisions

- Analyze a contemporary global issue in their field from a multi-disciplinary perspective
- Analyze issues related to business strategies, organizational structures, and work systems
- Analyze issues of social justice related to work across local and global contexts (LSER)
- Analyze issues related to the selection, motivation, and development of talent in a global context (HRM)

### **Skills:**

Students will become conversant with the major issues of the modern corporation and the major social science questions raised about the corporation in terms of governance and its role in society and the important research questions and sources of evidence on corporate behavior. Students will learn how to use the U.S. Securities and Exchange Commission web site in order to understand the principal information in Annual Reports and Corporate Proxy Statements filed before the SEC. Students will become familiar with several corporations, their stories and issues, along with the principal institutions in corporate governance in the United States: regulatory bodies, stock exchanges, associations of corporations, shareholder rights groups, corporate governance standards groups, corporate social responsibility institutions, and the principal research centers on corporate governance in the U.S. Students will develop a general understanding of the differences between the corporate governance systems of several nations and geographic areas worldwide (for example, Asia, Europe, and Africa). Students will hear brief reports from fellow students on many of the leading research articles on corporate governance. Students will be presented with a number of possible careers in management, labor relations, law, academia, public service, media, and non-profit research related to the field of corporate governance. Students do not require an understanding of economics or finance in order to take this course and any concepts from these disciplines necessary to understanding the material of the class will be explained clearly during the lectures.

### **Approach:**

There will be a lecture at each class and then a discussion of a series of cases with some small group discussions and breakouts. There will be a live Zoom case study with a company in each class in the last hour of the class. Students will receive a copy of a powerpoint providing a general overview of the lecture on Canvas before the class so that you can use it as a basis for taking notes. Please print it out and have it available during the virtual class. Each student should submit one question and one comment by email to the teaching assistant the day before each class by 3 pm. This is part of your participation grade. The entire class will be divided into affinity groups and teams made up of the 4 students sitting nearby. These groups will be used for smaller discussions, for team presentations, and to prepare questions for the instructor.

### **Required Work:**

Students are required to turn in one question on a sheet of paper to the teaching assistants the day before every class. These questions should address issues that were unclear in the reading or any past questions from past classes that require clarification. These will be used as a basis for questions the instructor will address in the current and subsequent classes. Students will take three multiple choice exams with a few narrative questions. Each exam will also include an essay question on a corporate governance problem that requires creative thought. Students will prepare a brief one page (front and back) report on a research article to present to their affinity group/team. Students have the option (only if they wish it) to do an honors paper at the end of the class on a corporate governance question. If you select this option, you may select the grade for the honors paper or the grade for your final exam, whichever is the highest, as your third exam grade. Any supplemental readings are available on Canvas. Note that consistent with Rutgers University ethics rules the instructor will provide you at no cost copies of his own books and chapters and textbooks online, you will not be required to purchase them.

### **Attendance:**

Participation in the lectures and class meetings is critical to the class both in terms of being present in class and fully participating. Attendance will be taken in class and those not participating will lose points on the participation score, unless alternative arrangements have been made for students in a time zone that is inconvenient. Materials will be presented in class that are not covered in the book and they will make up a significant part of the examinations. All materials will be available on Canvas. A student missing more than 3 classes will not receive credit for this course. Each student will have one excused absence that will not count towards these three classes. This excused absence can be used for any reason and does not require a note so it can be used for an absence related to an illness, for example. There will be two extra points on top of the entire grade for perfect attendance, meaning the excused absence is also not used.

### **Examinations:**

There will be three examinations as noted on the course schedule. Each exam will cover approximately one-third of the course material. Make-up policy: An examination grade of “0” will be assigned to any student who is absent without a legitimate excuse on the day of the regularly scheduled exam. Legitimate excuses include illness (verified only by a note from a doctor or area Dean) or when the Rutgers Information Service (732-932-INFO) indicates that Rutgers is closed or when the instructor emails the class announcing class is suspended or other dire circumstances such as a family emergency. One make-up exam will be held when all students needing to take a make-up exam can be present. Students requiring special arrangements should present a statement to that effect with appropriate documentation as early in the semester as possible, but certainly prior to the first midterm examination.

### **Grading:**

Grades will consist of the following components of 100% of the grade: Examination 1 – 24%; Examination 2 – 20%; Examination 3 – 25%; Participation - 26%

Points can be deducted for not being present in order to participate in the class and for egregious classroom conduct (as described below). One class absence reduces your participation score by 2.5 points. Each exam will receive a score of 0 to 100 points.

A = 90% and above.; B+ = 85%-89%; B = 80%-84%; C+ = 75%-79%; C = 70%-74%; D= 60%-69%;F = less than 59%. Students will present one two-page written report dealing with a serious research article on corporate governance for 5% of their grade to their team. Honors students will have the option of doing a final paper in lieu of the final exam.

### **Academic Integrity:**

The rights of students will be protected to insure that test scores are related to competence in the subject matter. Therefore, all examinations will be carefully proctored. If cheating is detected, it will be prosecuted to the limit allowed by University policies. An academic integrity contract is attached to this syllabus. Students must submit a signed copy of the contract before the second class they attend. **ASSIGNMENTS AND EXAMS TURNED IN BEFORE THE ACADEMIC INTEGRITY CONTRACT IS HANDED IN WILL RECEIVE A GRADE OF "0."**

### **Classroom Conduct:**

It is important for a serious learning experience to have a quiet and respectful environment in the classroom. The following will not be permitted in the virtual class class:

a. cell phones, pagers, and text messaging devices which should be turned off and put away and out of sight; b. during the virtual class computers should be focused on the class itself and not other material ; c. napping; d. chit-chatting; e. reading the newspaper; f. studying for or doing homework for other courses; g. arriving at class late on a consistent basis; h. leaving class early on a consistent basis.; i. other behavior that disrupts the learning environment.. When you do any of these things it is hard to argue you are participating in class and points will be deducted from your participation score. Participation points will automatically be deducted for these behaviors.

### **Class Schedule:**

**Note: All powerpoints of all classes are available on Canvas and should be printed out by the student before the class and taken to the virtual class so you can take notes on those sheets.**

Date	Topic	Reading Assignment
Sept. 7	Introduction History of The Corporation The Corporation: A Film (For homework viewing after the first class.) Case Study: Procter & Gamble	Monks & Minow, 1-47
Sept. 14	Theories of the Corporation	

	and Corporate Power Case Study: General Motors See GM Powerpoint on Canvas	Monks & Minow, 47-100
	Workshop: How To Read A Corporate Proxy?: Google	<a href="http://www.sec.gov">www.sec.gov</a>
Sept. 21	Shareholders Shareholder Activism: Institutional Investors, Union Pension Funds, Hedge Funds, Activist Investors	Monks & Minow, 101-143  Monks & Minow, 144-250
	Case Study: Microsoft What Is a Proxy Contest?	
	Case Study: The Enron Movie The Smartest Guys in the Room (Full length motion picture to be watched at home before class.)	Monks & Minow, 251-259 Monks & Minow, 291-303
Sept. 28	Boards of Directors  Case: Lehman Brothers	Monks & Minow, 260-291 Monks & Minow, 304-346

Oct. 5            Midterm Examination I            See Study Guide on Canvas

Note: The instructor will hand out a study guide for Exam One before the exam and hold special extended virtual office hours in a virtual conference room to help students study for it. The teaching assistant will also hold several special virtual office hours to help students study for this exam. The professor will also hold a Canvas Chatroom about three days before the exam in order to answer your online questions about subjects that will appear on the exam.

Oct. 12	Executive Compensation Selected cases	Monks & Minow, 347-391
Oct. 19	Employee Ownership, Profit Sharing, and Broad- Based-Stock Options	Monks & Minow, 399-414 <u>Introduction, Shared Capitalism At Work</u> by Kruse, Freeman, Blasi Chs. 1, 4 <u>In The Company of Owners</u> by Blasi, Kruse, Bernstein. (Available on Canvas)

Publicly-traded Corporations:  
Case Study: Gilead Sciences

Case Study: Southwest Airlines

Readings at:  
[www.gilead.com](http://www.gilead.com)  
[www.southwest.com](http://www.southwest.com)

Closely-Held Corporations

Film: We The Owners  
(An Independent Film to be  
watched at home before class.)

What Is An Employee Stock  
Ownership Plan (ESOP)?

[www.nceo.org](http://www.nceo.org)

The Role of Entrepreneurial  
Start-ups in the Economy

Oct. 26

Takeovers, Mergers,  
Acquisitions, Privatizations,  
& Nationalizations  
Case: Citicorp

Monks & Minow, 283-290

Nov. 2

Midterm Examination II

See Study Guide on Canvas

Note: The instructor will hand out a study guide for Exam One before the exam and hold special extended virtual office hours in a conference room to help students study for it. The teaching assistant will also hold several special virtual office hours to help students study for this exam. The professor will also hold a Canvas Chatroom 3 days before the exam in order to answer your online questions about subjects that will appear on the exam.

Note: Students will select a major research article in a scholarly journal and prepare a 2 page summary and presentation to their group. See Journal Article and Model Format on Canvas.

Nov. 9

Corporate Governance  
Standards & Report Cards

Available online & Canvas  
Sample Corporate Report Cards

Web sites:  
<http://www.issgovernance.com/>  
Case Study: Actual corporate  
report card to be announced  
from the most recent proxy season

Nov. 16

The Securities & Exchange  
Commission & Regulation

Workshop on Understanding  
Corporate Information on the

	SEC Web Site	Selected readings at: <a href="http://www.sec.gov">www.sec.gov</a> See Proposed Rule on Corporate Political Spending (Canvas)
	Workshop: How To Read A Corporation's Annual Report? Example of Google	
Nov. 23	International Corporate Governance Case Studies: China, Germany, Japan, and India	Monks & Minow, 415-463
	Also read: Investor Protections: Origins, Consequences, And Reform. LaPorta, deSilanes, Shleifer, Vishny (Canvas)	
Nov. 24-Nov. 28	Thanksgiving Holiday Break	
Nov. 30	Corporate Ethics	Monks & Minow, 464-488 Case Study: Hewlett Packard
Dec. 7	Private Equity	To be assigned
	Corporate Social Responsibility & The Sustainable Corporation	
	Socially Responsible Investing	

Tomorrow's Owners: Stewardship of Tomorrow's Company" by Mark Goyder (Canvas)  
The Pyramid of Corporate Social Responsibility by Archie B. Carroll (Canvas).

The date of the final exam will be announced. See the Study Guide on Canvas.

THE FINAL EXAM. The date chosen by the University for the final exam will be announced early in the class. Note: The instructor will hand out a study guide for the Final Exam before the exam and hold special extended office hours in a conference room to help students study for it. The teaching assistants will also hold several special office hours to help students study for this exam. The professor will also hold a Canvas Chatroom 3 days before the exam in order to answer your online questions about subjects that will appear on the exam.

Please see the Academic Integrity Contract BELOW which must be signed and turned in after the first class by email to the Teaching Assistant. Bring a signed copy with you to the first class.

It is required that you sign it in order to take this class and receive grades.

### **Academic Integrity Contract:**

(To be signed and turned in at the first class to the Teaching Assistant)

All members of the Rutgers University community are expected to behave in an ethical and moral fashion, respecting the human dignity of all members of the community and resisting behavior that may cause danger or harm to others through violence, theft, or bigotry. All members of the Rutgers University community are expected to adhere to the civil and criminal laws of the local community, state, and nation, and to regulations promulgated by the University. All members of the Rutgers University community are expected to observe established standards of scholarship and academic freedom by respecting the intellectual property of others and by honoring the right of all students to pursue their education in an environment free from harassment and intimidation. Please see <http://policies.rutgers.edu/PDF/Section10/10.2.11-current.pdf> for details regarding the Student Code of Conduct. Please see [http://academicintegrity.rutgers.edu/files/documents/AI\\_Policy\\_9\\_01\\_2011.pdf](http://academicintegrity.rutgers.edu/files/documents/AI_Policy_9_01_2011.pdf) for details regarding the Academic Integrity Policy.

Similarly, all students and faculty members of the academic community at the School of Management and Labor Relations should uphold high standards for personal conduct, ethical behavior, and professional integrity. In the area of academic integrity, students are expected to refrain from cheating, fabricating information, plagiarizing, inappropriately denying others access to material, and facilitating others in academic dishonesty. Please see <http://policies.rutgers.edu/PDF/Section10/10.2.11-current.pdf> (pp. 24-28) for detailed descriptions of each type of action.

Any of the following acts, when committed by a student, is an act of academic dishonesty and decreases the genuine achievements of other students and scholars. Academic dishonesty includes, but is not limited to, any of the following:

Plagiarism/False Representation of Work

- Quoting directly or paraphrasing portions of someone else's work without acknowledging the source.
- Submitting the same work, or major portions thereof, including presentations, to satisfy the requirements of more than one course without permission from the instructor.
- Using data or interpretative material for a report or presentation without acknowledging the sources or the collaborators.
- Failing to acknowledge assistance from others, such as help with research, statistical analysis, or field data collection, in a paper, examination, or project report.
- Submitting purchased materials such as a term paper as your own work.
- Copying or presenting material verbatim from any source without using quotation marks.
- Copying from any source and altering a few words to avoid exact quotation, without the appropriate documentation or by using improper documentation of the source.
- Rewording the major concept found in a source but then omitting documentation or improperly citing the source.
- Submitting as one's own any work created by someone else (e.g., paper, project, speech, video, exercise, etc.) without crediting them. Large duplication of someone else's work should be avoided unless you obtain express permission from both the instructor and originator of the work.

· Fabricating or misrepresenting data or information

· Forging signatures

Cheating

· Copying work on examinations.

· Acting to facilitate copying during an exam.

· Sharing answers through technology or in written or verbal form when such interactions are prohibited

· Using prohibited materials, such as books, notes, phones, or calculators during an examination.

· Working with another student on an assignment when such collaboration is prohibited.

· Stealing or having in one's possession without permission any materials, or property belonging to or having been generated by faculty, staff, or another student for the course.

· Willfully offering to do another student's work so they may represent it as their own

· Assisting another student in cheating or plagiarizing

· Doing another student's work, excluding collaborative learning assignments or joint assignments approved by the instructor.

Engaging in any of the above behaviors can result in an F on the examination or project, an F in the course, denial of access to internships, suspension for one or more semesters, or permanent expulsion from the School of Management and Labor Relations at Rutgers University.

I, \_\_\_\_\_ understand the Policies on Academic Integrity and the Student Code of Conduct at Rutgers University and the School of Management and Labor Relations. Furthermore, I understand the consequences of unethical behavior.

We all share a responsibility in creating an ethical environment. I resolve to uphold and support high standards for ethics and integrity at Rutgers University. If I see, hear, or observe violations of ethics and integrity I will report them to my instructor, Department Chair, or Dean.

Student Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Student Name (Please Print): \_\_\_\_\_

Rutgers University ID: \_\_\_\_\_

END