



UNIVERSITY
of
TECHNOLOGY,
MAURITIUS

SCHOOL OF SUSTAINABLE DEVELOPMENT AND TOURISM

In collaboration with

SCHOOL OF BUSINESS MANAGEMENT AND
FINANCE

MSc in CORPORATE GOVERNANCE
&
CORPORATE SOCIAL RESPONSIBILITY

Version 4.9

MCSR

May 2017

University of Technology, Mauritius
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A. PROGRAMME INFORMATION

Corporate Governance and Corporate Social Responsibility (CSR) are two key areas which are of fundamental importance to organizations aiming at sustainability. Corporate Governance is a dynamic area evolving fast and it is vital for practitioners to keep pace with the needs of a changing business environment. On the other hand, there is also an increasing emphasis on Corporate Social Responsibility and the recognition that organisations need to take into consideration the views and interests of all their stakeholders within their business environment so as to achieve sustainable progress. Failing to adhere to these two principles can be costly to organizations.

This programme comes as a unique combination of conceptual, analytical, technical and management skills with special emphasis on corporate governance and Corporate Social Responsibility. It aims at preparing professionals from both the public and private spheres to cope with the fast-evolving external environment of their businesses. The programme lays the focus on the principles of good governance, public/private/Non – Governmental Organisation partnership and focus on the involvement of society.

B. PROGRAMME AIM

A new breed of professionals, well-versed in both the local and international context is now required to face the global and local business challenges. This programme aims at equipping professionals at mid and top management with the necessary knowledge and skills so as to be able to foster a sound business climate while responding to global organizational and economic challenges.

C. PROGRAMME OBJECTIVES

The objectives of this programme are to:

- Provide participants with the required skills and knowledge in the areas of good governance and CSR
- Develop the intellectual and technical capacities to enable participants to understand the importance of good governance and corporate social responsibility
- Enable participants to have a good understanding of the implications of Corporate Social Responsibility in an increasingly complex managerial and political context
- Develop the participants' ability to manage their businesses more efficiently with the effective engagement of stakeholders.

REGULATIONS

D. GENERAL ENTRY REQUIREMENTS

As per UTM 'Admissions Regulations' and 'Admission to Programmes of Study at Masters Degree Level'.

E. PROGRAMME ENTRY REQUIREMENTS

Candidates should have either of the following qualifications:

- a) A Bachelor Degree from a recognized university or any other recognised institution of higher education.
- or
- b) Exceptionally candidates holding a Diploma from an approved Institution may be admitted with at least 3 years work experience.

F. PROGRAMME MODE AND DURATION

Part Time: 2 years comprising of 4 semesters

Each academic year includes two semesters and each module comprises of 45 hours.

G. TEACHING AND LEARNING STRATEGIES

The programme will employ a wide variety of teaching methods, including lectures; individual or group discussions and/or projects, presentations, workshops, case studies, guest lectures and tutorials will be used with active participation of students.

Self-learning will be the key feature of the programme, enabling students to explore, investigate and research into the various topics, interact with practitioners, and work in teams on specific projects.

H. STUDENT SUPPORT AND GUIDANCE

Students will be provided necessary support and guidance through lectures and other teaching and learning strategies as spelt out in the above section. Meetings with the Programme Coordinator and respective module conveners, as well as group/individual tutorials can be arranged for students.

I. ATTENDANCE REQUIREMENTS

As per UTM Regulations

J. CREDIT SYSTEM

Each module is equivalent to 3 credits. All modules will carry 100 marks and the project/dissertation will carry 9 credits.

K. STUDENT PROGRESS AND ASSESSMENT

For the award of the Masters degree all modules must be passed overall with passes in the examinations, coursework and other forms of assessment.

All modules will have equal weighting. Research Methods will be assessed 100% by coursework as follow; article critique, research proposal, mini project-based assignments including fieldwork and presentation.

Written examinations will vary from 2 hours for 3 credits module will be of a maximum of 3 hours' duration. Continuous assessment will carry up to **50%** of the total marks and will be based on seminars, case studies, class tests and/or assignments, etc.

L. EVALUATION OF PERFORMANCE

Master of Science 45 Credits

Postgraduate Diploma 30 Credits

Postgraduate Certificate 18 Credits

The overall pass mark for a module is 40%.

Overall Marks	Grade
$70 \leq X \leq 100$	A
$60 \leq X < 70$	B
$50 \leq X < 60$	C
$40 \leq X < 50$	D
$X < 40$	F
A-D	Pass
F	Fail

M. AWARD CLASSIFICATION

Overall weighted mark y (%)	Classification
$CPA \geq 70$	Master of Science with Distinction
$60 \leq CPA < 70$	Master of Science with Merit
$40 \leq CPA < 60$	Master of Science
$CPA < 40$	No Award

N. PROGRAM ORGANISATION AND MANAGEMENT

Assoc. Prof. Dr. C. Bokhoree
Mrs. T. Makoondlall-Chadee
Dr. S.D Lukea Bhiwajee
Mrs. V. Ramasamy-Coolen
Ms. V. Seebaluck
Mr. A. Odit
Mr. Y. Suneechur

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O. PROGRAMME STRUCTURE AND PLAN – PART TIME

MSc. in Corporate Governance and Corporate Social Responsibility

YEAR 1							
Semester 1				Semester 2			
Code	Modules	Hrs/Wk L+ P	Credits	Code	Modules	Hrs/Wk L+ P	Credits
CSR 5107B	Paradigm for Corporate Governance	3 + 0	3	STATS 5301B	Research Methods	3 + 0	3
STNB 5101B	Sustainability theories and principles	3 + 0	3	MBUS 5101B	Stakeholder Relations	3 + 0	3
CSR 5101B	Corporate Social Responsibility	3 + 0	3	CSR 5301B	Corporate Governance and Financial Regulation	3 + 0	3
YEAR 2							
Semester 1				Semester 2			
Code	Modules	Hrs/Wk L+ P	Credits	Code	Modules	Hrs/Wk L+ P	Credits
CSR 5302B	Corporate Governance and Financial Performance	3 + 0	3	CSR 5109B	Innovative Practices in Corporate Governance and Corporate Social Responsibility	3 + 0	3
CSR 5207B	Organisational Ethics and Leadership	3 + 0	3	SSDV 5602B	Socio-Environmental Behaviours for Sustainability	3 + 0	3
SSDV 5502B	Social Entrepreneurship	3 + 0	3	CSR 5303B	Corporate Governance and Forensic Accounting	3 + 0	3
DISS 5000	Dissertation **			DISS 5000	Dissertation **		9

Total number of credits: 45

Dissertation starts in Semester 1 of Year 2 and credits are earned at the end of Semester 2 of Year 2

P. NON- PRESCRIPTIVE MODULE OUTLINE

YEAR 1, SEMESTER 1

CSR 5107B: Paradigm for Corporate Governance

Definition and purpose; Integrity Reporting Services Agency Act 2015; Board monitoring, Board performance, Boards of Directors; Firm performance ; Incentives; Institutional Investors, Investor horizons, Long-Term value, Measuring Corporate Governance implementation; Managing Stakeholder relations; Shareholder activism, includes, The Long-Term Effects of Hedge Fund Activism, Principles of Remuneration of directors and senior executives, Reporting to shareholders and external audit; Codes of corporate governance practice and reports on governance, Mauritius Corporate Governance Code and OECD Principles; potential consequences of poor corporate governance; Corporate Governance practices in Mauritius; Ethics and ethical principles in Corporate Governance; Existing practices and challenges in Corporate Governance; Corporate governance ratings and case studies

STNB 5101B: Sustainability Theories and Principles

The global situation regarding sustainability - The three pillars of sustainability – environment, society and economy; Corporate Social Responsibility (CSR): its importance and how it is achieved; the concept of corporate sustainability; drivers of corporate sustainability; corporate sustainability and accountability ; Global resources and their limits; Measuring and auditing for sustainability; Communicating social and environmental practices: practical, legal and ethical implications; Corporate Social Responsibility and sustainability programmes, their role in engaging and managing stakeholder relationships - Charters, Codes, Protocols; Sustainable Development Goals (SDGs); Developing an organization sustainability strategy; Evaluation of social responsibility and sustainability programmes; Case Studies

CSR 5101B: Corporate Social Responsibility

Historical evolution and development of the concept; The business and society relationship; The role of Government in Corporate Social Responsibility; Corporate Social Responsibility and profitability; CSR Strategies; Social Responsibility accounting and reporting; Mandatory and voluntary Corporate Social Responsibility; Best practices at local and international level, Global Reporting Initiative/ ISO 26000; Global Compact as pillars of the Corporate Social Responsibility and Corporate Reporting in Corporate Social Responsibility in Mauritius.

YEAR 1, SEMESTER 2

STATS 5301B: Research Methods

Research Concepts: Research issues, problems, questions, hypotheses; Measurement and Scaling in Research: Reliability, validity; Research Design and Survey Methods, questionnaire design; Ethics in Research; Techniques for Literature Review; Qualitative Methods: designing, gathering, processing and analysing qualitative research information; Quantitative Methods: Introduction to Statistics, Data Description, Hypothesis Testing, t-tests and ANOVA; Data analysis with SPSS; Reporting and presenting research.

MBUS 5101B: Stakeholder Relations

Assessing stakeholder importance; types of stakeholder relationships; problem with stakeholder collaboration; Shareholders as Stakeholders; Employee relations; Media relations; conflict management, mediation and dialogue facilitation; Contemporary stakeholder theories.

CSR 5301B: Corporate Governance and Financial Regulation

Non GAAP financial measures: Accounting, Accounting standards, Board composition, Boards of Directors; Privilege and Disclosure orders Act 2015, Diversity, Engagement, Environmental disclosure, ESG, Financial reporting, Investor protection, SEC, Securities regulation, Sustainability, Transparency. Law relating to insolvency and regulations relating to assessment of going concern status.

YEAR 2, SEMESTER 1

CSR 5302B: Corporate Governance and Financial Performance

Corporate Governance influences the efficiency of firm production at the corporate level, so that effectiveness of a nation's corporate governance system shapes economic performance at a country level. Contents: Corporate Governance structure of a generic firm, Generic Model : Shleifer and Vishny's, Minority shareholders, Concentrated ownership, Financial Leverage: Diffuse Debt, Concentrated Debt; Competition, Government role in influencing managerial decisions and corporate social responsibility of organizations, Characteristics of banks and non –bank financial intermediaries that intensify corporate governance issues empirical evidences, Information Asymmetry , Opaqueness: Implications for Equity and Debt Financiers, Agency Theories and its impact on Equity, Agency cost, Agency Problems.

CSR 5207B: Organisational Ethics & Leadership

Definition, meaning and evolution of organisational ethics, decision making frameworks and arising ethical dilemmas, Individual and situational factors impacting on decision making; establishing an ethical climate, Leading versus managing, leadership qualities, leadership styles & practices in modern organisations: transactional, transformational, sustainable leadership, challenges facing leadership: building and managing teams, managing conflicts, leading change, case studies

SSDV 5502B: Social Entrepreneurship

Types of Entrepreneurships; the meaning of Social Responsibility; Philanthropy and hybrid ventures; Small and Medium Enterprises and their contributions in Mauritius, Social entrepreneurship and profitability; Non-Governmental Organisations, Government and Social Responsibility; Measuring and managing performance; financial issues in Social Responsibility; Marketing of social ventures; Challenges and critical issues

YEAR 2, SEMESTER 2

CSR 5109B: Innovative Practices in Corporate Governance and Corporate Social Responsibility

Theoretical approaches of innovation; Impact of innovation on an organization's economic performance; Social Innovation; Determinants of innovation processes; Innovation incentives between firms and the global economy, innovation and knowledge production; innovation and institution economic growth; Strategic Corporate Social Responsibility and Key institutions of the knowledge economy: R&D; Social Responsible Investment; The Corporate Social Responsibility of Multinational Companies and TNCs, Innovation and knowledge Management, and the Future of Corporate Governance & Corporate Social Responsibility

SSDV 5602B: Socio-Environmental Behaviours for Sustainability

Theoretical concepts of environmental behavior – environmental ethics, actor network theory, rational choice theory; Concepts of citizenship, identity and obligation, environment psychology; Psychosocial aspects of sustainability from a systemic approach; Variables of environmental behavior - environmental sensitivity, knowledge of ecology, Personal commitment, ownership and empowerment issues; Environmental choices – waste disposal and management, responsible consumerism, energy consumption; Evaluation of impact of environmental behaviours – carbon footprinting, life cycle analysis; Environmental Stewardship (Reference to section 2 of the Environmental Protection Act); Religion and sustainability; The impact of globalization (e.g. multinationals) on culture (de-culturation)

CSR 5303B: Corporate Governance and Forensic Accounting

Challenges in Forensic Accounting; Characteristics and types of fraud; Preventive measures; Corporate Governance and Internal Control; Corporate Governance issues in developed and developing economics; Organizational control system of internal control incorporation of fraud risk in the design of internal controls; Empirical evidences of weak evidences associated with financial fraud; Management's role and responsibilities in the financial reporting process; the fraud triangle and Detection of financial statement fraud.

DISS 5000: Dissertation

A 15,000-18,000 words dissertation will have to be submitted at the end of the semester. The work submitted should conform to the School's Postgraduate Dissertation Guidelines.