



Company Directors Course Online

Introduction

Introduction to the Company Directors Course Online

The Company Directors Course Online is a globally recognised, practitioner-focused, comprehensive course for both existing and new directors.

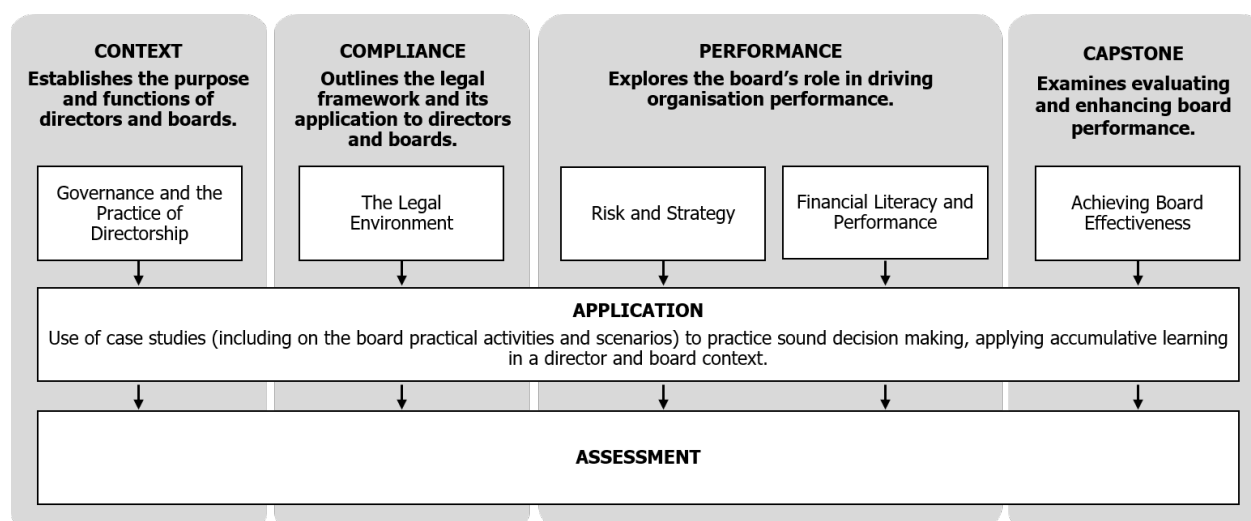
Updated annually, the course focuses on the roles, responsibilities and skills required of today's directors and boards.

Whether you are from a publicly-listed, private, government, small-to-medium size enterprise or not-for-profit organisation, embarking on the Company Directors Course Online will give you a deep insight into contemporary board practice and an overview of the essential duties and responsibilities of a company director.

The Company Directors Course Online:

- outlines the duties and practices of directorship and the boards functions and responsibilities;
- analyses the responsibilities and functions of directors and officers considering the key questions directors should ask about their legal environment and its impact on board decision-making;
- examines the board's roles in developing a culture that is appropriate for the risk appetite/ tolerance of the organisation and the board's role in developing and executing strategy;
- develops financial literacy and examines the board's role in driving organisational performance;
- examines effective decision making, board dynamics, the impact of individual and collective performance and how a constructive board culture can create value for an organisation; and
- applies the learning from across the course through a practical board activity leading to reflection on how boards and directors create value for their organisations.

The following figure provides an overview of the course structure.



Governance and the Practice of Directorship describes the difference between governance and management of the organisation, explains the roles of directors and the board's functions and responsibilities, examines how effective governance structures enable boards to create value and improve organisational performance and identifies the role of the board in developing and monitoring an effective organisational culture.

The Legal Environment analyses directors' and officers' fiduciary and statutory duties and their purpose, identifies questions directors should ask to understand their legal environment and considers compliance cultures, frameworks and the rights and protections for directors and officers.

Risk and Strategy evaluates the board's role in establishing risk appetite and tolerances, assesses the robustness of the organisation's risk management and governance structures, considers the board's role in different types of crises, examines the board's role in setting strategy, decision making and monitoring performance, explains how boards proactively work with management to ensure strategic alignment and appraises the capability of the organisation to implement its chosen strategy.

Financial Literacy and Performance explains the role and purpose of internal controls and the audit functions, clarifies the reporting obligations of the board, examines the financial statements of an organisation and analyses its financial performance, appraises when an organisation is facing solvency issues, establishes key drivers to improve financial performance and determines appropriate questions directors should ask in relation to financial performance.

Achieving Board Effectiveness explains how boards add value and make a positive impact on management and the organisation, identifies individual and group behavioural competencies relevant to effective board work, explains factors relevant to effective board decision-making and a constructive ethical board culture and applies frameworks and insights from the course to practice working as an effective board.

The NRGworks applied case study provides a continuous learning link throughout the course. A printed booklet provides background information on the company and activities to be completed as 'boards' within the classroom.

The eLearning module, Interpreting Financial Statements, is provided to establish and strengthen your basic financial knowledge and to focus on the financial concepts that directors must be aware of. This is accessed via the MyLearning online platform.

The Director Mindset eLearning module is also available in MyLearning to help establish the mindset of a director ahead of the reading and delivery of the course.

Participants are strongly encouraged to undertake both eLearning modules as part of their course pre-work and again in preparation for the assessment.

In addition, the publication Guiding Principles of Good Governance¹ is available on the Australian Institute of Company Directors (AICD) website.

Assessment

The course assessment is an opportunity for participants to consolidate their learning and to benchmark their understanding against the standard set by the AICD. For assessment information, refer to the Participant Assessment Guide. Additional assessment support resources and videos are available through the Assessment Preparation Hub which is accessible from your course homepage in MyLearning.

¹ Available at www.companydirectors.com.au/~media/resources/director-resource-centre/governance-and-director-issues/guiding-principles-of-good-corporate-governance.ashx (accessed 30 March 2022).

A suggested approach to the Company Directors Course Online

It's useful to think of the entire learning experience as a four-month journey with important phases, touch points and approaches.

Peer to peer learning

Central to the Company Directors Course Online is the role that your fellow participants will play in your learning, and the degree to which you will contribute to their learning. You'll also work on group tasks during the virtual classrooms and you'll have the option to form study groups to prepare for the assessment. Your peers will provide you with fresh perspectives and new ideas, and you'll have the opportunity to shape the thinking of others. Your peers have the potential to become an essential part of your network of governance experts.

Making the most of classroom time

The Company Directors Course Online is a facilitated course. Your faculty will not engage in lecture-style teaching, nor will they cover all the content. They will assume you have read all the materials and will use the classroom time to explore complex dilemmas and challenges, and test judgement and decision making. Being prepared and coming to the classroom sessions with questions and challenges will enrich your learning experience.

Plan your learning journey

Feedback shows that participants consistently underestimate the time required to prepare for the course and read the course material. Although not prescriptive, following a study structure will assist you in your learning experience and help you to achieve your goals.

Refer to the following suggested study guide for an example of how you can structure your time.

Company Directors Course Online—Suggested study guide

The following checklist outlines how you may structure your time as you embark on the Company Directors Course Online. Although not prescriptive, following a structure such as the one suggested below may assist your learning and help you to achieve your goals. When using the guide, it is important to remember that the study week begins on the day your materials become available online. The guide covers four and a half months of the course from pre-reading to completion of the assessment.

As a director it is expected you read and take notes on the board papers prior to a board meeting. It is therefore expected you treat the course as a board meeting and complete your pre-work prior to attending the virtual classroom.

The materials you need to complete the pre-work activities can be found in the hard copy notes and in MyLearning. MyLearning is the AICD's online learning platform and your dedicated learning environment to undertake your course. All assessment resources are available in the Assessment Preparation Hub from your course homepage in MyLearning.

The five virtual classrooms are delivered online with access provided via MyLearning. Virtual classroom days are all held on a consistent day of the week.

Week 1—Preparation activities

| Activity | Resource location | Completed <input checked="" type="checkbox"/> |
|---|---|---|
| 1. Read the Introduction course notes | MyLearning > Course Materials or hard copy notes | |
| 2. Introduce yourself to your peers and the faculty | MyLearning > Discussions | |
| 3. Review the Participant Assessment Guide | MyLearning > Assessment Preparation Hub on the course home page | |
| 4. Review the two assignment case studies | MyLearning > Assessment Preparation Hub on the course home page | |
| 5. Review the assignment exemplar | MyLearning > Assessment Preparation Hub on the course home page | |

| Activity | Resource location | Completed <input checked="" type="checkbox"/> |
|---|---|---|
| 6. Watch the Assessment Preparation Videos | MyLearning > Assessment Preparation Hub on the course home page | |
| 7. Attend the Course Introduction session | MyLearning > Virtual Sessions | |
| 8. Schedule an introduction call with your Learning Support Executive | Respond to email invitation | |

Week 2—Governance and the Practice of Directorship pre-work

| Activity | Resource location | Completed <input checked="" type="checkbox"/> |
|--|--|---|
| 1. Complete The Director Mindset eLearning module | MyLearning > Course Materials | |
| 2. Read the course notes | MyLearning > Course Materials or hard copy notes | |
| 3. Review the NRGworks booklet | MyLearning > Course Materials or hard copy | |
| 4. Answer the review questions | MyLearning > Course Materials or hard copy notes | |
| 5. Watch the video-based case studies for Costa Group Holdings and Cricket Australia | MyLearning > Course Materials | |
| 6. Participate in the discussion forums | MyLearning > Discussions | |
| 7. Raise any questions you have regarding the content in the discussion forum | MyLearning > Discussions | |
| 8. Attend the virtual classroom | MyLearning > Virtual Sessions | |

Week 3—The Legal Environment pre-work

| Activity | Resource location | Completed <input checked="" type="checkbox"/> |
|---|--|--|
| 1. Read the course notes | MyLearning > Course Materials or hard copy notes | |
| 2. Review the NRGworks booklet | MyLearning > Course Materials or hard copy | |
| 3. Answer the review questions | MyLearning > Course Materials or hard copy notes | |
| 4. Watch the video-based case studies for 7-Eleven | MyLearning > Course Materials | |
| 5. Participate in the discussion forums | MyLearning > Discussions | |
| 6. Raise any questions you have regarding the content in the discussion forum | MyLearning > Discussions | |
| 7. Attend the virtual classroom | MyLearning > Virtual Sessions | |

Week 4—Risk and Strategy pre-work

| Activity | Resource location | Completed <input checked="" type="checkbox"/> |
|--|--|--|
| 1. Read the course notes | MyLearning > Course Materials or hard copy notes | |
| 2. Review the NRGworks booklet | MyLearning > Course Materials or hard copy | |
| 3. Answer the review questions | MyLearning > Course Materials or hard copy notes | |
| 4. Watch the video-based case studies for the National Heart Foundation and AFLW | MyLearning > Course Materials | |
| 5. Participate in the discussion forums | MyLearning > Discussions | |
| 6. Raise any questions you have regarding the content in the discussion forum | MyLearning > Discussions | |
| 7. Attend the virtual classroom | MyLearning > Virtual Sessions | |

Week 5—Financial Literacy and Performance pre-work

| Activity | Resource location | Completed <input checked="" type="checkbox"/> |
|---|--|---|
| 1. Complete the Interpreting Financial Statements eLearning | MyLearning > Course Materials | |
| 2. Read the course notes | MyLearning > Course Materials or hard copy notes | |
| 3. Review the NRGworks booklet | MyLearning > Course Materials or hard copy | |
| 4. Answer the review questions | MyLearning > Course Materials or hard copy notes | |
| 5. Watch the video-based case studies for Best & Less | MyLearning > Course Materials | |
| 6. Participate in the discussion forums | MyLearning > Discussions | |
| 7. Raise any questions you have regarding the content in the discussion forum | MyLearning > Discussions | |
| 8. Attend the virtual classroom | MyLearning > Virtual Sessions | |

Week 6—Achieving Board Effectiveness pre-work

| Activity | Resource location | Completed <input checked="" type="checkbox"/> |
|---|--|---|
| 1. Read the course notes | MyLearning > Course Materials or hard copy notes | |
| 2. Review the NRGworks booklet | MyLearning > Course Materials or hard copy | |
| 3. Answer the review questions | MyLearning > Course Materials or hard copy notes | |
| 4. Participate in the discussion forums | MyLearning > Discussions | |
| 5. Raise any questions you have regarding the content in the discussion forum | MyLearning > Discussions | |
| 6. Attend the virtual classroom | MyLearning > Virtual Sessions | |

Weeks 7 to 9—Preparing for your assessment

| Activity | Resource location | Completed <input checked="" type="checkbox"/> |
|--|---|---|
| 1. Review the Participant Assessment Guide | MyLearning > Assessment Preparation Hub on the course home page | |
| 2. Review the assignment exemplar | MyLearning > Assessment Preparation Hub on the course home page | |
| 3. Revisit the Interpreting Financial Statements eLearning | MyLearning > Course Materials | |
| 4. Complete the practice exam and quiz | MyLearning > Assessment > Quiz & Exam | |
| 5. Revisit your course notes | MyLearning > Course Materials or hard copy notes | |
| 6. Revisit the case studies | MyLearning > Course Materials or hard copy notes | |

Weeks 10 to 12—Completing your assessment

| Activity | Resource location | Completed <input checked="" type="checkbox"/> |
|--|---------------------------------------|---|
| 1. Complete and submit your assignment | MyLearning > Assessment > Assignment | |
| 2. Complete the exam | MyLearning > Assessment > Quiz & Exam | |
| 3. Complete the multiple-choice quiz | MyLearning > Assessment > Quiz & Exam | |

Weeks 13 to 19—Finalising your assessment

| Activity | Resource location | Completed <input checked="" type="checkbox"/> |
|----------------------------------|---------------------|---|
| 1. Check your assessment results | MyLearning > Grades | |