



Governance
Academy

Governance
Institute
of Australia

Post graduate course

Handbook 2025

Graduate Certificate and Graduate Diploma
of Applied Corporate Governance and Risk Management



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About Governance Institute of Australia

Governance Institute of Australia advocates for a community of 43,000 governance and risk management professionals, equipping our members with the tools to drive better governance within their organisation. We tailor our resources for members in the listed, unlisted and not-for-profit sectors, and ensure our member's voice is heard loudly.

As the only Australian provider of chartered governance accreditation, we offer a range of short courses, Certificates and postgraduate study to help further the knowledge and education of the fast-growing governance and risk management profession. Our organisation is registered by Australia's Tertiary Education Quality and Standards Agency (TEQSA) as an institute of higher education, and our two postgraduate courses are accredited by TEQSA as part of our registration requirements.

Governance Institute of Australia Ltd is registered as not-for profit company by ASIC and is governed according to its Constitution. Its corporate governing Body is the Board, and academic governance occurs through the Academic Board, which is a Board sub-Committee. Details are available on our [website](#).

We run a strong program of thought leadership, research projects and news publications and draw upon our membership of the Chartered Governance Institute to monitor emerging global trends and challenges to ensure our members are prepared. Our members know that governance is at the core of every organisation — and in these tumultuous times, that good governance is more important than ever before.

Governance Academy

Launched in 2024, the Governance Academy is the educational and research hub for governance and risk management professionals. As the only Australian provider of Chartered Governance accreditation, Governance Institute has a long history of delivering postgraduate education and short courses to further the knowledge of a fast-growing cohort of professionals being tasked with governance and risk roles. Our Governance Academy builds on these strong foundations in delivering new educational pathways with a focus on proficiency at all levels, enabling governance professionals to forge long-lasting careers in an ever-changing landscape.

Another Good Decision

For your career, your organisation, your future.

Decisions shape outcomes and trust defines leadership, governance is more than compliance, it's the engine of better choices.

At Governance Institute of Australia, we believe that power is the energy that flows through organisations, but governance is the conduit through which it moves. The strength of your governance capability determines how wisely that power is directed, how decisions are made, and how risks and opportunities are balanced. This is how good decision making is formed.

Our education pathways give you the knowledge, confidence, and practical skills to become that conduit; ensuring that every decision you make is another good one.

Why build your capability with us?



Practical job-ready skills

We take you beyond compliance. Learn from Australia's governance experts with knowledge you can apply immediately.



Flexible learning to fit your career

Choose short courses, certificates, or micro-credentials. Study at your pace, for your goals.



Professional recognition

Join Australia's governance community and earn national and international credentials that position you as a trusted decision-maker.



Future-focused insight

Governance isn't static. We help you stay ahead of evolving risks, technologies, and regulations.



Accredited higher education

Our postgraduate courses meet the same academic standards and regulatory rigour as Australia's top universities, ensuring that your learning is respected, recognised, and career-relevant.

[Read more about Capability Framework](#)



About our postgraduate courses

Governance Institute of Australia offers two postgraduate courses:

- The Graduate Certificate of Applied Corporate Governance and Risk Management
- The Graduate Diploma of Applied Corporate Governance and Risk Management.

Our two postgraduate courses are accredited by TEQSA as meeting course requirements under the Australian Qualifications Framework (AQF) at Level 8 (honours, postgraduate certificate and postgraduate diploma levels).

Studying with Governance Institute will give you an education of the highest standard from industry leading governance and risk management thought leaders, academics and practitioners. Our postgraduate courses are unrivalled in Australia for the depth of insights and level of practical application they provide. Designed and taught by leading experts, industry practitioners and academics, our courses give you the specialist skills and knowledge to enhance your career and become the driving force of strong governance and sound risk management, which drives organisational performance.



Micro-credentials

New in 2025, Governance Institute will offer micro-credentials that sit in between the Governance Academy's short courses and its postgraduate-level subjects. A micro-credential is an eight-week course comprising 42 hours of study that aligns to the Capability Framework, focussing on specific skills or a discipline topic. The breadth and depth of content is notably more complex than a short course but less than that of a postgraduate subject.

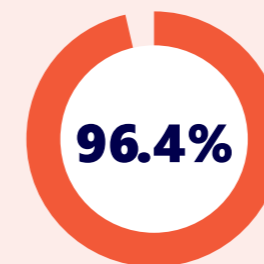
A micro-credential is studied online at the pace of the learner within the eight-week period. They are a great option for those unable to undertake the full postgraduate subject, but who want something more substantial than a short course. Micro-credential bundles (requiring the completion four specified micro-credentials) are available that include bundles in:

- Whole-of-Organisation Governance
- Leadership Practice
- Reflective Leadership
- Risk Practice, and
- Governance Leadership.

Completion of one micro-credential meets the requirements for admission to the postgraduate course from 2025.

Read more about [Micro-credentials](#) and [Micro-credential Bundles](#).

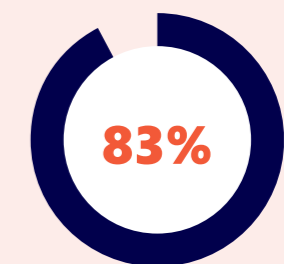
QILT Survey results



Graduates in full-time employment

QILT Student Experience Survey (2021-2022)

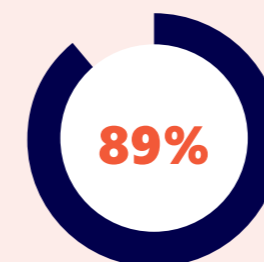
National average: 89%



Positive overall experience

QILT Student Experience Survey (2021-2022)

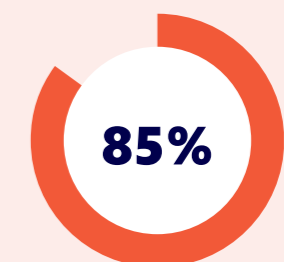
National average: 75%



Overall satisfaction with the course

QILT Graduate Outcomes Survey (2022-2023)

National average: 80.4%



Rated teaching practices positively

QILT Student Experience Survey (2021-2022)

National average: 81%

More about QILT

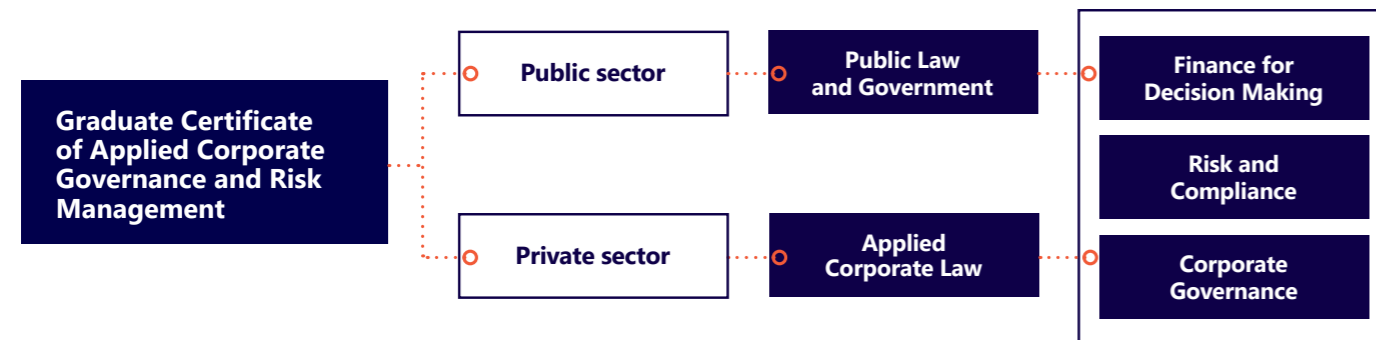
Graduate Certificate of Applied Corporate Governance and Risk Management

Our Graduate Certificate of Applied Corporate Governance and Risk Management provides a foundation in the study of governance and risk management. It is suitable for professionals working in both the private and public sectors. The learning outcomes for this course are to:

- conceptualise knowledge of the theories and principles related to the legal regulation of governance and risk compliance, and appropriate strategic approaches
- critically appraise and apply corporate governance principles, as well as best practices in risk management for the board of organisations
- identify and critically evaluate sources of finance with their associated risks and returns
- evaluate the impact of corporate conduct, behaviours and culture on risk and compliance management practices.

¹ Students who complete the Graduate Certificate of Applied Corporate Governance and Risk Management from Governance Institute of Australia will receive full credit for their successfully completed Graduate Certificate subjects upon successful admission to the Graduate Diploma of Applied Corporate Governance and Risk Management course.

Students complete four (4) subjects to a total of 40 credit points based on their sector of employment or interest (private or public sector):



Students can study subjects in any order although we recommend students commence their course of study with the subject Corporate Governance. Please refer to page 15 of this handbook for subject outlines.

Course duration

The Graduate Certificate is offered either full-time or part-time. Full-time students typically complete the course in 1 year, while part-time students usually take 2 years. You are expected to enrol in each semester after starting your course. A maximum of two leave of absence (LOA) sessions are allowed from your semester of commencement, with a maximum completion time of 3 years. Full-time students complete four subjects over two semesters, while part-time students complete four subjects over four semesters.

Students are expected to maintain satisfactory progress by passing all subjects as they progress through their course. Students who fail to make academic progress may have restrictions imposed on further enrolment or may be identified as 'at risk' students, who will be notified and supported as Governance Institute deems appropriate under its [Progression and Unsatisfactory Academic Progress Policy](#).

We offer two semesters each year, commencing in March and August ([semester dates are listed on page 37 of this handbook](#)).

Academic workload

Each subject requires students to attend two (2) hours a week of formal teaching over 12 weeks for each subject. You are also expected to undertake:

- Ten (10) personal study hours per taught week (preparing for class by completing readings, and assessment preparation) and twenty (20) personal study hours for exam preparation, (including reading

of prescribed texts, preparing for classes, etc) and for participating in online discussion forums outside of formal teaching. For students who work full-time and who are commencing the course, we recommended enrolment in one (1) subject per semester and a subject load of no more than two (2) subjects per semester for continuing students.

- Devote appropriate time to assignment and exam preparation for each subject.

Students in full-time employment are recommended to enrol in one (1) subject in their first semester and a maximum of two (2) subjects from their second semester of study. You are expected to consider your professional and personal commitments carefully, particularly if you decide to study two (2) subjects from your second semester of study. The course must be completed in three (3) years from commencement, which allows enrolment in one (1) subject each semester (two subjects per year) and up to two Leave of Absence periods.

After successful completion of the Graduate Certificate, students have the option to:

- Graduate with the Graduate Certificate; or
- Satisfy entry to the Graduate Diploma of Applied Corporate Governance and Risk Management where they will receive advanced standing for their four Graduate Certificate subjects towards the Graduate Diploma of Applied Corporate Governance and Risk Management. You will need to submit a separate Application for Admission.

The outcome for you

- Be the driving force for strong applied corporate governance and risk management practices.
- Confidently fulfil your responsibilities as a highly regarded and qualified 'Risk and Governance Professional'.
- Improve your financial literacy and enhance your skills to make informed financial decisions to deliver financially well-considered business outcomes.
- Boost your earnings potential and give yourself the competitive edge in your career.
- Join a network of leading risk managers, governance professionals and business leaders.
- Be the driving force for strong risk management practices.
- Confidently undertake your responsibilities as a highly regarded and qualified 'Risk and Governance Professional'.
- Develop the best risk management strategies for your organisation by having in-depth knowledge about legal, regulatory and compliance requirements including the *Corporations Act 2001* and ASX Listing Rules frameworks and approaches to manage complex risk issues.

Accelerate your academic pathway

Articulation agreement: Curtin University

Governance Institute has established an articulation agreement with Curtin University. Graduates of Governance Institute's Graduate Certificate of Applied Corporate Governance and Risk Management are eligible to receive 100 credit points (4 subjects) of credit for recognised learning (CRL) towards Curtin University's new 200 credit point (8 subject) Master of Corporate Governance and Leadership course. Students only need to complete an additional 100 credit points (4 subjects) at Curtin to graduate with this masters degree. Refer to [Curtin's course page](#) for further information.



Is this course right for you?

This course supports:



Early career company secretary or governance professional

Gain technical skills and practical insights.



Senior company secretary or governance professional

Enhance your professional credentials with an internationally recognised designation.



Governance consultant

Showcase your point of difference with your insights from Australia's leading postgraduate course in governance.

Graduate Diploma of Applied Corporate Governance and Risk Management

The Graduate Diploma of Applied Corporate Governance and Risk Management is a unique offering in the corporate governance and risk education space. This accredited postgraduate course draws from real-life case studies and practical examples to equip you with hands-on knowledge and ultimately position yourself as your organisation's greatest asset for driving responsible risk management and good governance. As with the Graduate Certificate, this course is ideal for governance and risk management practitioners and senior managers with responsibility for governance and risk management functions. It is also highly relevant for governance practitioners seeking to broaden their risk management skills.

This course provides two dedicated pathways, leading to two qualifying programs, where students exit with **one** Qualifying Program:

- Qualifying Program for Chartered Secretary; **OR**
- Qualifying Program for Chartered Governance Professional.

The learning outcomes for this course are to:

- conceptualise knowledge of the theories and principles related to the legal regulation of governance and risk compliance, and appropriate strategic approaches
- critically appraise and apply corporate governance principles, as well as best practices in risk management for the board of organisations
- identify and critically evaluate sources of finance with their associated risks and returns
- evaluate the impact of corporate conduct, behaviours and culture on risk and compliance management practices
- exercise appropriate judgment to advise the board on the expectations of and compliance with regulatory legal requirements (Qualifying Program for Chartered Secretary) or
- critically apply methods for the development, enhancement and sustainment of robust risk culture, supported by enterprise risk management (Qualifying Program for Chartered Governance Professional).

Professional accreditation

The Graduate Diploma of Applied Corporate Governance and Risk Management is the only course in Australia that is accredited by and can lead to membership of the Chartered Governance Institute (CGI).



Course structure

Students complete six (6) subjects to a total of 60 credit points. Students choose subjects based on their sector of employment or interest (public or private) and then the Qualifying Program they wish to qualify for upon completing the course — Chartered Secretary or Chartered Governance Professional.

Students must successfully complete Phase 1 subjects (4) before they can enrol in Phase 2 subjects (2) to complete the six (6) subjects:

Graduate Diploma of Applied Corporate Governance and Risk Management		
Core subjects (4 subjects)		
Applied Corporate Law (private sector) OR Public Law and Government (public sector)		Phase 1
AND		
Corporate Governance Finance for Decision Making Risk and Compliance		
Qualifying program for Chartered Secretary (subjects)	Qualifying Program for Chartered Governance Professional (2 subjects)	Phase 2
Corporate Accountability: Meetings and Disclosure (private sector); OR Public Sector Accountability and Transparency (public sector)	Risk Management Project; OR Development of Strategy	
Development of Strategy	Enterprise Risk Management	

Course duration

The Graduate Diploma is offered either full-time or part-time. You are expected to enrol in each semester after you commence your course. A maximum of two leave of absence (LOA) sessions may be permitted from your semester of commencement. A maximum of four (4) years is permitted. The course may be completed in one year full-time (6 subjects over two semesters); and part-time between 2 to 3 years, by taking 4 to 2 subjects each year, respectively. That includes provision for taking two semesters as LOA and an enrolment of two subjects each year. We offer two semesters each year, commencing in March and August (semester dates are listed on page 33).

Students are expected to maintain satisfactory progress by passing all subjects as they progress through their course. Students who fail to make academic progress may have restrictions imposed on further enrolment or may be identified as 'at risk' students, who will be notified and supported as Governance Institute deems appropriate under its *Progression and Unsatisfactory Academic Progress Policy*.

Academic workload

Each subject requires students to attend two (2) hours a week of formal teaching over 12 weeks for each subject. You are also expected to:

- devote a minimum of ten (10) personal study hours per taught week (preparing for class by completing readings, and assessment preparation) and twenty (20) personal study hours for exam preparation, (including reading of prescribed texts, preparing for classes, etc) and for participating in online discussion forums outside of formal teaching; and
- devote appropriate time to assignment and examination preparation for each subject.

Students in full-time employment are recommended to enrol in one (1) subject in their first semester and a maximum of two (2) subjects from their second semester of study. You are expected to consider your professional and personal commitments carefully, particularly if you decide to study two (2) subjects from your second semester of study. The course must be completed in four (4) years from commencement, which allows enrolment in one (1) subject each semester (two subjects per year) and up to two Leave of Absence periods. *You are expected to consider your professional and personal commitments carefully when deciding the number of subjects you will study each semester.*

Non-award study

For applicants who do not wish to undertake the Graduate Certificate or Graduate Diploma of Applied Corporate Governance and Risk Management course, Governance Institute also offers non-award study — where students can study a maximum of two (2) subjects without requiring formal admission to the course.

Non-award study is perfect for those who wish to either upskill themselves and develop knowledge; and for those who would like to undertake a postgraduate subject without having to commit to undertaking a formal postgraduate course.

1. Students must undertake and pass all assessment requirements and the subject overall to be granted advanced standing (specified academic credit) for the non-award subject, if they later decide to apply for admission to the Graduate Certificate or Graduate Diploma of Applied Corporate Governance and Risk Management course. These students pay the same subject fee as students enrolled in the Graduate Certificate course (refer to Fees 2025 on page 14); or

A maximum of two (2) subjects can be studied as non-award study:

Subject outlines are available from page 15.

2. Non-assessed study

A student may alternatively enrol in non-award mode and undertake non-assessed study where they participate in the lectures and discussions but are not required to submit assessments. Non-assessed study is not eligible for advanced standing and is discounted at 25% of the subject fee.

The outcome for you

- Be the driving force for good governance practices.
- Confidently undertake your responsibilities as a highly regarded adviser to the board and management.
- Be an internationally recognised Chartered Secretary or Chartered Governance Professional.
- Boost your earnings potential and give yourself the competitive edge in your career.
- Join a network of leading directors, officers, senior executives, governance professionals and risk managers.
- Be the driving force for strong risk management practices.
- Confidently undertake your responsibilities as a highly regarded and qualified 'Risk and Governance Professional'.
- Develop the best risk management strategies for your organisation by having in-depth knowledge about legal, regulatory and compliance requirements including the *Corporations Act 2001* and ASX Listing Rules frameworks and approaches to manage complex risk issues.



Fees 2025

Course fees 2025

Course fees for 2025 are charged each semester based on the number of subjects you study:

Award Courses	Course Non-Member*	Course Member*	Subject Non-Member	Subject Member
Graduate Certificate of Applied Corporate Governance & Risk Management	\$10,320	\$9,120	\$2,580	\$2,280
Graduate Diploma of Applied Corporate Governance & Risk Management	\$15,480	\$13,680	\$2,580	\$2,280
Non-Award (Single Subject)**	N/A	N/A	\$2,580	\$2,280
Non-Assessed Study (Single Subject)	N/A	N/A	\$1,935	\$1,710
Subject (Repeat a Failed Subject Fee)***	N/A	N/A	\$1,680	\$1,480

Governance Institute reserves the right to increase fees annually in accordance with its [Student Fees Policy](#).

*This is an estimate based on the 2025 subject fee and is subject to annual increases.

**A maximum of two subjects may be studied in Non-Award Mode. An applicant must submit an application for admission to demonstrate their suitability for postgraduate level study. Refer to the [admissions page](#) for details.

***Applies to students currently enrolled in a postgraduate course who are awarded a Fail (F) Grade or a Compulsory Fail (CF) Grade for a subject. A repeat subject enrolment at this reduced fee must be undertaken in the semester immediately after the semester in which the Fail Grade for a subject was awarded, or the standard subject fee will apply.

Ancillary fees 2025

Item	2025 fee
Withdraw from course on or before semester census date for 1 subject enrolment	\$350
Withdraw from course on or before census date for each additional subject of enrolment	\$100
Appeal for Advanced Standing (RPL / Credit) Outcome Fee (refunded if appeal upheld)	\$50
Review of Grade (RoG) Fee	\$25
Students who take leave of absence from a course after the census date will be liable for the fees charged at a pro-rata rate of the fee for the subject from the commencement date to the date of receipt of notice plus a 20% non-refundable administration fee for that subject, unless there are extenuating circumstances supporting a withdrawal without academic penalty, in which case the student will receive a full refund.	20% of subject fee
Access to learning materials in a subject for which RPL / Credit was granted	75% of subject fee
Reprint of hardcopy Academic Transcript and Testamur	\$50

Some subjects will also require the purchase of prescribed textbooks as essential reading. Governance Institute has no control on the cost of those texts. Details on how to purchase textbooks are provided with enrolment confirmations.

Learning with the experts

You'll have some of Australia's leading business and law academics and governance and risk management experts as lecturers, guest presenters and subject authors. Our lecturers are handpicked to ensure that you're exposed to the highest levels of technical knowledge, professional experience and communication skills.

Lecturers

Some of our lecturers include:

- Nathan Bartrop FGIA FCG, Governance Advisor, Boardroom Governance
- Dr Marco Bini FGIA FCG, Former Director, Policy and Coordination, Victorian Auditor-General's Office
- Glenn Burke, Principal, Proactive Business Advice
- Laurie Factor FGIA(Life) FCG, former Senior Lecturer, School of Business Law, Curtin University
- Helen Foster, Risk, Resilience and Assurance Advisor
- David Kelley FGIA FCG, Director, Kelley & Co
- Damian McKenzie-McHarg, Business Partner Risk — Southern Region, TAFE NSW Riverina Institute
- Carlo Soliman, Director, Oxcom Legal
- Peter Whelan FGIA FCG, Lecturer, School of Economics & Finance, Queensland University of Technology
- Dr David White FGIA FCG, former Program Leader: Leadership Capability, (SA) Dept of Premier & Cabinet, Public Sector Management Division
- Professor Lidia Xynas PHD, FGIA, Dean, College of Law and Justice, Victoria University.
- Andrew Blades, Freelance Consultant

Academic Leads

Some of our Academic Leads include:

- Dr Tracey Dodd, Director, Research Development, University of Adelaide, Honorary Senior Research Fellow, University of Exeter.
- Jolene Morse, Director, Financial Services Risk Consulting Practice, Ernst and Young
- Associate Professor Anil Hargovan, UNSW (retired)

View a comprehensive list of the academics and practitioners involved with the postgraduate courses at governanceinstitute.com.au/education/postgraduate/postgraduate-academic-leads/

Studying online

Our subjects are all delivered by online education in 2025.

Learning management system

The Learning Management System (LMS) provides you with additional resources to use while studying. Access to the LMS (Blackboard) is included in your enrolment fee. It offers you:

- Your subject outline — detailing the topics taught, the assessments and their due dates, reading lists and your lecturer's contact details, etc.
- all your subject notes
- the assignment questions
- access to two comprehensive online library services
- a Comprehensive Academic Referencing Guide
- a sample exam paper to help you prepare for exams.
- Access to all lectures and discussions
- Online discussion forums
- Access to all recordings of Lectures and live discussions
- All assessment items
- Student Learning Hub

Learning resources

We provide comprehensive learning materials to support you during your course candidature.

Subject notes and readings

The subject notes and readings are regularly reviewed by our Academic Leads. You have access to the digital copies of these materials.

- live discussion sessions with your lecturer and other students. These sessions may be recorded, this is left up to the lecturer and class to decide as Chatham House rules apply.
- assessment preparation
- direct email contact with your lecturer.

Academic Resources: The Student Learning HUB.

There are new academic skills modules available in the Student Learning HUB (available on our LMS) to assist with your learning needs. These modules include:

- Transitioning back to higher education.
- Academic Writing and Referencing.
- Electronic Library.
- Online Counselling.

Student prizes

Prizes for academic excellence are awarded annually at the course and subject level and are recognised at an awards event in March of the following year. A list of prize winners is published in Governance Institute's Annual Report online and professional journal *Governance Directions*.

Prize information is available from the [website](#).

Online classroom

The fully interactive online classroom provides additional resources and a highly flexible means of communication. The online classroom gives you:

- weekly lectures and discussion sessions with your lecturer and fellow students
- guest presenters (if appropriate) for specific topics or matters
- recorded lecture sessions to assist with your revision.



'The knowledge, skills and confidence gained from the globally recognised membership and Chartered Secretary designation have allowed me to work locally and internationally in leading roles across the construction materials, financial services and now retail sector.'

Marcin Firek FGIA FCIS

Practice Director Solid Foundations and Risk, Woolworths



Subject content*

The following subjects are offered across the Graduate Certificate and Graduate Diploma of Applied Corporate Governance and Risk Management:

- Applied Corporate Law
- Corporate Accountability: Meetings and Disclosure
- Corporate Governance
- Development of Strategy
- Enterprise Risk Management
- Finance for Decision-making
- Public Law and Government
- Public Sector Accountability and Transparency
- Risk and Compliance
- Risk Management Project

• Graduate Certificate of Applied Corporate Governance and Risk Management

• Graduate Diploma of Applied Corporate Governance and Risk Management

*Note the subject content is indicative and weekly module topics may change prior to 2025 as part of our subject review and academic quality assurance processes.

Applied Corporate Law ••

This subject provides a detailed examination of the legislation and relevant case law and principles of equity and their practical application to the effective governance of companies, including relevant company secretarial practice and compliance issues. It also focuses on the impact of the *Corporations Act 2001* (Cth) (as amended) and other sources of law upon effective corporate administration by company secretaries and other professionals in governance and risk management.

Subject learning outcomes (SLOs)

1. Conceptualise knowledge of the theories and principles related to the management and regulation of commercial organisations
2. Critically appraise the legal and other issues arising in complex scenarios and apply relevant law under the appropriate jurisdiction
3. Critically examine the impact of the external regulatory environment on the operation and structure of commercial organisations
4. Demonstrate and exercise appropriate judgment when presenting an explanation on commercial and legal issues

Indicative content

Module 1: Legislative framework

- Legal framework of the corporate legislation
- The company secretary
- Consequences of breaching directors' and officers duties

Module 2: Dealing with ASIC

- ASIC's functions
- ASIC searches and information
- ASIC enforcement tools
- Review of ASIC's operation over the last decade

Module 3: The registration process and corporate authority

- Classification of corporations
- The registration process

Module 4: The corporate constitution

- The role of the constitution/Replaceable Rules
- Nature and content of the constitution
- Impact on types of companies
- Common clauses in corporate constitutions
- Interpreting the constitution
- Related contracts
- Alteration and enforcement of corporate constitution.

Module 5: Directors' and officers' duties — Part 1

- Statutory definition of officer
- Legal duties imposed upon directors
- Duty to act in good faith in the best interests of the company.
- Duty to act for a proper purpose.

Module 6: Directors and officers' duties — Part 2

- Duty to avoid conflicts of interest
- Disclosure of interests and voting
- Overview of continuous disclosure
- Insider trading
- Accessorial liability (involvement in contraventions of the CA)

Module 7: Directors' and officers' duties - Part 3

- Duty of care, skill and diligence
- Insolvent trading (directors only)
- Insurance and indemnities
- Other Corporations Act duties

Module 8: Members rights and remedies

- Membership and shares
- Corporate registers
- The right to call a members' meeting
- Minority shareholder remedies

Module 9: Corporate fundraising and dividends

- Debt and equity fundraising
- Definitional issues
- Requirements for paying dividends
- An overview of licensing and disclosure
- Secured finance and the Personal Property Securities Act 2009 (Overview only)
- An overview of managed investment schemes.

Module 10: Equity fundraising and market misconduct

- Legal considerations for equity fundraising.
- Fundraising disclosure requirements
- Liability for disclosure
- Market misconduct

Module 11: External administration

- Schemes of arrangement
- Receivership
- Voluntary administration
- Debt restructuring plan for small companies
- Winding up (liquidation)
- Takeovers and reconstructions (overview only)

Module 12: Exam prep and answering technique

- Answering law questions
- Using the MIRAT technique
- Checklist

Required text

Australian Corporate Practice (ACP) (in bold) – online access to ACP (LexisNexis) is available in the 'Online Libraries' section of the 'Online Libraries and Student Resources' folder in Blackboard.

Australian Corporations Legislation (in bold) – (current year of study, published by either LexisNexis or Thomson Reuters).

Corporate Accountability: Meetings and Disclosure

This subject is designed for the corporate sector and provides a highly practical review of key issues relating to company secretarial practice and the rules of company meetings and their application with particular reference to ASX Listing Rules and governance principles.

Subject learning outcomes (SLOs)

1. Understand the role of the corporate secretary and the differing responsibilities of the corporate secretary, the board, management, shareholders, auditors and other stakeholders under corporate law
2. Recognise the nature and principles of the corporate's regulatory requirements of company law and securities exchange rules and the practical requirements of ensuring compliance
3. Exercise appropriate judgment to advise the board on the expectations of and compliance with regulatory requirements of corporate law and securities exchange rules
4. Understand the legal requirements and corporate governance objectives of company meetings and be able to affect the corporate secretarial role in conducting meetings that comply with these requirements and objectives

Indicative content

Module 1: Operating context and governance framework

- The company secretary
- The company secretary and regulators
- Australian Securities and Investments Commission
- The company secretary and the ATO
- The company secretary and ASX
- The company secretary and APRA
- The company secretary and the ACCC
- The company secretary and other regulators
- Standards and guidelines

Module 2: Role of the company secretary or governance professional

- Board of directors
- The company secretary as agent of the company
- The duties of officers

Module 3: Records and reporting

- Books
- Minutes
- Financial reporting
- Audit
- Remuneration committee
- Company statement — Extract of Particulars
- Execution of documents

Module 4: Managing knowledge and information

- Intellectual property
- Information, data and technology as a corporate asset
- Technological change and innovation
- Internet website applications and management

- Data protection legislation
- Confidentiality

Module 5 ASX and listing

- Overview of ASX
- Listing on ASX
- Prerequisites for admission to the official list
- ASX listed securities

Module 6: ASX market integrity and corporate governance.

- Market integrity
- Continuous disclosure
- Corporate Governance
- Mandatory requirements
- Important ongoing requirements
- Other listing rules

Module 7: Membership and share capital

- Types and function of shares
- The issue and allotment of shares
- Register of members
- Transfer of shares
- Share capital issues

Module 8: Principles of meetings

- Members' and directors' meetings
- Form of meetings
- The role and structure of company meetings
- Meetings under the Corporations Act 2001 (Cth)
- Specific meeting requirements for listed companies
- The chair
- The company secretary

Module 9: Directors' meetings

- Framework of meetings
- Directors' meetings
- Convening directors' meetings
- Agenda
- Procedural issues
- Board committees
- Disclosure of interests
- Related party transactions
- Care and diligence and the business judgment rule
- Insolvency
- Directors' meetings versus public sector meetings

Module 10: Convening general meetings

- Annual general meetings
- Convening general meetings
- Proxies
- Direct voting

Module 11: Conducting annual general meetings and other meetings

- Motions and resolutions
- Rules of debate
- Preparation for an AGM
- Quorum

- Adjournment of a general meeting
- Voting
- General and statutory validation of irregularities
- Class meetings
- Meetings under external administration
- Managed Investment Schemes

Module 12: Review and exam preparation

- Preview
- Examination preparation and techniques

Required text

Lang A, 2015, Horsley's Meetings: Procedure, Law and Practice, 7th edn, LexisNexis.



Corporate Governance ••

This subject ties together the full range of legal, managerial and ethical issues that affect corporate governance best practice. It identifies the best practice principles that you can apply in your own corporate or governmental situations.

Subject learning outcomes (SLOs)

1. Research, analyse and synthesise academic and professional sources, including corporate guidelines, as they pertain to current and emerging corporate governance trends
2. Critically evaluate contemporary corporate governance issues
3. Evaluate the roles and importance of various stakeholders concerning corporate governance
4. Understand and apply corporate governance practices in different organisational contexts
5. Identify ethical corporate governance concerns and exercise sound judgment when shaping related organisational practices as they relate to accountability, transparency, and corporate responsibility

Indicative content

Module 1: Foundations of corporate governance

- Definitions, objectives and theories of corporate governance
- Systems of corporate governance
- Corporate Governance regulation in Australia
- Why has interest in corporate governance grown?
- Regulatory regime
- Case study example - Volkswagen emissions scandal

Module 2: Corporate governance in different sectors and settings

- Corporate governance and the role of the board
- Stakeholder interests in good
- corporate governance models
- International guidelines

Module 3: The role of the board

- Corporate governance and the structure and role of the board.
- Separation of chair and CEO

Module 4: Structure and dynamics of the board

- Key definitions
- Establishing a board
- The company secretary and the board
- Board composition
- The role of the advisory board and committees

Module 5: Organisational performance, management controls and board responsibilities

- Defining organisational performance
- Management controls
- The role of the chair in supporting organisational performance
- Committees of the board

Module 6: Board performance and remuneration

- Board performance assessment
- Remuneration considerations

Module 7: Organisational complexity and the digital environment

- Complexity
- Risk and crisis management – similar but different
- The digital environment and reputation
- Technological disruption
- Digital governance principles
- Standards and frameworks for digital governance
- Privacy laws and regulations in Australia
- Public disclosure of cyber security and privacy breaches
- Other areas of organisational

Module 8: The role of shareholders and investors

- Shareholders and investors – definitions
- Shareholders – rights and responsibilities
- The influence of shareholders globally and in Australia
- The dynamics of Australia's institutional investors
- Why do institutional investors take an interest in governance?
- Institutional codes of practice and guidelines
- Continuous disclosure
- Exercise of shareholders' rights
- Future of the annual general meeting

Module 9: Ethics and governance

- Ethics versus regulation
- Integration of ethical perspectives into decision-making
- Ethics and governance

Module 10: Stakeholder engagement and corporate responsibilities

- Definitions and overview
- Factors shaping corporate responsibility programs
- Key social and environmental responsibilities
- Corporate responsibility and global supply chains

Module 11: Exploring the value of diversity and inclusion

- Why D&I is a corporate governance issue and how it differs from corporate responsibility
- Dimensions of diversity
- Board diversity
- Key barriers to diversity and inclusion

- Diversity and inclusion in different contexts
- Overview of reporting and disclosure of diversity and inclusion initiatives
- Tools and resources that leverage diversity and inclusion
- Introducing future generations into decision-making

Module 12: Review and exam preparation

- Case study
- Reflection
- Exam technique tips

Required text

None



Development of Strategy

This subject examines the elements, processes and techniques involved in the development and implementation of organisational strategy.

Subject learning outcomes (SLOs)

1. Articulate the importance and role of strategy for an organisation in the contemporary business context
2. Select appropriate tools and frameworks to undertake a critical analysis of an organisation's context, including the external and internal environment
3. Justify why culture, governance, purpose, stakeholders and corporate social responsibility need to be considered in developing strategy while operating in the contemporary business context
4. Recommend approaches to strategy development and implementation that ensure the organisation anticipates the impacts of disruption
5. Critically analyse the change management requirements to successfully implement strategy for an organisation

Module 3: Model frameworks and heuristics

- Complexity and complex adaptive systems
- The Cynefin framework
- The learning organisation
- Strategic thinking
- Cognitive biases and heuristics
- Dealing with biases

Module 4: Public and not-for-profit sectors

- Strategy, organisations and public value
- Strategy in the not-for-profit and public sectors
- The public value paradigm for strategy development
- The authorising environment as a source of support and legitimacy
- Political realities in the public sector
- Complexity in the public sector

Module 5: External context: The macro environment

- The big picture
- Analysing an organisation's environment
- Environmental scanning
- Analysis
- Exploring the micro-environment
- Product life cycle

Module 6: Internal context: Resources and capabilities

- The internal context — Resources and capability
- The value chain and value network or system
- Sources of competitive advantage
- Capabilities for achieving and sustaining competitive advantage
- Limitations in managing strategic capabilities
- Developing strategic capabilities
- Organisational knowledge
- Dynamic capabilities

Module 7: Organisational culture and strategy

- Organisational culture
- Schein's three levels of culture
- National and regional cultures
- Organisational subcultures
- Analysing culture — The cultural web
- History and strategic drift

Indicative content

Module 1: What is strategy?

- What is strategy
- Planning, strategy and strategic planning — What's in a term?
- Definitions of strategy
- Evolution of thinking about strategy development
- Strategy and Management
- What is an organisation?
- Private, public and not-for-profit sectors
- Risk and strategy
- Scope and boundaries
- Success
- Novel perspectives on strategy
- A lexicon for strategy development

Module 2: Approaches to strategy

- Making sense of 60 years of strategy development thinking
- The rational (prescriptive) and systems thinking (emergent) approaches to strategy
- Rationalist thinking
- Evolution of the prescriptive; Recent adaptations
- Systems thinking or emergent perspectives
- Other approaches and perspectives
- Fads in strategy
- Case study

Module 8: Organisational purpose and strategy

- Organisational purpose
- The foundations of strategy — Mission or purpose statements
- Elements of a mission statement
- Articulating mission and values
- Stakeholders and strategy
- Business ethics and corporate social responsibility

Module 9: Setting and evaluating objectives and options

- Levels of strategy
- Formulating strategic objectives
- Common mistakes in formulating objectives
- The source of strategic objectives
- Developing strategic options
- Revisiting the SWOT analysis
- TOWS — Analysis generating options
- The Boston Consulting Group (BCG) matrix
- The need for strategy evaluation

Module 10: Managing change in organisations

- The basic concept of strategic change
- Common change conditions
- Assessing the change context
- Types of strategic change
- Kotter's 8-step model of strategic transformation
- The Prosci ADKAR® model
- Problems of formal change programs

Module 11: Strategy implementation

- Who is involved in strategy?
- Who to involve in strategy development
- Strategy workshops
- Strategic decision-making
- People side of developing and implementing strategy
- Communication — The vital process
- Review of developing and documenting strategy
- Problems with strategy development and plans

Module 12: Managing disruption

- Emergencies, disasters and crises
- The nature of a crisis
- The pervasiveness of crisis today
- Crisis management — Crucial challenges for leadership
- Conclusion

Required text

None



Enterprise Risk Management

This subject allows students to develop an enhanced knowledge of enterprise risk management practices to assist the board, or other governing body, to determine its strategic responsibility for risk taking, how different risks operate within the context of existing enterprise management frameworks, formulate the organisation's attitude and policy to risk appetite, tolerance for key individual risks, and ensure clear lines of accountability.

Subject learning outcomes (SLOs)

1. Understand and apply the foundations, concepts and principles of enterprise risk management (ERM) and its connection to technical or discipline-specific risk management
2. Analyse and explain the relevance of ERM to corporate governance, strategic planning and corporate social responsibility
3. Recognise how organisational culture enables and supports ERM and critically apply methods for developing, enhancing and sustaining a mature risk culture
4. Critically appraise and report to stakeholders on the organisation's risk exposure and risk mitigation in the context of its strategic direction, reputation and long-term viability

Indicative content

Module 1: Enterprise risk - Strategy, performance and objectives

- The nature of risk
- Risk, strategy, performance and objectives
- Risk, governance and assurance
- Risk at the enterprise level
- ERM standards and guidelines

Module 2: Risk types and categories

- Opportunity and adversity risk
- Risk hierarchy
- Conventional risk categories

Module 3: Risk policy and leadership

- Risk assurance
- The board and management
- Risk appetite and tolerance
- Risk policy and oversight
- Risk accountability

Module 4: Risk disciplines and perspectives

- Risk, innovation and growth
- Risk and harm avoidance
- High reliability organisations
- Emerging risk perspectives
- Risk velocity

Module 5: Resilience management

- Emerging risks
- Business Continuity
- Case studies

Module 6: ERM in practice

- A portfolio view of risk
- Assurance
- ERM and business decision-making

Module 7: ERM, governance and reputation

- ERM and governance
- ERM and compliance
- Reputation — the ultimate risk impact?

Module 8: Social and organisational context

- Risk and organisational culture
- Decision-making
- Risk culture

Module 9: Reporting and documentation

- Risk reporting
- Risk registers
- Risk heat maps and profiles
- Risk dashboards
- ERM reporting and documentation in practice

Module 10: Complexity, change and organisational maturity

- ERM and rapid change
- Complexity and ERM
- Organisational maturity and risk maturity models

Module 11: The benefits of ERM

- The business case for ERM
- Case studies in ERM
- Evaluating the benefits of ERM
- ERM and other initiatives

Module 12: Key themes and revision

- ERM purpose and context
- ERM in practice
- The future of ERM
- Examination preparation and technique

Required text

Students are required to access a full copy of the Australian Standard AS ISO 31000:2018 *Risk Management — Guidelines*.

Finance for Decision Making

This subject is primarily for practitioners who have not undertaken formal studies in accounting and/or finance but require the solid foundation in finance principles information and practice needed as the basis for a career as a company secretary or professional in corporate governance or risk management.

Subject learning outcomes (SLOs)

1. Understand and interpret financial reports
2. Identify the financial reporting regulatory regimes and their objectives
3. Identify and critically evaluate sources of finance and their associated risks and returns
4. Utilise the major financial models and evaluate these for decision-making
5. Conceptualise the nature and importance of capital structure and the cost of capital and evaluate these for decision-making

Indicative content

Module 1: Introduction to financial information and business decision-making

- Financial information and its role in decision-making
- The need for regulation in financial reporting
- Sources of company regulation
- Australian and international accounting standards
- The role of the conceptual framework for financial reporting
- Structure of the conceptual framework
- Statutory framework and legal requirements
- Limitations of financial information and reports
- Contemporary reporting developments

Module 2: Analysing the assets and liabilities of the organisation — The balance sheet

- Purpose, content and structure of the balance sheet
- Definition and recognition of assets
- Definition and recognition of liabilities
- Definition and nature of equity
- Measurements of assets and liabilities
- Limitations of the balance sheet

Module 3: Analysing the profit of the organisation — The profit and loss statement

- Purpose, content and structure of the statement of profit or loss and other
- comprehensive income
- Definition, recognition and classification of income
- Definition, recognition and classification of expenses
- Alternative financial performance measures
- Statement of changes in owners' equity
- The relationship between the balance sheet, statement of profit or loss and other comprehensive income and statement of changes in equity

Module 4: Analysing the cash flows of the organisation — The cash flow statement

- Purpose of the statement of cash flows
- Format and classification of cash flows in the statement of cash flows
- Preparing statement of cash flows using direct method and indirect method
- Interpreting the statement of cash flows
- Other components and disclosures made in the published financial statements
- Reporting by groups of companies
- Requirements and preparation of consolidated financial statements

Module 5: Analysing business financial performance

- Why users require financial statements to be analysed
- Comparative analysis
- Ratio analysis
- A typical ratio analysis framework
- Ratio interrelationships
- Limitations in using financial statements to assess performance

Module 6: Analysis and interpretation of financial statements — Ratio analysis

- Financial statements — a ratio analysis framework

Module 7: Planning and budgeting systems and performance management

- Strategic planning and budgeting
- Influences on the formulation of strategies
- Determination of corporate strategies
- The budgeting process
- Master budget
- The use of budget in planning and control
- Behavioural aspects of budgeting
- Performance measurement

Module 8: Financial investment principles

- The goal of financial management
- Corporate financial management decisions
- The time value of money
- The aim of financial mathematics
- General principles of valuation
- Investors' attitudes to risk
- Measuring historical risk and return
- Estimating future risk and return
- Volatility and capital market efficiency
- Causes of share price variation
- The principle of diversification — Use of portfolios to reduce risk
- The concept of beta
- The CAPM — The relationship between risk and rates of return

Module 9: Analysing the investment decision (capital budgeting)

- Investing and the capital budgeting process
- Project appraisal techniques

Module 10: Assessing competitive advantage and the investment decision system

- Investing and strategic planning
- Competitive advantage and other strategic tools
- Analysis of projects
- Common capital budgeting errors
- Quantitative risk management tools
- Qualitative risk management tools
- Evaluating mutually exclusive projects with unequal lives
- Issues in international capital budgeting

Module 11: Financing the business - Analysing risks and returns

Financing and the financial system

- The debt/equity financing pattern
- Short-term or long-term financing?
- Management of working capital
- Sources of finance — Debt, equity and hybrids
- Methods for raising debt, equity or hybrid finance
- Mechanisms to expedite financing

Module 12: Assessing capital structures and cost of finance

- The capital structure question
- Factors that determine capital structure in companies
- Operating (business) risk and financial risk
- Capital structure theories — How they help
- Qualitative factors in determining capital structure
- Determining the cost of capital
- Application of the WACC

Required texts

Birt J, Chalmers K, Maloney S, Brooks A, Oliver J and Bond D, 2023, *Accounting: Business Reporting for Decision Making*, 8th edn, John Wiley & Sons Australia Ltd.

Public Law and Government (Available in semester 1 2026)

This subject examines the legislative, constitutional and government framework that is the basis of our system of government, and it attempts to address state issues but is primarily focused on the federal level of government. It includes an overview of the *Corporations Act 2001* (Cth).

Subject learning outcomes (SLOs)

1. Understand the legislative, constitutional and government framework that underpins Australian administrative law
2. Identify and apply the key principles of administrative law under the Westminster system
3. Gain a strategic understanding of the application of administrative law
4. Recognise the scope and limitations of the powers conferred to an organisation and the relevant delegations or authorisations to its executives through the law
5. Develop the skills to apply administrative law in analysis of public policy and management in the context of governance in Commonwealth, states/territories and local government

Indicative content

Module 1: Legislative framework

- Constitutional legal and government framework
- Principles of administrative law
- Enabling legislation and delegated legislation
- Key administrative law cases
- Good governance and good administrative decision-making
- Attorneys-General in a Westminster system

Module 2: Federalism and state administrative law

- Commonwealth and state tiers of government
- Federal-state relations
- Local government

Module 3: Government entities and enterprises

- The executive arm of government
- Types of government entities
- Governance and accountability
- Current issues and developments

Module 4: Corporatisation of government

- Objectives of corporation's law
- Important cases
- Structure of the Corporations Act
- Applying the Corporations Act to the public sector
- Registration and governance under the Corporations Act
- Directors' duties
- *The Public Governance, Performance and Accountability Act 2013*
- Directors' and officers' duties in the public sector

Module 5: Public-private partnerships and government contracts

- The PPP model
- Ministerial responsibility — Who speaks for the partnership?
- Liability under Commonwealth laws
- Evaluation — Long-term implications for government assets and/or control
- Government grants

Module 6: Relationship between public servants and elected officials

- Law and the public servant's role
- Working with Ministers and their advisers
- Parliamentary hearings
- Ethics in the public sector

Module 7: Intergovernmental arrangements

- Subsidiarity — Federalism versus regionalism
- Referral of powers from the states and territories to the Commonwealth
- Council of Australian Governments (COAG)
- National Cabinet
- Intergovernmental Agreement on Mutual Recognition

Module 8: Merits review and management of information

- The 'integrity arm of government'
- Non-judicial review remedies
- The ombudsman
- Freedom of information
- Protection of privacy and personal information
- Parliamentary access to documents
- Management of public records

Module 9: Judicial review of administrative action

- The nature of judicial review
- Avenues of judicial review
- The process of judicial review
- Administrative Decisions (Judicial Review) Act 1977
- Ouster of judicial review
- Current issues in judicial review

Module 10: Managing misconduct in the public sector

- The framework of conduct standards for public officials
- Types of misconduct
- Handling misconduct
- Reporting suspected misconduct
- Performance management

Module 11: Accountability in the public sector

- Commissions of inquiry
- Standing commissions
- Auditors-General and the Westminster parliamentary system
- The role of the Auditor-General
- Audits conducted by Auditors-General
- Commonwealth Auditor-General — 2009 Act
- Administrative Review Council
- Australian Law Reform Commission

Module 12: Review and examination preparation

- Case study
- Examination preparation and technique

Required text

None

Public Sector Accountability and Transparency

(Available in semester 1 2026) ●●

This subject is designed for the public sector. It aims to provide an understanding of issues in relation to the role, functions, operations and performance of public sector organisations. It examines underlying concepts and identifies best practice principles.

Subject learning outcomes (SLOs)

1. Understand the context within which public sector governance operates.
2. Understand, evaluate and recommend appropriate policies and procedures within the public sector to achieve accountability and transparency.
3. Be able to identify and critically analyse the accountability and transparency standards within your own or another organisation and provide appropriate advice.
4. Understand and be able to apply the governance frameworks and principles that underpin current governance in Australia including the relationship between transparency, trust and good government.
5. Recognise and critique the limitations of current governance standards and propose directions for improvement within your own or another organisation and provide appropriate advice.

Indicative content

Module 1: Operational context

- Who is accountable?
- To whom is one accountable?
- What should be transparent?
- Control and public trust

Module 2: Governance frameworks and principles — Part 1

- Governance in Australian Government
- OECD governance framework
- How is Australia performing?
- Governance standards

- Comparing private and public sector governance
- Commitment to compliance

Module 3: Governance frameworks and principles — Part 2

- The importance of effective public sector governance
- Achieving effective governance in the public sector
- Governance practice and performance — Key research findings
- Directorship for performance and compliance
- Organisational culture and values
- Causes of underperformance
- Conclusions on governance standards

Module 4: Performance evaluation and continuous improvement

- Forms and approaches of evaluation
- Purpose of performance reports
- The role of evaluation
- Evaluation frameworks and tools
- Focusing on outcomes
- International metrics and indexes
- Characteristics of a good public sector performance reporting

Module 5: Governance and policy development

- The Australian Constitution
- Setting government direction
- Public sector management reform

Module 6: Public sector boards

- Types of public sector entities
- Public versus private sector boards
- Board models
- Separation of powers and role clarity
- Appointment of board members
- Statutory duties of directors
- Board committees
- Uhrig Review

Module 7: Managing knowledge and information

- Information, data and technology as a public asset
- Technological change and innovation
- Internet website applications and management
- Data collection for international metrics
- Data protection and freedom of information legislation
- Confidentiality
- Sources of information on law, regulation and administrative best practice
- Intellectual property

Module 8: Public sector committees and meetings

- Directors' meetings versus public sector meetings
- Parliamentary government
- Parliamentary committees
- Agendas
- Procedural issues

Module 9: Records and reporting

- Records
- Private versus public sector reports
- Types of public sector reports
- Financial reporting
- Government business enterprises and companies
- Audit

Module 10: Stakeholders and interested parties

- Who are the stakeholders?
- Internal stakeholders
- External stakeholders
- The private sector

Module 11: Auditor-General and other public sector accountability mechanisms

- The role of accountability
- Parliamentary accountability mechanisms
- Government accountability mechanisms
- Oversight institutions
- Freedom of information legislation
- Accountability in Australia's federal system

Module 12: Transparency and conflicting interests

- Transparency
- Conflicts of interest
- Revision/Exam preparation

Required text

None

Having globally recognised credentials presents opportunities to work with global clients and international assignments

Kirsty Wright AGIA

Senior Manager, PwC, Assurance (GRC)
and Governance Institute Brand Ambassador



Risk and Compliance

This subject allows students to develop and extend understanding of the concepts of management of risk and compliance in the context of good governance.

Subject learning outcomes (SLOs)

1. Recognise, analyse and evaluate situations in the context of risk and compliance frameworks.
2. Compare and evaluate different approaches to risk and compliance management under different situations.
3. Evaluate and critically assess the standard of risk and compliance in a given situation and provide appropriate advice on risk management and compliance policies and procedures to those responsible for governance.
4. Analyse and advise on the impact of different legislative, policy and social changes within the business environment on risk and compliance standards and management.
5. Evaluate the impact of corporate conduct, behaviours and culture on risk and compliance management practices.

Indicative content

Module 1: Risk management - Theory

- Risk and risk management
- The risk landscape
- Standards and guidelines
- Risk culture
- Risk governance
- Risk maturity of an organisation
- Risk documentation
- Risk appetite
- Integrating risk management into the governance framework.

Module 2: Risk management - Application

- The risk management process
- Communication and consultation
- Establish the scope, context and criteria
- Risk assessment
- Risk treatment
- Monitoring and review
- Recording and reporting

Module 3: Compliance management - Theory

- What is compliance?
- Regulatory requirements and bodies
- Why is compliance important
- Linking compliance, governance and risk management
- Standards and guidelines
- An overview of AS ISO 37301:2023
- Elements of a strong compliance program
- The compliance framework

Module 4: Compliance management - Application

- The compliance framework
- Conducting a compliance risk assessment
- Obligations register

- Managing compliance breaches
- Compliance maturity
- Tools and techniques
- Monitoring techniques

Module 5: Business continuity management

- What is business continuity management
- Developing a business continuity plan
- Business continuity plan reporting
- Managing business interruption
- Standards and guidelines
- Insurance and business continuity management

Module 6: Information and cyber risk

- Why is information risk management and compliance important?
- Data and information
- Information risk management
- Information security - The operational nuts and bolts
- Information compliance
- Managing data breaches in Australia
- Case studies
- Trends in the cyber risk space

Module 7: Privacy compliance

- Privacy in Australia
- Australian Privacy Principles
- Privacy compliance
- Australian Information Commissioner

Module 8: Competition and consumer law compliance

- Competition and Consumer compliance management
- Anti-competitive conduct - Business to business activity
- The Competition and Consumer Act 2010

- Consumer protection
- ACCC's Investigatory and enforcement powers

Module 9: Project risk

- Key project concepts
- The strategic role of projects
- Implementing project governance

Module 10: Environmental risk

- Environmental risk
- Environmental risk management
- Principles of environment risk management
- Regulation
- Environmental risk and governance
- Environmental risk assessment
- Environmental performance reporting
- Environmental developments

Module 11: People risk

- Recruitment and termination of employment
- Protecting confidential information
- Discrimination, harassment and bullying
- Regulation and entitlement compliance

- Work, health and safety
- Superannuation obligations

Module 12: reputational risk

- Reputation - source or outcome?
- Why is reputation important?
- Key drivers of reputational risk
- Case studies
- Managing reputational risk

Required text

Students are required to access a full copy of the Australian Standard AS ISO 31000:2018 *Risk Management — Guidelines*.



Risk Management Project*

This project-based subject allows students to apply the knowledge, skills and tools from the pre-requisite subjects to produce a risk report based on risk management processes in their own workplace or another organisation of their choice.

Subject learning outcomes (SLOs)

1. Critically evaluate material from the pre-requisite subjects and synthesise the learning into a coherent theoretical risk framework.
2. Identify areas that risk management practices add value to organisations.
3. Apply risk management theoretical frameworks, tools and techniques to a 'real world' organisation and develop a risk management report that enhances the way that organisations treat risk.
4. Develop the attributes of a critically thinking risk practitioner.

Indicative content

Discussion Forum Session 1 — Setting expectations

- Welcome and introduction
- Preparing the Risk Report Brief and Presentation — expectations and information to set you on your way
- Review of Principle 7 of the ASX Corporate Governance Principles and Recommendations
- Review of AS ISO 31000:2018 Risk Management — Guidelines
- Review of financial services sector requirements
- Strategies for engaging with your workplace and key stakeholders

Discussion Forum Session 2 — Reality check

- Project Report Brief and Presentation discussion — overview of where everyone is at, timeline for submission, challenges and obstacles encountered
- Discussion of successes and failures of workplace engagement
- Review of the audit function
- Review of the risk and compliance functions
- Review of organisational structures

Discussion Forum Session 3 — Review and reminder

- Finalising your Project Brief and recording your Presentation
- Discussion and review of key areas from risk subjects previously studied in the course:
 - Risk management framework
 - Risk in context
 - Risk appetite and tolerance
 - Building a risk-aware culture
 - Case studies and subject review

Discussion Forum Session 4 — Guidance

- Risk Report discussion — expectations and information that will set you on your way
- Discussion and review of key content from risk subjects previously studied in the course:
 - Complexity and risk
 - Change risk
 - People risk
 - Risk from an enterprise-wide perspective

Discussion Forum Session 5 — Reality check

- Review progress and discuss Project Report — overview of where everyone is at, timeline for submission, challenges and obstacles encountered
- Approaches to finalising the project Report — direct and indirect structures

Discussion Forum Session 6 — In conclusion

- Reviewing and editing your report: lessons learned
- How have you set out your outcomes?

Required text

None

*This subject may be offered in 2025 pending enrolment interest and other factors.



Admission requirements

Admission requirements: Postgraduate courses

Admission is the process by which a new student applies for a postgraduate course at Governance Institute.

Admission criteria

Governance Institute welcomes applications to its postgraduate courses and non-award study from:

- Australian citizens
- New Zealand citizens
- Permanent Residents of Australia or
- Holders of a permanent Australian humanitarian visa or
- Overseas students studying online who are not in Australia.

Note: Applicants who are in Australia on a temporary visa must provide a Visa Entitlement Verification Online (VEVO) that clearly states your study entitlements whilst in Australia.

Governance Institute of Australia is not on the Commonwealth Register of Institutions and Courses for Overseas Students (CRICOS) and as such cannot accept applicants on a Student Visa.

Our Admissions Policy states that Governance Institute will consider an applicant for admission to a postgraduate award if the applicant:

- has qualified for a bachelor or higher degree from an Australian University or for an equivalent qualification from an approved Australian higher education provider (as defined by Tertiary Education Quality and Standards Agency (TEQSA) or recognised overseas university or higher education provider OR
- provides appropriate evidence of general and professional qualifications or vocational experience and satisfies Governance Institute that the applicant possesses the capacity to pursue postgraduate studies. Complex applications may be referred to the Course Management Team for resolution.

Examples of supporting documentation include:

- a) Certified copies of official academic transcript for bachelor or higher degree as provided by the awarding university or approved higher education provider.

- b) Certified copies of testamur (degree certificate) if the academic transcript does not have a conferral or award date listed.
 - c) Evidence of name change if the applicant's current name is different in any way from the name that appears on the official academic transcript and/or testamur.
 - d) Certified official translation of any relevant documentation that is in a language other than English.
 - e) Evidence of English Language Proficiency if the degree was studied outside Australia.
- Refer to the [English Language Proficiency Guideline](#) for details.

Conditional admission

For applicants who do not meet the academic entry requirements, providing appropriate evidence of other qualifications and work experience that satisfies Governance Institute that the applicant possesses the capacity to pursue postgraduate studies. Conditional admission is at Governance Institute's discretion, and if admitted, a conditionally admitted student is required to pass their first two subjects. (one repeat permitted) before being fully admitted; or otherwise will have their enrolment cancelled.

Examples of supporting documentation for conditional admission include:

- a) Evidence of membership of professional bodies.
- b) Curriculum Vitae detailing professional experience.
- c) Evidence of any vocational level study.
- d) Evidence of name change if the applicant's current name is different in any way from the name that appears on the submitted paperwork.
- e) Certified official translation of any relevant documentation that is in a language other than English.
- f) Evidence of English Language Proficiency if the English Language Proficiency Guideline).

Admission process & timeline:

Process



Timeline:

	Semester 1, 2025	Semester 2, 2025
Applications for admission deadline	Friday 28 February	Friday 26 July
Orientation (new students)*	Tuesday 25 February or Thursday 27 February	Tuesday 29 July to Thursday 31 July
Last day to enrol in subjects (new and continuing students)	Sunday 2 March	Sunday 3 August
Semester starts	Monday 4 March	Monday 4 August

*Exact times for orientation will be advised prior to this period. Students are only required to attend orientation on one (1) of these days for approximately one hour.

Governance Institute will endeavour to advise the outcome of your application within two (2) working days of its receipt providing it is correct and complete. Inaccurate or incomplete applications will take longer to process, as we will need to request additional information from you.

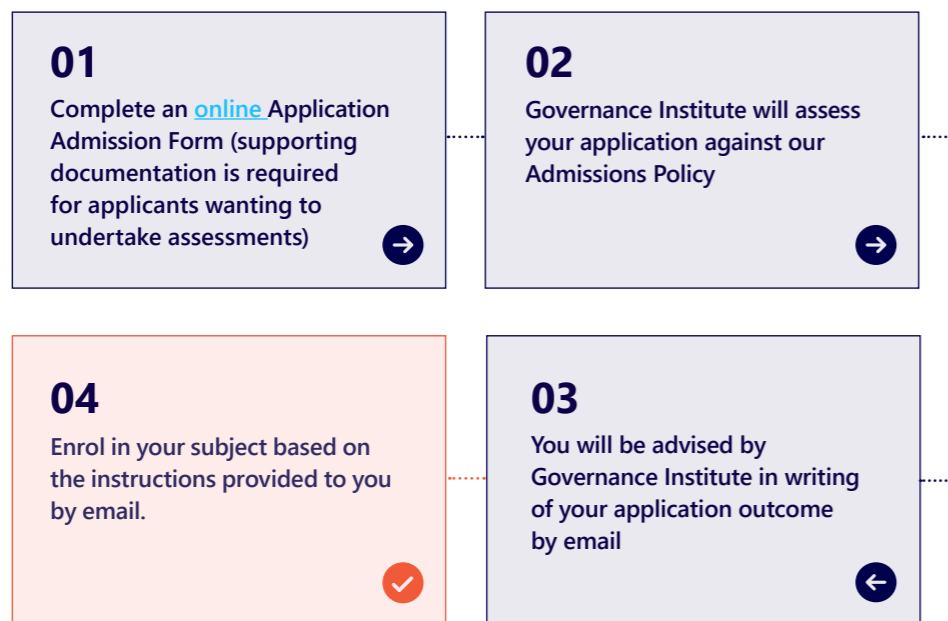
Admission applications accompanied with an Advanced Standing Application may take longer to process as the Advanced Standing assessment process needs to determine subject equivalency.

Complete the online [Application for Admission form](#)

Admissions requirements: Non-award study

Non-Award applicants who wish to undertake the assessed mode (by completing the subject assessments) must additionally demonstrate they possess the capacity to pursue postgraduate studies *by providing appropriate evidence of general and professional qualifications* or vocational experience to the satisfaction of Governance Institute.

Application process Non-award study



Non-award application timeline

	Semester 1 2025	Semester 2 2025
Applications for admission deadline	Friday 28 February	Friday 26 July
Orientation (new students)*	Tuesday 25 February or Thursday 27 February	Tuesday 29 July or Thursday 31 July
Last day to enrol in subjects (new and continuing students)	Sunday 2 March	Sunday 3 August
Semester starts	Monday 4 March	Monday 4 August

*Exact dates and times for orientation will be advised prior to this period.

Complete the online [Application for Admission form](#)

Advanced standing

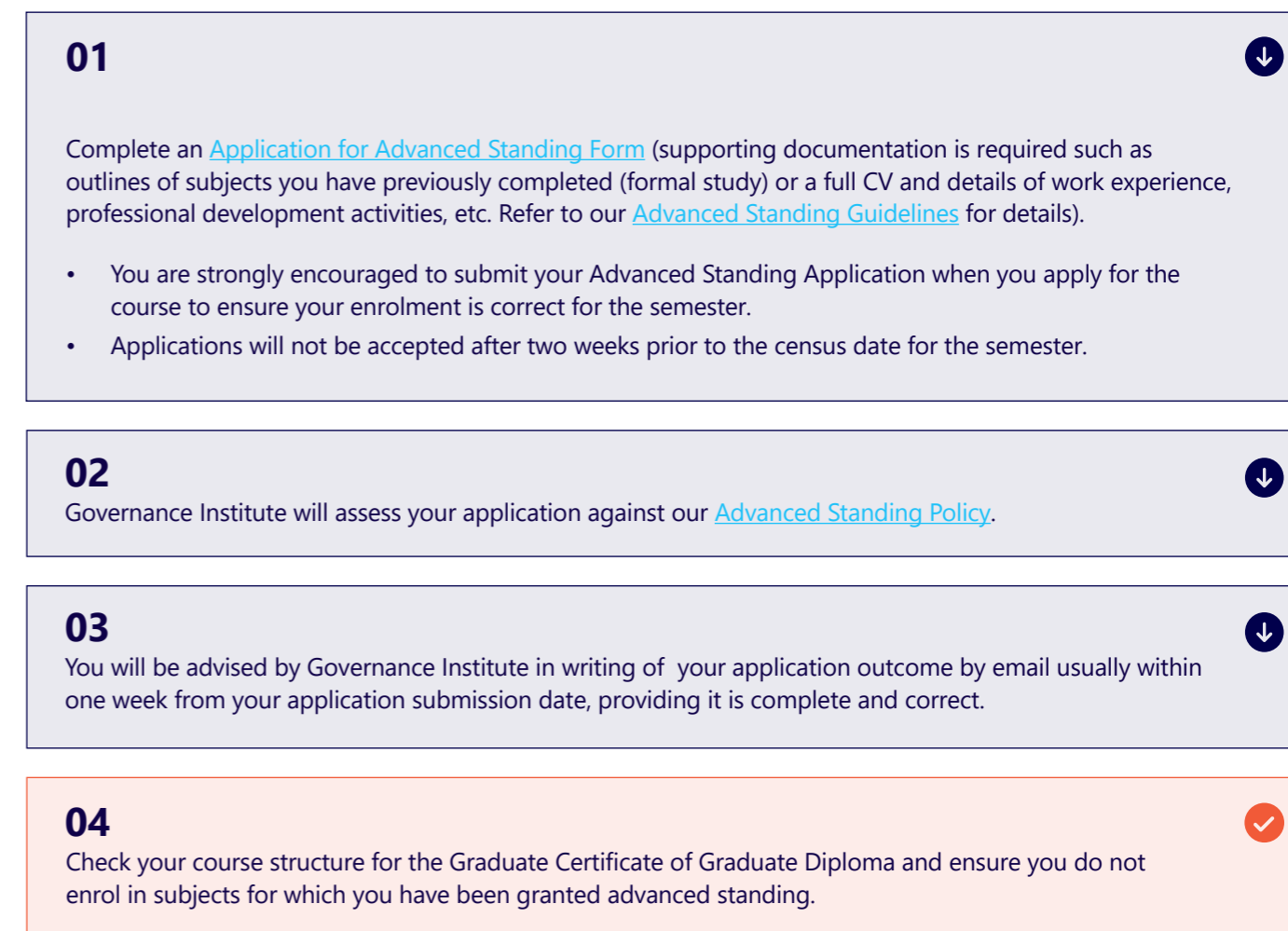
A maximum of two subjects may be granted for advanced standing towards the Graduate Certificate or the Graduate Diploma of Applied Corporate Governance and Risk Management courses. Not all subjects are open to an application for advanced standing. All students must study 'Corporate Governance', and any student undertaking the Qualifying program for Chartered Secretary must also study 'Corporate Accountability: Meetings and Disclosure' or 'Public Sector Accountability and Transparency'.

Advanced standing is granted on the basis that the knowledge, understanding and skills gained are equivalent to the learning outcomes for the subject, for which you wish to be considered for advanced standing. This can be through formal, credentialed, or informal learning, or a combination of these. You may be asked to provide further evidence of subject content or relevant work experience. You may be required to complete a mapping process if you are basing your application on credentialed or informal learning.

Further detail will be required if your degree is more than ten years old or from an overseas university. For example, proof of membership of any relevant professional body or evidence of related CPD activities or English Language Proficiency.

Note: students who complete the Graduate Certificate of Applied Corporate Governance and Risk Management from Governance Institute of Australia will receive credit for the four (4) subjects they completed in this award if they later apply to the Graduate Diploma of Applied Corporate Governance and Risk Management. *Note that students in this scenario will forfeit their Graduate Certificate qualification if they successfully complete the Graduate Diploma qualification, as the Graduate Diploma is the higher-level course.*

Advanced standing application process



Key dates and enrolment information

Key dates

The semester dates are the same for students enrolled in postgraduate courses and non-award study.

Key Activity	Semester 1 2025	Semester 2 2025
Release of subject notes for Modules 1-12 via LMS for new and continuing students who have enrolled and paid in full by this date	Monday 17 February	Monday 21 July
Applications for admission deadline	Friday 28 February	Friday 26 July
Orientation (new students)*	Tuesday 25 March and Thursday 27 March	Tuesday 29 July or Thursday 31 July
Last day to enrol in subjects (new and continuing students)	Sunday 2 March	Sunday 3 August
Semester starts	Monday 3 March	Monday 4 August
Census date**	Friday 21 March	Friday 22 August
Mid semester break	Monday 7 April to Friday 11 April	Monday 8 September to Friday 12 September
Classes end for the Semester	Friday 30 May	Friday 31 October
Examination week	Monday 9 June to Friday 13 June	Monday 10 November to Friday 14 November
Semester ends	Friday 13 June	Friday 14 November
Examination results release (subject to Academic Board approval)	Monday 14 July	Monday 15 December

Students choose one (1) of these orientation sessions only

** Census date is the last day to withdraw from subjects or the course without academic penalty. Students will be eligible for a refund of tuition fees on or prior to the census date but will incur an administration fee of \$350 for the first subject and \$100 for each additional subject.

Withdrawal after the census date will attract a zero refund of tuition fees and result in an absent fail grade for the affected subject/s. The census date is a legislative requirement for all registered Higher Education Providers, which is at least 20% after the start of semester. Data on student enrolments after the census date is reported to the federal government as part of Governance Institute's legislative requirements as a registered Institute of higher education.

Enrolment dates

Enrolment is the process by which all postgraduate and non-award students enrol in or choose their subjects each semester over the duration of their course based on the structure of their course.

All students — newly admitted students and continuing students — are expected to enrol in subjects by the Sunday prior to the commencement of semester to ensure they do not miss vital academic content, have time to prepare for early assessment items and do not unnecessarily place themselves at academic risk. Late enrolment does not necessitate approval for an extension of assessment items. Students enrol online via our website at [Course Catalogue](#). Students who formally accept their course offer and pay tuition fees will thereafter have access to their course notes online approximately two weeks before the start of each semester for those who apply at least three weeks ahead of the semester start date.

Assessment requirements

There are three compulsory assessment components for all subjects except for the Risk Management Project and Applied Corporate Law.

Assessment component	Percentage of overall mark	Details
Presentation	20%	A recorded presentation of ten minutes maximum length that will be submitted via the Learning Management System and may draw on any content within the first four modules of the materials.
Assignment	30%	A practice-related written assignment of 3,000 words maximum. The assignment question is made available at the start of semester via the Learning Management System and may cover any content from the first six modules of the materials.
Examination	50%*	One open-book online examination of two hours plus 15 minutes reading time. The examination questions may cover any content of the 12 modules and key readings from the subject materials. Students must achieve a minimum of 40% in the examination to be eligible to pass the subject irrespective of their performance in the two other assessment items.

* Except for Applied Corporate Law, Enterprise Risk Management and Public Sector and Transparency worth 40% examination weighting.

All assessments for a subject must be completed in the semester in which the student is enrolled.

Students must attain a minimum aggregated mark of 50% for their total assessment requirements and an exam mark that is not less than 40% in order to pass each subject.

Applied Corporate Law

Assessment component	Percentage of overall mark	Details
Corporate Law Case Analysis and Presentation	25%	A maximum 1,000 word case analysis and a recorded 5 minute presentation will be submitted via the learning management System and may draw content from the modules 3 and 4 of the subject materials.
Assignment	35%	A practice-related written assignment of 3,000 words maximum. The assignment question is made available at the start of semester via the Learning Management System and may cover any content from the first six modules of the materials.
Examination	40%	One open-book online examination of two hours plus 15 minutes reading time. The examination questions may cover any content of the 12 modules and key readings from the subject materials. Students must achieve a minimum of 40% in the examination to be eligible to pass the subject irrespective of their performance in the two other assessment items.

Risk Management Project (Please note this subject is not offered in Semester 2)

Students must attain a minimum aggregated mark of 50% for their total assessment requirements and an exam mark that is not less than 40% in order to pass each subject.

Assessment component	Percentage of overall mark	Details
Project presentation and Project brief	30%	A recorded presentation of ten minutes maximum duration to be submitted via the Learning Management System. The presentation will outline your planned project in conjunction to your formal project brief.
Risk report	70%	A risk management report of 5,000 words maximum and a 500 word maximum brief outlining your report plan.

Assessment dates*

Presentation submission dates for 2025 are:

Semester 1 – Tuesday 8 April 2025

Semester 2 – Tuesday 9 September 2025

Assignment submission dates for 2025 are:

Semester 1 – Tuesday 29 April 2025

Semester 2 – Tuesday 30 September 2025

Assignment submission dates for Semester 2 2025 subjects Applied Corporate Law, Enterprise Risk Management and Finance for Decision making is due **7 October**.

Examination dates for 2025 are:

Semester 1 – Tuesday 10 June to Friday 13 June 2025

Semester 2 – Monday 10 November to Friday 14 November 2025

*dates are indicative and may change.

Examination Proctoring

Examinations are all held online and are proctored (electronically invigilated) with software provided by a third-party provider to protect the academic integrity of the examinations.

Proctored examinations are mandatory for all students.

Results

Semester results will be released approximately five weeks after the examination week and will be accessible on your academic record via Governance Institute's website.

Students will be notified by email when results are available.

Advice on examination level

These are postgraduate exams with an emphasis on your ability to critically analyse and apply your knowledge in a practical context.

Leave of absence

Governance Institute recognises that students may, for a variety of reasons, need to postpone or interrupt their studies from time to time by taking a leave of absence from their course. A student can apply for a leave of absence twice during their course. To apply for leave of absence, complete and submit the Leave of Absence Form available on our [website](#).

Note: withdrawing from all subjects on or prior to the census date or failing to enrol in subjects in any teaching session does not constitute leave of absence. Students who do not enrol in subjects for each teaching session of their course, and who have not applied for leave of absence, may lose their place at Governance Institute. The [Enrolment policy](#) (Part D) contains further information about Leave of Absence.

Membership of Governance Institute of Australia

Based on your experience, you may already be eligible for membership with Governance Institute of Australia via our Professional Entry Scheme. This will give your career a stamp of credibility, an opportunity to expand your professional network, grant you access to our resource centre that includes materials that can assist you with your studies; plus give you a significant discount on each of our postgraduate subjects, as well as discounts on our events. We offer three levels of membership:

- **Affiliated** — for aspiring governance or risk practitioners looking to expand their knowledge. Postnominals gained — GIA(Affiliated)
- **Associate** — for professionals with at least six years' experience or relevant academic experience. Postnominals gained — AGIA (Associate of Governance Institute of Australia)
- **Fellow** — for top-tier professionals with at least eight years' experience or relevant academic experience. Postnominals gained — FGIA (Fellow of Governance Institute of Australia)

Graduates of our postgraduate courses are eligible to apply for either an Associate or Fellow membership of Governance Institute of Australia based on the above criteria.

Key policies

Please go to our [website](#) to view academic policies of Governance Institute of Australia relating to postgraduate and non-award study. Key policies include:

- [Academic Integrity Policy](#)
- [Admissions Policy](#)
- [Advanced Standing Policy](#)
- [Assessment Policy](#)
- [Enrolment Policy](#)
- [Examinations Policy](#)
- [Freedom of Intellectual Enquiry Policy](#)
- [Online Learning Policy](#)
- [Progression and Unsatisfactory Academic Progress Policy](#)
- [Student Academic Misconduct Policy](#)
- [Student Code of Conduct and Misconduct Policy](#)
- [Student Feedback Policy](#)
- [Student Fees Policy](#)
- [Student Grievance Policy](#)

'Having a strong governance understanding ensures that opportunities and challenges are viewed through a number of different lenses to make sure the most appropriate approach can be applied to the situation at hand.'

Tristy Fairfield FGIA
Director, Low Carbon Australia



If you have any other queries, please call one of our postgraduate advisers on **1800 251 849**.

Further information

For further information about the postgraduate courses or to discuss how you can take your career to the next level, please visit www.governanceinstitute.com.au/postgrad or contact Governance Institute of Australia on 1800 251 849.

Disclaimer

Every effort has been made to ensure that the information in this Handbook is correct at the time of publication (December 2024), however information is subject to change.



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