



BFA366
Organisational
Risk Management
Semester Two 2006

School of Accounting and Corporate Governance

Faculty of Business

Unit Outline

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1. Unit Description

This unit will provide an introduction to organizational risk management as both an opportunity and a problem to be managed. The focus will be on the risk management process with particular emphasis on the use of managerial, internal control systems and risk management processes to identify, analyse and respond to risk exposure in organizations. Case studies will form an integral part of this unit as issues relating to, for example, environmental, business, asset and information risks are considered. Issues of risk exposure and change, assessment and mitigation of risk, the implications of globalisation, world events, computerization, the information economy, and community concern are considered. Risk and the future are addressed with implications for positive corporate governance considered. The pre-requisite for this unit is BFA103 Accounting and Financial Decision Making.

2. Learning Outcomes

On completion of this unit, you should be able to:

1. Explain the concept and nature of risk as it applies to organisations and their activities (*links to the knowledge and communication skills graduate attributes*).
2. Identify organisational risk as a local, national and global phenomena and comment on the changing risk environment within which organisations operate (*links to the knowledge graduate attribute*).
3. Explain how risk influences organisational decision-making (*links to the knowledge and communication skills graduate attributes*).
4. Apply recognised processes of risk management to organisations and their activities (*links to the knowledge and problem solving skills graduate attributes*).
5. Compare and contrast varying approaches to organisational risk management (*links to the knowledge, problem-solving and social responsibility graduate attributes*).
6. Provide advice in relation to risk and organisational risk management (*links to the knowledge, communication skills, problem-solving and social responsibility graduate attributes*).

3. Generic graduate attributes

The University has defined a set of generic graduate attributes that can be expected of all graduates (see <http://www.utas.edu.au/tl/policies/index.htm>). By undertaking this unit you should make progress in attaining the following attributes:

- **Knowledge:** Explain the nature and concepts of organisational risk and risk management.
- **Communication Skills:** Write coherently on organisational risk and risk management.
- **Problem Solving Skills:** Interpret scenarios for organisations in risk management terms, identify risk and organisational risk management issues and use knowledge of risk and organisational risk management to justify an answer.
- **Social Responsibility:** Acknowledge the social and ethical implications of organisational risk management.

4. Learning resources required

Required Text.

There is NO prescribed textbook for this unit. Course Materials will be provided (see below).

Learning Resources

Extensive “Course Materials” will be provided to you through an interactive Unit CD, WebCT Vista and printed media. The Materials are in Modular Format ie: Modules 1-10. The Course Materials include PowerPoint presentations with audio narrations; PowerPoint Slides (in PDF and Text format); and, Readings taken from books, journals, magazines, websites, reports and other sources. Copies of the Readings are included both on the Unit CD (PDF files that may be printed) and a selection of Readings in the hard copy materials that will be forwarded to you by post together with the Unit Outline and Unit CD.

PDF files

Many Course Materials made available on the Unit CD will be in Portable Document Format (PDF). These files can be viewed by you from within your web browser or separately by using a program called Adobe Acrobat Reader. This software is already installed on the machines in the University but can be downloaded free of charge from the Adobe site should you want a copy for another machine. At time of writing the required URL was:

<http://www.adobe.com/prodindex/acrobat/readstep.html>

Other Publications

Information in relation the School of Accounting & Finance, Faculty of Business, Faculty *Guide for Students* and *Useful Links* is available on the Unit CD under “*Contact and Study Information*”. Read this information carefully.

Technical and Software Requirements

To run the Unit CD there are certain technical and software requirements. These are detailed on the Unit CD under – “Preparing you Computer” and a hard copy is provided with your unit materials.. You should read this information carefully to ensure that you will be able to make full use of the Unit CD.

Access to Information Technology

Information in relation to campus and off-campus IT facilities and how to contact the Service Desk are provided in the next section on WebCT Vista.

WebCT Vista

General

As mentioned above, WebCT Vista (Web Course Tools)is an Internet service for teaching and learning provided by the University. It will be used by the Unit Coordinator in connection with the delivery of this unit. The ‘WebCT Vista’ service may be accessed by you on computers at the University or, on your computer at home or at work.

Access to WebCT Vista

The WebCT Vista service is available using a web browser. Access to the site for Vista is available at the University ‘Learning Online’ internet page: <http://www.utas.edu.au/coursesonline>. The initial WebCT Vista screen provides a “Log in to my WebCT Vista” form at which you should enter your email POP account “User Name” (for example, bsmith) and your “Password”. The ‘Learning Online’ page provides ‘Help and

Support', 'Computer Requirements', etc. Take the time to look at the links on this page that may be of use to you.

You should note that WebCT Vista is available from any Internet connection and is restricted only by your User Name and password.

WebCT Vista Facilities used for this Unit

1. "Announcements" – WebCT Vista offers an "Announcements" facility, which the Unit Coordinator will use in connection with this Unit to make announcements to you from time to time. Announcements will be visible when you first open WebCT Vista for this unit (Pop up). Only the Unit Coordinator can use the 'Announcements facility'. However, you will see below that there is a 'Discussions' area with allocated 'Topics' that you can use for personal communication, either with the Unit Coordinator or, with other students, and you should make use of these. When an Announcement is made, an 'Announcement' will also be made in the 'Discussions' area (see below). The latter Announcement will commonly contain more detail.

2. "Discussions" – This area is provided for on-line Discussion between the Unit Coordinator and you and between you and other students. Discussion is arranged under a list of 'Topics', which are as follows.

"Assessable Discussion" (Modules 1-10) – Assessable Discussions are a part of this Unit (see later in this Outline). The Unit Coordinator has opened ten (10) Discussion Topics that create discussion areas for each Assessable Discussion (Note: There is discussion for ALL Modules except Module 9). The number of Assessable Discussion Topics is equal to the number of Assessable Discussions that students MUST participate in (see later in this Outline). Assessable Discussion Topics link directly with Assessable Discussion requirements that are listed on the Unit CD in relevant Modules.

"General Discussion" (Modules 1-10) – The Unit Coordinator has opened Topics for each of the ten (10) Modules in which you can make postings in relation to the particular Modules (these are for Non-Assessable Discussion ONLY). For example, you may have questions to ask the Unit Coordinator about a Module or comments to make to your fellow students or questions to ask of them in terms of generating discussion that will help you or may be of interest to them. By arranging Topics in this way, it will make it easier for you later to find postings that relate to one of the ten (10) Modules if you wish to read them. It will also be easier for you to find the best place to put your postings so that other students will be able to find them easily and read them. DO NOT USE THESE GENERAL DISCUSSION TOPICS FOR ASSESSABLE DISCUSSION.

"Assignments" (1 & 2) - The Unit Coordinator has opened two Topics in which you can make postings in relation to the Assignments. You may have queries that you wish to raise with the Unit Coordinator for example and can use these topics for that purpose.

"Capstone Assignment". This topic has been opened to allow you to ask questions of the Unit Coordinator in relation to the Capstone Assignment.

"Café" - The Unit Coordinator has opened this Topic so that you can communicate with other students with a view to getting to know everyone in the unit. The unit coordinator would like you to make postings to this Topic at the start. You should provide some information about yourself and what you are doing, what your interests are and what you think about the unit. You should also use the 'Café' later in the Semester to make postings about current issues that are relevant to the unit that you may have seen on TV or read about in the press recently, etc. You should do your best to make it into a real café atmosphere (unfortunately the cappuccino's will have to be virtual!). You should try to create an on-line community with other students. You will enjoy it!

“Feedback” - The Unit Coordinator has opened this Topic so that you can make comments, suggestions and criticisms, which are anonymous. This is a VERY important facility so far as the Unit Coordinator is concerned for the following reasons. There may be issues that need to be addressed and a ‘Feedback’ Topic allows these matters to be identified so that the Unit Coordinator can respond appropriately and take action where necessary. Secondly, it allows you to make valuable contributions and to feel that your voice is being heard. Don’t hesitate to use the facility.

“Announcements”. The Unit Coordinator has opened this Topic so that Announcements can be made to students that contain more detail - to add to ‘Announcements’ made in the ‘Announcements’ area (there is a size restriction in the ‘Announcements’ area).

Other Discussion Topics may be opened by the Unit Coordinator as particular needs are identified throughout the Semester. If you think that a special Discussion Topic area is needed you should let the Unit Coordinator know.

3. “Mail”. WebCT Vista offers an “Mail” facility, which the Unit Coordinator will use in connection with this Unit to send emails to you from time to time eg: to provide ‘Formal Written Feedback’ (see later) and to advise marks awarded for Assignments. If you wish to communicate with the Unit Coordinator privately, you can use the Mail facility to do this OR you can send emails to the Unit Coordinator at: Helen.Mitewa@utas.edu.au

You should NOT use WebCT Vista Mail to send files to the Unit Coordinator containing your two Assignments (see later in this Outline) and the Capstone Assignment (see later in this Outline). You MUST send these files to the Unit Coordinator at: Helena.Mitev@utas.edu.au

4. Getting assistance with WebCT Vista. If you have difficulty in gaining access to or using WebCT Vista you can contact the Service Desk Tel: (03) 62 26 1818 (1300 304 903 Freecall – Tasmanian Land Lines only) or send an e-mail message detailing your problem to: servicedesk@utas.edu.au (you can use the on-line form to request help)

5. Details of Teaching Arrangements

This unit is offered by flexible delivery. NO formal face-to-face classes or meetings are scheduled.

6. Learning Expectations and Strategies

No formal classes/meetings

As stated above, NO formal face-to-face classes or meetings are scheduled for this Unit. It is a fully flexible on-line unit. You are required to undertake the Unit by complying with the requirements of this Unit Outline and you are also required to meet the University and School expectations of students.

Expectations

The School of Accounting & Corporate Governance is committed to high standards of professional conduct in all activities, and holds its commitment and responsibilities to its students as being of paramount importance. Likewise, it holds expectations about the responsibilities that students have as they pursue their studies. The University’s ‘Code of Conduct for Teaching and Learning’ states:

Students are expected to participate actively and positively in the teaching/learning environment. They must strive to maintain steady progress within the subject or unit framework, comply with workload expectations, and submit required work on time.

To undertake this flexible on-line unit you MUST strive to meet the expectations of the School and the University as stated.

Studying and Learning Independently

As mentioned above, there are eleven (10) Modules for you to study independently in this Unit. For each Module there are narrated PowerPoint slides that introduce the key concepts for that Module. There are also 'Readings' for each of the Modules. There are also questions posed for 'Assessable Discussion' (see later in this Outline) and some are for Non-Assessable Discussion (see later in this Outline). There are also various Non-Assessable activities. For two of the Modules there are "Assignments" that you need to complete (see later in this Outline). At the end, there is a Capstone Assignment to undertake and return to the Unit Coordinator (see later in this Outline).

The Unit is planned to enable you to work at your own pace. It is important, however, to work consistently through the Course Materials. If there is any area of work that you do not understand, you should contact the Unit Coordinator immediately, and make sure you do not progress to the next Module without a thorough understanding of the previous one. Each part of the Unit develops themes from, and assumes an understanding of, the previous Modules, so it is important that areas not be skipped.

Encouraging you to study and learn independently is an important goal of university study. It is a feature of a *reflective approach* to learning in which you reflect on what it is you are learning and how you plan your learning strategy. It is not the aim of flexible delivery that you feel you must work through problems alone. Throughout the Unit as mentioned above, "Questions" are provided for Assessable/Non-Assessable Discussion with other students via the Discussion facility of WebCT Vista, and the exchange of information and ideas is a very important part of the learning development. You will gain most benefit by staying in close contact with other students and with the Unit Coordinator.

All aspects of your work are expected to be of a high standard, both in academic content and quality of presentation. It is important to contact the Unit Coordinator immediately should you experience any difficulties. Do not be reluctant to ask questions or contribute ideas, even if only partly formed, as these can often form a basis for very constructive interaction. Remember that the WebCT Vista Discussions (Assessable and Non-Assessable) will be as interesting and useful as you make them.

The "Double L, Double R, Double D" approach

To get the most from this Unit, you should adopt the following approach:

- *Locate* the Module on the Unit CD that must be done next.
- *Listen* to the PowerPoint presentation.
- *Read* the readings provided.
- *Reflect* on the concepts and issues that have been encountered.
- *Discuss* the issues raised in Assessable Discussion Questions.
- *Do* any other activities that are scheduled/provided for the Module.

Obtaining Formal Written Feedback from the Unit Coordinator

As mentioned above, if there is any area of work that you do not understand or need help with, you MUST contact the Unit Coordinator immediately, and she will assist you in every possible way. The assistance given may include '*Informal*' feedback eg: you may ask for assistance in relation to a plan that you have prepared for an Assignment and the Unit Coordinator will provide feedback on your plan.

However, the Unit Coordinator will ALSO provide the following ‘*Formal Written Feedback*’ via email direct to your WebCT Vista Account subject to the following conditions.

- *Assessable Discussions (see later in this Outline)*

Formal Written Feedback via email will be provided on the following Assessable Discussions:

Module 3 – Assessable Discussion

Module 8 – Assessable Discussion

It is intended that by providing Formal Written Feedback via email on these Assessable Discussions you will be afforded the opportunity to know how you are performing against the ‘Criteria’ for Assessable Discussions (see later in this Outline). If you find as a result of Formal Written Feedback that you are not performing well, you have the opportunity to know HOW you can improve your performance with a view to receiving the highest possible mark out of 20% for your Assessable Discussion.

- *Conditions of Formal Written Feedback for Assessable Discussion*

Formal Written Feedback via email will be provided ONLY IF the Discussion is posted on or before the ‘Suggested Dates’ in the Unit Schedule for completion of the Module to which the Discussion relates.

NOTE: Individual marks will be awarded for each of the Assessable Discussions even though NO formal written feedback is provided for the Assessable Discussions in Modules 3, & 8 because the Conditions for that feedback were not satisfied (eg: you failed to do it by the suggested dates). The individual marks awarded for such Assessable Discussion will be added together and the total mark for Assessable Discussion out of 20% will be notified to you prior to delivery of the Capstone Assignment.

- *Assignments*

As mentioned above (and see later in this Outline) there are two (2) Assignments – refer Appendix.

The Media

Organisational risk management issues of one type or another are frequently in the media. To make this unit more interesting and useful you should try to keep abreast of these developments by reading newspapers and magazines. You should also watch current affairs and business programs on TV and listen to such programs on the radio. When you see something interesting, make a posting in the ‘Café’ and let other students know about it. This will help to get discussion going in the ‘Café’.

Student Interaction and Discussion

Throughout the semester, your object should be to gain a broad knowledge and understanding of the Modules contained in the Unit. Wherever possible, discuss issues with other students. Make extensive use of the WebCT Vista Discussion Topics, both Assessable and Non-Assessable that have been provided for you to use. You should make sure that you use the ‘Café’ for example, so that we can all get to know each other. Use any or all of the Topics in the Discussion area – it can be very helpful.

If you are geographically close to each other, you are encouraged to form local work groups.

Contact with the Unit Coordinator

If you have a problem that cannot be resolved by communication and interaction with other students, you should never hesitate to contact the Unit Coordinator at the earliest opportunity. You should use WebCT Vista Mail or your personal email or, if necessary telephone the Unit

Coordinator or ask her to telephone you back (you can do this in your email by providing a return telephone number).

As NO formal face-to-face classes or meetings are scheduled for this unit, you MUST maintain regular contact with the Unit Coordinator in this way so that you can get the necessary assistance to undertake the unit. If you are geographically close to the Hobart Campus of the University, you can make an appointment to see the Unit Coordinator and get the help you need face-to-face.

Unit Schedule

There is a Unit Schedule on p.20 where you will find the ten (10) Modules covered in this Unit.

You MUST allow yourself SUFFICIENT TIME to work your way through all of the Modules, participate in the Assessable Discussion and, complete the two (2) Assignments. It would be VERY unwise to leave insufficient time so that you have to complete a large amount of work in a short period. In particular, you will see under 'Assessment' that you are not permitted to undertake the Capstone Assignment in the Unit UNLESS and UNTIL you complete ALL of the requirements for the Unit by the prescribed DEADLINE.

General

If you are studying this unit you must already have developed skills and strategies that have helped you to achieve success in previous undergraduate units. However, the subject matter of this unit will be new to you, and the focus on what is "risk management" will require you to take a broad view of organisational risk. In addition to practical problem solving and application of risk management practices and principles, the unit requires an ability for critical and abstract thinking and good communication skills. The emphasis is on you USING your knowledge of best practice to address real life risk management issues that you hear about on TV and radio or read about in the media.

You should do well in this unit if you:

- have a strong interest in organisational risk management and follow developments in the media;
- keep up-to-date with your coursework;
- consolidate your understanding by making appropriate short notes and summaries;
- give yourself plenty of time to complete your "Assignments" and Discussion Postings;
- prepare for and actively participate in Assessable/Non-Assessable discussion (this is especially important as a medium for students from many disciplines to share their particular expertise); and
- take responsibility for your own learning.

7. Assessment

Assessment schedule

Assessment Task	Date due	Percentage Weighting
<i>Task 1</i> : Participation in WebCT Assessable Discussions	Midnight 18 October	20%
<i>Task 2</i> : Assignment 1	Midnight 11 September (Week 8)	20%
<i>Task 3</i> : Assignment 2	Midnight 2 October (Week 11)	20%
<i>Task 4</i> : Capstone Assignment	Midnight 6 November	40%

NOTE: Midnight is based on Australian Eastern Standard Time.

Assessment Task 1 Discussion on WebCT Vista– 20%

Task Description

For each Module in the Unit, Questions for Assessable Discussion are posed.

“Discussion Groups” will be formed in Week 2 of Semester (commencing 24 July 2006) by the Unit Coordinator (approximately 20 students per group). Once formed, Assessable Discussions will take place within this Group.

The program of Assessable Discussions is intended to equate broadly with the normal tutorial workload in a Unit that is taught face-to-face ie: there are typically 11-12 tutorials per semester.

You are required to engage in the Assessable Discussion/s for a Module as indicated on the Unit CD. You may move the discussion in any broad direction that is related to the Question/s and issues raised by the Question/s. The Unit Coordinator will monitor the Assessable Discussion/s regularly, but will not interfere, except to correct misconceptions and errors and to remove any postings that are determined to be harmful to other students and/or the Unit Co-ordinator (eg: determined to be insulting, disparaging, defamatory, etc). The Assessable Discussion is for you to explore in whatever directions and dimensions that you wish provided they are at least tangentially related to the Question/s and the Module/Topic content.

Task Length

There is no set length for this task.

Link to learning outcomes: 1-6

Assessment Criteria / Guidelines

You are required to engage in Assessable Discussion in your Group at a **minimum of three (3) levels** for each of the Assessable Discussion topics and preferably at more levels. If you fail to comply with this requirement for one or more Assessable Discussion Topics a mark will NOT be awarded for the discussion required for that topic or topics.

The levels are as follows.

- Level 1 Discussion - involves posting answers/comments in response to the Question/s that are posed for Discussion in the relevant Topic/Module as indicated on the Unit CD

- Level 2 Discussion - involves responding to the first posting of at least one other student in response to the Question/s that are posed for Discussion. You can agree or disagree with the first posting of that student and you must give your reasons. You can also make other comments that are relevant to what they have stated in their first posting or, which are relevant to the Topic/Module. For some Assessable Discussions there may be specific guidelines that you MUST follow for discussion.
- Level 3 and Later Levels of Discussion - involve responding to the posting that comments on your original posting in answer to the Question/s posed for discussion OR, responding to any one else's postings at any level.

The more levels of discussion that you engage in within your Group, the greater the opportunity you will have to be awarded a high mark for Assessable Discussion. However, the mark will not only depend on the number of levels of discussion that you engage in, it will also depend on the manner and extent to which you comply with the 'Assessment Criteria' provided below

Your participation in Assessable Discussion will be assessed in accordance with the following 'Assessment Criteria':

HD Outstanding Contributor: This person's contributions reflect exceptional preparation and reflection. The ideas offered are always substantive and provide major insights and direction for the discussion. If this person were not a member of the group, the quality of the discussions would diminish significantly.

CR – DN Good Contributor: Contributions in discussion reflect thorough preparation. Ideas offered are usually substantive, provide good insights and sometimes lead the direction of the discussion. Points and arguments are generally well thought out and are often persuasive. If this person were not a member of the group, the quality of discussions would diminish considerably.

PP – CR Adequate Contributor: Contributions reflect satisfactory preparation. Ideas offered are sometimes substantive and provide useful insights, but seldom offer a major new direction for the discussion. Contributions tend to be more piecemeal than integrative. Arguments are sometimes presented and are fairly well substantiated and sometimes persuasive. If the person were not a member of the group, the quality of the discussions would diminish somewhat.

NN Unsatisfactory Contributor: Contributions reflect inadequate preparation. Ideas offered are seldom substantive; they provide few, if any, insights and rarely or never a constructive direction for the class. Integrative comments and effective arguments are absent. Comments are either obvious, restatement of the contributions of others, isolated from the main discussion, or confusing to the group. If this person were not a member of the group, valuable discussion time would be saved.

Student discussion is likely to be more constructive and effective if you participate when others in the Group are also discussing the Question/s for Assessable Discussion. You cannot expect to stimulate or direct the discussion of your Group if you leave their contributions until late in the semester. Therefore, you should monitor the discussion board of your Group regularly to see what discussion is taking place throughout the semester.

The FINAL DATE FOR PARTICIPATION in ALL Assessable Discussions and Assignments 1-3 is: Midnight Australian Eastern Standard Time on Wednesday 18 October 2005 (ie: Wednesday night of Week 13 of Semester 2).

NOTE: For some Modules there are Questions posed or Activities to undertake. These are NOT the Questions for Assessable Discussion, which are clearly marked as such on the Unit CD. The questions and activities are made available so that you will have the opportunity to explore and apply the knowledge and information that you have gained from doing the relevant Module and they will allow you to participate in Non-Assessable Discussion for that Module (use the 'General Discussion' 1-10).

Assessment task 2: Assignment 1 – 20%

Task Description: Preparation of a short written report on risk identification, analysis and management in a selected industry and organisational context.

Task Length: 2,000 Words

Link to Unit's Learning Outcomes: 1 - 6

Assessment Criteria/Guidelines:

Interpretation of the scenario, identification of relevant issues, application of organisational risk management principles and practices including use of a concept map and preparation of a written report providing advice. Logically argued and clearly presented.

Date due: Midnight on Monday 11 September 2006 (Australian Eastern Standard Time)

IMPORTANT NOTE: As this is a flexible on-line unit, it is acknowledged that some students due to work and other commitments, may NOT be able to submit Assignment 1 on or before the due date. If you anticipate that your semester commitments will not allow you to submit Assignment 1 on or before the due date, you **MUST** advise the Unit Coordinator by email no later than midnight on **Friday 4 August 2006 (the Friday of Week 3 of Semester)** AND request an amended due date for submission. It is not possible to obtain an extension of the due date for Assignment other than in accordance with the requirements of **Part 11** of this Unit Outline.

Send your email requesting an extension of the due date for Assignment 1 to the Unit Coordinator at: Helena.Mitev@utas.edu.au. In the email you **MUST** make the request and provide the following:

- i The extended date for submission that you are requesting.
- ii Your reasons for requesting the extended date.

The Unit Coordinator will reply to your email indicating acceptance or rejection of your request. If the request is rejected, you **MUST** submit the assignment on or before the due date.

If the request is accepted, you **MUST** submit the assignment on or before the extended due date.

If you fail to submit the assignment by the due date or by an extended due date, you will be subject to the penalties set out under Part 10 of this Unit Outline: "Penalties".

Assessment task 3: Assignment 2 – 20%

Task Description: An essay identifying the challenges for organisational risk management in the changing environment of the information age.

Task Length: 2,000 Words

Link to Unit's Learning Outcomes: 1 – 5

Assessment Criteria/Guidelines:

Identification of relevant risk issues including organisational risk management principles and practices. Application of the principles and practices to organisational needs for development of effective risk management policies and strategies in a changing risk environment, with particular emphasis on IT developments. Logically argued and clearly presented.

Date due: Midnight on Monday 2 October 2006 (Australian Eastern Standard Time)

Assessment Task 4 - 40%

Capstone Assignment

Task Description

The Capstone Assignment may require examination of material covered in any or all Modules. The objectives of the Capstone Assignment are to test you and afford you an opportunity to demonstrate your:

The objectives of the Capstone Assignment are to test you and afford you an opportunity to demonstrate your:

- breadth of knowledge and understanding of organisational risk management;
- skills in being able to identify organisational risk management issues in given factual situations;
- skills in correctly applying organisational risk management principles and practices to factual situations;
- understanding of the appropriate measures for developing and ensuring best practice organisational risk management;
- competence in presenting answers and arguments coherently and concisely; and
- capability in other aspects related to the Learning Outcomes in this Unit Outline.

When you have worked completely through the Unit Resources, participated in ALL Assessable Discussions and submitted the two (2) Assignments, you may send an email request to the Unit Coordinator to email the Capstone Assignment to you.

The Capstone Assignment will be emailed to you by 5.00pm on the next business day following receipt of your email request. Recall that the FINAL date and time for submission of all Assessable Discussions is Midnight on Wednesday 18 October 2006 (ie: Wednesday of Week 13 of Semester 2). If you have complied with this deadline having submitted your assignments and you forward an email request to the Unit Co-ordinator on that day, the Capstone Assignment will be emailed to you by 5.00pm on Thursday 19 October 2006.

Task Length 3,000 words

Link to Unit's Learning outcomes 1-6

Assessment Criteria/Guidelines Demonstration of the knowledge, skills, competencies and capabilities listed above.

Date due: Midnight on Monday 6 November 2006 (Australian Eastern Standard Time) (ie: Monday of Week 2 of the Formal Examination period)

The FINAL SUBMISSION DATE for submission of the Capstone Assignment is Midnight (Australian Eastern Standard Time) on Monday 6 November 2006 (ie: the Monday of Week 2 of the University Examination Period)

The date for final submission will allow the Unit Coordinator sufficient time to complete the marking of the Capstone Assignments prior to the end of the formal examination period.

Assessment/Learning Outcomes/Generic Graduate Attributes Matrix

		Assessment items			
		<i>WebCT Discussion</i>	<i>Assignment 1</i>	<i>Assignment 2</i>	<i>Exam</i>
Learning Outcomes	LO 1 & 2	✓	✓	✓	✓
	LO 3 & 4	✓	✓	✓	✓
	LO 5	✓	✓	✓	✓
	LO 6	✓	✓	✓	✓
	Knowledge	✓	✓	✓	✓
Generic Graduate Attributes	Communication	✓	✓	✓	✓
	Problem-solving	✓	✓	✓	✓
	Social responsibility	✓	✓		✓

8. How your final result is determined

To be able to pass this unit, you **MUST** undertake **ALL** of the Assessable Discussion in accordance with the minimum requirements as per the Unit Outline submit **EACH** of the two (2) Assignments **AND** submit the Capstone Assignment. The marks for each of the three types of Assessment are added together to determine your final result. You must achieve an overall mark of at least 50% to pass the unit. To be eligible to receive the Capstone Assignment you **MUST** satisfactorily complete all of the Assessable Discussion and submit each of the two (2) Assignments (see 'Consequences of late submission' below).

Standardisation

In order to maintain the high reputation of the School of Accounting and Corporate Governance in the wider community – educationally, academically and by business - the School does not standardise student results. Rather, the School expects high standards of their students, and insists that students devote sufficient time and effort to their studies throughout the semester to achieve grades of pass or higher on merit.

9. Submission of Assignments and Capstone Assignment

The two (2) Assignments and the completed Capstone Assignment **MUST** be emailed to the Unit Coordinator: Helena.Mitev@utas.edu.au A file containing your completed Assignment **MUST** be attached to your email. The file name for the assignment should be as follows:

Student Surname; Initials; Assignment Detail

eg: MitevHMCapAssignment

Receipt of the two (2) Assignments and completed Capstone Assignment in a readable form will be acknowledged by email.

Requirements for Assignments and the Capstone Assignment

The submitted Assignments and completed Capstone Assignment are to be presented in accordance with the *Guide for Students* issued by the Faculty of Business. You should look under: '*Presentation and Submission of Assignments*'. You can find a copy of the Guide on the Unit CD and also at the School of Accounting & Corporate Governance website:
<http://fcms.its.utas.edu.au/business/accg/index.asp>

Your attention is particularly drawn to the University's rules on Plagiarism (see Part 14 of this Unit Outline). Whilst you are encouraged to work together with other students and exchange information in this unit, submitted Assignments and Capstone Assignment must be the your own work. Assignments and Capstone Assignments containing any plagiarised information will be referred to the Head of School and will be subject to the disciplinary processes of the University. Signed assignment coversheets (may be electronically signed) must be used for all assignments and these are available at the School website or at the BFA366 WebCT Vista site. Assignments without a *signed coversheet will not be marked*. Assignments 1 and 2 will be marked as quickly as possible after submission, and feedback (if appropriate) and grades awarded will be returned to you via email to your WebCT Vista account. Assignments and the Capstone Assignment may be submitted to plagiarism detection software.

10. Penalties

Over-length work

Students should take care not to exceed the word limits for the Assignments and the Capstone Assignment, as passages in excess of the maximum word limit **WILL NOT** be marked.

Assignments

If assignments are not submitted on or before the due date/s or the amended date (Assignment 1) (see Section 7 above) the penalties for late submission (without prior permission) are the

deduction of 10% of the graded mark for each day, or part thereof, that the assignment is late. Work commitments are not considered an acceptable reason for failing to submit an assignment on time.

Assessable Discussion

Because this is a flexible unit, you can make postings at a time that suits you during the semester, subject to meeting the FINAL submission date namely, Midnight (Australian Eastern Standard Time) on **Wednesday 18 October 2006** (ie: Wednesday of Week 13 of Semester 2) – see Part 7 above. You **MUST** participate at three (3) levels of discussion for each of the Assessable Discussion Topics. If you fail to comply with this requirement in relation to one or more Topics you will **NOT** receive a mark for that topic or those topics. The mark for each Topic is 2.5%.

Failure to meet the Final Submission Date for Assignments and Assessable Discussion

If **ALL** of the Assessable Discussions have **NOT** been undertaken **AND** both Assignments have **NOT** been submitted on or before Midnight (Australian Eastern Standard Time) on **Wednesday 18 October 2006** (ie: Wednesday of Week 13 of Semester 2) students will be awarded the grade of NN for the Unit.

11. Requests for Extensions

The *Guide for Students* issued by the Faculty of Business (refer to Part 9), contains details not only about the presentation of assignments (applicable to Assignments and the Capstone Assignment), but also about procedures to follow if you wish to request permission to submit assignments (applicable to Assignments, Assessable Discussion and the Capstone Assignment) after the due date/s or amended due date/s (See: 'Part 7 Assessment'). Extensions of time will only be granted on medical or compassionate grounds and must be made in writing to the Unit Coordinator on the School's "Assignment Extension Form-Application for Late Submission" which is available at:

http://www.utas.edu.au/accg/documents/general/Application_%20Late_Submission.pdf

Medical certificates or other evidence, which supports the application, must be attached.

12. SETL

SETL is the University's Student Evaluation of Teaching and Learning program. SETL is a system for feedback from students to academic teaching staff to help in the formulation and development of unit organisation and teaching. This program serves as the main systematic way for students to tell the University what they think of units they study and the teaching they receive. For further information about SETL see the University Web site at:

<http://student.admin.utas.edu.au/setl/students/index.htm>

SETL questionnaires will be posted to you towards the end of Semester 2 and they are asked to kindly complete and return them in the reply paid envelope provided. The Unit Coordinator will make an Announcement on WebCT Vista in relation to the dates on which the SETL forms are to be posted out and returned by you.

13. Academic referencing

In your written work you will need to support your ideas by referring to scholarly literature, works of art and/or inventions. It is important that you understand how to correctly refer to the work of others and maintain academic integrity.

Failure to appropriately acknowledge the ideas of others constitutes academic dishonesty (plagiarism), a matter considered by the University of Tasmania as a serious offence (see below).

The appropriate referencing style for the unit is explained in the *Guide for Students* issued by the Faculty of Business (see above).

For information on presentation of assignments, including referencing styles see:

<http://www.utas.edu.au/library/assist/gpoa/gpoa.html>

14. Plagiarism

The University has issued the following statement on plagiarism and academic integrity. Please read the following statement. Should you require clarification you should see the Unit Coordinator.

Plagiarism is a form of cheating. It is taking and using someone else's thoughts, writings or inventions and representing them as your own, for example:

- *using an author's words without putting them in quotation marks and citing the source;*
- *using an author's ideas without proper acknowledgment and citation; or*
- *copying another student's work.*

If you have any doubts about how to refer to the work of others in your assignments, please consult your lecturer or tutor for relevant referencing guidelines, and the academic integrity resources on the web at <http://www.utas.edu.au/tl/supporting/academicintegrity/index.html>.

The intentional copying of someone else's work as one's own is a serious offence punishable by penalties that may range from a fine or deduction/cancellation of marks and, in the most serious of cases, to exclusion from a unit, a course or the University. Details of penalties that can be imposed are available in the Ordinance of Student Discipline – Part 3 Academic Misconduct, see <http://www.utas.edu.au/universitycouncil/legislation/ord9.pdf>

The University reserves the right to submit assignments to plagiarism detection software, and might then retain a copy of the assignment on its database for the purpose of future plagiarism checking.

For further information on this statement and general referencing guidelines, see <http://www.utas.edu.au/plagiarism/>

Useful resources on academic integrity, including what it is how to maintain it, are also available at:

<http://www.utas.edu.au/tl/supporting/academicintegrity/index.html>

15. Further information and assistance

School Ombudsperson

If you have any concerns about this unit then in the first instance you should discuss the matter with the Unit Coordinator. However, if you do not feel comfortable approaching the Unit Coordinator, or if you do have a discussion with the Unit Coordinator and are dissatisfied with the outcome, then you may contact one of the following people who also teach in the School of Accounting & Corporate Governance and are ombudspersons for the School:

Simone Bingham
Room: 421, Commerce Building, Hobart
Telephone: 62 26 2314
E-mail: Simone.Bingham@utas.edu.au

David Moore
Room: A, 259 Launceston
Telephone: 63 24 3558
E-mail: David.Moore@utas.edu.au

Student Complaints and Appeals

There are a number of avenues available to students who have not been able to resolve a concern to their satisfaction through informal means. You can obtain information about these processes from:

<http://www.utas.edu.au/studentconcerns/>

Difficulties with Studies, Personal Problems, Disability and Illness

If you are experiencing difficulties with your studies or assignments, have personal or life planning issues, disability or illness which may affect your course of study, you should raise this with the Unit Coordinator and/or one of the following *Student Services Staff* as soon as possible:-

Learning Skills Adviser, Student Counsellor, Careers Adviser and/or Disability Adviser
Student Services staff are located as follows:

Hobart - Top floor of the Student Union/Association Buildings - Ph: 6226 2697 Fax: 6226 2059

Launceston - Ground Floor Student Centre Kerslake - Ph: 6324 3787 Fax: 6324 3788

Information about services and support for students that is provided by the University may be obtained from the University Website: <http://services.admin.utas.edu.au/>

Students with Disabilities – University and Faculty Equity Plans

Goal 1 of the University of Tasmania Equity Plan 2004-2006 provides for: “An inclusive teaching and learning environment that values diversity, supports the pursuit of academic excellence and produces high quality education and employment results for all students and staff”. The Faculty of Business Equity Plan facilitates the University Plan at an operational level and has developed an ‘Action Plan’. The Action Plan for Goal 1 lays down procedures

to ensure that students have equal access to lecture and course materials. The School of Accounting & Corporate Governance complies with these procedures.

16. Unit schedule

Modules	Topic	Suggested Completion Dates
1	Introduction to Risk and Corporate Governance	20 July 2006
2	Addressing Risk	24 July 2006
3	Characterising Risk	5 August 2006
4	Measuring Risk	12 August 2006
5	Management of Risk	4 September 2006
5.5	Bringing it all Together – Using the ERM Framework	4 September 2006
	Mid-semester break	4 -8 September
6	Financial and Political Risk <i>* Assignment 1 – Due Date: Midnight Monday 11 September 2006</i>	11 September 2006
7	Risk in Using Technology <i>Assignment 2</i>	18 September 2006
8	Environmental and Social Risk	25 September 2006
9	Risk When managing Human Resources <i>* Assignment 2 Due Date: Midnight Monday 2 October 2006</i>	2 October 2006
10	The Future of Risk and Its Management	9 October 2006
	All Assessable Discussion to be submitted by Midnight (EST) on Wednesday 18 October 2006	
	Swat Vac	23 October 2006
	Capstone Assignment to be submitted by Midnight (EST) on Monday 6 November, 2006.	6 November 2006

17. Appendix

Assignment 1

Assume you have recently been appointed corporate risk manager for a firm with the responsibility to overview risk associated with business activity in the firm.

Your CEO believes that there are significant risks that require management and she requires a concise written REPORT detailing the risks you identify and a statement as to how you would deal with them. The CEO would also like you too draw a concept map of the risk areas, and how they will be dealt with.

The areas for examination from which you may choose ONE are:

Module 6 Information Management and Risk, or
 Health Risk Management, or
 New Product Development and Risk

Once you have chosen an area you will need to undertake background research. You will also need to reach a decision about the industry group you are now employed in.

The full REPORT including how you will manage the process should not exceed 4 pages plus the concept map. Your CEO is not a patient person and is extremely busy. You are advised she will reject reports in excess of this length and sack you! Be careful how you choose to set this report up.

Assignment 2

'As businesses world-wide enter the twenty-first century, they face an assortment of risks almost unimaginable just 10 years ago. E-Commerce has become ingrained in society with amazing speed: Companies that cannot keep up are doomed to obsolescence in record time. Technology is driving business models to be retooled in months instead of years. The traditional gatekeepers of information are being supplanted with the Internet democracy in which anyone with a PC can disseminate information widely and quickly – for good or bad. It is probably axiomatic that well-managed businesses have successful risk management. Over time, a business that cannot manage its key risks effectively will simply disappear.

Risk – let's get this straight upfront - is good. The point of risk management isn't to eliminate it; that would eliminate reward. The point is to manage it – that is, to choose where to place bets, and where to avoid betting altogether.'

(Thomas Stewart, *Fortune*, Feb 2000, p.202) (Source: Barton, T.L., W.G. Shenkir and P.L. Walker, *Making Enterprise Risk Management Pay Off*, FEI Research Foundation, 2002.)

Required:

With reference to the above quotation, discuss risk management in the 'Information Age', or is it the 'Knowledge Age', or even the 'Infomedia Age'?

Include in the assignment discussion in relation to your views as to where you see risk management changing in the future.

Unit Schedule: Dates for Semester 2, 2006

<i>Week</i>	<i>Commencing</i>
Week 1	Monday 17 July
Week 2	Monday 24 July
Week 3	Monday 31 July
Week 4	Monday 7 August
Week 5	Monday 14 August
Week 6	Monday 21 August
Week 7	Monday 28 August
Mid Semester Break	Monday 4 September – Friday 8 September
Week 8	Monday 11 September
Week 9	Monday 18 September
Week 10	Monday 25 September
Week 11	Monday 2 October
Week 12	Monday 9 October
Week 13	Monday 16 October
Week 14	Monday 23 October (STUVAC)
Examination Period	Saturday 28 October – Tuesday 14 November 2006.