BFA722
Risk Management

Semester Two, 2012

Unit Outline

School of Accounting and Corporate Governance
Faculty of Business

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Unit Description

Organisational Risk Management is about minimising adversity and maximising the probability that business can continue to operate in periods of unavoidable adversity. This unit will provide an introduction to principles and processes involved in risk management, and explore issues relevant to corporate governance and business continuity. Study is framed around concepts set out in important benchmarks, including Australian/International Standards, regulatory obligations and lessons highlighted by past incidents and disasters. Specific areas of study include, but are not limited to, organisations’ technology, human resources, environment and emergency management.

Learning Outcomes/Generic Graduate Attributes

See the table on the following page that sets out the Learning Outcomes, Criteria for Assessment Tasks, Assessment Methods and Graduate Attribute Outcomes for this unit, and the links among them.

The University has defined a set of generic graduate attributes that can be expected of all graduates. See:

www.learningsupport.utas.edu.au/generic_attributes.html

By undertaking this unit you should make progress in attaining the relevant attributes as described in the following table.
<table>
<thead>
<tr>
<th>Learning Outcomes (LO)</th>
<th>Criteria for Assessment Tasks</th>
<th>Assessment Methods</th>
<th>Graduate Attribute Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>On successful completion of the unit, you should be able to:</td>
<td>In assessing this LO evaluation will consider your ability to:</td>
<td>This LO will be assessed in the unit in:</td>
<td>Achieving learning outcomes will contribute to your ability to:</td>
</tr>
<tr>
<td>1. Demonstrate knowledge of risk &amp; approaches to manage risk.</td>
<td>Clearly define risks and potential consequences;</td>
<td>Online discussion Module quizzes Research assignment</td>
<td>Knowledge: Functioning knowledge of risk management concepts, techniques, processes, and best practice standards and guidelines. Transfer knowledge to complex and ambiguous organisational or risk management situations and transmit that knowledge to professional peers for critical discussion.</td>
</tr>
<tr>
<td></td>
<td>Identify and evaluate mitigation, avoidance and transfer strategies, and conditions under which risks can be accepted;</td>
<td></td>
<td>Problem-solving: Solve ambiguous and multifaceted risk management problems through synthesising known knowledge with that gained through independent identification, analysis and critical evaluation of Australian and international sources.</td>
</tr>
<tr>
<td></td>
<td>Identify and apply qualitative and quantitative means of measuring the probability and potential impact of risks; and</td>
<td></td>
<td>Communication: Prepare written communications suitable for use in specified contexts that reflect appropriate user-oriented format, content and style.</td>
</tr>
<tr>
<td></td>
<td>Use risk terminology as defined by AS/NZS ISO 31000:2009 (the Standard).</td>
<td></td>
<td>Social responsibility: Acknowledge the social and ethical implications of risk management decisions and activities.</td>
</tr>
<tr>
<td>2. Critically evaluate the relationship between a). risk &amp; decision-making; b). risk management decisions &amp; risk exposure</td>
<td>Identify and justify behavioural and economic influences on decisions to mitigate, avoid, transfer or accept risks in a variety of circumstances; and</td>
<td>Online discussion Module quizzes Research assignment</td>
<td>Demonstrate responsibility to organisational stakeholders, community and society in general.</td>
</tr>
<tr>
<td></td>
<td>Investigate and report on methods of applying qualitative and quantitative means of measuring the probability and potential impact of risks for a given scenario.</td>
<td></td>
<td>Global perspective: Demonstrated awareness that risk is a local, national and global phenomenon, and that organisations operate within a changing risk environment.</td>
</tr>
<tr>
<td>3. Identify and explain the risk types applicable to different organisations/industries and their activities</td>
<td>Clearly define categories of risk applicable to specific organisations and/or industries;</td>
<td>Online discussion Module quizzes Research assignment</td>
<td>Appreciate the impacts of social diversity and social change on risk management processes.</td>
</tr>
<tr>
<td></td>
<td>Identify and report on operational risks applicable to specific organisations and/or industries; and</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Identify and report on qualitative and quantitative means to measure the probability and potential impact of risks.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Apply recognised processes of risk management to specific organisations and their activities</td>
<td>Undertake independent research to identify a range of operational risks applicable to a given hypothetical organisation;</td>
<td>Online discussion Module quizzes Research assignment Capstone assignment</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Conduct independent research to identify qualitative and quantitative methods to measure the probability and potential impact of specific risks identified for a given hypothetical organisation;</td>
<td></td>
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</tr>
<tr>
<td></td>
<td>Apply measurement methods selected and justify the choice; and</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Use graphs, diagrams, tables, flowcharts, cost/benefit calculations and/or other concisely descriptive methods to communicate important issues arising from your independent research.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Provide advice in relation to risk and risk management</td>
<td>Construct risk management records consistent with the procedures and style indicated in the Standard and Guidelines; and</td>
<td>Online discussion Module quizzes Capstone assignment</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Clearly and concisely communicate risk issues and make justified recommendations for proposed treatments.</td>
<td></td>
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<tr>
<td></td>
<td>Evaluate residual risks.</td>
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</tbody>
</table>

**INHERENT CRITERIA:** All assessable items must be prepared and submitted in accordance with the task’s instructions.
Learning Resources

Required Reading

There is no prescribed textbook for this Unit. However, you are required to read the following standards and handbook, which together meet the objectives of a best-practice text for the purposes of this Unit:

1. AS/NZS 5050:2010 Business Continuity – Managing disruption-related risk
3. HB 436:2004 Risk Management Guidelines

You may purchase printed copies of these documents from Standards Australia, or you have online access to them through the UTAS library.

To purchase, visit http://www.standards.org.au/DevelopingStandards/BuyingaStandard.aspx, where you will also find background information about Standards and their development.

To access the documents online:
- Click the link to 'S' and scroll down to Standards Online Premium.
- Then do a search for “risk management” and you should find documents 2 and 3 near the top of the list.
- Click "view document", which will give you the choice of whether to view online, save or print.
- Scroll through the next pages of results to find document 1.

While the three standards may be saved or printed they are subject to copyright law. Once saved, the documents will expire after several days. Although it is possible to print a copy of the three standards only for the purpose of undertaking your study in BFA722, it is not permitted to reproduce or distribute the standards in any way for any other purpose.

The license permits only two viewers at any one time. If others are viewing one of the documents when you try to access it, please try again later.

Recommended Reading

Subject matter:
You are encouraged to read more widely to develop an understanding of the Unit’s subject matter as well as a general understanding of business management, operations processes and types of risk exposures affecting business decisions. Independent reading to further your understanding of risk management issues and/or support your assessable work could include material you find in books, journals, magazines, websites, reports and other sources. You can also access journals via the E-journals
web page located on the university library website, and databases such as Science Direct, Proquest and Emerald. Google Scholar is also useful.

**Research:**
Reliable source information is important to this Unit because it will be used as the basis of important decisions that could influence business’ capacity to continue operations in a variety of risk situations. In particular, you will need to know how to use the Harvard Referencing Method.

The library website provides general guidance at: http://utas.libguides.com/referencing, and specific information in the Harvard tab.

**Provided Learning Resources**

A range of course materials will be provided to you via MyLO. The materials are organised into 11 modules, to help you schedule your workload through the semester.

**MyLO Materials** include generic learning information and unit-specific content. Generic information is provided to help you develop skills that can improve success in all units. The MyLO modules may also include, or point to, readings taken from books, magazines, websites, reports and other sources. These readings provide background and introductory information only – material to get you started in each of the module areas. You will need to search the internet or other sources to ensure information in your assessable work is current, relevant and reliable.

For each of the Unit Modules, specific content includes:

- Brief PowerPoint presentations, often with audio narrations, which will introduce you to the module learning objectives and essential concepts.
- PowerPoint slide ‘handouts’, which you might print for the purpose of making notes as you listen to the presentation.
- Discussion boards will be set up for each module after Module 1. You are required to extend your thinking using the discussion boards – pose questions and make comments.
- Most modules culminate in assessable quizzes.

Other MyLO facilities used in this Unit are described in the following section.

**MyLO is the means of communication between students, and between you and your Unit Coordinator, so you must check the site regularly.**

You are reminded that when using MyLO, the Information Technology Facilities Use Guidelines apply (http://www.utas.edu.au/itr/policies/), as per the Information Technology Facilities Use Agreement you signed when you registered as a student.
MyLO Facilities Used for this Unit

Announcements

MyLO offers an Announcements facility that the Unit Coordinator will use to make announcements to you. New and past announcements will be seen by clicking the link at the left of the Unit’s MyLO screen. Only the Unit Coordinator can post to the Announcements facility.

Discussions

Discussion boards are provided for online posts, and interactions with other students. Note that some online posts and interactions with other BFA722 students will be required. Your questions or comments will help you and others develop understanding of course concepts.

You are encouraged to discuss current newspaper or other articles in your discussion posts to support your views. Please provide citations and references for all articles you refer to in discussions using the Harvard referencing style. However do not attach supporting documents to discussion posts. Opening such attachments will increase the time it takes for your fellow students to participate in discussion.

MyLO expectations

1. Students are expected to maintain the highest standards of conduct across all modes of communication, either with staff or with other students. Penalties may be imposed if the Unit Coordinator believes that in any instance or mode of communication that your language or content is inappropriate or offensive. MyLO in particular provides a public forum. Due levels of respect, professionalism and high ethical standards are expected of all at all times.

2. Submission of assessment tasks via MyLO presumes that students have read, understood and abide by the requirements relating to academic conduct, and in particular those requirements relating to plagiarism. All work submitted electronically is presumed to be “signed-off” by the student submitting as their own work. Any breach of this requirement will lead to student misconduct processes.

3. MyLO is an Internet service for teaching and learning provided by the University. As much of the delivery of this unit will be available through MyLO, it is expected that students will access the facility on a regular basis, preferably at least once per day.

4. Students are also expected to check their UTAS email on a regular basis

5. Students submitting requests or queries to staff via email should provided very clearly their:

   Family name: Other names: (Preferred name); Student ID; Unit code (ie BFA722).
Email

MyLO offers a Unit-specific email facility which the Unit Coordinator will use to return marked assignments and send emails to you from time to time.

Details of Teaching Arrangements

BFA722 Risk Management is a resource-dependent, web-dependent flexible Unit. This means that no face-to-face classes or meetings are scheduled for this Unit. You will need regular and reliable use of a computer and an internet connection to access materials and to interact with your classmates and Unit Coordinator.

While the Unit Coordinator’s role is a learning facilitator, you are responsible for ensuring you participate and meet the requirements for this Unit.

Your work is flexible in that you are free to manage your weekly study timetable as you choose. However, you will need to plan your time to meet the submission deadlines set out later in this document. To help you achieve this, suggested module completion dates are provided in the Unit Schedule on the last page of this Unit Outline.

How to proceed through the unit:

While the BFA722 Unit Outline and the Welcome to BFA722 information will be visible from the week before Semester 2 commences, Module 1 materials will not be visible until Semester 2 commences (ie from Monday 16 July, 2012).

To begin each module after logging on to MyLO open the module’s numbered folder, and click on the presentation and slide handout links. The presentation will describe the objectives of the module, introduce the relevant concepts and provide guidance on how to proceed through the other materials and tasks.

Although there may be minor differences, each module will generally involve:

1. Reading parts of the Standards and/or materials pointed to;
2. Reflecting on the concepts and issues you have encountered (through independent note taking, participating in MyLO discussions, and so on);
3. Completing a quiz and/or other activity in the module’s MyLO folder; and
4. Independently exploring issues arising from the topic to consolidate learning, that is relevant to your work environment, or useful for your assessable work.

Learning Expectations and Strategies

The School of Accounting and 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* (http://www.utas.edu.au/policy/subject.html#teaching) 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.

In order to meet these expectations, you will need to take responsibility for your own motivation, participation and progress.

**Studying and Learning Independently**

For an introduction to Flexible Learning, and an overview of the skills required, visit http://www.utas.edu.au/coursesonline/flexibleskills.htm.

Please ask questions or contribute ideas, even if only partly formed. The MyLO discussions will be as interesting and useful as you make them.

**Time Management**

The Unit Schedule found later in this Unit Outline sets out a programme for studying the modules covered in this Unit.

For more information on managing your time and study, please refer to *Useful Study Tools* on the University’s Services & Support site: http://services.admin.utas.edu.au/index.asp.

**Assessment**

Assessment tasks have been scheduled to match expected progression rates and knowledge development throughout the Unit, to avoid significant workload peaks within the Unit, to provide progressive feedback, and to comply with requirements for recording results.

The following table summarises the final deadlines for assessable work in this Unit:

<table>
<thead>
<tr>
<th>Assessment Task</th>
<th>Date Due</th>
<th>Weighting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Module Quizzes (Modules 2-11 inclusive)</td>
<td>It is necessary to complete each module’s compulsory activities before attempting the quiz, and proceeding to the next module. The deadline for completion of all these tasks is <strong>3pm, Friday, 12 October</strong>.</td>
<td>20 %</td>
</tr>
<tr>
<td>Research Assignment</td>
<td><strong>3pm, Friday 21 September</strong></td>
<td>30 %</td>
</tr>
<tr>
<td>Capstone Assignment</td>
<td><strong>3pm, Friday 26 October</strong></td>
<td>50 %</td>
</tr>
</tbody>
</table>

NOTE: 3.00 pm refers to Australian Eastern Standard Time.
Specific requirements will be released through MyLO, but the following information is provided to assist you with your planning:

**Assessment Tasks**

<table>
<thead>
<tr>
<th>ASSESSMENT TASK 1: MODULE QUIZZES (20%)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Task Description</strong></td>
</tr>
<tr>
<td>10 brief online module quizzes, each to be completed only after finishing all learning activities associated with the respective module (Module 2 to 11 inclusive). Each quiz will provide you, and the Unit Coordinator, with feedback on your progress. The ten quizzes are to be completed in numerical order.</td>
</tr>
<tr>
<td><strong>Task length</strong></td>
</tr>
<tr>
<td>A maximum of 20 minutes for each quiz attempt. Two attempts may be made at each module quiz (if at least one question was answered incorrectly at the first attempt).</td>
</tr>
<tr>
<td><strong>Links to unit’s learning outcomes</strong></td>
</tr>
<tr>
<td>See details in the table on Page 2.</td>
</tr>
<tr>
<td><strong>Assessment criteria/guidelines</strong></td>
</tr>
<tr>
<td>Will vary by module. Refer to the table on p. 2. Note that some questions will require you to certify that particular activities associated with that learning module have been completed satisfactorily, such as participation in online discussion. Your responses to these questions will be subject to audit at random during Semester 2.</td>
</tr>
<tr>
<td>Your quiz mark will be automatically generated, and available to you, at the end of each attempt. Your final mark will be the sum of your marks for your final attempt at each of the ten module quizzes (subject to adjustment and/or penalty as a result of a random audit as noted above).</td>
</tr>
<tr>
<td>Students also need to show: evidence of completing the required learning activities, relevance and understanding of the issues and concepts</td>
</tr>
<tr>
<td><strong>Word length</strong></td>
</tr>
<tr>
<td>Short answer, multiple choice and/or true/false questions, or similar.</td>
</tr>
<tr>
<td><strong>Date Due:</strong> 3pm, Friday 21 September</td>
</tr>
<tr>
<td>All module quizzes are to be completed by 3pm, Friday 12 October 2012. The suggested schedule for completing each module quiz appears later in this Unit Outline. The first online quiz (associated with Module 2) will become available during Week 2.</td>
</tr>
</tbody>
</table>
ASSESSMENT TASK 2: RESEARCH ASSIGNMENT (30%)

Task Description
Preparation of a concise research-based briefing document on a risk management topic as specified. Full details will be provided later.

Links to unit’s learning outcomes
See details in the table on Page 2.

Assessment criteria/ guidelines
Your work will be marked in accordance with a criterion-referenced marking sheet that will be made available on MyLO at the time that details of Assessment Task 2 are released. Refer also to the table on Page 2 of the BFA722 Unit Outline.

Word length 1000 words
The word limit for this task is deliberately brief, consistent with the need for risk managers to be concise when communicating with busy executives

Date Due: 3pm, Friday 21 September, 2012.

Submission Your assignment, in Word format, must be uploaded to the Assignment Submission box on the Unit’s MyLO Assessment Folder by the due date and time.
ASSESSMENT TASK 3 CAPSTONE ASSIGNMENT (50%)

Task Description

This assignment will bring together a range of risk management issues in a report that will require you to demonstrate an understanding of the risk issues discussed and the preparation of a risk management framework consistent with the Standards. That is, you will be required to undertake a recognised form of risk assessment for a given context.

The Capstone Assignment is an examination equivalent. Full details will be provided later.

Links to unit’s learning See details in the table on Page 2.

Outcomes

Assessment criteria/guidelines

Your work will be marked in accordance with a criterion-referenced marking sheet that will be made available on MyLO at the time that details of Assessment Task 3 are released. Also refer to the table on Page 2.

Word length 3000 words

Date Due: 3pm, Friday 26 October, 2012.

Submission Your Capstone Assignment, in Word format, must be uploaded to the Capstone Assignment Submission box on the Unit’s MyLO Assessment Folder by the due date and time.

You will be advised by the University of your overall result for BFA722 when final results for the Semester are formally released by the University to all students. You will not be able to receive information about your Capstone Assignment result until that date. Consistent with the Faculty of Business’ policy for reviewing examination papers, Capstone Assignment marking and feedback will be available upon request.

Submission of Assignments

Assignments are to be presented and submitted in accordance with the Guide for Students – Presentation and Submission of Assignments issued by the Faculty of Business.

In line with Faculty policy all assignments are to be submitted via MyLO.

Note that signed cover sheets are not required for electronically submitted assessment items (see below).

You must submit assignments electronically, in Word format, to the designated Assignment Submission box located within the Unit’s MyLO site. Submission to an incorrect box or an alternate Turnitin checking facility does not equal receipt for the Unit’s assessment purpose.

Each Assignment Submission box will only accept one document submission per person. This means that any title pages, appendices, etc. cannot be submitted separately, but must be incorporated into the one assignment document.
The Unit’s Assignment Submission box is facilitated by Turnitin software. By clicking the link to submit your work to the Assignment Submission box, you are deemed to agree that the work submitted is your own except where there is clear acknowledgement or reference to the work of others. This electronic agreement has the same effect as the signed Cover Sheet used for hardcopy assignment submissions. Your attention is drawn to the University’s rules on Plagiarism (see page 12 of this Outline).

Requests for extensions

Requests for extensions must be consistent with Faculty policy (Paragraph 4) below.

The relevant form to apply for an extension is available at:

Post supporting documentation to the mailing address at the beginning of this Unit Outline.

Penalties

Late Submission of Continuous Coursework

Assignments that are not submitted by the due date will have marks deducted, unless a signed and approved late submission form is scanned and attached. The penalty for late submission of assignments in this unit is 10% of the available mark for each day the assignment is late.

All open quizzes will lock at 3.01pm on the final deadline date, and marks for uncompleted quizzes will be forfeited. No late access is permitted.

In this Policy

1. (a) ‘day’ or ‘days’ includes weekends and public holidays;
   (b) ‘late’ means after the due date and time; and
   (c) ‘coursework’ includes all internal non examination based forms of assessment

2. This Policy applies to all students enrolled in Units taught by the Faculty of Business at whatever Campus or location.

3. Students are expected to submit coursework on or before the due date and time specified in the relevant Unit Outline. The onus is on the student to prove the date and time of submission.

4. Students with special circumstances may apply for an extension. Requests for extensions should, where possible, be made in writing to the Unit Coordinator on or before the due date. Students will need to provide independent supporting documentation to substantiate their claims.

5. Late submission of coursework will incur a penalty of 10% of the available marks for each day the coursework is late unless an extension had been granted on or before the relevant due date.

Coursework submitted more than five (5) days late will not be accepted.
6. Late assignments must be also be submitted via MyLO following the same procedure advised for regular submission.

7. Academic staff DO NOT have the discretion to waive a late penalty, subject to Paragraph 4 above.

Over-Length Work

The word limits given for each Assignment are the maximum. Assignments will be marked only up to the maximum word count.

Word limits are important for this Unit because communication of risk management concepts must be concise in order to communicate essential information to busy executives and/or bureaucrats who do not have time to read lengthy documents.

Title pages, reference lists and appendices are not included in word counts. Note that appendices are for background/supporting/supplementary information only, and do not constitute an extension to your word limit. Appendices will be referred to, but not marked.

Academic Referencing

Use of the Harvard referencing style is required for this unit.

A pre-submission reference checking facility has been provided in the Academic Honesty unit on students’ MyLO main pages. This is a version of Turnitin, which highlights matches with electronic sources so that you can review your referencing of external sources prior to formal submission. Note that this pre-check version of software does not cross-match with other students’ work, but the formal submission software does. If you are uncertain about the meaning of Turnitin reports, please ask your Unit Coordinator or a Faculty Academic Advisor.


Academic Misconduct

Academic misconduct includes cheating, plagiarism, allowing another student to copy work for an assignment or an examination and any other conduct by which a student:

(a) seeks to gain, for themselves or for any other person, any academic advantage or advancement to which they or that other person are not entitled; or
(b) improperly disadvantages any other student.
Students engaging in any form of academic misconduct may be dealt with under the Ordinance of Student Discipline, and this can include imposition of penalties that range from a deduction/cancellation of marks to exclusion from a unit 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/governance-legal/academic-governance/student-misconduct

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, 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/plagiarism/.

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.

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 and how to maintain it, are also available at that site.

If you require further clarification you should contact an Academic Advisor or your Unit Coordinator.

**How Your Final Result is Determined**

The marks for each of the assessment tasks are added together to determine your final result. You must achieve an overall mark of at least 50% to pass the Unit.

Grades are awarded on the following basis:

- 80% or more       High Distinction (HD)
- 70 – 79%          Distinction (DN)
- 60 – 69%          Credit (CR)
- 50 – 59%          Pass (PP)
- < 50%             Fail (NN)

The University’s Assessment Policy can be found at http://www.utas.edu.au/policy/subject.html#assessment
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.

Your feedback is important. SETL questionnaires will be made available to you towards the end of Semester. SETL feedback is anonymous.

For further information about SETL see the University Web site at: http://student.admin.utas.edu.au/setl/students/index.htm

Further Information and Assistance

There is a range of University-wide support services available to you including Teaching & Learning, Student Services, and International Services. Please refer to http://www.utas.edu.au/students/ and http://services.admin.utas.edu.au/

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 are advised to raise these with your lecturer in the first instance.

If you do not feel comfortable approaching your Unit Coordinator, or if you have a discussion with your Unit Coordinator and are not satisfied with the outcome, then you can contact your Course (Major) coordinator or the Head of the School of Accounting & Corporate Governance. Students who are unable to resolve a concern to their satisfaction through informal means can obtain information from http://www.admin.utas.edu.au/ac_serv/complaints_info.html

Review of results and appeals

1. It is expected that students will adhere to the following School Policy for a review of any piece of continuous/internal assessment:

Within 5 days of the release of the assessment result, a student may contact the assessor for the purpose of an informal review of the result (Academic Assessment Rule No 2 Clause 22 http://www.utas.edu.au/university-council/university-governance/rules).

The student should be prepared to discuss specifically the marks for the section/s of the marking criteria they are disputing and why they consider their mark/s is/are inappropriate. The assessor shall provide a response to the request for review within 5 days. If the student is dissatisfied with the response, he/she may within 5 days of the response request the Head of School to arrange for a formal review of the assessment by completing and lodging with the School a ‘Review of Assessment Form’.

2. Students may also request a review of the final result in a unit. The request and payment must be made within 10 days from the date of the result notification. Students are referred to Academic Assessment Rule No 2. Clause 23.
If you have a problem

The procedures within the School are that in the first instance, you should discuss the matter with your unit coordinator. If you do not feel comfortable approaching her, or if you have a discussion and are not satisfied with the outcome, then you are encouraged to contact your major/course coordinator:

**MPA:** Simone Bingham  
Room: 421  
Phone: 6226 2314  
simone.bingham@utas.edu.au

**MBA:** Dr Martin Grimmer  
Room: 215  
Phone: 6226 2824  
martin.grimmer@utas.edu.au

**MBA (HM):** David Kronenberg  
Room: 428  
Phone: 6226 2714  
david.kronenberg@utas.edu.au
## Unit Schedule

The Unit is planned to enable you to work at your own pace. It is important, however, to work consistently through the course materials so you will be able to submit assessable work when it is due. Note that latter parts of the Unit develop themes from, and assume an understanding of, the previous modules.

<table>
<thead>
<tr>
<th>Week</th>
<th>Topics</th>
<th>Completion Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Introduction to BFA722 Module 1: Risk and Corporate Governance</td>
<td>20 July</td>
</tr>
<tr>
<td>2</td>
<td>Module 2: Business Continuity &amp; Sustainability</td>
<td>27 July *</td>
</tr>
<tr>
<td>3</td>
<td>Module 3: Characterising Risk</td>
<td>3 Aug *</td>
</tr>
<tr>
<td>4</td>
<td>Module 4: Measuring Risk</td>
<td>10 Aug *</td>
</tr>
<tr>
<td>5</td>
<td>Module 5: Managing Risk – an ERM Framework</td>
<td>17 Aug *</td>
</tr>
<tr>
<td>6</td>
<td>Module 6: Technology &amp; Information</td>
<td>24 Aug *</td>
</tr>
<tr>
<td>7</td>
<td>Module 7: Human Resources</td>
<td>31 Aug *</td>
</tr>
<tr>
<td></td>
<td><strong>Mid-semester Break (3 Sept – 7 Sept)</strong></td>
<td></td>
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<tr>
<td>8</td>
<td>Module 8: Financial and Political</td>
<td>14 Sept *</td>
</tr>
<tr>
<td>9</td>
<td>Module 9: Environmental and Social Research Assignment to be submitted by 3pm</td>
<td>21 Sept *</td>
</tr>
<tr>
<td>10</td>
<td>Module 10: Disaster &amp; Emergency Management</td>
<td>28 Sept *</td>
</tr>
<tr>
<td>11</td>
<td>Module 11: Adaptive Resilience</td>
<td>5 Oct *</td>
</tr>
<tr>
<td>12</td>
<td><strong>Deadline for completion of all quizzes: 3pm</strong></td>
<td>12 Oct</td>
</tr>
<tr>
<td>13</td>
<td>Independent Study</td>
<td>19 Oct</td>
</tr>
<tr>
<td></td>
<td><strong>Capstone Assignment to be submitted by 3pm</strong></td>
<td>26 Oct</td>
</tr>
</tbody>
</table>

* Recommended quiz completion dates.

**Compulsory deadlines are in bold**