



UNSW Course Outline

ACCT5919 Business Risk Management - 2024

Published on the 12 May 2024

General Course Information

Course Code : ACCT5919

Year : 2024

Term : Term 2

Teaching Period : T2

Is a multi-term course? : No

Faculty : UNSW Business School

Academic Unit : School of Accounting, Auditing and Taxation

Delivery Mode : In Person

Delivery Format : Standard

Delivery Location : Kensington

Campus : Sydney

Study Level : Postgraduate

Units of Credit : 6

Useful Links

[Handbook Class Timetable](#)

Course Details & Outcomes

Course Description

There is increasing disruption and uncertainty in an ever-changing global world, with evolving and new technology, decreasing product life cycles, increasing customer and societal expectations, and increased risks associated with ongoing value creation by organisations. In this

environment, there are numerous external and internal business risks for an organisation to achieve value creation. Risks include competition; financial constraints; regulatory/legal requirements; ineffective corporate leadership; inappropriate strategy setting and execution; inadequate organisational structure and processes and organisational capabilities. Developing effective ways of managing such business risks is critical for organisational sustainability. This course addresses this emergent field conceptually, technically, and speculatively. Case studies and research are used throughout the course.

Course Aims

- To provide a practical understanding of the nature of business risks faced by organisations.
- To examine the impact of risk on the decision-making processes of organisations.
- To review the techniques used to identify, assess and quantify these risks.
- To examine strategies and techniques used to mitigate the impact of these risks on an organisation, including the role of strategy formulation and implementation and the development of effective risk control strategies, processes, and structures.

This course will assist students to better understand the significance of adequately assessing and managing risk at a strategic, operational, and tactical level of an organisation and in making informed risk-based business decisions. The course builds upon material in other management accounting course offerings.

Relationship to Other Courses

This course will assist students to better understand the significance of adequately assessing and managing risk in the context of the management of business operations and in making informed business decisions. The course builds upon material in other management accounting course offerings.

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- To examine the impact of risk on the decision-making processes of organisations.
- To review the techniques used to identify, assess and quantify these risks.
- To examine strategies and techniques used to mitigate the impact of these risks on an organisation, including the role of strategy formulation and implementation and the development of effective risk control strategies, processes and structures.

Course Learning Outcomes

Course Learning Outcomes	Program learning outcomes
CLO1 : Apply fundamental theories and concepts in diverse and unpredictable business environments to better understand commercial and business issues.	<ul style="list-style-type: none"> • PL01 : Business Knowledge • PL02 : Problem Solving
CLO2 : Formulate and develop persuasive arguments relevant to major fields of study that can be applied to business problems.	<ul style="list-style-type: none"> • PL02 : Problem Solving • PL03 : Business Communication
CLO3 : Critically analyse underlying theories, concepts, assumptions, and arguments in major fields of study.	<ul style="list-style-type: none"> • PL01 : Business Knowledge • PL02 : Problem Solving
CLO4 : Apply specialist skills, tools, techniques, and frameworks to critically analyse business risks and to integrate these with knowledge drawn from other disciplines of commerce in business and professional practice.	<ul style="list-style-type: none"> • PL01 : Business Knowledge • PL03 : Business Communication
CLO5 : Communicate effectively in verbal, written, and group contexts to a professional standard.	<ul style="list-style-type: none"> • PL03 : Business Communication • PL04 : Teamwork • PL05 : Responsible Business Practice
CLO6 : Collaborate effectively in groups of diverse backgrounds to manage, persuade and influence others.	<ul style="list-style-type: none"> • PL02 : Problem Solving • PL03 : Business Communication • PL04 : Teamwork

Course Learning Outcomes	Assessment Item
CLO1 : Apply fundamental theories and concepts in diverse and unpredictable business environments to better understand commercial and business issues.	<ul style="list-style-type: none"> • Assessment 1: Individual Assignment and Reflection • Assessment 2: Quizzes
CLO2 : Formulate and develop persuasive arguments relevant to major fields of study that can be applied to business problems.	<ul style="list-style-type: none"> • Assessment 3: Group Video Presentation • Assessment 1: Individual Assignment and Reflection • Assessment 2: Quizzes
CLO3 : Critically analyse underlying theories, concepts, assumptions, and arguments in major fields of study.	<ul style="list-style-type: none"> • Assessment 3: Group Video Presentation • Assessment 1: Individual Assignment and Reflection • Assessment 2: Quizzes
CLO4 : Apply specialist skills, tools, techniques, and frameworks to critically analyse business risks and to integrate these with knowledge drawn from other disciplines of commerce in business and professional practice.	<ul style="list-style-type: none"> • Assessment 1: Individual Assignment and Reflection • Assessment 2: Quizzes
CLO5 : Communicate effectively in verbal, written, and group contexts to a professional standard.	<ul style="list-style-type: none"> • Assessment 3: Group Video Presentation • Assessment 1: Individual Assignment and Reflection
CLO6 : Collaborate effectively in groups of diverse backgrounds to manage, persuade and influence others.	<ul style="list-style-type: none"> • Assessment 3: Group Video Presentation

Learning and Teaching Technologies

Moodle - Learning Management System

Learning and Teaching in this course

The course is conducted in a single 2 to 2.5-hour weekly face-to-face seminar. The course makes extensive use of case studies to demonstrate real-life examples of situations where specific issues in the area of risk management have been either poorly or well managed. Students are expected to prepare prior to each lecture and actively engage in discussion related to the cases and the course material.

Additional Course Information

Refer Moodle

Assessments

Assessment Structure

Assessment Item	Weight	Relevant Dates	Program learning outcomes
Assessment 1: Individual Assignment and Reflection Assessment Format: Individual	35%	Start Date: Not Applicable Due Date: 19/10/2023 05:00 PM	• PL01 : Business Knowledge • PL02 : Problem Solving • PL05 : Responsible Business Practice
Assessment 2: Quizzes Assessment Format: Individual	30%	Start Date: Not Applicable Due Date: 23/11/2023 05:00 PM	• PL01 : Business Knowledge • PL02 : Problem Solving • PL05 : Responsible Business Practice
Assessment 3: Group Video Presentation Assessment Format: Group	35%	Start Date: Not Applicable Due Date: 09/11/2023 05:00 PM	• PL01 : Business Knowledge • PL02 : Problem Solving

Assessment Details

Assessment 1: Individual Assignment and Reflection

Assessment Overview

This task requires students to demonstrate their understanding of the key readings and concepts studied throughout the course and their ability to apply those concepts to a real-life case study. This task also requires students to reflect on their learnings throughout the course and demonstrate their practical understanding of the theory and key readings.

Assesses: PL01, PL02, PL05

Course Learning Outcomes

- CL01 : Apply fundamental theories and concepts in diverse and unpredictable business environments to better understand commercial and business issues.
- CL02 : Formulate and develop persuasive arguments relevant to major fields of study that can be applied to business problems.
- CL03 : Critically analyse underlying theories, concepts, assumptions, and arguments in major fields of study.
- CL04 : Apply specialist skills, tools, techniques, and frameworks to critically analyse business risks and to integrate these with knowledge drawn from other disciplines of commerce in business and professional practice.
- CL05 : Communicate effectively in verbal, written, and group contexts to a professional standard.

Detailed Assessment Description

Further details are available in Moodle.

Assessment Length

Refer Moodle

Submission notes

Word or PDF

Assessment information

Refer Moodle

Assignment submission Turnitin type

This assignment is submitted through Turnitin and students can see Turnitin similarity reports.

Assessment 2: Quizzes

Assessment Overview

To reinforce learning, during the term there will be six quizzes comprising multiple choice questions. Each quiz is worth five marks each.

Assesses: PLO1, PLO2, PLO5

Course Learning Outcomes

- CL01 : Apply fundamental theories and concepts in diverse and unpredictable business environments to better understand commercial and business issues.
- CL02 : Formulate and develop persuasive arguments relevant to major fields of study that can be applied to business problems.
- CL03 : Critically analyse underlying theories, concepts, assumptions, and arguments in major fields of study.
- CL04 : Apply specialist skills, tools, techniques, and frameworks to critically analyse business risks and to integrate these with knowledge drawn from other disciplines of commerce in business and professional practice.

Detailed Assessment Description

Further details are available in Moodle.

Assessment Length

Refer Moodle

Submission notes

Word or PDF

Assessment information

Refer Moodle

Assignment submission Turnitin type

This assignment is submitted through Turnitin and students can see Turnitin similarity reports.

Assessment 3: Group Video Presentation

Assessment Overview

Students will be allocated into groups and will apply the learnings from the course to prepare and pre-record a video presentation analysing an organisation's risk management issues and providing recommendations to address the identified issues.

The distribution of the grades for this assessment is as follows:

Group -15 percent

Individual - 20 percent

Assesses: PLO1, PLO2

Course Learning Outcomes

- CL02 : Formulate and develop persuasive arguments relevant to major fields of study that can be applied to business problems.
- CL03 : Critically analyse underlying theories, concepts, assumptions, and arguments in major fields of study.
- CL05 : Communicate effectively in verbal, written, and group contexts to a professional standard.
- CL06 : Collaborate effectively in groups of diverse backgrounds to manage, persuade and influence others.

Detailed Assessment Description

Further details are available in Moodle.

Assessment Length

Refer Moodle

Submission notes

Presentation and submission of hard copy material (Word or PDF)

Assessment information

Refer Moodle

Assignment submission Turnitin type

This assignment is submitted through Turnitin and students can see Turnitin similarity reports.

General Assessment Information

As a student at UNSW you are expected to display [academic integrity](#) in your work and interactions. Where a student breaches the [UNSW Student Code](#) with respect to academic integrity, the University may take disciplinary action under the Student Misconduct Procedure. To assure academic integrity, you may be required to demonstrate reasoning, research and the process of constructing work submitted for assessment.

To assist you in understanding what academic integrity means, and how to ensure that you do comply with the UNSW Student Code, it is strongly recommended that you complete the [Working with Academic Integrity](#) module before submitting your first assessment task. It is a free, online self-paced Moodle module that should take about one hour to complete.

You are expected to complete all assessment tasks for your courses in the School of Accounting, Auditing & Taxation. In some courses, there will be a minimum pass mark required on the final exam due to the need to assure individual mastery of specific course learning outcomes for accounting accreditation requirements. Where applicable this is explained in the assessment section of this course outline.

Grading Basis

Standard

Requirements to pass course

In order to pass this course, you must:

- achieve a composite mark of at least 50 out of 100;
- achieve a minimum seminar attendance of 80%; and
- meet any additional requirements described in the Assessment Summary section.

You are expected to attempt all assessment requirements in the course.

Course Schedule

Teaching Week/Module	Activity Type	Content
Week 1 : 27 May - 2 June	Seminar	Corporate Governance and Organisational Sustainability <ul style="list-style-type: none"> • Introduction to the course • What is Corporate Governance and its importance • Overview of the theory • Overview of corporate governance frameworks and principles from across the globe – proscriptive vs principles-based frameworks • Organisational sustainability
Week 2 : 3 June - 9 June	Seminar	The Risk Management Process – Identifying Risk and Risk Management Philosophies and Strategies: <ul style="list-style-type: none"> • Risk Identification and the types of risks • The Risk Management Process – ISO31000:2018 • Accepting, avoiding and sharing risk • Establishing risk management frameworks
Week 3 : 10 June - 16 June	Seminar	Aligning Strategy and Risk <ul style="list-style-type: none"> • The strategic planning process • Integrating strategy and risk • Defining the risk universe • Understanding risk appetite and tolerance • The use of real options in strategy formulation and valuation • Assessing the level of uncertainty confronting organisations • The shortcomings of traditional strategic evaluation techniques
Week 4 : 17 June - 23 June	Seminar	Business Resilience - Crisis Management and Contingency Planning: <ul style="list-style-type: none"> • What is Business Resilience • Relevant standards/frameworks • Can a crisis be avoided? • Planning to manage a crisis • Strategies for crisis management, what to do when risk management fails • Profiting from crisis events
Week 5 : 24 June - 30 June	Seminar	Culture, Control Systems and the Management of Risk: <ul style="list-style-type: none"> • Understanding culture • The nature and structure of control systems • The levers of control within an organisation • Control structures and risk management
Week 6 : 1 July - 7 July	Seminar	The psychology of decision making: <ul style="list-style-type: none"> • Governance and decision-making • What influences good decision making • A framework for good decision-making
Week 7 : 8 July - 14 July	Seminar	Capital at Risk and Performance Measurement: <ul style="list-style-type: none"> • The theory of measuring risk • The risk and return relationship • Analysing the segments of the Value at Risk distribution • Assessing Capital at Risk and Earnings at Risk • Analysis and calculation of Risk Adjusted Performance Measures
Week 8 : 15 July - 21 July	Seminar	Managing Fraud and Corruption Risk <ul style="list-style-type: none"> • What is fraud and corruption • Challenges • Strategies for managing fraud and corruption risks Managing the Risk From Third Parties: <ul style="list-style-type: none"> • Third-party risk and its importance • Overview of the theory • Strategies for managing third-party risk
Week 9 : 22 July - 28 July	Seminar	Cyber and Data Privacy <ul style="list-style-type: none"> • Understanding cyber and data privacy • Common cyber and data privacy breaches • Vulnerabilities with remote working and connective tools, e.g., Zoom, Teams, etc. • Frameworks for managing cyber and data privacy • Understanding and managing the human element
Week 10 : 29 July - 4 August	Seminar	Course review/reflection

Attendance Requirements

Minimum 80% attendance required (8 of 10 seminars) to pass the course.

General Schedule Information

This course consists of 10 weekly seminars and three assessment tasks.

Course Resources

Prescribed Resources

The website for this course is on [Moodle](#) and should be consulted regularly. It will contain announcements and all relevant material for the course.

There is no prescribed text for this course. Relevant material will be made available on Moodle.

Recommended Resources

Resources will be made available on Moodle, or via the library or internet.

Additional Costs

No additional costs.

Course Evaluation and Development

Feedback is regularly sought from students and continual improvements are made based on this feedback. At the end of this course, you will be asked to complete the [myExperience survey](#), which provides a key source of student evaluative feedback. Your input into this quality enhancement process is extremely valuable in assisting us to meet the needs of our students and provide an effective and enriching learning experience. The results of all surveys are carefully considered and do lead to action towards enhancing educational quality.

Student feedback is important and each term the feedback is used to continually improve the course.

Staff Details

Position	Name	Email	Location	Phone	Availability	Equitable Learning Services Contact	Primary Contact
Convenor	Andrew Bissett		Room 3109, Quadrangle Building - Ref E15	Via email only	By appointment	No	Yes
Lecturer	Mark Donnellan		Room 3109, Quadrangle Building - Ref E15	Via email only	By appointment	No	No
	Yuchen Zhang		Room 3109, Quadrangle Building - Ref E15	Via email only	By appointment	No	No

Other Useful Information

Academic Information

COURSE POLICIES AND SUPPORT

The Business School expects that you are familiar with the contents of this course outline and the UNSW and Business School learning expectations, rules, policies and support services as listed below:

- Program Learning Outcomes
- Academic Integrity and Plagiarism
- Student Responsibilities and Conduct
- Special Consideration
- Protocol for Viewing Final Exam Scripts
- Student Learning Support Services

Further information is provided on the [key policies and support](#) page.

Students may not circulate or post online any course materials such as handouts, exams, syllabi or similar resources from their courses without the written permission of their instructor.

STUDENT LEARNING OUTCOMES

The Course Learning Outcomes (CLOs) – under the Outcomes tab – are what you should be able to demonstrate by the end of this course, if you participate fully in learning activities and successfully complete the assessment items.

CLOs also contribute to your achievement of the Program Learning Outcomes (PLOs), which are developed across the duration of a program. PLOs are, in turn, directly linked to [UNSW graduate capabilities](#). More information on Coursework PLOs is available on the [key policies and support](#) page. For PG Research PLOs, including MPDBS, please refer to the [UNSW HDR Learning Outcomes](#).

Academic Honesty and Plagiarism

As a student at UNSW you are expected to display [academic integrity](#) in your work and interactions. Where a student breaches the [UNSW Student Code](#) with respect to academic integrity, the University may take disciplinary action under the Student Misconduct Procedure. To assure academic integrity, you may be required to demonstrate reasoning, research and the

process of constructing work submitted for assessment.

To assist you in understanding what academic integrity means, and how to ensure that you do comply with the UNSW Student Code, it is strongly recommended that you complete the [Working with Academic Integrity](#) module before submitting your first assessment task. It is a free, online self-paced Moodle module that should take about one hour to complete.

Submission of Assessment Tasks

SPECIAL CONSIDERATION

You can apply for special consideration when illness or other circumstances beyond your control interfere with your performance in a specific assessment task or tasks, including online exams. Students studying remotely who have exams scheduled between 10pm and 7am local time, are also able to apply for special consideration to sit a supplementary exam at a time outside of these hours.

Special consideration is primarily intended to provide you with an extra opportunity to demonstrate the level of performance of which you are capable. To apply, and for further information, see Special Consideration on the UNSW [Current Students](#) page.

Special consideration applications will be assessed centrally by the Case Review Team, who will update the online application with the outcome and add any relevant comments. The change to the status of the application immediately sends an email to the student and to the assessor with the outcome of the application.

Please note the following:

1. Applications can only be made through Online Services in myUNSW (see the UNSW [Current Students](#) page). Applications will not be accepted by teaching staff. The lecturer-in-charge/course coordinator will be automatically notified when your application is processed.
2. Applying for special consideration does not automatically mean that you will be granted a supplementary exam or other concession.
3. If you experience illness or misadventure in the lead up to an exam or assessment, you must submit an application for special consideration, either prior to the examination taking place, or prior to the assessment submission deadline, except where illness or misadventure prevent you from doing so.
4. If your circumstances stop you from applying before your exam or assessment due date, you must apply within 3 working days of the assessment or the period covered by your supporting documentation.

5. Under the UNSW Fit To Sit/Submit rule, if you sit the exam/submit an assignment, you are declaring yourself well enough to do so and are cannot subsequently apply for special consideration.
6. If you become unwell on the day of – or during – an exam, you must stop working on your exam, advise your course coordinator or tutor and provide a medical certificate dated within 24 hours of the exam, with your special consideration application. For online exams, you must contact your course coordinator or tutor immediately via email, Moodle or chat and advise them you are unwell and submit screenshots of your conversation along with your medical certificate and application.
7. Special consideration requests do not allow the awarding of additional marks to students.

Further information on Business School policy and procedure can be found under “Special Consideration” on the [key policies and support](#) page.

LATE SUBMISSION PENALTIES

For assessments other than examinations, late submission will incur a penalty of 5% per day or part thereof (including weekends) from the due date and time. An assessment will not be accepted after 5 days (120 hours) of the original deadline unless special consideration has been approved. An assignment is considered late if the requested format, such as hard copy or electronic copy, has not been submitted on time or where the ‘wrong’ assignment has been submitted.

For assessments which account for 10% or less of the overall course grade, and where answers are immediately discussed or debriefed, the LIC may stipulate a different penalty. Details of such late penalties will be available on the course Moodle page.

FEEDBACK ON YOUR ASSESSMENT TASK PERFORMANCE

Feedback on student performance from formative and summative assessment tasks will be provided to students in a timely manner. Assessment tasks completed within the teaching period of a course, other than a final assessment, will be assessed and students provided with feedback, with or without a provisional result, within 10 working days of submission, under normal circumstances. Feedback on continuous assessment tasks (e.g. laboratory and studio-based, workplace-based, weekly quizzes) will be provided prior to the midpoint of the course.

Faculty-specific Information

PROTOCOL FOR VIEWING FINAL EXAM SCRIPTS

UNSW students have the right to view their final exam scripts, subject to a small number of very specific exemptions. The UNSW Business School has set a [protocol](#) under which students may view their final exam script. Individual schools within the Faculty may also set up additional local processes for viewing final exam scripts, so it is important that you check with your School.

If you are completing courses from the following schools, please note the additional school-specific information:

- Students in the **School of Accounting, Auditing & Taxation** who wish to view their final examination script should also refer to [this page](#).
- Students in the **School of Banking & Finance** should also refer to [this page](#).
- Students in the **School of Information Systems & Technology Management** should also refer to [this page](#).

COURSE EVALUATION AND DEVELOPMENT

Feedback is regularly sought from students and continual improvements are made based on this feedback. At the end of this course, you will be asked to complete the [myExperience survey](#), which provides a key source of student evaluative feedback. Your input into this quality enhancement process is extremely valuable in assisting us to meet the needs of our students and provide an effective and enriching learning experience. The results of all surveys are carefully considered and do lead to action towards enhancing educational quality.

QUALITY ASSURANCE

The Business School is actively monitoring student learning and quality of the student experience in all its programs. A random selection of completed assessment tasks may be used for quality assurance, such as to determine the extent to which program learning goals are being achieved. The information is required for accreditation purposes, and aggregated findings will be used to inform changes aimed at improving the quality of Business School programs. All material used for such processes will be treated as confidential.

TEACHING TIMES AND LOCATIONS

Please note that teaching times and locations are subject to change. Students are strongly advised to refer to the [Class Timetable website](#) for the most up-to-date teaching times and locations.

School Contact Information

The policies regarding staff contact in the School of Accounting, Auditing and Taxation are as follows:

- All questions regarding course administration should be directed to the Lecturer-in-charge.
- The full-time staff will be available for consultation starting from Weeks 2 to 10 and STUVAC period.
- Consultation hours will be advised on the course Moodle page in a consolidated timetable.
- Students are encouraged to consult with staff during online consultation sessions. Consultation will not be provided via email or phone.
- Consultation times during STUVAC period will likely vary to the regular consultation during Term and be posted on the course webpage later in the Term.

While emails to staff should be a rare occurrence as noted above, in instances where it is warranted, please make sure that:

- You use your UNSW email address when corresponding with the teaching staff on this course. Emails from other addresses (such as Hotmail, Gmail, Yahoo, 126, QQ, etc.) are not accepted and will not be replied to.
- You must use an appropriate communication level with staff. Emails and discussion forum posts that use short-hand and "Texting" language are not acceptable, and communication must be in English. If your email cannot be understood then staff will not reply.
- You must identify yourself by your full name, student ID and tutorial day and time.
- Please be aware that Staff will not necessarily reply to students to inform them if their emails are non-compliant.
- Full-time teaching staff only answer emails during regular working hours of Monday to Friday 9am-5pm. Tutoring staff often have other jobs and require 48 hours within regular business office hours to reply to emails.

Complaints about the assessment and other aspects of this course should be directed in the first instance to the Lecturer-in-Charge (or Course Convenor) and if still unsatisfied with the response received then you are directed to contact the School of Accounting, Auditing & Taxation Grievance Officer, details available here: <https://www.unsw.edu.au/business/our-schools/accounting-auditing-taxation/contact-us>