UNSW Course Outline

MGMT6005 Managing Organisational Risk in Global Context - 2024

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General Course Information

Course Code : MGMT6005
Year : 2024
Term : Term 3
Teaching Period : T3
Is a multi-term course? : No
Faculty : UNSW Business School
Academic Unit : School of Management and Governance
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

This course examines the origins, impact (including financial/economic, social and human

costs) and management of risk affecting organisations – firms, governments and NGOs – in a global context. The subject considers the role and effectiveness of particular measures such as corporate governance, regulation and community accountability/pressure in minimising or addressing risk. The course will acquaint students with different types of risks, how these can interact and the challenges for managing risk in a complex and dynamic global environment marked by substantial changes to work and business practices and significant differences in regulatory regimes. It will also point to the need to understand both hazards and contexts as part of the risk management process, as well as the need to move beyond a silo mentality with regard to risk.

Course Aims

The course aims to build the professional knowledge, understanding and capacities of risk officers and managers in a variety of organisations in business, government and voluntary sectors. The course aims to enhance the capacity of the function and organisation in managing risks in a variety of circumstances

Relationship to Other Courses

MGMT6005 considers the role and effectiveness of particular measures such as corporate governance, regulation and community accountability/pressure in minimising or addressing risk. The course will acquaint students with different types of risks and how these can interact. We also examine the challenges posed for those attempting to manage risk in a complex and dynamic global environment marked by substantial changes to work and business practices. It will also point to the need to understand potential hazards as part of the risk management process, warning against silo mentalities.

The course aims to provide students with an understanding of risk both from the perspective of organisations and wider society. In the process, staff hope to encourage independent learning and reflection on academic and professional work in the risk management area. This course contributes to student development of a broad perspective on risks and how they might be best managed.

Course Learning Outcomes

Course Learning Outcomes	Program learning outcomes
CLO1 : Identify the origins, characteristics and means of managing risk	• PLO1 : Business Knowledge • PLO2 : Problem Solving
CLO2 : Evaluate the role of different interest groups, governance and regulation in addressing organisational risk	• PLO1 : Business Knowledge • PLO2 : Problem Solving
CLO3 : Assess the value of theory to explain different approaches to risk	• PLO1 : Business Knowledge • PLO2 : Problem Solving
CLO4 : Examine problems in specific organisations with regard to particular hazards/risks	• PLO1 : Business Knowledge • PLO2 : Problem Solving
CLO5 : Consider the ethical, equity and sustainability implications of current and emerging risks	• PLO2 : Problem Solving • PLO5 : Responsible Business Practice • PLO7 : Leadership Development
CLO6 : Consider risk in a global context	• PLO6 : Global and Cultural Competence

Course Learning Outcomes	Assessment Item
CLO1 : Identify the origins, characteristics and means of managing risk	• Critical Article Review • Major Assignment • Seminar participation
CLO2 : Evaluate the role of different interest groups, governance and regulation in addressing organisational risk	• Critical Article Review • Major Assignment • Seminar participation
CLO3 : Assess the value of theory to explain different approaches to risk	• Critical Article Review • Major Assignment • Seminar participation
CLO4 : Examine problems in specific organisations with regard to particular hazards/risks	• Critical Article Review • Major Assignment • Seminar participation
CLO5 : Consider the ethical, equity and sustainability implications of current and emerging risks	• Critical Article Review • Major Assignment • Seminar participation
CLO6 : Consider risk in a global context	• Critical Article Review • Major Assignment • Seminar participation

Learning and Teaching Technologies

Moodle - Learning Management System | Echo 360

Learning and Teaching in this course

Lectures will be delivered live and recordings will be available for students to review shortly after the lecture has been given. These will provide an examination of key issues in each topic, and ideas for appropriate application of this knowledge. The seminars will allow you to interact with your tutor and classmates. The structure and requirements of the course seek to foster critical analysis, understanding and participation.

It is recognised that learning is complex, inter-related and holistic. Individuals differ in a range of features in their learning styles and activities. They differ in their orientation to learning, expectations of learning processes and outcomes, nature of their learning styles, competency preferences in assessment types and tasks, and other dimensions. All are key elements in the processes of learning.

As an introductory course at the Masters level, students will be encouraged to understand different approaches to risk and risk management. Reliance is placed on reflective learning in and for professional practice. This course seeks to help students:

- gather knowledge of new disciplinary areas
- be receptive to a wide range of approaches and frameworks
- build skills in critical thinking
- learn how to apply knowledge and skills
- enjoy the opportunity to develop skills and experience in collaborating with other students in class

Other Professional Outcomes

Understanding the nature of risk enhances successful decision-making capacity in all areas of organisational life.

Additional Course Information

Please engage with the Course Moodle site regularly for updates. Keeping in touch is important for successful completion.

Assessments

Assessment Structure

Assessment Item	Weight	Relevant Dates	Program learning outcomes
Critical Article Review Assessment Format: Individual	30%	Start Date: 09/09/2024 08:00 AM Due Date: 15/11/2024 04:00 PM	• PLO1 : Business Knowledge • PLO2 : Problem Solving • PLO3 : Business Communication • PLO5 : Responsible Business Practice • PLO6 : Global and Cultural Competence
Major Assignment Assessment Format: Individual	50%	Start Date: 09/09/2024 08:00 AM Due Date: 01/11/2024 04:00 PM Post Date: 15/11/2024 04:00 PM	• PLO1 : Business Knowledge • PLO2 : Problem Solving • PLO5 : Responsible Business Practice • PLO7 : Leadership Development • PLO3 : Business Communication
Seminar participation Assessment Format: Individual	20%	Start Date: 09/09/2024 08:00 AM Due Date: Not Applicable Post Date: 15/11/2024 04:00 PM	• PLO1 : Business Knowledge • PLO3 : Business Communication • PLO2 : Problem Solving • PLO5 : Responsible Business Practice • PLO6 : Global and Cultural Competence • PLO7 : Leadership Development

Assessment Details

Critical Article Review

Assessment Overview

Students share a critical summary of a key article to the rest of the class to facilitate

understanding of course content.

Course Learning Outcomes

- CLO1 : Identify the origins, characteristics and means of managing risk
- CLO2 : Evaluate the role of different interest groups, governance and regulation in addressing organisational risk
- CLO3 : Assess the value of theory to explain different approaches to risk
- CLO4 : Examine problems in specific organisations with regard to particular hazards/risks
- CLO5 : Consider the ethical, equity and sustainability implications of current and emerging

risks
- CLO6 : Consider risk in a global context

Detailed Assessment Description

Critical article review: 30%

This assignment is completed in presentation form – students will share their presentation in class and talk to the points made in their slides. The presentation should take approximately 10 minutes and there is a 5-Powerpoint slide maximum.

To make sure our seminar discussions are student-led, every student will introduce and critically evaluate an article from the presentation readings listed for each week in your Seminar Guide. In Week 1, students will choose an article and sign up to do a presentation about it on Moodle. How you arrange your material and what you include is up to you, but your presentation should:

- summarise for other students in your class what the article argues
- highlight the key points of interest in the article
- demonstrate how the work relates to other academic discussion on the topic (a **minimum** of three relevant academic sources must be used to contextualise/ augment your presentation article)
- contain one question for the class to consider that encourages class debate

Assessment Length

10 minutes and five presentation slides

Submission notes

Turnitin

Assessment information

Please see our Assessment Guide for further details on this assessment task.

Assignment submission Turnitin type

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

Generative AI Permission Level

Simple Editing Assistance

In completing this assessment, you are permitted to use standard editing and referencing functions in the software you use to complete your assessment. These functions are described below. You must not use any functions that generate or paraphrase passages of text or other media, whether based on your own work or not.

If your Convenor has concerns that your submission contains passages of AI-generated text or media, you may be asked to account for your work. If you are unable to satisfactorily demonstrate your understanding of your submission you may be referred to UNSW Conduct & Integrity Office for investigation for academic misconduct and possible penalties.

For more information on Generative AI and permitted use please see here.

Major Assignment

Assessment Overview

This task involves a major report on risk/s in an organisational setting and global context.

Course Learning Outcomes

- CLO1 : Identify the origins, characteristics and means of managing risk
- CLO2 : Evaluate the role of different interest groups, governance and regulation in addressing organisational risk
- CLO3 : Assess the value of theory to explain different approaches to risk
- CLO4 : Examine problems in specific organisations with regard to particular hazards/risks
- CLO5 : Consider the ethical, equity and sustainability implications of current and emerging risks
- CLO6 : Consider risk in a global context

Detailed Assessment Description

Managing Organisational Risk: a Titanic case study

All details about this task are in the Assessment Guide. Please follow the instructions there carefully in order to complete the assignment successfully.

Assessment Length

2,200 words (not including reference list)

Submission notes

Turnitin

Assessment information

- Please see the Assessment Guide on Moodle for further information about this task. There you will also find further general advice about preparing assignments to help you.
- Don't hesitate to ask questions in lectures and seminars if you're not sure about how to approach this task. This is sure to spark some interesting debate!

Assignment submission Turnitin type

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

Generative AI Permission Level

Simple Editing Assistance

In completing this assessment, you are permitted to use standard editing and referencing functions in the software you use to complete your assessment. These functions are described below. You must not use any functions that generate or paraphrase passages of text or other media, whether based on your own work or not.

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For more information on Generative AI and permitted use please see here.

Seminar participation

Assessment Overview

Class participation is encouraged to help students learn course content in a collaborative manner.

Course Learning Outcomes

- CLO1 : Identify the origins, characteristics and means of managing risk
- CLO2 : Evaluate the role of different interest groups, governance and regulation in addressing organisational risk
- CLO3 : Assess the value of theory to explain different approaches to risk
- CLO4 : Examine problems in specific organisations with regard to particular hazards/risks
- CLO5 : Consider the ethical, equity and sustainability implications of current and emerging risks
- CLO6 : Consider risk in a global context

Detailed Assessment Description

Your participation during seminars will be assessed throughout the semester and your overall mark out of 20 will reflect the level of informed contribution you were able to make to discussion. *Even if you are not presenting that week, you are still required to participate in class discussion, using your prior reading*. Friendly, collegial debate will contribute to a pleasant and engaging learning experience for us all. Applying a 20% weighting to this course activity is a signal of the importance placed on regular preparation for engaged participation in classes – discussions among students are a vital part of your learning process.

- For every seminar, students are expected to read one (1) of the presentation readings and some of the short class discussion readings.

- Through reading and discussion with your classmates, you will develop your learning about the topic.
- Students will best demonstrate their prior reading by raising some new ideas/material from it.
- Students earn their participation marks by engaging in the class regularly, preparing carefully and contributing in an informed manner to discussion (see the rubric below for assistance). These marks will form a significant component of your final result, so please don't waste this opportunity to get a good overall grade by not participating regularly.

Assessment Length

Not applicable

Submission notes

Participation marks will be available on Moodle in the week after the conclusion of the course.

Assessment information

Please see our Assessment Guide for further information about this assessment task.

Assignment submission Turnitin type

This is not a Turnitin assignment

Generative AI Permission Level

Not Applicable

Generative AI is not considered to be of assistance to you in completing this assessment. If you do use generative AI in completing this assessment, you should attribute its use.

For more information on Generative AI and permitted use please see here.

General Assessment Information

Grading Basis

Standard

Requirements to pass course

Although obviously desirable, it is not necessary to pass all assessment elements to pass the course – a composite mark of 50% is sufficient.

Course Schedule

Teaching Week/Module	Activity Type	Content
Week 1 : 9 September - 15 September	Lecture	Introduction to risk management
	Seminar	Introduction to risk management Course introduction, administration and discussion Sign up for a class presentation on Moodle
Week 2 : 16 September - 22 September	Lecture	Approaches to risk
	Seminar	Approaches to risk Presentations Class discussions
Week 3 : 23 September - 29 September	Lecture	Assessing risk in a global pandemic
	Seminar	Assessing risk in a global pandemic Discussion Assignment writing advice
Week 4 : 30 September - 6 October	Lecture	Governance and risk
	Seminar	Governance and risk Presentations Class discussions
Week 5 : 7 October - 13 October	Lecture	Regulation of risk
	Seminar	Regulation of risk Presentations Class discussions
Week 6 : 14 October - 20 October	Homework	No classes Please use this week to reflect on what you have learned so far and how this can feed into preparation of your major assignment. Also use this time to ask any residual questions you may have, in order to eliminate roadblocks to successful course completion.
	Seminar	No classes
Week 7 : 21 October - 27 October	Lecture	Rewards and risk
	Seminar	Rewards and risk Presentations Class discussions
Week 8 : 28 October - 3 November	Lecture	Corruption and risk
	Seminar	Corruption and risk Presentations Class discussions Case analysis due 1 November by 4pm
Week 9 : 4 November - 10 November	Lecture	CSR and risk
	Seminar	CSR and risk Presentations Class discussions
Week 10 : 11 November - 17 November	Lecture	Business reorganisation and supply chains
	Seminar	Business reorganisation and supply chains Presentations Class discussions

Attendance Requirements

Students are strongly encouraged to attend all classes and review lecture recordings.

General Schedule Information

The classes in this course will run as above,

Course Resources

Prescribed Resources

The website for this course is on [Moodle](#). Please refer to the class Moodle site for further details, including the Seminar Guide and Assessment Guide.

Recommended Resources

Please see Moodle for all recommended course resources.

Additional Costs

None.

Course Evaluation and Development

Course evalution data wll be gathered via MyExperience surveys. However, students are encouraged to discuss any aspect of the course during the term so that problems can be sorted out early on. I particularly like to hear how students have experienced the assessment tasks because this helps to revise them for future courses.

Staff Details

Position	Name	Email	Location	Phone	Availability	Equitable Learning Services Contact	Primary Contact
Convenor	Sarah Gregson		505, Business School	Please contact via email	Anytime, set up appointment via email	Yes	Yes
Tutor	David Morgan		N/A	Please contact via email.	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 Policies and Guidelines 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 Policies and Guidelines page. For PG Research PLOs, including MPDBS, please refer to UNSW HDR learning outcomes.

Academic Honesty and Plagarism

As a student at UNSW you are expected to display academic integrity in your work and interactions. Where a student breaches the UNSW Code of Conduct with respect to academic integrity, the University may take disciplinary action. 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 Code of Conduct, 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

SHORT EXTENSIONS

Short Extension is a new process that allows you to apply for an extended deadline on your assessment without the need to provide supporting documentation, offering immediate approval during brief, life-disrupting events. Requests are automatically approved once submitted.

Short extensions are ONLY available for some assessments. Check your course outline or Moodle to see if this is offered for your assessments. Where a short extension exists, all students enrolled in that course in that term are eligible to apply. Further details are available the UNSW [Current Students](#) page.

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. Special consideration is primarily intended to provide you with an extra opportunity to demonstrate the level of performance of which you are capable.

Applications can only be made online and will NOT be accepted by teaching staff. 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. The majority of applications will be processed within 3-5 working days.

For further information, and to apply, see Special Consideration on the UNSW [Current Students](#) page.

LATE SUBMISSION PENALTIES

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. In the case of an approved Equitable Learning Plan (ELP) provision, special consideration or short extension, the late penalty applies from the date of approved time

extension. After five days from the extended deadline, the assessment cannot be submited.

An assessment is considered late if the requested format, such as hard copy or electronic copy, has not been submitted on time or where the 'wrong' assessment 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.