



Instructors

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Safety and health requirements:

All teaching staff and students are required to comply with and stay up to date on all [University safety and health guidance](#). As stated by President Johnson on August 2, 2021,

Effective immediately, students, faculty, staff and visitors to all Ohio State campuses and medical facilities are required to wear masks indoors, regardless of their vaccination status. *Masks continue to be required outdoors for unvaccinated individuals when they cannot maintain physical distancing. Vaccinated people are not required to mask outdoors."*

Course Description:

Mission Statement: In a discussion-based classroom environment, students learn and apply enterprise risk management concepts at a detailed level, both from a corporation and personal perspective. Students will then successfully leverage these finance skills/tools at future companies and in personal financial decisions.

The course is organized into 5 sections:

1. Intro/Strategy/Objectives (January 10-February 2)
2. Governance and Culture (February 7-14)
3. Performance in Business Functions (February 16-March 23)
4. Review and Revision (March 28 to April 18)
5. Information and Communicating (April 20-29)

Course Learning Outcomes:

By the end of this course, students should successfully be able to:

- explain the evolution and main characteristics of ERM and the benefits of undertaking ERM
- explain the key framework of COSO used for ERM
- learn the ERM process and simulate on a designated company with a group
- explain how the applications of ERM principles are linked to value creation and economic principles
- learn from people in practice of how ERM is applied at non-financial institutions

Course Materials/Software:

The course is taught through lectures, assignments including case studies, guest speakers,

and some selected articles. There is no required textbook (just suggested)

The **suggested textbook** for the class is Enterprise Risk Management – Straight to the Point: An Implementation Guide Function by Function by Al Decker and Donna Geler. The ISBN-10 is 1481287788. The book is available on [Amazon.com](https://www.amazon.com) in paperback (\$19.95 – new) and as a Kindle book (There will be suggested readings assigned in preparation for each class.)

The **required HBS cases and readings** are available online. In order to purchase the cases, the students need to access the Harvard Business Publishing website at <https://hbsp.harvard.edu/import/894009> and click the Purchase Course button.

Additional articles and other materials will be posted directly to the Carmen website.

Recommended: *Wall Street Journal*.

Risk Management Trade Associations

- Global Association of Risk Professionals (GARP): A professional association for risk managers whose mission is to “advance the risk profession through education, training, and the promotion of best practices globally.” (www.GARP.org)
- The Risk Management Association (RMA): A not-for-profit, member-driven professional association whose “sole purpose is to advance the use of sound risk management principles in the financial services industry.” (www.rmahq.org)
- Risk Management Society (RIMS): A non-profit organization “dedicated to educating, engaging and advocating for the global risk community.” (www.RIMS.org)

How This Course Works:

Please NOTE: All assignments are due based on the University’s time zone: Eastern Time Zone (ET). If you are taking this course in a different time zone, please make sure to meet the assigned deadlines based on Eastern Time. The beginning of the semester is Eastern Standard Time (EST) until the clocks switch on March 13,2022 for Eastern Daylight Saving Time (EDT).

Mode of delivery: This course is 100% in-person.

Credit hours and work expectations: Credit hours and work expectations: This is a 3-credit-hour course. According to [Ohio State policy](#), students should expect around an average of 3 hours per week of time spent on direct instruction (instructor content and Carmen activities, for example) in addition to 6 hours of homework (reading and assignment preparation, for example). ***In an online environment, time management and planning is a critical skill.***

The pace of this class is intense. You will have deliverables each week, just like in your internships/careers. It will require effort throughout the semester, but the intent is to provide you with an applied learning model and less reliance on high-stress quizzes to prove your knowledge. There is group work this semester. I understand if your group-mates divide up the work, but do not completely remove yourself as you will later be tested on it. Think of yourselves as co-pilots, and not a driver/passenger relationship.

Course technology:

For help with your password, university email, Carmen, or any other technology issues, questions, or requests, contact The Ohio State University IT Service Desk. Standard support hours are available at ocio.osu.edu/help/hours, and support for urgent issues is available 24/7.

- **Self-Service and Chat support:** ocio.osu.edu/help
- **Phone:** 614-688-4357(HELP)
- **Email:** servicedesk@osu.edu
- **TDD:** 614-688-8743

Required software

- **[Microsoft Office 365](#):** All Ohio State students are now eligible for free Microsoft Office 365 ProPlus through Microsoft's Student Advantage program. Full instructions for downloading and installation can be found [at go.osu.edu/office365help](https://go.osu.edu/office365help).

Carmen access

You will need to use [BuckeyePass](#) multi-factor authentication to access your courses in Carmen. To ensure that you are able to connect to Carmen at all times, it is recommended that you take the following steps:

- Register multiple devices in case something happens to your primary device. Visit the [BuckeyePass - Adding a Device](#) help article for step-by-step instructions.
- Request passcodes to keep as a backup authentication option. When you see the Duo login screen on your computer, click **Enter a Passcode** and then click the **Text me new codes** button that appears. This will text you ten passcodes good for 365 days that can each be used once.
- Download the [Duo Mobile application](#) to all of your registered devices for the ability to generate one-time codes in the event that you lose cell, data, or Wi-Fi service.

If none of these options will meet the needs of your situation, you can contact the IT Service Desk at 614-688-4357 (HELP) and IT support staff will work out a solution with you.

Grading and Evaluation

- **Independent Work (↑):** Strictly non-collaborative, original-individual work. You may discuss this assignment only with your instructors. Discussions with other individuals, either in person or electronically, are strictly prohibited.
- **Collaboration Required (↑↑↑):** An explicit expectation for collaboration among students either in-class or outside (i.e. group work).

The final course grade will be computed according to the following:

Assignment Name	Points	% of Total	Assignment Type
<i>Participation and Attendance</i> Attendance = 20 points Active Participation = 20 points	40	7.6%	↑
<i>Quizzes (3)</i> Quiz 1: 2/2/2022 Quiz 2: 2/28/2022 Quiz 3: 4/13/2022	150	28.6%	↑
Group Assignments (3)	150	28.6%	↑↑↑
<i>Course Project & Presentation</i> Presentation: 50 points Paper: 100 points	150	28.6%	↑↑↑
Personal Reflection Paper	25	4.8%	↑
Group Peer Assessment	10	1.9%	↑
TOTAL COURSE POINTS	525	100.0%	

Participation and Attendance: A portion of your grade (40 points) will be based on class contributions, split between attendance tracked for unexcused absences (20 points) and active participation that we are tracking throughout the semester (20 points). Class participation can take many forms such as posing questions and making comments during classes, answering questions, and participating in case and speaker discussions. A combination of cold-calling and soft-calling will be used to maximize participation. Each student will be given ample opportunities to contribute to the classroom discussion. We will monitor contributions daily, and will cold-call students who need encouragement to speak up in class.

Quizzes:

There are three (3) graded quizzes over the course of the semester. You will take these quizzes during class time in person.

Quiz 1 will take place on February 2, 2022. It will cover classes from January 10 through January 31

Quiz 2 will take place on February 28, 2022. It will cover classes from February 7 through February 16, Finance and Treasury classes from February 21 and 23 will be in Quiz 3.

Quiz 3 will take place on April 13, 2022. It will cover classes from February 21 through April 11. (Quiz 3 includes Treasury and Finance classes from February 21 and 23.)

Group Homework Assignments:

You will be randomly assigned to a group for the semester (via Carmen – click People – click Groups) for each assignment so that you can work together, brainstorm ideas, and deliver a better end-product. It is important for the teams to communicate regularly and share with the Professors if an individual is not doing their perceived fair share. Only one submission per group is required.

Final Course Project & Presentation:

This group project and presentation will be a culmination of what you have learned this semester. An assignment will be posted early in semester so you can understand the report out to your company's board in presentation format and then a paper as your final.

Presentations will be no more than 12 minutes, with 3 minutes for Q&A and feedback. All PowerPoint presentations are due on Wednesday, April 6, 2022 at 9 am. Attendance is required on both days of presentations. Part of your score will be based on your evaluation and questions of other groups. The final report is due April 29, 2022 at noon.

Personal Reflection Paper- Working independently, students will complete the personal reflection assignment in lieu of class on April 18th. The paper will be due at the end of the class period.

Group Peer Assessment:

At the end of the semester, you will be required to complete a simple peer feedback assessment (shared only with the Professors). You will grade your group mates as "above", "meeting", or "below" expectations for all the group work this semester.

Grading Scale

All grade appeals must be made within one week of the return of the assignment or quiz. Grade appeals will not be permitted after this one-week deadline has passed.

The below are the absolute cut-offs for the letter grade. *There is no rounding.*

<u>Grade</u>	<u>Points</u>	<u>%</u>
A	488	93.0%
A-	472	89.9%
B+	455	86.7%
B	434	82.7%
B-	420	80.0%
C+	403	76.8%
C	383	73.0%
C-	367	69.9%
D+	350	66.7%
D	315	60.0%

Absence and Makeup Policy:

There are no make-ups for graded assignments or quizzes, except via permission within two (2) days of the exam via evidence of a clear emergency (e.g. admitted to doctor for illness) or of a job interview.

We recognize a post-COVID world creates more stress and that unforeseen circumstances will hit us. We will adapt and give our best efforts. Communication is critical. If you are going to miss class, please send either Prof. Minton or Prof. Izzo a short email so we know you are ok.

Instructor Feedback and Response Expectations:

Email Response Times: within 24 hours.

Graded Materials Return Time: within one week for assignments

Course content & delivery: SEIs are a crucial feedback tool for Fisher and for us personally. We read every single comment from every student every semester. If you are struggling with the course or the course is not delivering on expectations, then please reach out to us as soon as the issues arise. We want to help but need to know if you have questions/issues. Conversely, if you are really enjoying the class content/delivery, please let us know before the end of the semester.

Academic integrity:

Academic integrity is essential to maintaining an environment that fosters excellence in teaching, research, and other educational and scholarly activities. Thus, The Ohio State University and the Committee on Academic Misconduct (COAM) expect that all students have read and understand the University's Code of Student Conduct, and that all students will complete all academic and scholarly assignments with fairness and honesty. Students must recognize that failure to follow the rules and guidelines established in the University's Code of Student Conduct (<https://trustees.osu.edu/bylaws-and-rules/code>) and this syllabus may constitute Academic Misconduct (<https://oaa.osu.edu/academic-integrity-and-misconduct>)

The Ohio State University's Code of Student Conduct (Section 3335-23-04) defines academic misconduct as: Any activity that tends to compromise the academic integrity of the University, or subvert the educational process. Examples of academic misconduct include (but are not limited to) plagiarism, collusion (unauthorized collaboration), copying the work of another student, and possession of unauthorized materials during an examination. Ignorance of the University's Code of Student Conduct is never considered an excuse for academic misconduct, so we recommend that you review the Code of Student Conduct and, specifically, the sections dealing with academic misconduct.

If we suspect that a student has committed academic misconduct in this course, we are obligated by University Rules to report our suspicions to the Committee on Academic Misconduct. If COAM determines that you have violated the University's Code of Student Conduct (i.e., committed academic misconduct), the sanctions for the misconduct could include a failing grade in this course and suspension or dismissal from the University.

If you have any questions about the above policy or what constitutes academic misconduct in this course, please contact either of us.

Student COVID-related Accommodation Process

The university is committed to supporting students and program participants with COVID-19 based risk factors. Student Life Disability Services, in conjunction with the Office of Institutional Equity, will work with students who are vulnerable to complications from COVID-19 to ensure that they have the necessary resources to participate in university life as safely as possible. Ohio State students from any campus may submit a [COVID-related accommodation request](#). Students registered with Student Life Disability Services can work directly with their [assigned Access Specialist](#) to modify their accommodations or make additional COVID-based accommodation requests.

Disability Services:

The university strives to make all learning experiences as accessible as possible. In light of the current pandemic, students seeking to request COVID-related accommodations may do so through the university's [request process](#), managed by Student Life Disability Services. If you anticipate or experience academic barriers based on your disability (including mental health, chronic, or temporary medical conditions), please let me know immediately so that we can privately discuss options. To establish reasonable accommodations, you should register with Student Life Disability Services. After registration, make arrangements with me as soon as possible to discuss your accommodations so that they may be implemented in a timely fashion.

SLDS contact information: slds@osu.edu; 614-292-3307; slds.osu.edu; 098 Baker Hall, 113 W. 12th Avenue.

Course Schedule: see next page. Note, this schedule can change and students will be notified if that happens.

NOTE:

© The materials used in connection with this course may be subject to copyright protection and are only for the use of students officially enrolled in the course for the educational purposes associated with the course. Copyright law must be considered before copying, retaining, or disseminating materials outside of the course.

Class	Date	Topic	In Class Activity/Speaker	Pre-Reads for Class
Module 1 Strategy and Objectives Setting				
1	1/10	Introduction to ERM	Activity A: Group identity, Companies Assigned, and Group breakout.	<i>Suggested Book Reading #1: Enterprise Risk Management: Straight to the Point, Pages 1-15</i>
2	1/12	ERM and COSO	Activity B: Understanding Strategic Objectives from SEC 10K filing	<i>Reading # 1: COSO Enterprise Risk Management Integrating Strategy and Performance Executive Summary</i> <i>Coursepack #1: Managing Risk, a New Framework, Kaplan HBR</i>
	1/17	No Class- MLK		
3	1/19	ERM Process and Implementation	Guest Speaker (TBA)	<i>Suggested Book Reading #2: Enterprise Risk Management: Straight to the Point, Pages 19-43</i>
4	1/24	Risk Appetite Framework	Activity C: Risk Appetite Exercise	<i>Reading #2: Wittenberg et al, Defining your Risk Appetite</i> DUE 1/24 (at beginning of class): Risk Identification Assignment (50 Points)
5	1/26	Risks to Alternative Company Strategies	Activity D: Figuring out your company's strategy and thinking about the risks to Alternative Company Strategies	<i>Reading #3: 4 Levels of Alternative Strategies (see link on course website)</i>
6	1/31	Performance Process: Risk Assessments	Activity E: Prioritizing the company's Risks	<i>Reading #4: Risk Assessment in Practice (COSO)</i>
7	2/2			Quiz 1 (50 Points)
Module 2 Governance and Culture				
8	2/7	BOD and Audit Committee Speaker	Guest speaker: Dwight Smith	
9	2/9	Governance and Culture Impacting ERM	Activity F: Defining your Company's Governance and Culture	<i>Coursepack Reading #2 A Guide to the Big Ideas and Debates in Corporate Governance (HBS Coursepack)</i> <i>Reading #5: A Leader's Guide to Corporate Culture</i> <i>Reading # 6: American workers are burned out, and bosses are struggling to respond (WSJ, 12/22/2021)</i>
10	2/14	Line of Defense/ESG (Environmental, Social and Governance)	Activity G: Evaluating your Company's Lines of Defense	<i>Reading #7: IIA, Three Lines Model: An update of the Three Lines of Defense</i>
Module 3 Performance in Business Functions				
11	2/16	Business Functions Monitoring and Control (Risk Management, Compliance and Audit)	Activity H: RM, Compliance and Internal Audit	<i>Suggested Book Reading #3: Enterprise Risk Management Straight to the Point Pages 45-97</i> <i>Reading #8: COSO Internal Control- Intergrated Framework Executive Summary</i>
12	2/21	Support Functions: Finance and Treasury	Activity I: Estimating the risk of investing in your company's stock using VaR	<i>Reading #9: Stulz, JACF (2013) How Companies can use Hedging to Create Value, pages 21-26 (thru Funding the Hedge)</i> <i>Coursepack Reading #3: Value-at-Risk Note-basis for Cash Flow-at-Risk</i>
13	2/23	Support Functions: Finance and Treasury (continued)	Activity J: Pick your company's top three risks and develop risk management strategies	<i>Coursepack Reading #4: Introduction to Derivatives</i> <i>Coursepack Reading #5: J&L Railroad Case</i>
14	2/28			Quiz 2 (50 Points) Excludes Treasury/Finance which is on Quiz 3

Class	Date	Topic	In Class Activity/Speaker	Pre-Reads for Class
15	3/2	Supply Chain	Activity K: iPhone Supply Chain Case	<i>Coursepack Reading #6: iPhone's Supply Chain under Threat</i>
16	3/7	Tech for ERM	Activity L: GRC, TPRM and other tech	<i>Reading #10: Best Third-Party Risk Management Tools</i> DUE at beginning of class: J&L Railroad Case Assignment (50 Points) - (HBS Coursepack)
17	3/9	Support Functions: HR/Tax/Legal	Panel of Speakers (TBA)	<i>Pre Work: Review Prioritized Risks and bring 2 to 3 questions per group for the panelists</i>
	3/14-3/18	Ohio State Spring Break		
18	3/21	Support Function: IT and Cyber	Group Activity M: IT, Cyber and your company	<i>Coursepack Reading #7: An Integrated Approach to Cyber Resilience (MIT Sloane Review)</i> <i>Reading #11: COSO: Governance & Enterprise Risk Management- Managing Cyber Risk in Digital Age Activity: Assessing IT risks</i>
19	3/23	Support Function: IT and Cyber (continued)	Speaker: IT/Cyber Risk Person	
Module 4 Review and Revisions				
20	3/28	Oversight Functions: Role of the Board and Committees	Activity N: Firm Audit and/or Risk Committee Prep	<i>Suggested Book Reading #4: Enterprise Risk Management Straight to the Point Pages 99-141</i> DUE at beginning of class: ERM and Personal Finance Assignment (50 points)
21	3/30	Virtual Final Project Updates		
22	4/4	ERM and Personal Risks	Activity O: Applying ERM to Personal Finance Exercise	
23	4/6	Political, Lobbying and Current Events Risks	Activity P: Political and Current Event Risks Impacting your Company; Speaker David Paragas	<i>Reading #12: How Global Companies Manage Geopolitical Risks</i> DUE: Group Presentations - all groups due
24	4/11	Using ERM in your career	Guest speakers (TBA)	
25	4/13	Quiz 3		Quiz 3 (50 points)
26	4/18	Assignment turned in in lieu of class		DUE (at end of class): Personal Reflection paper (25 points)
Module 5: Information, Communications, and Reporting				
27	4/20	Assigned Group Presentations -all attend		
28	4/25	Assigned Group Presentations -all attend		
29	4/29	Final Project Due (noon)		DUE: Booklet Final Project (100 Points) and Group Participation Assessment (10 Points)