



Risk Management – BUSFIN 4239 Syllabus (Autumn 2022)

Instructors:

Professor Tammy Izzo, Department of Finance, izzo.32@osu.edu

Professor Bernadette A. Minton, Department of Finance, minton.15@osu.edu

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](#).

Class Meeting Schedule: Monday, Wednesday, 9:35AM – 10:55AM, 230SB

Course Materials:

Required Texts/Materials:

1. *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.
2. Harvard Coursepack: <https://hbsp.harvard.edu/import/961427>
3. Posted Readings: available on Carmen course website
4. Posted Class Slides: available on Carmen course website

Recommended:

1. *Wall Street Journal*. Access monthly WSJ subscription for \$4 a month (cancel anytime). Here is referral link to access this price: <https://r.wsj.com/PROFwigu>
2. *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)

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Course Description:

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 (Classes 1-7)
2. Governance and Culture (Classes 8-10)
3. Performance in Business Functions (Classes 11-19)
4. Review and Revision (Classes 20-26)
5. Information, Communications, and Reporting (Classes 27-29)

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 how ERM is integrated into strategic planning
- explain the roles of governance and culture in ERM
- implement ways to identify, assess, and manage key risks facing a firm
- explain the framework of COSO, one of leading ERM frameworks used by firms
- explain how the applications of ERM principles are linked to value creation and economic principles

How This Course Works:

Mode of delivery: This course is 100% in-person course which means you must be on campus to complete the course. Hence, lectures will be live, and you must attend in-person. There will not be a virtual option offered and there will be no class recordings.

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).

Students that are most successful typically read the assigned reading for upcoming class, engage in class discussion and the class group activities, and actively contribute to group assignments

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Course technology:

For help with your password, university email, Carmen, or any other technology issues, questions, or requests, contact the Ohio State 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

Baseline technical skills for online courses

- Basic computer and web-browsing skills
- Navigating Carmen: for questions about specific functionality, see the [Canvas Student Guide](#).

Required equipment

- Computer: current Mac (OS X) or PC (Windows 7+) with high-speed internet connection
- Webcam: built-in or external webcam, fully installed and tested
- Microphone: built-in laptop or tablet mic or external microphone
- Other: a mobile device (smartphone or tablet) or landline to use for BuckeyePass authentication

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.

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Grading and Evaluation:

Graded assignments may come in two forms, and students should note the expectations for each in the descriptions of our class assignments below.

- **Independent Work (👤):** Strictly non-collaborative, original-individual work. You may discuss this assignment only with your instructor. 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).

Assignment Name	Points / Weight	Assignment Type
Quizzes (3 in total)	150	👤
Course Project Presentation	50	👥
Course Project Paper	100	👥
Group Assignments (3 in total)	150	👥
Attendance and Participation Attendance: 20 points Participation: 20 points	40	👤
Personal Reflection Paper	25	👤
Group Peer Evaluations (2 in total)	10	👤
TOTAL COURSE POINTS	525	

Graded Assignments:

Quizzes

There are 3 graded quizzes over the course of the semester. You will take these quizzes during class time with your laptop in class. You must be in person. Not attending class to take a quiz in person without a valid medical reason or emergency excuse will result in a score of 0 for that quiz.

- Quiz 1: Wednesday, September 19th
- Quiz 2: Wednesday, October 12th
- Quiz 3: Wednesday, November 30th

Course Paper and Presentation

You will be randomly *assigned to a group for the semester* (via Carmen – click People – click AU 22 Groups). The paper and presentation will be a culmination of what you have learned this semester. The assignments will be posted early in the semester.

Group Assignments

There are 3 graded group assignments over the course of the semester in which students will work in their assigned group for the semester. The group assignments give you the opportunity to apply the course material in real-world settings. Each assignment gives you

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the opportunity to work with others to brainstorm ideas and deliver a better end-product. Only one submission per group is required.

It is important for teams to communicate regularly and share with the Professors if an individual is not doing their perceived fair share.

Attendance and participation requirements: The following is a summary of everyone's expected participation:

- **Attendance:**
All scheduled events for the course, are required. The professors and/or a TA will take attendance. It is important to properly inform your professors through written documentation of missing classes for interviews or illness. Please track your attendances and absences. This will be used for reporting your absences at the mid-point and end of the semester.
- **Participation Scoring will be comprised of:**
 - Participating in group report-outs
 - Sharing a current event impacting ERM in the beginning of class
 - Sharing an example related to course material from personal experiences and internships/work experience
 - Subjective measure: did student have quality engagement (including engagement with guest speakers) during the semester, by asking good questions and/or providing responses to questions

Personal Reflection Paper

Working independently, students will complete the personal reflection assignment in lieu of class on November 21st. The paper will be due (online submission) at the end of the class period on November 21st.

Group Peer Evaluations

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

Other materials that are “fair game” You should be prepared to answer reasonable questions from class discussions on quizzes.

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Grading Scale:

These points below are the absolute cut-offs for letter grade.

Letter Grade	Points	%
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%

Additional grading details

- The requirements of the course are identical for everyone. This means it is not possible to make up for poor performance through extra credit work.
- There is no rounding. The points listed above are cut-offs for letter grades.
- It is possible to earn any of the official OSU grades, from A to E, in this course.
- Grades are intended to reflect the overall quality of performance of the student(s). If you think your grade on a quiz or assignment does not reflect the quality of your performance, submit a clear written explanation of your reasoning within one week after the return of your assignment or quiz. The written document need not be long, but must clearly identify the problem or issue of concern. The entire quiz or assignment will be checked for grading errors, and correcting these could either raise or lower the overall score. There will be no grading appeals or changes in marks after the one-week deadline has passed.

Absence and Makeup Policy:

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

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 me a short note so I know you are ok.

Instructor Feedback and Response Expectations:

- Email Response Times: within 24 hours. Please email again if you do not receive a response. We have many students this semester, so will not take offense or seem “bothered” if you reach out multiple times.
- Graded Materials Return Times: within ten days for assignments.
- SEIs: These are a crucial feedback tool for Fisher and for us personally. We read every single comment from every student every semester. If you are really enjoying class

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content/delivery, then please let your instructor know before end of semester. And conversely, if you are struggling or not feeling like the course is delivering on expectations, then please reach out to your instructor as soon as issues pop up. In this class, it is critical that you not “sit” on feedback/questions. We want to help you but need to know if you have issues/questions.

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 I 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 your instructors.

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 your instructor 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.

Accommodated Exams:

Student Life Disability Services will proctor exams for students with accommodations that necessitate in-person testing for Autumn 2022. Exam services is open from 8:00am-5:00PM-F (first two weeks of the semester) and 8am-8:30pm M-Th and 8am-5pm F (starting week 3). Students may schedule to take their exams at SLDS if they need accommodation such as:

- Accessible formats (e.g. braille, large print, screen-free)
- Assistive technology (e.g. JAWS, CCTV)
- Private testing room accommodation
- Test assistant (reader or scribe)

Students requesting exam accommodations not listed above, such as extended time or a small-group testing space, will need to take their exam OSU [Testing Center](#) or in-class, depending on the accommodation. For more information on SLDS hours and contact information, visit the [SLDS website](#).

Statement on creating an environment free from harassment, discrimination, and sexual misconduct

The Ohio State University is committed to building and maintaining a community to reflect diversity and to improve opportunities for all. All Buckeyes have the right to be free from harassment, discrimination, and sexual misconduct. Ohio State does not discriminate on the basis of age, ancestry, color, disability, ethnicity, gender, gender identity or expression, genetic information, HIV/AIDS status, military status, national origin, pregnancy (childbirth, false pregnancy, termination of pregnancy, or recovery therefrom), race, religion, sex, sexual orientation, or protected veteran status, or any other bases under the law, in its activities, academic programs, admission, and employment. Members of the university community also have the right to be free from all forms of sexual misconduct: sexual harassment, sexual assault, relationship violence, stalking, and sexual exploitation. To report harassment, discrimination, sexual misconduct, or retaliation and/or seek confidential and non-confidential

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resources and supportive measures, contact the Office of Institutional Equity (www.equity.osu.edu)

Mental Health Statement

As a student you may experience a range of issues that can cause barriers to learning, such as strained relationships, increased anxiety, alcohol/drug problems, feeling down, difficulty concentrating and/or lack of motivation. These mental health concerns or stressful events may lead to diminished academic performance or reduce a student's ability to participate in daily activities. The Ohio State University offers services to assist you with addressing these and other concerns you may be experiencing. If you or someone you know are suffering from any of the aforementioned conditions, you can learn more about the broad range of confidential mental health services available on campus via the Office of Student Life Counseling and Consultation Services (CCS) by visiting ccs.osu.edu or calling (614) 292- 5766. CCS is located on the 4th Floor of the Younkin Success Center and 10th Floor of Lincoln Tower.

Course Schedule:

The schedule on the following pages will be posted on Carmen in pdf format and also reflected in the structure of the Carmen site for the course. The posted schedule is subject to change depending upon circumstances and how long it takes to cover each topic, so please check Carmen regularly for updates (which will also be clearly announced on Carmen, when they take place).

Copyright:

© 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	Required Pre-Reads for Class
Module 1 Strategy and Objectives Setting				
1	8/24	Introduction to ERM	Activity A: Group identity, Companies Assigned, and Group breakout.	Book Reading #1: Enterprise Risk Management: Straight to the Point, Pages 1-15
2	8/29	ERM and COSO	Activity B: Understanding Strategic Objectives from SEC 10K filing	Posted Reading #1: COSO Enterprise Risk Management Integrating Strategy and Performance Executive Summary Coursepack #1: Managing Risk, a New Framework
3	8/31	ERM Process and Implementation	Guest Speakers- Curtiss-Wright and Consultant	Book Reading #2: Enterprise Risk Management: Straight to the Point, Pages 19-43
	9/5	No Class- Labor Day		
4	9/7	Risk Appetite Framework	Activity C: Risk Appetite Exercise	Posted Reading #2: Wittenberg et al, Defining your Risk Appetite DUE: Risk Identification Assignment (50 Points)
5	9/12	Risks to Alternative Company Strategies	Activity D: Figuring out your company's strategy and thinking about the risks to Alternative Company Strategies	Posted Reading #3: 4 Levels of Alternative Strategies (see link on course website)
6	9/14	Performance Process: Risk Assessments	Activity E: Assessing and Prioritizing the company's Risks	Posted Reading #4: Risk Assessment in Practice (COSO)
7	9/19	Quiz		Quiz 1 (50 Points)
Module 2 Governance and Culture				
8	9/21	Guest speaker: BOD member	Board Speaker- Dwight Smith	
9	9/26	Governance, Culture, and ERM	Activity F: Defining your Company's Governance and Culture	Coursepack Reading #2 A Guide to the Big Ideas and Debates in Corporate Governance Posted Reading #5: A Leader's Guide to Corporate Culture
10	9/28	Line of Defense/ESG (Environmental, Social and Governance)	Activity G: Evaluating your Company's Lines of Defense	Posted Reading #6: IIA, Three Lines Model: An update of the Three Lines of Defense
Module 3 Performance in Business Functions				
11	10/3	Support Functions: Finance and Treasury: Measuring financial risks	Activity H: Estimating the risk of investing in your company's stock using VaR	Coursepack Reading #3: Value-at-Risk Note-basis for Cash Flow-at-Risk
12	10/5	Support Functions: Finance and Treasury (continued): Managing Financial Risks	Activity I Pick your company's top three risks and develop risk management strategies	Posted Reading #7: Stulz, JACF (2013) How Companies can use Hedging to Create Value, pages 21-26 (thru Funding the Hedge) Coursepack Reading #4: J&L Railroad Case
13	10/10	Business Functions Monitoring and Control (Risk Management, Compliance and Audit)	Activity J: RM, Compliance and Internal Audit	Book Reading #3: Enterprise Risk Management Straight to the Point Pages 45-97 Reading #8: COSO Internal Control- Integrated Framework Executive Summary
14	10/12	Quiz		Quiz 2 (50 Points)
15	10/17	Support Function: IT and Cyber	Group Activity K: IT, Cyber and your company	Coursepack Reading #5: An Integrated Approach to Cyber Resilience Posted Reading #9: COSO: Governance & Enterprise Risk Management- Managing Cyber Risk in Digital Age Activity: Assessing IT risks
16	10/19	ERM and Personal Risks	Activity M: Applying ERM to Personal Finance Exercise	DUE: Group Peer Evaluation (5 points)

Class	Date	Topic	In Class Activity/Speaker	Required Pre-Reads for Class
17	10/24	Tech for ERM	Activity N: GRC, TPRM and other tech	DUE: J&L Railroad Case Assignment (50 Points)
				<i>Posted Reading #10: Best Third-Party Risk Management Tools</i>
18	10/26	Supply Chain	Speaker- Craig Izzo	
19	10/31	Supply Chain	Activity O: Your company's supply chain risk and resiliency	<i>Coursepack Reading #6: Are the Risks of Global Supply Chains Starting to Outweigh the Rewards?</i>
Module 4 Review and Revisions				
20	11/2	Climate Risk & Climate Risk Management	Activity P: Climate Risks to & Opportunities for your Company	<i>Posted Reading #11: 2021 Climate Check: Business' Views on Environmental Sustainability</i>
				DUE: ERM and Personal Finance Assignment (50 points including report out on 11/9)
21	11/7	Climate Risk & Climate Risk Management	Activity Q: Climate disclosures, transitioning to net zero carbon and your company	<i>Posted Reading #12: Comprehensive Analysis of the SECs Proposed Rule on Climate Disclosure Requirements, Deloitte (MAR 2022)</i>
22	11/9	Learnings from ERM and Personal Finance Presentations	Activity R Share your presentations on ERM and personal finance	
23	11/14	Virtual Project Updates		Remote updates to your project. Please provide an outline (Included in presentation points)
24	11/16	Legal, Political, Lobbying and Current Events Risks	Activity S: Legal, Political and Current Event Risks Impacting your Company; Speaker	<i>Posted Reading #13: How Global Companies Manage Geopolitical Risks</i>
				DUE: Group Presentations - all groups due beginning of class (50 Points)
25	11/21	Assignment turned in in lieu of class		DUE: Personal Reflection paper (25 points)
26	11/28	Oversight Functions: Role of the Board and Committees: Risks Communications to the Board	Activity T: Firm Audit and/or Risk Committee Prep	<i>Book Reading #4: Enterprise Risk Management Straight to the Point Pages 99-141</i>
Module 5: Information, Communications, and Reporting				
27	11/30	Quiz		Quiz 3 (50 points)
28	12/5	Assigned Group Presentations -all attend		
29	12/7	Assigned Group Presentations -all attend		DUE: Group Peer Evaluation (5 points)
30	12/12	Course Project Paper Due 10 AM		DUE: Course Project Paper (100 points)