Risk Management – BUSFIN 4239 Syllabus (Spring 2026)

Instructors:
Professor Tammy Izzo, Department of Finance, izzo.32@osu.edu
Professor Bernadette A. Minton, Department of Finance, minton.15@osu.edu

Office hours:
Professor Izzo: By appointment via izzo.32@osu.edu
Professor Minton: By appointment via 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 in paperback ($19.95 – new) and as a Kindle book.
2. HBS Coursepack ($18.90): https://hbsp.harvard.edu/import/1372940
3. Posted Readings: available on Carmen course website in Modules by week
4. Posted Class Slides: available on Carmen course website in Modules by week

Strongly Recommended Reading:
1. *Wall Street Journal*. Access monthly WSJ subscription for $2 a week (cancel anytime). Here is referral link to access this price: https://r.wsj.com/PROFwjqu
2. *The Board Member's Guide to Risk (David Koenig).* The ISBN-13 is 979-8629628125. The book is available on Amazon.com in paperback ($17.95 – new) and as a Kindle book ($6.99).
3. *How To Be a Chief Risk Officer (Jennifer Gray)*. The ISBN-13 is 978-1999768324. The book is available on Amazon.com in paperback ($16.99 – new) and as Kindle book ($7.99).

Recommended Risk Management Center and Associations:
- The Risk Institute, The Ohio State University, Fisher College of Business is a leading resource in the understanding and management of risk. *"The Risk Institute brings together business leaders, academics and students for cross-industry collaboration, academic research, thought leadership and talent development. We offer a variety of services to equip professionals with the tools to effectively manage enterprise risk."*
- 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)

Risk Management – BUSFIN 4239 Syllabus

- 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)

Course Description:

In this discussion-based course, students develop a deep understanding of enterprise risk management (ERM) by applying frameworks such as COSO to identify, assess, and manage risk in both corporate and personal contexts. Through case studies, simulations, and analytical tools students evaluate the impact of risk on strategy and performance. The course emphasizes practical application, enabling students to communicate risk insights and apply ERM principles in organizational settings and personal financial decisions.

Course Learning Objectives and Outcomes:

Learning Objective	Learning Outcome *By the end of the course student will be able to*
Understand the principles of enterprise risk management (ERM) and the structure of the COSO ERM Framework, a common framework used by companies	**Analyze** how risk management integrates with strategy, governance, and culture
Learn structured tools for risk identification and evaluation	**Apply** risk registers and heat maps to classify and assess risks based on likelihood and impact.
Gain proficiency in qualitative and quantitative risk assessment techniques	**Perform** scenario analysis, probability-impact matrices, and Monte Carlo simulations
Explore the role of governance and organizational culture in ERM	**Evaluate** the effects of governance and culture on risk taking, ERM and disclosure using COSO frameworks and real-world case studies
Develop awareness of emerging risks affecting firms	**Analyze** risks related to AI, climate, healthcare, and geopolitics to inform firm strategy and stakeholder decisions
Examine crisis response and business resilience principles	**Design and implement** crisis response strategies through simulations and strategic communication exercises
Understand the relevance of ERM in personal finance	**Apply** concepts of risk appetite and tolerance to create sound financial plans
Build effective communication and collaboration skills	**Demonstrate** the ability to convey risk insights clearly through presentations, written reports, and peer feedback

How This Course Works:

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

Credit hours and work expectations: This is a **3-credit-hour course**. According to [Ohio State by-laws on instruction](#), 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).

Course Schedule:

The schedule is posted on Carmen in pdf format on the course home page and reflected in the structure of the Carmen site. 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). Not all assignments appear on your Carmen dashboard. You are responsible for the Class Schedule and related updates throughout the semester.

Highlights:

Attendance and participation/contribution requirements: YOU ARE REQUIRED TO ATTEND ALL CLASS SESSIONS (3 misses excused/unexcused) AND TO ARRIVE ON TIME (Please). We usually make all the class announcements and updates right at the beginning of class. ***If for some reason you miss more than 6 classes, you will receive zero contribution for the course (Please let us know of significant issues-medical and others).*** This is much more important in an activity-oriented course than in a 100% lecture-oriented course. To a significant extent, the value you get from the course depends on your presence in class, and your classmates' opportunities to learn from your insights depend on your presence in class.

You also are expected to log in to the course in Carmen every week outside of class time to access any assignments or class announcements. Use the class schedule and the syllabus as the guide.

Office hours: OPTIONAL. All office hours are optional and provided for students to mention questions or discuss any concerns in a one-on-one setting. We are reachable. Feel free to email direct vs. carmen messaging. Your response will be sooner. If you would like to meet, we can schedule a time as well or a quick phone call.

Grading and Evaluation:

Graded items 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. Use of prior class material is prohibited.

- **Collaboration Required (†††):** An explicit expectation for collaboration among students either in-class or outside (i.e., group work). This is not to be completed by one individual. Use of prior class material is prohibited.

Graded Item	Points	Type
Exams (2 in total)		
Exam 1: Wednesday, October 8th	75	†
Exam 2: Wednesday, December 10th	75	†
Assignments (Group and Individual)		
1. Risk Identification/Register and Heat Map	50	†††
2. Treasury Assignment	50	†
3. ERM Presentation to Board	50	††† / †
4. Resiliency presentation to Board	100	†††
5. Individual Assignment in lieu of class on Apr 20th	15	†††
6. Final Paper	85	†
Contribution *Attendance; Active Class Participation; Contribution Assignments*	*120*	†
Peer Evaluation for Group	*15*	†
TOTAL COURSE POINTS	**635**	

Graded Items:

Exams

There are two exams over the semester. *You will take these exams during class time on your laptop in class using Lockdown Browser. You must be in person*. Not attending class to take an exam in person without a valid medical reason or emergency excuse will result in a score of zero for that exam. Please inform us of sports or interviews *prior* to exam dates.
- Exam 1: Monday, February 23rd
- Exam 2: Wednesday, April 22nd

Assignments (Group and Individual)

There are six (6) graded assignments over the course of the semester in which students will work in their assigned group for group assignments and individually for individual assignments the semester. The assignments give you the opportunity to apply the course material in real-world settings. Some of the assignments will include completing work started in class.

It is important for group members to communicate regularly and share with the professors if an individual is not doing their perceived fair share. *Please use your team charter to help improve the dynamics of your team and the level of effort from each person.*

Contribution

Contribution requirements:

- **Attendance**:
  All scheduled events for the course are required. It is important to properly inform your professors through written documentation of missing classes for interviews or illness. You are required to track your attendance and absences. If you are out for more than 3 excused or unexcused absences, your grade will be impacted significantly. **If for some reason you miss more than 6 classes, you will receive zero contribution for the course (Please let us know of significant issues-medical and others).** Any signing in for others or not remembering your missed classes will be considered an issue, and zero points will be awarded for contribution. Just like in many corporate positions, you are required to track your time and be accountable.

- **Active class participation and contribution assignments**:
  - Contribution assignments and associated points
  - Contributing to and participating in group report-outs. Activities for the class may be collected and graded. Preparation of questions prior to class may be collected and graded.
  - Sharing a current event impacting ERM in the beginning of class. If something is happening with your company, we will ask you to share the latest information from your group related to recent events. Keeping up with current events, especially in your assigned company or the guest speaker's company, is critical to your learning about risk management and expected in the corporate world.
  - Sharing an example related to course material from firsthand experiences and internships/work experience. Being able to relate different experiences outside your company to other students helps build diversity of thought and adds cultural references to our discussions.
  - Subjective measure: did student have quality engagement (including engagement with guest speakers) during the semester, by making a significant contribution to the class.
  - If you do not like sharing your thoughts aloud with others, this class may not be the best fit for you. ERM requires a voice in corporate which helps mitigate the risk of the company. Being able to share thoughts and impact managing risk is critical and part of learning in this class.

Group Peer Evaluations

One bothersome aspect of group work is that it is difficult for the instructor to assess everyone's contribution to the team's output, and this may tempt some students to free ride on the efforts of their teammates. Peer review will be used to allow students to provide useful information about teammate contributions, to help avoid the free-rider problem and, if some students bear more than their share of the load, to reward those students. Each student will have 200 points to award to the other members of their team. The points that

you allocate should be proportional to the individual's contribution to your team over the course, as you perceive it. For example, if you think that Teammate A contributed twice as much as Teammate B, then Teammate A should get twice as many points as Teammate B. Since each student awards 200 points to teammates, the average score received from peer review is 200 points. The peer review forms will be completed at the end of the course. The form must be signed (it is not anonymous) but will be kept confidential. That is, students may be told the total number of points awarded to them by their teammates, but they will not be told the points given by individual teammates. Since peer review is a critical component of course grades, please take this responsibility very seriously— a frank and honest evaluation is expected. The ranges will be considered on how many of the 200 points are allocated. If you did not contribute to the teamwork, your final grade will be impacted. We will also ask for your thoughts on contribution, to class as well as peer evaluation.

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

Letter Grade	Points	%
A	590	92.9
A-	572	90.0
B+	552	86.9
B	527	83.0
B-	508	80.0
C+	489	77.0
C	463	72.9
C-	444	69.9
D+	419	66.0
D	381	60.0
E	<381	

Additional grading details
- The requirements of the course are identical for everyone. This means it is not possible to make up for inferior 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 an exam 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 exam. The written document need not be long but must clearly identify the problem or issue of concern. The entire exam 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 exams, except via permission within 2 days of the exam via evidence of a clear emergency (e.g., contagious illness, admitted to hospital for illness). All students requiring SDLS accommodation should notify us and schedule the exam times at the beginning of the semester.

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. *Please reach out via ous.edu email vs. Carmen.*
- Graded Item Return Times: within typically ten days for assignments.
- SSLEs: These are crucial feedback tools for Fisher and for us personally. We read every single comment from every student every semester. If you are enjoying class content/delivery, please tell your instructor before the 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.

Use of Artificial Intelligence (AI) and Academic Integrity*:*

There has been a significant increase in the popularity and availability of a variety of generative artificial intelligence (AI) tools, including ChatGPT, CoPilot, and others. These tools will help shape the future of work, research and technology but when used in the wrong way, they can stand in conflict with academic integrity at Ohio State.

All students have important obligations under the [Code of Student Conduct](#) to complete all academic and scholarly activities with fairness and honesty. Specifically, students are not to use unauthorized assistance on course assignments unless such assistance has been authorized specifically by the course instructors. In addition, students are not to submit their work without acknowledging any word-for-word use and/or paraphrasing of writing, ideas or other work that is not your own. These requirements apply to all students undergraduate, graduate, and professional.

AI fluency is the ability to leverage AI using it strategically to innovate, solve problems and create value. One of the course goals is to help you learn to write and communicate effectively, which will require practice. While you most likely will be expected to use AI to increase the speed at which you can produce, you still need to create, edit and recognize high-quality writing yourself. If AI can do the work without you, you will not have employable skills.

To that end, you can use AI to assist you in creating ideas, outlines, themes, arguments **and use X sentences of AI-generated text**. The X sentences will be specified in each assignment. Use AI as a collaborator or tutor: ask for feedback or ways to improve. You are required to keep and submit your prompts and/or supply a pdf of the session transcript if noted in the assignment.

For transparency, we will generate an "AI answer" by submitting the assignment with the assignment requirements to an AI model; your work is expected to exceed this baseline level.

As the tools progress, there are more and more ways to evaluate the percentage of AI used. We look forward to you learning the best way to use AI for input while maintaining your own personal creation.

Integrity and Assignment Acknowledgements:
In finance and other professions, integrity and transparency are essential. Taking credit for others' work undermines trust, while acknowledging collaboration and tools used reflects professionalism and strengthens your reputation.

For this course, you are expected to clearly disclose, when instructed, any assistance you received on assignments—including help from classmates other than your group members, use of AI tools, or other resources. This practice aligns with professional standards and helps us engage thoughtfully with emerging technologies.

All written assignments must be submitted online and may be reviewed using Turnitin and other AI detection tools. Be sure to complete each assignment independently or with your assigned group, as specified, and use your own judgment and ideas.

Academic Misconduct:
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.

Disability Statement with accommodations for illness:
The university strives to maintain a healthy and accessible environment to support student learning in and out of the classroom. If you anticipate or experience academic barriers based on your disability (including mental health, chronic, or temporary medical conditions), please let us know immediately so that we can privately discuss options. To establish reasonable accommodation, we may request that you register with Student Life Disability Services. After registration, decide with us as soon as possible to discuss your accommodation so that they may be implemented in a timely fashion.

If you are ill and need to miss class, including if you are staying home and away from others while experiencing symptoms of viral infection or fever, please let us know immediately. In cases where illness interacts with an underlying medical condition, please consult with Student Life Disability Services to request reasonable accommodations. You can connect with them at slds@osu.edu; 614-292-3307; slds.osu.edu; ; 098 Baker Hall, 113 W. 12th Avenue.

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 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 on the 4th Floor of the Younkin Success Center and 10th Floor of Lincoln Tower. You can reach an on-call counselor when CCS is closed at 614-292-5766 and 24-hour emergency help is also available through the 24/7 by dialing 988 to reach the Suicide and Crisis Lifeline.

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 resources and supportive measures, contact the Civil Rights Compliance Office:

Online reporting form at http://civilrights.osu.edu/,
Call 614-247-5838 or TTY 614-688-8605,
Or Email equity@osu.edu

The university is committed to stopping sexual misconduct, preventing its recurrence, eliminating any hostile environment, and remedying its discriminatory effects. All university employees have reporting responsibilities to the Civil Rights Compliance Office to ensure the university can take appropriate action:

- All university employees, except those exempted by legal privilege of confidentiality or expressly identified as a confidential reporter, have an obligation to report incidents of sexual assault immediately.

- The following employees have an obligation to report all other forms of sexual misconduct as soon as practicable but at most within five workdays of becoming aware of such information: 1. Any human resource professional (HRP); 2. Anyone who supervises faculty, staff, students, or volunteers; 3. Chair/director; and 4. Faculty member.

Grievances and Solving Problems:
A student who encounters a problem related to his/her educational program has a variety of avenues available to seek resolution. (Note: the procedures for grade grievances are explicitly covered in the faculty rules) Typically, a student is advised to resolve any dispute, disagreement, or grievance as directly as possible, engaging with the person or persons most closely involved. The faculty and staff of the departments and colleges are available to work with students in this regard. If this step does not produce acceptable results, the student should follow a logical stepwise progression to address the academic concerns.

According to University Policies, if you have a problem with this class, you should seek to resolve the grievance concerning a grade or academic practice by speaking first with the instructor or professor. Then, if necessary, take your case to the department chairperson, college dean or associate dean, and to the provost, in that order. Specific procedures are outlined in Faculty Rule 3335-8-23. Grievances against graduate, research, and teaching assistants should be submitted first to the supervising instructor, then to the chairperson of the assistant's department.

Intellectual Diversity:
Ohio State is committed to fostering a culture of open inquiry and intellectual diversity within the classroom. This course will cover a range of information and may include discussions or debates about controversial issues, beliefs, or policies. Any such discussions and debates are intended to support understanding of the approved curriculum and relevant course objectives rather than promote any specific point of view. Students will be assessed on principles applicable to the field of study and the content covered in the course. Preparing students for citizenship includes helping them develop critical thinking skills that will allow them to reach their own conclusions regarding complex or controversial matters.

Lyft Ride Smart (Previously Safe Ride Program):
Lyft Ride at Ohio State offers eligible students discounted rides, inside the university-designated service area (opens in new window) and has expanded service to the Short North area along High Street. Service runs from 7 p.m. to 7 a.m. Prices may be impacted by distance, traffic, time of day, special events and prime time surcharges. More information about the service and the Lyft App, and a link to get started using the Lyft Ride Smart services can be found at: https://ttm.osu.edu/ride-smart.

Religious Accommodations Statement:
Ohio State has had a longstanding practice of making reasonable academic accommodations for students' religious beliefs and practices in accordance with applicable law. In 2023, Ohio State updated its practice to align with new state legislation. Under this new provision, students must be in early communication with their instructors regarding any known accommodation requests for religious beliefs and practices, providing notice of specific dates for which they request alternative accommodations within 14 days after the first instructional day of the course. Instructors in turn should not question the sincerity of a student's religious or spiritual belief system in reviewing such requests and shall keep requests for accommodations confidential.

With sufficient notice, instructors will provide students with reasonable alternative accommodations regarding examinations and other academic requirements with respect to students' sincerely held religious beliefs and practices by allowing up to three absences each semester for the student to attend or participate in religious activities. Examples of religious accommodations can include, but are not limited to, rescheduling an exam, altering the time of a student's presentation, allowing make-up assignments to substitute for missed class work, or flexibility in due dates or research responsibilities. If concerns arise about the requested accommodation, instructors are to consult their tenure initiating unit head for assistance.

A student's request for time off shall be provided if the student's sincerely held religious belief or practice severely affects the student's ability to take an exam or meet an academic requirement **and** the student has notified their instructor, in writing during the first 14 days after the course begins, of the date of each absence. Although students are required to provide notice within the first 14 days after a course begins, instructors are strongly encouraged to work with the student to provide a reasonable accommodation if a request is made outside the notice period. A student may not be penalized for an absence approved under this policy.

If students have questions or disputes related to academic accommodations, they should contact their course instructor, and then their department or college office. For questions or to report discrimination or harassment based on religion, individuals should contact the **Civil Rights Compliance Office**.

Policy: Religious Holidays, Holy Days and Observances

Weather / Short-Term Closing:
Although Ohio State strives to remain open to ensure continuity of services to students and the public, extreme conditions can warrant the usage of the university's Weather or Other Short-Term Closing Policy. Please visit this webpage to learn more about preparing for potential closings and planning for winter weather. We will send an email if class is moved to Zoom, or an assignment is given in lieu of weather issues. Please check your email and Carmen.

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.
  - **Carmen access**
You will need to use BuckeyePass multi-factor authentication to access your courses in Carmen. To ensure that you can always connect to Carmen, 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 (about 12 months) 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 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.

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.

Week of	Week #	Topic	Monday	Wednesday	Assignments *On the course website*
1/12/2026	1	Foundations of ERM Class	Foundation of ERM (Izzo and Minton)	Foundations of ERM (Minton)	Individual Assignment: Throughout the semester: Attendance, Active Class Participation, and Contribution Assignments (120 Points)
1/19/2026	2	ERM Process	NO CLASS MLK HOLIDAY	ERM Process (Izzo)	
1/26/2026	3	CRO and Financial Stmt Risk	Guest Speaker-CRO (Izzo)	Risk & Financial Modeling (Izzo)	Group Assignment: Risk Identification Assignment Due 2/1 11:59PM (50 Points)
2/2/2026	4	Treasury Risk	Treasury Risk 1 (Minton)	Treasury Risk 2 (Minton)	Group Assignment: Treasury Risk Assignment Due 2/8 11:59PM (50 Points)
2/9/2026	5	Boards, Governance and Culture	Governance and Culture 1 (Minton)	Governance and Culture 2 (Minton)	
2/16/2026	6	Supply Chain	Guest Speaker (Izzo)	Supply Chain Risk (Izzo)	
2/23/2026	7	Exam and Risk Institute	Exam #1 In-class, online with Lockdown Browser (75 points) (Minton)	Risk Institute (Responsbile AI) (Izzo)	
3/2/2026	8	Group Presentations	Group Presentations (Izzo and Minton)	Group Presentations (Izzo and Minton)	Group Assignment: ERM Presentation to Board Due 3/1 11:59PM (50 Points)

Week of	Week #	Topic	Monday	Wednesday	Assignments *On the course website*
3/9/2026	9	IT and Cyber Risk	IT and Cyber Risk (Izzo)	IT and Cyber Risk (Izzo)	
3/16/2026	10	SPRING BREAK			
3/23/2026	11	Emerging Risks - AI	AI and Risk (Prof. Minton)	AI Guest Speaker (Prof. Minton)	
3/30/2026	12	Emerging Risks	Emerging Risk - Heathcare Costs (Minton)	Emerging Risks (Izzo)	
4/6/2026	13	Boeing Case: Third Party and Resiliency Risks	Boeing Case: Third Party and Resiliency Risks (Izzo)	Boeing Case: Third Party and Resiliency Risks (Izzo)	
4/13/2026	14	Resilency Group Presentations	Group Presentations (Izzo and Minton)	Group Presentations (Izzo and Minton)	Group Presentations Due 4/12 11:59PM (100 Points)
4/20/2026	15		No Class - Individual Assignment	**Exam #2 In-class, online with Lockdown Browser (75 points)** (Prof. Minton)	Individual Assignment: Peer Review Assignment Due 4/19 11:59PM (15 Points)
4/27/2026	16		In class Paper Assistance or Guest Speaker (Prof. Izzo)		
		Final Project Paper due	Assignment due: Final Project Paper due 9:00AM (online)		Group Assignment: Final Project Paper Due 5/1 9:00AM (85 Points)