



Risk Management – BUSFIN 4226 Syllabus (Autumn 2023)

Instructor:

Professor Tammy Izzo, Department of Finance, izzo.32@osu.edu and cell 248-910-2173

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, 8:00AM – 9:20AM, Gerlach 355

Course Materials:

Required Texts/Materials:

1. *Hacking the Case Interview* ISBN-9781545261828. The book is available on Amazon.com in paperback (\$24.99 – new)
2. Harvard Course pack: <https://hbsp.harvard.edu/import/1081621>
3. Posted Readings: available on Carmen course website
4. Posted Class Slides: available on Carmen course website

Strongly Recommended:

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/PROFwjgu>

Course Description:

In a discussion-based classroom environment, students learn and apply enterprise risk management concepts at a detailed level, both from a corporate 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 modules:

- Module 1: The Business of Consulting
- Module 2: Consulting Projects with a Finance Focus
- Module 3: Using Technology as a Consultant
- Module 4: Industry and Global
- Module 5: Your Consulting Project

Course Learning Outcomes:

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

1. Begin to Understand the business of consulting including:
 - Consulting firms and offerings
 - Project Methods
 - Client Relationships

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Proposals, contracting, and pricing.

Relationships and storytelling

Case Interviews and Recruiting

2. Begin to understand financial consulting projects including:

Supply Chain, Production and Operations

Forecasting, Planning and Analysis

Cost Reduction and Working Capital

Revenue Generation and CRM

Artificial Intelligence and Consulting

Legal Regulatory and Politics Impact

3. Begin to understand the uses of technology in consulting:

Dashboards (Tableau) with an Impact

Storytelling, AI and Journey Maps

IT, Finance and ERPs

Strengthening Finance Resources with Digital Skills

4. Begin to understand Industry and Global Impact in the areas of

Consumer Products and Travel Industry

Technology and Media

Government

Pharma and Life Sciences

Automotive, Aerospace and Manufacturing

Energy

Regulatory, Legal and Politics Impact

Global Shared Service Centers

5. Begin to learn about performing your own project and its impact in a company

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

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(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 the last page of this document*** and 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). Not all assignments appear on your Carmen dashboard. You are responsible for the Class Schedule and related updates through 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 do all the class messages and updates right at the beginning of class. 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 the student to bring up 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 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. 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.

Assignment Name	Points	Assignment Type
Quizzes (2 @50 points each)	100	👤
Course Project Presentation (50 points) and Paper (100 points)	150	👥
Group Assignments (2 @ 50 points each)	100	👥
Contribution	100	👤
Individual Assignments	50	👤

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Peer Evaluation for Groups	25	
TOTAL COURSE POINTS	525	

Graded Assignments:

Quizzes (100 Points)

There are two (2) 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. Please inform us of sports or interviews prior to quiz dates. Quiz dates are listed on the class schedule.

Course Project Presentation and Paper (150 Points)

You will be randomly *assigned to a group for the semester* (via Carmen – click People – click AU 23 Groups). The course project consists of a paper and a presentation. These will be a culmination of what you have learned this semester. The assignments will be posted early in the semester. This project is completed throughout the semester and through your activities. It is expected to be like work at a consulting firm. The projects the clients pay for are completed over a series of weeks with milestones. Waiting until the last weeks to complete your assignment will impact your grade.

Group Assignments (100 Points)

There are two (2) 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 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. Please use your team charter to help improve the dynamics of your team and level of effort from each person.

Contribution (100 Points): Thorough preparation—by students and instructors—and active participation are essential to a successful case course. Learning comes from struggling with the issues outside of class, then discussing the conclusions (and the struggle) in class. Unprepared students personally miss out on most of the learning and cheat their classmates because they cannot contribute fully to the learning that occurs in class. You will be given some preparation questions to help guide your thoughts for class topics and your companies. Certain questions will be submitted for points. These questions are not designed to be comprehensive, and we encourage you to explore relevant issues beyond the questions in the guidelines. Depending on how the class discussion unfolds, we may talk about some of the study questions but not others. At a minimum, each team should address the study questions prior to class, and each student in the group should understand the team’s analysis and decisions. Virtually every reading/speaker requires an “answer,” a question or a decision, and you should arrive in class prepared to explain and defend your discussion points. It is unacceptable to arrive in class

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without having made a decision, and statements like, “There wasn’t enough information,” will be challenged! Decisions must be made every day with less information than one would like to have. To encourage preparation and facilitate class discussion, students will be called on in class to share their insights and analysis. During lecture/discussion sessions, students are expected to have completed the assigned reading before class, and we will likely call on students during these sessions.

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/unexcused absences, your grade will be impacted significantly. If there are specific reasons for extended misses, please let me know. If for some reason you miss more than 6 classes, you will receive zero contribution for the attendance portion of the points in contribution for this 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 attendance contribution. Just like at a consulting firm, you are required to track your time and be accountable.

- **Contribution scoring will also be comprised of:**

- 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.
- Assignments for specific points added during class related to cases, readings or in class group activities.
- 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 the recent events. Keeping up with current events especially on 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 personal 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 out loud 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 make an impact on managing risk is critical and part of the learning in this class.

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Paper (50 Points):

Working independently, students will complete two papers worth 25 points each.

Group Peer Evaluations (25 Points)

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 a total of 200 points to award to the other members of his or her 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 also 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 an important 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 25 points is allocated. If you did not contribute to the teamwork, your final grade will be impacted.

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,

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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). All students requiring SDLS should notify us and schedule the exam times at the beginning of the semester.

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 48 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 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 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.

Use of Artificial Intelligence (AI):

Unless we specifically mention otherwise (and in writing), the use of any AI-generated content in any deliverables in this course will be considered *academic misconduct* and will be acted on as such. Writing assignments will be turned in online and we may use Turnitin and other applications that have AI detection algorithms. You need to complete each assignment as defined (team or individual) using your own thinking.

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>)

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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.

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Accommodated Exams:

Student Life Disability Services will proctor exams for students with accommodations that necessitate in-person testing for Spring 2023. 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 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.

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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.

Copyright:

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Week	Date	Topic (Subject to Change)
Module 1: The Business of Consulting		
1	8/23	Introduction to Consulting, Finance and Business
2	8/28	Types of Finance Consulting, Methods and Contracts
3	8/30	Consulting Opportunities and Case Interviews
	8/31	Individual Assignment 1: Due at 8/31 at 11:59 pm: Consulting Post Assignment (25 points)
	9/4	No Class Labor Day
4	9/6	Understanding Firms, Clients, Relationships, Teams and Roles
Module 2: Consulting Projects with a Finance Focus		
5	9/11	Supply Chain, Productions and Operations
6	9/13	Forecasting, Planning and Analysis (FP&A)
	9/14	Group Assignment 1: Due at 9/14 at 11:59 PM: Proposal to Consult on Financial Improvements (50 Points)
7	9/18	Cost Reduction and Working Capital
8	9/20	Revenue Generation and CRM
9	9/25	Artificial Intelligence and Consulting
10	9/27	Quiz 1 (50 Points)
11	10/2	Speaker
Module 3: Using Technology as a Consultant		
13	10/4	Dashboards and Impact
14	10/9	Storytelling, AI and Student Journey
15	10/11	IT, Finance and ERP
16	10/16	Strengthening Finance Resources with Digital Skills
Module 4: Industry and Global		
17	10/18	Consumer Products and Travel Industry
18	10/23	Technology and Media
19	10/25	Government Industry
	10/26	Group Assignment 2: Due at 10/26 11:59 PM- P&G GBS Financial Impact Case Assignment (50 Points) - (HBS Coursepack)
20	10/30	Pharma and Life Sciences Industries
21	11/2	Project Updates
21	11/6	Automotive, Aerospace and Manufacturing Industries
22	11/8	Energy Industries
	11/9	Final Presentation: Due 11/9 at 11:59 PM: Turn in Final Presentation (50 Points)
23	11/13	Legal, Regulatory and Politics Impact
24	11/15	Quiz 2 (50 points)
25	11/20	Individual Assignment 2: Due at 11/20 at 11:59 PM: No in person class. Speaker Paper (25 Points)
	11/22	Thanksgiving Break-No Class
Module 5: Your Consulting Project		
26	11/27	In Class Activity with Group (Points TBD)
27	11/29	In Class Activity with Group (Points TBD)
28	12/4	Assigned Group Presentations -all attend
29	12/6	Assigned Group Presentations -all attend
30	12/11	Due at 12/11 at 9 AM: Final Project (100 Points) and Group Peer Assessment (25 Points)