|  |  |  |
| --- | --- | --- |
|  |  | |
| **Section – 14187R**  **Units – 4**  **Location – ACC 205**  **Class Sessions – 10:00 am – 11:50 am Tuesday and Thursday** |
| **Professor: James Leonetti** |
| **Office: TBD** |
| **Office Hours: 8:00 am until 9:30 am Tuesday and Thursday**  **E-mail:** [**leonetti@marshall.usc.edu**](mailto:leonetti@marshall.usc.edu) |
|  |

**Course Description**

This course is an introduction to enterprise risk management for undergraduate students. In today’s business environment, there are a multitude of risks that organizations need to monitor and manage to ensure an enterprise’s continued viability. Understanding high level enterprise risk and the ability to identify, metric, manage, mitigate and communicate this risk to executive management and other enterprise stakeholders can be a competitive advantage for those entering into the fields of risk management, accounting, auditing (internal and external), operations and many others.

**Learning Objectives**   
Upon completion of this course, students should be able to:

1. Define the concept of “risk” and how it applies to large enterprises, businesses and organizations
2. Identify significant risks within an enterprise, business or organization
3. Develop the skills to analyze risks and to weigh costs vs benefits
4. Describe the key stakeholders within an enterprise and how they can utilize risk information
5. Demonstrate an understanding of the commonly used risk assessment and management frameworks
6. Explain the concepts around management of risk including assumption, avoidance, limitation, financing and transfer
7. Describe how to implement an enterprise risk management program within an organization

To achieve these learning objectives, a combination of background reading, interactive discussion / lecture expert speakers and cases will be utilized. .

**Required Materials**

The following book is available in the bookstore:

* National Alliance Research Academy, (2014). Risk Management Essentials. Texas: National Alliance Research Academy (978-0470559857)

Feel free to purchase the book online as this can result in substantial cost savings. Please be aware that you are responsible for making alternative arrangements for completing all readings and advance preparation until the books arrive.

The Individual Homework Assignments, and Team Written Presentations will be posted on BlackBoard. Please refer to the Course Calendar for due dates of assignments.

Additionally, there will be instructor provided materials posted on Blackboard, These materials will be beneficial to the students’ mastery of the materials being covered. Please be aware that examinations may include any of the materials posted on Blackboard by the professor whether or not discussed in class.

**Prerequisites and Preparation**

Students may want to join various risk management groups online. Several good risk management groups can be found through LinkedIn ([www.linkedin.com](http://www.linkedin.com)). Reviewing the daily posts relating to risk management can give you a current view on the issues that risk management professionals are managing on a daily basis.

**Grading Policies**

Your grade in this class will be determined by the amount of points that you earn on the exams homework, participation and the team projects. The total class score will be based upon points and weighted as indicated in the table below:



While, it is my general expectation that the grades for this class will be earned based upon achieving the approximate percentages of the total scaled points listed below, final grades may also reflect a grading curve which results in the overall class averaging approximately 3.3; which is the historical average grade for elective classes in Marshall School of Business. .

* Grade of an A to an A- earned for achieving between 100%-92% of the scaled points awarded.
* Grade of a B+ to a B- earned for achieving between 91%-80% of the scaled points awarded
* Grade of a C+ to a C- earned for achieving between 79%- 68% of the scaled points awarded
* Grade of a D to D- earned for achieving between 67% -56% of the scaled points awarded
* Grade of an F if the total points earned are less than 56%.

The grade of “W” is allowed only if a student withdraws after the official add period and before the end of the drop period during the semester. The grade of incomplete (IN) can be assigned only if there is work not completed because of a documented illness or unforeseen emergency occurring after the drop period of the semester that prevents the student from completing the semester. An “emergency” is defined as a serious documented illness, or an unforeseen situation that is beyond the student’s control, that prevents a student from completing the semester. Prior to the end of the drop period, the student still has the option of dropping the class so incompletes will not be considered. Arrangements for completing an IN must be initiated by the student and agreed to by the instructor prior to the final examination. All work required to replace the IN with a final grade must be completed within one calendar year from the date the IN was assigned. If the student does not complete the work within the year, the IN will automatically be converted to a grade of F.

***Retention of Graded Coursework***

Final exams and all other graded work which affected the course grade will be retained for one year after the end of the course if the graded work has not already been returned to the student.

**Assignments and Grading Detail**

**Exams**

**Electronic devices with internet, WIFI or Blue tooth capability are not permitted to be used during any examination and must be turned to the OFF mode.**

Exams may include: multiple-choice questions, short answer / brief essay questions, exercises, and problems. During the semester, the midterm exams will be returned in the subsequent class after the exam has been given. After the midterm is returned, you will have one week to discuss your grade and /or challenge your points awarded. After this time, grades on tests become final. All other grades are final once given.

The date of the Final Examination is established by the university and the instructor may not change the date or time of the final exam.

The scoring on each exam may be curved so that the average points earned by the entire class are not less than 3.3 grading point equivalent on any one exam.

All exams must be taken at USC at the scheduled class time and location with appropriate supervision. There are no scheduled make-up exams for either the two midterm examinations or the final exam. If you have a known schedule conflict for any exam, please discuss it with me immediately. Additionally, if an illness or unforeseen emergency arises, you must contact me as soon as possible so that we can discuss.

**Individual Homework Assignments**

Homework and individual assignments will be **posted to Blackboard**. These individual assignments are to be completed by each student without collaboration with others. These assignments are meant to test your understanding of the course material recently covered during the course. The answers to your questions should be neatly prepared, thorough and demonstrate a reasonable consideration of the questions being asked. Answers that are sloppily prepared, superficial and only demonstrate a topical understanding of the course or case material will be graded accordingly.

**Team Written Presentations**

One the first day of class, students will be organized into Teams. Each Team will be given a list of public companies and asked to select that company, for study during the semester. The Team Written Presentations will be assigned throughout the semester. The assignments will require your team to evaluate a public company and produce a class presentation and written report relating to implementing an enterprise risk management program for that company. The Team Projects will be focused on recent topics and discussions that have occurred during class. **Details for each Team Assignment will be provided on BlackBoard**. Each member of the team will receive the identical number of points for each Team Written Presentation.

**Team Class Exercises**

There will be six Team Class Exercises through-out the semester. There will be a class exercise on the first day of class. There is no advance written materials required for these exercises. The first exercise will be held during the first week of class. A student must be in attendance to be awarded points for any Team Exercise . There are no scheduled make-up points for any student who does not attend a class with a Team Exercise. Each member of the team, in attendance during class, will receive the identical number of points for each team class exercise.

**Class Participation and Professionalism**

Class attendance and participation are a key part of the learning that will occur in this class. If a student cannot attend a class and they notify me ( via email) that they cannot attend **AT LEAST 30 MINUTES** prior to the start of class, then the student may earn points for his/her professionalism. Attendance will be taken each class, and students who demonstrate active, positive and helpful participation may earn the maximum points.

**Technology Policy**

Laptop and Internet usage is not permitted during academic or professional sessions unless otherwise stated by the respective professor and/or staff. Use of other personal communication devices, such as cell phones, is considered unprofessional and is not permitted during academic or professional sessions. ANY e-devices (cell phones, iPads, other texting devices, laptops, I-pods) must be completely turned off during class time. Upon request, you must comply and put your device on the table in off mode and FACE DOWN. You might also be asked to deposit your devices in a designated area in the classroom.

Video recording of faculty lectures is not permitted due to copyright infringement regulations. Audio recording is only permitted if approved in writing in advance by the professor for each specific class session to be recorded. Use of any recorded or distributed material is reserved exclusively for the USC students registered in this class.

**Recordings**

No student may record any lecture, class discussion or meeting with the professor without the professor’s prior express written permission. The word “record” or the act of recording includes, but is not limited to, any and all means by which sound or visual images can be stored, duplicated or retransmitted whether by an electro-mechanical, analog, digital, wire, electronic or other device or any other means of signal encoding. The professor reserves all rights, including copyright, to lectures, course syllabi and related materials, including summaries, PowerPoints, prior exams, answer keys, and all supplementary course materials available to the students enrolled in this class whether posted on Blackboard or otherwise. They may not be reproduced, distributed, copied, or disseminated in any media or in any form, including but not limited to all course note-sharing websites. Exceptions are made for students who have made prior arrangements with DSP and the professor.

**STUDENTS SHOULD BE AWARE THAT THE PROFESSOR RESERVES THE RIGHT TO RECORD ANY AND ALL CLASS SESSIONS.**

The professor reserves the right to post any class recordings on to BlackBoard. The use of any recorded or distributed material is reserved exclusively for the USC students registered in this class.

**Use of Electronic Devices during Class**

During class lectures, students may be permitted to use electronic devices such as laptop computers, tablets and other internet connected devices for the purpose of note taking, for research, reviewing materials that are on Blackboard, and to gain access to materials that are relevant to the lecture. Students may also use electronic devices while they are making presentations to the class and during Team activities that occur during class time.

Any electronic device that is being used must be operating in the silent mode. If the use of an electronic device is disturbing to any other student, or to the instructor, then the use of any and or all electronic devices may be prohibited temporarily or for the duration of the class at the sole discretion of the professor.

Furthermore, **during certain class sessions**, all electronic devices are required to be turned to the OFF Position. These class sessions include:

* During any class session that a guest speaker is in attendance.
* During any class session where other members of the class are making a presentation (The presenters may use electronic devices during their presentations, but those in the audience may not.)
* During any examination or test taking time.

**The use of any personal communication device such as, CELL PHONES, TEXTING DEVICES, I-pods, etc. are not permitted to be used at any time during class, such devices must be in the off position, with the screen face down.**

**Students with Disabilities**

USC is committed to making reasonable accommodations to assist individuals with disabilities in reaching their academic potential. If you have a disability which may impact your performance, attendance, or grades in this course and require accommodations, you must first register with the Office of Disability Services and Programs ([www.usc.edu/disability](http://www.usc.edu/disability)). DSP provides certification for students with disabilities and helps arrange the relevant accommodations.  Any student requesting academic accommodations based on a disability is required to register with Disability Services and Programs (DSP) each semester. A letter of verification for approved accommodations can be obtained from DSP. Please be sure the letter is delivered to me as early in the semester as possible. I would appreciate it if you would kindly provide me with your letter of verification at least 7 days prior to its first use. DSP is located in GFS (Grace Ford Salvatori Hall) 120 and is open 8:30 a.m.–5:00 p.m., Monday through Friday. The phone number for DSP is (213) 740-0776. Email: ability@usc.edu.

**USC Statement on Academic Conduct**

USC seeks to maintain an optimal learning environment. General principles of academic honesty include the concept of respect for the intellectual property of others, the expectation that individual work will be submitted unless otherwise allowed by an instructor, and the obligations both to protect one’s own academic work from misuse by others as well as to avoid using another’s work as one’s own. Plagiarism – presenting someone else’s ideas as your own, either verbatim or recast in your own words – is a serious academic offense with serious consequences. Please familiarize yourself with the discussion of plagiarism in *SCampus* in Part B, Section 11, “Behavior Violating University Standards” <https://policy.usc.edu/scampus-part-b/>.  Other forms of academic dishonesty are equally unacceptable.  See additional information in *SCampus*and university policies on scientific misconduct, [http://policy.usc.edu/scientific-misconduct](http://policy.usc.edu/scientific-misconduct/).

Students enrolled in any class offered by the Leventhal School of Accounting are expected to uphold and adhere to the standards of academic integrity established by the Leventhal School of Accounting Student Honor Code.  Students are responsible for obtaining, reading, and understanding the Honor Code System handbook.  Students who are found to have violated the Code will be subject to disciplinary action as described in the handbook.  For more specific information, please refer to the Student Honor Code System handbook, available in class or from the receptionist in ACC 101

**Classroom Etiquette and Advance Preparation Expectations**

It is expected that everyone will practice courtesy, professionalism and respect to one another while in the classroom. It is expected that students will have completed the individual advance required reading, individual homework assignments and that the team projects before the time of each scheduled class meeting. Some of the reading assignments are not in the text book and the advance reading materials will be posted to Blackboard. A schedule of the advance reading and homework assignments is included in this syllabus. However, additional reading assignments may be made during the semester. Any additional assignments will be announced during class and posted on Blackboard.

We will attempt to have senior executives of local firms attend certain of the class meetings. These executives are interested in providing insights that may help you in your professional journey. They enjoy interfacing and answering questions from students. Positive interaction with these speakers may be rewarded with additional participation points.

An important learning objective for this class is for students to work successfully in a team environment. Team assignments are designed to be worked on collectively by members of the team as each Team determines to be appropriate. In the event that interpersonal challenges among team members arise, it is the hope that the individuals involved within their respective teams will be able to resolve their differences amongst themselves. While many, if not all, organizations have some level of dysfunction, in most cases, working through the dysfunction to a successful conclusion is the best course of action. It is a very serious matter if there is dysfunction in a team to point when separation is contemplated. Please contact me immediately if a team or individual is contemplating a separation from his/her team.

Discrimination, sexual assault, and harassment are not tolerated by the university. You are encouraged to report any incidents to the *Office of Equity and Diversity* <http://equity.usc.edu> or to the *Department of Public Safety* <http://dps.usc.edu>. This is important for the safety of the whole USC community. Another member of the university community – such as a friend, classmate, advisor, or faculty member – can help initiate the report, or can initiate the report on behalf of another person. *The Center for Women and Men* <https://engemannshc.usc.edu/rsvp/> provides 24/7 confidential support, and the sexual assault resource center webpage <http://sarc.usc.edu> describes reporting options and other resources.

**Support Systems**

*Student Counseling Services (SCS) - (213) 740-7711 – 24/7 on call*

Free and confidential mental health treatment for students, including short-term psychotherapy, group counseling, stress fitness workshops, and crisis intervention.<https://engemannshc.usc.edu/counseling/>

*National Suicide Prevention Lifeline - 1-800-273-8255*

Provides free and confidential emotional support to people in suicidal crisis or emotional distress 24 hours a day, 7 days a week. [http://www.suicidepreventionlifeline.org](https://urldefense.proofpoint.com/v2/url?u=http-3A__www.suicidepreventionlifeline.org_&d=DwMFAg&c=clK7kQUTWtAVEOVIgvi0NU5BOUHhpN0H8p7CSfnc_gI&r=_36nnFETM-Q6pZ6iq9FbkRLnOqB2hAKf3hpB7emICZo&m=E2UsZJRCMqi9OEfKUeqk9Y1uY3eDgl_cjSeDni9P-3s&s=twu831aNHupJnoiSEzsXZ1lmq9yCzJvEv35V5v5dYAY&e=)

*Relationship & Sexual Violence Prevention Services (RSVP) - (213) 740-4900 - 24/7 on call*

Free and confidential therapy services, workshops, and training for situations related to gender-based harm. <https://engemannshc.usc.edu/rsvp/>

*Sexual Assault Resource Center*

For more information about how to get help or help a survivor, rights, reporting options, and additional resources, visit the website:<http://sarc.usc.edu/>

*Office of Equity and Diversity (OED)/Title IX compliance – (213) 740-5086*

Works with faculty, staff, visitors, applicants, and students around issues of protected class.<https://equity.usc.edu/>

*Bias Assessment Response and Support*

Incidents of bias, hate crimes and microaggressions need to be reported allowing for appropriate investigation and response.<https://studentaffairs.usc.edu/bias-assessment-response-support/>

*Student Support & Advocacy – (213) 821-4710*

Assists students and families in resolving complex issues adversely affecting their success as a student EX: personal, financial, and academic.<https://studentaffairs.usc.edu/ssa/>

*Diversity at USC –* [*https://diversity.usc.edu/*](https://diversity.usc.edu/)

Tabs for Events, Programs and Training, Task Force (including representatives for each school), Chronology, Participate, Resources for Students

**Emergency Preparedness / Course Continuity**

In case of a declared emergency if travel to campus is not feasible, the *USC Emergency Information* web site (<http://emergency.usc.edu/>*)* will provide safety and other information, including electronic means by which instructors will conduct class using a combination of USC’s Blackboard learning management system (blackboard.usc.edu), teleconferencing, and other technologies.

For additional information, you may use any of the following:

**USC Emergency – (213) 740-4321**

**USC Emergency Information – (213) 740-9233**

**USC Information – (213) 740-2311**

**KUSC Radio – 91.5 FM**

**MARSHALL GUIDELINES**

**Learning Goals**

In this class, emphasis will be placed on the USC Marshall School of Business learning goals as follows:

|  |  |  |
| --- | --- | --- |
| **Goal** | **Description** | **Course Emphasis** |
| 1 | Our graduates will have an understanding of the key business areas and their reciprocity *to effectively manage different types of modern enterprise.* | Medium |
| 2 | Our graduates will have a global mindset *demonstrating an understanding of the interplay of local, regional, and international markets, and economic, social and cultural issues.* | Low |
| 3 | Our graduates will demonstrate critical thinking skills, decision-making, and problem-solving abilities *to strategically navigate complex demands of business environments*. | Medium |
| 4 | Our graduates will demonstrate leadership skills *aspiring to be informed, sensible, future-oriented leaders and innovators.* | Medium |
| 5 | Our graduates will demonstrate ethical reasoning skills, understand social, civic, and professional responsibilities *and aspire to add value to society*. | Medium |
| 6 | Our graduates will be effective communicators in speaking and writing *to facilitate information flow in organizational, social, and intercultural contexts.* | Medium |

**Please see detailed course calendar for description of assignments, course work and examinations.**

**Course Calendar**

