IB3RR-15 Managing Risks and Building Resilience

25/26

Department
Warwick Business School
Level
Undergraduate Level 3
Module leader
Giovanni Radaelli
Credit value
15
Module duration
10 weeks
Assessment
Multiple
Study location
University of Warwick main campus, Coventry

Description

Introductory description

This is an elective module available for WBS and non-WBS students. To find detailed availability and to apply for this module, log in to my.wbs.ac.uk using your normal IT login details and apply via the my.wbs module application system. Once you've secured a place on my.wbs you should apply via your home department's usual process, which usually takes place via eVision. Note that you do not require the module leader's permission to study a WBS module, so please do not contact them to request it.

Every worker, manager and consultant - in any industry and time - constantly faces risks, which might affect business continuity, interpersonal relationships and personal well-being. Following which, it is important to build resilience - for us and for our peers - against and about risks. This means being able to identify, prevent and manage risks in the most efficient and effective way.

This module, consistently with state-of-art research, treats resilience as a dynamic capability and not merely a personal skill. This module offers a capability framework, which provides tools and techniques that will allow student to build resilience for themselves, their peers and their clients. The module will specifically provide: (i) tools and techniques to identify and analyse risks in different real-life scenarios; (ii) frameworks, tools and techniques that integrate 7 layers of capabilities (normative, organizational, processual, relational, cognitive, emotional and

technological); and (iii) an ethical perspective on risk as perverse or pervasive mechanism.

The module will use real-life cases and prospective scenarios to let students elaborate their own personalized approach to risk management and resilience building.

Module web page

Module aims

- To support future managers and consultants in the identification of risks in their job
- To provide future managers and consultants with a capability framework that can provide durable skills to prevent and manage risks in any job and industry
- To provide start-of-art definitions and models to describe risk, risk management and resilience
- To provide start-of-art models, concepts and tools that measure the probability and impact of risks in jobs and scenarios
- To provide start-of-art models, concepts and tools to build resilience capabilities from multiple perspectives, including: normative, organizational, processual, relational, cognitive, emotional, and technological
- To provide cases and spaces of discussion on sustainable and ethical ways to manage risks for the benefit of the whole (organizational and non) community
- To make decisions on what (combinations of) improvement tools and frameworks are appropriate in given circumstances
- To enable interactive discussions about the choice and applications of models, concepts, tools and languages in multiple contexts of application, e.g. through comment sections, discussion forums
- To facilitate collaborative discussions and applications of the models, concepts, tools and languages among students, e.g. through group work and discussion forums

Outline syllabus

This is an indicative module outline only to give an indication of the sort of topics that may be covered. Actual sessions held may differ.

1: Introducing a Capability Framework

a. Core definitions: risk, hazard, resilience, resistance, recovery vulnerability

b. Crisis as a process versus Crisis as an event

c. Resilience capability framework

2: Risks and Scenario Building

a. ‘fault’ v ‘event’

b. Risk Priority and Risk Priority Number

3: Building Normative Capability

a. Risk and Institutional theory

b. Levels of analysis (international, national, local)

c. Regulations versus norms

4: Building Organizational Capability

a. Threat Rigidity/Flexibility Hypothesis

b. Adverse Events Team & Team Effectiveness

c. Risk and Safety Roles

5: Building Process Capability

a. Aviation Model & Risk Management Cycle

b. Process Analysis and Design

6: Building Cognitive Capability

a. Risk and Sensemaking

b. Framing Theory

7: Building Emotional Capability

a. Risk-related stressors

b. Emotion Regulation and Emotions Work

8: Building Relational Capability

a. Collaboration v Coordination v Cooperation

b. Formal v Relational Governance

c. Trust Recovery and Repair

9: Building Technological Capability

a. Technology-induced risks

b. Automation v Autonomation (Jidoka)

10: An Ethical Rejoinder

a. Pervasive v perverse risks

b. Autonomy vs Autonomy v Accountability

Learning outcomes

By the end of the module, students should be able to:

- Define key concepts of risk management and resilience.
- Apply and critically evaluate a number of risk management and resilience tools and techniques for analysing and improving cases with high risk of disruption or harm.

Indicative reading list

Reading lists can be found in Talis

Subject specific skills

Explain the use and limitations of key models, tools and languages of risk management and resilience building .

Develop and demonstrate analytic and critical skills through case study analysis.

Apply the models, concepts, tools and languages of risk management and resilience building in real-life case scenarios.

Select an appropriate strategy of resilience development, based on the specific needs of specific risk scenarios.

Transferable skills

Reflect on the relevance of models, concepts, tools of risk management and resilience building in their own personal case.

Conduct independent research using primary and secondary data.

Demonstrate written communication skills.

Study

Study time

Type	Required
Lectures	10 sessions of 1 hour (7%)
Seminars	9 sessions of 1 hour (6%)
Online learning (scheduled sessions)	10 sessions of 1 hour (7%)
Private study	48 hours (32%)
Assessment	73 hours (49%)
Total	150 hours

Private study description

Directed reading; seminar preparation, private study.

Costs

No further costs have been identified for this module.

Assessment

You do not need to pass all assessment components to pass the module.

Assessment group A

	Weighting	Study time	Eligible for self-certification
Individual Assignment	90%	65 hours	Yes (extension)
Participation	10%	8 hours	No

Assessment group R

	Weighting	Study time	Eligible for self-certification
Individual Assignment	100%		Yes (extension)

Feedback on assessment

Feedback will be provided via my.wbs.

Availability

Courses

This module is Optional for:

- Year 4 of UECA-L1N3 BSc Economics and Management with Placement Year
- UIBA-N20B BSc in Management
    - Year 3 of N20B Management
    - Year 3 of N20B Management
    - Year 3 of N23K Management with Accounting
    - Year 3 of N234 Management with Digital Business
    - Year 3 of N235 Management with Entrepreneurship
    - Year 3 of N232 Management with Finance
    - Year 3 of N252 Management with Marketing
    - Year 3 of N23L Management with Strategy and Organisation
- Year 3 of UIBA-N400 Undergraduate Accounting and Finance

- UIBA-N404 Undergraduate Accounting and Finance (with Foundation Year and Placement/Undergraduate Partnership Programme)
    - Year 5 of N4N7 Accounting and Finance (Foundation Year and Intercalated)
    - Year 5 of N404 Accounting and Finance (Foundation Year and Placement)
    - Year 5 of N405 Accounting and Finance (Foundation Year and UPP)
    - Year 5 of N403 Accounting and Finance (with Foundation Year)
- Year 4 of UIBA-N403 Undergraduate Accounting and Finance (with Foundation Year)
- UIBA-N401 Undergraduate Accounting and Finance (with Placement Year/Undergraduate Partnership Programme)
    - Year 4 of N401 Accounting and Finance (Placement)
    - Year 4 of N402 Accounting and Finance (Undergraduate Partnership Programme)
- Year 3 of UCSA-I1N1 Undergraduate Computer Science with Business Studies
- Year 4 of UCSA-I1NA Undergraduate Computer Science with Business Studies (with Intercalated Year)
- Year 1 of UIOA-EEU Undergraduate EU Exchange
- Year 3 of UECA-L1N2 Undergraduate Economics and Management
- UIOA-ESO Undergraduate European Exchange
    - Year 1 of UESO Undergraduate European Exchange
    - Year 1 of UESO Undergraduate European Exchange
- Year 4 of UGEA-RN21 Undergraduate German and Business Studies
- Year 3 of UIPA-L8N1 Undergraduate Global Sustainable Development and Business
- Year 4 of UIPA-L8N2 Undergraduate Global Sustainable Development and Business Studies (with Intercalated Year)
- UIBA-N20F Undergraduate International Management
    - Year 4 of N20F International Management
    - Year 4 of N20F International Management
    - Year 4 of N20S International Management (with Accounting)
    - Year 4 of N20T International Management (with Chinese)
    - Year 4 of N20P International Management (with Entrepreneurship)
    - Year 4 of N20M International Management (with Finance)
    - Year 4 of N20U International Management (with French)
    - Year 4 of N20L International Management (with Marketing)
    - Year 4 of N20V International Management (with Spanish)
    - Year 4 of N20W International Management (with Strategy and Organisation)
    - Year 4 of N20N International Management with Digital Business
    - Year 4 of N20E Management (with Foundation Year)
    - Year 4 of N234 Management with Digital Business
- UIBA-N220 Undergraduate International Management (with Foundation Year)
    - Year 5 of N220 International Management (with Foundation Year)
    - Year 5 of N221 International Management with Accounting (with Foundation Year)
    - Year 5 of N226 International Management with Chinese (with Foundation Year)
    - Year 5 of N223 International Management with Digital Business (with Foundation Year)
    - Year 5 of N224 International Management with Entrepreneurship (with Foundation Year)
    - Year 5 of N222 International Management with Finance (with Foundation Year)
    - Year 5 of N227 International Management with French (with Foundation Year)

    - Year 5 of N225 International Management with Marketing (with Foundation Year)
    - Year 5 of N228 International Management with Spanish (with Foundation Year)
    - Year 5 of N229 International Management with Strategy and Organisation (with Foundation Year)
- UIBA-N20J Undergraduate Management (with Foundation Year and Placement Year/Undergraduate Partnership Programme)
    - Year 5 of N20J Management (Foundation Year and Placement)
    - Year 5 of N20K Management (Foundation Year and UPP)
    - Year 5 of N23H Management with Digital Business (with Foundation Year and Placement Year)
    - Year 5 of N23J Management with Entrepreneurship (with Foundation Year and Placement Year)
    - Year 5 of N23G Management with Finance (with Foundation Year and Placement Year)
    - Year 5 of N255 Management with Marketing (with Foundation Year and Placement Year)
- UIBA-N20E Undergraduate Management (with Foundation Year)
    - Year 4 of N20E Management (with Foundation Year)
    - Year 4 of N23N Management with Accounting (with Foundation Year and Placement Year)
    - Year 4 of N23M Management with Accounting (with Foundation Year)
    - Year 4 of N23E Management with Digital Business (with Foundation Year)
    - Year 4 of N23F Management with Entrepreneurship (with Foundation Year)
    - Year 4 of N23D Management with Finance (with Foundation Year)
    - Year 4 of N252 Management with Marketing
    - Year 4 of N254 Management with Marketing (with Foundation Year)
    - Year 4 of N23P Management with Strategy and Organisation (with Foundation Year)
- UIBA-N20C Undergraduate Management (with Placement Year/Undergraduate Partnership Programme)
    - Year 4 of N20M International Management (with Finance)
    - Year 4 of N20B Management
    - Year 4 of N20D Management (Undergraduate Partnership Programme)
    - Year 4 of N20C Management (with Placement Year)
    - Year 4 of N20Q Management with Accounting (with Placement Year)
    - Year 4 of N236 Management with Digital Business (with Placement Year)
    - Year 4 of N235 Management with Entrepreneurship
    - Year 4 of N237 Management with Entrepreneurship (with Placement Year)
    - Year 4 of N232 Management with Finance
    - Year 4 of N233 Management with Finance (with Placement Year)
    - Year 4 of N253 Management with Marketing (with Placement Year)
    - Year 4 of N23L Management with Strategy and Organisation
    - Year 4 of N20R Management with Strategy and Organisation (with Placement Year)
- Year 3 of UMAA-G1NC Undergraduate Mathematics and Business Studies
- Year 4 of UMAA-G1N2 Undergraduate Mathematics and Business Studies (with Intercalated Year)
- UIOA-EOS Undergraduate Overseas Exchange

    - Year 1 of UEOS Undergraduate Overseas Exchange
    - Year 1 of UEOS Undergraduate Overseas Exchange
- Year 4 of UPXA-F3ND Undergraduate Physics and Business Studies (with Intercalated Year)
- Year 3 of UPXA-F3N2 Undergraduate Physics with Business Studies
- Year 1 of UIOA-EUS Undergraduate USA Exchange