IB3RR-15 Managing Risks and Building Resilience

26/27

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

There is currently no information about the courses for which this module is core or optional.