

## Liverpool John Moores University

Title: MANAGING ENTERPRISE RISK  
Status: Definitive  
Code: **7507KFLMI** (116790)  
Version Start Date: 01-08-2011

Owning School/Faculty: Liverpool Business School  
Teaching School/Faculty: Kaplan Financial Leeds

Team	Leader
Alastair Balchin	Y

**Academic Level:** FHEQ7  
**Credit Value:** 15.00  
**Total Delivered Hours:** 36.00  
**Total Learning Hours:** 150  
**Private Study:** 114

### Delivery Options

Course typically offered: Runs Twice - S1 & S2

Component	Contact Hours
Lecture	12.000
Tutorial	24.000

**Grading Basis:** 40 %

### Assessment Details

Category	Short Description	Description	Weighting (%)	Exam Duration
Test	AS1	Class test	30.0	
Essay	AS2	Individual essay	70.0	

### Aims

*The aims of this module are to provide a critical overview of how risk information and knowledge are created and used to support risk problem structuring in support of strategic and tactical risk decision making, and to identify factors affecting the quality of risk decision making within organisations.*

### Learning Outcomes

After completing the module the student should be able to:

- 1 Critically appraise the rationale for developing risk management in an organisational context and consider the influence of corporate governance practices on risk management
- 2 Evaluate how the risks that organisations face vary according to the nature of the business and operating environment of the organisation
- 3 Evaluate the risk management process, comparing and contrasting methods used to generate risk information and risk knowledge
- 4 Critically appraise how decision maker characteristics may impact risk decision making within the organisation
- 5 Evaluate how technology may support risk problem solving and the risk decision making process
- 6 Evaluate how risk management capabilities can be incorporated into the strategy making process and provide a basis for sustainable competitive advantage

### Learning Outcomes of Assessments

The assessment item list is assessed via the learning outcomes listed:

test	1	2	3	4		
essay	1	2	3	4	5	6

### Outline Syllabus

*Principles of Risk*

*Introduction to decision making*

*Decision makers, risk thinking and decision making.*

*Risk problem structuring and the creation of risk information and knowledge.*

*Using technology to support risk decision making.*

*Critical risk thinking and improved risk decision making*

*Integrating risk management and strategic management*

### Learning Activities

Students will learn through traditional lectures and problem based learning in small groups. Case studies, simulated and actual business problems will be used to explore course concepts and the practical application of risk theory in an organizational setting.

### References

<b>Course Material</b>	Book
<b>Author</b>	Cole, G A and Kelly, P P
<b>Publishing Year</b>	2011
<b>Title</b>	Management Theory and Practice

<b>Subtitle</b>	
<b>Edition</b>	
<b>Publisher</b>	Cengage EMEA
<b>ISBN</b>	

<b>Course Material</b>	Book
<b>Author</b>	Kelly, P P
<b>Publishing Year</b>	2005
<b>Title</b>	Information Systems Risk
<b>Subtitle</b>	
<b>Edition</b>	
<b>Publisher</b>	Wittherbys
<b>ISBN</b>	

<b>Course Material</b>	Book
<b>Author</b>	Hillson, D and Murray-Webster, R
<b>Publishing Year</b>	2007
<b>Title</b>	Understanding and Managing Risk attitude
<b>Subtitle</b>	
<b>Edition</b>	
<b>Publisher</b>	Gower
<b>ISBN</b>	

<b>Course Material</b>	Book
<b>Author</b>	IRM
<b>Publishing Year</b>	2002
<b>Title</b>	A Risk Management Standard
<b>Subtitle</b>	
<b>Edition</b>	
<b>Publisher</b>	AIRMIC, ALARM, IRM
<b>ISBN</b>	

<b>Course Material</b>	Book
<b>Author</b>	Kelly, P P
<b>Publishing Year</b>	2009
<b>Title</b>	Conceptualising business risk culture: a study of risk-thinking and practice in contemporary dynamic organizations
<b>Subtitle</b>	
<b>Edition</b>	
<b>Publisher</b>	Int. J. Business Continuity and Risk Management, Vol. 1, No. 1, pp. 19 – 37
<b>ISBN</b>	

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## Notes

The assessment tasks require, in particular, a demonstration of a comprehensive understanding of relevant risk knowledge and applicable risk management techniques which are at the forefront of the risk management academic discipline, field of study or professional practice.

Students passing the course may be entitled to exemptions from some modules of the IRM (Institute of Risk Management) Diploma - contact IRM's education team on [studentqueries@theirm.org](mailto:studentqueries@theirm.org) or +44(0)20 7709 9808.

Management Theory & Practice can be studied as a single subject or as part of one of our Professional Qualifications. Visit our website to learn more about this and our other qualifications. Institute of Commercial Management | Qualification Subject. Management Theory & Practice. Main Topics of Study. Print Page. Part One – Management Theory. Introduction. Management: An introduction. Classical Theories of Management. The search for principles of management. Bureaucracy. Human Relations and Social Psychological Theories. Motivation – what motivates people? Motivation – how motivation occurs. Theories of Leadership and Group Behaviour. Leadership – theory and practice. Groups and teams. Only through those practices can a business achieve efficiency and productivity. This management theory attempts to find the optimal way to complete a given task, often at the expense of the employees’ humanity. The theory as a whole isn’t used much anymore, but parts of it – workplace efficiency, training, and cooperation – are the foundation of some of the most successful businesses on the planet. Implementing changes to your management theory and style is difficult. But when you commit to accommodating the attitudes and natural habits of your employees, your business will reap the rewards both now and in the future. Managing your team in a way they understand (and that appeals to them) results in improved morale, decreased turnover, and better employee engagement. Management: Theory and Practice draws on its authors’ wide experience of both teaching management and being managers, to bring this complex and constantly evolving subject to life. Links to video case studies (as well as other web links) encourage readers to extend their knowledge beyond the text and end of chapter reference lists indicate the essential books written by key management theorists. Discover the world’s research. 17+ million members. The need to enhance productivity and minimise wastage has led to a new but “broader, organisation-wide approach to quality” away from the traditional view of quality control to quality assurance (Cole, 1996, p. 237) which has been variously termed Quality Since then, the scientific management theory has been practiced worldwide. The resulting collaboration between employees and employers evolved into the teamwork that people now enjoy. 2. Systems Management Theory. Systems management offers an alternative approach to the planning and management of organizations. The systems management theory proposes that businesses, like the human body, consists of multiple components that work harmoniously so that the larger system can function optimally. Fred Fiedler is the theorist behind the contingency management theory. Fiedler proposed that the traits of a leader were directly related to how effectively he led. Management as a science and art has already provided significant economic changes in society. As a theoretical science, it is represented in numerous publications, training courses and disciplines of higher and secondary professional educational institutions. Domestic and foreign experience in management is a fertile ground for the formation of a procedural block of knowledge in general and historical knowledge in particular.

Management: Theory and Practice draws on its authors' wide experience of both teaching management and being managers, to bring this complex and constantly evolving subject to life. Links to video case studies (as well as other web links) encourage readers to extend their knowledge beyond the text and end of chapter reference lists indicate the essential books written by key management theorists. Discover the world's research. 17+ million members. The need to enhance productivity and minimise wastage has led to a new but "broader, organisation-wide approach to quality" away from the traditional view of quality control to quality assurance (Cole, 1996, p. 237) which has been variously termed Quality Management theories have been developed and used since management first became a standard part of business practices. While older theories still hold relevant, new theories continue to be developed to keep up with current trends in business. The workplace has changed dramatically since the first management theories were conceived. Modern management is not a one-size-fits-all practice. Therefore, it is helpful to gain an understanding of management theories and their applications. Common Concepts in Management Theories. Management theories all revolve around similar concepts. Only through those practices can a business achieve efficiency and productivity. This management theory attempts to find the optimal way to complete a given task, often at the expense of the employees' humanity. The theory as a whole isn't used much anymore, but parts of it – workplace efficiency, training, and cooperation – are the foundation of some of the most successful businesses on the planet. Implementing changes to your management theory and style is difficult. But when you commit to accommodating the attitudes and natural habits of your employees, your business will reap the rewards both now and in the future. Managing your team in a way they understand (and that appeals to them) results in improved morale, decreased turnover, and better employee engagement.