

- Faculté des sciences économiques
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Enterprise Risk and Performance Management (5EN2032)

Filières concernées	Nombre d'heures	Validation	Crédits ECTS
Master en développement international des affaires	Cours: 4 ph	écrit: 2 h	6

ph=période hebdomadaire, pg=période globale, j=jour, dj=demi-jour, h=heure, min=minute

Période d'enseignement:

- Semestre Printemps

Equipe enseignante:

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Objectifs:

This course will allow participants to gain insights into the theoretical concepts, roles and responsibilities as well as frameworks/standards of Enterprise Risk and Performance Management and put it in perspective with Corporate Governance. It will illustrate efficient and effective management of risks, comprehensive reporting of key risk indicators as well as key performance indicators and identify, how Enterprise Risk and Performance Management can be used for business benefits and continuous improvement. Furthermore, the course will focus on fundamental causes of business failures in the manufacturing and financial industry but also on opportunities which are provided when Enterprise Risk and Performance Management is properly implemented.

Contenu:

The following topics will be addressed:

The value-added impact of Enterprise Risk and Performance Management for an organization's objectives in the following four areas:

- Strategic
- Operational
- Financial
- Compliance

The interrelated components that cut across the above mentioned objectives:

- Internal/control environment
- Objective setting
- Event identification, risk assessment and risk response
- Control activities
- Information and communication
- Monitoring

Forme de l'évaluation:

Two-hours written exam (multiple choice) during the last lecture of the semester (70%)
Case study: group presentation of a "Corporate Risk Map" and complementary aspects (20%)
Participation and contribution during discussions, exercises and workshops (10%)

The lecture and the two-hours written exam will be in English. However, discussions, exercises and workshops as well as group presentations may also be in French.

Retake: 30 minutes oral exam (English) or 2h during the session.

Important: notes, texts, books and other documentation, as well as computers, connected phones and other connected electronic devices are not allowed in the examinations.

In case of violation of these rules, these items will be removed and the exam will be considered void.

Documentation:

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Mandatory:

- Blunden T. and Thirlwell J. (2013) Mastering Operational Risk, Pearson, Harlow

Optional:

- Fraser J. and Simkins B.J. (2010) Enterprise Risk Management, Wiley, Hoboken (most important articles will be provided during the course)

- Marchetti A.M. (2012) Enterprise Risk Management: Best Practices, Wiley, Hoboken

- Kaplan R.S. and Norton D.P. (2008) The Execution Premium: Linking Strategy to Operations for Competitive Advantage, Harvard Business School Press, Boston

- Paladino B. (2007) Five Key Principles of Corporate Performance Management, Wiley, Hoboken

- Barton T.L., Shenkir W.G. and Walker P.L. (2002) Making Enterprise Risk Management Pay Off, Financial Times Prentice Hall, New York

- Kaplan R.S. and Norton D.P. (1992) The Balanced Scorecard: Measures that Drive Performance, in: Harvard Business Review, January-February 1992, Boston

Pré-requis:

Students have to be familiar with basic notions of corporate strategy, operations and finance.

Forme de l'enseignement:

Lectures: 4 hours per week (including discussions, workshops and exercises).