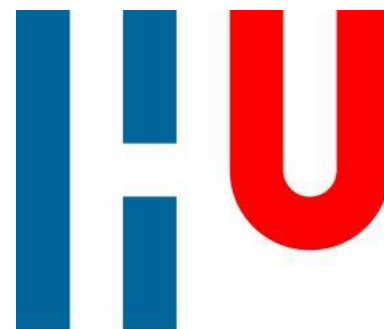


# MODULE GUIDE



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## Risk Analysis

### HU - FEM: INSTITUTE OF BUSINESS ADMINISTRATION: IBS

Module details	
<b>Name of course:</b>	Risk Analysis
<b>Course Code:</b>	MIBU-3AAG-19
<b>Course of study:</b>	IBS
<b>Year:</b>	2019 - 2020
<b>Year of study:</b>	2nd Year
<b>Number of blocks:</b>	Semester 3 Term C & D
<b>ECTS credits:</b>	5
<b>Lecturers:</b>	Drs. Samuel Ackah: Drs. Gerard van Leeuwen Phd. Tariq Abbasi

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# 1. Linking Value Chain to Supply Chain Risk Analysis

In the second part of the project, we will dig deeper into the sustainability issues/challenges identified in the value chain analysis. Apart from that we take a broader look also looking into the global macroeconomic environment.

- ❖ The macroeconomic impact on the international business cotton garments will be analysed.
- ❖ The risks associated with these issues/challenges and where possible express these risks in financial terms will be analysed.
- ❖ A financial performance review using various data will be executed and non-financial indicators will be assessed for a period of two years. Based on this analysis the three biggest risks (of the sustainability issues) for company X in the cotton t-shirt value and supply chain will be selected. These provide the starting point for phase 3 of this project in which solutions for the three biggest risks will be developed.
- ❖ Produce management report information (infographic –Power BI/Excel) using various sources of data

## Risk Analysis: Background information

Small and Medium Enterprises (SMEs) and Multinational business operations, global supply chains, customers, partners, and other third parties—the number of entities and individuals that organizations rely on continues to expand, increasing exposure to reputational, regulatory, financial and strategic risks. This course address different risk frameworks including tools for risk management.

The module gives a broad overview of key risk-related topics such as Macroeconomics impact on businesses, understanding fundamentals of Enterprise Risk, Operational, Regulatory, Reputational, and financial risks using metrics. It also addresses new emerged sustainability risk factors, understanding of Sustainability Reporting using GRI, ESG, IR, Materiality including basic understanding of Z Score Model - predictive bankruptcy of firms, Dynamic business models and management reporting using excel and power BI tools.

## 2. Program Learning Outcomes

WT3: Analyse patterns in global macro-economic factors and policies that drive international trade and business development.

WW7: Produce management information from various data sources in an international business environment.

TWM18: Evaluate financial performance of the organisation from different stakeholders' perspectives.

TWM20: Evaluate operations processes within and between organisations.

### 3. Description of student activities

In this module you will be working **in teams of four** on a consultancy project about a real life production company. For this purpose a Terms of Reference has been developed. A made up consultancy firm “HU Sustainability Inc.” has submitted a project proposal in response to this call for proposals and you have won the tender. This means you are invited and responsible to implement this project proposal by analysing the business/sustainable risk of your firm. Your group is the team of HU Sustainability Inc that will report risk report after the analysis, and use the input to implement this project.

For more information on the terms of reference and the project you are going to implement please have a look at “Project Brief”. This document also contains detailed information on the deliverable for this module.

#### 3.1 Risk Analysis Report Outline: Use your company (70%)

##### 1. Short Introduction

- a. Linkage from Value Chain towards Risk Analysis

##### 2. Your Company profile

- a. Very short summary profile: (Firm background, Product Portfolio & financials, Global footprint - presence)

##### 3. Research Methodology

- a. Describe research methods (for example, Qualitative, Quantitative or both)
- b. Explain in detail which methods are used to gather and analysis the data (for example desk research, macroeconomics analysis, financial and risk analysis)

#### Findings and Discussions of the findings

##### 4. Macroeconomic factors

- a. Identify macroeconomic factors and analysis their impact on the international business of cotton, garments industry and your company (for examples GDP, inflation, exchange rate etc.).
- b. Provide justifications and try to quantify those issues to explain how these identified factors are affecting your firm in short and long-term.

##### 5. Enterprise Risk vs Sustainable Risk

- a. Use Enterprise and Sustainable Risks methods to identify risks pertaining to your firm and categorise those risks
- b. Relate these risks with the ESG factors
- c. Apply Heat Map tool to rank the identified risk based upon risk exposure
- d. Describe the impact of at least 3 top risks on your firm and main stakeholders.

##### 6. Financial Metrics/Analysis & Performance Review

- a. Perform 2 years financial analysis for your firm (only ratio analysis)

- b. Provide explanations to your results computed.
- c. Make competitive analysis (industry average). Use below guideline for financial analysis;

**Metrics/Financial Ratios:**

- a. 2 ratios each of Profitability ratios, Liquidity Ratios, Debt/Equity Risk,
- b. 1 ratio Sustainable Growth Rate (SGR),
- c. 2 years Z Score Model - predictive bankruptcy

**7. Conclusion**

- a. Core Business Processes Evaluation
- b. Concluding your report by using graphics to visualise
  - i. (infographics – use tools e.g Excel, Power BI and etc.).
- c. Provide good professional summary of your risk report
- d. State the main 3 top sustainable risks (as identified in section 5 –d) and provide justifications for each of those risks.
- e. Propose or recommend how the firm can tackle these top 3 risks.

**Notes:**

1. **Attach your financial Excel Sheet (Calculations) to your report**
2. **Total number of pages excluding appendixes should be max. 15 and not exceeding 20 including the appendixes.**

**Oral Defence (30%)**

**Schedule; read the course guide**

- **Presence:** Mandatory
- **Presentation duration:** 10 minutes
- **Q&A's (Individual Interview):** 20 minutes
- **Presentation Slides:** 5 - 7 PowerPoint slides Max.

**4. Assessment, Resits & Exemptions**

**Assessment**

- **Written group report 70%**
- **Short Group Presentation pitch/ Individual interview 30 %**

At the end of this module you will have to hand in a **written group report** which makes up **70%** of your grade. Next to that you will have to defend your report. This defence consists of a **short presentation pitch**, as a group, followed by **individual interviews**. Each group member will be asked questions about the content of the report. Every students is supposed to be able to answer questions about every part of the report. The individual interview makes up **30%** of your grade. The minimum grade for both parts should be a 5.5.

If the group fails for the written report they are not allowed to defend their report and fails the individual interview. If a group member fails the individual interview while the group report was graded at 5.5 or higher, this person will also fail the written report (see resit requirements for more information).

Furthermore:

- Deadline submitting [Written Report](#): **Monday 4<sup>th</sup> Nov. 2019 23.59 pm.**
- Risk Report through [Presentation Defence](#):
  - **Thursday 6<sup>th</sup> Nov. 2019**
  - **or Friday 7<sup>th</sup> Nov. 2019**
- The assessment rubric can be found Canvas Risk Analysis section.
- There are no exemption possibilities for this module.

### Resit requirements

If the report is a fail the team can repair their written report for the resit. The deadline for submitting the [Resit Report date will be give: xxxx, xxxx](#) . If a member fails the individual interview, even though the group report was graded 5.5 or higher, this person will fail the whole module. They will have to do an individual resit assignment on a different Risk Analysis.

## 5. Study Load

This module is worth 5 EC. (1EC = 28 hours)

### Contact hours:

- Conference talks, tutorials, work labs, digital consultation hours 20

### Self-study hours:

- Reading obligatory materials 32
- Project work and report writing 80
- Preparation pitch and individual interview 8

**Total hours 140**

## 6. Program: Weekly overview

- See Canvas for details

## 7. Instructional methods / Didactical forms

- **Conference talks / guest speakers:** inspirational (guest speaker) talks and case studies
- **Tutorials:** discussion materials read and doing exercises applying the concepts/ tools studied.

- **Work labs:** working on your project with opportunity to ask questions to coach.
- **Digital Consultation sessions** asking questions about the concepts, tools and assignments of the Risk Analysis wherever you are to subject matter experts via Yammer
- **Formative feedback** – during the work labs

## 8. Materials and literature

### Obligatory reading:

This book will be used in all three modules of the Value Chain stream.

Foundations of Sustainable Business: Theory, Function, and Strategy

Authors: Sanders R Nada, Wood John D

Publishers: Wiley

ISBN/EAN9781118961216

Edition 1 (2014), Ebook

### Additional important reading materials

- Supply Chain Risk Management: Vulnerability and Resilience in Logistics  
Authors: Donald Waters  
Publishers: Kogan Page Limited  
Edition 2 (2011)
- Fundamentals of Risk Management, Understanding, evaluating and implementing effective risk management  
Authors: Paul Hopkin  
Publishers: Kogan Page Limited  
Edition 4 (2017)
- Essentials of Macro Economics  
Authors: Peter Jochumzem  
Publishers: Bookboon.com  
Edition 1 (2014)

### Useful Links for Risk Analysis Module

- Macro Economics: [Core Economics](#)
- The Global Risks Report: [World Economic Forum, 2019](#)
- Global Reporting Initiative – GR I: [GRI Reporting Standards](#)
- International Integrated Reporting – IIRC: [IR Integrated Reporting](#)
- Risk Management\_WBCSD: [Sustainability and Enterprise Risk Management](#)
- Reporting Matters\_WBCSD: [Striking Balance Disclosure and Engagement](#)
- Business Analytical Tools: [Powerful Excel, Power BI and more](#)
- Global Risk Association of Professionals: [GRAP Risk Association](#)