

FINC 753: Risk Leadership in Global Firms

London, UK

January 9–16, 2010

Updated Syllabus & Cost Information – May 28, 2009

****A full and final syllabus will be available during the summer.****

After a two-year hiatus, the Opus College of Business announces the return of its J-Term in London course—FINC 753: Risk Leadership in Global Firms. Dr. Peter Young will once again lead St. Thomas MBA students to London for an intensive nine day investigation of the key risk challenges facing managers in global firms. The course will be held at Lloyd's of London on January 9-16, with preparatory sessions in Minneapolis in the preceding November and December.

The present economic climate, along with a range of other looming challenges (climate change, unrest in the Middle East, changing consumer preferences and social unrest), have presented global organizations with the most daunting array of risks in at least 60 years.

However, turbulence in the risk environment is but one risk management challenge for firms today. There also is turbulence in the risk management field itself. Whereas risk management was once seen as a technical function (really as a set of unconnected technical functions—insurance buying, financial risk management, legal risk management, health and safety, security), recent years have witnessed a rapid transformation. Today, risk management is viewed as an organization-wide and integrated method of assessing and addressing the widest possible range of risks. Indeed, a recent study found that nearly every developed country now has some form of a requirement to practice risk management in this way. The term “Enterprise Risk Management” (ERM) has emerged as a means of capturing the essence of this holistic approach.

One of the more notable results of the ERM movement is that all managers are expected to act as risk managers within the scope of their duties. Yes, there will continue to be people with the risk manager title on their business card—but risk management is now expected of everyone.

The term “Risk Leadership” represents an attempt to capture two particular implications of the ERM approach. First, as previously noted, all managers have risk management responsibilities, but as will be explored throughout the course, their risk-related activities involve activities that more readily fit under a ‘leadership’ framework (rather than a ‘managerial’ frame). Second, ERM places specific requirements on top management—executives and directors—to set risk policy and to assure that comprehensive risk management is implemented in accordance with that policy.

Owing to newness of the risk leadership concept, *Risk Leadership in Global Firms* provides a case-based exploration of the emerging ERM issues that challenge leaders at all levels in global organizations. Each day, students will encounter a different key issue, learn about the impact of that issue on a specific firm, and will explore the implications and possible responses to those issues. Top risk managers from Europe will participate to present a case based on their own firm. Accompanying professionals and academics will provide a more conceptual framework for the subjects at hand. And, of course, Dr. Young will be setting up and leading the case activities each day. To date, the course faculty list includes:

- Andrew Keeling, former CRO for SABMiller, one of the largest brewing firms in the world.
- Annette Fiig, current Risk Officer for Novo Nordisk, the world's largest producer of insulin, and a leading pharmaceutical company across a range of product lines.
- Shima Keene, who serves as an independent security advisor.
- Fiona Gilvey, formerly the highest ranking woman in Aon-Europe, the world's second largest insurance broker, and responsible for all Aon's major corporate clients.
- Dr. Torben Juul Andersen, Professor of Strategic Risk Management at Copenhagen Business School.
- Dr. Finn Kjær Jensen, Managing Director of the European Institute for Risk Management.

Other participants will be identified in the final syllabus.

Owing to the changes in risk management referenced above, this course is highly relevant to all MBA students, especially in the second year. The preparatory sessions will include lectures, readings and discussions sufficient to provide students with an adequate appreciation of the subject to make the course accessible to the widest range of students.

Flexible Learning Experience

Unlike courses that are designed for undergraduate students and are highly structured, these courses are designed for adult learners. This means there is a high degree of freedom and autonomy for the students. We learned a great deal from the previous course offerings, but it can be best summarized in three words: “Keep It Flexible.” The majority of students who have traveled to London in the past have been working adults (with an every-increasing number of full-time graduate students attending), all with a common interest in the subject matter; but they were also a mix of people who had very personal reasons for attending. As a result, we found the best strategy was to expect a lot from the students during the sessions, but to allow for a maximum amount of flexibility. We assume that students will have business or tourist activities that they are interested in pursuing.

Because we follow the “flexibility” philosophy, there are a number of features in our program that you will not see in other international courses. Among the key features are:

- Beyond the group events identified in the syllabus, “free time” means free time. Unless early feedback from students suggests that more organized group activities are desired, we intend to allow students to become acquainted with London on their own terms.
- We leave the booking of airfare and the ground transportation to and from the Heathrow or Gatwick airports in London to the students. We learned that students could—almost invariably—get a better deal from their own travel professionals (and by using frequent flyer miles). By permitting students to make their own arrangements, it is possible to come early and/or stay late and tie a vacation visit into the learning experience in London. We can help extended visitors secure additional accommodation in London.
- For first-time international travelers, we can advise you in making your arrangements, but we leave that decision to you.
- Family and guests are welcome to share hotel accommodation. Students should complete the “Application for Travel Companion” form available with the other application materials.

Approximate Program Cost

Students will be billed for tuition and fees in December 2009. The approximate program costs include:

- **Tuition: \$2379**
Standard tuition rate for three UST MBA credits.
- **Program Fee: \$225 + hotel cost (see below)**
The program fee to include: course reading materials; private bus tour of London (guests are welcome); two social dinner events (guests are welcome); and other miscellaneous expenses.
- **Hotel: estimated at \$1000**
We are now in the process of arranging accommodations with a hotel conveniently located near Lloyds of London. Lodging will be for nine nights: check in Friday prior to the Saturday morning orientation session and bus tour; check out Sunday following the Saturday morning wrap-up session) The price is based on double occupancy, but may vary depending on the number of nights you stay, if you request a single room, bring a guest, or share with another student, when possible.

- **UST Off-Campus Study Fee: \$175**
Required university fee for all credit-granting study abroad courses.
- **Additional travel and miscellaneous costs: estimated between \$1387-1645**
 1. **Airfare:** budget **\$700-900** for roundtrip airfare, but it can vary depending on date of purchase
*We allow students to arrange their own travel so they can use miles, stay additional days before and after the course, incorporate a work trip, etc.
 2. Passport: **\$75-100** (new or renewal of passport; via mail or in person)
 3. Round-trip transport from airport to hotel: **\$12** (Heathrow) or **\$45** (Gatwick)
 4. A seven-day Underground/Tube pass: **\$50** (Zones 1-3)
 5. All other meals (Two group dinners are included in the program fee): **\$400** (8 days x \$50 per day)
 6. Other personal expenditures: **\$150** (varies!)

<ul style="list-style-type: none"> • TOTAL ESTIMATED COSTS: \$5166-5424

Three Required Minneapolis Sessions

Because we are collapsing a full semester course into one week, we will be holding two required preliminary sessions and one required follow-up session at the Minneapolis campus. The preliminary session dates have not yet been set, but are expected to occur in late November and early December. The follow-up session will be held by the end of January. The purposes of these meetings will be to distribute reading materials, discuss the course syllabus and course expectations, answer any basic questions, and deal with administrative and recreational details, as well as collecting the assignment and providing course and instructor evaluations. The pre-sessions will give you an opportunity to get as 'up to speed' as possible prior to the seminar and a chance to get to know one another. The follow-up session will be the due date for the written assignment and will be the opportunity for students to evaluate the course and to participate in an exit interview.

How Can I Apply?

Applications will be accepted on a rolling basis with a maximum enrollment of 25-30 students, with a final deadline of Friday, October 2, 2009. FINC 753 historically has filled and a waitlist started by mid-summer, so interested students are encouraged to submit their application early for consideration.

Application materials can be found at: <http://www.stthomas.edu/business/degrees/ustmba/studyabroad.html>
Students should carefully read [Policies and Procedures for Short-term Off-Campus Programs](#) and follow the [application checklist](#), including the travel companion form if applicable. Submit all application materials, including the \$400 deposit voucher, to Mr. Corey Eakins, TMH 100. Dr. Young will review and approve applications. An informal telephone and/or personal interview with Dr. Young may also be included in the application process.

First, we ask that you please contact your advisor to ensure FINC 753 is good fit for your overall educational and career goals. You may also contact Dr. Young to discuss whether or not this course is applicable to you.

Course Contacts

For questions regarding the content of the course, please contact Professor Young.

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For application and other logistical questions, please contact Corey Eakins.

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