Annexe A: New/Revised Course Content in OBTL+ Format

Course Overview

The sections shown on this interface are based on the templates UG OBTL+ or PG OBTL+

If you are revising/duplicating an existing course and do not see the pre-filled contents you expect in the subsequent sections e.g. Course Aims, Intended Learning Outcomes etc. please refer to Data Transformation Status for more information.

Expected Implementation in Academic Year	
Semester/Trimester/Others (specify approx. Start/End date)	
Course Author * Faculty proposing/revising the course	Liew Min Liang
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Course Title	OPERATIONAL RISK MANAGEMENT
Course Code	BR3208
Academic Units	0
Contact Hours	39
Research Experience Components	

Course Requisites (if applicable)

Pre-requisites	
Co-requisites	
Pre-requisite to	
Mutually exclusive to	
Replacement course to	
Remarks (if any)	

Course Aims

This course is specially designed for the students who are interested in operational risk management adopted by the financial services industry. The students are able to obtain practical knowledge and skills for implementing operational risk management in a financial institution. The course uses various real-life examples for demonstration in order to give the students firsthand experience of how the practitioners implement operational risk management in a financial institution.

Course's Intended Learning Outcomes (ILOs)

Upon the successful completion of this course, you (student) would be able to:

ILO 1	Discover how financial institutions define operational risk
ILO 2	Describe regulatory environment surrounding operational risk
ILO 3	Discover Operational Risk Management Framework and apply the framework to manage the operational risks faced by a financial institution
ILO 4	Explain operational risk and convergence
ILO 5	Communicate the outcome of an analysis on a real-life event.

Course Content

The course covers the following key topics: CH1.Introduction to Operational Risk Management This chapter allows the students to discover: ✓How financial institutions define operational risk ✓The drivers of operational risk management ✓Regulatory environmentsurrounding operational risk In addition, it introduces the students to the main components of the Operational Risk Management Framework. CH2.Operational Risk Governance I The first major component of Operational Risk Management Framework is Operational Risk Governance. It is used to support operational risk management process within a financial institution. It consists of fourelements: Risk Appetite, Governance Structure, Culture & Awareness and Policies &Procedures. This chapter discusses on risk appetite and governance structure adopted by a financial institution in supporting the operational risk management process within the financial institution. CH3.Operational Risk Governance IIThis chapter discusses on culture CH4.Risk Management Process –Risk Identification and Assessment I The second major component of Operational Risk Management Framework is Risk Management Process. It lays out the steps needed to manage the operational risks faced by a financial institution. It consists of fivekey steps: Risk Identification, Risk Assessment, Risk Mitigation, Risk Monitoring and Risk Reporting. This chapter introduces the risk identification and risk assessment processes. In particular, the students are able to discover internal loss dataand external loss datawhich can be used to identify and assess operational risks faced by a financial institution. CH5.Risk Management Process –Risk Identification and Assessment II This chapter introduces the risk identification and risk assessment processes. In particular, the students are able to discover key risk indicators (KRI), Risk & Control Self-Assessment (RCSA) and Scenario Analysiswhich can be used to identify and assess operational risks faced by a financial institution. CH6.Risk Management Process –Risk Identification and Assessment III This chapter introduces the risk identification and risk assessment processes. In particular, the students are able to discover capital modelling which can be used to assess operational risks faced by a financial institution. This chapter is quantitative in nature. CH7.Risk Management Process –Risk Mitigation This chapter introduces the risk mitigation process. In particular, the students are able to discover risk mitigation strategies adopted by a financial institution in managing its operational risks. CH8.Risk Management Process –Risk Monitoring & Reporting This chapter introduces the risk monitoring and reporting processes. In particular, the students are able to discover risk monitoring and reporting processesadopted by a financial institution in monitoring the effectiveness of the risk mitigation strategies and reporting the risk-related information to the senior management and board. CH9.Reputational Risk This chapter introduces the students to reputational risk faced by a financial institution. It also explains why reputational risk is treated as a standalone risk. CH10.Operational Risk & Convergence This chapter allows students to discover how operational risk related activities within a financial institution can be integrated effectively with the help of Governance, Risk and Compliance (GRC)system.

Reading and References (if applicable)

1.Main Readings: Handout 2.Philippa X. Girling, Operational Risk Management: A Complete Guide to a Successful Operational Risk Framework (1st edition, 2013), Wiley 3.GARP FRM (2021), Operational Risk and Resiliency, Pearson.

Planned Schedule

Week or Session	Topics or Themes	ILO	Readings	Delivery Mode	Activities
1	Lecture 1 Introduction to Operational Risk Management • Definitions and Drivers • Regulatory Environment • Operational Risk Management Framework	ILO1 – ILO2	Handout	In-person	
2	Lecture 2 Operational Risk Governance I • Risk Appetite • Governance & Organisation	ILO3	Handout	In-person	
3	Lecture 3 Operational Risk Governance II • Culture & Awareness • Policies & Procedures	ILO3	Handout	In-person	
4	Lecture 4 Risk Management Process – Risk Identification & Assessment I • Internal Loss Data • External Loss Data	ILO3	Handout	In-person	

Week or Session	Topics or Themes	ILO	Readings	Delivery Mode	Activities
5	Lecture 5 Risk Management Process – Risk Identification & Assessment II • Key Risk Indicators (KRI) • Risk and Control Self-Assessment (RCSA) • Scenario Analysis	ILO3	Handout	In-person	
6	Lecture 6 Risk Management Process – Risk Identification & Assessment III • Capital Modelling	ILO3	Handout	In-person	
7	Lecture 7 Risk Management Process – Risk Mitigation	ILO3	Handout	In-person	
8	Recess				
9	Lecture 8 Risk Management Process – Risk Reporting & Monitoring	ILO3	Handout	In-person	
10	Lecture 9 Reputational Risk	ILO1	Handout	In-person	
11	Lecture 10 Operational Risk & Convergence	ILO4	Handout	In-person	
12	Group Assignment	ILO3 & ILO5		In-person	

Week or Session	Topics or Themes	ILO	Readings	Delivery Mode	Activities
13	Group Assignment	ILO3 & ILO5		In-person	
14	Final Revision	ILO1 – ILO4		In-person	

Learning and Teaching Approach

Approach	How does this approach support you in achieving the learning outcomes?
Seminars	The interactive seminar session where there are ample opportunities for open discussion on the conceptual questions and questions raised in the seminar allows you to think critically and share your ideas and concepts with the class. This also allows me to get the concepts clearly through the entire class by involving you and ensures that the targeted learning outcomes are being achieved.

Assessment Structure

Assessment Components (includes both continuous and summative assessment)

No.	Component	ILO	Related PLO or Accreditation	Weightage	Team/Individual	Rubrics	Level of Understanding
1	Summative Assessment (EXAM): Final exam()	ILO1-4	Acquisition of knowledge	60	Individual		
2	Continuous Assessment (CA): Assignment(Group assignment - report and slides)	ILO3	Critical Thinking	20	Team		
3	Continuous Assessment (CA): Presentation(Group assignment - individual presentation)	ILO5	Oral Communication	10	Individual		
4	Continuous Assessment (CA): Class Participation()	ILO1-5	Oral Communication	10	Individual		

Description of Assessment Components (if applicable)

Group Assignment

•All members within the group are required to present.

•Other details of the group assignment

✓Each student is responsible for a major component of the group assignment.

✓Peer evaluation submission is mandatory.

✓The evaluation is conducted by reviewing the final report, presentation slides and oral presentation.

As each student contributes equally in the group assignment, no adjustment is needed for group assignment marks for unequal contributions among members.

Formative Feedback

You will receive formative feedback through written responses to your group assignment and verbal feedback through discussion. In addition, customized advice will be given to you in order to help you to further strengthen your understanding about the course through consultation.

NTU Graduate Attributes/Competency Mapping

This course intends to develop the following graduate attributes and competencies (maximum 5 most relevant)

Attributes/Competency	Level
Collaboration	Advanced
Communication	Advanced
Problem Solving	Advanced
Information Literacy	Advanced
Critical Thinking	Advanced

Course Policy

Policy (Academic Integrity)

Policy (General)

(1) General
You are expected to complete all assigned pre-class readings and activities, attend all seminar classes punctually and participate in the group assignment. You are expected to take responsibility to follow up with course notes, tutorials and course-related announcements for seminar sessions you have missed. You are expected to participate in all seminar discussions and activities.

Policy (Absenteeism)

(2) Absenteeism
Absence from class without a valid reason will affect your overall course grade. Valid reasons include falling sick supported by a medical certificate and participation in NTU's approved activities supported by an excuse letter from the relevant bodies.If you miss a seminar, you must inform the course instructor via email priorto the start of the class.

Policy (Others, if applicable)

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Last Updated By: Lim Zu An