

**MAKERERE UNIVERSITY BUSINESS SCHOOL**  
**FACULTY OF COMMERCE**  
**BACHELOR OF BUSINESS ADMINISTRATION**

<b>Course Name</b>	<b>:</b>	<b>RISK MANAGEMENT</b>	<b>ACADEMIC YEAR: 2025/2026</b>
<b>Course Code</b>	<b>:</b>	<b>COM3243</b>	<b>SEMESTER: TWO</b>
<b>Year of study</b>	<b>:</b>	<b>3</b>	
<b>Credit Units</b>	<b>:</b>	<b>4</b>	

### **Course Description**

The aim of this course is for students to develop and extend their understanding of the discipline of risk management, including how risk management links to compliance management and complements effective administration in organisations. All organisations manage risk, but in the last few decades risk management has become increasingly formalised and organised. A key driver for this has been company regulation which has emphasised the central role that risk management plays, both in terms of ensuring effective internal control within organisations and in helping to manage risks which may threaten an organisation's strategic objectives. In this course students will explore the role of managers in terms of risk management, as well as the people, processes and techniques that can be used to support the administration and ensure the effective assessment, monitoring and control of risk at all levels of an organisation.

### **Learning outcomes**

After successful completion of this module you should:

1. Understand how to advise on the use of risk frameworks as a basis for appraising, evaluating, and supporting risk management
2. Be able to critically evaluate approaches to risk management
3. Be able to critically evaluate the management of risk and provide professionally appropriate advice to those responsible for sound administration of companies
4. Understand how to critically examine the impact of the business environment on risk with regard to legislation, policy and industry changes
5. Be able to critically evaluate the impact of organisational conduct, behaviours and culture on risk management practices.

### **Mode of delivery**

Lectures  
Group Discussion  
Tutorials

### **Mode of Assessment**

Course work - 30%  
Examination - 70%

## Course Content

No.	Topics	Details	Duration	Week No.
1	An overview of the global risk management and associated regulatory environment	<p>The importance of risk management and associated compliance frameworks:</p> <p>adding value to organisations:</p> <p>self-regulation – reasons why organisations cannot achieve effective risk management arrangements on their own</p> <p>reasons for risk management regulation:</p> <p>The development and philosophy of the national and international regulatory environment for risk management:</p> <p>components of the risk management regulatory environment:</p> <p>International risk management regulations and standards, including:</p>	6 hours	1&2  Hamid Safi
2	Risk management frameworks and introduction to risk management standards	<p>Reasons why risk management standards are needed</p> <p>Key aspects of ISO3100 (2009): International Standard for Risk Management</p> <p>National standards and good practice guides for risk management,</p>	4 hours	3  Hamid Safi
3	Key risk management concepts	<p>Defining risk:</p> <p>distinguishing between risk and uncertainty</p> <p>risk events, probability, impact and exposure</p> <p>inherent and residual risk exposure – reasons why both are needed</p>	8 hours	4&5  Hamid Safi

		<p>perceptions of risk:  Categorising risk:  Benefits and limitations of organisations using the same typology  The role of risk management in organisations:  using risk management to support internal control:  Risk management as a tool for both value protection (e.g. protecting the value of shareholder equity and protecting reputation) and creating value in organisations</p>		
4	Risk management processes, perspectives and responsibilities	<p>The standard risk management process:  Extending the standard process – the characteristics of enterprise risk management:  The elements of an effective risk management framework:  The roles/functions and responsibilities that are involved in risk management:  <ul style="list-style-type: none"> <li>□ the role of the risk function and the risk manager</li> <li>□ the role of the compliance function and compliance manager</li> <li>□ internal audit and risk management</li> <li>□ other important functions, including information security, human resources, health and safety, operations, finance and marketing and public relations (PR)</li> </ul> the role of the company secretary/governance professional in risk management</p>	8 hours	6&7  Hamid Safi
5	Risk management-related compliance frameworks and administration structures – leading international practice with regard to	<p>The role of governance and compliance from a risk management perspective  The components of an effective risk management compliance framework:  the link between internal control and compliance  risk-based compliance  key roles and responsibilities, including the role of the audit or</p>	4 hours	8  Elvis Peter Emuron

	governance, risk and compliance	audit and risk committee and the company secretary		
6	Risk culture, appetite and tolerance	Balancing risk and return – understanding the concept of risk appetite: Expressing risk appetite:	4 hours	9 Peter Elvis Emuron

		<p>Factors to consider when determining an organisation's appetite for risk:</p> <p>The role of the board in setting and governing an organisation's risk appetite</p> <p>Risk appetite information in annual reports – what should be considered for inclusion</p>		
7	Compliance management methodologies, tools and techniques	<p>Integrating compliance management within risk management and enterprise risk management in particular</p> <p>Roles and responsibilities of compliance stakeholders in organisations, including:</p> <p>Risk based compliance – directing resources to the largest compliance risks</p> <p>Common techniques for managing compliance risk, including:</p> <p>compliance risk assessments, including:</p> <p>gap analysis and performance improvement plans</p> <p>compliance reporting</p> <p>codes of conduct</p> <p>establishing an appropriate compliance culture</p>	6 hours	10&11  Peter Elvis Emuron
8	Responding to risk – risk control strategies	<p>Introduction to risk control:</p> <p>Risk treatment techniques:</p> <p>Common controls for business, credit, market and operational risks, including:</p> <p>other activities to encourage appropriate behaviours,</p> <p>The role of risk financing and some common risk financing techniques:</p>	6 hours	11&12  Peter Elvis Emuron

		<p>retained risk financing via the holding of financial reserves, e.g. capital and provisions</p> <p>risk financing via insurance risk Transfer</p> <p>non-conventional risk financing tools:</p> <p>Controlling major risk events – crisis management and business continuity planning (BCP)</p> <p>Controlling third party risks from suppliers and outsource service Providers</p>		
9	<p>Risk management in practice including emerging trends and future developments in risk management</p>	<p>Risk and opportunity management – designing a risk management framework that facilitates the reduction of pure risk and the taking of speculative risks where there are clear business benefits</p> <p>Anti-money laundering (AML) and countering the financing of terrorism (CFT) legislation/practices: key AML and CFT controls, including:</p> <p>reporting suspicious activity and appointing a nominated officer</p> <p>Complexity, change and emerging risks:</p> <p>the key characteristics of emerging risk, e.g. high levels of uncertainty and unpredictability</p> <p>assessing and controlling emerging risks</p> <p>current sources of emerging risk, including:</p> <p>strategies for managing emerging risk, including:</p> <p>Behavioural risk management: common behavioural risk factors, including:</p> <p>the implications of behavioural risk, including:</p> <p>managing behavioural risk, including:</p>	6 hours	<p>12&amp;13</p> <p>ROBERT</p>

## Reading list

Crane, L., Gantz, G., Isaacs, S., Jose, D., & Sharp, R. (2013). Introduction to Risk Management. Understanding Agricultural Risks: Production, Marketing, Financial, Legal, Human. Extension Risk Management Education and USDA-Risk Management Agency.”,

Harris, A. (2000). Risk management in practice: how are we managing? British Journal of Clinical Governance. Vol. 8 No.3 pp.142-9

Krane, P.H., and Olsson, O.E.N. (2014), “Uncertainty management of projects from the owners' perspective, with main focus on managing delivered functionality”

*International Journal of Managing Projects.*

<https://www.emerald.com/insight/publication/issn/1753-8378>

Fairchild, R. (2002), “Financial Risk Management: is it a value-adding activity?”, Balance sheet, Vol. 10 No.4 pp. 22025

Institute of Management Accountants (CIMA) (2007), ENTERPRISE RISK MANAGEMENT: TOOLS AND TECHNIQUES FOR EFFECTIVE IMPLEMENTATION. Available <https://erm.ncsu.edu/az/erm/i/chan/articles/documents/IMAToolsTechniquesMay07.pdf>

## FACILITATORS

1. Hamid Safi [hsafi@mubs.ac.ug](mailto:hsafi@mubs.ac.ug)
2. Emuron Peter Elvis [pemuron@mubs.ac.ug](mailto:pemuron@mubs.ac.ug)

**Approved By: Amviko Gloria**  
Head of Department