



**Faculty of Engineering & the Built Environment**

**Advanced Diploma**

**CONSTRUCTION HEALTH AND SAFETY**

**STRATEGIC RISK MANAGEMENT IV**

**SRM470S**

**SUBJECT GUIDE**

**2020**

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<b>Organisational component</b>
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**1. INTRODUCTION**

Strategic Risk Management 4 provides the learner with a framework for making strategic decisions (i.e. both new choices and strategic changes to an organisation) and managing risk. The learner will be introduced to the theory and practices on/of strategic management and risk management and he/she will be expected to apply such knowledge to develop and improve strategies for organisations as well as manage the risk of an organisation.

**2. GENERAL****2.1 CONTACT INFORMATION**

	<b>Name</b>	<b>Building and room number</b>	<b>Telephone number</b>	<b>E-mail address</b>	<b>Consulting hours</b>
Full-time Lecturer	Dr F. Simpeh	Room No. 2.46 Business Building	021-959 5866	simpehf@cput.ac.za	Thursdays

**2.2 TIME-TABLE**

<b>Offering</b>	<b>Venue</b>	<b>Day</b>	<b>Time</b>
<b>Full time</b>	L13	Wednesday	11:45 to 13:15
	L13	Thursday	10:15 to 11:45

**2.3 LEARNER MANAGEMENT SYSTEM (LMS)**

[Click here to type LMS information]

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**3. STUDY MATERIALS AND PURCHASES**

Bibliography: prescribed and Recommendation, journal & conference readings:

**Prescribed Books:**

- Ehlers, T. and Lazenby, K. (ed). (2010). *Strategic management Southern African concepts and cases. 3<sup>rd</sup> edition*. Van Schaik: Pretoria.
- Loosemore, M., Raftery J., Reilly, C., and Higgon, D. (2006) *Risk Management in Projects*, Blackwell Publishing, Oxford
- Smith, N.J., Merna, T., and Jobling, P. (2014) *Managing Risk in Construction Projects*, Blackwell Publishing, Oxford

**Recommended Books:**

- Kelly, J., Morledge, R., and Wilkinson, S. (2002) *Best Value in Construction*, Oxford, Blackwell Publishing
- Chartered Institute of Building (2002): *Code of Practice for Project Management for Construction and Development*, Blackwell Publishing
- David, F.R. 2003. *Strategic Management – Concepts and Cases*, 10<sup>th</sup> edition, Pearson
- Emmitt, S. and Gorse, C. (2003): *Construction Communication*, Oxford, Blackwell Publishing
- *Harrison, J. (2003): Strategic Management of Resources and Relationships*, New York, John Wiley and Sons, Inc.
- Hill, C. and Jones, G. (2004): *Strategic Management: An Integrated Approach*, Boston, Houghton Millin Company
- Thompson, J. (2003): *Strategic Management*, London, Thomson

You will be required to read several journal articles on strategic and change management in construction.

#### **4. MODULE CREDITS**

[Click here to type module credits information]

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#### **5. ASSESSMENT**

##### **5.1 ASSESSMENT POLICY AND REGULATIONS**

Plagiarism is a serious offence. You will be severely penalized if you are found guilty of plagiarism. Due recognition in the appropriate form must always be given if you use the material of others.

#### **EVALUATIONS**

1. Students must participate in all prescribed evaluations. Failing which, they will be disqualified in that particular subject and will have to repeat same in the next academic cycle.
2. Only ONE evaluation will be considered for re-assessment based on an acceptable reason.
3. Students have five working days to view marks posted on the department's notice boards and must report any discrepancies to the SUBJECT LECTURER within the said prescribed period.

4. Medical certificates/documents must be submitted to the department's SECRETARY on the first day that the student is back on campus/in class.
5. Assignments, tutorials and reports must be placed in the ASSIGNMENT CUPBOARD or handed to the SUBJECT LECTURERS during their class periods. These evaluations must be started timeously and submitted on the due dates. This will facilitate the monitoring and evaluating process and ensure feedback to learners.

**Penalties for late submission**

If you do not meet the submission dates for evaluation you will be penalised as follows:

- ONE DAY LATE = - 10 %
- TWO DAYS LATE = - 20 %
- THREE DAYS LATE = - 30 %
- FOUR DAYS LATE = - 40 %
- FIVE DAYS LATE = - 50 %

N.B: Assessments submitted five days after the due date without arrangements (an application form) will not be accepted.

No marking of an assignment or any assessment will be done unless the application is received and approved.

No lecturer will be responsible for students' failure to make arrangements on time.

If you, the learner, are aware that you will be unable to hand in the evaluations on the due date, because of unavoidable circumstances, you are to make alternative arrangements with your lecturer BEFORE the due date and these arrangements should be confirmed in writing.

**5.2 ASSESSMENT OPPORTUNITIES: ADMINISTRATION**

Numerous tutorials and assignments should be done throughout the year where the emphasis is placed on the application of theoretical knowledge to the building industry

Five assessments spread over a year.

<b>Evaluation</b>	<b>Weighting</b>		<b>Due Date</b>
<b>Assignment 1</b>	10%	Individual	March
<b>Test 1</b>	10%	Individual	March
<b>Test 2</b>	15%	Individual	June
<b>Assignment 2</b>	15%	Group	Sept
<b>Exam</b>	50%	Individual	Oct/Nov
<b>Total</b>	<b>100%</b>		

## 6. Additional information

### GENERAL INFORMATION

#### 1. RULES

- All students registered in the Faculty of Engineering shall be subject to the rules, regulations and authority of the Faculty when attending any function or activity under the auspices of the said Faculty.
- The Faculty of Engineering and the Built environment including the Department of Construction Management and Quantity Surveying and academic staff are indemnified against any action that may be brought against any lecturer, the Faculty of Engineering and the Built environment or the Cape Peninsula University of Technology by a student for whatsoever reason, e.g. injury, damage or loss of property/personal effects etc. Students are required to fill out a form in which they acknowledge their indebtedness to the Cape Peninsula University of Technology in respect of equipment issued for use during practicals or tutorials.
- Upon registration the student undertakes to abide by all rules and regulations of the Cape Peninsula University of Technology and the Faculty of Engineering and the Built environment. All outstanding fees must be paid and all outstanding property be returned to the University before final results are published.
- The University reserves the right to retain any work done by the student during the course of the academic year.
- The University expects of its students a high sense of duty and responsibility at all times.
- Students are expected to take personal pride in their appearance at all times. The lecture rooms, corridors, cafeteria and grounds must be kept clean at all times.
- Regular attendance of classes is of the utmost importance and continued absenteeism without good reason, will be viewed in a very serious light. An attendance register will be taken in order to monitor your attendance and performance.
- Punctuality is essential – registers will be marked at the beginning of each period and latecomers may be refused admission to lectures/practicals. Classes commence daily at 08:30.

- Eating, smoking, rowdiness and loitering during lecture times are not acceptable behaviour.
- Any wilful damage to property and equipment will have to be paid for by the person/s responsible.
- Students must acquaint themselves with all instructions and notices issued or displayed on the notice boards and in this student guide.
- Members of staff and students must park their vehicles only in the parking spaces allocated to them. Parking is entirely at owner's risk. Drivers are expected to be careful, considerate and courteous.

## **2. CONSULTATION TIMES**

Your lecturers will be available for personal consultation and you are free to consult with them by appointment only.

## **3. SUBJECT REPEATS**

In the event of a subject being failed the learner will have to re-register for that subject the following year. Close liaison with the subject lecturer is essential and the learner is responsible for ensuring that the necessary contact with the lecturer is maintained. The learner is strongly advised to ensure that the work required is timeously done. **SUBMISSION OF ASSIGNMENTS AT YEAR-END WILL NOT BE ACCOMMODATED.**

## **4. COMPUTER FACILITIES**

The Computer Lab will not be available when lectures are in progress and Fridays after 16:00. Printing times and after hours use of the computer lab will be as per the timetable, which will be displayed in the computer lab.

## **5. LIBRARY CARDS**

You must ensure that you are in possession of library cards and are acquainted with the library hours.

## **6. COPYRIGHT**

You are expected to comply with all copyright provisions governing the use of books, articles, journals, audio visual and other media. The penalties for contravention of these provisions are extremely severe and will be your responsibility should you be caught.

**Study component**

***SUBJECT SPECIFICATIONS***

**6.1 THE PURPOSE OF SUBJECT**

The purpose of this subject is to adequately prepare the student to apply the knowledge of strategic management and risk management to develop and improve strategies for organisations as well as manage the risk of an organisation.

**6.2 COURSE AIMS AND OBJECTIVE**

The aims and objectives of the subject include the following:

- To make students conversant with the language and concept used in strategic management.
- To make students conversant with the language and concept used in risk management.
- To engender an awareness and application of the different models of strategic management
- To apply principles of strategic management in all construction projects
- To apply principles of risk management in all construction projects
- Apply the understanding of the strategic management process to develop business strategies for an organisation.
- Apply the understanding of the risk management process to develop and implementing a successful risk and management system.

**6.3 CRITICAL CROSS-FIELD OUTCOMES**

- Identifying and solving construction related problems.
- Work effectively with others as a team, group, organization or community.
- Organizing and managing oneself and one's activities responsibly and effectively.
- Collecting, analyzing, organizing and critically evaluating information.
- Communicating effectively using visual, mathematical and / or language skills in the modes of oral / written persuasion.



**7. MODULE SPECIFICATIONS****7.1 COURSE STRUCTURE****SECTION 1**

<b>Chapters</b>	<b>Modules</b>	<b>Broader themes</b>
Module 1	<ul style="list-style-type: none"> <li>• <i>Introduction to strategic management</i></li> <li>• <i>Basic elements of strategic management</i></li> </ul>	<b>Introduction to strategic management</b>
Module 2	<ul style="list-style-type: none"> <li>• <i>Internal and external environment scanning</i></li> </ul>	<b>Strategic management process</b>
Module 3	<ul style="list-style-type: none"> <li>• <i>Strategy formulation</i></li> </ul>	
Module 4	<ul style="list-style-type: none"> <li>• <i>Strategy analysis and choice</i></li> </ul>	
Module 5	<ul style="list-style-type: none"> <li>• <i>Strategy implementation</i></li> </ul>	
Module 6	<ul style="list-style-type: none"> <li>• <i>Strategy evaluation and control</i></li> </ul>	
Module 7	<ul style="list-style-type: none"> <li>• <i>Managing change</i></li> <li>• <i>Corporate communication</i></li> <li>• <i>Leadership and culture</i></li> </ul>	<b>Corporate Management</b>
Module 8	<ul style="list-style-type: none"> <li>• <i>Business ethics and social responsibility</i></li> </ul>	
Module 9	<ul style="list-style-type: none"> <li>• <i>Introduction to risk concepts</i></li> <li>• <i>The project environment, &amp; human aspects</i></li> </ul>	<b>Introduction to risk management</b>
Module 10	<ul style="list-style-type: none"> <li>• <i>Risk and uncertainty in projects</i></li> </ul>	<b>Risk management process</b>
Module 11	<ul style="list-style-type: none"> <li>• <i>Risk and opportunity identification</i></li> </ul>	
Module 12	<ul style="list-style-type: none"> <li>• <i>Risk and opportunity analysis</i></li> </ul>	
Module 13	<ul style="list-style-type: none"> <li>• <i>Perception on risk</i></li> </ul>	
Module 14	<ul style="list-style-type: none"> <li>• <i>Risk response, crisis management and recovery</i></li> </ul>	
Module 15	<ul style="list-style-type: none"> <li>• <i>Developing and implementing a successful risk and management system</i></li> </ul>	
Module 16	<ul style="list-style-type: none"> <li>• <i>Case studies</i></li> </ul>	<b>Case Studies</b>

**7.2 ARTICULATION WITH OTHER MODULES IN THE PROGRAMME**

This subject is one of the majors of the B-tech Health and Safety degree.

**7.3 SELF-STUDY ACTIVITIES**

Students are required to familiarize themselves with Blackboard.

There are numerous helps for the student such as:

1. Authorized pdf copies of relevant textbooks which will assist the student throughout their term of study at the institution.
2. Core Notes and additional notes for each chapter for the subject.
3. Past exam papers and tutorial questions plus memorandums.