

1. Record Nr.	UNINA9910461990303321
Titolo	Risk Management in Organizations : An Integrated Case study Approach
Pubbl/distr/stampa	Boca Raton, FL : , : Routledge, an imprint of Taylor and Francis, , [2012] ©2011
ISBN	1-280-68263-9 9786613659576 0-203-81592-0 1-136-71849-4
Edizione	[1st ed.]
Descrizione fisica	1 online resource (186 p.)
Disciplina	658.15/5
Soggetti	Risk management Management - Research Electronic books.
Lingua di pubblicazione	Inglese
Formato	Materiale a stampa
Livello bibliografico	Monografia
Note generali	Description based upon print version of record.
Nota di bibliografia	Includes bibliographical references and index.
Nota di contenuto	Front Cover; Risk Management in Organizations; Copyright Page; Contents; List of illustrations; List of tables; List of boxes; Acknowledgements; Foreword (CIMA); Foreword (IRM); Introduction; 1. How to use this book; Guidance notes for academic use; Guidance notes for practitioner use; Part I: Governance and risk management; 2. Risk and governance; Aim; Risk management and corporate governance; Two phases of regulatory change; 'Hard' versus 'soft' laws of governance; Conclusion; 3. Risk and control; Aim; Risk categories; Standards for risk management and enterprise risk management Who is responsible for risk management? Conclusion; Part II: Risk management in practice (1) The private sector; 4. Case study: Tesco PLC; Company profile; Sources of data reported in the case study; Risk management: an overview; Risk management within Tesco: internal influences; Governance; Linking risk management to performance management; The risk management framework; Risk reporting and communication; The big challenge: extending the risk management system into Tesco Personal Finance; Conclusion; 5. Case study: Royal Bank of Scotland; Company profile

Sources of data reported in the case study; Key observations; Introduction; External influences on risk management in banks; Overview of the risk management approach in the Royal Bank of Scotland; Risk ownership, operating oversight and reporting lines; Conclusion: the group-wide impact of the risk management structure; Part III: Risk management in practice (2) The public sector; 6. Case study: the Department of Culture, Media and Sport; Government exposure to risk; Historical background; Generic versus domain-specific approaches to public sector risk management; Profile of the Department of Culture, Media and Sport; Risk framework within the DCMS; Internal audit; Self-assessment; The big challenge: the management of partnership risk; Update; 7. Case study: Birmingham City Council; Risk and governance; Historical background; Autonomy in the design of risk management systems; Sources of data reported in the case study; Corporate profile; Risk management in Birmingham City Council; The risk management framework; The big challenge: linking risk to performance management; Conclusion; Part IV: Key lessons for the future; 8. Lessons from the case studies; Aim; Overview of the case studies; Risk management in context; The big challenge: implementing a three-dimensional system; Summary; Lessons from the public sector; Conclusion; Notes; Index

Sommario/riassunto

In any organization, risk plays a huge role in the success or failure of any business endeavour. Measuring and managing risk is a difficult and often complicated task and the global financial crisis of the late noughties can be traced to a worldwide deficiency in risk management regimes. One of the problems in understanding how best to manage risk is a lack of detailed examples of real world practice. In this accessible textbook the author sets the world of risk management in the context of the broader corporate governance agenda, as well as explaining the core elements of a risk management system. Material on the differences between risk management and internal auditing is supplemented by a section on the professionalization of risk – a relatively contemporary evolution. Enterprise risk management is also fully covered. With a detailed array of risk management cases – including Tesco, RBS and the UK government – lecturers will find this a uniquely well researched resource, supplemented by materials that enable the cases to be easily integrated into the classroom. Risk managers will be delighted with the case materials made available for the first time with the publication of this book.
