

1. Record Nr.	UNINA9910816313203321
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Titolo	Fundamentals of enterprise risk management : how top companies assess risk, manage exposure, and seize opportunity / / John J. Hampton
Pubbl/distr/stampa	New York, [New York] : , : AMACOM, , 2015 ©2015
ISBN	1-78684-102-9 0-8144-4904-2
Edizione	[Second edition.]
Descrizione fisica	1 online resource (316 p.)
Disciplina	658.15/5
Soggetti	Corporations - Finance Risk assessment Risk management
Lingua di pubblicazione	Inglese
Formato	Materiale a stampa
Livello bibliografico	Monografia
Note generali	Includes index.
Nota di contenuto	Cover; Title; Copyright; Contents; Introduction; Part One. Essentials of Enterprise Risk Management; 1. Hazard and Enterprise Risk Management; Hurricane Andrew; Definitions of Risk; Hazard Risk; Insurable Risk; Traditional Risk Management; Severity and Frequency; Enterprise Risk; Operational Risk; Strategic Risk; Financial Risk; Conclusion; Appendix 1. Russian Frozen Chicken; 2. Enterprise Risk Management; ERM Defined; The Need for ERM; Conclusion; Appendix 2. GM, Ford, and the Chrysler Bailout; 3. Contributions of ERM; Contribution 1: Recognize the Upside of Risk Contribution 2: Assign Risk Owners Contribution 3: Align Risk Accountability; Contribution 4: Create a Central Risk Function; Contribution 5: Install a High- Tech Electronic Platform (HTEP); AIG's View of Risk; Contribution 6: Involve the Board of Directors; Contribution 7: Employ a Standard Risk Evaluation Process; Conclusion; Appendix 3. Home Depot; 4. Challenge of the Black Swan; 2014 Atlanta Ice Storm; What Is a Black Swan?; Blockbuster; Risk Experts; The Failure of Experts; The Perceived Level of Risk; Silent Evidence; Conclusion; 5. The 2008 Financial Crisis; Speculative Frenzies

History of the Crisis Scanning for Exposures; Visible Signs of Danger; Aftermath; Parallel with the Great Depression; Dodd-Frank Act; Conclusion; 6. Implementing ERM; COSO Framework; COSO Structure; COSO Components; COSO Definitions; Approaches to ERM; Risk Management Areas; Strategies and Situations in Risk Management; Expanding the Scope of ERM; Benefits of ERM; Making ERM More Effective; Leadership Risk; ERM Premises; How Do We Start?; High- Tech Electronic Platform (HTEP); Conclusion; Appendix 6. ISO 31000 Framework; Part Two. Risk Management Technology; 7. Risk Clusters Cluster Risk Structure Sophisticated Risk Mapping; Clusters Versus Spreadsheets; Hierarchy of Subrisks; Interactions; Conclusion; 8. Risk Technology in 2008; Rejection of Spreadsheets; High- Tech Electronic Platform (HTEP); Riskconnect HTEP; User Features; Design Features; Relationships; Risk Dashboards; Heat Map; CP& L ERM Implementation; Next Steps; Conclusion; 9. New Technology in 2014; New York University HTEP; Mobile Devices; HTEP Links; Earthquake Notification; Southwest Airlines HTEP; Collaboration with Chatter; Real- Time Links to the World; Word Translation and Currency Translation Data Resources Managing a Disability Claim; Conclusion; 10. HTEP Applications; Airbus A380 Jumbo Jet; HTEP Opportunity with Bananas; Tropical Storm Disruption; BP Oil Explosion; Ford Supply Chain; Dell Supply Chain; Chilean Mine Rescue; Conclusion; 11. Product Launch Application; Market Risk; Product Risk; Capital Risk; Intellectual Property Risk; Risk Profile; Expanding the View; Conclusion; Part Three. Risks Without Risk Owners; 12. Strategic Risk; FedEx; Strategic Risk Management; Strategic Risk and Knowledge; Pursuit of Knowledge; Historical Perspective of Strategic Risk Strategic Risk and Synergy

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## Sommario/riassunto

Risk management has changed dramatically since the 2008 financial crisis...and new developments in technology and communications demand up-to- the-minute approaches for defending against threats- and seizing opportunities. This critical reference-now extensively updated-provides readers with the tools and information they need to keep their organizations as blissfully risk-free as possible. The second edition helps readers recognize both internal and external exposures, understand crucial concepts such as risk mapping and risk identification, and align risk opportunities with their organization

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