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A Short Guide to
**Operational
Risk**

DAVID TATTAM



SHORT GUIDES TO BUSINESS RISK SERIES

A Short Guide To Operational Risk A Short Guide To Operational Risk

David Hillson, Ruth Murray-Webster



A Short Guide To Operational Risk A Short Guide To Operational Risk:

A Short Guide to Operational Risk David Tattam, 2017-05-15 There is a growing awareness across both public and private sectors that the key to embedding an effective risk culture lies in raising the general education and understanding of risk at every level in the organization This is exactly the purpose of David Tattam's book *A Short Guide to Operational Risk* provides you with a basic yet comprehensive overview of the nature of operational risk in organizations It introduces operational risk as a component of enterprise wide risk management and takes the reader through the processes of identifying assessing quantifying and managing operational risk explaining the practical aspects of how these steps can be applied to an organization using a range of management tools The book is fully illustrated with graphs tables and short examples all designed to make a subject that is often poorly understood comprehensible and engaging *A Short Guide to Operational Risk* is a book to be read and shared at all levels of the organization it offers a common understanding and language of risk that will provide individual readers with the basis to develop risk management skills appropriate to their role in the business The Open Access version of this book available at <http://www.taylorfrancis.com> has been made available under a Creative Commons Attribution Non Commercial No Derivatives CC BY NC ND 4.0 license

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A Short Guide to Fraud Risk Martin Samociuk, 2017-05-15 *A Short Guide to Fraud Risk* is for anyone who needs to better understand fraud risks either company wide or in a specific business unit directors and managers who would like to add value by building fraud resistance into their organization and to demonstrate to shareholders regulators or other stakeholders that they are managing fraud risks rather than just reacting to incidents regulators auditors and compliance professionals who need to assess the effectiveness of an organisation's fraud prevention measures The book gives a concise but thorough introduction to the risk of fraud based on a six element strategy It includes practical steps to assess and treat fraud risks across an organisation including those relating to executive directors It also provides practical steps to develop fraud awareness across an organisation and how to

implement an effective fraud detection and incident management program The application of the principles is illustrated with example documents and numerous case studies aimed at assisting the reader to implement either individual elements or a complete fraud risk management strategy **A Short Guide to Procurement Risk** Richard Russill,2017-05-15

Increasingly top executives view supply markets as sources of competitive advantage and as means of achieving strategic objectives Procurement is the management activity that makes this happen and this process depends on a superior risk management capability if it is to be effective Yet despite its importance Procurement Risk Management is surprisingly under developed Recent Global Risk surveys have pinpointed Supply Chain Vulnerability as one of the four key global risks for the next decade What is less well known is that this is only half of the story risk exposures also exist inside the company and can be just as damaging No company is an island it needs suppliers as well as customers Conventional wisdom puts great emphasis on managing certain aspects of business such as customers operations strategy and finances Typically however much less regard is paid to external suppliers and the risks present in dealing with them As a minimum suppliers are the sources of materials services and expert attention which enable the company to feed its business model When done well a risk aware procurement process provides the bonus of competitive advantage with the ability to capitalise on the occurrence of unexpected events This short guide explains just how to do it Each chapter explores the topic in hand outlines the risks and the remedies available and offers guidance on the principles and risk prevention *A Short Guide to Political Risk*

Robert McKellar,2017-05-15 In a competitive and increasingly internationalised business world many companies rely on the high risk reward ratio of operating in unstable areas Those companies willing to engage in emerging or developing countries can often be exposed to a politically volatile environment over which they have little control Political risk therefore is one of the most hazardous challenges that an international business can face In *A Short Guide to Political Risk* you will find a business centric introduction to political risk that will familiarise international managers with the concept and accelerate the learning curve towards proficient and coherent political risk management Robert McKellar explores the key political risks that companies have faced in the recent past and current trends in the evolution of the political risk landscape the concept of political risk and its constituent elements models and approaches for assessing political risk the principal options for managing political risk and suggestions for organisational structures to ensure a coherent and consistent approach as well as wider issues that a company needs to consider in developing its own attitude and philosophy on political risk *A Short Guide to Political Risk* is an essential introductory guide for risk managers and for all senior managers concerned with their organisation's global performance and reputation *A Short Guide to Facilitating Risk Management* Ms Ruth

Murray-Webster,Dr Penny Pullan,2012-09-28 *A Short Guide to Facilitating Risk Management* is for all those who need to make sound decisions in important but risky situations people who work with groups to identify prioritize and respond to risks and who wish to deliver value The authors provide readable and practical advice in terms of avoiding pitfalls

understanding risk management and the role of facilitator They include guidance for running workshops and working with small groups and individuals

A Short Guide to Equality Risk Tony Morden, 2017-03-02 A Short Guide to Equality Risk analyses the concepts theories and issues associated with the implementation in organisations and the service environment of an Equality Diversity and Discrimination EDD Agenda Whether from a business political social legal or medical view the risks of failure of EDD compliance are escalating be it in terms of cost the possibility of damage to reputation or the potential for loss of government or public sector contracts Using the insights and specialised medico legal knowledge he has acquired in the course of successfully defending his own rights Tony Morden examines the subject from leadership governance management opportunity and performance oriented perspectives By using case studies and drawing on a growing body of international experience the author analyses components of an EDD Agenda equality diversity opportunity and discrimination and examines issues and dilemmas associated with implementing such an agenda He offers a strategic and performance oriented overview of the issues of leadership prioritisation management process managing architectures and the application of performance and risk management concepts Written from a scholarly perspective but in a practitioner oriented and reader friendly manner this addition to the series of short guides to business risk provides a credible strategic and implementation based overview of what is becoming a critically important politically sensitive and high risk subject

A Short Guide to Reputation Risk Garry Honey, 2017-05-15 Does your organization have a good or bad reputation and who takes responsibility for it Whether viewed as an intangible asset or potential liability damage to reputation can be costly In the private sector loss of investor confidence can dent corporate value in the public sector loss of public trust can lead to political change How can anyone protect reputation from damage

Alcohol at Work Mr Clive Tobutt, 2012-09-28 In the European Union many individuals will partake in drinking a little wine with their lunch or dinner to aid their enjoyment of the meal or as an appetizer for food Alcohol is also a drug of dependence Some individuals will drink too much and some of them will become addicted Access to alcohol binge drinking and younger drinkers can lead to unsafe workplaces absenteeism fraud and criminal behaviour Alcohol at Work is a definitive guide to the problem exploring its nature and scale and providing a complete range of ideas and techniques to help create a policy in the workplace and develop appropriate and effective measures for monitoring and tackling alcohol abuse The key collective message is solve the problem take the alcohol not the person out of the workplace In the UK alone research puts the cost of alcohol abuse in the workplace at 2 billion a year This is a must have reference for human resource occupational health and risk managers as well as those involved in tackling criminal behaviour such as fraud and violence at work resulting from alcohol abuse and addiction

A Short Guide to Contract Risk Helena Haapio, George J. Siedel, 2017-03-02 Savvy managers no longer look at contracting processes and documents reactively but use them proactively to reach their business goals and minimize their risks To succeed these managers need a framework and A Short Guide to Contract Risk provides this The foundation of identifying and managing

contract risk is what the authors call Contract Literacy a set of skills relevant for all who deal with contracts in their everyday business environment ranging from general managers and CEOs to sales procurement and project professionals and risk managers Contracts play a major role in business success Contracts govern companies deals and relationships with their suppliers and customers They impact future rights cash flows costs earnings and risks A company s contract portfolio may be subject to greater losses than anyone realizes Still the greatest risk in business is not taking any risks Equipped with the concepts described in this book business and risk managers can start to see contracts differently and to use them to find and achieve the right balance for business success and problem prevention What makes this short guide from the authors of the acclaimed Proactive Law for Managers especially valuable if not unique is its down to earth managerial legal approach Using lean contracting visualization and the tools introduced in this book managers and lawyers can achieve legally sound contracts that function as managerial tools for well thought out realistic risk allocation in business deals and relationships

Emerging Risks Catherine Raimbault, Anne Barr, 2012 For boards and executives high quality and transparent information is critical to allow effective decision making Emerging risks are increasingly challenging issues both in terms of threats and growth opportunities not least since the science pertaining to these risks tends to be contested Emerging Risks A Strategic Management Guide restores the constructive dialogue between the business professional and the expert scientist community essential if companies are to anticipate plan ahead and exploit leading edge ideas It provides insights into some of the major emerging risks of the 21st century and then guides organizations on how to approach and manage those risks proactively in the wake of new regulation governance and enterprise wide risk management The topics covered include nanotechnologies covering the industrial revolution of the 21st Century new information and communication technologies NICT discussing the infrastructure of the future electromagnetic fields EMF and their debated health impact chemical substances REACH a regulation with major economic and environmental stakes and an example of emerging risk management biological risk and its on going need for international surveillance supply chain a top management priority and country risk for which security and corporate social responsibility CSR are growing issues The authors assess and propose a process for managing emerging risks and the strategies that need to be put in place drawing on examples of best practice

A Short Guide to Risk Appetite David Hillson, Ruth Murray-Webster, 2017-03-02 How much risk should we take A Short Guide to Risk Appetite sets out to help all those who need to decide how much risk can be taken in a particular risky and important situation David Hillson and Ruth Murray Webster introduce the RARA Model to explain the complementary and central roles of Risk Appetite and Risk Attitude and along the way they show how other risk related concepts fit in Risk thresholds are the external expression of inherent risk appetite and the challenge is how to set the right thresholds By progressively deconstructing the RARA Model the authors show that the essential control step is our ability to choose an appropriate risk attitude The book contains practical guidance to setting risk thresholds that take proper account of the

influences of organisational risk culture and the individual risk preferences of key stakeholders. Alongside this, individuals and organisations need to choose the risk attitude that will optimise their chances of achieving the desired objectives.

A Short Guide to Customs Risk Catherine Truel, 2017-03-02

The historic growth in world trade, large container ships and information technology have triggered profound changes in international trade. A few years ago, customs officers at the border were meticulously checking goods and documents before releasing a shipment to the trader. A business could be confident that a shipment that had cleared customs complied with all applicable regulations. Today, to reduce congestion and give the trade quick access to their goods, customs have introduced risk management principles and a large number of shipments clear customs automatically. Controls have moved from the border to the trader's premises and it is during site visits that customs officers check the business compliance records. Moving from frontier checks to audit-based controls has transferred a high level of responsibility and risk to the trader. It is now the duty of the trader to identify and report any error or irregularity and to keep an impeccable audit trail from initial quotation to receipt of payment. For the business failing to provide satisfactory compliance records will result in delayed shipments and serious disruption in the supply chain. This will in turn impact on financial performance indicators such as Days in Inventory, Days Sales Outstanding and, of course, Cash Flow. The business will also have to endure in-depth customs audits during which customs officers will inspect each step of the audit trail, disrupting day-to-day business operation. Errors uncovered during these audits will yield heavy financial penalties and a customs debt. Ultimately, customs risk will impact on shareholders' value. Customs and finance reporting should receive the same level of attention. However, if all companies check carefully their tax returns, only a few check their import or export declarations with the same scrutiny. Managing customs risk is often seen as a cost centre, but it is also a source of competitive advantage. A sound customs management can reduce or remove risk.

A Short Guide to Ethical Risk Carlo Patetta Rotta, 2017-05-15

Following corporate scandals and the recent bankruptcy of large financial institutions, the public believes that one of the responsibilities of governments, regulators and corporate executives is to do business in compliance with basic ethical values. It is now acknowledged that there has been a general decline in ethical standards in the business world, perhaps due in part to a celebrity culture that overvalues wealth and shallow notions of success. Ethics used to be discussed only by philosophers and academics, but it is now apparent to business leaders that companies wishing to survive into the future have to develop effective protection against exposure to ethical risk. This Short Guide, written by a professional with diverse international experience in auditing and fraud prevention who has specialised in ethics-related issues, serves as a resource for all who need a more complete view of the subject and practical guidance to inform their daily business decisions. Providing an overview of the theories of ethics that bear on today's business world, from Adam Smith's liberalism to stakeholder theory, the Guide explains the human behaviour that gives rise to fraud and corruption in terms of a fraud triangle theory, according to which unethical behaviours happen when three risk components—psychological pressure,

opportunity and rationalisation are present Pressure is linked to the unfortunate superstar culture while opportunity can be reduced through application of adequate control mechanisms and corporate governance models Rationalisation has to do with the ability of an honest individual to justify a dishonest action in his own eyes Ethics bears directly on this component and an ethical approach can prevent such self justification The adoption of appropriate company cultures and corporate governance models the selection and retention of ethically sound staff and implementation of fair incentive systems are all advocated by the author who describes the roles within an organisation of the Audit Committee and the Compliance Function Additionally the Guide offers a range of tools that can be applied by practitioners in the field such as codes of conduct compliance programmes whistle blowing procedures and risk management processes

Sustainable Smart Cities and Smart Villages Research Miltiadis D. Lytras, Anna Visvizi, 2018-10-19 This book is a printed edition of the Special Issue Sustainable Smart Cities and Smart Villages Research that was published in Sustainability

A Short Guide to Climate Change Risk Nigel Arnell, 2017-03-02 Climate change poses a risk to business operations and to markets and a poor business response to this risk can lead to reputational damage or worse At the same time climate change can bring opportunities for some businesses In this addition to Gower's series of Short Guides to Business Risk Professor Arnell one of the world's leading experts in the field reviews this critical area of risk posed to businesses and other organisations by climate change and considers how they can respond to this threat A Short Guide to Climate Change Risk focuses on the impacts and consequences of climate change rather than on business use of energy or business and sustainability issues The author examines the advantages and disadvantages of different approaches to addressing these risks with international case study examples With chapters on the nature science and politics of climate change on the assessment and management of climate change risks and recommendations for incorporating climate change risks into a Company Risk Management System this concise guide serves the needs of business students and practitioners across a wide range of sectors public and private

Building Sustainable Competitive Advantage Dharendra Kumar, 2016-03-03 In Building Sustainable Competitive Advantage Dharendra Kumar shows how the Enterprise Excellence EE philosophy is a holistic approach for leading an enterprise to total excellence It does this by focussing on achieving sustainable significant growth in revenue and profitability reducing the business cycle time strategically managing the enterprise risk and focusing on the needs of the customer There may be various organizations within an enterprise but they must all focus on meeting or exceeding customer needs Therefore EE is an integrated approach affecting every employee every functional area and strategy within the organization Enterprise risk must be identified assessed and prioritized developing a growth strategy proposal which leadership has to execute in order to achieve goals As business leaders spearhead the efforts they must minimize monitor and control the probability and or impact of unfortunate events and maximize the realization of opportunities The achievements in Enterprise Excellence can range from greater cost efficiencies improved market perceptions fundamental changes to markets to new product and

service offerings There may also be significant upgrades in skills technology and business strategies The scope of Enterprise Excellence can also range from operations activities to business functions to overall organization and to the enterprise as a whole Building Sustainable Competitive Advantage is a comprehensive reference book for practising professionals teaching faculty and students alike **Guide to Optimal Operational Risk and BASEL II** Ioannis S. Akkizidis,Vivianne

Bouchereau,2005-11-01 Guide to Optimal Operational Risk and Basel II presents the key aspects of operational risk management that are also aligned with the Basel II requirements This volume provides detailed guidance for the design and implementation of an efficient operational risk management system It contains all elements of assessment including operational risk i **No Waste** Dr Uly Ma,2012-09-28 Sustainability is a critical issue for the construction industry In the

short term sustainability is often seen as a must do item In the longer term all contractors will be seeing it as a source of competitive advantage Public sector construction infrastructure and other large projects such as the Thames Gateway and the Olympics in 2012 are all being driven down this route by pressure from Government Uly Ma s No Waste is an extremely practical guide to managing sustainability in construction that draws on input from all the related stakeholders the construction industry itself the clients designers and architects and the trades The book explores how the industry can transform itself from business as before to business as it should be from the micro level of good site practices to setting the right policies that drives a company onwards The text covers the management of sustainability and the accompanying CD ROM includes a wealth of material such as tool kits templates and activities that can be shared throughout the organisation and used for team meetings communication and training *Lecture Notes in Data Engineering, Computational Intelligence, and Decision Making* Sergii Babichev,Volodymyr Lytvynenko,2022-09-13 This book contains of 39 scientific papers which

include the results of research regarding the current directions in the fields of data mining machine learning and decision making This book is devoted to current problems of artificial and computational intelligence including decision making systems Collecting analysis and processing information are the current directions of modern computer science Development of new modern information and computer technologies for data analysis and processing in various fields of data mining and machine learning create the conditions for increasing effectiveness of the information processing by both the decrease of time and the increase of accuracy of the data processing The papers are divided in terms of their topic into three sections The first section Analysis and Modeling of Hybrid Systems and Processes contains of 11 papers and the second section Theoretical and Applied Aspects of Decision Making Systems contains of 11 ones too There are 17 papers in the third section Data Engineering Computational Intelligence and Inductive Modeling The book is focused to scientists and developers in the fields of data mining machine learning and decision making systems

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