## INDEX

| Accountability, 24, 79–80 American Institute of Certified Public Accountants (AICPA), 15 "Analytic of relations of power", 21 Association of Insurance and Risk Manager (AIRMIC), 45   | Calculative culture. See Calculative idealism Calculative idealism, 43, 72 Chartered Institute of Management Accountants (CIMA), 15, 77 Chief risk officer, 79–80 Classic tripartition, 7 Cloud computing technologies, 27 Command-and-control approach,   |
|--|--|
| Balanced scorecard (BSC), 84 Belief systems, 10 Bottom-up accountability, 80 Boundary systems, 10 "Boundary work" concept, 53–54, 80 British Standard Institution (BSI), 46 Budgeting process, 72 Business business-oriented role, 80–81 core, 71–72 ethics, 20 measurement of, 21 model, 17–18 objectives, 48 | Committee of Sponsoring Organizations of Treadway Commission Framework (COSO Framework), 19, 46, 75 "Communication vehicles", 76 Communicative path dependency, 73–74 Compliance, 79–80 Corporate governance, 74–75, 78–79 code, 24–25, 51 Decision-making process, 1, 7, 72–73 Disconnected configuration, 70–71, |
| partner role, 74 practice, 11–12 processes, 8 risk management in, 76–77 strategy, 73–74 threat/opportunity picture of, 17 Business intelligence and analytics technologies (BI&A technologies), 27   | Disruptive technologies (DTs), 85 "Dr. Jekyll–Mr. Hide" effect, 95  Eco Management and Audit Scheme (EMAS), 24  Economic-financial communication, 9  Enterprise Resource Planning systems (ERP systems), 25–26   |

98 Index

"Enterprise Risk Management Herrschaft concept, 81 Framework-Integrating Historical-materialist approaches, with Strategy and Performance", 47 Holistic theory, 10–13 Enterprise risk management "Information, communication and systems (ERM systems), 1, reporting", 48-49 35, 93 Information technology (IT), 58 insurance management, 35 Institute of Risk Management pathway to, 37–43 (IRM), 45 practice and policy makers' Insurance management, 35 efforts, 43-50 Integrated configuration, 73, 82 effect of raising forces, **Integrated Information System** 50 - 60(IIS), 25–26, 84 risk management, 35-36 Integrated risk management (IRM), "strategy and objective-setting", 36 - 37Integration of PMS and ERM, 70 "Enterprise Risk need for, 70-77 Management-Integrated possible effect of raising forces, Framework", 47 77 - 85"Enterprise Risk Internal audit, 16–17, 44 Management-Integrating Internal Control, 16 with Strategy and Internal Control: Integrated Performance", 47–48 Framework, 75 Enterprise risk performance International Federation of management system (ERPM Accountants (IFAC), 14 system), 70, 78 International Group of Controlling, Environmental, social, and governance communication International Organization for (ESG communication), 24 Standardization (ISO), 24, Ethylism, 21–22 "Everybody does it" syndrome, 42 ISO 31000 Risk Management Evolution process, 14 Guidelines, 46 Federation of European Risk Key indicators, 73–74 Management Association Key performance indicators (KPIs), (FERMA), 45-46 Key performance risk indicators Global Management Accounting Principles (GMAP), 15 (KPRIs), 83-84 Global Reporting Initiative, 24 Key risk indicators (KRIs), 39, Global Risk Management 73 - 74Standard, 45 Levers of Control Framework Global Risk Report, 56 (LOC Framework), 10 "Governance and Likert scales, 73–74

culture", 48

Index 99

| Macht, 81                       | Pluralism, 21–22                      |
|---------------------------------|---------------------------------------|
| Management accountant,          | Power dynamics, 53                    |
| 79–80                           | PricewaterhouseCoopers survey, 52     |
| Management accounting,          | Public Risk Management                |
| 5-6, 72                         | Association, 45                       |
| Management accounting systems   |                                       |
| (MAS), 5–6, 9, 14,              | Quantitative approach, 6              |
| 25–26                           | Quantitative-monetary parameters,     |
| Management control, 5-6         | 7–8                                   |
| Modus operandi, 70, 81          | Quantitative-physical indicators, 7–8 |
| "Nondecision-making", 21-22     | <b>.</b>                              |
| Nonstatutory model, 12          | Review and revision", 48              |
| •                               | Risk, 37, 39                          |
| Open Compliance and Ethics      | dimension, 18                         |
| Group (OCEG), 46                | risk-based performance                |
| Df 70 00                        | management system, 78                 |
| Performance, 79–80              | "Risk communication",                 |
| management, 69–70, 93           | 73–74                                 |
| performance-oriented approach,  | Risk management, 16, 37, 69–70        |
| 76–77                           | standard, 45                          |
| synergy between risk            | synergy between performance           |
| management and, 72              | management and, 72                    |
| Performance management systems  | Risk Management Guidelines, 46        |
| (PMS), 1, 11–12, 73–74          | "Risk talk", 83                       |
| BI&A technologies, 27           | Risk-enabled performance              |
| historical-materialist          | management (REPM),                    |
| approaches, 21                  | 44–45, 76–77                          |
| issues of accountability, 21    | "Rubik's cube", 79                    |
| management accounting           | Rubik's cube , //                     |
| techniques, 26                  | Sarbanes-Oxley Act,                   |
| management control, 5           | 78–79                                 |
| management of organizational    | Self-Regulatory Codes, 24–25          |
| complexity, 25                  | Silo approach, 38, 41, 73             |
| pathway to, 6–14                | Social risk management (SRM), 57      |
| practice and policy makers'     | "Strategy and objective-setting", 48  |
| efforts, 14–19                  | Strategic performance management      |
| professional approach, 19       | systems, 84                           |
| quantitative approach, 6        | "Strategic risks", 84                 |
| sustainability balanced         | Subjectivist approach, 21–22          |
| scorecard, 24                   | Sustainability, 55                    |
| sustainability control systems, | balanced scorecard, 24                |
| 23                              | risk identification, 56               |
| techniques in management        | values, 23–24                         |
| accounting, 27                  | Sustainability Control Systems, 23    |
| accounting, 27                  | bustamusmity Control bystems, 25      |

100 Index

Technological impacts, 58 Top-down accountability, 80 Triple Bottom Line model, 82

"Uncertainty", 37

Value at Risk (VaR), 38 Volatile, uncertain, complex, and ambiguous (VUCA), 1, 19–20, 50

Weber's approach, 13