

## THE NEAR-MISS MANAGEMENT OF OPERATIONAL RISK

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### ABSTRACT

This article discusses the management process of operational risk in financial institutions. The authors summarize the difficulties associated with the applicability of traditional risk management means to operational risk and introduce the Near-Miss management concept as a potential tool for the banking industry.

### INTRODUCTION

Over the last decades, both the banking industry and regulatory bodies have devoted massive resources to the management of market and credit risk. Models have been developed to assess both risk types based on which regulators set out transparent rules on capital requirements, supervisory review process, and market discipline to prevent banking crises. Those principles form the three pillars of "The New Basel Capital Accord" which has been issued by the Basel Committee on Banking Supervision (BCBS) in January 2001.

It is not surprising that the regulation of the banking sector initiated a still ongoing debate about whether it should exist and if so, which risks should be covered under which pillar(s). Particularly the first pillar "minimum capital requirement" evoked a lot of discussion about its appropriate definition. We refer to Danielsson [2000] for a critical review on the properties of different risk measures, primarily of Value-at-Risk (VaR). Irrespective of this debate, the increasing sophistication in quantitative methodologies for market and credit risk measurement allowed banks to reduce their required capital allocation.

# The Near Miss Management Of Operational Risk

**John R. Fonseca**



## **The Near Miss Management Of Operational Risk:**

**The Near-Miss Management of Operational Risk** Alexander Muermann,2003 Over recent decades banks and bank regulators have devoted substantial resources to managing market risk and credit risk More recently industry and regulatory focus has shifted to the mitigation of operational risk This article discusses the management process of operational risk in financial institutions and addresses the Advanced Measurement Approaches under which banks would be allowed to determine capital requirements based on their own internal assessment of operational risk according to standards set by the Basel Committee We summarize the difficulties associated with the applicability of traditional risk management means to operational risk and propose adopting the concept of quot Near Missquot risk assessment employed in the chemical health and airline industries to internally evaluate operational risk

**2008 Tutorials in Operations Research: State-of-the-Art Decision-Making Tools in the Information-Intensive Age** , [Operational Risk](#) Anna S. Chernobai,Svetlozar T.

Rachev, Frank J. Fabozzi,2007-06-15 Operational Risk While operational risk has long been regarded as a mere part of other risks outside the realm of credit and market risk it has quickly made its way to the forefront of finance In fact with implementation of the Basel II Capital Accord already underway many financial professionals as well as those preparing to enter this field must now become familiar with a variety of issues related to operational risk modeling and management Written by the experienced team of Anna Chernobai Svetlozar Rachev and Frank Fabozzi Operational Risk A Guide to Basel II Capital Requirements Models and Analysis will introduce you to the key concepts associated with this discipline Filled with in depth insights expert advice and innovative research this comprehensive guide not only presents you with an abundant amount of information regarding operational risk but it also walks you through a wide array of examples that will solidify your understanding of the issues discussed Topics covered include The main challenges that exist in modeling operational risk The variety of approaches used to model operational losses Value at Risk and its role in quantifying and managing operational risk The three pillars of the Basel II Capital Accord And much more

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*Operational Risk Assessment* Brendon Young, Rodney Coleman, 2009-05-26 Operational risk assessment The Commercial Imperative of a More Forensic and Transparent Approach Brendon Young and Rodney Coleman Brendon Young and Rodney Coleman s book is extremely timely There has never been a greater need for the financial industry to reassess the way it looks at risk They are right to draw attention to the current widespread practices of risk management which have allowed risk to become underpriced across the entire industry Rt Hon John McFall MP Chairman House of Commons Treasury Committee Failure of the financial services sector to properly understand risk was clearly demonstrated by the recent credit crunch In its 2008 Global Stability Report the IMF sharply criticised banks and other financial institutions for the failure of risk management systems resulting in excessive risk taking Financial sector supervision and regulation was also criticised for lagging behind shifts in business models and rapid innovation This book provides investors with a sound understanding of the approaches used to assess the standing of firms and determine their true potential identifying probable losers and potential longer term winners It advocates a more forensic approach towards operational risk management and promotes transparency which is seen as a facilitator of competition and efficiency as well as being a barrier to fraud corruption and financial crime Risk assessment is an integral part of informed decision making influencing strategic positioning and direction It is fundamental to a company s performance and a key differentiator between competing management teams Increasing complexity is resulting in the need for more dynamic responsive approaches to the assessment and management of risk Not all risks can be quantified however it remains incumbent upon

management to determine the impact of possible risk events on financial statements and to indicate the level of variation in projected figures To begin the book looks at traditional methods of risk assessment and shows how these have developed into the approaches currently being used It then goes on to consider the more advanced forensic techniques being developed which will undoubtedly increase understanding The authors identify best practice and address issues such as the importance of corporate governance culture and ethics Insurance as a mitigant for operational risk is also considered Quantitative and qualitative risk assessment methodologies covered include Loss data analysis extreme value theory causal analysis including Bayesian Belief Networks control risk self assessment and key indicators scenario analysis and dynamic financial analysis Views of industry insiders from organisations such as Standard Poors Fitch Hermes USS UN PRI Deutsche Bank and Alchemy Partners are presented together with those from experts at the FSA the International Accounting Standards Board IASB and the Financial Reporting Council In addition to investors this book will be of interest to actuaries rating agencies regulators and legislators as well as to the directors and risk managers of financial institutions in both the private and public sectors Students requiring a comprehensive knowledge of operational risk management will also find the book of considerable value

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The Ugandan Banker ,2006

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## **Table of Contents The Near Miss Management Of Operational Risk**

1. Understanding the eBook The Near Miss Management Of Operational Risk
  - The Rise of Digital Reading The Near Miss Management Of Operational Risk
  - Advantages of eBooks Over Traditional Books
2. Identifying The Near Miss Management Of Operational Risk
  - Exploring Different Genres
  - Considering Fiction vs. Non-Fiction
  - Determining Your Reading Goals
3. Choosing the Right eBook Platform
  - Popular eBook Platforms
  - Features to Look for in an The Near Miss Management Of Operational Risk
  - User-Friendly Interface
4. Exploring eBook Recommendations from The Near Miss Management Of Operational Risk
  - Personalized Recommendations
  - The Near Miss Management Of Operational Risk User Reviews and Ratings
  - The Near Miss Management Of Operational Risk and Bestseller Lists
5. Accessing The Near Miss Management Of Operational Risk Free and Paid eBooks

- The Near Miss Management Of Operational Risk Public Domain eBooks
  - The Near Miss Management Of Operational Risk eBook Subscription Services
  - The Near Miss Management Of Operational Risk Budget-Friendly Options
6. Navigating The Near Miss Management Of Operational Risk eBook Formats
    - ePub, PDF, MOBI, and More
    - The Near Miss Management Of Operational Risk Compatibility with Devices
    - The Near Miss Management Of Operational Risk Enhanced eBook Features
  7. Enhancing Your Reading Experience
    - Adjustable Fonts and Text Sizes of The Near Miss Management Of Operational Risk
    - Highlighting and Note-Taking The Near Miss Management Of Operational Risk
    - Interactive Elements The Near Miss Management Of Operational Risk
  8. Staying Engaged with The Near Miss Management Of Operational Risk
    - Joining Online Reading Communities
    - Participating in Virtual Book Clubs
    - Following Authors and Publishers The Near Miss Management Of Operational Risk
  9. Balancing eBooks and Physical Books The Near Miss Management Of Operational Risk
    - Benefits of a Digital Library
    - Creating a Diverse Reading Collection The Near Miss Management Of Operational Risk
  10. Overcoming Reading Challenges
    - Dealing with Digital Eye Strain
    - Minimizing Distractions
    - Managing Screen Time
  11. Cultivating a Reading Routine The Near Miss Management Of Operational Risk
    - Setting Reading Goals The Near Miss Management Of Operational Risk
    - Carving Out Dedicated Reading Time
  12. Sourcing Reliable Information of The Near Miss Management Of Operational Risk
    - Fact-Checking eBook Content of The Near Miss Management Of Operational Risk
    - Distinguishing Credible Sources
  13. Promoting Lifelong Learning
    - Utilizing eBooks for Skill Development

- Exploring Educational eBooks
14. Embracing eBook Trends
- Integration of Multimedia Elements
  - Interactive and Gamified eBooks

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