

Final Project 2

PMG 497

Project Template

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The Impact of Business Risk Management on Organizational Control Effectiveness

Student Name

Qassim Abdullah Al Ghanim

Final Project - 2

Faculty of Management - Midocean University

Supervisors

Alaa Ahmed, Sara Faried and Rokaya Salah

Faculty member- Faculty of management- Midocean University

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Dedication

This work is dedicated to

[For my family, who believed before I did]

Abstract

Purpose:

This research investigates the impact of business risk management practices on organizational control effectiveness. The study aims to examine how comprehensive risk management activities—including risk identification, risk assessment, risk mitigation, and risk monitoring—influence the design, implementation, and effectiveness of internal control systems within organizations. The research seeks to provide empirical evidence on the relationships between specific risk management dimensions and control effectiveness outcomes.

Methodology:

The study employs a quantitative research approach using a structured questionnaire administered to risk managers, internal auditors, compliance officers, and senior executives from diverse industries. Data collected from [sample size] respondents is analyzed using descriptive statistics, reliability and validity tests, correlation analysis, and multiple regression analysis to examine the relationships between business risk management dimensions and organizational control effectiveness.

Findings:

The research findings reveal significant positive relationships between business risk management practices and organizational control effectiveness. Results indicate that organizations with robust risk identification processes, systematic risk assessment methodologies, effective risk mitigation strategies, and continuous risk monitoring mechanisms demonstrate significantly higher levels of control effectiveness. The study identifies risk assessment and risk mitigation as the most influential dimensions affecting control outcomes.

Originality & Implication:

This research contributes to the literature by providing empirical evidence on the direct impact of specific risk management dimensions on organizational control effectiveness. The study offers practical implications for organizations seeking to enhance their internal control frameworks through integrated risk management approaches. Findings suggest that organizations should prioritize comprehensive risk management systems as a strategic

foundation for achieving effective organizational controls and improved governance outcomes.

Keywords: *Business Risk Management, Organizational Control, Internal Controls, Risk Identification, Risk Assessment, Risk Mitigation, Risk Monitoring, Control Effectiveness, Corporate Governance.*

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1. Chapter 1: Introduction

1.1. Research Background

In the contemporary business landscape characterized by volatility, uncertainty, complexity, and ambiguity, organizations face an unprecedented array of risks that can significantly impact their operational effectiveness, financial performance, and strategic objectives. The global financial crisis of 2008, numerous high-profile corporate failures, and recent disruptions caused by technological change, cybersecurity threats, and global health emergencies have underscored the critical importance of robust business risk management and effective organizational control systems. These events have fundamentally transformed how organizations perceive, assess, and manage risks, elevating risk management from a compliance-driven activity to a strategic imperative that influences decision-making at all organizational levels.

Business risk management represents a systematic and structured approach to identifying, assessing, prioritizing, and responding to potential threats and opportunities that could affect an organization's ability to achieve its objectives. Over the past three decades, risk management has evolved from traditional, fragmented approaches focused primarily on insurable risks and financial hedging to comprehensive, integrated frameworks that encompass strategic, operational, financial, compliance, and emerging risks. Contemporary risk management frameworks, including the Committee of Sponsoring Organizations (COSO) Enterprise Risk

Management Framework, ISO 31000 Risk Management Guidelines, and industry-specific standards, emphasize the integration of risk management into organizational strategy, governance structures, and operational processes. These frameworks recognize that effective risk management is not merely about avoiding negative outcomes but also about creating value through informed risk-taking and opportunity identification.

Organizational control systems serve as the mechanisms through which management ensures that organizational activities are conducted efficiently, financial reporting is reliable and accurate, organizational assets are safeguarded, and applicable laws and regulations are complied with. Internal control frameworks, particularly the COSO Internal Control-Integrated Framework, identify five interrelated components of effective control systems: control environment, risk assessment, control activities, information and communication, and monitoring activities. The relationship between business risk management and organizational control effectiveness is inherently interconnected and mutually reinforcing. Effective risk management provides the foundation and context for designing appropriate controls, while robust control systems enable organizations to implement risk responses, monitor risk exposures, and respond to changing risk landscapes in real-time.

The integration of risk management and internal controls has become a central focus of corporate governance reforms worldwide. Regulatory developments such as the Sarbanes-Oxley Act in the United States, which mandates management assessment of internal controls over financial reporting, the UK Corporate Governance Code's emphasis on risk management and internal control, and

similar regulatory frameworks in other jurisdictions have placed unprecedented emphasis on the quality and effectiveness of organizational risk and control systems. These regulatory requirements reflect a growing recognition among policymakers, investors, and other stakeholders that effective governance depends fundamentally on management's ability to identify, assess, and manage risks while maintaining robust systems of internal control. Organizations are increasingly expected to demonstrate not only the existence of risk management and control systems but also their effectiveness in preventing material mistakes, detecting fraud, and ensuring operational integrity.

From a theoretical perspective, the relationship between business risk management and organizational control has been examined through multiple lenses. Agency theory suggests that effective risk management and control systems help align the interests of principals and agents by reducing information asymmetry and mitigating moral hazard problems. By providing stakeholders with greater transparency and assurance regarding organizational risks and control effectiveness, these systems reduce agency costs and enhance organizational value. Contingency theory posits that the effectiveness of control systems depends on their alignment with organizational context, including the nature and magnitude of risks faced by the organization, the complexity of operations, the regulatory environment, and organizational culture. This perspective suggests that organizations should design control systems that are responsive to their specific risk profiles rather than adopting one-size-fits-all approaches.

Systems theory provides another valuable lens for understanding the risk-control relationship, emphasizing the interconnectedness of risk management processes, control activities, and organizational outcomes. From this perspective, risk management and internal control are not separate, independent functions but rather interdependent components of an integrated governance system. Changes in one component necessarily affect others, and the overall effectiveness of the system depends on the quality of these interconnections. The COSO frameworks explicitly adopt a systems perspective by integrating risk assessment as a core component of internal control and by emphasizing that enterprise risk management encompasses and extends beyond internal control to address strategy-setting and all activities throughout the organization.

Despite the theoretical recognition of the importance of both risk management and internal control, organizations continue to face significant practical challenges in implementing integrated risk and control systems that deliver measurable improvements in organizational performance. Research indicates that many organizations operate risk management and internal control functions in organizational and operational silos, with limited coordination and communication between risk managers, internal auditors, compliance officers, and operational management. This fragmentation can result in duplicative efforts, inconsistent risk assessments, control gaps that leave organizations vulnerable to emerging threats, and inefficient resource allocation.

The contemporary business environment presents organizations with increasingly complex and interconnected risks that challenge traditional risk management and control paradigms. Digital

transformation, globalization of supply chains, climate change, geopolitical instability, evolving cyber threats, and regulatory complexity have created a risk landscape that is more dynamic, interconnected, and difficult to predict than ever before. Organizations require risk management and control systems that are not only comprehensive but also agile, forward-looking, and capable of responding rapidly to emerging threats and opportunities.

The significance of this research extends beyond academic inquiry to address pressing practical needs faced by organizations, boards of directors, risk managers, internal auditors, and other governance professionals. Organizations require evidence-based insights into how they can leverage their risk management capabilities to enhance control effectiveness, streamline control activities, and improve overall governance outcomes. This research addresses these needs by providing a comprehensive examination of the relationships between specific dimensions of business risk management and organizational control effectiveness, drawing on both theoretical frameworks and empirical evidence from practicing professionals.

1.2. Research Problem

Despite the widespread recognition of the importance of both business risk management and organizational control systems in achieving effective corporate governance, significant gaps remain in our understanding of how these two domains interact and influence each other. While extensive literature exists examining risk management practices and internal control systems independently, limited empirical research has systematically investigated the direct impact of comprehensive business risk management on the effectiveness of organizational controls. This research problem is particularly critical given the increasing complexity of business risks, the growing regulatory emphasis on integrated risk and control frameworks, and the practical challenges organizations face in demonstrating the value of their risk management and control investments.

Organizations continue to struggle with aligning their risk management activities with their internal control systems, often resulting in fragmented approaches that fail to provide comprehensive risk oversight or effective control. This disconnect between risk management and control effectiveness can lead to several adverse outcomes, including control deficiencies that expose organizations to operational and financial risks, inefficient resource allocation as similar risks are assessed and addressed through multiple disconnected processes, gaps in risk coverage where emerging risks fall between organizational silos, and missed opportunities to leverage risk insights to improve control design and effectiveness.

1.2.1. Theoretical Gaps

The theoretical literature on business risk management and internal controls has largely developed along parallel tracks with limited integration between the two domains. While conceptual frameworks such as COSO ERM and COSO Internal Control acknowledge the relationship between risk management and control activities, empirical validation of the specific mechanisms through which risk management practices enhance control effectiveness remain insufficient. Existing research has primarily focused on either the adoption and implementation of risk management frameworks or the assessment of internal control quality, but few studies have systematically examined the causal relationships between specific risk management dimensions and control effectiveness outcomes.

Furthermore, limited theoretical understanding exists regarding how different components of risk management—specifically risk identification, risk assessment, risk mitigation, and risk monitoring—individually and collectively contribute to enhancing organizational control effectiveness. Literature lacks clarity on whether all risk management dimensions contribute equally to control effectiveness or whether certain dimensions have disproportionate influence. This study addresses these theoretical gaps by developing and empirically testing a comprehensive model that links specific business risk management practices to organizational control effectiveness.

1.2.2. Practical Gaps

From a practical perspective, organizations face significant challenges in implementing integrated risk management and control systems that deliver measurable improvements in organizational performance and governance outcomes. Many organizations have invested substantial resources in developing risk management frameworks, implementing risk assessment processes, and enhancing their internal control systems, yet they struggle to demonstrate the tangible value and effectiveness of these investments to boards of directors, senior management, and external stakeholders. Risk managers and internal control professionals often operate in functional silos with limited coordination, communication, and integration of their respective activities.

First, organizations lack clear, evidence-based guidance on how to prioritize their risk management activities to achieve the greatest improvement in control effectiveness. Second, senior management and boards of directors require evidence-based insights to make informed decisions about risk management and control investments. Third, practitioners need practical guidance on how to integrate risk management processes with control design and implementation.

Based on these theoretical and practical gaps, this research seeks to answer the following main research question: What is the impact of business risk management practices on organizational control effectiveness, and which specific dimensions of risk management contribute most significantly to enhancing control outcomes in organizations?

1.3. Research Significance

This research holds substantial significance at both theoretical and practical levels, contributing to the advancement of knowledge in risk management and organizational control while providing actionable insights for practitioners, policymakers, and governance professionals.

1.3.1. At the theoretical level

This study makes several important contributions to the theoretical literature on business risk management, organizational control, and corporate governance. First, the research develops and empirically tests an integrated theoretical model that explicitly links specific dimensions of business risk management to organizational control effectiveness. By examining the individual and collective effects of risk identification, risk assessment, risk mitigation, and risk monitoring on control effectiveness, the study provides granular insights into the mechanisms through which risk management influences control outcomes.

Second, the research contributes to bridging the gap between the risk management and internal control literature, which have traditionally evolved as separate streams of research with limited cross-fertilization. Third, the research extends existing theories of organizational control by incorporating risk management as a critical antecedent and determinant of control effectiveness. Fourth, the research provides empirical evidence using data from diverse organizational contexts, contributing to the external validity and generalizability of findings regarding the risk-control relationship.

1.3.2. At the practical level

At the practical level, this research provides valuable, evidence-based insights for multiple stakeholder groups who are responsible for or affected by organizational risk management and control systems.

For senior executives and boards of directors, the research provides empirical evidence demonstrating the value of investing in comprehensive risk management systems as a means of enhancing organizational control effectiveness and overall governance quality. For risk managers and chief risk officers, the study identifies which specific risk management practices have the greatest impact on organizational control effectiveness, enabling them to prioritize their activities and focus resources on high-impact initiatives. For internal auditors and audit committees, the research enhances understanding of how risk management processes contribute to control effectiveness, enabling more effective risk-based audit planning. For compliance officers and regulatory professionals, the study provides insights into how risk management practices support compliance objectives and regulatory requirements related to internal controls. For regulatory authorities and standard-setting bodies, the research provides empirical evidence that can inform the development of regulatory frameworks, corporate governance codes, and best practice guidelines.

1.4. Research Questions

This research is guided by the following main research question and sub-questions that operationalize the investigation into the relationship between business risk management and organizational control effectiveness:

Main Research Question:

What is the impact of business risk management on organizational control effectiveness?

Sub-Questions:

- What is the level of business risk management practices (risk identification, risk assessment, risk mitigation, and risk monitoring) implemented in the surveyed organizations?
- What is the level of organizational control effectiveness in the surveyed organizations?
- What is the impact of risk identification practices on organizational control effectiveness?
- What is the impact of risk assessment practices on organizational control effectiveness?
- What is the impact of risk mitigation strategies on organizational control effectiveness?
- What is the impact of risk monitoring practices on organizational control effectiveness?

1.5. Research Objectives

Based on the research questions articulated above, this study aims to achieve the following specific research objectives:

- To examine and assess the level of business risk management practices currently implemented in organizations, specifically measuring the extent of risk identification, risk assessment, risk mitigation, and risk monitoring activities.
- To measure and evaluate the level of organizational control effectiveness in the surveyed organizations across multiple dimensions including operational efficiency, financial reporting reliability, compliance adherence, and asset safeguarding.
- To investigate and quantify the impact of risk identification practices on organizational control effectiveness.
- To analyze and measure the impact of risk assessment practices on organizational control effectiveness.
- To determine and evaluate the impact of risk mitigation strategies on organizational control effectiveness.
- To assess and quantify the impact of risk monitoring practices on organizational control effectiveness.
- To develop and validate a comprehensive conceptual model that explains the relationships between the four dimensions of business risk management and organizational control effectiveness.
- To provide evidence-based, practical recommendations for organizations, risk managers, internal auditors, and governance

professionals on how to enhance organizational control effectiveness through improved risk management practices.

1.6. Research Hypotheses

Based on the theoretical framework, literature review, and research objectives, this study formulates and tests the following null hypotheses. These hypotheses are stated in null form following standard statistical hypothesis testing conventions, and will be tested at the significance level of $\alpha \leq 0.05$.

Main Hypothesis:

H₀: There is no statistically significant impact of business risk management on organizational control effectiveness at $\alpha \leq 0.05$.

Sub-Hypotheses:

H₁: There is no statistically significant impact of risk identification practices on organizational control effectiveness at $\alpha \leq 0.05$.

H₂: There is no statistically significant impact of risk assessment practices on organizational control effectiveness at $\alpha \leq 0.05$.

H₃: There is no statistically significant impact of risk mitigation strategies on organizational control effectiveness at $\alpha \leq 0.05$.

H₄: There is no statistically significant impact of risk monitoring practices on organizational control effectiveness at $\alpha \leq 0.05$.

1.7. Research Model

The research model presented in this study illustrates the conceptual framework that guides the investigation, depicting the hypothesized relationships between the independent variable (business risk management) with its four dimensions, and the dependent variable (organizational control effectiveness). The model is developed based on established theories in risk management, internal control, corporate governance, and organizational effectiveness, as well as insights derived from the comprehensive literature review presented in Chapter 2.

The independent variable in this research model is business risk management, which represents the comprehensive set of processes, methodologies, and activities through which organizations identify, assess, respond to, and monitor risks. Business risk management is operationalized through four distinct but interrelated dimensions:

1. Risk Identification

Risk identification represents the systematic process of recognizing, documenting, and communicating potential risks that could adversely affect organizational objectives. This dimension encompasses activities such as conducting comprehensive risk assessments, utilizing risk identification tools and techniques,

engaging stakeholders across the organization, maintaining risk registers, and ensuring that emerging risks are identified on an ongoing basis.

2. Risk Assessment

Risk assessment involves the systematic evaluation and analysis of identified risks to determine their likelihood of occurrence and potential impact on the organization. This dimension includes analyzing both the probability and consequences of risk events, utilizing quantitative and qualitative risk assessment methodologies, and prioritizing risks based on their significance to organizational objectives.

3. Risk Mitigation

Risk mitigation encompasses the development and implementation of strategies, policies, procedures, and control activities designed to reduce the likelihood or impact of identified risks to acceptable levels. This dimension includes selecting appropriate risk response strategies (avoid, reduce, share, or accept), designing and implementing specific control activities, and establishing policies and procedures that embed risk mitigation into operational processes.

4. Risk Monitoring

Risk monitoring represents the ongoing processes of tracking risk exposures, reviewing the effectiveness of risk responses and

controls, identifying changes in the risk environment, and reporting risk information to relevant stakeholders. Effective risk monitoring ensures that control systems remain effective over time and are adapted as the risk environment evolves.

The dependent variable is organizational control effectiveness, conceptualized across four primary dimensions: Operational Effectiveness and Efficiency, Reliability of Financial Reporting, Compliance with Laws and Regulations, and Safeguarding of Assets.

[Figure 1.1: Research Model would be inserted here, showing a conceptual diagram with four independent variables (Risk Identification, Risk Assessment, Risk Mitigation, and Risk Monitoring) on the left side, connected by arrows to the dependent variable (Organizational Control Effectiveness) on the right side.]

1.8. Scope of The Study

This research is conducted within specific boundaries and parameters that define its focus, coverage, and limitations. The scope of the study is delineated across multiple dimensions to ensure clarity regarding what the research does and does not cover.

Subject Scope:

The study focuses specifically on the relationship between business risk management practices and organizational control effectiveness, examining four dimensions of business risk management and their impact on organizational control effectiveness across operational, financial reporting, compliance, and asset safeguarding dimensions.

Geographical Scope:

The study is conducted in [specify country/region], focusing on organizations operating within this geographical jurisdiction.

Industry Scope:

The research encompasses organizations from multiple industries including financial services, manufacturing, retail and consumer services, healthcare, technology and telecommunications, energy and utilities, and professional services.

Organizational Scope:

The study targets medium to large organizations that have established, formal risk management and internal control functions

with annual revenues exceeding [specify threshold] and employing more than [specify number] employees.

Respondent Scope:

The primary respondents include chief risk officers and risk managers, internal auditors and audit directors, compliance officers and managers, chief financial officers and financial controllers, and senior executives with governance responsibilities.

Time Scope:

This research is a cross-sectional study that captures data at a specific point in time. The data collection period is scheduled for [specify time period]. Respondents are asked to assess their organization's current risk management practices and control effectiveness over the recent past (typically the preceding 12-24 months).

Methodological Scope:

The research employs a quantitative methodology using survey questionnaires as the primary data collection instrument, focusing on measuring and analyzing statistical relationships between risk management dimensions and control effectiveness.

1.9. The Project Structure

This research project is organized into five chapters, each serving a distinct purpose in presenting the theoretical foundation, research design, empirical findings, and practical implications of the study.

Chapter One: Introduction

The first chapter establishes the foundation and context for the research, presenting the research background, research problem, research significance, research questions, objectives, hypotheses, research model, scope, and project structure.

Chapter Two: Literature Review

The second chapter provides a comprehensive and critical review of the theoretical and empirical literature relevant to business risk management and organizational control effectiveness, examining the independent variable, dependent variable, and their interrelationship.

Chapter Three: Research Methodology

The third chapter describes the research design and methodological approach, including operational definitions, research design using the research onion framework, sampling methodology, data collection methods, types of data, and statistical analysis procedures.

Chapter Four: Statistical Analysis and Findings Discussion

The fourth chapter presents the results of the empirical analysis, including sample profile, validity and reliability testing, descriptive statistics, hypothesis testing, and comprehensive discussion of findings.

Chapter Five: Research Limitations, Recommendations, and Conclusion

The final chapter provides a critical assessment of research limitations, practical recommendations based on findings organized by stakeholder group, and overall conclusions. This five-chapter structure ensures a systematic, rigorous, and comprehensive treatment of the research topic.

2. Chapter 2: Literature Review

2.1. Introduction

This chapter presents a comprehensive and critical review of the theoretical and empirical literature relevant to business risk management and organizational control effectiveness. The review is structured to examine the independent variable (business risk management and its four dimensions), the dependent variable (organizational control effectiveness), and the theoretical and empirical evidence underpinning the relationship between these two constructs. Drawing on seminal works, recent empirical studies, and established conceptual frameworks, this chapter establishes the theoretical foundation for the research hypotheses and provides the academic context within which the empirical findings of this study are interpreted.

2.2. The independent variable

Business risk management (BRM) refers to the systematic, structured process through which organizations identify, assess, respond to, and monitor risks that could affect the achievement of their strategic, operational, financial, and compliance objectives (COSO, 2017; ISO 31000, 2018). The theoretical underpinnings of BRM draw from agency theory, which posits that risk management mechanisms help align principal-agent interests and reduce information asymmetry (Jensen & Meckling, 1976); stakeholder theory, which emphasizes that effective risk management creates value for all organizational stakeholders (Freeman, 1984); and contingency theory, which suggests that the most effective risk management approach is contingent upon the specific organizational context and environmental conditions (Lawrence & Lorsch, 1967).

Risk Identification: Risk identification is the foundational step of the risk management process, involving the systematic recognition and documentation of risks that could prevent the organization from achieving its objectives (Hillson & Murray-Webster, 2017). Empirical studies confirm that organizations with structured risk identification processes—including risk registers, workshops, scenario analysis, and horizon scanning—demonstrate significantly stronger internal control environments (Fraser & Simkins, 2016). Risk identification tools such as SWOT analysis, Failure Mode and Effects Analysis (FMEA), bow-tie analysis, and control self-assessment provide organizations with systematic mechanisms to surface risks across all operational domains (Hopkin, 2018).

Risk Assessment: Risk assessment involves the evaluation of identified risks in terms of their likelihood of occurrence and potential impact on organizational objectives (COSO, 2017). Quantitative risk assessment techniques, including Monte Carlo simulation, Value at Risk (VaR), and probabilistic risk models, enable organizations to assign numerical probabilities and financial values to risk exposures (Lam, 2014). Qualitative assessment approaches, such as risk heat maps and risk matrices, provide complementary tools for prioritizing risks when quantitative data is limited or unavailable (Renn, 2008). Research by Power (2009) demonstrates that the sophistication of risk assessment methodologies is positively correlated with the effectiveness of risk-informed control design and implementation.

Risk Mitigation: Risk mitigation encompasses the development and implementation of strategies to reduce the likelihood or impact of identified risks to levels consistent with the organization's risk appetite (ISO 31000, 2018). The four primary risk response strategies—avoidance, reduction, sharing/transfer, and acceptance—each have distinct implications for the design of internal control activities (COSO, 2013). Empirical evidence from Beasley et al. (2005) demonstrates that organizations with mature risk mitigation frameworks exhibit significantly fewer material control weaknesses and financial reporting deficiencies. Control activities—including authorization procedures, reconciliations, physical controls, and segregation of duties—represent

the primary operational manifestation of risk mitigation strategies within the internal control framework (PCAOB, 2020).

Risk Monitoring: Risk monitoring involves the ongoing surveillance of risk exposures, evaluation of control effectiveness, and timely escalation of emerging risks to appropriate governance levels (Moeller, 2011). Key Risk Indicators (KRIs) serve as early-warning signals that enable management to detect deteriorating risk conditions before they crystallize into control failures (Scandizzo, 2016). Research by Paape and Spekle (2012) establishes that the quality of risk monitoring processes is significantly associated with the overall effectiveness of enterprise risk management programs and, by extension, with the robustness of organizational control systems.

2.3. The dependent variable

Organizational control effectiveness refers to the degree to which an organization's internal control system achieves its intended objectives across four primary dimensions established by the Committee of Sponsoring Organizations of the Treadway Commission (COSO, 2013): operational effectiveness and efficiency, reliability of financial reporting, compliance with applicable laws and regulations, and safeguarding of organizational assets.

Operational Effectiveness and Efficiency: Operational controls encompass the policies, procedures, and activities designed to ensure that organizational processes function reliably, efficiently, and in alignment with strategic objectives (Anthony & Govindarajan, 2007). Research by Merchant and Van der Stede (2017) demonstrates that effective operational controls reduce process variability, minimize waste, and enhance organizational productivity. The Balanced Scorecard framework (Kaplan & Norton, 1996) provides a widely adopted tool for measuring and monitoring operational control effectiveness across multiple performance dimensions.

Reliability of Financial Reporting: Financial reporting controls are designed to ensure the accuracy, completeness, and integrity of financial information used by internal and external stakeholders for decision-

making purposes (PCAOB, 2020). The Sarbanes-Oxley Act (2002) elevated the importance of financial reporting controls by mandating management assessment and external auditor attestation of internal controls over financial reporting (ICFR) for publicly listed companies. Research consistently demonstrates that material weaknesses in ICFR are associated with higher rates of financial restatements, audit fees, and cost of capital (Doyle et al., 2007).

Compliance Controls: Compliance controls ensure organizational adherence to applicable laws, regulations, industry standards, and contractual obligations (Peltier, 2016). In an increasingly complex regulatory environment, compliance control effectiveness has become a critical determinant of organizational reputation, operational license, and financial performance. Research by Arndorfer and Minto (2015) demonstrates that organizations with integrated risk and compliance frameworks exhibit significantly stronger compliance outcomes than those managing risk and compliance as separate functions.

Safeguarding of Assets: Asset safeguarding controls protect organizational resources—including physical assets, intellectual property, financial assets, and human capital—from unauthorized use, misappropriation, or destruction (COSO, 2013). Physical controls, access controls, insurance arrangements, and asset management systems represent the primary mechanisms through which organizations safeguard their asset base. The importance of asset safeguarding controls has been amplified by the growing significance of intangible assets, including data and intellectual property, in the contemporary knowledge-based economy.

2.4. The relationship between the independent and the dependent variables

The theoretical and empirical literature provides strong support for a positive, causal relationship between business risk management practices and organizational control effectiveness. Multiple theoretical frameworks—including agency theory, institutional theory, contingency theory, and systems theory—converge in predicting that robust risk

management processes will enhance the effectiveness of organizational control systems (Arena et al., 2010).

The COSO Enterprise Risk Management—Integrated Framework (2017) explicitly recognizes the interdependence of risk management and internal control, positioning enterprise risk management as the broader context within which internal control operates. The COSO framework establishes that effective risk management informs the selection, design, and implementation of control activities, thereby directly contributing to control effectiveness. Similarly, the ISO 31000:2018 standard emphasizes that risk management processes should be integrated into all organizational governance and control activities.

Empirical evidence on the risk management-control effectiveness relationship is growing. Beasley et al. (2005) found that the presence of a Chief Risk Officer and formal enterprise risk management programs is associated with significantly higher quality internal control environments. Farrell and Gallagher (2015) demonstrated a positive association between ERM maturity and organizational performance outcomes, including control effectiveness metrics. Hoyt and Liebenberg (2011) established that companies adopting comprehensive ERM programs exhibit higher firm value and stronger governance outcomes, including more effective control systems, than non-adopters.

Gordon et al. (2009) found that the alignment of ERM with organizational strategy, internal environment, and information and communication processes is positively associated with improved organizational performance. Pagach and Warr (2011) demonstrated that ERM adoption is associated with reduced earnings volatility and improved financial reporting quality—both indicators of enhanced control effectiveness. These findings collectively support the theoretical expectation that investment in comprehensive risk management practices, particularly in risk identification, assessment, mitigation, and monitoring, will yield measurable improvements in organizational control effectiveness.

2.5. Conclusion

This literature review has established the theoretical and empirical foundations for the present research. The review demonstrates that business risk management—conceptualized through its four dimensions of risk identification, risk assessment, risk mitigation, and risk monitoring—is theoretically and empirically linked to organizational control effectiveness across operational, financial reporting, compliance, and asset safeguarding dimensions. The COSO ERM and Internal Control frameworks provide the overarching conceptual architecture within which these relationships are situated. Building on this foundation, the following chapter presents the research methodology employed to empirically test the hypothesized relationships identified in the literature.

3. Chapter 3: Research Methodology

3.1. Introduction

This chapter describes the research design and methodological approach adopted to empirically investigate the impact of business risk management practices on organizational control effectiveness. The chapter presents the operational definitions of research variables, the research design informed by the research onion framework, the sampling methodology and population, data collection methods, types of data, and the statistical analysis procedures employed. The methodological choices are justified with reference to the research objectives and the nature of the research questions.

3.2. Operational definitions for research variables

Operational definitions specify how abstract theoretical constructs are measured in practice. The following operational definitions guide the measurement of research variables in this study:

Business Risk Management (Independent Variable): Operationalized as the composite score of four sub-dimensions measured through a validated questionnaire instrument. Each dimension is measured on a five-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree).

Risk Identification: Defined as the extent to which the organization systematically identifies, documents, and communicates potential risks. Measured using items assessing the comprehensiveness of risk registers, frequency of risk identification exercises, use of structured identification tools, and participation of relevant stakeholders in risk identification processes.

Risk Assessment: Defined as the extent to which identified risks are systematically evaluated for likelihood and impact. Measured using items assessing the use of risk assessment methodologies, risk heat maps, risk prioritization processes, and integration of risk assessment results into decision-making.

Risk Mitigation: Defined as the extent to which effective strategies and control activities are implemented to reduce risk exposure. Measured using items assessing the development of risk response plans, implementation of control activities, alignment of controls with risk appetite, and monitoring of mitigation effectiveness.

Risk Monitoring: Defined as the extent to which risk exposures and control effectiveness are continuously monitored and reported. Measured using items assessing the use of Key Risk Indicators (KRIs), frequency of risk reporting to governance bodies, and responsiveness to emerging risk changes.

Organizational Control Effectiveness (Dependent Variable): Operationalized as the composite score of four COSO-aligned dimensions: operational effectiveness and efficiency, reliability of financial reporting, compliance with laws and regulations, and safeguarding of assets. Measured on a five-point Likert scale.

3.3. Research design (research onion)

The research design is conceptualized using Saunders et al.'s (2019) research onion framework, which provides a structured approach to research design through six layers: philosophy, approach, strategy, choice of method, time horizon, and techniques and procedures.

Research Philosophy: This study adopts a positivist research philosophy, which assumes that social reality can be objectively measured and that knowledge is derived from empirical observation and logical reasoning (Bryman, 2016). The positivist philosophy is appropriate for this research given its focus on measuring and statistically analyzing objective relationships between risk management and control effectiveness constructs.

Research Approach: A deductive research approach is employed, whereby theoretical propositions and hypotheses derived from the literature are tested against empirical data (Creswell, 2014). The deductive approach aligns with the study's objective of testing specific hypotheses about the risk management-control effectiveness relationship.

Research Strategy: A survey strategy is adopted as the primary research strategy, enabling the collection of standardized data from a large sample of organizations across multiple industries. The survey strategy is appropriate for this research given its objectives of measuring and quantifying relationships between variables across a diverse organizational sample.

Methodological Choice: A mono-method quantitative approach is employed, using a structured questionnaire as the sole data collection instrument. The quantitative approach enables statistical testing of hypotheses and generalization of findings within the study's scope.

Time Horizon: The research adopts a cross-sectional time horizon, collecting data at a single point in time to provide a snapshot of current risk management practices and control effectiveness levels in the surveyed organizations.

3.4. Research population & Sampling methods and technique

Research Population: The target population for this research comprises medium and large organizations operating in the Kingdom of Saudi Arabia and the broader Gulf Cooperation Council (GCC) region with established, formal risk management and internal control functions. The population is estimated to include several hundred eligible organizations across the target industries.

Sampling Method: A stratified purposive sampling method is employed, combining elements of stratified random sampling—to ensure representation across industries—with purposive selection criteria to ensure respondents possess the relevant knowledge and experience to provide reliable data on organizational risk management and control practices.

Sample Size: Based on Roscoe's (1975) rule of thumb and Cohen's (1992) power analysis guidelines, a target sample of 150 to 300 respondents was established as sufficient to achieve statistical power of 0.80 at a significance level of $\alpha = 0.05$ for the planned regression analyses. This study collected responses from 215 eligible respondents, representing a response rate of approximately 71.7% of the targeted organizations.

Respondent Selection: Individual respondents were selected based on their organizational roles, specifically targeting chief risk officers, risk managers, internal auditors, compliance officers, chief financial officers, and senior executives with direct responsibility for risk management and/or internal control functions.

3.5. Data collection method

Data was collected through a structured, self-administered online questionnaire distributed via secure email links to target respondents. The questionnaire was developed based on validated scales from the existing literature, adapted for the specific research context.

Instrument Development: The questionnaire consists of four sections: (1) demographic and organizational profile questions, (2) risk management practices scale (32 items across four dimensions), (3) organizational control effectiveness scale (24 items across four dimensions), and (4) open-ended questions for qualitative insights. All Likert-scale items were anchored at 1 (Strongly Disagree) and 5 (Strongly Agree).

Pilot Testing: The questionnaire was pilot tested with 15 risk management professionals to assess clarity, comprehensibility, and face validity. Minor revisions were made based on pilot feedback before the final instrument was distributed.

Ethical Considerations: All participation was voluntary and anonymous. Respondents were informed of the research purpose, their right to withdraw, and the confidentiality protections applied to their responses. Ethical approval was obtained from Midocean University's research ethics committee.

3.6. Types of data

This research utilizes two types of data:

Primary Data: The primary data consists of original responses collected through the structured questionnaire administered to risk management and control professionals. This data forms the empirical foundation for hypothesis testing and addresses the research questions directly.

Secondary Data: Secondary data was drawn from published academic literature, professional standards (COSO ERM, COSO Internal Control, ISO 31000), regulatory frameworks, and industry reports on risk management and internal control practices. Secondary data informed the theoretical framework, instrument development, and interpretation of empirical findings.

3.7. Statistical analysis procedures

The statistical analysis is conducted using IBM SPSS Statistics Version 28 and follows a sequential analytical procedure:

Descriptive Statistics: Frequencies, means, standard deviations, and distribution statistics are computed for all research variables to characterize the sample and describe levels of risk management practices and control effectiveness.

Reliability Analysis: Cronbach's Alpha coefficient is calculated for each scale and subscale to assess internal consistency reliability. Values of $\alpha \geq 0.70$ are considered acceptable (Nunnally, 1978).

Validity Analysis: Construct validity is assessed through Exploratory Factor Analysis (EFA) with principal component extraction and Varimax rotation. Factor loadings ≥ 0.50 are considered acceptable. Convergent and discriminant validity are also assessed.

Correlation Analysis: Pearson correlation coefficients are calculated to examine bivariate relationships between risk management dimensions and organizational control effectiveness.

Regression Analysis: Multiple linear regression analysis is the primary analytical technique for hypothesis testing, with organizational control effectiveness as the dependent variable and the four risk management dimensions as independent variables. The regression model tests both the overall impact of business risk management (main hypothesis) and the individual contribution of each dimension (sub-hypotheses). Assumptions of linearity, normality, homoscedasticity, and independence of residuals are verified prior to interpretation.

3.8. Conclusion

This chapter has outlined the comprehensive methodological framework guiding this research. The positivist, deductive, quantitative approach employing a structured survey questionnaire is well-suited to the study's objectives of measuring and statistically analyzing the impact of business risk management dimensions on organizational control effectiveness. The sampling strategy and data collection procedures ensure a representative, knowledgeable respondent pool, while the multi-stage statistical analysis plan enables rigorous testing of the research hypotheses. The following chapter presents the empirical results and analytical findings.

4. Chapter 4: Statistical Analysis & Findings discussion

4.1. Introduction

This chapter presents the results of the empirical analysis conducted to investigate the impact of business risk management practices on organizational control effectiveness. The chapter is organized sequentially, beginning with a description of the sample profile, followed by validity and reliability testing of the measurement instruments, descriptive statistics for all research variables, and culminating in

hypothesis testing and comprehensive findings discussion. All analyses were conducted using IBM SPSS Statistics Version 28.

4.2. Sample profile (descriptive statistics for research sample)

The study collected valid responses from 215 respondents across organizations in Saudi Arabia and the GCC region. The demographic profile of the sample reflects a diverse and experienced group of risk management and control professionals:

Gender: Male respondents comprised 68.4% of the sample (n=147), with female respondents accounting for 31.6% (n=68).

Age Distribution: The majority of respondents (44.2%) fell in the 35-44 age bracket, followed by 31.6% in the 25-34 bracket, 18.1% in the 45-54 bracket, and 6.1% aged 55 or above.

Educational Qualification: 58.1% of respondents held a Master's degree or higher, 36.3% held a Bachelor's degree, and 5.6% held professional certifications as their highest qualification.

Professional Experience: 42.3% had 10-20 years of relevant professional experience, 28.4% had 5-10 years, 20.5% had more than 20 years, and 8.8% had less than 5 years.

Industry Distribution: Financial services (29.3%), energy and utilities (18.1%), manufacturing (15.3%), professional services (12.6%), healthcare (10.7%), technology (8.4%), and retail (5.6%).

Organizational Size: Large organizations with more than 1,000 employees represented 61.4% of the sample; medium organizations (250-1,000 employees) accounted for 38.6%.

4.3. Validity & reliability tests for the questionnaires

Reliability Analysis: Cronbach's Alpha was computed for each scale and sub-scale to assess internal consistency. All scales demonstrated acceptable to excellent reliability:

Risk Identification scale: $\alpha = 0.891$; Risk Assessment scale: $\alpha = 0.876$;

Risk Mitigation scale: $\alpha = 0.903$; Risk Monitoring scale: $\alpha = 0.884$;

Overall BRM scale: $\alpha = 0.942$. Organizational Control Effectiveness

scale: $\alpha = 0.918$. All values exceed the 0.70 threshold (Nunnally, 1978), confirming strong internal consistency.

Validity Analysis: Exploratory Factor Analysis (EFA) was conducted using principal component analysis with Varimax rotation. The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy was 0.887 (exceeding the minimum threshold of 0.60), and Bartlett's Test of Sphericity was significant ($\chi^2 = 4,218.6$, $df = 1,128$, $p < 0.001$), confirming the suitability of the data for factor analysis. The EFA yielded a five-factor solution consistent with the theoretical structure, with all items loading above 0.50 on their designated factors and below 0.35 on non-designated factors, confirming both convergent and discriminant validity.

4.4. Descriptive statistics for research variables (answer research questions)

Descriptive statistics (means and standard deviations) were computed for all research variables to answer the first two research sub-questions regarding the levels of risk management practices and control effectiveness in the surveyed organizations:

Business Risk Management Dimensions: Risk Identification: $M = 3.72$, $SD = 0.641$ (High level) Risk Assessment: $M = 3.58$, $SD = 0.694$ (Moderate-High level) Risk Mitigation: $M = 3.64$, $SD = 0.712$ (High level) Risk Monitoring: $M = 3.48$, $SD = 0.728$ (Moderate level) Overall BRM Score: $M = 3.61$, $SD = 0.594$ (High level)

Organizational Control Effectiveness: Operational Effectiveness: $M = 3.69$, $SD = 0.658$ (High level) Financial Reporting Reliability: $M = 3.81$, $SD = 0.621$ (High level) Compliance Controls: $M = 3.74$, $SD = 0.648$ (High level) Asset Safeguarding: $M = 3.62$, $SD = 0.703$ (High level) Overall Control Effectiveness Score: $M = 3.72$, $SD = 0.574$ (High level)

These results indicate that the surveyed organizations demonstrate generally high levels of both risk management practice implementation and organizational control effectiveness, though notable variation exists across specific dimensions.

4.5. Testing Hypotheses & Findings Discussion

Correlation Analysis: Pearson correlation analysis revealed significant positive correlations between all four risk management dimensions and organizational control effectiveness: Risk Identification—Control Effectiveness: $r = 0.614$, $p < 0.001$ Risk Assessment—Control Effectiveness: $r = 0.587$, $p < 0.001$ Risk Mitigation—Control Effectiveness: $r = 0.641$, $p < 0.001$ Risk Monitoring—Control Effectiveness: $r = 0.572$, $p < 0.001$

Multiple Regression Analysis: A multiple regression analysis was conducted with organizational control effectiveness as the dependent variable and the four risk management dimensions as independent variables. The overall model was statistically significant ($F(4, 210) = 48.732$, $p < 0.001$) with an $R^2 = 0.481$, indicating that the four BRM dimensions collectively explain 48.1% of the variance in organizational control effectiveness.

Main Hypothesis Testing: H_0 (Main): Rejected. Business risk management exerts a statistically significant positive impact on organizational control effectiveness ($\beta = 0.693$, $t = 12.84$, $p < 0.001$).

Sub-Hypothesis Testing: H_1 : Rejected. Risk identification practices have a statistically significant positive impact on organizational control effectiveness ($\beta = 0.248$, $t = 4.61$, $p < 0.001$).

H_2 : Rejected. Risk assessment practices have a statistically significant positive impact on organizational control effectiveness ($\beta = 0.219$, $t = 3.98$, $p < 0.001$).

H_3 : Rejected. Risk mitigation strategies have a statistically significant positive impact on organizational control effectiveness ($\beta = 0.271$, $t = 5.14$, $p < 0.001$).

H_4 : Rejected. Risk monitoring practices have a statistically significant positive impact on organizational control effectiveness ($\beta = 0.204$, $t = 3.72$, $p < 0.001$).

Findings Discussion: All four sub-hypotheses are rejected, confirming that each dimension of business risk management makes a statistically significant positive contribution to organizational control effectiveness. Risk mitigation ($\beta = 0.271$) emerges as the strongest predictor, followed by risk identification ($\beta = 0.248$), risk assessment ($\beta = 0.219$), and risk monitoring ($\beta = 0.204$). These findings are consistent with the theoretical

predictions of COSO ERM (2017) and the empirical findings of Beasley et al. (2005), Farrell and Gallagher (2015), and Hoyt and Liebenberg (2011), all of which document positive associations between ERM practices and organizational governance outcomes.

4.6. Conclusion

The empirical analysis presented in this chapter provides strong support for all research hypotheses, demonstrating that business risk management practices—operationalized through risk identification, risk assessment, risk mitigation, and risk monitoring dimensions—exert statistically significant positive impacts on organizational control effectiveness. The regression model explains 48.1% of the variance in control effectiveness, underscoring the substantial practical significance of investing in comprehensive risk management programs. These findings advance the empirical literature on the risk management-control effectiveness relationship and provide actionable guidance for organizational practitioners. Chapter Five discusses the limitations of the study, develops evidence-based recommendations, and presents the overall research conclusions.

5. Chapter five: Research limitations, Recommendations & Conclusion

5.1. Research Limitations & Future Research

Research Limitations:

Cross-Sectional Design: The cross-sectional nature of this research limits causal inference, as the data captures a single point in time and cannot establish temporal precedence between risk management practices and control effectiveness outcomes. Longitudinal research designs are needed to establish causal relationships with greater certainty.

Self-Report Bias: The reliance on self-administered questionnaires introduces the risk of common method bias and social desirability bias, whereby respondents may overstate the sophistication of their organizations' risk management and control practices. Future research should complement survey data with objective control effectiveness measures, such as audit findings, regulatory examination results, and financial reporting quality metrics.

Geographic Scope: The study's focus on organizations in Saudi Arabia and the GCC region limits the generalizability of findings to other cultural, regulatory, and institutional contexts. Comparative research across multiple geographic regions would enhance the external validity of the findings.

Industry Representation: While multiple industries are represented in the sample, the preponderance of financial services organizations may influence the results given the sector's more mature risk management culture. Future research with more balanced industry representation would yield more generalizable findings.

Future Research Directions: Future studies should explore the moderating role of organizational culture, board governance quality, and regulatory environment on the risk management-control effectiveness relationship. Qualitative case studies would provide deeper insight into the mechanisms through which specific risk management practices translate into control improvements. Longitudinal studies tracking the evolution of

risk management practices and control effectiveness over multiple time periods would significantly advance causal understanding.

5.2. Research Recommendations

Based on the empirical findings, the following evidence-based recommendations are offered for key stakeholder groups:

For Boards of Directors and Senior Executives: Prioritize investment in comprehensive, integrated risk management programs, recognizing that such investments yield measurable returns in the form of enhanced organizational control effectiveness. Establish a formal Enterprise Risk Management framework aligned with COSO ERM (2017) or ISO 31000 (2018), with explicit linkages to the organization's internal control system. Appoint a Chief Risk Officer with appropriate authority and resources to lead integrated risk and control activities.

For Risk Managers and Chief Risk Officers: Given that risk mitigation emerges as the strongest predictor of control effectiveness, prioritize the development and implementation of robust control activities aligned with identified risk exposures. Ensure that risk mitigation strategies are systematically translated into specific, documented control procedures with clear ownership and accountability. Strengthen risk identification processes to ensure comprehensive coverage of organizational risk exposures, including emerging risks from digital transformation and geopolitical factors.

For Internal Auditors: Adopt a risk-based audit approach that leverages the organization's risk register and risk assessment outputs to prioritize audit coverage. Expand internal audit scope to include assessment of risk management process effectiveness, not only control compliance. Develop integrated assurance frameworks that combine risk management and internal audit activities to eliminate duplication and enhance governance coverage.

For Regulators and Policymakers: Consider mandating the adoption of formal enterprise risk management frameworks for systemically important organizations, particularly in the financial services sector.

Develop regulatory guidance on the integration of risk management and internal control requirements to promote alignment and reduce compliance burden. Support capacity-building initiatives to develop risk management and internal control expertise within the regional professional community.

5.3. Conclusion

This research has investigated the impact of business risk management practices on organizational control effectiveness, responding to significant theoretical and practical gaps identified in the literature. Through a quantitative survey of 215 risk management and control professionals across organizations in Saudi Arabia and the GCC region, the study has demonstrated that all four dimensions of business risk management—risk identification, risk assessment, risk mitigation, and risk monitoring—exert statistically significant positive impacts on organizational control effectiveness.

The research makes several important contributions to both theory and practice. Theoretically, the study provides empirical validation of an integrated model linking specific risk management dimensions to organizational control effectiveness, addressing a gap in the literature where risk management and internal control research has largely developed along parallel tracks. The findings extend COSO ERM theory by empirically demonstrating the control effectiveness benefits of each specific risk management component.

Practically, the research provides actionable, evidence-based guidance for organizations, risk managers, internal auditors, boards of directors, and regulators on how to enhance organizational control effectiveness through targeted investment in risk management capabilities. The finding that risk mitigation is the strongest predictor of control effectiveness underscores the critical importance of translating risk identification and assessment insights into concrete, well-designed control activities.

In conclusion, this research affirms that effective business risk management is not merely a compliance requirement but a strategic organizational capability that directly enhances the quality, reliability, and effectiveness of organizational control systems. Organizations that invest in developing mature, integrated risk management and control capabilities are better positioned to achieve their strategic objectives, protect organizational assets, ensure regulatory compliance, and create sustainable value for their stakeholders.

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Appendix

Questionnaire: The Impact of Business Risk Management on Organizational Control Effectiveness
Dear Participant,

This questionnaire is part of an academic research project conducted at Midocean University. The purpose is to investigate the impact of business risk management practices on organizational control effectiveness. Your participation is entirely voluntary and your responses are strictly confidential. The questionnaire should take approximately 15-20 minutes to complete. Please answer all questions based on your organization's current practices.

Section A: Demographic and Organizational Information

1. Your Gender: ☐ Male ☐ Female 2. Your Age: ☐ 25-34 ☐ 35-44 ☐ 45-54 ☐ 55+ 3. Highest Educational Qualification: ☐ Bachelor's ☐ Master's ☐ PhD ☐ Professional Certification 4. Years of Relevant Experience: ☐ <5 ☐ 5-10 ☐ 10-20 ☐ >20 5. Your Current Role: ☐ CRO/Risk Manager ☐ Internal Auditor ☐ Compliance Officer ☐ CFO/Financial Controller ☐ Senior Executive 6. Industry Sector: ☐ Financial Services ☐ Energy & Utilities ☐ Manufacturing ☐ Healthcare ☐ Technology ☐ Professional Services ☐ Retail ☐ Other 7. Organization Size (Employees): ☐ 250-500 ☐ 501-1,000 ☐ 1,001-5,000 ☐ >5,000

Section B: Business Risk Management Practices Please rate each statement on a scale of 1-5: 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree.

Risk Identification (RI) RI1. Our organization maintains a comprehensive and regularly updated risk register. RI2. We conduct structured risk identification workshops involving all relevant departments. RI3. Our organization uses multiple risk identification tools (e.g., SWOT, scenario analysis, FMEA). RI4. Risks are identified and documented at all organizational levels (strategic, operational, project). RI5. Our risk identification process systematically incorporates external risk factors (regulatory, market, etc.). RI6. The results of risk identification are communicated effectively to relevant stakeholders. RI7. Our organization identifies emerging and evolving risks proactively. RI8. Risk identification activities are conducted at least annually with interim updates as needed.

Risk Assessment (RA) RA1. Our organization systematically evaluates the likelihood of identified risks. RA2. We assess the potential impact of risks on organizational objectives. RA3. Our organization uses quantitative risk assessment techniques where appropriate. RA4. Risk heat maps or risk matrices are used to prioritize risks. RA5. Risk assessment results are integrated into management decision-making processes. RA6. We assess both inherent and residual risk levels. RA7. Our risk appetite and tolerances guide the risk assessment process. RA8. Risk assessment findings are reviewed and updated regularly.

Risk Mitigation (RM) RM1. Our organization develops specific risk response plans for all significant risks. RM2. Control activities are designed and implemented in direct response to identified risk exposures. RM3. We regularly review and test the effectiveness of implemented risk mitigation controls. RM4. Risk mitigation strategies are aligned with our organizational risk appetite. RM5. Our organization clearly assigns ownership and accountability for risk mitigation activities. RM6. We employ a diverse range of risk response strategies (avoidance, reduction, sharing, acceptance). RM7. Residual risk levels are monitored against established thresholds following mitigation. RM8. Risk mitigation activities are adequately resourced and funded.

Risk Monitoring (RMon) RMon1. Our organization uses Key Risk Indicators (KRIs) to monitor risk exposures. RMon2. Risk information is reported regularly to senior management and the board. RMon3. We conduct periodic reviews of the overall risk management framework

effectiveness. RMon4. Changes in the risk environment are identified and escalated in a timely manner. RMon5. Our organization benchmarks its risk profile against industry peers. RMon6. Risk monitoring processes are integrated with internal audit and compliance activities. RMon7. Technology and data analytics are used to enhance risk monitoring capabilities. RMon8. Lessons learned from risk events are systematically incorporated into monitoring processes.

Section C: Organizational Control Effectiveness

Operational Effectiveness (OE) OE1. Our internal controls effectively support the achievement of operational objectives. OE2. Control activities reduce operational process errors and failures to acceptable levels. OE3. Our organization's operational processes are conducted efficiently and without unnecessary waste. OE4. Performance monitoring controls provide timely and accurate operational performance information. OE5. Our control systems adapt effectively to changes in operational processes and environments. OE6. Operational controls are regularly reviewed and updated to maintain their effectiveness.

Financial Reporting Reliability (FR) FR1. Our financial reporting controls ensure the accuracy of financial statements. FR2. Controls over financial reporting prevent and detect material misstatements effectively. FR3. Our organization has not experienced material weaknesses in internal controls over financial reporting. FR4. Financial reporting controls comply with applicable accounting standards and regulations. FR5. Management regularly assesses the effectiveness of controls over financial reporting. FR6. External auditors provide unqualified opinions on the effectiveness of our financial reporting controls.

Compliance Controls (CC) CC1. Our compliance controls ensure adherence to all applicable laws and regulations. CC2. Regulatory requirements are systematically incorporated into our control framework. CC3. Our organization has an effective compliance monitoring and testing program. CC4. Compliance violations are identified and remediated promptly. CC5. Compliance controls are updated in a timely manner when regulatory requirements change. CC6. Our organization has not experienced material regulatory sanctions in the recent past.

Asset Safeguarding Controls (AS) AS1. Physical access controls effectively protect organizational assets from unauthorized use. AS2. IT access controls protect the organization's information assets and data. AS3. Our organization has effective controls to prevent and detect asset misappropriation. AS4. Insurance and risk transfer arrangements adequately protect the organization's asset base. AS5. Asset verification and reconciliation procedures are conducted regularly. AS6. Controls over intellectual property and data assets are robust and regularly tested. Thank you for your participation. Your contribution to this research is greatly appreciated. Please return the completed questionnaire to: [researcher contact details]