

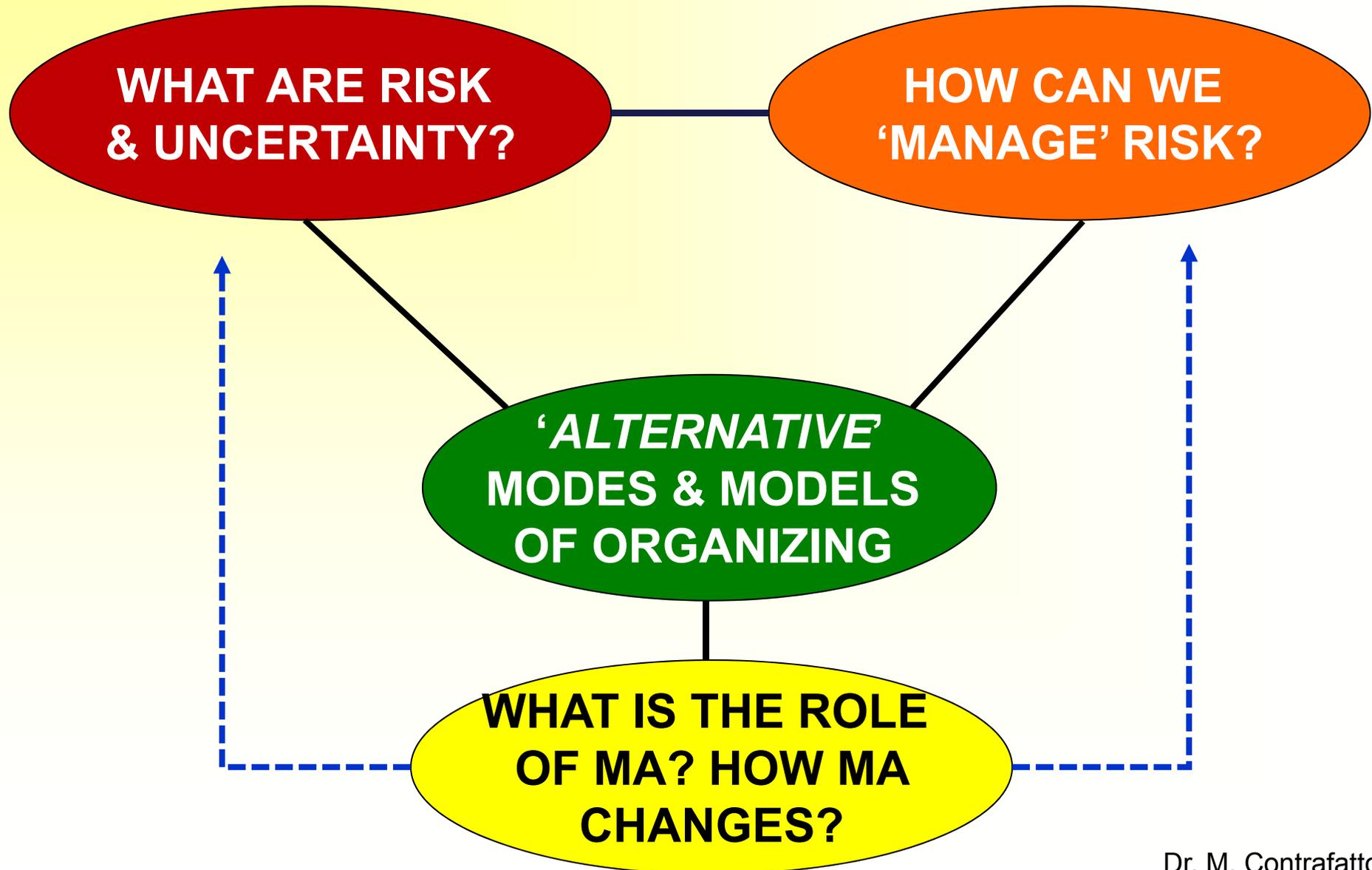
# STRATEGIC MANAGEMENT ACCOUNTING

## LECTURE 11\_1

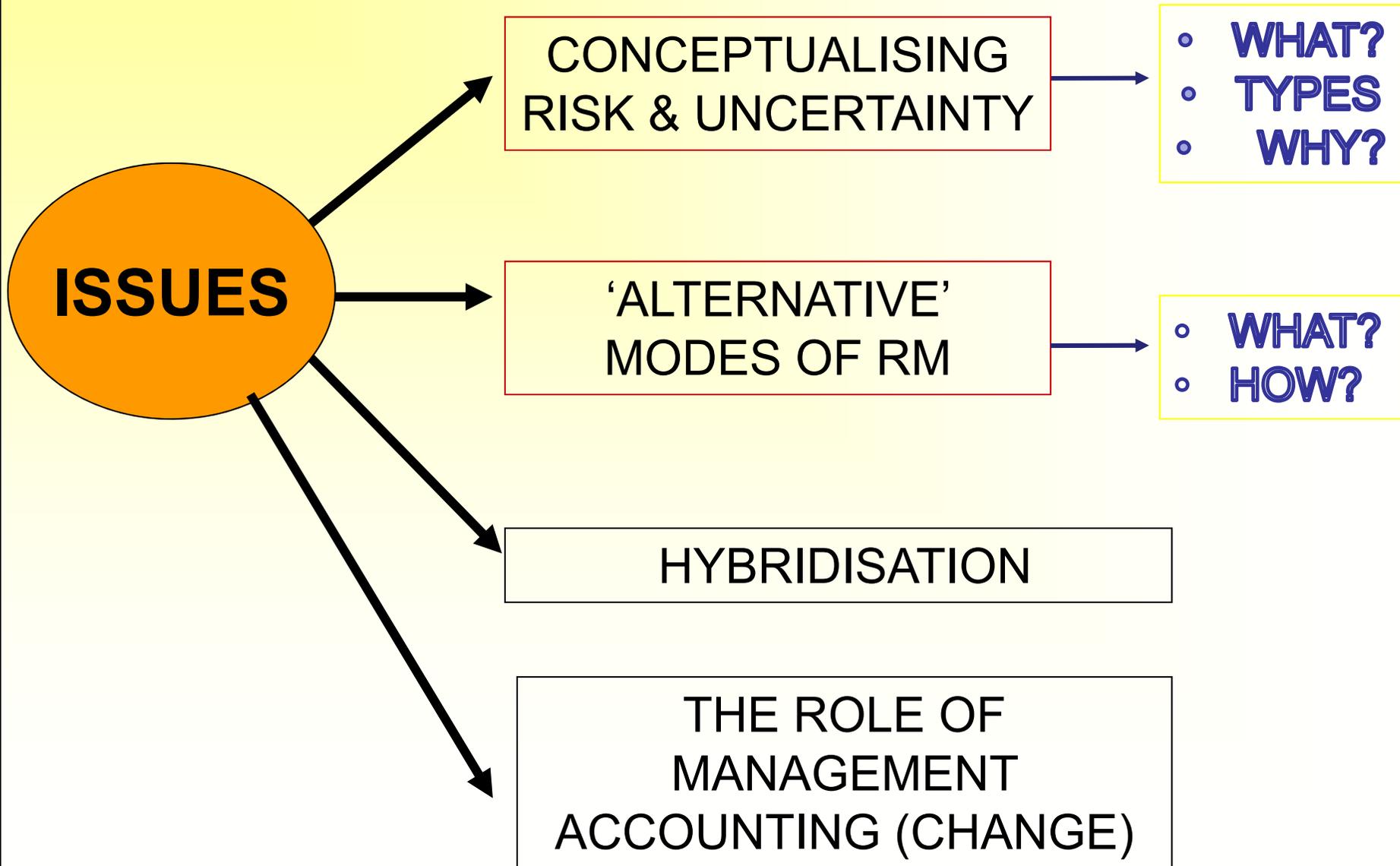
**MANAGEMENT ACCOUNTING CHANGE:**

**RISK MANAGEMENT & HYBRIDISATION**

# INTRODUCTORY REFLECTIONS



# FOCUS OF CLASS

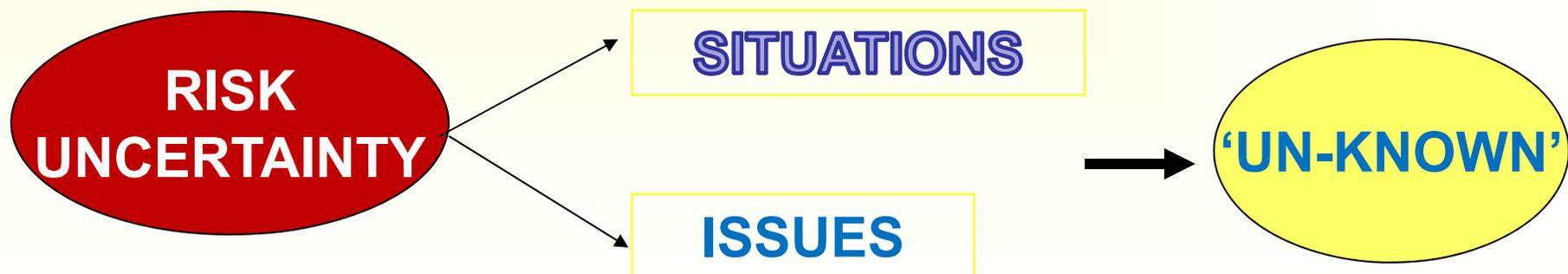


# CONCEPTUALISING RISK & UNCERTAINTY: WHAT IS IT? (1)

Mac Millan English Dictionary

«**RISK**: The possibility that something unpleasant or dangerous might happen»: *POSSIBLE FUTURE*

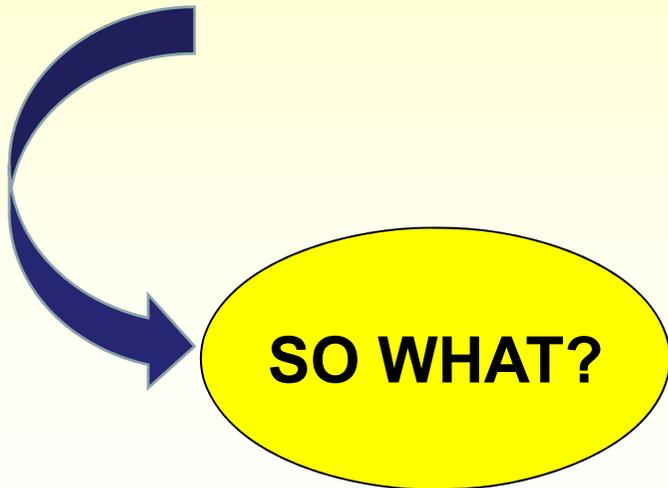
«**UNCERTAINTY**: The fact (situation where) something is not known or has not been decided”: *UNKNOWN SITUATION*



**RISK MANAGEMENT?**

# CONCEPTUALISING RISK & UNCERTAINTY: RISK MANAGEMENT

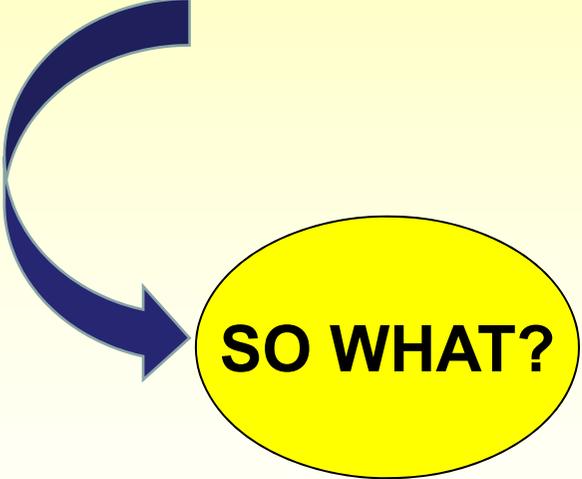
MacMillan English Dictionary: **RM** is the method (ways/modes) of controlling (future) losses or damage to a organisation & business. As such it involves “risk assessment & analysis” of actions to undertake: *BUSINESS MANAG.*



- It is a notion of *proper/ideal* management of organisations & business's future prospect & survival
- It has become a synonym of «**good management**».

# CONCEPTUALISING RISK MANAGEMENT (1)

**M& O'L (2008):** «RM can be seen as the practice of a particular type of 'rationality', a moral technology, a way of making the future (situations/issues/concerns) manageable»

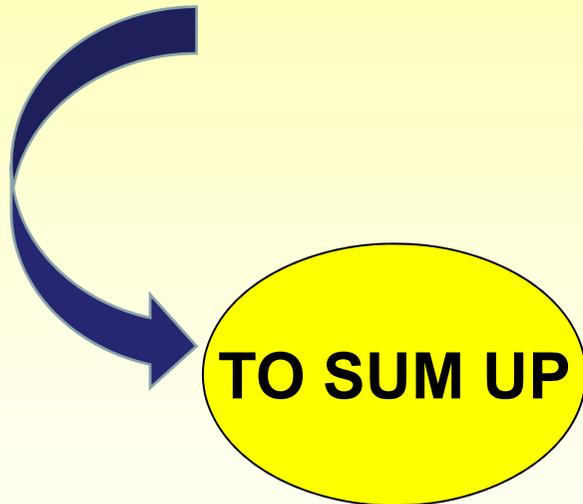


**SO WHAT?**

- A rationality-based idea of rendering calculable & manageable the future with regard to several aspects: *faith in the managibility of risk*
- It means to construct a *set of tools/tech.* of intervention in the name of risk.

## CONCEPTUALISING RISK MANAGEMENT (2)

**M& O'L (2008):** «RM is an important boundary-spanning activity that is becoming a model of 'good organizing'»



- There is not one notion/type of risk: strategic, operational, enviro., business.
- Risks emerge out of changes in the institutional context of business.
- RM as a model and set of practices of 'good organizing'
- Different modes/tools/technologies

# CONCEPTUALISING RISK MANAGEMENT: PRACTICES FOR RISK MANAGEMENT

RM involves a set of practices, models, tools and technologies for rendering future situations *predictable*, *controllable* and then manageable.



**WHERE DO  
THESE  
COME FROM?**

- Along with the 'traditional' RM practices there are «alternative» models/practices that reside beyond the formalized RM ones.
- These are ***hybridised forms*** of RM's practices

# RISK MANAGEMENT: HYBRIDS FOR RISK MANAGEMENT (1)

## HYBRIDISED PRACTICES OF RISK MANAGEMENT



**WHAT ARE  
HYBRIDS?**

A preliminary definition: “a *mixture* of different things or styles”  
(MacMillan Dictionary)

- 
- Hybrids are new phenomena produced as a result of the “mixture” & “linking” btw two/more elements/things
  - Natural & Sociological world is populated by hybrids

## RISK MANAGEMENT: HYBRIDS FOR RISK MANAGEMENT (2)

Hybrids can be defined as «**new phenomena**» generated from «**rubbing**» btw two or more elements



**SO WHAT?**

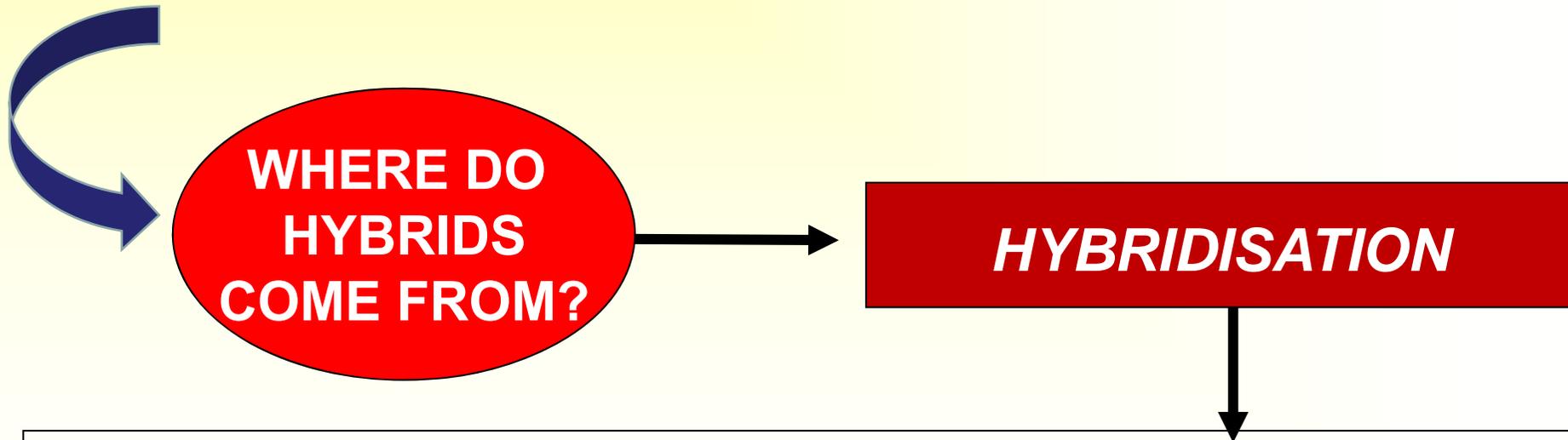
Hybrids can be seen as “a-normal” & “**impure**” elements/objects



Hybrids take different forms and regard disparate objects: processes, practices, expertise, technologies, systems, etc

## RISK MANAGEMENT: HYBRIDS FOR RISK MANAGEMENT (3)

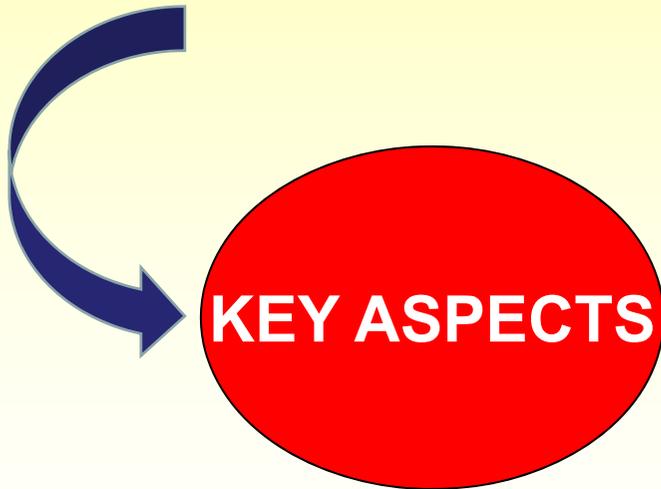
Hybrids exist beyond the traditional focus on 'hybrid organizational forms and structures'. They emerge & have developed in many different fields, e.g. New Public Manag.



Hybridisation is a **process** out of which these 'new', 'a-normal', 'impure' (i.e. hybrids) objects emerge

# RISK MANAGEMENT: HYBRIDISATION (1)

M&O'L «H. occurs whenever two/more different & discrete elements normally found in separate fields or domains 'mix up', 'are bridged' and 'combine' to create something **NEW**



- H. is a process: assumes different forms & via diverse dynamics
- H.'s object: distinct, discrete & different elements
- H. involves: MIX UP, BRIDGING & COMBINATION

## RISK MANAGEMENT: HYBRIDISATION (2)

- H. is a continuous, cumulative & potentially endless process
- H. may revert back or stabilize: as a result hybrids can be stabilized and eventually institutionalized.



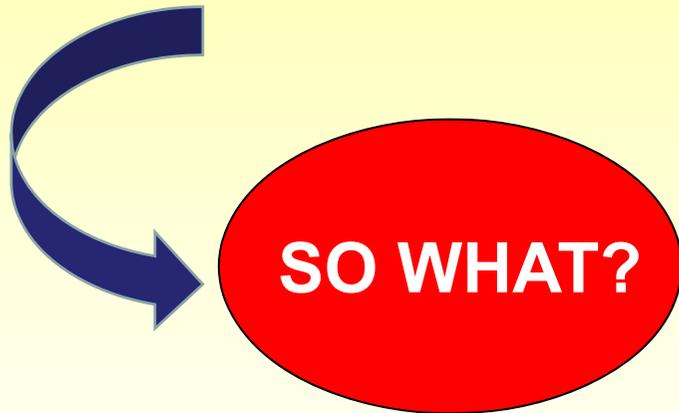
**HOW?**

**MEDIATION & MEDIATING  
MECHANISMS**

It is through the process of mediation & mediating instruments/device that separate elements come to *mix up, be bridged* and *combine* together.

# RISK MANAGEMENT: MEDIATION & MEDIATING INSTRUMENTS

*Mediation instruments* are inter-mediaries, i.e. something which 'mediates' between different actors, objects, etc

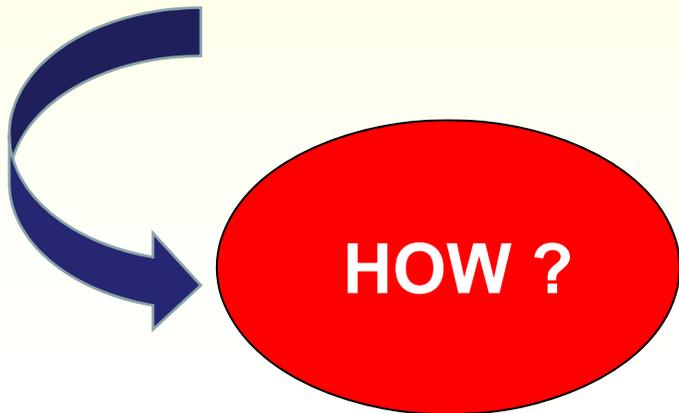


M& O'L (2007): «these can be conceptualized as anything passing between actors/objects, that defines the relationship between them. M.I. provide the material content to the links uniting the actors

**DOCUMENTS, TECHNICAL ARTEFACTS, DEVICES,  
HUMAN BEINGS, ACCOUNTING PRACTICES**

# RISK MANAGEMENT: HYBRIDISATION & ROLE OF ACCOUNTING (1)

M. Accounting is involved in these mechanisms of hybridisation. In particular, hybrids formed out of the relations between accounting practices/expertises and other disciplines are central in this analysis (e.g. in the context of 'modern economy technology', or 'New Public Management')



1. M. ACC is itself an hybrid;
2. M.ACC makes visible & calculable hybrids;
3. M. ACC hybridises itself.

# RISK MANAGEMENT: HYBRIDISATION & ROLE OF ACCOUNTING (2)

## 1. ACCOUNTING IS AN HYBRID ITSELF



**WHAT DOES  
IT MEAN?**

Looking at origins of ACC & MAN  
ACC we see how these two 'novel'  
disciplines emerged out of the 'mix  
up' of other disciplines



- MAN ACC (e.g. STD costing, BEA) formed & reformed at intersections btw expertise and practices of separate disciplines such as Economics & Engineering;
- See also Sustainability Accounting.

# RISK MANAGEMENT: HYBRIDISATION & ROLE OF ACCOUNTING (3)

## 2. ACCOUNTING MAKES VISIBLE HYBRIDS



**HOW?**

ACC involved in DUAL processes of hybridization. First is the ability of ACC of making hybrids visible/calculable and then manageable



It is through this process of making RM-related hybrids visible & calculable that ACC renders risk & uncertainty *manageable* (e.g. «technology roadmapping»)

# RISK MANAGEMENT: HYBRIDISATION & ROLE OF ACCOUNTING (4)

## 3. ACCOUNTING HYBRIDISES ITSELF



**HOW?**

ENCOUNTERING WITH OTHER  
DISCIPLINES & EXPERTISES



ACC itself is subjected to hybridisation as result of the encounters, mixing up and combination with other disciplines:

1. ACC & Medicine in the Health reforms;
2. ACC & Natural Sciences in the Sustainable Scotland

# **RISK MANAGEMENT & ACCOUNTING**

## **Further reading list**

- **Miller & O'Leary (2007), 'Mediating Instruments and making markets: Capital budgeting, science and the economy', *Accounting, Organizations and Society*, 32, pp. 710-734.**
- **Thomson, I., Grubnic, S., & Georgakopolous, G. (2014) Exploring Accounting and Sustainability Hybridisation. *Accounting, Organisation and Society*.**