

### **Study Questions: Bearing Point—Scenario Analysis for Operational Risk Management**

1. What is the problem with operational risk and scalability?
2. What action by the Basel II accords makes scenario analysis more important than previously?
3. What type of risks are the focus of scenario analyses?
4. What kinds of risks are people good at estimating and poor at estimating?
5. According to the article, what problems generate large operating losses—lack of controls? Relate this to Kerviel and Société Générale.