

**The Research Centre of the School of Economics and Business**  
cordially invites you to a research seminar  
on **Friday, 24 January 2025, at 11:00 CET** in room **P-201/202**  
at the University of Ljubljana School of Economics and Business

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**Sergeja Slapničar** (University of Queensland, UQ Business School)

will present the article:

**Divergent cyber risk assessment by information security managers and  
internal auditors: Irreconcilable differences or complementary layers?**

Despite the recognized importance of cyber risk, assessing it remains elusive for organizations, often relying on qualitative methods and involving two lines of defence with different approaches. This study investigates how information security managers and internal auditors assess cyber risks, focusing on the contingency factors that lead to their collaborative efforts in ensuring the integrity of cyber risk assurance. Theoretically, we combine the concepts of integrative management with boundary work literature to study the relationship of the intersecting risk roles positioned at the second and third lines within the Three Lines Model. We conducted in-depth interviews with 36 information security managers and internal auditors from various industries and countries. Our findings indicate significant differences in cyber risk assessment between the two lines indicative of competitive boundary work; however, in some organizations, they also engage in collaborative and configurational boundary work. The nature of boundary work is influenced by contingency factors that affect an organization's risk exposure. This, in turn, garners top leadership support for cyber risk management and recruitment of experienced and well-trained professionals in both lines who use boundary objects in a way that leads to coordination and collaboration. Our study contributes to the existing literature debating about whether holistic enterprise risk management can be attained given the dynamic tensions among risk professionals. It demonstrates that it is conditional on contingency factors, thereby providing a perspective missing in current research.

**We look forward to seeing you.**