



Risk Management in Decision-Making: A Bibliometric Study

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Received: 06 15, 2026 | Accepted: 06 17, 2026 | Published: 06 19, 2026

ABSTRACT

This study examines the intellectual landscape of risk management in decision-making through a systematic bibliometric analysis of scholarly publications indexed in Scopus. The study employs a bibliometric method using 168 articles retrieved from Scopus via Boolean keyword search. VOSviewer software was used to conduct co-authorship, co-occurrence, and country collaboration analyses. Publication output has grown significantly over time, reflecting heightened academic interest. Risk management and risk assessment constitute the dominant thematic core, while emerging research clusters reveal a shift toward technology-integrated approaches, including machine learning and big data analytics, alongside growing attention to sustainability and ESG dimensions. Practitioners and policymakers can leverage the identified research clusters to prioritize technology-enabled risk frameworks, particularly in financial decision-making contexts within emerging markets. This study provides a comprehensive mapping of the risk management and decision-making nexus, identifying thematic gaps and underexplored intersections with digital transformation and sustainability that set a future research agenda for financial management scholars.

Keywords: Risk Management, Decision-Making, Bibliometric Analysis, Financial Risk, Sustainability

How to Cite:

Zabila, Z., Syahda, G. Z. ., Ripaldi, A. A. A., Syahputra, D. ., Rustu, M. G. ., Henrika, M., & Kesuma, M. R. . (2026). Risk Management in Decision-Making: A Bibliometric Study. Ekopedia: Jurnal Ilmiah Ekonomi, 2(2), 4317-4328. <https://doi.org/10.63822/6fjffe28>

INTRODUCTION

Risk management occupies a central position in contemporary financial decision-making, particularly as organizations navigate an environment characterized by accelerating uncertainty and market volatility. The capacity to identify, measure, and mitigate risk has evolved from a peripheral compliance function into a strategic imperative, shaping investment choices, capital allocation, and long-term value creation. The global financial crisis of 2008, followed by successive episodes of market disruption including the COVID-19 pandemic and geopolitical shocks, reinforced the recognition that risk-adjusted decision-making is indispensable for organizational resilience (Bromiley et al., 2015; Hopkin, 2018). At the same time, advances in computational methods and data availability are fundamentally transforming how risk is assessed, creating a rapidly expanding body of interdisciplinary scholarship that spans finance, operations management, and information systems.

The theoretical foundation underpinning risk management in decision-making rests largely on the risk-return tradeoff principle, which posits that higher expected returns are systematically associated with greater risk exposure (Damodaran, 2015). This principle has guided the development of portfolio theory, capital asset pricing models, and corporate financial policy for several decades. However, the practical application of risk management has undergone substantial evolution. Early approaches emphasized quantitative measurement instruments such as Value at Risk (VaR) and stress testing, which provided probabilistic bounds on potential losses. Subsequent scholarship broadened the scope to incorporate behavioral dimensions, governance structures, and organizational culture as determinants of risk management effectiveness (Power, 2009). More recently, Enterprise Risk Management (ERM) frameworks have emerged as a holistic paradigm that integrates risk identification and response across all organizational functions, moving beyond fragmented risk silos toward a unified governance architecture (Adebayo and Ackers, 2023; Bromiley et al., 2015).

Despite the growing volume of risk management research, existing literature reviews tend to be domain-specific and methodologically narrow, focusing on particular asset classes, industries, or analytical techniques without offering a panoramic view of the field's intellectual evolution. A systematic mapping of publication trends, collaboration networks, and emergent thematic clusters remains underexplored, particularly at the intersection of financial risk and modern decision-support technologies. Furthermore, bibliometric studies on this subject have not yet fully captured the recent convergence of risk management with digital transformation themes such as machine learning, big data analytics, and sustainability reporting, which represent the frontier of current research activity (Donthu et al., 2021; Mawadah et al., 2026; Dewanti et al., 2026).

This study addresses these gaps by conducting a comprehensive bibliometric analysis of 168 Scopus-indexed articles on risk management in decision-making. The analysis employs co-authorship mapping, country collaboration networks, and keyword co-occurrence visualization using VOSviewer software to uncover the structural patterns and thematic trajectories of this research field. The study contributes to the literature in three distinct ways. First, it provides an empirical mapping of the intellectual structure of risk management and decision-making scholarship, complementing existing narrative reviews with quantitative evidence on publication growth, influential authors, and leading countries. Second, it identifies the central and emerging thematic clusters of the field, including the

growing prominence of technology-integrated and sustainability-oriented research streams, which have not been systematically documented. Third, it establishes a structured research agenda for future scholars by pinpointing underexplored intersections, particularly regarding digital decision-making tools and ESG risk frameworks in emerging market contexts. The remainder of this paper is organized as follows. Section 2 discusses the theoretical foundations and prior bibliometric evidence. Section 3 describes the methodology. Section 4 presents and discusses the bibliometric findings. Section 5 concludes with theoretical and practical implications.

LITERATURE REVIEW

The integration of risk management into strategic decision-making processes constitutes one of the most consequential developments in modern financial management. Risk management encompasses systematic processes for identifying, assessing, and responding to potential losses or adverse outcomes, and its effectiveness is directly conditioned by the quality of decision-making frameworks employed by organizations (Hopkin, 2018; Hull, 2018). The classical risk-return tradeoff provides the theoretical anchor for this relationship: decision-makers must continuously evaluate whether the expected benefits of a strategic action justify its associated risk exposure, a calculus that is informed by both quantitative models and qualitative judgment (Damodaran, 2015; Jorion, 2007). Empirical evidence consistently confirms that organizations with formalized risk management processes demonstrate superior decision-making outcomes, particularly in contexts characterized by information asymmetry and high financial leverage (Bromiley et al., 2015).

Enterprise Risk Management has emerged as the dominant institutional framework for embedding risk considerations into organizational decision-making. Unlike traditional silo-based approaches, ERM integrates risk governance across strategic, operational, and financial functions, thereby enabling senior decision-makers to optimize the risk-return profile of the organization as a whole (Adebayo and Ackers, 2023; Bromiley et al., 2015). Research on ERM adoption in emerging markets documents significant heterogeneity in implementation quality, with corporate governance mechanisms and board oversight serving as critical moderating conditions (Adebayo and Ackers, 2023). This evidence underscores that the effectiveness of risk-informed decision-making is not determined solely by the sophistication of analytical tools, but equally by the institutional and governance context in which such tools are deployed (Kesuma et al., 2025; Widaryo et al., 2025).

Bibliometric analysis has become a widely adopted methodology for systematically mapping the intellectual structure of research fields in management and finance. This approach applies quantitative techniques to bibliographic data, including citation counts, co-authorship patterns, and keyword co-occurrence frequencies, to generate empirical insights about the evolution of scholarly knowledge (Donthu et al., 2021; Aria and Cuccurullo, 2017). The methodological rigor of bibliometric research lies in its capacity to move beyond the subjective limitations of narrative reviews, providing replicable and scalable analyses across large publication datasets. Seminal contributions by Donthu et al. (2021) established standardized guidelines for bibliometric research in management contexts, distinguishing between performance analysis, which evaluates the productivity and impact of scholarly actors, and science mapping, which visualizes the structural and thematic organization of a research domain.

Recent applications of bibliometrics in management and finance have addressed themes including digital transformation (Althaf et al., 2025; Ilmahdy et al., 2025), financial literacy (Ariswati et al., 2025; Kesuma et al., 2025), decision-making models (Salwa et al., 2026; Dewanti et al., 2026; Maharani et al., 2026), and behavioral economics (Afifah et al., 2026; Azmi et al., 2026). These studies collectively demonstrate that bibliometric methods are particularly productive when applied to research fields experiencing rapid growth and thematic diversification, as they can identify emergent clusters before they are captured by traditional literature reviews. The risk management and decision-making domain satisfies these conditions, given the exponential growth in related publications observed since 2015 and the increasingly multidisciplinary character of contributing research streams.

The frontier of risk management research is characterized by two converging trajectories. The first involves the integration of machine learning, big data analytics, and artificial intelligence into risk identification and quantification processes (Chen et al., 2025). These technologies substantially enhance the predictive accuracy and real-time responsiveness of risk management systems, enabling organizations to process unstructured data sources such as news sentiment, social media signals, and transaction microdata for early warning purposes. The second trajectory involves the expansion of risk management scope to encompass environmental, social, and governance (ESG) dimensions, reflecting growing regulatory and investor pressure to account for long-term sustainability risks in financial decision-making (Adebayo and Ackers, 2023). This convergence points toward a new paradigm of integrated risk management that simultaneously addresses financial, technological, and sustainability dimensions, the intellectual mapping of which remains an open research question addressed by this study (Mawadah et al., 2026; Rusliansyah and Kesuma, 2026).

METHODOLOGY

Research Design and Data Collection

This study employs a quantitative bibliometric approach to analyze the intellectual landscape of risk management in decision-making research. Bibliometric analysis was selected because it provides a systematic, replicable, and scalable method for mapping publication trends, collaboration structures, and thematic evolution across large scholarly datasets, capabilities that are not achievable through conventional narrative reviews (Donthu et al., 2021; Aria and Cuccurullo, 2017). Data were retrieved from the Scopus database, which was selected for its comprehensive coverage of peer-reviewed journals in management, finance, and interdisciplinary social sciences, as well as its standardized export format compatible with VOSviewer software. The search string combined the operators: ("risk management") AND ("decision making" OR "decision-making") AND ("financial management" OR "financial risk"), applied to titles, abstracts, and keywords. The search returned 168 articles meeting the relevance criteria, which were subsequently subjected to title and abstract screening to confirm thematic alignment with the research topic.

Analytical Techniques

Bibliographic data were exported from Scopus in CSV format and imported into VOSviewer (version 1.6.x) for network construction and visualization (van Eck and Waltman, 2010). Four distinct

analytical techniques were employed. Co-authorship analysis maps the collaboration ties between individual authors, revealing the internal structure of research communities and identifying central scholars who function as network bridges. Country collaboration analysis applies the same logic at the level of national research systems, identifying the geographic distribution of scholarly production and the dominant bilateral research partnerships. Keyword co-occurrence analysis identifies thematic clusters by mapping the frequency with which indexed keywords appear together within the same publications, thereby revealing the conceptual architecture of the field. Text-based co-occurrence analysis extends this approach to title and abstract text, providing a more granular and context-rich picture of thematic organization. Cluster detection within each network was performed using VOSviewer's built-in modularity-based algorithm, with resolution parameter set to 1.0 as recommended for management research datasets (Aria and Cuccurullo, 2017).

RESULTS AND DISCUSSION

Publication Trends

Table 1 presents the descriptive statistics of the publication dataset, that reveals a pronounced and sustained upward trajectory in scholarly output, with annual publication volumes accelerating particularly after 2015. This growth pattern is consistent with broader trends in bibliometric studies of management research domains (Donthu et al., 2021; Mawadah et al., 2026), and reflects the compounding effects of several macro-level forces, including the aftermath of the global financial crisis, heightened regulatory scrutiny of organizational risk governance, and the increasing academic institutionalization of ERM frameworks (Bromiley et al., 2015; Adebayo and Ackers, 2023). This finding establishes that risk management in decision-making constitutes an active and expanding research domain rather than a mature, consolidated field, which in turn justifies the need for systematic bibliometric mapping of its intellectual structure.

Table 1. Descriptive Statistics of the Bibliometric Dataset

Indicator	Details	Value
Data Source	Database	Scopus
Search Query	Keywords	risk management AND decision making AND financial management
Total Articles	N	168
Analysis Software	Tool	VOSviewer
Analytical Techniques	Methods	Co-authorship, co-occurrence, country collaboration, text-based mapping
Top Contributing Countries	Leading Nations	China, United Kingdom, United States
Dominant Keywords	Core Terms	Risk management, risk assessment
Emerging Themes	New Clusters	Machine learning, big data,

Source: Author's own work (2026)

Co-Authorship Analysis

Figure 2 presents the co-authorship network visualization derived from VOSviewer analysis of the 168-article dataset. The network reveals a clustered collaboration structure comprising two primary groups. The red cluster exhibits dense internal connectivity, with several authors occupying high-centrality hub positions that mediate a disproportionate share of inter-author communication, a configuration associated with high-productivity research groups that anchor a field's knowledge production (van Eck and Waltman, 2010). The green cluster, by contrast, displays a more concentrated pattern centered on a smaller number of core authors with deeper specialization in particular methodological or thematic niches. The presence of inter-cluster connections between the two groups indicates that knowledge diffusion across research communities is occurring, albeit through a limited number of boundary-spanning authors. This structural configuration is typical of emerging research fields in financial management, where foundational contributors establish early research agendas that attract subsequent scholars operating in adjacent specializations (Aria and Cuccurullo, 2017; Donthu et al., 2021).

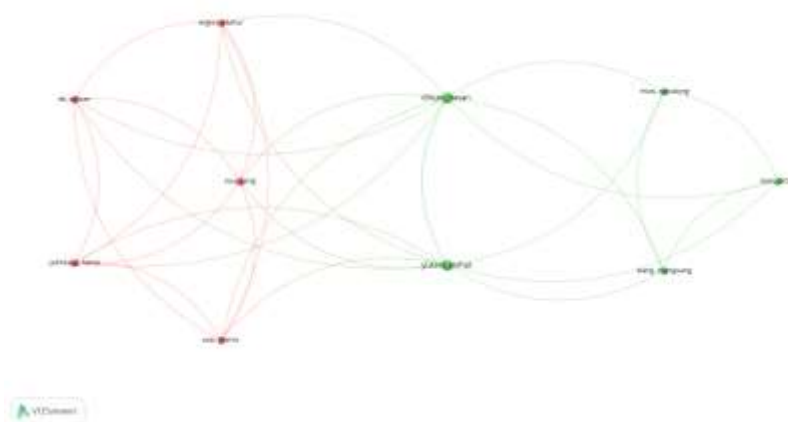


Figure 1. Co-Authorship Network Visualization

Country Collaboration Analysis

Figure 2 illustrates the country collaboration network, revealing the geographic architecture of international research partnerships in risk management and decision-making. China, the United Kingdom, and the United States occupy the most prominent central positions in the network, as evidenced by their large node size and high betweenness centrality, indicating that these countries not only produce a disproportionate volume of publications but also function as primary connectors linking otherwise peripheral national research communities (van Eck and Waltman, 2010; Donthu et al., 2021). This centrality pattern is consistent with established bibliometric evidence in financial management research, where English-language publishing traditions and concentration of high-impact journals create structural

advantages for Anglo-American and Chinese scholarly institutions (Rusliansyah and Kesuma, 2026; Wibowo et al., 2026).

The network further reveals three geographically inflected collaboration clusters. The blue cluster is dominated by China and its primary Asian and North American partners, reflecting the significant investment in quantitative finance and risk analytics research within Chinese research institutions. European countries, primarily from Western Europe, form a distinct cluster characterized by frequent bilateral collaboration, consistent with the regional research integration facilitated by European Union funding frameworks. A third cluster captures collaboration patterns from other emerging economies and developing regions, which maintain connectivity to the core network primarily through ties with the dominant countries. Notably, Southeast Asian countries including Indonesia remain peripheral in the network, confirming findings from prior bibliometric analyses that document the underrepresentation of emerging market scholars in globally indexed finance research (Ariswati et al., 2025; Kesuma et al., 2025). This geographical gap represents both a limitation of the current scholarly landscape and an opportunity for future research contributions from Indonesian and broader Southeast Asian academic communities.

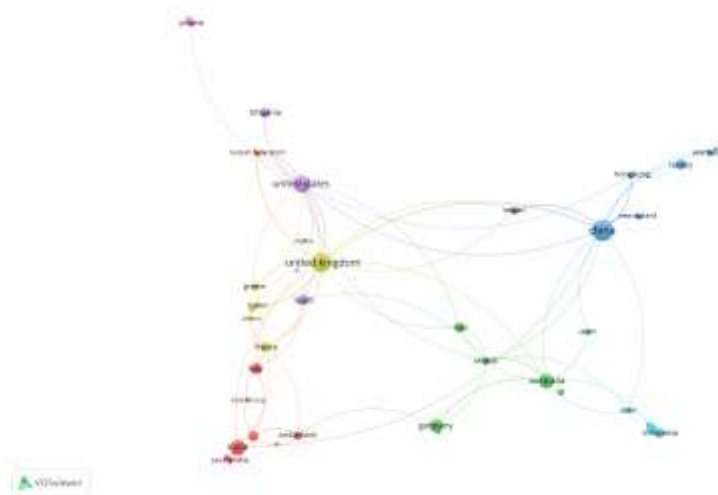


Figure 2. Country Collaboration Network

Keyword Co-Occurrence Analysis

Figure 3 presents the keyword co-occurrence map, which reveals the thematic architecture of risk management and decision-making research. Risk management and risk assessment occupy the central nodes of the network, as indicated by their substantially larger node size and higher link density relative to all other terms. This finding corroborates the primacy of these two constructs as the definitional core of the field, consistent with the historical development of risk scholarship from quantitative measurement frameworks toward integrated governance approaches (Jorion, 2007; Hull, 2018). Importantly, the co-occurrence map reveals three distinct thematic clusters that together characterize the multidimensional structure of contemporary risk management research.

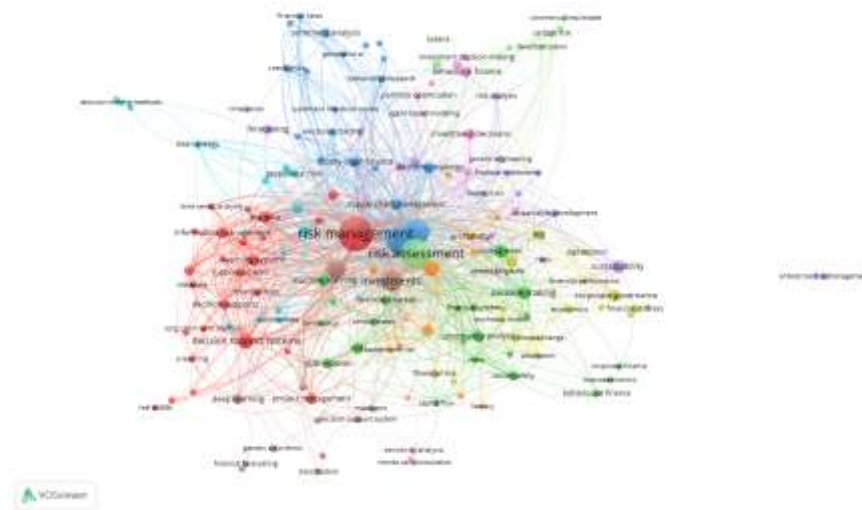


Figure 3. Keyword Co-Occurrence Network

The first cluster encompasses quantitative risk assessment methodologies, including simulation, probabilistic modeling, and decision support systems, which reflect the enduring influence of mathematical finance traditions in shaping how risk is measured and communicated to organizational decision-makers (Jorion, 2007; Damodaran, 2015). The second cluster connects risk management to core financial management themes such as corporate finance, investment decision-making, financial risk, and capital structure, revealing the centrality of financial contexts in applied risk management research (Hull, 2018; Kesuma et al., 2025). The third and most dynamic cluster documents the integration of advanced computational methods into risk management practice, featuring machine learning, big data analytics, and predictive modeling as rapidly expanding areas of scholarly inquiry (Chen et al., 2025). A fourth emerging cluster captures the increasing attention to sustainability, ESG considerations, and corporate governance as risk-relevant dimensions that decision-makers must integrate into long-term strategic planning (Adebayo and Ackers, 2023; Widaryo et al., 2025).

Text-Based Co-Occurrence Analysis

Figure 4 and Figure 5 present the network and overlay visualizations generated from text-based co-occurrence analysis of titles and abstracts, which provides a more granular representation of thematic structure than keyword analysis alone. The network visualization confirms the centrality of risk management and risk assessment while revealing a substantially more complex web of associated concepts, including financial markets, investment decision-making, machine learning, and corporate governance, all of which maintain strong co-occurrence ties with the core constructs (Donthu et al., 2021; Aria and Cuccurullo, 2017). This richer associational network reflects the inherently interdisciplinary character of risk management research, which draws simultaneously from finance theory, organizational behavior, information systems, and operations research.

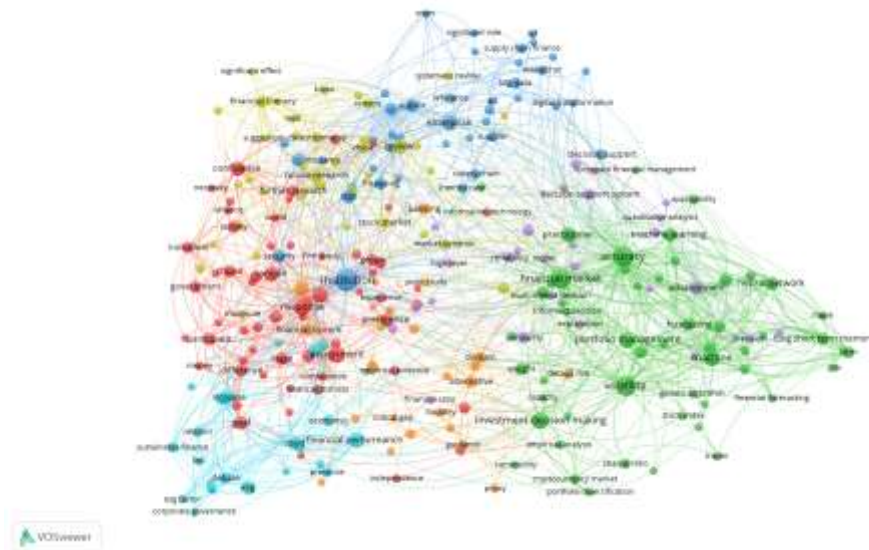


Figure 4. Text-Based Co-Occurrence Network Visualization

The overlay visualization provides a temporal dimension to the co-occurrence structure, mapping the chronological evolution of research themes from earlier (blue) to more recent (yellow) publication periods. Topics rendered in blue, such as statistical risk models, VaR methodologies, and classical portfolio analysis, correspond to the established theoretical foundations of the field. Terms appearing in yellow, including machine learning, deep learning, sustainability, climate change risk, and ESG, represent the frontier of current scholarly attention, confirming a pronounced temporal shift in research priorities. This finding is more pronounced in the text-based analysis than in the keyword map, suggesting that the conceptual language of emerging themes has not yet fully diffused into the indexed keyword vocabulary of the field, underscoring the value of text-based co-occurrence as a complementary analytical tool (Aria and Cuccurullo, 2017; Mawadah et al., 2026). Overall, the analytical results remain consistent across all four bibliometric techniques, confirming the robustness of the identified thematic structure and the reliability of the conclusions drawn regarding the intellectual evolution of risk management and decision-making research.

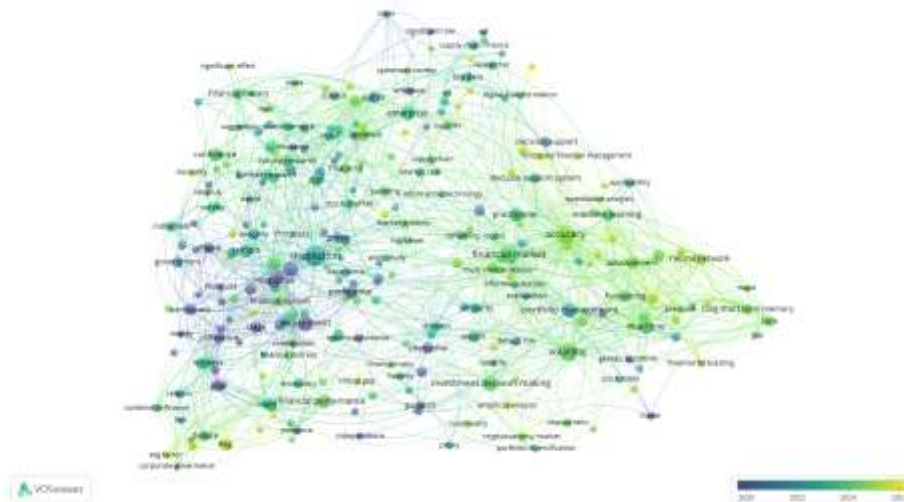


Figure 5. Text-Based Co-Occurrence Overlay Visualization Showing Temporal Research Evolution

CONCLUSION

This study examines the intellectual structure of risk management in decision-making research using bibliometric analysis of 168 Scopus-indexed articles. Publication output has expanded substantially over the study period, reflecting the growing centrality of risk-informed decision-making across financial and organizational contexts. Co-authorship analysis reveals a clustered collaboration structure, with two primary research communities maintaining both internal density and inter-cluster connectivity. China, the United Kingdom, and the United States occupy dominant positions in the country collaboration network, functioning as primary knowledge hubs in the global research system. Keyword and text-based co-occurrence analyses identify risk management and risk assessment as the definitional core of the field, while simultaneously documenting a pronounced thematic shift toward technology-integrated approaches, including machine learning and big data analytics, and toward sustainability and ESG risk dimensions. This finding is more pronounced in the text-based analysis, where the temporal overlay visualization confirms that computational and sustainability themes represent the most recently emergent research frontier.

For policymakers and financial practitioners, this study highlights that the risk management landscape is rapidly evolving beyond traditional quantitative tools toward integrated frameworks that incorporate digital technologies and long-term sustainability considerations, requiring corresponding updates to institutional risk governance structures. This study contributes to the literature by providing the first comprehensive bibliometric mapping of the risk management and decision-making nexus, complementing prior narrative reviews with quantitative evidence on intellectual structure and thematic evolution. The identified collaboration gaps for emerging market scholars, particularly from Southeast Asia, represent a structural limitation of the current research landscape and a priority for future scholarly development. Future research should explore how digital risk management tools and ESG-integrated frameworks perform in emerging market financial contexts, where institutional environments and data availability differ systematically from the advanced economies that currently dominate the literature.

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