

Earn Up To
30 CPE Credits

Certificate in Enterprise Risk Management



Led by
Phil Griffiths

On This Course You Will Be Able To:

1. **Apply** the concepts of Enterprise Risk Management
2. **Explain** to management the benefits of an enterprise – wide approach to risk
3. **Embed** an ERM approach
4. **Apply** the different techniques for identifying risks and implement effective risk mitigation
5. **Link** risk management into the business planning process
6. **Deliver** practical techniques for the assessment of people, process and reputation risks
7. **Record** the risk process effectively

15 – 19 July 2018*

Kempinski Hotel, Mall of the Emirates, Dubai, UAE

11 – 15 November 2018*

The Address Hotel, Dubai Marina, Dubai, UAE

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We are a leading training provider in the Middle East, with a portfolio of subject matter across the following sectors:

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- Business Operations
- Engineering, Operations & Maintenance
- Finance
- Healthcare
- Human Resources
- IT
- Leadership & Management
- Marketing, Sales & Communications
- Oil & Gas
- Procurement & Supply
- Professional Development
- Project Management
- Real Estate
- Strategy Management
- Telecoms

Course Requirements And Certificates

Delegates must meet two criteria to be eligible for an Informa Certificate of Completion for a course

1. Satisfactory attendance – delegates must attend all sessions of the course. Delegates who miss more than 2 hours of the course sessions will not be eligible to sit the course exam
2. Successful completion of the course assessment

Delegates who do not meet these criteria will receive an Informa Certificate of Attendance. If delegates have not attended all sessions, the Certificate will clearly state the number of hour attended.



About Your CPE Credits

Participants can earn up to 30 CPE credits (in the Management Advisory Services field of study)

Business Risk Management Ltd. is registered with the National Association of State Boards of Accountancy (NASBA) as a sponsor of continuing professional education on the National Registry of CPE Sponsors.

State boards of accountancy have the final authority on the acceptance of individual courses for CPE credit. Complaints regarding registered sponsors may be submitted to the National Registry of CPE Sponsors through its website: www.learningmarket.org

Meet Your Expert Course Leader



Phil Griffiths is founder and CEO of Business Risk Management Ltd, A Chartered Accountant, and an Associate of the Institute of Internal Auditors, he has over 30 years' experience in Internal Audit, Risk Management, Corporate Governance, and Fraud Prevention as practitioner, professional adviser, facilitator and trainer.

He has held top management positions with four international Groups, in roles embracing Internal Audit, Risk Management, Finance, and Project management. Phil is regarded as one of the world's leading experts in Internal Audit and Enterprise Risk Management

He has extensive experience of the Middle Eastern, European, Asian and African markets having trained professionals from over 1000 organisations in these regions during the past 17 years

He has developed over 400 training courses on all aspects of Internal Audit, Risk Management, Corporate Governance and Fraud and delivered them across the globe. He is an accomplished author. His book 'Risk Based Auditing' is an international best seller and his latest book 'Enterprise Risk Management – The Key to Business Success' is receiving much acclaim

Phil has published research into many aspects of internal audit and risk management best practice, including "The Need to Co-ordinate Assurance Providers" and "The Expectations of Chief Executives towards Internal Audit and its future"

He is recognised as an accomplished and charismatic facilitator, trainer and lecturer and is in continual demand to speak at the most prestigious events on Risk Management, Corporate Governance, Internal Audit and Fraud.

Who Should Attend

- Risk Managers
- Managers and Directors responsible for the risk management function or process
- Senior Internal Auditors and Audit Managers, other assurance professionals such as those in Compliance and QA functions who are being asked to review the risk process
- Finance Managers and insurance professionals who need knowledge of the wider approach to risk management

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Course Timings: Registration will be at 08.00 on Day One. Course sessions will start promptly at 08:30 and end at 14:30. There will be breaks for refreshments at approximately 10:30 and 12:30 and lunch will be served at the end of each day's session.

Course Level

- This is an intermediary level course and delegates should have 12 months' experience in a supervisory, management or assurance role
- Delegates should have a good educational standard (Bachelors degree or above) and/or a professional qualification or be in the process of studying for such a qualification
- No advance preparation is required
- Delivery method – Group-live (with exercises and case studies to provide practical application of the tools and techniques)
- A pre-course questionnaire will be sent out 2-3 weeks prior to the course date to obtain some information about your role and to provide an opportunity to indicate specific learning requirements

Highlights

- An ERM case study will be presented
- Steps needed to develop and monitor a RM framework
- Risk standards guidance
- IRM Risk Culture paper
- 30 questions about Risk Management
- Root cause analysis process
- Risk assessment of outsourced services
- The steps in vulnerability management
- External risk statements – principal risk factors
- The new ISO 22301 standard on Business Continuity

After Completing This Course You Will Be Able To:

- Apply the concepts of Enterprise Risk Management (ERM)
- Explain to management the benefits of an enterprise-wide approach to risk
- Embed an ERM approach
- Apply the different techniques for identifying risks
- Implement effective risk mitigation
- Link risk management into the business planning process
- Deliver practical techniques for the assessment of people, process and reputation risks
- Record the risk process effectively

Why You Should Attend

In the ever-changing Middle East business environment, encountering risk is inevitable. The ability to manage these increasingly significant risks now represents the difference between a thriving organisation and one that is struggling to deal with the challenges facing it.

Many businesses in the region have realised that misunderstanding risk can lead to disaster. The organisations that have dealt with the recession most effectively have realised that this requires extensive knowledge of risk management tools and techniques. This is exactly what you will find in this course.

As the current worldwide situation demonstrates, poorly informed or improperly executed risk management can mean disaster. Conversely, a well organised and focused risk process and strong risk management team will enable your company to maintain and strengthen your edge over your competitors.

Moreover, studies have shown that financial risk is only the 'tip of the iceberg', as nearly 80% of key risks are not insurable. This critical 80% of risks must be 'insured' internally with a capable risk management team.

Risk management has been catapulted from being a useful tool to becoming the very pulse of the organisation and the yardstick by which its management is judged. The key is to recognise that risk is not something that should be avoided – a risk is often an opportunity in disguise.

Course Outline

Day One

Understanding Enterprise Risk Management (ERM)

What Is ERM?

- Explanation of ERM and why it is not fully understood
- The current economic crisis and how ERM can provide a lifeline
- The role and responsibilities of directors and senior management with respect to ERM
- ERM roles
- ERM tips
- ERM value statements
- Strategic, financial and operational risk
- The key link between corporate governance and risk
- Selling the benefits to top management

Exercise 1 – 30 questions about risk management

Risk Measurement

- How to quantify and measure risk – and why the approach followed by most organisations, may be misleading
- Establishing a business risk programme – the steps to success
- High profile corporate failures and the lessons to learn
- 10 easy steps to implement ERM

Exercise 2 – Challenges of implementing ERM

Risk Standards

- Risk standards – choosing the right one
- Explanation of the new ISO 31000 international risk standard
- ISO 31000 and ERM paper will be shared
- AUS/NZ 4360 standard
- COSO standards
- COSO ERM paper will be shared
- IRM standards
- The regulatory regime and impact on ERM

The Link Between ERM And Strategic Objectives

- The need to understand the organisation's strategic objectives
- Developing a programme to reflect these objectives
- Risk appetite – the least understood aspect of risk
- External risk statements – principal risk factors
- Examples of risk appetite statements will be provided
- Categories of risk
- Establishing a risk management framework
- The results of a global RM study will be shared

Exercise 3 – Analysing a disaster

Day Two

Practical Identification And Evaluation

Establishing An Embedded Risk Management Process

- Risk management framework guide
- Surprises and risk
- Why financial risks are only the tip of the iceberg
- The widening of the risk portfolio
- Risk cultures
- IRM paper on risk culture assessment
- The challenges
- New and emerging risks – reputation, social, environmental
- Updating the risk strategy for your organisation
- Establishing the business case
- Selling the benefits to management
- The need for risk champions
- Risk and competitive advantage

Exercise 4 – Risk-taking in action

Risk Identification And Evaluation

- Approaches and techniques
- How to establish a risk workshop process
- Risk workshops – the dos and don'ts
- How to identify, sift and group the risks
- Measuring the consequences and the likelihood of occurrence of each risk
- The use of risk matrices to prioritise the risks
- The need for effective facilitation
- Facilitation skills

Exercise 5 – Interactive risk workshop – Part 1

- Risk as an opportunity
- 3 papers on the recording and evaluation of opportunity and linkage to performance management will be provided
- The use of diagnostic questions and thought-provokers
- The pros and cons of using data capture technology
- Other methods of risk identification
 - Monte Carlo simulations
 - Bayesian networks

- Scenario planning
- Failure mode analysis
- Root cause analysis
- HAZOP analysis

Exercise 6 – FMEA analysis

Day Three

Dealing With Risks

Assessment Of Risk Mitigation

- Controls or mitigation
- Ensuring risks are managed effectively
- How to assess risk mitigation
- The need for diligence and challenge
- Identification of risk exposures
- Dealing with the exposures (the 4 Ts – terminate, tolerate, treat or transfer)
- Recording the risks – risk registers or risk maps
- Risk registers – dos and don'ts
- The need to keep the process as simple as possible
- Establishment of action plans
- Allocation of risk owners

Exercise 7 – Interactive risk workshop – Part 2

Linking The Output From Risk Workshops Into The Business Planning Process

- Linking corporate risks with the strategic planning process
- Linking operational risks into service planning
- Risk owners – how to determine such personnel and enforce ownership
- Annual statements by risk owners
- Developing risk tracking
- Using the risk register as a decision skeleton
- Quarterly board reporting to review progress in addressing the exposures
- Risk management committee reporting
- Half yearly evaluation of key risks to ensure new risks are identified and included

Exercise 8 – Team exercise to enable you to appreciate the emerging risks

The Converging Roles Of The Assurance Providers Under The Risk Umbrella

- Why management must take full responsibility for ERM
- How should the various assurance providers rise to the ERM challenge?
- The need to coordinate quality assurance, security, internal audit, insurance and the health and safety functions in relation to risk management
- New guidance on coordinating RM and assurance
- The need to avoid duplication of effort
- How to spot the gaps
- Linking external auditors into the process
- The need to coordinate risk reporting

Exercise 9 – How to coordinate ERM across your organisation

People And Process Risks

- Key risk themes and how to deal with them
- Failure to manage projects effectively
- Loss of IT systems
- Failure of partners or inability to establish effective partnering

- Loss of key personnel
- Hacking/breach of system security
- Failure to innovate
- Poor prioritisation of systems development
- Loss of morale/stress
- Too much data – insufficient information
- E-commerce – the key risks and steps to take to mitigate them
- IT security – how to evaluate effectiveness and influence change

Exercise 10 – People and system risks – the observation exercise

Day Four

Managing Complex Risks

Reputation Risk

- Definitions
- The rise of reputation as a key risk
- The increasing importance of a positive image – the need to be admired
- Reputation – the value measure of the 21st century
- Creating value from intangible assets
- Where does reputation come from?
- How do you measure it?
- The magnifying effect on reputation of business failures
- The explosion of regulation and external assurance

Exercise 11 – How to judge reputation

- The relationship between vision, values, behaviour and reputation
- The link between organisational personality, identity and image
- Moving reputation out of the PR arena and into the boardroom
- Damage by association – partnering and alliances
- Identifying reputational risks
- Discussion of delegates' experiences
- A checklist for reviewing reputational risk will be provided
The checklist incorporates sections on:
 - Financial performance
 - The senior management role
 - Quality of service provision
 - Treatment of staff
 - Social responsibility
 - Customer service

Corporate Social Responsibility And Ethics

- Corporate Social Responsibility (CSR)
- Codes of conduct
- Business ethics training
- Inclusion of ethics criteria in review of performance
- The dangers of abusing leadership
- Social responsibility as an agent for positive change and better performance – the halo effect

Exercise 12 – CSR risks

Corporate Governance Risk

- The increasing importance of Corporate Governance
- Record of accountability
- Protecting the financial position
- Alliances, partnerships and contracts
- Fulfillment of promises
- Top down management of reputation

- Media management
- Business continuity
- Vulnerability management
- Carrying out a vulnerability audit
- Crisis management strategy
- Outsourced services risk
- Community and other stakeholder requirements
- Environmentally responsible sources/treatments
- Customer service
- Management of complaints
- Communication – internally and externally

Exercise 13 – Risk and Corporate Governance

Day Five

Reporting And Cascading Risks

Recording The Risk Environment

- The need to coordinate and link the output
- Flagging interdependencies – if one risk treatment is changed the other party or parties impacted need to be notified
- Risk treatment analysis – how to determine the cost/benefits of dealing with exposures/exploiting opportunities
- Risk management as a route to reducing bureaucracy
- How to use the risk process to break down the barriers
- Reports for senior management

Exercise 14 – Risk management reports

- Making risk management second nature
- Keeping up the momentum
- Risk financing and how to introduce the disciplines
- Integrating incident management
- Business continuity planning
- Integrating health and safety, insurance and claims etc
- Measuring the benefits

Exercise 15 – Measuring the benefits

Cascading The Process

- Stakeholders' interest in risk
- Workshops for other management levels
- How to measure the benefits
- Risk awareness for staff
- Sharing output with partners
- Evaluating risks within these relationships
- Key Risk Indicators (KRIs)
- New guidance KRI – the power
- New paper on KRIs will be provided
- Auditing the risk management programme
- The Internal Audit role in the risk management process – guidance and advice
- Feeding key risks up to the organisation
- Coordinating the whole process
- Useful websites and reference books
- Managing stakeholder expectations
- How to use the programme to change the culture

Exercise 16 – Establishing a risk training programme

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FIVE WAYS TO REGISTER

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Course	Course Fee Before 10 December 2017	Course Fee Before 14 January 2018	Final Fee
Certificate In Enterprise Risk Management (ERM) 15 – 19 July 2018* (BC7122)	US\$ 4,495	US\$ 4,995	US\$ 5,495

Course	Course Fee Before 2 September 2018	Course Fee Before 7 October 2018	Final Fee
Certificate In Enterprise Risk Management (ERM) 11 – 15 November 2018* (BC7255)	US\$ 4,495	US\$ 4,995	US\$ 5,495

Pricing excludes 5% VAT, which will be charged where applicable

DISCOUNTS AVAILABLE FOR 2 OR MORE PEOPLE

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Course fees include documentation, luncheon and refreshments. Delegates who attend all sessions and pass the course examination will receive an Informa Certificate of Completion.

All registrations are subject to our terms and conditions which are available at www.informa-mea.com/terms. Please read them as they include important information. By submitting your registration you agree to be bound by the terms and conditions in full.

Any complaints, grievances or suggestion regarding CPE credit may be addressed to email: grievance@businessrisk.co.uk

Book and pay full fee for two colleagues and the third attends for FREE.

*Not applicable in conjunction with corporate discounts.

*Payment to be settled before start of the course to avail the offer.

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DELEGATE DETAILS

First Name: _____ Surname: _____

Job Title: _____

Company: _____

Address: _____

Postal Code: _____ Country: _____ City: _____

Tel: _____ Mobile: _____ Fax: _____

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PAYMENTS

A confirmation letter and invoice will be sent upon receipt of your registration. Please note that full payment must be received prior to the event. Only those delegates whose fees have been paid in full will be admitted to the event.

AVOID VISA DELAYS – BOOK NOW

Delegates requiring visas should contact the hotel they wish to stay at directly, as soon as possible. Visas for non-GCC nationals may take several weeks to process.

CANCELLATION

- If you are unable to attend, a replacement delegate will be welcomed in your place. If you cancel your registration 57 days or more before the event, you will receive a refund minus a 10% cancellation fee (plus VAT where applicable). Cancellation after 56 days before the event or if you fail to attend the event will be 100% payable. All cancellations must be sent by email to register-mea@informa.com marked for the attention of Customer Services Cancellation.
- All registrations are subject to acceptance by Informa Middle East which will be confirmed to you in writing
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- For full details, please visit www.informa-mea.com/terms-and-conditions-for-delegates

BC7122/BC7255

EVENT VENUE

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ACCOMMODATION DETAILS

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SN/DC

AUDIT, RISK & GOVERNANCE
FINANCE

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