

ENTERPRISE RISK MANAGEMENT MASTERCLASS

OVERVIEW

Organisations are experiencing an increased concern and focus on risk management. The challenge for management of both private and public organisations is to determine how much uncertainty to accept as it strives towards achieving the organisation's objectives and delivering value to its stakeholders. The solution to this challenge is the establishment of an Enterprise Risk Management (ERM) system and processes that effectively identify, assess, and manage risk within acceptable levels. The COSO Enterprise Risk Management – Integrated Framework is designed to provide best practice guidance for management of businesses and other entities to improve the way they are dealing with these challenges. COSO – ERM integrates various risk management concepts into a framework in which a common definition is established, components are identified, and key concepts described. This enables COSO to provide a starting point for organisations to assess and enhance their Enterprise Risk Management. The course provides an opportunity for delegates to benchmark their ERM practices against the COSO – ERM framework and learn how to implement an effective ERM system.

COURSE OBJECTIVES

The objective is to provide attendees with the necessary perspective, knowledge and skills to understand the risks and benefits of Enterprise Risk Management and learn how the COSO – ERM framework enables organisations and management to:

- Comply with the requirements for corporate governance
- Align risk appetite and strategy
- Enhance risk response decisions
- Reduce operational surprises and losses
- Identify and manage multiple and cross-organisational risks
- Providing integrated responses to multiple risks
- Seize opportunities
- Improve the deployment of capital

A further objective is to provide attendees with an understanding of the requirements needed to design and implement an appropriate Enterprise Risk Management system, i.e., policies, procedures, practices, and accountability required to establish the right levels of Risk Management in compliance with the Corporate Governance requirements for their organisations.

TARGET AUDIENCE: -

The practical hands-on training workshop is designed for managers, professionals, consultants, internal and external auditors that deal with the complexities of organisational risk management function on a daily basis. • Directors and senior managers

- Risk officers and other professionals involved in risk management
- Internal and external auditors
- Other staff involved in ERM

WHAT DELEGATES WILL LEARN:-

- On completion of the course, delegates will be able to:
- Understand Enterprise Risk Management theory and the business expectations of what the risk management function has to deliver
- Understand the link between Enterprise Risk Management and Corporate Governance
- Understand the requirements needed to design and implement an effective Enterprise Risk Management system
- How to apply risk management techniques at various levels in the organisation, including how to conduct Risk Analysis and develop risk registers.
- How to benchmark your ERM practices against the COSO framework
- Develop a perspective of the complimentary roles that COSO, King II, Basel II, COBIT®, and SOX play in complying with Corporate Governance requirements.

APPROACH, DELIVERABLES & METHOD

The practical hands-on course provides:

- Cross referencing and alignment between COSO, Basel II, SOX, COBIT® and King II

- Hands-on practical workshops and case studies
- Instruction from consultants with extensive operational experience across a broad range of public and private sector organisations.

Course Deliverables:

- Comprehensive course notes and advice on further sources of information.
- Certificate of attendance upon completion of the course

Delivery Method:

- Classroom style - combining lecture, discussion and exercises utilising course materials, digital projector and flipchart.

COURSE CONTENT

The course comprises of the following sub-modules: -

Module 1 – What Risk Is About

- What is Risk?
- Governance Issues
- Risk Issues
- Legislative Issues
- Security
- Internal Threats
- External Threats
- Physical Security

Module 2 – International Standards for ERM

- International Risk Management Framework
- What is ERM?
- ERM Standards

Module 3 – ERM In Practical Terms

- Key ERM Implementation Factors
- Organizational Design
- Linkages
- Establishing ERM
- ERM Organisation
- Assessing Risk
- Risk Models
- *Cases Study 1 – Allied Irish Bank & John Rusnak*
- Risk Analysis
- Determining the Risk Appetite
- Identifying Risk Responses
- Impact and Probability
- Communicating Results
- Management Oversight & Periodic Review
- Generic Risk Management Framework

Module 4 – The ERM Funnel

- Strategic Objectives
- Risk Assessment
- Risk Tolerance Matrix
- Risk Analysis
- Risk Strategy
- Risk Infrastructure

Module 5 – The Treadway’s COSO Framework

- The COSO ERM Framework Examined in Detail:-
- The Assessment of Internal Environment
- Setting Objectives for ERM
- Event Identification
- Risk Assessment
- Risk Response
- Control Activities
- Information & Communication
- Monitoring
- Internal Control & Its Relationship to ERM
- ERM Roles & Responsibilities
- Standards, Implementation Factors
- Designing the Organisation
- Establishing and ERM Process/System
- Assessing Risk & Risk Appetite
- Determining the Risk Appetite
- Identifying the Risk Response
- Impact Versus Probability
- Communicating the Results
- Management Oversight

Module 6 – ERM & Corporate Governance

- Defining Corporate Governance Within the ERM Framework

Module 7 – Auditors In ERM

- What ERM Looks Like Across Various Industries Including:-
 - Financial Services
 - Consumer Products
 - Financial Institutions
- Internal Audit Roles
- ERM Activities
- Evolving Audit Approaches

- Impact of COSO on ERM
- COSO ERM Components
- ERM Information Flow
- Forces Driving ERM
- Questions For The Company Board
- Internal Audit Issues
- Maintaining Independence
- How Internal Auditors Add Value

Module 8 – Business Process & ERM

- Why Mastering Business Processing Is So Important For ERM
- Mapping Risks To Processes
 - Process Documentation
 - Flowcharting

Module 9 – Practical Implementation of ERM

- ERM and Its Related Risk Management Processes
- ERM Drivers
- Recent Survey Results
- Key Objectives
- Defining ‘Risk’
- Public Company View of ERM
- Private Company View of ERM
- Balancing Diverse Views – Consistent Framework

Module 10 – A Value Driven Approach To ERM

- Using the Value Driven Approach
- Evaluate Risk Process
- Current State Assessment
- Risk Maturity Benchmarking
- Maturity –Building Risk Capabilities
- Risk Identification & Prioritization
- Calibrate Definitions & Criteria
- Prioritized Risk Map
- Risk Quantification
- Risk Qualification/Valuation
- Defining Value
- Value Centric – ERM Framework
- Risk Response Solution
- Risk Appetite – Two Perspectives
- Evaluating Solutions
- Risk Management Implementation
- ERM Enabling Technologies
- Governance, Culture & Disclosure

Module 11 – Implementation Challenges

- Commonly Cited Challenges
- Critical Success Factors
- Potential Benefits
- Gap Analysis
- Risk Management Vision
- **Case Study II – Enterprise Risk Management in Action at LIOTATS Energy Inc.**
- Key/Risk Performance Indicators
- Minimum Control Requirements
- What Is Measured When Assessing Risk?
- Risk Identification Tools
- Focus on Value

Module 12 – ERM In the Banking Industry

- Background To Financial Risk – Basel II, King II, COBIT®, and SOX
- Evolution of Industry Practices
- A Silo Approach to Risk Management
- Interdependence of Risk
- Integrated ERM Framework
- The ‘Dashboard’ Approach
- Value Integration and Business Creation
- Integrating ERM Into Business Processes and Value Drivers
- Balancing The Hard and Soft Side of Risk Management
- Key Action Points

Module 13 – The Challenges for Extreme Events for Contingency Planners

- The Nature of the Black Swan
- Examination of Two Extreme Events: - Iceland’s Volcanic Eruption and Japanese Tsunami Catastrophe
- Challenges For planners, Strategists and CEOs
- How Can Black Swan Events Be Mitigated?
- Blind Spots in Our Planning
- **Case Study III – Siemens’ ERM Implementation Experience**

End of Course & Closure

COURSE DURATION	DELIVERY MODE	DELEGATE CLASS SIZE	COURSE FEE/PARTICIPANT
5 DAYS	In-Plant	8 (Guaranteed Minimum)	For quote, please click http://demvros.com/contact/
Discount is available for class size above the minimum. Please visit www.demvros.com or call 08056154199 or e-mail for enquiries.			