

5 DAY MBA

Certified Enterprise Risk Management



Certified by the **I**nternational **A**cademy of **B**usiness and **F**inancial **M**anagement
A leading provider of training and educational programs worldwide

Course Overview

Risk management, historically, has been a siloed and subordinated business function as many companies treated it as part of their compliance and internal controls responsibilities. Global events during the past five years, however, have clearly revealed the inadequacy in risk management resulting in high cost due to this compartmentalized approach. Companies that continue to treat risk management as subordinate to strategy put their strategy and their very survival in jeopardy. This customised workshop is designed for corporate leaders to examine how companies can protect themselves, with enterprise-wide risk management, from the dire consequences of uncertain and unexpected events.

This 5-day program will illustrate, through actual company examples, effective enterprise risk management processes that address the multiple ways in which strategies and enterprises can fail. Participants will learn how to develop and implement processes that anticipate, prioritize, mitigate, communicate and manage risks across the enterprise, ranging from failures in risk management and internal controls through risks emanating from the strategy, all the way through the risks caused by external and non-controllable events. The workshop will also cover the formation of enterprise risk management framework that integrates your risk management processes with effective strategy execution so that your company can continue to follow highly innovative strategies, while simultaneously anticipating and mitigating the inherent risks.



By the end of this training program, each participant will be able to

- * Understand the causes of risks by drawing risk management lessons learnt from the global financial crisis
- * Recognise, managing and mitigating risks from unexpected and uncontrollable events
- * Establish early warning section to monitor the unusual trading/investment patterns for effective risk management
- * Setup an enterprise risk management framework for effective risk monitoring and control
- * Align corporate risk management to your corporate strategy for effective strategic planning
- * Learnt various risk management techniques for assessment of risks from various cases learnt

Training methodology

- * The program is wholly interactive and you will be fully involved through group discussion, exercises and case studies.

Who should attend

- * Risk Managers , senior auditors, accountants, compliance managers, operations managers, senior management and chief risk officers.

Course requirements

You should have at least 3 years of practical experience in risk management or financial control or managerial experiences. You need to have pre-requisite knowledge in finance, capital markets and some basic derivatives knowledge.

Course Outline

DAY 1 2 3 4 5

What is ERM?

- » 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
- » The key link between corporate governance and risk

Risk appetite and Risk Capacity

- » Scope of risk capacity and risk appetite of each organisation
- » Strategic, financial and operational risk
- » The key link between corporate governance and risk
- » How to quantify and measure risk

Behavioural Finance and its impact on Risk

- » Individual investor behavior
- » The importance of behavioural finance and how it works
- » What can we learn from “market history”?
- » The cycle of “emotion” of Investors
- » Identifying patterns of irrationality of the financial markets
- » Risk profiling – dealing with behavioural biases
- » Behavioural finance influencing investors’ choices and decision making



Participants will apply behavioural finance techniques on case scenarios and understanding its impact on strategy selection and other investment decision making. Participants will be able to draw on concrete lessons learnt resulting in ability to balance impacts from rational and emotional behaviours.

The ERM Approach and What It Means to your Organisation

- » High profile corporate failures and the lessons learnt from the major risks in your organisation
- » Explanation of the new ISO 31000 international risk standard
- » COSO
- » Basel II and III
- » The regulatory regime and impact on ERM

Align ERM and Strategic Planning

- » Understand the organisation’s strategic objectives
- » Align ERM to Strategic Planning at corporate level
- » Identification of risk appetite and balancing with risk capacity at strategic planning level
- » Categories of risks at strategic level
- » Establishing an enterprise risk management framework at strategic level

DAY 1 2 3 4 5

Establishing an Embedded Risk Management Process

- » Surprises and risk
- » Why financial risks are only the tip of the iceberg
- » The widening of the risk portfolio
- » Challenges due to credit crunch, regulatory and compliance
- » New and emerging risks
- » Developing an enterprise risk strategy for your organisation
- » Establishing the business case
- » Selling the benefits to management
- » The need for risk champions
- » Risk and competitive advantage

Risk identification and evaluation

- » Approaches and techniques on Market, Credit and Operational risks
- » How to establish a risk workshop process
- » The use of diagnostic questions and thought provokers
- » The pros and cons of using data capture technology
- » How to identify, sift and group the risks
- » Measuring the consequences and the likelihood of occurrence of each risk



Participants will be given a case study and deploy the various evaluation techniques to identify the types of risks in the given case study. They will learn the different approaches and challenges involved in the process of risk identification, and management.

Assessment of Risk Mitigation

- » Controls or mitigation
- » Ensure risks are managed effectively
- » How to assess risk mitigation
- » The need for diligence and challenge
- » Identification of risk exposures
- » Dealing with the exposures
- » Recording the risks – risk registers or risk maps
- » Risk registers – do’s and don’ts
- » Establishment of action plans
- » Allocation of risk owners
- » Risk mitigation and dealing with the exposures in practice

Case Study:

A case study will be given to participants to firstly identify the types of risks and discuss the various possible risk mitigation strategies. They will learn the different approaches and challenges involved in the process of risk mitigation and control.

Course Outline (Cont)

DAY 1 2 3 4 5

Align Business Risks to Business Planning

- » Align corporate risks to business planning at business unit levels
- » Align operational risks to service planning
- » Empower risk owners – how to determine such personnel and enforce ownership
- » Developing risk tracking capability
- » Using the risk register as a decision mechanism
- » Establish risk management committee reporting
- » Evaluate key business risks every half yearly

Key Risk Indicators and loss control

- » Learn how to build effective Key Risk Indicators (KRIs).



Participants will be given a case study to identify the misalignment of business planning to business risks resulting in financial losses. They will also discuss the various ways to mitigate such risks and design proper communication channels as well as effective risk control mechanism.

Scenario analysis

- » Generate a complete model for scenario analysis that quantifies potential risk exposure.

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 risks
- » IT security
- » People and system risks



Participants will be given a case study to identify the causes of risks whether from people or process. They will draw on lessons learnt with possible risk mitigation on people and process resulting in a viable and implementable risk solution

DAY 1 2 3 4 5

Corporate Governance

- » The increasing importance of corporate governance
- » Record of accountability
- » Protect the financial position
- » Establish alliances, partnerships and contracts management
- » Put in place business continuity and crisis management strategy
- » Be responsible to environment sources / treatments
- » Handle customer service and management of complaints
- » Ensure effective communication – internally and externally
- » Carry out a vulnerability audit Risk and corporate governance

Cascading the Process

- » Stakeholders interest in risk & measuring the benefits
- » Risk awareness for staff
- » Evaluate risks within these relationships
- » Breaking down Key Risk Indicators (KRI's) at corporate/ business level into Key Performance Indicators (KPIs) for individuals
- » How to identify and reduce excessive controls
- » Feed key risks up the organisation
- » Co-ordinate the whole process
- » Manage stakeholder expectations
- » How to use the programme to change the culture in a positive way Big ideas that can make it happen.



Participants will be given a case study requiring them to establish the corporate KRIs and subsequently breaking them down into individual KPIs. They will discuss and challenged each other on its viability and functionality leading to drawing lessons learnt.

ERM – Lessons Learnt

- » Lessons from ERM process
- » Clarifying Strategies and Objectives
- » Identifying risks
- » Assessing risks
- » Acting on the risks
- » Monitoring risks
- » Lessons from integrating ERM with ongoing Management initiatives
- » Strategic planning and ERM
- » The enterprise balanced scorecard and ERM
- » Business continuity planning, crisis preparedness and ERM
- » Corporate governance and ERM and Key value lessons from ERM

Course Outline (Cont)

DAY 1 2 3 4 *Cont* 5



A case study will be given to participants requiring them to identify the ERM process, identification of corporate risks, use enterprise balanced scorecard (EBS) to measure the corporate risks and results as well as establishing the individual KPIs and corporate KRIs.

DAY 1 2 3 4 5

Establishing ERM Systems in Emerging Markets

- » ERM and its benefits in emerging markets
- » Evolution of risk management in emerging markets
- » Rationale for effective risk management in emerging markets
- » Responsibility of the Board in risk management and extensions to emerging markets
- » Risk, Reward, and Risk Appetite in emerging markets
- » ERM Practice in emerging markets

The Rise and Evolution of Chief Risk Officer

- » Getting started with ERM
- » Corporate Risk Management Group
- » Pilot Study and Final Approval
- » Processes and Tools
- » The business context
- » Identification and Assessment of risk and controls
- » Tolerability of Risk and Risk mitigation
- » Monitor and review
- » Corporate risk profile
- » Description of risk sources
- » Quantifying the Unquantifiable
- » Benefits of ERM



Participants will be given a case study from emerging countries where they identify the external and internal environmental challenges in establishing enterprise risk management framework and systems. This will lead to an implementable framework for participants to take home for further deliberation and implementation.

Your Expert Solution

Dr Christopher Goh has some 25 years of hard-won experience in treasury and enterprise risk management – with a rare blend of derivatives trading, wealth, treasury, risk management, pricing and investment valuation.

Dr. Christopher is a professional with extensive experience professionally in, risk management, treasury trading on derivatives, exotic options, behavioural finance, and structuring products using derivatives and in particular to enterprise risk management where he spent some 15 years in this area, where he was the pioneer in risk management, since 1992. He held the title of chief risk officer for Asia Pacific having established holistic enterprise risk management framework and implementing enterprise risk management process for some 3 international banks in Asia Pacific.

Passionate in the financial market with excellent technical knowledge on broad range of financial instruments especially exotic derivatives, established holistic enterprise risk management capabilities, implemented enterprise risk management framework through practical experience gained through various diverse economic cycles. He had worked for 6 different banks over a period of some 25 years across 6 different cultures, business practices and management styles. This had given him a very deep knowledge in handling clients and managed staff from diverse cultural background.

Dr Christopher had conducted many in-house corporate seminars for the past 13 years training international and central bankers from Asia region like Malaysia, Indonesia, Taiwan, China, Singapore, South Korea, Thailand, Hong Kong, Vietnam, Myanmar, Philippines, and to as far as London, Vienna, Jeddah, Kuwait, Johannesburg, Lagos (Nigeria), Accra (Ghana), Nairobi (Kenya) and Dubai.

His seminars and consultancy works are mainly focused on Enterprise Risk Management, Enterprise Balanced Scorecard, Setting KPIs with Enterprise Balanced Scorecard, Organisational Development Audit/Assessment, Transforming Strategy into Business Results, Structured Products, Wealth Management Solutions, Financial Derivatives, Asset Allocation and Portfolio Management, Banking Operations, Advanced Credit Analysis, and Business Strategy for Banks and non-banks enterprises.

Dr Christopher had, most recently, conducted 5 workshops on Enterprise Risk Management, Enterprise Balanced Scorecard and as well as Transforming Strategy into Business Results in some African countries like Johannesburg, Accra, Nairobi and Lagos for both financial institutions and non-financial institutions including a government statutory board.

Dr Christopher is also an Adjunct Visiting Faculty to some foreign universities namely: Shanghai JiaoTong University, Central University of Finance and Economics (Beijing), Harbin Institute of Technology (Harbin), S.P. Jain (Singapore and Dubai campus) on a yearly basis on banking certification courses and/or EMBA courses.