

CIBFM

Centre For Islamic Banking, Finance And Management

IERP®

Institute of Enterprise Risk Practitioners



**RISK
MANAGEMENT**

**The Enterprise Risk Manager®
(ERM) Certification Programme**

**July – September
2019**

The Enterprise Risk Manager (ERM) Certification Program has been designed by experienced Enterprise Risk Management (ERM) practitioners for management professionals and risk management practitioners. This 12 days program has been specially tailored and designed to be an effective accelerated learning program utilising adult learning methodology that incorporates lectures and interactive learning.

The course is well suited to those in senior management positions where a thorough understanding of the strategic aspects of business, as well as the advantages and approaches to enterprise risk management will sharpen their competitive advantage. The program would also be of benefit to anyone who wishes to be involved in or is being groomed to take on leadership positions or responsibilities in the area of risk management in their organisations.

Programme Overview

The Enterprise Risk Manager (ERM) Certification Program has been designed by experienced Enterprise Risk Management (ERM) practitioners for management professionals and risk management practitioners.

The IERP's 12 day ERM certification program is a pioneering ERM program and is the most comprehensive international ERM certification program in the world. This 12 days program has been specially tailored and designed to be an effective accelerated learning program utilising adult learning methodology that incorporates lectures and interactive learning.

The course is well suited to those in senior management positions where a thorough understanding of the strategic aspects of business, as well as the advantages and approaches to enterprise risk management will sharpen their competitive advantage. The program would also be of benefit to anyone who wishes to be involved in or is being groomed to take on leadership positions or responsibilities in the area of risk management in their organisations, including non-risk management professionals. Only successful participants of the program who are current members of the IERP are allowed to carry the ERM initial after their work.

The certification program will equip participants with the practical tools to be able to successfully guide their business strategically and operationally as well as to effectively implement enterprise risk management in their organisations. Organisations, meanwhile, will benefit from having a pool of experienced and qualified strategically aware managers, conversant with ERM methodologies, who will be able to manage and steer their organisations in the best strategic direction ensuring commercial sustainability as well as organisational resilience and agility.

Target Audience

This programme is suitable for anyone working in or related to Risk Management, Internal Audit, Corporate Planning, Strategy, Governance, Compliance, Operations, Investment, Treasury, Product Development, Regulators, Legal, Quality, Environmental Health & Safety, Project Management, Insurance, Underwriting, etc, as well as CEOs, C-Level Executives and Head of Departments who are decision makers in their respective organisations.

Eligibility Criteria

1. A degree holder (or its equivalent, and above) with a minimum of 3 years working experience.
2. A non-degree holder with a minimum of 10 years working experience

Objectives

- To promote the establishment and utilisation of ERM as a Strategic Management tool to enhance performance and to drive Commercial Sustainability as well as Organisational Agility and Resilience.
- To establish minimum acceptable ERM standards for all classes of management professionals
- To provide an environment for the structured professional development of all categorised of management professionals
- To promote the concept of ERM at all organisational levels across all industries
- To encourage the adoption of best practices in ERM
- To provide participants with a better understanding of the inter-relationship between the various management concepts critical in any successful ERM Strategy. Performance and Business Continuity Management framework.
- To demonstrate the significant advantages of ERM by putting the issues and approaches in a practical context
- To provide practical tools to our participants, for the successful implementation of these ERM approaches.
- To allow participants to network with similar ERM practitioners, ERM thought leaders and professionals.

Learning Methodologies

The IERP utilises adult-learning methodologies that incorporate a highly practical approach to ensure participants are fully engaged in the learning process.

Assessment & Examination

Participants will be assessed based on the following criteria:

1. Attendance and participation
2. Multiple choice examination
3. Case study

The ERM Program Certificate will be awarded to successful participants after the announcement of the result.

Programme Itinerary

Date	Instructor	Topic
July 1st	Mr Ramesh Pillai	Evolution of ERM Models and Standards
July 2nd	Mr Ramesh Pillai	RCSAs and Internal Control Models
July 3rd	Mr Ramesh Pillai	Corporate Ethics
July 4th	Mr Ramesh Pillai	Market Risk, Credit Risk and Operational Risk
July 29th	Ms Liyana Ang	Corporate Governance
July 30th	Ms Emilee Yew	Investment Risk Management
July 31st	Mr Ramesh Pillai	Corporate Strategic Risk Management
August 1st	Mr Ramesh Pillai	CyberSecurity Risk Management
September 3rd	Mr Allan Lee	Business Continuity Management
September 4th	Mr Ramesh Pillai	Measuring Corporate Performance
September 5th –6th	Mr Ramesh Pillai	Implementing ERM as a Strategic Management Tool & Key Risk Indicators (KRIs)

Overview of The Syllabus

Part 1

1. Evolution of ERM Models & Standards

Provides an analysis of the various definitions of Risk and the evolution of Risk Management over time. The module then proceeds to study the history, rationale, development, benefits and disadvantages of a selection of generally accepted and International ERM standards and models. The final part of this module involves group discussions on the applicability of the various standards and models in practical ERM implementation projects.

2. Risk Control Self Assessment (RCSA) and Internal Control Models

This module encompasses a detailed examination into RCSA options, approaches and methodologies including their purpose and design, tools, and their fit into an ERM framework. Participants will be taken through a detailed case study and exercise over a complete RCSA lifecycle and will be given the opportunity of practicing their new skills via a mini RCSA practical workshop.

3. Corporate Ethics

A strong ERM professional must be able to identify potential issues in relation to recognising and responding to ethical dilemmas. They must also possess a strong understanding of the linkage between good corporate ethics and good business. This module establishes that via in depth studies into various ethical approaches, taking into account the impact of ethical practices on performance measurement and strategic issues. The program is very interactive and contains over 20 case studies and case study discussions. Also included are case studies on Corporate Integrity vs Corporate Ethics programs.

4. Corporate Governance

The design of this module takes participants through the various ideas and concepts forming the basis of Corporate Governance principles today. Participants will learn the drivers and challenges in establishing best practice Governance frameworks and how to evaluate and establish effective Governance programmes and processes. The module also shows the critical linkages between effective Corporate Governance, Risk Management and Compliance (GRC), as well as how participants may utilise such a GRC framework for maximum advantage to their organisations.

Programme Outline

Part 2

5. Market Credit & Operational Risk

This module explains and practically illustrates the relationship between ERM, market, credit and operational risks as well as their main drivers. It also teaches participants how to design a holistic ERM approach to managing risk incorporating the various elements above.

6. Cybersecurity Risk Management

Cybersecurity threats exploit the increased complexity and connectivity of systems, placing the organisation's sustainability, performance and viability at risk. The costs of a cyber attack can be significant. To protect finances, liability, reputation, and future growth, organisations must ensure that their companies have appropriate processes in place to manage cyber risk in the context of their business. Similar to financial and reputational risks, cybersecurity risk affects a company's bottom line. It can drive up costs and affect revenue. It can harm an organization's ability to innovate and to gain and maintain customers. Cybersecurity can be an important and amplifying component of an organization's overall risk management. This module has been designed to enable Risk and Management professionals to better assess the cyber-resilience and exposures of their organisations and to design and implement effective cybersecurity mitigation and governance plans for their organisation. Participants will also be grounded in selecting, designing and implementing a practical Cyber Risk Maturity framework for their organisation and exposed to various cyber threat scenarios as well as the importance of ensuring the various perimeters within and without the organisation are secure. With so much at stake for a business - financial loss, operational disruption, competitive disadvantage, legal liability, and harm to corporate reputation - the question for corporate directors and officers is not whether to become involved in cyber risk

Programme Outline

7. Investment Risk Management

This module has been designed to ground the participants in the range and characteristics of the quantitative and qualitative investment risk management issues. Course content includes the application of investment risk management in a practical context, pragmatic evaluation and analysis of risks to enable balanced risk reporting and decision making, and forward planning in anticipation of future investments risks and preparing for mitigation measures. Participants will also be guided through practical Investment Planning and Investment Management processes and policies as well as effective Portfolio Management processes. The program also guides participants in establishing effective Investment Risk Management processes and reporting.

8. Measuring Corporate Performance

Enterprise Risk Management and Corporate Performance are inextricably linked. This module explains the linkage as well as how to measure the performance of tangible as well as intangible assets. Participants will also be guided in how to evaluate performance measures, aligning it to strategy and ERM, and how to develop practical performance measurement metrics. The module also shows participants how to strike an appropriate balance between balancing daily business demands with long term strategic goals and how to leverage on, and utilise, performance measurement systems as strategic management systems.

Part 3

9. Corporate Strategic Risk Management

One of the most powerful attributes of Enterprise Risk Management is its potential as a strategic management tool. This program coaches participants on how to establish a framework to identify, measure, and manage the various sources of strategic risk in their businesses.

This is then reinforced by studies on how strategic decisions impact overall risks and

Programme Outline

10. Business Continuity Management

This module instructs participants on the basis behind Disaster Recovery Plans (DRP), Business Continuity Planning (BCP) and Business Continuity Management (BCM) as well as their inter-relationships.

Participants will also study some of the key features of current international standards regarding BCM as well as receive practical instructions and guidance on how to build an effective BCP document and how to keep it current and relevant as the organisation evolves .

11. Implementing ERM as a Strategic Management Tool & Key Risk Indicators (KRIS) 2 days

When implemented and utilised properly, ERM can become a driver for Commercial Sustainability as well as Organisational Agility and Resilience. This program coaches participants in how to achieve all of this via practical application of ERM fundamentals. The module explains and reemphasises the fundamentals of ERM, corporate governance, internal controls and their interdependence. Participants will also be taught how to set up ERM monitoring systems to track progress and to maintain schedule as well as how to apply strategic risk management concepts to enhance decision making processes and value to the business. The module also explains and identifies effective internal controls as a risk mitigation tool and discusses how to establish effective risk mitigation strategies. Participants will also learn how to achieve results through the effective use of the ERM framework and risk management tools. This 2 day module incorporate a 1/2 day case study workshop

Programme Leader



Ramesh Pillai

Ramesh Pillai is the Chairman of the Board of Governors of the International Institute of Enterprise Risk Practitioners (IERP) as well as being the Group Managing Director of Friday Concepts, an International ERM (Conventional and Islamic), BCM, Governance, Risk Management and Compliance boutique consultancy. He is currently a Director of three leading Financial Institution and a former Director of one Developmental Financial Institution. His Board experience encompasses chairing the Board Risk Management Committee, Investment Committee and Board Audit Committee, and being a member of the Board Collaboration Committee, and Remuneration Committee. He is also a nominee Director for a Regional Central Bank. Additionally, Ramesh is the former Risk Management Adviser to the Public Trustee and one of the largest fund managers in the Region as well as to one of the largest Islamic fund managers in the Region. Ramesh holds a Bachelor of Economics with Accountancy (Honours) degree from Loughborough University in the UK. As part of his degree course, Ramesh specialised in Economics and Banking in general and Islamic Banking in particular.

A fellow of the Institute of Chartered Accountants in England and Wales (ICAEW) as well as the Malaysian Institute of Accountants (MIA), a Certified Risk Professional (CRP), a certified Enterprise Risk Manager (ERM), a certified Islamic Enterprise Risk Manager (ERMI), a Qualified Risk Director (QRD) and a Qualified Risk Auditor (QRA), Ramesh was also a Regional Director for the Global Association of Risk Professionals (GARP) and was instrumental in the creation of the Malaysian chapter of the Professional Risk Managers International Association (PRMIA). He is an Islamic and Conventional Risk Management resource for the Qatar Investment Authority and is listed in their Q-Finance Directory. Ramesh was a former Risk Management mentor on the ICAEW's Regional F-TEN program and is a member of the Advisory Board and also on the Panel of Experts of the Global Risk Community. Ramesh has also been named a Paul Harris Fellow of the Rotary Foundation of Rotary International in appreciation of tangible and significant assistance given for the furtherance of better understanding and friendly relations among people of the world.

With over 30 years of Risk Management experience he is also a recognised Global pioneer in Enterprise Risk Management and in the implementation of ISO 3100, ISO 31004 and 31010 practices. Ramesh started his career with Price Waterhouse's Financial Institutions specialism in London gaining experience in Audit, Consultancy and Corporate Finance assignments. Succeeding the seven years there, he went on to become the Director of Finance and Administration at Picker International Ltd in London. In 1994, he spent a year as the Chief Financial Officer Rank Video Services (Europe) Limited before accepting a more challenging job experience through an international assignment. Ramesh Ramesh was handling the responsibilities of a few roles and travelling between Singapore, Malaysia and Indonesia as the Acting Regional Financial Controller cum Senior Regional Financial Analyst as well as the Indonesian Financial Controller as well as Deputy Country Head for PowerGen International a FTSE100 (London) listed company in the power and energy industry.

Upon leaving PowerGen, he headed the Portfolio Management and Credit Administration functions in Citibank before accepting a position in a National Asset Management Company as the General Manager of the Risk Management Division. There, Ramesh was responsible for establishing the Enterprise Risk Management function and Risk Management Policy as well as formulating and documenting the various procedures and policies relating to the Operations of the National Asset Management Company. During his tenure there, Ramesh spent a year on secondment to the Central Bank where he was involved in heading a national interest project working closely with the Central Bank's staff in general and the Bank Regulations, Bank Supervision and Islamic Banking teams in particular. He was also involved in presentations to the National Syariah Advisory Council in an advisory capacity.

Following his assignment at the Central Bank, Ramesh moved back in to the Banking sector where he was the Chief Risk Officer for regional Conventional and International Islamic Banks. His responsibilities included guiding and coordinating the group's Operational and Enterprise Risk Management initiatives.

Ramesh is also a member of the MBA (Enterprise Risk Management) Studies Committee in a leading Private University. He has published articles in international publications, presented various papers on Risk Management in general and Enterprise Risk Management in particular, Corporate Governance and Bank restructuring issues at National, Regional and International forums and is currently writing a book on Enterprise Risk Management.

Programme Leader



Liyana Ang

Ms. Liyana Abdullah is the Chief Risk Officer of Berjaya Sampo Insurance Berhad. She is also the former of Chief Risk Officer at Chubb Group of Insurance companies for more than 2 years.

Liyana has 25 years of work experience of which 20 have been in the financial services/insurance industry, most of which have been in senior management positions in leading companies.

Prior to her journey in risk management, she has 11 years of internal audit experience in motor trade companies as Group Internal Audit Manager, with her subsequent work experience focused on business process improvement and enterprise risk management.

Liyana graduated from Thames Polytechnic, University of Greenwich with a Bachelor of Arts in Business Administration (Accounting and Finance) and she is a certified Enterprise Risk Manager with the Institute of Enterprise Risk Practitioners (IERP®). She is also a professional member of The Institute of Operational Risk.

Programme Leader



Emilee Yew

Emilee Yew is the Chief Investment Officer of AIA Bhd. Since 2015. Emilee has overall responsibility for developing as set allocation strategies and investment policies as well as ensuring a robust risk management process for assets under management in Malaysia worth RM48.2 billion. She has close to 20 years of experience in investment management that includes time spent in Khazanah Nasional Berhad's insurance companies between 2014 and 2015. Prior to that, she was Head of Investment Strategy in AIA Bhd. And responsible for over seeing a wide array of asset classes, namely real estate investment, corporate credits, derivatives and alternative investments, in addition to the asset liability management of the Company.

Emilee established a solid experience in equity portfolio management in Malaysia National Insurance Berhad. While in ING Insurance Berhad between 2006 and 2012, Emilee a massed experience in fixed income portfolio management. She also gained regional experience in the ING Regional Office in Hong Kong, where she assisted the Regional Head of Investments to provide investment oversight to several ING markets.

Emilee holds a Bachelor of Economics (Major in Economic Statistics) from National University of Malaysia. She is a CFA® charter holder as well as holds the Persatuan Kewangan Malaysia Certificate and Enterprise Risk Manager Certificate. She is a member of Bank Negara Malaysia's Financial Market Committee.

Programme Leader



Allan Lee

Allan Lee is the Director of Consulting Services at Friday Concepts (International) as well as being a BCM faculty member at the Institute of Enterprise Risk Practitioners. An electronics and electrical engineer by qualification, Allan began his career with Motorola in Illinois with their R&D team before moving into supply chain. He then moved to Dell in Texas as their supply chain director. Allan spent more than 19 years working with Fortune 500 multinational organizations before returning to Asia. His business and consulting experience encompasses Business Continuity Management, Lean Six Sigma, Project Management and Risk Management. In 2010, he was also invited as a key content contributor in the National Key Economic Area (NKEA) Transformation Program developing the New Economic Model (2010) sponsored by the Prime Minister's Department.

Allan's experience includes heading British American Tobacco's Global Quality for its shared services. Besides being their process expert, he also led the audit and regulatory function to review their business resilience and disaster recovery. He ensured the shared services' ability to recover its business functions through management of people, processes and technology to meet the shared services' responsibilities to its stakeholders. He worked with the global Head of Shared Services team to identify, analyze and develop business continuity strategies to ensure operational readiness.

In the Oil & Gas sector, Allan consulted for Shell's Finance Shared Services in the Philippines and BP in Indonesia, Australia and New Zealand reviewing and improving their site's business continuity. Besides reviewing and enhancing BP's business continuity primarily the movement of their personnel to and from the refinery, and blast zone in the refinery, he was instrumental in converting BP's platform in Indonesia and designed the business continuity for their unmanned platform. He also worked with BP's senior management in Australia and New Zealand to define exercise scenarios and using them to build exercise materials and facilitating realistic and challenging exercises. He also consulted for BP's downstream business in Australia and New Zealand, and worked on the continuity of their supply chain from the hub terminal through the introduction of a localized business control environment for Operations as well as the wider strategy for Operational Risk.

In BHP Billiton, Allan consulted its Finance Shared Services for their key sites in Australia, Malaysia and South Africa conducting Business Impact Analysis, Risk Assessments, developing plans and recovery strategies to identify gaps in their business continuity, and coaching their cross functional business continuity response teams. He designed and prepared metrics on availability, readiness and risks. With Citibank in London and Poland, he designed, developed and rolled out Citibank's Anti-Money Laundering quality program and oversaw the creation of the risk register covering all business risk, and track required remediation and controls.

Initially, approached by the Port of Tanjung Pelepas in Malaysia to design and roll out their Process Improvement function and setting up the Project Management Office for the port, Allan coordinated the business continuity scope, developed the RFP document, designed and rolled out the overall disaster recovery plans for each critical system of the organization. He also evaluated the functional continuity infrastructure and systems requirements for corporate compliance.

Please Register here:

1	Name	
	Position	
	Department	
	Email	
	Telephone	

2	Name	
	Position	
	Department	
	Email	
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3	Name	
	Position	
	Department	
	Email	
	Telephone	

Approved by:

Signature	
Name	
Position	
Department	
Email	
Telephone	

PROGRAMME FEES

Stakeholders	Non-stakeholders
\$6,500	\$7,000

IMPORTANT NOTE

Stakeholders are participants from MOFE, AMBD and all domestic banks in Brunei Darussalam.

TERMS AND CONDITIONS

- The Programme fee is inclusive of workshop material(s), refreshment and certificate upon passing the assessment and examination.
- Payment must be made upon receipt of invoice issued by CIBFM.
- CIBFM operates a strict NO CANCELLATION POLICY once the receipt of registration has been issued. However, CIBFM will welcome and accept replacements.
- CIBFM reserves the right to amend, change or cancel the programme at any given time. We will immediately notify participants and organisations if any such changes are to be made.

Please email your completed form to registration@cibfmbrunei.com by

14 June 2019

Contact us!



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