

# NANYANG EXECUTIVE EDUCATION

## Enterprise Risk Management



### Programme Overview

Enterprise Risk Management is an intensive and engaging 3-day programme designed for middle to senior executives from all backgrounds who require a good grasp of enterprise risk management concepts and understanding to address and manage pressing problems and challenges to contribute effectively in their respective roles towards achieving a strategic advantage for their organisations.

### What will you learn?

Programme participants will acquire knowledge and develop skill sets aimed at enhancing their enterprise risk management and governance competencies. Participants may benchmark their organisational practices using the COSO ERM and ISO 31000 frameworks, complement their existing experiences and create value in their respective roles. The programme will enable you to gain mastery of the language of enterprise risk management, align yourself as a strategic partner in your leadership team and empower you in your governance role. It will transform you to be an effective value contributor who optimises your company's performance by balancing risks and returns within appropriate risk appetite to achieve your organisation's objectives.

The programme will also cover IT risk management. The advent of social media, cloud computing and big data analytics introduces many risks to the enterprise, including reputational damage, information leakage, loss of intellectual property, malware attacks, copyright infringement, and privacy and other regulatory breaches.

Specifically, Enterprise Risk Management focuses on helping you in your capacity as a middle to senior executive to understand issues and develop skills to resolve problems in these key areas:

1. Risk governance and risk culture
2. Ethics and fraud risk management
3. Stakeholder risk management
4. Globalisation risk management
5. ERM developments and implementation issues
6. Financial risk management
7. IT risk management
8. Business continuity and crisis management

### What will the programme cover?

**Day 1 ERM Frameworks and Concepts**  
COSO ERM and ISO 31000  
Objective setting

**Day 1** Strategic risk identification  
Risk appetite and tolerance  
Case study on ERM in action

#### Risk Governance and Culture

Key governance players  
Creating a risk-aware culture  
Hard and soft controls  
Case study on high-performance culture

#### Ethics and Fraud Risk Management

Why ethics? Which stakeholders?  
Fraud risk management  
Whistle-blowing  
Case study on fighting corruption

**Day 2 Risk Analysis and Evaluation**  
Risk assessment tools and issues

#### Risk Monitoring

Key risk and performance indicators  
Data analytics

#### Risk Response and Control Activities

Risk reduction and internal controls  
Risk transfer and insurance issues

#### Human Resource Risk Management

Performance evaluation and incentive schemes

#### Sustainability Risk Management

Business case for sustainability risk management  
Sustainability risk measurement and reporting issues

**Day 3 Outsourcing and Supply Chain Risk Management**  
Globalisation trends and risk management landscape  
Supply chain challenges: Sustainability and disruptions  
Supply chain risk management structure  
Case study on supply chain risk management

#### Business Continuity and Crisis Management

Relationship between ERM and BCM  
Incident, emergency and crisis management  
Black Swan and organisational resiliency  
Case study on incident reporting; communications and crisis management

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### Who should attend?

This programme is designed for middle to senior executives from all backgrounds (listed and non-listed companies, statutory and governmental institutions, small and medium enterprises) and those who have responsibilities in corporate governance, risk management and/or compliance. The programme is suitable for participants who wish to acquire knowledge, skills and techniques for effective implementation of a suitable enterprise risk management framework and appropriate governance practice in their organisation. Typical participants are responsible for managing a functional area, department, division or corporation at the middle and senior management, including those with roles in operations, production, marketing, human resources, information technology, legal, or research and development.

There is no pre-requisite on financial and accounting knowledge/experience.

### What is the teaching pedagogy?

This programme is participant-centered and adopts an interactive seminar-style approach, supported by appropriate case studies and group breakout sessions. Preparatory reading is provided to help you make a rapid start and allow you to fully participate in this hands-on course.

### Who are the programme faculty?



**Associate Professor Boo Hian Yong, El'fred**  
PhD, CA Singapore, CA Australia and New Zealand

El'fred is an Associate Professor of the Accounting Division at the Nanyang Business School, Nanyang Technological University. He holds a PhD in Accounting and is a Chartered Accountant (Singapore) and Chartered Accountant (Australia and New Zealand). He is also a member of the Singapore Institute of Directors and the American Accounting Association. Prior to joining the academia, El'fred was an auditor with one of the Big Four international accounting firms in Singapore and Australia.

El'fred has taught courses in the areas of assurance, corporate governance, enterprise risk management and ethics at both the undergraduate and postgraduate levels. El'fred has been a winner of the Teaching Excellence Award in the Accounting Division. His research interests include corporate governance, assurance, behavioral and ethical issues. El'fred has published in accounting and ethics journals such as the *Abacus*, *Accounting & Business Research*, *Accounting & Finance*, *Accounting Horizons*, *Corporate Governance* and the *Journal of Business Ethics*. He has served as an ad hoc reviewer for conferences and journals, including the American Accounting Association Annual Meeting, the International Symposium on Audit Research, the *International Journal of Auditing*, *Contemporary Accounting Research* and the *Journal of Business Ethics*.

El'fred's professional involvement and contributions include serving as a Judging Panel Member of the Best Annual Report Award, a Member of the Best Managed Board Award Shortlisting Committee (both are sub-awards of the Singapore Corporate Awards), the ISCA Corporate Governance Committee Member, and revamping the Ethics Pre-Admission Course of ICPAS (currently known as ISCA). He has also served as an Inspector and Technical Reviewer for the Association of Chartered Certified Accountants (ACCA) and the Singapore Qualification Programme (SQP) respectively. El'fred is an Audit Committee Member of SCELSE (Singapore Centre on Environmental Life Sciences Engineering).



Mr. Roland Teo is a Deputy Director, heading the Risk Management Office for a Singapore regional public healthcare organisation. He previously heads the Enterprise Risk Management Department in one of the largest Indonesian paper & pulp group which operates the world's largest integrated paper mill. One of his key achievements was leading the launch of Singapore's National Business Continuity Management Programme in 2008.

Mr Teo has held key positions for more than 20 years in both the public and private sectors, specialising in enterprise risk, business continuity, credit management and training & development for medium and large corporations of multi-industry environment (with businesses in Asia, India and the Middle East). He is also a regular speaker at local and regional risk management conferences and frequently conducts public and in-house training for risk management. In addition, he is an active member of several key international, regional and local risk management professional communities, such as founding Board Member of Pan Asia Risk & Insurance Management Association (PARIMA) and Governing Council Member of Risk & Insurance Management Association of Singapore (RIMAS).

Mr Teo also contributes to the development of risk management standards as a member of the National Working Group for Risk Management (ISO 31000) and Business Continuity Technical Committee (ISO 22301) supported by SPRING Singapore. He is an Associate Business Continuity Professional (ABCP) with Disaster Recovery International Institute-USA, a certified trainer with Advanced Certificate in Training and Assessment (ACTA) from the Workplace Development Authority of Singapore and a Certified Credit Manager (CCM) from Singapore Association of Credit Management.



Mr Irving Low is Partner with KPMG Advisory LLP in Singapore. He currently heads the Risk Consulting practice. He has been with KPMG for over 21 years, having worked in both the London and Singapore offices. His focus is varied across many industries, such as property development and construction, manufacturing, insurance, engineering and financial services.

Mr Low is KPMG's ASPAC leader for Board Advisory Services practice. He is currently leading a regional ASPAC team working together with the global Governance, Risk and Compliance team, looking at global changes in board and corporate governance practices. He has undertaken numerous corporate governance reviews for both public and private organisations in light of the renewed focus in this area. He is a frequent invited guest and speaker at public forums on corporate governance. Mr Low is also an adjunct associate professor with NTU Business School and a past council member of CPA Australia, Singapore Division. He also sits on the International Board Committee, which oversees the international expansion strategy of CPA Australia globally. In addition, he sits on the Corporate Governance Committee for ICPAS Singapore, and Pro Tem Singapore Accountancy Council (SAC) Center of Excellence (COEx) subcommittee Internal audit work group.

### What are the programme dates and fees?

Please refer to our website at [www.execed.ntu.edu.sg](http://www.execed.ntu.edu.sg) for the latest programme dates.

The Programme Fees (w/o GST) is SGD3,880.00 and Programme Fees (w/GST) is SGD4,151.60.

All fees cover refreshment, lunch and study materials.

Nanyang Executive Education reserves the right to change the date, venue and programme due to unforeseen circumstances.

Discounts and funding options are available on our website

This programme is endorsed by the the Risk and Insurance Management Association of Singapore (RIMAS).



Members of the Risk and Insurance Management Association of Singapore (RIMAS) are entitled to an additional discount of S\$200.

RIMAS's members may refer a fellow ERM practitioner / colleague working in his/her company to undertake RIMAS endorsed Nanyang Business School Enterprise Risk Management programme. In this referral scheme, the colleague will be entitled to the same \$200 discount.

## **NANYANG EXECUTIVE EDUCATION**

## **Enterprise Risk Management**

Each participant of the Nanyang Enterprise Risk Management programme, upon completion of the programme may choose to become the member of RIMAS subject to eligibility criteria for RIMAS membership. The membership cost is S\$200 (incl. \$150 Entrance Fee and \$50 Annual Subscription Fee) for each eligible participant. Nanyang Business School will pay the one-time membership cost to RIMAS.

### **Nanyang Business School, Nanyang Technological University**

Regarded widely as one of the world's top-tier business schools, Nanyang Business School (NBS) is committed to nurturing leaders for a sustainable world through academically rigorous programmes that are relevant to business practice. As one of Asia's largest business schools, NBS offers a comprehensive array of undergraduate and graduate programmes in accountancy and business. The school is accredited by the European Quality Improvement System (EQUIS) and the Association to Advance Collegiate Schools of Business (AACSB) – the world's most widely recognised quality assurance standards for accounting and business education. Its MBA programme is ranked consistently among the best in Asia by The Financial Times and The Economist. Drawing on a 50-year heritage of educating the region's business leaders, NBS provides an outstanding learning environment with state-of-the-art facilities and world-class research centres. The school is fully integrated into Nanyang Technological University, a comprehensive research-intensive university with a global reputation that attracts faculty, students and partnerships from all over the world.

### **Risk and Insurance Management Association of Singapore**

In 1986, the first risk management conference held in Singapore, under the sponsorship of the Risk and Insurance Management Society (RIMS) of America, the oldest and biggest risk management organisation in the world then. From thereon, the idea of establishing Singapore's own risk management association was mooted.

With strong support from risk managers, insurance brokers, underwriters and others, RIMAS, the Risk and Insurance Management Association of Singapore was founded in 1988. RIMAS is dedicated to advancing the discipline and practice of risk management.

RIMAS supported the formation of Nanyang Technological University's Risk Management Society, a student chapter in 2001.

RIMAS aims to:

- provide a forum for the exchange of data, ideas and opinion amongst risk management professionals;
- provide leadership on risk management issues;
- promote the professionalism, understanding of the nature and purpose of risk management through courses, conferences, seminars, workshops, discussion and study tours;
- provide membership-focused and cost-effective management of the association through quality services;
- provide updates and advises to members on relevant risk, technical, statutory law, current practices and related matters to all our members;
- act as a body of informed opinion in co-operating and dealing with trade and market associations with other organisation bodies concerning risk management and its equivalent.

For more information on RIMAS, please visit <http://www.rimas.org.sg/>.

### **Contact us**

For enquiries or more details on our programme, please contact:

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**Nanyang Technological University (NTU) is ranked 7th in Asia and also the world's #1 top young universities under 50 years old by QS Asia University Rankings 2014.**

**The NANYANG EMBA is ranked 8th globally in the Financial Times EMBA Rankings 2014.**



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