



# ENTERPRISE RISK MANAGEMENT

*Building a Sustainable Business that creates value through Superior Decision Making processes*

A two day PRACTICAL Programme

On

28<sup>th</sup> and 29<sup>th</sup> of August, 2012

At

The Orchid  
Next to Domestic Airport  
Mumbai

A Joint Presentation from Broadleaf and SAMA

**Broadleaf**

[www.Broadleaf.com.au](http://www.Broadleaf.com.au)



[www.SamaAudit.com](http://www.SamaAudit.com)

***Who Should Attend***

- Directors • Business leaders and managers , • Risk Managers • Team Leaders, • Program Managers • Risk Managers
- Entrepreneurs • Chief Internal Auditors • Chief Executive Officers

**Background**

Leaders and Managers today are faced with a highly dynamic economic situation. In India, Jugaad is a very useful way adopted to tackle the environmental dynamics. When the current practices seem to be yielding results they appear to be right. But are they really geared for sustainability? When the external environment is conducive, the weaknesses are not seen but in a situation like one that is being faced today, governance weaknesses can take a business downhill fast. What is the difference between a sustainable business and an unsustainable one? Consistently good Quality of Decision Making by leaders and managers in the organisation. Does it mean all decisions taken should be right? Well one knows from experience that 60 – 70% decisions taken being right would be adequate for sustainable success.

The root of Enterprise Risk Management lies in the question - How are good quality decisions consistently taken by an organisation?

Good and effective risk management is best achieved by the development and deployment within an organisation of one coherent and consistent framework, methodology and vocabulary for risk management to be used for all kinds of risk management activity. The adoption of a consistent strategy for risk management across the organisation not only provides a sound basis for governance reporting, but also:

- Ensures that there is a consistent and defensible basis for decision making at all levels, particularly where capital is expended;
- Acts to ensure the success of change activities;
- Equips the organisation to pre-empt and capitalise on external changes such as those involving markets, customers and government;
- Stimulates managers to focus on and give priority to actions that aid and enhance the execution of business plans and objectives;
- Acts to protect the organisation from major incidents and losses;
- Enhances tactical moves to identify and seize opportunities;
- Reinforces accountability for risks and, most importantly, for controls and the checking and assurance of controls.

All this can lead to a significant change in culture as the organisation and its employees engage on activities directly related to ensuring the achievement of goals and objectives.

**Takeaways from attending this interactive event!**

You will obtain expert advice from leading ERM practitioners that will help you to

- Understand the principles of ERM and control assurance
- Highlight the key benefits of implementing ERM across your organisation, as well as some of the practical difficulties
- Identify how risk management adds value
- Assess the resource requirements and the benefits of different risk assessment techniques
- Evaluate which risks should be eliminated completely, which should have regular management attention and which are sufficiently minor to avoid detailed management attention
- Track the effects of the risks identified and manage them to a successful conclusion
- Develop a successful risk management strategy

**Course Methodology**

This workshop will contain a blend of presentations, case studies, hands-on participant exercises and discussion. In each session we will:

- Review the concepts of the session and the relevant theory;
- Discuss the way in which the concepts are applied, using examples from client activities across a wide range of sectors in which the facilitators have been involved;

Detailed participant notes and exercise materials will be provided.

**Program Schedule – Day 1 and Day 2**

09:00	Registration	13:00	Networking lunch	17.30 – Day Closes
09:30	Morning session starts	13:45	Afternoon session starts	
11:00-11:15	Refreshments & networking break	15:30-15:45	Refreshments & networking break	

**Knowledge Leader and Faculty:**



**Dr Dale F. Cooper** -, Director, Broadleaf Capital International

Over 30 years of international experience in risk management, Author of ‘Risk Analysis for Large Projects’ (with Chris Chapman, Wiley, 1987) and ‘Project Risk Management Guidelines (with Stephen Grey, Geoffrey Raymond and Phil Walker, Wiley, 2004), Contributor to and author of international and national risk management standards and handbooks

**Dr Cooper’s recent work includes ERM and project risk assignments with:**

- Large mining and resource companies, including ERM, major investment evaluations and training in Australia, Africa, the Americas and Asia
- Upstream oil and gas companies, including ERM, strategic opportunity and risk assessments, project risk management for major strategic investments and post-investment reviews in the Middle East and North Africa
- Infrastructure and utilities companies, including ERM, project and tender risk in Australia, Africa, the Middle East and North America
- Downstream hydrocarbon processing in Australia and North Africa, including refinery upgrades to produce clean fuels and Gas To Liquids (GTL) processes
- Acquisitions of high-technology military equipment for the Australian Department of Defence and the New Zealand Ministry of Defence, including aircraft, ships, radars and weapons systems
- Novel project financing arrangements, including Public Private Partnerships (PPPs)
- Large asset-based organisations, including electricity generators, water utilities and transport organisation (both public and private sector) in Australia, Asia, Africa and the Middle East
- Property managers, developers and investment funds, including risk management maturity evaluation and quantitative risk analysis of retail and commercial property investments in Australia and Europe
- Peer review for risk management activities in large organisations and projects

Dale Cooper chairs two Audit and Risk Committees for Government agencies in Australia. He will use examples from these activities to discuss the integration of risk management and internal audit in both public and private sector organisations.

**Facilitators**



**Mr Deepjee Singhal** is a partner of Pipalia Singhal & Associates and an Advisor to Sama Audit Systems & Softwares Pvt Ltd. He is a Fellow Chartered Accountant and a Certified Internal Auditor. He has undergone training at Drucker Institute, Claremont Graduate University, USA and is an accredited trainer for Drucker Curriculum management programmes. **He was the World President of Leadership Council of Global Drucker Societies for 2011.** He has been a Member of the Global Academic Relations Committee – Institute of Internal Auditors Inc. Florida, USA – 2003-06, 2006-09, President of Institute of Internal Auditors – India, Bombay Chapter in 1998, Member – Advisory Board for Internal Audit Services and Core Faculty – Bombay Chartered Accountants Society. He is the Founder President of Drucker Society in India. He has been involved in setting up of risk management mechanism, reviewing and setting up internal control structures, internal audit services and business consultancy on design, documentation and implementation of systems and procedures. He is recently advising organisations for internal control implementation to satisfy SOX requirements and Clause 49 requirements for listing in India. He speaks and trains regularly at professional forums of ICAI, ICWAI, IIA, ISACA, and meets of major corporates on various professional subjects like Business Risk Management, Internal Control, Control Self-Assessment, Corporate Governance, COBIT and CAAT’s. He has been a guest faculty at IIM-Bangalore on Risk Management and Internal Controls.

## Facilitators



**Mr. Manish Pipalia** is a partner of Pipalia Singhal & Associates and an Advisor to Sama Audit Systems & Softwares Pvt Ltd. He is a Fellow Chartered Accountant, a Grad CWA, CIA and has completed his CISA course from ISACA, USA. He is a Certified ERA Trainer for Enterprise Risk Assessor from Methodware Ltd., New Zealand and a Certified Drucker Curriculum Trainer. He is active with the Drucker Society, Mumbai. He has been associated with various assignments on Internal Control Reviews using COSO, COBIT, and Compliance with Sarbanes Oxley requirements and Professional Practice Standards of IIA Inc., Florida. He has been a facilitator for workshops using Control Self-Assessment technique. He is recently advising organisations for internal control implementation to satisfy SOX requirements and Clause 49 requirements for listing in India. He is a faculty for the Drucker Curriculum and takes the modules on MBO and Spirit of Performance, Managing the Non Profit Institution, Social Impacts and Social Responsibility, Managing Oneself and Managing My Team. Along with **Deepjee Singhal**, he has jointly designed a course on Internal Audit Studies for Bombay Chartered Accountants Society, co-authored Research papers and Publications for IIA Inc., Florida, USA and ICAI and co-authored a column on internal audit in Bombay Chartered Accountants Society Journal and has co-written articles on Business Risk Management and Internal Audit in The Chartered Accountant Journal of Institute of Chartered Accountants of India.



**Mr. Jyotin Mehta** is Vice President and Chief Internal Auditor of Voltas, a Tata Enterprise; independent director and Chairman of Audit Committee at BOC India, subsidiary of the Linde Group of Germany. He is a Fellow member of Institute of Chartered Accountants of India, Institute of Cost and Management Accountants of India and Institute of Company Secretaries of India and a Gold medalist from Mumbai University. He is a Certified Assessor for CII-Exim Bank Excellence Award. He has spent 18 years with Shell Group of Companies (Oil and Gas) and 11 years with ICICI Bank Group – was General Manager and Company Secretary of ICICI Bank between 2000 and 2007. He is a visiting faculty at management schools in India including S P Jain Institute of Management & Research and is passionate about governance, customer service and quality and risk management.

**Mr. Partha Guin** is Head – Corporate Risk Management & Internal Controls at Larsen & Toubro Limited. A Commerce Graduate from the University of Calcutta and a Fellow member of the Institute of Cost Accountants of India . He has working experience of more than 30 years' in reputed companies in India, mostly in the area of Finance & Accounts. He was associated with a Tata Group company at Jamshedpur for more than a decade before joining Larsen & Toubro Limited. He has had the privilege to work in two Operating divisions in L&T before moving to Corporate Risk Management function.



**Mr. V.Swaminathan** is Executive Vice President ( Corporate Audit & Assurance) in the Godrej Group and reporting to the Chairman of the Group. A Commerce Graduate from Mumbai, Cost Accountant, MBA ( SPJIMR), Certified Internal Auditor ( USA), Certified Information Systems Auditor ( USA), he has more than 20 years experience in Internal Audit out of which over 5 + years in a Senior Management Role in Internal Audit. He started my Career with Godrej Group of Companies in Internal Audit and has continued since then. He has handled assignments in IA starting from Regular Internal Control audits, Process Audits, Management Audits, Fraud Risk and Investigations, Business Risk Assessments etc..

## Programme Coverage

### Session 1: Introduction

This session will provide an introduction to and overview of the course. It will 'set the scene' for a detailed discussion about ERM and how it can be implemented in practice in an organisation. The main topics will be introduced, to provide a roadmap for participants. In particular, the definition of risk will be discussed, and the international standard on risk management, ISO 31000:2009, will be outlined.

### Session 2: ERM in an Organisation

This session is concerned with the steps in the risk management process and how they are applied in practice. In particular, the external and internal context will be described, and the essential links between sound risk management and the organisation's objectives and criteria for success will be discussed, from which the clear relationship between ERM and strategic planning activities will emerge.

### Session 3: Risk Assessment and Risk Treatment

The steps in the process are extended to risk assessment and risk treatment, drawing on the material developed in the previous session. The relative roles of formal statutory and policy requirements, health and safety considerations and cost:benefit analyses for developing risk treatment options will be discussed.

### Session 4: Implementing ERM

This session will focus on implementing the risk management process as part of a continuous improvement cycle in the organisation, rather than a series of one-off activities. Practical ERM implementation will be discussed, with examples from several sectors.

### Session 5: Control Assurance

This session will discuss forms of control assurance and the important role of Internal Audit. It will describe the strong inter-relationship between ERM and Internal Audit in organisational governance. The role of less formal assurance processes, like control self-assessment, will also be discussed.

### Session 6: Project and investment risk management

Projects and major investments are critical for many organisations, and often central to organisational success. This session will extend the ERM process to projects and investments, emphasising the common features and common framework that allow them to be integrated. As with ERM, the focus is on the role of project risk management in supporting sound decision making and good governance.

### Session 7: ERM in Action – Experience Sharing – Mr. Jyotin Mehta, Vice President and Chief Internal Auditor of Voltas

### Session 8: ERM in Action – Experience Sharing – Mr. Partha Guin, Head – Corporate Risk Management & Internal Controls at Larsen & Toubro Limited

### Session 9: ERM in Action – Experience Sharing – Mr. V .Swaminathan, Executive Vice President ( Corporate Audit & Assurance) Godrej Group

### Open Session 10: Open Forum, Conclusions and Call for Action

The final session will be an open forum in which participants will have a further opportunity to interact with the presenters and each other to exchange ideas and explore specific areas of interest. The session will conclude with a summary of the main material and the key lessons.

## Registration Details

Rs. 20,225 for one delegate (Inclusive of Service Tax)

For Foreign Delegates : USD 500 per delegate

Rs. 16,854 per delegate for more than 3 delegates from the same organization (Inclusive of Service Tax)

For Foreign Delegates : USD 450 per delegate

**Early bird discount** : Rs. 16854 for one delegate for nomination received before 31<sup>st</sup> July, 2012 (Inclusive of Service Tax)

For Foreign Delegates : USD 450 per delegate

Rs. 15730 per delegate for more than 3 delegates from the same organization (Inclusive of Service Tax)

**For Foreign Delegates** : USD 400 per delegate

## About Sama

Since 1998, Sama has pioneered in India the concept of a focused organisation serving the needs of the audit and business fraternity through a complete range of services, software and training. It has sought to empower professionals with the requisite, tools, skills and knowledge to achieve superior performance.

Our "Excellence" model enables us to deliver Enhanced Performance, Efficiency Maximization and Effective Delivery. We offer complete Governance, Risk and Control Assurance and Business Advisory Services through our pool of experienced professionals who seek to work closely with the Top Management. Driven by a passion for excellence, it is our objective to enable organizations to excel.

## IDEA Data Analysis Software

IDEA is used in over 90 countries in 13 languages, by major accounting firms, federal, state, provincial and local government, corporations in all industry sectors and by universities as a teaching tool. The power and functionality of IDEA have attracted users who are financial and internal auditors, forensic accountants and fraud investigators, financial managers, general and systems consultants, educators, statisticians and information systems professionals. With IDEA, you can read, display, analyze, manipulate, sample or extract from data files from almost any sources – mainframe to PC, including reports printed to a file. IDEA has functions and features not found in any other product, to help you work more efficiently and effectively and with more value to your organizations.

## Caseware RCM – Continuous Control Monitoring Software

Continuous Control Monitoring Software is comprehensive software framework that enables organizations to easily build continuous monitoring into all areas of their operations. Most continuous monitoring solutions are application based and support only specific business process such as Purchase to Pay. Caseware RCM can be applied to any business process regardless of the underlying systems or platform, across the entire organization.

Across the enterprise and across industries, Caseware RCM provides tailor-able solutions for monitoring key controls. Ready Solutions currently include Anti Money Laundering, Purchase to Payment, Order to Cash, Loan Portfolio, Health Insurance Fraud, Revenue Assurance for Utilities and Windows Log Analysis. Caseware RCM provides management with an enterprise-wide view of control and compliance. Offer a more sustainable compliance process – can be implemented and maintained without the use of expensive consultants.

- Reduces errors and fraud.
- Enables cost recovery and revenue assurance.
- Is independent of business systems.

*Sama is an authorised distributor and trainer of these solutions in South Asia and Middle East.*

## Training

In Over a decade of its existence Sama has conducted more than 120 cutting edge practical workshops as in house events in organizations and open enrolments events conducted all over India, Bangladesh and UAE. Sama Workshops, Conferences, Seminars are based on themes related to Corporate Governance, Internal Audit Risk Management, Internal Controls, Sharing of Audit Experiences and Internal Audit Process. They provide operational and technical skills workshops based on current thinking with proven practices and methodologies.

Participations of senior audit and finance professionals from over 200 leading organizations across South Asia and Gulf region and eminent Speakers from the industry and professional – these are just few of the interesting facts pertaining to our extensive training activity. Sama believes in the promotion of best practices in Internal Audit through these workshops with covers the latest thoughts in the areas of Risk Management, Internal Control and Governances.

## About Broadleaf Capital International

Broadleaf is a leading risk management consultancy, with extensive experience providing risk management framework evaluation and enhancement services for large private sector and government organisations around the world. The parent company – established in 1991 and domiciled in Australia – has a small team of highly qualified personnel who take direct responsibility for assignments and work closely with clients at all levels.

We have considerable experience in tailoring our approach to the structure and culture of the organisations with which we work. These span a wide range of styles and cultures, from public sector policy-directed organisations to more technical and project-directed ones. We have worked widely in the public and private sectors of many countries, with particular experience in the large infrastructure, construction, utilities and resources environment.

We have provided many in-house and public training courses for a range of clients recently, as noted below, all tailored for the specific audiences. We have a broad range of training material on which we can draw.

### Payment :

Please enclose Cheque / DD payable at Mumbai in favour of 'Sama Audit Systems & Softwares Pvt. Ltd.' For overseas delegates the payment may be made by wire transfer – net of all Bank Charges  
Registration fee is non-refundable. A replacement is always welcome.

## FOUR EASY WAYS TO REGISTER



**MAIL** **Mumbai Office** 601, Janki Centre, 29, Shah Industrial Estate, Off Veera Desai Road, Andheri (W), Mumbai – 400053: Mr. Hitesh Dattani  
**Pune Office** : 11, Chaitranban, Block 'A', V Floor, Mumbai Pune Road, Pune – 411 003.

**PHONE/FAX** +912226743675  
+919870414071  
+912025541172

**EMAIL** info@samaaudit.com

**Broadleaf**

[WWW.SAMAAUDIT.COM](http://WWW.SAMAAUDIT.COM)