

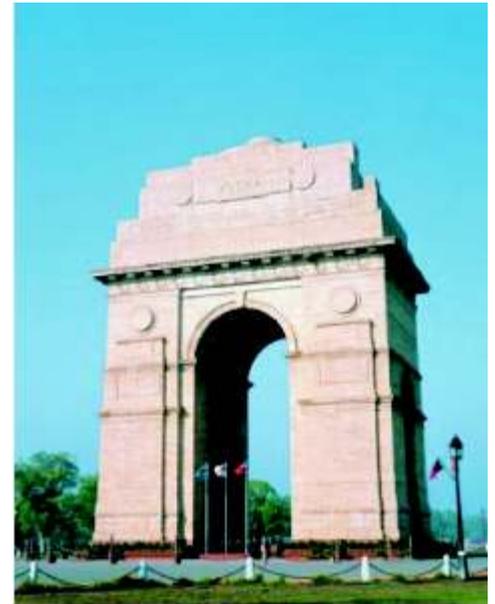
# ENTERPRISE RISK MANAGEMENT

Developing structured principles, practices and techniques  
for effective enterprise risk management

A Broadleaf and Sama Presentation



18th & 19th November, 2008  
The Orchid, Vile Parle (E),  
Near Domestic Airport,  
Mumbai 400 099, India



21st & 22nd November, 2008  
Surya Mahal, Radisson Hotel Delhi  
Near Mahipalpur Extension NH 8  
New Delhi 110 037, India



**Enabling  
Business  
Excellence**

# A Practical Two Day Workshop

“A structured & effective approach to enterprise risk management in this increasingly uncertain business environment”

**Gain value from this unequalled interactive event by securing expert advice on these vital issues**

- | Providing a thorough understanding of the principles of Enterprise Risk management (ERM) and Internal Control
- | Highlighting the key benefits and difficulties in implementing ERM across an organisation
- | Identifying how risk management adds value
- | Establishing which risks should be eliminated completely, which should have regular management attention and which are sufficiently minor to avoid detailed management attention
- | Planning a successful risk management strategy
- | Assessing the resource requirements and the benefits of different risk assessment techniques
- | Identifying common risk issues and learning how to tackle them successfully
- | Tracking the effects of the risks identified and managing them to a successful conclusion

## Lead Trainer & Facilitator

Dr. Dale F Cooper

Director, Broadleaf Capital International

The author of "Risk Analysis for Large Projects" (with Chris Chapman; Wiley, 1987)

"Project Risk Management Guidelines" (by John Wiley & Sons 2004)

**Dr Cooper's recent work includes project and organizational risk management assignments with:**

- | Large mining and resource projects, including nickel developments in New Caledonia and Indonesia, coal mines in Australia and New Zealand, and copper and gold in Papua New Guinea
- | Upstream oil and gas production, including strategic opportunity and risk assessments, project risk management for major strategic capital investments and post-investment reviews
- | Downstream hydrocarbon processing in Australia and Africa, including refinery upgrades to produce clean fuels and Gas To Liquids 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 road operators (both public and private sector)
- | Property Managers, developers and investment funds including quantitative risk analysis of retail property investments
- | Peer review activities of risk management activities in large organisations and projects

## Other Speakers

Deepjee Singhal, Chartered Accountant

Manish Pipalia, Chartered Accountant

## Session 1

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 new international standard on risk management, ISO 31000:2009, will be outlined.

## Topics:

- t Introduction
- t Workshop overview
- t Presenters
- t Participants
- t ERM Overview
- t Introduction to the main topics to be discussed in the course
- t Definition of 'risk'
- t ERM framework
- t ERM policy & standards

## Session 2

This session is concerned with the steps in the risk management process and how they are applied in an organisational setting. 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.

## Topics:

- t The Risk Management Process in an Organisation
- t Steps in the ERM process
- t The critical importance of the context
- t Organisational objectives, KPIs & consequence criteria
- t ERM & strategic planning

## Session 3

The steps in the process are extended to risk assessment and risk treatment, drawing on the material developed in the previous session. The relationship between top-down and bottom-up assessments will be described, and the relative roles of risk priorities and cost:benefit analyses for developing risk treatments will be discussed.

## Session 4

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. Organisational learning from successes and failures, ERM maturity assessment, integration of ERM in business processes and ERM performance indicators will all be discussed. Practical ERM implementation will also be discussed.

## Session 5

This session will describe the important role of Internal Audit in providing assurance for ERM in the organisation. It will touch on ERM as an input to Internal Audit planning, as well as the feedback from Internal Audit to ERM. The role of less formal assurance processes, like control self-assessment, will also be discussed.

## Session 6

Projects are an important activity in many organisations, and often central to organisational success. This session will extend the ERM process to projects, emphasising the common features and common framework that allows 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 in the organisation.

## Session 7

This session will extend some of the explanatory case material used in earlier sessions, to provide participants with examples and ideas for their own ERM implementation. It will cover cases from several sectors, although many of the main lessons are transferable across businesses, and we find the specific business culture of an organisation is often more important than the market sectors in which it operates.

## Session 8

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. We will endeavour to address matters of interest raised by participants in advance. The session will conclude with a summary of the main material and the key lessons.

## Topics:

- t Basic ERM process steps
- t Identifying risks: bottom-up & top-down
- t Risk analysis & evaluation
- t Risk treatment options, costs & benefits
- t ERM & business planning

## Topics:

- t Learning from Successes and Failures
- t Principles
- t Root cause analysis
- t Assessing ERM Maturity
- t Governance requirements & desired attributes
- t Maturity protocols & measures
- t Integrating ERM
- t Embedding ERM in key business processes
- t Performance indicators
- t Reporting
- t Implementing ERM
- t Risk Management Plans
- t Engaging senior management

## Topics:

- t Controls
- t Control assurance
- t Control self-assessment
- t Relationship with internal audit

## Topics:

- t Project Risk Management
- t Comparing PRM & ERM
- t Project governance & investment decisions
- t Tollgates, front-end loading & PRM
- t Quantitative risk analysis

## Topics:

- t Case studies
- t Oil & gas sector
- t Resources sector
- t Government sector
- t Quantitative risk analysis

## Topics:

- t Open session
- t Questions and answers
- t Discussion
- t Conclusions & lessons
- t What have we learned?
- t Personal planning

## Program Schedule - Day One & Two

08:30	Registration and Coffee	09:00	Morning Session Begins	10:30 - 10:50	Refreshments & Networking Break
13:00	Networking Luncheon	14:15	Afternoon Session Begins	15:30 - 15:50	Refreshments & Networking Break
17:00	Course Ends				

*Sama reserves the right to change any Topic/Speaker in the event of any contingency.*

# A Practical Two Day Workshop

## About Sama :

Enabling Business Excellence - that's our focus. Raise performance levels of internal auditors - that's our objective. Sama Audit Systems & Softwares Pvt. Ltd. - that's us. Our "Excellence" model enables us to deliver:

- ❖ Enhanced Performance
- ❖ Efficiency Maximization
- ❖ Effective Delivery

We offer software solutions, training and services that enable business excellence through our pool of experienced professionals. We seek to work closely with Internal Audit departments. Our customised solutions help an organisation to meet its specific needs. Driven by a passion for this field, it is our objective to elevate the function of Internal Audit within the organisation by enlightening Auditors and the Management.

Sama are the pioneers in promotion of audit and risk management software tools - Audit Process Tools from Methodware Ltd. New Zealand and Data Analysis Software - IDEA from Caseware Idea Inc., Canada in India.

## Methodware Softwares

Methodware is a world leading producer of Risk Management and Internal Audit software. Regardless of your organization's size and needs, these powerful and user-friendly tools will simplify your assessment process. These solutions incorporate/are consistent with internationally recognised GRC standards, methodologies, recommendations and legislation, including the Sarbanes-Oxley Act and Basel II. Methodware is extensively represented across the globe, with offices in the United Kingdom, North America and New Zealand and a network of partners selling and supporting our products in over 80 countries worldwide.

## 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.

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

## About your lead course trainer

After gaining a PhD in Operational Research from the University of Adelaide in South Australia, Dale Cooper held posts in the UK as a Research Fellow at the University of London and on the staff of Southampton University. He also undertook risk analysis on major hydroelectric and offshore oil and gas projects in Canada and the USA. After a sabbatical at the Australian Graduate School of Management, he wrote a book on 'Risk Analysis for Large Projects' (with Chris Chapman: Wiley, 1987).

In 1984 Dale joined the management consultancy Spicer and Oppenheim Consultants in London, working with finance sector clients in London, New York, Hong Kong and Australia. He returned to Sydney in 1988 as Joint Managing Director of the stockbroker Pring Dean McNall, part of the Standard Chartered Bank Group. After the successful sale of the stockbroker in 1990, he joined Standard Chartered Bank Australia as National Manager International Services, with responsibilities for the Bank's trade finance and priority banking businesses. He was also a member of the Bank's Executive Committee.

In late 1991, Dale Cooper founded Broadleaf Capital International, a specialist management consultancy offering high-level assistance and advice on all aspects of strategic and project risk management, including qualitative and quantitative risk assessments and the development and implementation of corporate risk management processes. Broadleaf is actively involved in risk assessments for many large projects around the world, for both private-sector and Government clients.

Dale Cooper is a Fellow of the Australian Institute of Company Directors, an Affiliate of the Securities Institute of Australia and an accredited provider of risk management consulting services to Government agencies in Australia and New Zealand. He is a member of the Standards Australia committee that developed the Australian and New Zealand Standard for Risk Management AS/NZS 4360 and he continues to be actively involved in the development of standards, methods and techniques for risk management. His new book, 'Project Risk Management Guidelines', was published by John Wiley & Sons in 2004.

## Who should attend

- † Directors
- † Business Leaders and Managers
- † Entrepreneurs
- † Chief Executive Officers
- † Risk Managers
- † Chief Internal Auditors
- † Team Leaders

## Programme Design & Delivery

The workshop will contain a blend of presentations, case studies, hands-on participant exercises and discussion.

## Registration Fees

- ✳ Rs. 19,663/- for one delegate (Inclusive of Service Tax) For Foreign Delegates : USD 500 per delegate ✳ Rs. 16,854/- per delegate for 3 or more delegates from the same organization (Inclusive of Service Tax) For Foreign Delegates : USD 450 per delegate
- ✳ Early bird discount : Rs. 16,854/- for one delegate for nomination received before 15th October, 2008 (Inclusive of Service Tax) For Foreign Delegates : USD 450 per delegate ✳ Rs. 15,730/- per delegate for 3 or more delegates from the same organization (Inclusive of Service Tax) For Foreign Delegates : USD 400 per delegate

## Four Easy Ways To Register



MAIL

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