



A 2-day intensive course on

Effective *Operational Risk Management* In Organisations

25-26 March 2009 | JW Marriott Hotel Kuala Lumpur

COURSE HIGHLIGHTS:

- Understanding What Operational Risk Management Is All About
- Operational Risk Management Fundamentals
- Measuring Operational Risks
- Grading And Reporting Your Operational Risk
- Knowing The Cornerstones Of Operational Risk Management
- The 4 Drivers Of Operational Risk
- Operational Risk Concerns And Impacts
- Other Inter-Related Risk Groups Or Domains Other Than Operational Risk
- Knowing Operational Risk Mitigants
- Tools To Manage Operational Risks
- Operational Risk Management And Today's Hype In Corporate Management
- Operational Risk Management...New Or Has Always Been Part Of Management's Concern?
- Focal Operational Risk In Any Organisation Non-Compliance With Regulatory Requirements Is A Major Issue
- Is Operational Risk Management (ORM) Difficult?
- Your Typical Operational Risk Management Framework Documentation
- Outcome When Your Operational Risk Management Structure Failed
- Issues In Operational Risk Management

PLUS:

- Past Global And Local Examples, War Stories, Lessons Learnt, Group Exercises, Quizzes
- **FREE** distribution of management book titled
"Guide to Operational Risks in Organisations"
3rd Edition, published in January 2008, written by Dr Josef Eby Ruin to each participant.

OBJECTIVES

This course aims to rationalise and identify that operational risks do not crop up just by themselves; but because there are inadequate or failed internal processes, systems, people as well as the state of affairs of the internal and external events that influence the organisation's business and operating environment. Among the many risk areas that were poorly or inadequately managed in business and non-business organisations is operational risk. This has caused many organisational and corporate failures.

Participants attending this course will learn and achieve the above objectives of identifying and managing operational risks and training in their organisations. They will learn how to measure/quantify the various operational risks in their business, products and services. They will also understand better the drivers of operational risks, which largely centres on people, systems, processes and the operating environment.

METHODOLOGY

Interactive Lectures, discussion, group learning, and brainstorming among groups. Using actual case studies both locally in Malaysia, and from overseas. Tests and quizzes. Discussion on articles and newspaper cuttings on risk management.

WHO SHOULD ATTEND

Senior Management, Board Members, Managers and Executives who want to understand and increase their Operational Risk Management systems.

Team Leaders, Managers and Senior Managers from following areas will benefit from this course:

- Strategic Planning / Operations Planning
- Corporate Planning
- Corporate Performance
- Performance Measurement
- Auditing
- Compliance
- Fund Management
- Financial Planning/Budgeting
- Strategic Analysis
- Project Management
- Organisational Development
- Policy Development
- Enterprise Development
- Total Quality Management
- Human Resource Planning
- Risk Management

Program topics, speakers and schedules published herein are confirmed as at printing time. Please refer to the event's timetable page at www.cmtevents.com for the most up-to-date information.

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COURSE CONTENTS

1. UNDERSTANDING WHAT OPERATIONAL RISK MANAGEMENT IS ALL ABOUT

- Operational risk management is both art and science
- Why operational risk management exists?
- Operational risk management set up of old versus today's set up

2. OPERATIONAL RISK MANAGEMENT FUNDAMENTALS

- The sine qua non for operational risk management
- The cornerstones of operational risk management
- Operational risk management philosophy
- Operational risk management policy
- Operational risk management framework, guide, procedures, processes

3. MEASURING OPERATIONAL RISKS

- You cannot manage what you can't measure
- Quantitative and qualitative model and concept
- Using the "ERIC" model to measure and categorise or grade your operational risk
- Know your proxy
- Linking proxy with risk loss tolerance limits, risk philosophy and risk policy

4. GRADING AND REPORTING YOUR OPERATIONAL RISK

- Grading your operational risk to high, medium, low risk categories
- Mapping your operational risk heat map or operational risk dashboard
- Reporting your operational risk
- Using your operational risk heat map or risk dashboard as your management tool

5. NOWING THE CORNERSTONES OF OPERATIONAL RISK MANAGEMENT

- Operational risk mgt philosophy
- Operational risk policy
- Operational risk culture
- Operational risk framework
- Roles of each and sundry
- People and human resources
- Reporting hierarchy
- Importance of conducive operational risk mgt environment, awareness, and organizational culture

6. THE 4 DRIVERS OF OPERATIONAL RISK

- Failure or inadequate/lack of internal control
- Failure or inadequate/lack of systems
- Failure or inadequate/lack of effective processes
- The dynamics of people as a driver of operational risk

7. OPERATIONAL RISK CONCERNS AND IMPACTS

- Meaning or significance of operational risk on its own
- Operational risk impact is the critical part
- What inherent operational risk is?
- Manage your inherent operational risk
- What residual operational risk is?
- Treat or address your residual operational risk

8. MINDFUL OF OTHER INTER-RELATED RISK GROUPS OR DOMAINS OTHER THAN OPERATIONAL RISK

- The concept of today's EWRM or enterprise-wide risk management
- The four risk groupings
- Credit risk management
- Market & treasury risk management
- IT/IS or systems risk management
- Operational risk management
- Other domains

9. KNOWING OPERATIONAL RISK MITIGANTS

- What operational risk mitigant is
- Are operational risk mitigant and control one and the same?
- Mitigants for operational risk

10. TOOLS TO MANAGE OPERATIONAL RISKS

- Management controls as a way to address and mitigate operational risk
- Addressing financial losses
- Proactive operational risk management
- Operational risk heat-maps, trends, and operational risk dash-boards
- Managing people to mitigate operational risk
- Key risk indicators and near misses reports.

11. OPERATIONAL RISK MANAGEMENT AND TODAY'S HYPE IN CORPORATE MANAGEMENT

- Directors role
- Expectation of senior management
- The welfare, resilience and continuity of organization
- Collapse of many MNCs due to inadequate or weak operational risk mgt prompted regulator's harsh stand
- Corporate governance starts with people governance
- Bottom line is organizational chaos if operational risk not adequately managed

12. OPERATIONAL RISK MANAGEMENT...NEW OR HAS ALWAYS BEEN PART OF MANAGEMENT'S CONCERN?

- Operational risk management function has been around since business era
- More hype today for operational risk because of past corporate failures
- Differences in conducting today's business today versus tomorrow's

13. FOCAL OPERATIONAL RISK IN ANY ORGANISATION NON-COMPLIANCE WITH REGULATORY REQUIREMENTS IS A MAJOR ISSUE

14. PAST GLOBAL AND LOCAL EXAMPLES, WAR STORIES, LESSONS LEARNT, AND SHARINGS OF OFFICE EXPERIENCES

15. GROUP EXERCISES/QUIZZES TO PARTLY TEST ON PARTICIPANTS' UNDERSTANDING OF THE SUBJECT MATTER

16. IS OPERATIONAL RISK MANAGEMENT (ORM) DIFFICULT?

- Operational risk mgt or ORM is a function of management
- ORM is a process in any business/non-business, and operational activities
- Ensuring quality and right product or service
- Doing things right (efficiency) as well as doing the 'right thing' (effectiveness)

17. YOUR TYPICAL OPERATIONAL RISK MANAGEMENT FRAMEWORK DOCUMENTATION

- Operational risk policy
- Operational risk awareness and identification
- Operational risk assessment or evaluation
- Operational risk measurement or quantification
- Operational risk treatment and control
- Operational risk monitoring and compliance
- Operation risk follow up and reporting
- Operational risk review and re-assessment of operational risk mgt policy and ORM framework

18. OUTCOME WHEN YOUR OPERATIONAL RISK MANAGEMENT STRUCTURE FAILED

- Inadequate or poor corporate governance
- Financial losses
- Non-financial losses
- Regulatory sanction

19. ISSUES IN OPERATIONAL RISK MANAGEMENT

- Financial and non financial losses
- Inadequate or failed internal controls and processes
- People risk
- Systems risk
- External event and business environment
- Business continuity (BCP)
- Terrorist threat and money laundering operations
- Crisis and disaster management, organizational resilience
- IT / IS risk issues
- Operational risk issues of people, process, systems and external events or business environment

20. GROUP EXERCISES, QUIZZES, TESTING UNDERSTANDING OF OPERATIONAL RISK MGT

21. SHORT SNAPSHOTS OR CONTEMPORARY ESSAYS ON RISK MANAGEMENT

- In union with risk
- Cornerstones for credible risk management
- Instilling risk management culture as an element of an organisation's corporate governance
- Key risk issues and fundamentals
- Conceptualising operational risk management tools and dashboard (risk matrices)
- Insights into operational risk and work culture in an organization
- The hype of today's risk management vis-à-vis corporate governance and business ethics

22. CONCEPTS IN RISK MANAGEMENT

REGISTRATION

EFFECTIVE OPERATIONAL
RISK MANAGEMENT
IN ORGANISATIONS

Name	_____
Position	_____
Email	_____
Name	_____
Position	_____
Email	_____
Tel	_____
Fax	_____

Company	_____
Address	_____
City/Postcode	Country
Approving Manager's Name	_____
Position	_____
E-mail	_____

Fees: The full Registration Fee includes cost of all sessions, luncheon, coffee/tea & documentation.

	1 Person	Group fee for 3 or more* (from the same company)
Regular Fee	RM2,795	RM2,495 (MIN SAVINGS OF RM900)

* Terms and conditions apply.

Cancellations, Refunds & Transfers: A full refund will be promptly made for all written cancellations 3 weeks before the meeting. Thereafter, cancellations are not refundable. A substitute may be made at any time.

Cheques : Crossed & payable to
"Centre for Management Technology Sdn Bhd"

Photocopy Registration Form to Preserve Brochure Copy. March 2009

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CERTIFICATE OF COMPLETION

A Certificate of Completion will be awarded upon successful completion of each program. This serves as evidence of your personal and professional commitment to you career.

PROGRAM TIMING
 Registration: 8.30 am, Course Begins: 9.00 am,
 Morning Coffee: 10.30 am, Lunch: 1.00 pm to 2.00 pm,
 Tea Break: 3:30 pm, Course Ends: 5.00 pm

Register online ~ www.cmtevents.com

LEARN FROM THE BEST

Dr Joseph Eby Ruin @ Dr Josef Eby Ruin, FCCA; CA, Hon DBA(Mgt Phil).

Joseph Eby Ruin graduated in ACCA(UK) in 1976. He became an Associate Member in 1979, and elevated to Fellow Member in 1984. He is also a member of The Malaysian Institute of Accountants since 1983.

Joseph's executive and managerial career has spanned the past 3 decades. Throughout these 30 years of career, he had worked in 6 different banks as Branch Manager and later at Head Office. In the 5 non-banking organisations that he joined he held various executive/ managerial capacities, like serving as Head of Internal Audit/Chief Auditor and Secretary to the Board's Audit Committee.

Before his retirement in April 2007, he was the Chief Risk Officer/Head of Risk Management Division of a large Malaysian commercial bank, where he supervised and managed the 4 risk management departments in the bank namely: Credit Risk Mgt Dept, Operational Risk Mgt Dept, Market/Treasury Risk Mgt Dept, and Systems (IT/IS) Risk Mgt Dept.

Prior to that he was the General Manager and Head of Operational Risk Mgt Dept as well as the Anti-Money Laundering/ Counter-Financing of Terrorism Compliance Officer of another large commercial bank.

Joseph has authored 18 management-books to date. A few of which are Enterprise-wide Risk Management Made Easy, Managing Operational Risks in Organisations, Managing Crisis in Organisation, Guide to Effective Management of Business Organisation, Guide to the Management of Anti-Money Laundering and Counter-Financing of Terrorism, Audit Committee... Going Forward Towards Corporate Governance(book published by the Malaysian Institute of Corporate Governance).