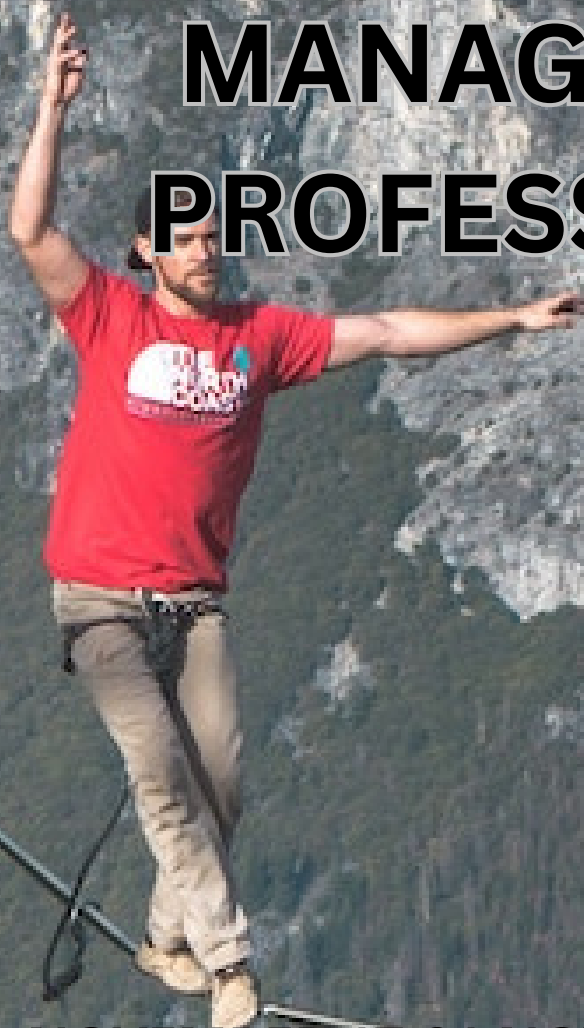




CERTIFIED ENTERPRISE RISK MANAGEMENT PROFESSIONAL.



**NOVEMBER 17-21 NOVEMBER 2025
MOMBASA, KENYA.**

KEY TOPICS

- Risk Identification & Assessment
- Risk Measurement & Monitoring
- Risk Mitigation & Resilience
- Embedding ERM into Strategy
- Scenario Analysis
- Risk Reporting



**MOHAMMAD
SALMAN KHAN**

The Enterprise Risk Management (ERM) Masterclass is designed as an intensive and highly interactive program that equips participants with the latest knowledge, tools, and techniques to build and implement a resilient, integrated ERM framework. With risk evolving at an unprecedented pace—driven by technology, regulatory pressures, geopolitics, and market volatility—organizations need leaders who can align ERM with strategy, governance, and performance. This 5-day program blends global best practices, real-world case studies, and forwardthinking frameworks. Participants will not only gain technical mastery of ERM tools but will also develop leadership insights into risk culture, governance, and resilience.

Learning objectives

- **Mastery of ERM Frameworks** – Deep understanding of ISO 31000, COSO ERM, and regulatory expectations.
- **Risk Governance Alignment** – Learn how to integrate risk appetite, strategy, and performance.
- **Tools & Techniques** – Practical application of RCSA, KRIs, Heatmaps, and Risk Dashboards.
- **Forward-Looking Risk Approaches** – Embedding scenario planning, stress testing, and resilience into ERM.
- **Risk Culture & Leadership** – Building effective risk culture and driving accountability across the three lines.
- **Technology & Emerging Risks** – Addressing cyber risk, AI ethics, ESG, third-party risk, and digital disruption.
- **Practical Implementation** – Case studies, group exercises, and a final simulation on ERM decision-making.

Benefits of Attending the Program

- **Global Perspective** – Insights into international regulatory expectations and industry best practices.
- **Strategic Edge** – Ability to position ERM as a value-creation tool rather than a compliance burden.
- **Practical Skills** – Hands-on exercises, risk workshops, and real-life scenarios to ensure implementation readiness.
- **Networking Opportunity** – Engage with senior peers across industries and geographies.



DAY 1 - ENTERPRISE RISK MANAGEMENT

MORNING SESSION

Module 1: Risk Definition, Process and Risk Taxonomy

- 1.1. Concept of Risk - What is Risk in the context of an organisation
- 1.2. Risk Management process
- 1.3. Taxonomy of risks (Operational, Credit, Market, Strategic, Reputational, IT, Legal etc.)

Module 2: Concept of ERM and its relationship with COSO Risk Management framework

- 2.1. What is ERM in the context of the COSO ERM Integrated Risk Management framework
- 2.2. Uses of ERM across an organisation

ERM Group Discussion & Case Study 1- Wellsfargo

Module 3: ERM Rationale, Role, Ownership & Lifecycle

- 3.1. Why Implement ERM? Value Proposition for implementing ERM
- 3.2. ERM lifecycle

LUNCH BREAK AFTERNOON SESSION

- 3.3. Role of ERM
- 3.4. Ownership and Responsibility of ERM

Module 4: Risk Management Frameworks & ERM Implementation & Evaluation

- 4.1. Other Risk Management frameworks
- 4.2. ISO 31000 framework overview
- 4.3. Steps firms can take immediately to implement ERM

ERM GROUP EXERCISE & CASE STUDY 2-VOLKSWAGEN

- 4.4. How long does it take to implement ERM in an organisation?
- 4.5. Evaluation of ERM

DAY 2 - ENTERPRISE RISK MANAGEMENT

MORNING SESSION

Module 5: Risk Management Tools, Appetite, Tolerances, Capacity and Requirements for building an ERM function

- 5.1. ERM Risk Management Tools & Techniques (Brainstorming, KRIs, RCSA, SWOT & Scenario Analysis).
- 5.2. Risk Appetite, Tolerances and Risk Capacity Concept.
- 5.3. Specific objectives an organisation should accomplish as part of initially establishing an ERM function.
- 5.4. Types of skills are needed to implement ERM.
- 5.5. Steps required to be taken to build risk management capabilities for an effective ERM?

ERM GROUP DISCUSSION & CASE STUDY 3-WENDY'S

Module 6: Risk Assessment Process - Strategies for improvement & its importance in the context of ERM

- 6.1. How does management improve the organisation's risk assessments
- 6.2. How important is risk assessment to the ERM effort

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Module 7: Risk Treatments, Infrastructure, Risk Maturity and embedding and managing a successful ERM

- 7.1. Risk responses available to manage risk

- 7.2. Elements of risk management infrastructure & why are they important and how they are considered?

- 7.3. Risk Management capability and Maturity Model Illustration

- 7.4. Is it better to design an ERM process first and then select the appropriate ERM software or vice versa?

- 7.5. How do we build a compelling business case for ERM

ERM GROUP EXERCISE & CASE STUDY 4

- 7.6. What are the key success factors or measures of success when evaluating the effectiveness and impact of ERM implementation, i.e., how can we know whether an ERM approach has been successful

CONCLUDING REMARKS AND FINAL Q&A SESSION

DAY 3 - ENTERPRISE RISK MANAGEMENT

MORNING SESSION

Module 8: ERM Components, Implementation, Pros & Cons and Developing an ERM Framework.

- 8.1. Components of Enterprise Risk Management.
- 8.2. How to implement Enterprise Risk Management Practices
- 8.3. Advantages and disadvantages of Enterprise Risk Management.
- 8.4. ERM Practices - Pros & Cons.
- 8.5. What types of risks does Enterprise Risk Management address?
- 8.6. How to develop an Enterprise Risk Management framework
- 8.7. Frequency of Enterprise Risk Management framework review

LUNCH BREAK AFTERNOON SESSION

Module 9: Output of an ERM process, KRIs & Risk Management tools.

- 9.1. Output of an ERM process
- 9.2. Monitoring Top Risks with Key Risk Indicators (KRIs)
- 9.3. Risk Management Identification - Best Practice Methods
- 9.4. Decision Tree diagram
- 9.5. Influence Diagram
- 9.6. SWOT Analysis
- 9.7. Fishbone Diagram
- 9.8. Process Maps.

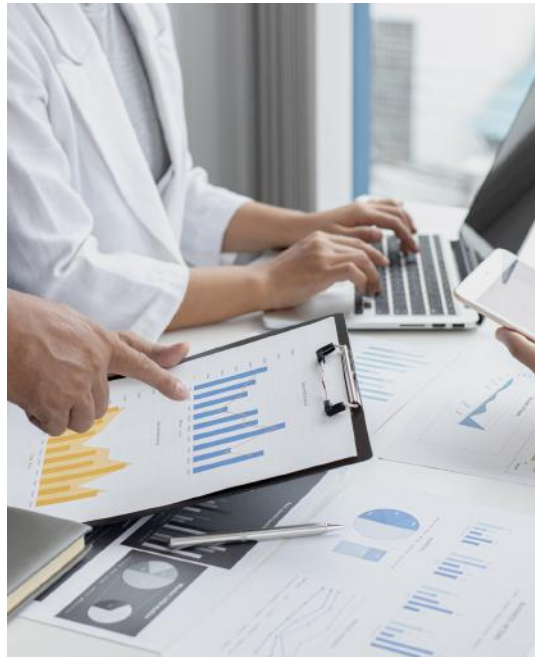
DAY 4 - ENTERPRISE RISK MANAGEMENT

MORNING SESSION

Module 10: Output of an ERM process, KRIs & Risk Management tools.

- 10.1. Scope of Risk Categorisation from an ERM perspective
- 10.2. Strategic Risk Categories
- 10.3. Operational Risk Categories
- 10.4. Financial Risk Categories
- 10.5. Other Risk Categories
- 10.6. The need to consider Existing & Emerging Risks from an ERM perspective
- 10.7. KPIs in the context of ERM
- 10.8. Cascading Effects of a Risk Event

LUNCH BREAK AFTERNOON SESSION



Module 11: ERM Deep Dive (Key Associated Elements of ERM) with Case study Classroom Discussion

- 11.1. Causes of Risk
- 11.2. Role of Risk champions & Risk centers in the context of an ERM
- 11.3. Crisis Management in the context of ERM
- 11.4. Elements of a continuity plan in the context of ERM
- 11.5. Monitoring and ERM
- 11.6. Tools used for monitoring
- 11.7. Critical Risk Mitigation Plan example
- 11.8. Evaluation of an ERM program
- 11.9. Risk Optimization in the context of ERM

Business Case Study: Enterprise Risk Management at Toyota.

DAY 5 - ENTERPRISE RISK MANAGEMENT

MORNING SESSION

Module 12: Top ERM trends and a look at ESG & its relationship with ERM

- 12.1. Top 12 Trends in Enterprise Risk Management to look out for 2023.
- 12.2. Future trends in Governance, Risk and Compliance in the context of ERM
- 12.3. ESG - Inception and Concept
- 12.4. ESG Risks - What are they?
- 12.5. ESG Scandals
- 12.6. Integrating ESG into Enterprise Risk Management for Regulatory Compliance

AFTERNOON SESSION

Module 13: Group Case Study & Exam

- 13.1. The Wells Fargo Scandal - Group Discussion in the context of ERM
- 13.2. Exam



**This course is available as a public and in-house and can be delivered as a
LVT- Live Virtual Training**

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