

EXECUTIVE PROGRAMME IN RISK MANAGEMENT (EPRM)



Global Risk Management Institute



Strategic Partnership
GENEVA
GRADUATE SCHOOL
of GOVERNANCE

Strategic
Knowledge Partner

protiviti
Face the Future with Confidence

Cyber
Knowledge Partner

Quick Heal
Security Simplified

Associate Partner

 **The Institute of
Internal Auditors
India**

Strategic Partner

AFFILIATE OF
SRM
SOCIETY FOR HUMAN
RESOURCE MANAGEMENT



ABOUT GRMI

Gurgaon-based GRMI is pioneering in putting together a cutting-edge curriculum in Risk Management to educate aspiring professionals for a successful career in the Risk Management market, which is estimated to be upwards of USD 40 Billion and growing. It is the first-of-its kind comprehensive Risk Management curriculum in the world, covering end-to-end fundamentals of Risk Management across multiple industry verticals such as manufacturing, retail, banking, life sciences, telecom, hospitality, etc.

Credibility at GRMI is defined by the quality of leadership that is driving the entire programme. GRMI is led by a distinguished Dean, an exceptionally learned Board of Directors and Strategy Board. GRMI aims to be a hallowed portal for creating future leaders for the country and the globe by leveraging guidance and directions from learned Academic Council which has strong mix of Academicians and Industry leaders, and an eminent Board of Governors which comprises of national and international members from industry and academia.

GRMI is committed to ensuring an environment where aspiring risk professionals get to interact with more global risk leaders than what any other institute can offer.

BOARD OF DIRECTORS*

ADITYA PANDE

Emerging Markets CFO for GE'S Healthcare Business

PROF. PRITAM SINGH

Former Director IIM Lucknow, MDI Gurgaon and IMI

CHETAN MATHUR

Former Sr. Director Controller India Region, PepsiCo

PROF. MADHU VIJ

Professor at FMS, Delhi University

STRATEGY BOARD

SUBODH BHARGAVA

Chairman of the Board of Tata Communications Limited

MUKESH BUTANI

Non Executive Chairman, BMR Advisors and Partner, BMR legal

P. K. MUKHERJEE

Former Managing Director of Sesa Goa Limited

LATE SHRI. AMAL GANGULI

Former Chairman of PwC, India and GRMI

DALIP SINGH

Senior IAS Officer

SURESH KRISHNAN

Managing Director at Zuari Global Limited

AFZAL MODAK

Independent Advisor & Former Global Transition Leader for GE

MOHIT LAL

Chairman & CEO of Pernod Ricard Global Travel Retail

VIJAY K. THADANI

Vice Chairman & Managing Director Of NIIT Limited

BOARD OF GOVERNORS

ALEX DALI

President - The Global Institute for Risk Management Standards

ARNOUT VAN DER VEER

Chief Financial Officer at Reed Elsevier

JEAN-PIERRE WIRTZ

Former Head of Internal Audit at Givaudan, Geneva

RITU CHAWLA KOCHHAR

Consultant at Spencer Stuart

ALEX SHIREY

Vice President Internal Audit at Delphi Corporation

DILIP BIDANI

CFO at Dr Lal PathLabs, Gurgaon

RAVI BHOOHALINGAM

Former President of the Oberoi Group of Hotels

ANUJ KAPOOR

MD in the Investment Banking Business at Barclays Bank, India

HARMINDER DHALIWAL

GE Global Operations Finance Leader based out of Fairfield, CT

RUSS CHARLTON

SVP & Chief Auditor for Time Inc. (TIME)

* Emeritus Board of Director, Late Shri. Amul Ganguli

OUR ACADEMIC COUNCIL

CHETAN MATHUR

Former Sr. Director Controller
India Region, PepsiCo

PROF. PANKAJ SINHA

Professor at FMS,
Delhi University

MRS. JYOTSNA ARORA

Associate Professor at LSR,
Delhi University

DR. REKHA DAYAL

Associate Professor in Dept. of
Commerce at JMC, DU

DR. J.L. GUPTA

Professor of HRM at MDI,
Gurgaon and GRMI

P. K. MUKHERJEE

Former Managing Director of
Sesa Goa Limited

JITENDRA NAYYAR

CFO, Ackno Insurance &
Former CFO, Aviva Insurance

PROF. MADHU VIJ

Professor at FMS,
Delhi University

DR. SONALI HAZARIKA

Assoc. Prof. in Finance , Zicklin
School of Business, (CUNY)

PROF. VINAY DUTTA

Professor at Fore School of
Management, New Delhi

EXECUTIVE PROGRAMME IN RISK MANAGEMENT (EPRM)

Today, Risk Management is gaining prominent space at all board management meetings due to the volatile external environment and recent pronouncements in company law. It is therefore imperative for professionals to upscale themselves with knowledge in Risk Management and add a new essential skill-set to their professional skills.

The Executive Programme at GRMI has been curated by experienced Global Business Leaders based on their assessment of the need for continuous knowledge enhancement. This upskilling will help Managers excel in their individual careers and develop successful organizations.

Our executive programme is meant for working professionals who will benefit themselves and their organizations by honing their skills in areas of risk which are relevant in their work space.

We will continue to evolve our Executive Development Programme and adapt to the changing needs of the corporate world, to deliver the best to our candidates. Our experienced team, along with our partners, will continue to upgrade the EPRM with the changing global trends and skills required to effectively deliver to them.

CORPORATE OVERVIEW

- As businesses grow across countries, the need to manage new and volatile market dynamics becomes an imperative. Risk Management in such instances becomes a focus area and in turn organizations are now investing heavily in building Risk Intelligent Organizations and thus require risk intelligent professionals.
- Some to many profiles and skill sets will soon become redundant with Artificial Intelligence and Robots expected to take over much of the regular/repetitive work, thus requiring professionals to retool.
- Corporates are looking for specialized skill sets across industries and job profiles, to drive more productivity as generalists are expected to have working knowledge of erstwhile specialization e.g Risk Management.
- In addition to the heavily regulated industries like Banking and Insurance, other industries like Manufacturing, KPOs, E Commerce, Retail etc. have started investing in building in house Risk Teams and calling out for Chief Risk Officers.

“
The curriculum
has been
drafted by
professionals
with collective
experience
of 100+ years
in the risk
consulting
space.
”

KEY BENEFITS OF EPRM

EPRM at GRMI, offers the following to its candidates:

- Opportunity to switch roles in existing organization, as the candidate will be equipped with in-depth practical knowledge of business processes and ability to take risk intelligent decisions.
- Opportunity to get into dynamic professional roles in leading consulting firms, MNCs and new age start ups.
- Fast track career growth as employees who have worked in risk management roles see better career growth in many Indian and Fortune 500 companies.
- Road map to CXO roles, with the ability to bring in 360 degree thinking while making business decisions.

TEACHING METHODS



CASE STUDIES



SIMULATIONS



ROLE PLAYS



CLOSED GROUP ANALYSES



APPLIED LEARNING PROJECTS



TRADITIONAL LECTURE SESSIONS

PROGRAMME OVERVIEW



Programme Duration:

6 Months programme with 340 Hours of Classroom time which would be spread over appx. 28 weekend (12 hours/weekend)



Frequency of Class:

- Classes would be on both Saturdays and Sundays
- Apart from the classroom hours, individual and group assignments shall be given which the students would need to complete during off-campus hours



Type of Programme:

Weekend Classroom programme



Who Should Apply:

Working professionals across different roles like procurement, sales and marketing, manufacturing, HR, Audit, Compliance, Controllership, consulting roles etc.



Admission Process:

1. Applicants can fill the application form online through the website. The application form should be filled online. It can be downloaded at: www.grm.institute/admissions
2. Personal Interview process



Fee Structure:

INR 490,000 (including study material cost)

PROGRAMME STRUCTURE AND DETAILS

BUSINESS VALUE CHAIN AND OPERATING MODELS

This paper includes understanding of organizational framework models, understanding of strategic, operating and support processes in an organization along with typical value chain components – including planning & budgeting, procurement, vendor management, inbound logistics, manufacturing operations, marketing & selling, and after-sales service. The paper will enable detailed learning of all business processes individually and establish linkages across processes. To make the learning experience relevant we will provide this overview, cutting across industry segments like retail, manufacturing, services, hospitality, banks and telecom, among others.

PROCESS MAPPING, ENHANCEMENT AND VALUE STREAM MAPPING

The paper will focus on the art of developing process maps for each sub-process, drafting process activities, use of aesthetics and employing industry-accepted symbols for inputs, outputs, interfaces, activity owners, etc. It will also cover nuances in each business process for various industry verticals such as Retail, Service, Hospitality, Financial Services, Telecom, and Manufacturing. Effective depiction of any organization's current business processes makes for easy and accurate understanding, and is often the first step to getting to recognize gaps, risk and potential improvement opportunities.

PROCESS ASSURANCE AND OPERATING EFFICIENCY - PART 1

The paper will impart a detailed understanding of the globally accepted COSO (Committee of Sponsoring Organizations of the Treadway Commission) framework on internal controls and explain the role of an audit committee to ensure strong governance standards. The paper will bring out the best practices in internal audit execution methodology, including developing an internal audit plan, scoping, interactions with auditee stakeholders, elements of process understanding, interviewing techniques, 5W analysis, sampling techniques, effective use of analytics in audit, work-paper documentation, importance of management and executive leadership reporting, including format and guidelines, attending management committee and audit committee meetings.

PROCESS ASSURANCE AND OPERATING EFFICIENCY - PART 2

The paper will provide a holistic approach to management of business risks through controls, development of risk & control matrix (including control objective, type of control, control ownership definition and frequency of controls), evaluation of control design and effectiveness. The paper will focus on bringing out risks in typical business processes – source to pay, order to cash, inventory, fixed assets, human resource & payroll and best practice controls to mitigate the business risks effectively. The curriculum also includes appreciation of the elements called out in this paper in different industry segment context, similar to the explanations for Business Value Chain and operating models.



PROGRAMME STRUCTURE AND DETAILS

INTERNAL CONTROLS OVER FINANCIAL REPORTING ('ICFR' OR 'SARBANES OXLEY' OR INTERNAL FINANCIAL CONTROLS)

This paper will consist of a refresher course on accounting fundamentals, understanding operational controls vis-a-vis financial reporting controls, assertions of financial statements, understanding fundamentals of ICFR or Sarbanes-Oxley ('SOX') requirements, SOX planning, SOX audit methodology (scoping, process understanding, documentation, design testing, effectiveness testing, deficiency reporting & remediation), concepts of materiality, material weakness and significant deficiencies.

CONCEPTS OF ENTERPRISE RISK MANAGEMENT ('ERM')

The paper will focus on understanding of the objective of an enterprise, the types of risks impacting the enterprise, and establish a link between the two. The paper will include various concepts of risks, such as inherent risk, residual risk, impact/likelihood and velocity of risks, and effective use of controls as risk mitigants. It would also touch upon concepts of risk tolerance and the development of risk scales for an organization, and monitoring and reporting practices of risks in an organization.

SECTORIAL VIEW OF ERM

This paper focuses on deeper understanding and application of concepts of ERM with break-out sessions to facilitate groups to do in-depth studies across various industry verticals, such as Retail, Service, Hospitality, Financial Services, Telecom, and Manufacturing. The learning experience will take students through the entire journey of preparing Risk Heat Maps capturing Inherent and Residual Risks, including drivers for movement of Inherent Risk to Residual Risk and implications of residual risk being higher than the risk tolerance level of the organization for a particular type of risk. GRMI prides itself that this would be the kind of domain expertise gained from experiential learning that sometimes even senior leaders in consulting and corporates in India and globally currently struggle in.

A man in a dark suit, white shirt, and patterned tie is standing and gesturing with his right hand. He is smiling and looking towards the right. In the foreground, the back of a woman's head with long brown hair is visible, and she is sitting at a white table. Another person's shoulder and arm are visible on the left. The background is a plain white wall.

PROGRAMME STRUCTURE AND DETAILS

MANAGING REGULATORY & COMPLIANCE RISKS

The paper will cover the key regulatory risks facing global conglomerates – Anti Bribers' risks (governed by the Foreign corrupt practices Act, UK Anti Bribery Acts, among others), Money laundering risks (governed by AML Acts), and other industry-specific regulatory compliance risks. The paper will focus on regulatory requirements for managing such risks, and development and execution of control frameworks to assess, mitigate and monitor such risks. It will also bring out the concept of four lines of defense in an enterprise, role of the Board of Directors and CXOs in Risk Management, and the liabilities of Directors.

APPLIED DATA ANALYTICS

The paper will not only explain the concept of data analytics and use of data analytics tools such as Excel, Access, ACL, SPS, etc. but also give detailed concepts on application of data analytics for managing risks across business processes such as source to pay, order to cash, fixed assets, inventory etc. Along with ERM we consider this paper to be one of our significant differentiators in terms of what it does to enhance analytical thinking in risk and business context. It is the ability to link the impact of error across various links of a business value chain, and the ability to convert mass of mega data into intelligent and relevant information for effective risk decision making.

DIGITISATION - EVOLVING RISK MANAGEMENT

This paper will focus on bringing out the enhanced focus of organizations in using technology and automation to drive efficiency and effectiveness in different aspects of Risk Management including but not limited to Internal Audit, Sox testing, Regulatory compliance, Analytics etc. The paper will include the best in class digitized tools and techniques currently being used by organizations to give a practical perspective.

APPLIED CYBER SECURITY

This paper will focus on understanding various approaches to securing Information systems in an organization from potential threat or damage to hardware, software or information stored in the systems. It would also cover the risk of potential disruption or misdirection of services that the organization provides due to a failure to protect its Information systems.

WHY STUDY AT GRMI?

1. HOW CREDIBLE IS THE INSTITUTE?

The Management team, consisting of Core Founders and Mentor is supervised by an eminent Board of Directors and Strategy Board. Academic Council which has strong mix of Academicians and Industry leaders and an eminent Board of Governors which comprises of national and international members from industry and academia play a significant role in running the Institute.

2. WHAT DISTINGUISHES THE PROGRAMME FROM OTHERS?

The key differentiators are as follows:

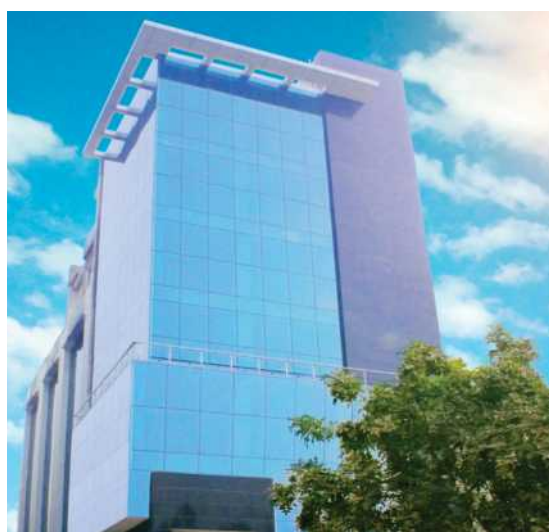
- The course content is tailored to create risk domain experts, and is a curriculum that in terms of comprehensiveness and depth is going to be the first not just in India but in the world;
- The curriculum has a strong component of real-life case studies that make the experience significantly more interesting and experiential than classroom learning;
- A significant number of instructors will be from the corporate world, who will bring with them the depth of domain knowledge critical for delivering a specialized curriculum, differentiated from generic qualifications;
- The curriculum and learning experience are co-created with the key stakeholders of the ecosystem of risk – leading corporates and risk consulting firms. This ensures the relevance and acceptance of both the curriculum and the qualification.

3. IS THERE SOMETHING THAT ONLY GRMI CAN PROVIDE ME?

GRMI is a pioneer institute which offers cutting edge curriculum in Risk Management. Our Executive Programme curriculum is designed after in depth analysis of Training & Development needs highlighted by corporates across the globe. The concepts you learn at GRMI, can be applied to your professional work from day one.

As the world is fast shrinking and globalization is the way forward for almost every large corporate, the need for effective Risk Management is felt more acutely than ever before. Being oblivious to global cultures is no longer a luxury that aspiring professionals can afford. The curriculum and teaching pedagogy at GRMI, trains you on globally accepted standards, and make you ready for global career options.

At GRMI we are committed to building “world beaters” who will be all-rounded professionals and not mere risk domain experts.



GURGAON CAMPUS

Global Risk Management Institute,
Plot No. 88, Sector 44,
Gurgaon - 122 002, (Haryana)

REGISTERED OFFICE

Risk Educators Pvt. Ltd.
Level 15, Eros Corporate Tower,
Nehru Place, New Delhi - 110 019

Email : connect@grm.institute or admissions@grm.institute

Follow us:



Global Risk Management Institute |



Global Risk Management Institute

www.grm.institute