

Certified Strategic Auditor (CSA)TM

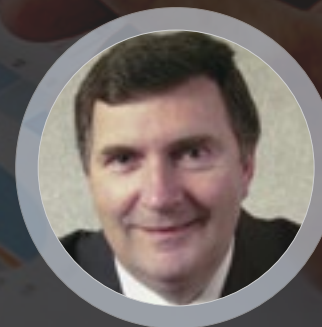
*Apply An Insightful Audit Approach To Review And Drive All Aspects Of
Business Strategy*

12 – 16 July 2020

Hilton Dubai Al Habtoor City, Dubai, UAE

In attending this course, the delegate will learn how to:

1. **Ensure** the strategic objectives are effective and measurable
2. **Assess** the effectiveness of the Board and senior management oversight
3. **Ensure** a clear risk appetite is established for all strategic objectives
4. **Assess** the strategic evaluation of joint ventures, partnerships and externally provided services
5. **Evaluate** the effectiveness of the linkage between Strategy and Corporate Governance



Led by

Phil Griffiths

Audit Guru | CEO
Professional Advisor & Practitioner
Trainer | Published Author

OFFER

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This Accredited Program is a Certification Training Program offered jointly with the International Board of Standards and the GAFM® AAPM® Certifying Body. The Certification Board is TUV Accredited and ISO 29990 Certified for Training Educational Standards where accredited training counts for legal, accounting, management, and other Continuing Education Units. This program is also ISO 9001 Certified for Quality and has been recognized by the Arab Academy for over 20 Nations. The Certifying Board is in academic standards alliance with the ACBSP National Business Accreditation Agency for Certification Standards worldwide for over 1000 business school programs. The GAFM® & AAPM® Board of Standards is a founding member of the quality assurance standards memorandum of the CHEA International Quality Group.

COURSE INFORMATION

Course Introduction

It is crucial that Internal Audit and other assurance providers can review the strategic management of the business rather than just assess the financial and operational aspects. A strategy audit involves assessing the strategic management and direction of a business, and how well the organisation is internally aligned to support these objectives.

This highly interactive and comprehensive course provides the tools, techniques and skills to become a strategic auditor. This comprehensive five-day programme will focus on:

- Assessing the viability of the strategy taking into account the external environment and market pressures
- Having an audit approach when reviewing all aspects of the business strategy, thereby offering valuable insights to senior management and ideas to enhance the process
- Playing a valuable role by providing objective assurance that strategic plans are effectively communicated, understood and implemented
- Why Internal Auditors are in an ideal position to appreciate how the pieces of the strategic management jigsaw fit together
- Assessing the organisation's risk appetite through the correct and consistent use of the risk management process
- Asking questions about the way the organisation organises, implements and sustains strategic management to support good governance

The course will enable delegates to enhance their skills in the following disciplines:

- Evaluating the pulse of the organisation
- Reviewing the business culture
- Assessing for process for robust challenge by the Board
- Reviewing the effectiveness of decision-making process
- Assessing the political and economic environment
- Ensuring strategic management of external parties
- Reviewing the Audit Committee process (specifically relating to Code of Governance challenges)
- Assessing the strategic approach regarding regulatory compliance

Course Methodology

This highly interactive course is packed with exercises and case studies to provide practical application of the methods and processes covered.

There are both group and individual exercises, with many opportunities to share experiences and ideas generated.

Course Requirements And Certificates

Delegates must meet two criteria to be eligible for a GAFM Certificate of Completion for a course:

ASSESSMENT:

1. Successful completion of the course assessment leading to the Certified Strategic Auditor (CSA)[™]

ATTENDANCE:

2. Delegates must attend all sessions of the course. Delegates who miss more than 2 hours of the course sessions will not be eligible to sit the course assessment.

Delegates who do not meet these criteria will receive an Informa Certificate of Attendance. If delegates have not attended all sessions, the Certificate will clearly state the number of hours attended.

Who Should Attend

This course will benefit senior professionals in all business sectors and will specifically benefit:

- Internal Audit Directors
- Chief Audit Executives
- Audit Managers
- Senior Auditors
- Auditors who need an appreciation of strategic business management
- Other senior Assurance professionals such as Compliance Officers and Senior Quality Auditors

Why You Should Attend

The long term success of a business is dependent on effective strategic management. Therefore it is very important for Internal Auditors to review this crucial process.

This course focusses on the tools and techniques required to become a strategic auditor (in order to review and challenge the strategy processes of the organisation).



Earn your Digital Certification and broadcast your achievement to your peers

Enhance your professional presence online - create a custom message and let everyone know why your accomplishment is important on all your social platforms

COURSE OUTLINE

Course Timings: Registration will be at 08:00 on Day One. Course sessions will start promptly at 08:30 and end at 14:30. There will be breaks for refreshments at approximately 10:30 and 12:30 and lunch will be served at the end of each day's session.

DAY ONE

THE STRATEGIC DIRECTION OF THE BUSINESS

Session 1 – Reviewing The Strategic Objectives

- Clearly aligning the strategic objectives with the vision and the direction
- Testing each objective against the vision and direction before being accepted
- Managers contribute to the definition of performance measures and SMART objectives
- The communication plan – Ensure managers know and understand the strategic objectives, particularly the ones that affect their area

Exercise 1 – Determining whether the strategic objectives are SMART

Session 2 – Determining Effective Risk Appetite For All Strategic Objectives

- How has the organisation determined its overall risk appetite?
- To what extent is the Risk appetite statement (RAS) aligned to and consistent with the declared values of the organisation?
- How does the RAS take into account the expectations of external stakeholders?
- How does the risk appetite process incorporate review and update of risk appetite levels?

Exercise 2 – Reviewing and challenging the RAS

Session 3 – Reviewing The Business Culture

- Evaluating the risk culture (is it risk averse or embracing?)
- The decision-making process
- Change readiness and acceptance
- Approach to ensure the culture is embedded
- Comparisons with others in the sector

Exercise 3 – Assessing the business culture

Session 4 – Assessing Business Capability

- Which services are world class?
- What is the business most admired for?
- What failures have there been (and what gave rise to them?)
- How successful is project management?
- What surprises have there been?

Exercise 4 – Business capability analysis

DAY TWO

THE BOARD MANAGEMENT OF THE STRATEGY

Session 1 – The Board Oversight Processes

- Board management structure
- Board Committees – Review of their effectiveness
- Assessing the process for Robust challenge by, and of, the Board
- The top management team and the associated oversight process

Exercise 5 – Assessing the Board oversight process

Session 2 – Decision Making And Information Availability

- Reviewing the effectiveness of decision-making process
- Ensuring that the Board has sufficient, complete and timely information on which to base its decisions
- Validating information from external sources
- Enhancing information quality via data governance
- Ensuring ISO 27000 adoption

Exercise 6 – The decision making and information process

Session 3 – Board Assessment Of The Most Significant Risks

- Keeping the Board apprised of the most significant risks
- Reviewing the strategic risk assessment process
- Ensuring actions to treat the most significant exposures are implemented
- Ensuring all functions evaluate their risks consistently
- Policies, procedures and projects are aligned to the organisation's strategic objectives
- Evaluating the results and challenging where necessary

Exercise 7 – Evaluating the strategic risk management process

Session 4 – Strategic Corporate Social Responsibility (CSR)

- Ensuring that major incidents such as environmental disasters have minimal adverse effect on the wider economy or society
- Board sensitivity to the concerns of key customers and the wider society
- Are opportunities taken to develop the ethical reputation of the business?
- Has the business assessed its social responsibility and its impact on our business prosperity?

Exercise 8 – Assessing key aspects of CSR

DAY THREE

ASSESSING THE EXTERNAL ENVIRONMENT

Session 1 – The Business Markets

- Who are the sector leaders? What are they doing? Why?
- What trends could change the rules of the game?
- What are the key success factors in the industry?
- Five years from now, how will winners in the sector operate?
- What types of business do others in our sector do or say no to?

Exercise 9 – Business market analysis process

Session 2 – The Wider External Environment

- The political environment
- The economic environment
- The changing regulatory regime
- Global changes (e.g. climate) and the business implications
- Determining the effectiveness of dealing with special interest groups

Exercise 10 – The challenges of the external environment

Session 3 – Technological Change Impacting The Business

- The Board of Directors and senior management should ensure that a sound and robust technology risk management framework is in place
- Enhancing the overall IT security awareness level in the organisation
- Auditing cybersecurity risks
- Emerging technology risks

Exercise 11 – Assessing the impact of strategic changes in technology

Session 4 – Assessing the future external implications

- Demographic changes
- Delphi analysis techniques
- Artificial Intelligence
- Big Data challenges
- Climate changes and the business implications

Exercise 12 – Future implications (Moon shot exercise)

DAY FOUR

STRATEGIC PARTNERSHIP MANAGEMENT

Session 1 – Strategic Customer Management

- Profile of customers (including associated risks)
- Changes in customer types
- What are they doing that might require us to change our approach?
- Financial stability assessment
- Customer group audits

Exercise 13 – Audit of key customer management process

Session 2 – Strategic Supplier Management

- Strategic procurement
- Tendering and bids for key services
- Key supplier workshops
- Senior management overview

Exercise 14 – Supplier management – Strategic activities

Session 3 – Joint Venture Management

- Ensuring that there is a strategy for JV's
- What protocol is in place?
- What is the review mechanism?
- What frequency is there for review by management?
- Has each JV been risk reviewed?

Exercise 15 – Joint venture evaluation

Session 4 – Developing A Strategic Vision For Internal Audit

- Developing a world-class strategic audit plan
- How to decide which areas to audit and how often
- Determining the level of assurance required by senior management
- Adopting a world-renowned strategic audit planning tool
- Worked example of preparing a strategic audit plan

Exercise 16 – Using the strategic audit planning tool

DAY FIVE

MEETING THE CORPORATE GOVERNANCE REQUIREMENTS

Session 1 – Reviewing The Audit Committee Process

- Structure and independence
- Does the Committee review summary IA reports and the main issues arising and seek assurance that action has been taken
- How does the Committee consider the reports of external audit and other external agencies?
- How are the effectiveness of the risk management environment and anti-fraud arrangements assessed?
- How does the Committee satisfy itself that assurance statements and the annual statement of accounts properly reflect the risk?

Exercise 17 – Auditing the Audit Committee

Session 2 – Assessing The Strategic Approach And Guidance Regarding Regulatory Compliance

- How to get senior management to take compliance seriously
- Requiring policies and procedures to be regularly updated
- Ensuring risk-based compliance assessments are made
- How to ensure all regulatory changes are recognised

Exercise 18 – Strategic regulatory scrutiny

Session 3 – Auditing Reputation

- The rise of reputation as a key risk
- The magnifying effect on reputation of business failures
- How to judge reputation
- Identifying reputational risks
- Auditing reputational management

Exercise 19 – Carrying out an audit of reputation management

Session 3 – Strategic IT Management

- IT Governance assessment
- Business Continuity planning
- Reviewing major systems under development
- Determination of strategic alternatives
- Strategic IT policies

Exercise 20 – Strategic assessment of IT Governance

About Global Academy Of Finance And Management® (Gafm)®



Established in 1996, the Global Academy of Finance and Management® (GAFM)® International Board of Standards (IBS) Accreditation council is located in the EU and USA. Accredited by TUV Austria and ISO certified for both ISO 9001 Quality and ISO 29990 Training recognition, GAFM continues to forge ahead to ensure the quality of its programmes and provide a model for quality professional practice and performance, and a common reference for Learning Service Providers (LSPs) and their clients in the design, development and delivery of non-formal education, training and development.

The Certification Board of Standards has been officially sanctioned by the Arab League's Academy for over 20 Arab Nations and has been recognised in consultation directly with the Emirates Securities and Commodities Authority (ESCA). The certification body is in academic standards alliance with the ACBSP National Business Accreditation Agency for Certification Standards worldwide and is a CHEA founding member of the quality assurance standards memorandum of the International Quality Group.

GAFM's certification body regulates the standards for certification and accredited education and defines the criteria for qualified training and degree programmes which are a direct path to the certifications.

Types of GAFM® Certifications: The Standards Policy Board awards specialised board certifications, designations, and charters in the fields of management, engineering, human resources, quality, financial engineering, accounting, management consulting, risk management, communications, procurement, logistics, construction, and consulting fields to qualified professionals who have completed internationally recognised or accredited training exams and education, government recognised degrees and documented management credentials and experience.



A laptop can be useful for this course if you prefer to prepare your calculations in Microsoft Excel, however a **scientific calculator** is more than sufficient to quantifying a number of the financial risks that we will be assessing during the programme workshops.

Meet Your Expert Course Leader



Phil Griffiths
Founder & CEO
Business Risk Management Ltd.

A Chartered Accountant by profession, Phil has over 35 years' experience in Internal Audit, Risk Management, Corporate Governance, and Fraud Prevention as practitioner, professional adviser, facilitator and trainer.

He has held top management positions with four international Groups, in roles embracing risk management, internal audit, finance, and project management.

Regarded as a global leading expert in Internal Audit and Enterprise Risk Management, Phil has wide extensive experience of the European, Middle Eastern, Asian and African markets and has trained professionals from over 1200 organisations during the past 20 years.

Phil has developed strategic alliances with professional bodies and world-renowned training companies having delivered training and consultancy services across the world.

Phil is an accomplished author. His book 'Risk Based Auditing' is an international best seller and his latest book 'Enterprise Risk Management – The Key to Business Success' is receiving much acclaim.

He is recognised as an accomplished and charismatic facilitator, trainer and lecturer and is in continual demand to speak at the most prestigious events on Risk Management, Corporate Governance, Internal Audit and Fraud.

Valuable Takeaways

A comprehensive pack of more than 40 papers, advisory statements and professional guidance will be provided in both hard copy and electronic versions.

In addition, the following tools and models will be provided:

- An electronic copy of a world-renowned strategic audit planning tool
- A detailed reputational risk checklist
- An Audit Committee/Internal Audit checklist
- The 12 key risks faced by the Board
- A model to assess strategic supplier management

Certified Strategic Auditor (CSA)TM

Date	Book Before 3 May 2020	Book Before 7 June 2020	Final Fee
12 – 16 July 2020	\$ 4,695	\$ 5,195	\$ 5,695

Pricing excludes 5% VAT, charged where applicable.
Book and pay full fee for two colleagues and the third attends for FREE.

Delegate Details

First Name	Last Name
Job Title	Company
Address	Postal Code
Country	City
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EVENT VENUE

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The 3 for 2 offer is valid on full price final fee registration only | Not applicable in conjunction with corporate discounts | Payment to be settled before start of the course to avail the offer

Course fees include documentation, luncheon and refreshments. Delegates who attend all sessions and successfully complete an assessment, will receive an Informa Certificate of Completion.

All registrations are subject to our terms and conditions which are available at www.informa-mea.com/terms. Please read them as they include important information. By submitting your registration, you agree to be bound by the terms and conditions in full.

PAYMENTS

A confirmation letter and invoice will be sent upon receipt of your registration. Please note that full payment must be received prior to the event. Only those delegates whose fees have been paid in full will be admitted to the event.

AVOID VISA DELAYS – BOOK NOW

Delegates requiring visas should contact the hotel they wish to stay at directly, as soon as possible. Visas for non-GCC nationals may take several weeks to process.

CANCELLATION

If you are unable to attend, a replacement delegate will be welcomed in your place. If you cancel your registration 57 days or more before the event, you will receive a refund minus a 10% cancellation fee (plus VAT where applicable). Cancellation after 56 days before the event or if you fail to attend the event will be 100% payable. All cancellations must be sent by email to registermea@informa.com marked for the attention of Customer Services Cancellation.

Due to unforeseen circumstances, Informa reserves the right to cancel the course, change the programme, alter the venue, speaker or topics.

All registrations are subject to acceptance by Informa Middle East which will be confirmed to you in writing.

For full details, please visit www.informa-mea.com

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