



# Enterprise Risk Management (ERM) Fundamentals

1 - 3 September 2026  
Singapore

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Enterprise Risk Management (ERM) is a strategic tool for aligning risk awareness with business objectives. This foundational course introduces participants to modern ERM frameworks, organizational risk structures, and methods to identify and manage uncertainties across the enterprise. Through interactive modules and a practical workshop, learners will gain insights into risk appetite, governance, and how ERM supports smarter decision-making. Ideal for professionals seeking to build or strengthen their organization's risk capabilities.

### Overview

ERM is a critical framework for managing risks holistically across an organization. This course provides a step-by-step guide to building risk awareness, designing governance structures, and integrating ERM into business strategy and operations.

On completion of the course, you will be able to:

- Understand the foundations of ERM and how it supports strategic and operational goals
- Identify enterprise-wide risks and assess risk appetite, taxonomy, and governance
- Apply ERM tools to improve business decision-making and link risk to performance

### Who should attend

This course is suitable for professionals involved in risk management, strategy, or business operations:

- Risk and compliance officers across all three lines of defense
- Strategy, operations, and corporate governance professionals
- Individuals supporting enterprise-level risk initiatives or transformation programs

### Methodology

The course combines interactive lectures, group exercises, and case-based discussions. A final workshop enables participants to apply ERM tools such as risk mapping and KPI linkage in a hands-on setting. Laptops are recommended for the group activity.

### Trainer

This course is led by an ERM specialist with over 15 years of experience advising organizations on risk strategy, governance structures, and implementation of COSO and ISO frameworks. The trainer has worked across financial services, energy, and public sector enterprises to embed practical risk cultures.

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### Course Content

#### Module – 1

##### Introduction to Enterprise Risk Management (ERM).

- What is ERM? Definitions and core concepts
- Objectives of ERM in modern organizations
- Differences between traditional risk management and ERM
- Benefits of implementing ERM across the enterprise
- ERM frameworks overview

#### Module – 2

##### Understanding Business Operations and the Value Chain.

- Introduction to business processes and the value chain
- Primary and support activities (Porter's Value Chain Model)
- Identifying key risk points within the value chain
- How operational structure and risk exposure are connected

#### Module – 3

##### Identifying Organisational Uncertainties and Risk Types.

- Categories of risks: credit, market, operational, liquidity, reputational
- Internal vs. external risks
- Tools for identifying risk: SWOT, PESTLE, workshops
- Risk event examples across industries

#### Module – 4

##### Risk Appetite, Tolerance, and Taxonomy.

- Definitions of risk appetite and risk tolerance
- How organizations set and communicate risk appetite
- Establishing a risk taxonomy: consistent categorization and language
- Case examples: Risk thresholds and escalation protocols

#### Module – 5

##### Establishing Risk Governance and Culture.

- Risk governance: roles of board, management, and 3 lines of defense
- Risk committees, policies, and reporting lines
- Building a strong risk culture: tone at the top and accountability
- Embedding ERM into day-to-day behaviors

#### Module – 6

##### Developing an Organisational Risk Strategy and Competency Model.

- Elements of a risk strategy: risk profile, objectives, and alignment
- Building organizational risk maturity
- Defining and assessing risk competency
- Training and awareness to build risk-savvy teams

#### Module – 7

##### Integrating ERM with Business Decision-Making.

- Linking risk assessment to budgeting, investments, and innovation
- Using risk data in scenario analysis and forecasting
- Aligning ERM processes with performance management
- Communicating risk insights to decision-makers

#### Module – 8

##### Practical Workshop – Mapping Risks to Business KPIs.

- Introduction to Key Performance Indicators (KPIs)
- Identifying how risk events can impact strategic and operational KPIs
- Group activity: Create a sample risk-to-KPI map
- Discussion: How to track and report performance-linked risks

