

# 2014 Course catalogue

## Introduction to Internal Audit

**Manchester 15-16 January and 7-8 October**  
**Dublin 3-4 February**

### Who should attend?

- New entrants to internal audit
- Internal auditors with up to 18 months experience
- Those returning to or already working in internal audit who need practical guidance on the changing role of the function
- Personnel in other functions who need a better understanding on the modern internal audit role

### Course Level

- This is a basic level course and delegates are not required to have any previous experience in Internal Audit to attend
- There are no minimum educational requirements
- No advance preparation is required
- Delivery method – Group-live (with exercises and role-plays to simulate audit scenarios and situations that new auditors will encounter)

### New for 2014

- New IIA guidance on delivering internal audit
- How to deliver audit assignments –step by step guide
- How to gather and evaluate information
- 7 attributes of effective internal auditors
- How to follow up recommendations
- Audit methodology flowchart

### After completing this course you will be able to

- Practice the skills required by a modern auditor
- Apply the professional standards of the Institute of Internal Auditors
- Deliver a range of audit assignments
- Plan and complete an effective audit
- Deliver successful audit programmes
- Evaluate the balance between risk and control
- Write a report with impact
- Persuade management to accept your recommendations

### Why you should attend

This course covers everything you need to know as a newcomer to Internal Audit regarding the most effective audit practices.

There has probably never been a more important or interesting time to be an internal auditor. The function has changed significantly from the basic compliance and checking function it used to be

People are joining Internal Audit from a variety of backgrounds and the function is becoming much more operationally rather than financially based

Internal audit should be vibrant and exciting, adding real value to the organisation and being recognised as a catalyst for change and a business partner.

If you have staff who are new to Internal Audit you will want them to learn the best audit practices and be able to apply them efficiently.

## [INTRODUCTION TO INTERNAL AUDIT - COURSE OUTLINE](#)

# The Developing Internal Auditor

Manchester 8-9 January

## Who should attend?

- Auditors with 6 months+ experience in IA
- This course will be particularly useful for delegates that have previously attended the Introduction to Internal Audit course
- Personnel in other functions who need a wider understanding on the modern internal audit role or improve their reports

## Course Level

- This is a basic/intermediary level course it is advisable that delegates have 6 months experience in Internal Audit to attend
- There are no minimum educational requirements
- No advance preparation is required
- Delivery method – Group-live (with exercises and role-plays to simulate audit scenarios and situations that auditors will encounter)

## New for 2014

- New IIA guidance on developing audit competencies
- How to plan an effective audit engagement
- A method of assessing assurance maturity
- New guidance on audit sampling
- 20 questions to help you prepare better audit plans
- Proven ways to promote your function
- New guidance on communicating results

## After completing this course you will be able to

- Perform a self- analysis of your skills and techniques
- Improve your audit manual
- Plan and lead assignments effectively
- Complete more audits on time
- Use computer assisted audit techniques with confidence
- Deal with management more effectively

## Why you should attend

The course is designed to enable participants to develop the key skills of a modern auditor – communication, teamwork, negotiation, planning and time management – to name but a few

The event will be particularly beneficial for those supervising assignments, lead auditors and those being asked to lead audit teams

You will also be introduced to the new ideas in the IA profession and how to apply them

## THE DEVELOPING INTERNAL AUDITOR - COURSE OUTLINE

# Communication skills for Internal Auditors

Manchester 7-8 July and 2-3 December

## New course for 2014

### Who should attend?

- Internal Audit managers
- Senior internal auditors
- Senior Quality auditors or Compliance officers
- Other assurance professionals who want to improve their communication skills
- This course will be highly beneficial for delegates that have previously attended The Developing Internal Auditor or Introduction to Internal Audit courses

### Course Level

- This is a basic/intermediary level course it is advisable that delegates have 6 months experience in Internal Audit to attend
- There are no minimum educational requirements
- No advance preparation is required

- Delivery method – Group-live (with exercises and role-plays to simulate audit scenarios and situations that auditors will encounter)

## Highlights

- The secrets of effective communication
- How to engage with stakeholders for success
- The need for negotiation rather than persuasion
- The power of effective presentations
- Presentation techniques for auditors (including video feedback)
- How to plan, write and edit a report to create short and powerful messages

## What you will learn

- The techniques of effective communications for internal auditors
- How to better engage with senior management
- Characteristics of good communication
- How to enhance interpersonal skills
- Techniques to improve time management
- New approaches for Influencing and negotiation
- How to improve your listening skills
- The techniques of coaching and mentoring within IA

## Why you should attend

As internal auditors, you face difficult communications challenges. The aim is to provide assurance to the board and to senior management; and to generate improvements or changes if they are necessary.

- You have to be very clear if things in the organisation are not working - and provide sufficient support evidence.
- You have to reach a shared understanding with specialists and general managers of what needs to change - and why it matters.
- You have to find ways to convince experienced and powerful people to do things differently.

These responsibilities and challenges require a new set of skills, competencies and abilities.

Strong communication and presentation skills are essential in this highly challenging environment, whether this is facilitating workshops or negotiating with management or communicating your ideas in the form of reports.

This exciting seminar features a series of case studies and practical exercises covering verbal, listening, written and other communication skills.

Using video and peer review, you will have the opportunity to learn from fellow professionals as well as benefiting from the wide experience of your seminar leader Phil Griffiths.

**[COMMUNICATION SKILLS FOR INTERNAL AUDITORS - COURSE OUTLINE](#)**

# Writing effective audit reports

**Manchester 25-26 March**

## Who should attend?

- All levels of auditors
- Audit Managers
- Personnel in other functions who need a better understanding of effective report writing
- **This course will be highly beneficial for delegates that have previously attended Introduction to Internal audit or The Developing Internal Auditor courses**

## Course Level

- This is an intermediate level course and delegates should ideally have at least 12 months experience in Internal Audit (or other assurance roles) to attend.
- Delegates should have a good educational standard and/or a professional qualification
- No advance preparation is required
- Delivery method – Group-live (with exercises and case studies to provide practical application of the tools and techniques)

## After completing this course you will be able to

- Apply more than 100 techniques to improve your reports
- Enhance the impact of your reports significantly
- Make your reports easier to write, easier to review and easier for management to implement
- Improve their clarity and brevity
- Increase the percentage of recommendations implemented
- Create more focussed audit opinions
- Reduce the lead time for their issue
- Apply the do's and don'ts of effective reports
- Avoid unnecessary or ambiguous words and phrases
- Benchmark your audit reports against worldwide best practice

## Why you should attend

Writing effective audit reports must be the most important aspect of the Internal Audit process. It is the main deliverable and the only written information audit customers receive

The course is designed to challenge your thinking about the whole approach to writing and reviewing audit reports – it is targeted at both new auditors and also more experienced personnel

The course is designed to enable participants to develop the key skills of effective report writing – communication, negotiation, planning and time management – to name but a few

The event will be particularly beneficial for those supervising assignments, lead auditors and those being asked to lead audit teams

You will also be introduced to many new ideas

## [WRITING EFFECTIVE AUDIT REPORTS - COURSE OUTLINE](#)

# Risk Based Auditing

Manchester 1-2 July

## Who should attend?

- Heads of Audit, Audit managers and senior auditors
- Auditors responsible for developing or implementing a risk based approach
- Other assurance professionals such as those in Compliance and QA functions who are wanting to develop their Risk based approach
- Managers and Directors of business functions – to aid their knowledge of a risk based audit approach.
- This course will be highly beneficial for delegates that have previously attended The Developing Internal Auditor or Introduction to Internal Audit courses

## Course Level

- This is an intermediary level course and delegates should have 12 months experience in Internal Audit (or other assurance roles) to attend
- Delegates should have a good educational standard and/or a professional qualification or be in the process of studying for such qualifications
- No advance preparation is required
- Delivery method – Group-live (with exercises and case studies to provide practical application of the tools and techniques)

## New for 2014

- A new 2 hour session – step by step guide to completing a risk based audit
- New IIA professional guidance – an approach to implementing RBA
- New IIA guidance on annual internal audit coverage plans
- Audit universe
- Internal audit coverage of risks to achieving strategic objectives
- Risk Based Internal Audit Plan Example

- The RBA audit plan preparation
- Risk management challenges and the IA impact
- New audit programme – auditing ERM

### After completing this course you will be able to

- Apply the concepts and practical application of Risk Based Audit
- Advise management on the Identification, mitigation and control of risks
- Challenge management and sell the benefits of proactive risk management
- Audit major areas of risk for your business with confidence
- Add value to your organisation by the application of risk-based audit services
- Deliver more effective audit plans through understanding the role of risk
- Plan risk based assignments efficiently and effectively
- Measure success effectively

### Why you should attend

The Institute of Internal Auditors in a professional guidance statement stated the following :-

'Internal Audit are being asked to provide much greater assurance to Senior Management than ever before. The Institute believes that the only way to provide such objective assurance is by means of risk based auditing'.

Audit functions that are able to focus their efforts towards the significant risk in their organisations are able to concentrate their limited resources on the issues which drive business goals and aspirations. In consequence audit plans are directed at the issues, which really matter. This course provides all the latest developments. The 2014 course features a case study on the step by step approach to a risk based audit.

### [RISK BASED AUDITING - COURSE OUTLINE](#)

## Advanced Audit Techniques

Manchester 28-29 October

### New course for 2014

#### Who should attend?

- Senior Auditors
- Audit Managers and those about to be appointed to that role
- Auditors that need to audit technical or complex business areas
- Assurance professionals who need to assess technical issues

- This course will be beneficial as a development aid for delegates that have previously attended the Risk based audit course

## Course Level

- This is an advanced level course and delegates should ideally have at least 18 months experience in Internal Audit (or other assurance roles) to attend.
- Delegates should have a good educational standard and/or a professional qualification
- No advance preparation is required
- Delivery method – Group-live (with exercises and case studies to provide practical application of the tools and techniques)

## Highlights

- Making the most of Internal Audit – new guidance
- New IIA guidance on auditing performance management
- Guidance paper on continuous assurance
- Audit Committee oversight of IA guidance
- New IIA paper on automated transaction testing
- New GTAG guide to Audit sampling
- 10 steps to cyber security
- IIA guidance on auditing the marketing function

## After completing this course you will be able to

- Assess internal audit's contribution as a function
- Audit Corporate Governance effectiveness
- Audit the risk management process
- Apply continuous audit techniques
- Assess the effectiveness of business continuity planning
- Complete complex audits such as the marketing function and performance management
- Deliver successful value for money audits
- Deliver audits of technical areas such as IT and outsourced contracts

## Why you should attend

As a progressive audit practitioner who strives for excellence, your vision is world-class and you realise that long term survival in today's competitive marketplace means delivering impeccable products and services and auditing the wide range of business risks.

An advanced and innovative auditing strategy coupled with effective implementation can greatly enhance the departmental value added and company-wide support of your auditing function.

Expertise in the more technical business areas is essential to maintaining a stable foundation from which your company can effectively compete in the Middle East environment.



The biggest challenges to modern internal audit functions will be covered in the course – including auditing your organisations reputation and brand

## ADVANCED AUDIT TECHNIQUES - COURSE OUTLINE

# Fraud and the Internal Audit role

Manchester 15-16 July

## **New course for 2014**

### Who should attend?

- This event is particularly targeted at internal auditors in organisations without a dedicated fraud team, as they are having to take a much more significant role in the prevention, detection and investigation of fraud.
- Auditors who need to learn about the most modern approaches to fraud prevention and investigation
- Newly appointed fraud specialists
- Managers needing a broader understanding of how to prevent and detect fraud

### Course Level

- This is an intermediary level course and delegates should have 12 months experience in Internal Audit (or other assurance roles) Delegates should have a good educational standard and/or a professional qualification or be in the process of studying for such qualifications
- No advance preparation is required
- Delivery method – Group-live (with exercises and case studies to provide practical application of the tools and techniques)

### Highlights

- Comprehensive CIMA fraud risk management guide with case studies
- Results of the E & Y fraud survey 2013
- Fraud risk register example
- Guidance on gifts and hospitality and the legal requirements
- 47 tips for fraud risk interviews
- A fraud investigation report template will be provided
- Guidance on supplier and outsourcing fraud risk

### After completing this course you will be able to

- Evaluate and challenge management's fraud risks
- Think like a fraudster – the only way to spot frauds

- Apply successful techniques to help prevent fraud
- Promote an effective fraud prevention process
- Adopt data mining as a fraud prevention and detection tool
- Apply an effective fraud investigation process
- Apply audit skills to fraud investigation
- Spot when someone is not telling you the truth
- Monitor the legal compliance with anti-fraud legislation

## Why you should attend

Recent surveys have revealed that many organisations do not have a formalised approach to fraud prevention, detection or investigation. Furthermore most survey respondents stated that their organisations were not taking the risk of fraud seriously enough. Auditors invariably did not receive any fraud awareness training.

- Many organisations rely on internal controls to prevent and detect fraud. This is unwise. The fraudster invariably knows your controls well and how to bypass them.
- Furthermore, in today's competitive environment internal controls have often been compromised by frequent changes of management , the removal of management layers and employee empowerment
- Complacency, poorly applied procedures and the fast pace of change are the fraudster's main allies
- Add to this the ever-increasing reliance on technology, and it is no great surprise that fraud is escalating both in frequency and magnitude – in all industry sectors and all economies.
- During the current economic difficulties across the world, fraud poses an even greater threat.

## [FRAUD AND THE INTERNAL AUDIT ROLE - COURSE OUTLINE](#)

# Risk Based Auditing of Projects and Contracts

**Manchester 27-29 January**

## Who should attend?

- Heads of Audit, Audit managers and senior auditors
- Project Managers and Project Programme Managers
- Auditors responsible for undertaking project audits assignments
- Other professionals who need to understand the risks impacting complex projects
- Managers and Directors of business functions – to aid their knowledge of a risk based audit approach to projects.

## Highlights

- IIA guidance – Introduction to project auditing
- Project risk assurance guidance
- Project risk evidence checklist
- Session on partnership audit
- New IIA guidance (GTAG 12) – auditing IT projects
- New paper on initiating successful projects
- New contract management framework paper
- Procurement project audit toolkit
- Project assurance measurement framework
- IT project audit checklist

## Course Level

- This is an intermediate level course and delegates are required to have a reasonable understanding of or experience in projects either from an audit involvement or project involvement
- There are no minimum educational requirements
- No advance preparation is required
- Delivery method – Group-live (with exercises to simulate risk and audit scenarios and situations that delegates will encounter)

## After completing this course you will be able to

- Apply the concepts and practical application of a risk based approach to project review
- Identify, mitigate and control project risks effectively
- Separate the key risks from the lesser threats and manage the priorities
- Sell the benefits of proactive risk based audit of key projects
- Audit major projects including joint ventures with confidence
- Deliver proven techniques to ensure that more projects meet their agreed objectives

## Why you should attend

How many projects do you know which have been delivered on time, to budget and fully met the needs of all the parties involved?

Not very many I am sure will be your answer

Research indicates that in many projects, risks are identified and analysed in a random, uncoordinated manner. Not only does this result in unexpected risks arising, but the true impact of the risks actually identified are not fully appreciated or the combination effect of the risks are misunderstood

It has been estimated that a strong risk management process can decrease problems on a project by as much as 80 or 90 percent. In combination with solid project management practices, a good risk management process is critical in cutting down on surprises, or unexpected project risks. Such a process can also help with problem resolution when requirements change,

because now those changes are anticipated and actions have already been reviewed and approved, avoiding the need for panic and emergency treatment.

Auditing the project throughout its life from the project development stage to the post implementation review and adopting a risk based approach is a proven way to maximise the opportunity to deliver the project to time, to budget and fully meet the needs of all interested parties

## [RISK BASED AUDITING OF PROJECTS AND CONTRACTS - COURSE OUTLINE](#)

# Enterprise Risk Management

Manchester 9-10 July  
Dublin 5-6 February

### Who should attend?

- Risk managers
- Managers and Directors responsible for the risk management function or process
- Senior Internal Auditors and audit managers
- Other assurance professionals such as those in Compliance and QA functions who are being asked to review the risk process
- Finance managers and Insurance professionals who need knowledge of the wider approach to risk management

### Course Level

- This is an intermediary level course and delegates should have 12 months experience in a supervisory, management or assurance role
- Delegates should have a good educational standard and/or a professional qualification or be in the process of studying for such a qualification
- No advance preparation is required
- Delivery method – Group-live (with exercises and case studies to provide practical application of the tools and techniques)

### New for 2014

- An ERM case study will be presented
- Steps needed to develop and monitor a RM framework
- Risk standards guidance
- IRM Risk culture paper
- 60 questions about Risk management
- Root cause Analysis process
- Risk assessment of outsourced services
- The steps in vulnerability management

- **External risk statements – principal risk factors**

## **After completing this course you will be able to**

- Apply the concepts of enterprise risk management
- Explain to management the benefits of an enterprise –wide approach to risk
- Embed an ERM approach
- Apply the different techniques for identifying risks
- Implement effective risk mitigation
- Link risk management into the business planning process
- Deliver practical techniques for the assessment of people, process and reputation risks
- Record the risk process effectively

## **Why you should attend**

In the ever-changing business environment, encountering risk is inevitable. The ability to manage these increasingly significant risks now represents the difference between a thriving organisation and one that is struggling to deal with the challenges facing it.

Many businesses have realised that misunderstanding risk can lead to disaster. The organisations that have dealt with the recession most effectively have realised that this requires extensive knowledge of risk management tools and techniques. This is exactly what you will find in this course.

As the current worldwide situation demonstrates, poorly informed or improperly executed risk management can mean disaster. Conversely, a well organised and focused risk process and strong risk management team will enable your company to maintain and strengthen your edge over your competitors.

Moreover, studies have shown that financial risk is only the 'tip of the iceberg', as nearly 80% of key risks are not insurable. This critical 80% of risks must be 'insured' internally with a capable risk management team.

Risk management has been catapulted from being a useful tool to becoming the very pulse of the organisation and the yardstick by which its management is judged. The key is to recognise that risk is not something that should be avoided – a risk is often an opportunity in disguise.

## **[ENTERPRISE RISK MANAGEMENT - COURSE OUTLINE](#)**