

MODULE 4 – Impact of Risk**AIM**

The aim of this module is to identify how the various areas of business risk impact on the corporate governance of an organisation. It will also consider business risk factors in their different forms as they impact on delivery of services and highlight the concept of assurance in demonstrating effective governance, as well as the main sources of assurance provision.

LEARNING OUTCOME 1 – Developing a Counter Fraud Culture.**PERFORMANCE CRITERIA**

- 1.1 Identify the key components in a counter fraud strategy.
- 1.2 Demonstrate awareness of a range of typical fraud indicators.
- 1.3 Analyse the real or potential impact of fraud on your organization.
- 1.4 Assess the Counter Fraud culture that currently exists within student's own organization, giving examples.

LEARNING OUTCOME 2 – Account Management.**PERFORMANCE CRITERIA**

- 2.1 Define the principles of corporate governance as it applies to account management.
- 2.2 Identify the key risk factors in account management and strategies to mitigate them.

LEARNING OUTCOME 3 – Partnerships and Consortia.**PERFORMANCE CRITERIA**

- 3.1 Demonstrate an understanding of the growth in partnership and consortia arrangements for the delivery of services.
- 3.2 Consider the risks attaching to such arrangements, from a corporate governance perspective.
- 3.3 Assess how partnerships and consortia arrangements currently do, or potentially might, apply to student's own organization and the specific risk mitigations that are, or should be, put in place.

LEARNING OUTCOME 4 – Internal Controls and Sources of Assurance.**PERFORMANCE CRITERIA**

- 4.1 Explain the key elements of an internal control system and the role of management in designing and maintaining it.
- 4.2 Define the concept of “assurance”.
- 4.3 Illustrate the importance of receiving assurance, and distinguish between the main sources; uses of and types of assurance.
- 4.4 Show an appreciation of the limitations of assurance.
- 4.5 Describe and assess the internal controls operating within a selected area in student’s own organization; making recommendations for improvement where appropriate.

LEARNING OUTCOME 5 – Risk Management.**PERFORMANCE CRITERIA**

- 5.1 Demonstrate a clear understanding of the objectives of risk management.
- 5.2 Outline the key components of a risk management system and the key documentation maintained within it.
- 5.3 Consider the ways in which a risk management culture is typically embedded within an organisation.
- 5.4 Critique the arrangements within student’s own organisation for risk management, identifying areas for improvement, as appropriate.

LEARNING OUTCOME 6 – Internal Audit.**PERFORMANCE CRITERIA**

- 6.1 Describe the role and objectives of Internal Audit as a function within organisations.
- 6.2 Comment on how the function is a vital element of effective corporate governance.
- 6.3 Show an appreciation of how internal audit work is planned; managed and reported within student’s own organisation.
- 6.4 Obtain and analyse a recently issued internal audit report from within own organisation and assess how it contributes to the provision of assurance. .
Note: this can be anonymised to respect confidentiality.

LEARNING OUTCOME 7 – Audit and other relevant Committees.**PERFORMANCE CRITERIA**

- 7.1 Demonstrate the role of statutory and other committees in terms of oversight of corporate governance.
- 7.2 Examine the way in such Committees are structured and operate within student's own organisation.
- 7.3 Obtain and scrutinise the Minutes of a recently held Audit Committee and identify the key corporate governance issues that were discussed. Note: this can be anonymised to respect confidentiality.

LEARNING OUTCOME 8 – External Audit.**PERFORMANCE CRITERIA**

- 8.1 Describe the role and objectives of External Audit as a function within organisations.
- 8.2 Comment on how this function is a vital element of effective corporate governance.
- 8.3 Differentiate between the respective roles of Internal and External Audit.
- 8.4 Obtain and analyse a recently issued external audit report from within own organisation and assess how it contributes to the provision of assurance. Note: this can be anonymised to respect confidentiality.