



Application for Accreditation of Prior Learning

FOR OFFICE USE ONLY

Date received: Ackn. date: MRM: Membership number:

1 Section 1 – Personal details

Title: Mr Mrs Ms Miss Dr Prof Other

Family name: Home address:

First names:

Date of birth: Town:

Email: County/State:

Mobile: Postcode:

Telephone: Country:

2 Section 2 – Business details

Employer name: Address:

Job title:

Email: Town:

Telephone: County/State:

Postcode:

Country:

3 Section 3 – Mailing information

Please tick (✓)

	Home	Business
Preferred postal correspondence address:	<input type="checkbox"/>	<input type="checkbox"/>
Preferred email correspondence address:	<input type="checkbox"/>	<input type="checkbox"/>

4 Section 4 – Diploma modules

I wish to apply for the following modules:

- Module 1: Principles of Risk and Risk Management
- Module 2: Practice of Risk and Risk Management
- Module 3: Risk Assessment
- Module 4: Risk Treatment
- Module 5: Risk, Governance and Culture

5 Section 5 – Fees payable

FEES	STANDARD RATE
Fee per module	£250

6 Section 6 – Payment method

Please select (a), (b) or (c)

(a) Bank transfer

Bank transfer – Please ensure that your name is quoted as a reference

IRM Bank transfer details

Bank name: Lloyds TSB

Sort code: 30-93-23

Account number: 00748112

Account holder's name: Institute of Risk Management

Branch: Fenchurch Street Branch

IBAN no: GB46LOYD30932300748112

Swift code: LOYDGB21009

(b) Cheque

Cheque attached

(c) Credit card

For details of how to pay by credit card please telephone us on +44 (0) 20 7709 9808. You are strongly advised not to send credit card information by email.

7 Section 7 – Declaration

I have completed the relevant parts of the form for each of the Modules for which I am applying for accreditation. I attach a copy of my CV which confirms that I have 5 years' risk management experience. I also attach scanned copies of the evidence I am using to support my experience.

I confirm that each section of the application form has been verified and countersigned by an appropriate individual who is able to confirm it.

Signed

Date

When you have completed your application form please email it to:

apl@theirm.org

Institute of Risk Management

2nd Floor, Sackville House
143-149 Fenchurch Street
London, EC3N 6BN

T +44 (0)20 7709 9808

F +44 (0)20 7709 0716

W www.theirm.org

We look forward to receiving your application form.

[Click to go direct to the start section](#)

[Module 1: Principles of Risk and Risk Management](#)

[Module 2: Practice of Risk and Risk Management](#)

[Module 3: Risk Assessment](#)

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[Module 5: Risk, Governance and Culture](#)

Accreditation of Prior Learning Application International Diploma in Risk Management

Module 1: Principles of Risk and Risk Management

Module Aims

The aim of this module is to provide an introduction to the principles and concepts of risk and risk management. The history of risk management is explored as a means of understanding the current drivers of enterprise risk management, and the development and impact of international standards. This leads to an examination of the ways in which risks are classified and the models or frameworks that are utilised to identify, assess and treat them.

Learning Outcomes

By the end of the module students should be able to:

- Explain the origins and key concepts relating to risk management
- Compare and contrast the main risk management standards
- Outline the concepts of enterprise risk management
- Explain the main approaches to risk identification
- Describe the main approaches to the analysis and evaluation of risk
- Distinguish the main features of risk control techniques

Principles of Risk and Risk Management

Knowledge area M1: Concepts and definitions of risk and risk management

Please demonstrate that on more than one occasion you have:

- Provided a range of definitions of risk and risk management
- Analysed how risks impact on organisations, for example by way of the attachment of risks theory
- Described options for classifying risks according to the nature, source and timescale of impact
- Outlined the history of risk management, including the various specialist areas and approaches
- Considered the principles and aims of risk management and risk management's importance to operations, projects and strategy

Sources of evidence – What specific evidence sources can you produce that demonstrate you have the required knowledge and understanding? These must be listed with a brief description and must be reviewed by the person who is authenticating your application. (Maximum 750 words)

Explain how the evidence satisfies the knowledge and understanding requirements. How does the evidence cited demonstrate that you have the required knowledge and understanding? (Maximum – 500 words)

Authenticating signature: *I have reviewed the evidence quoted above and, in my opinion, it supports the applicant's assertion that they have the requisite experience.*

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Principles of Risk and Risk Management

Knowledge area M1: Risk management standards

Please demonstrate that, on more than one occasion, you have:

- Described the key stages in the risk management process, the main components of a risk management framework and the key features of the best known risk management standards and frameworks currently in use
- Compared and contrasted a number of risk management standards

Sources of evidence – What specific evidence sources can you produce that demonstrate you have the required knowledge and understanding? These must be listed with a brief description and must be reviewed by the person who is authenticating your application. (Maximum 750 words)

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Principles of Risk and Risk Management

Knowledge area M1: Enterprise risk management

Please demonstrate that, on more than one occasion, you have:

- Outlined the key characteristics of the COSO ERM framework
- Explained the key features of an enterprise-wide approach to managing risk to a board or management committee
- Explained the four stages of the ERM implementation process and how they apply to the organisation / division
- Discussed the various approaches to establishing the context for ERM either in report format or via a training seminar

Sources of evidence – What specific evidence sources can you produce that demonstrate you have the required knowledge and understanding? These must be listed with a brief description and must be reviewed by the person who is authenticating your application. (Maximum 750 words)

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Principles of Risk and Risk Management

Knowledge area M1: Risk assessment 1: introduction and identification

Please demonstrate that, on more than one occasion, you have:

- Described the critical importance of risk assessment, outlining the range of techniques that are available and the advantages and disadvantages of each one to an organisation / division
- Described the importance of risk identification, including the key features of the best established risk classification systems to an organisation or division
- Explained to an organisation or division the life cycle of risk, including causes, the risk event itself and the consequences, along with some of the tools for identifying and managing causes and consequences

Sources of evidence – What specific evidence sources can you produce that demonstrate you have the required knowledge and understanding? These must be listed with a brief description and must be reviewed by the person who is authenticating your application. (Maximum 750 words)

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Principles of Risk and Risk Management

Knowledge area M1: Risk assessment 2: risk analysis and evaluation

Please demonstrate that, on more than one occasion, you have:

- Described the concept and purpose of risk analysis within the risk management process
- Considered the two dimensions of likelihood and impact, using a quantitative and qualitative approach to analysing risks
- Described the main components of loss control as loss prevention, damage limitation and cost containment, providing practical examples
- Outlined the alternative approaches to defining the upside of risk and the application of these approaches to strategy, projects and operations
- Explained the importance of risk appetite as a planning tool in the implementation of a risk management initiative and its interface with operations, projects and strategy

Sources of evidence – What specific evidence sources can you produce that demonstrate you have the required knowledge and understanding? These must be listed with a brief description and must be reviewed by the person who is authenticating your application. (Maximum 750 words)

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Principles of Risk and Risk Management

Knowledge area M1: Risk responses and risk treatment

Please demonstrate that, on more than one occasion, you have:

- Explained the meanings and purposes of risk response
- Described the risk response options in terms of tolerate, treat, transfer and terminate
- Described the types of controls that are available, in terms of preventive, corrective, directive and detective (PCDD) controls
- Explained how to determine whether controls are cost-effective, looking at selected hazard risks, including risks to finances, infrastructure, reputation and marketplace
- Applied the activity of monitoring and reviewing the risk management process, learning from controls
- Described the importance of insurance and the circumstances in which insurance is purchased, including the involvement of a captive insurance company
- Built a simple business continuity plan using the latest techniques

Sources of evidence – What specific evidence sources can you produce that demonstrate you have the required knowledge and understanding? These must be listed with a brief description and must be reviewed by the person who is authenticating your application. (Maximum 750 words)

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Accreditation of Prior Learning Application International Diploma in Risk Management

Module 2: Practice of Risk Management

Module Aims

The aim of this module is to explore the impact of the business environment on risk and examine issues relevant to specific sectors and geographical areas, as well as the needs and demands of various stakeholder groups, including regulatory authorities. This leads to the study of corporate governance and risk assurance; how this might influence the architecture of a risk management programme and the significance of risk culture, appetite and tolerance of risk in relation to current practices in risk management.

Learning Outcomes

By the end of the module students should be able to:

- Discuss the impact of the wider business environment on organisations and the issues this raises for risk management in specific sectors and geographical areas
- Illustrate the key features of a risk management framework
- Explain the significance of issues of culture, appetite and tolerance in relation to the management of risk
- Explain the key features of corporate governance models, project risk management systems and operational risk management
- Discuss the nature and purpose of internal control, audit and risk assurance techniques
- Analyse real life case studies and identify key risk management lessons

Practice of Risk Management

Knowledge area M2: The global business environment

Please demonstrate that, on more than one occasion, you have:

- Discussed the impact of the wider business environment on organisations and the issues this raises for risk management in specific sectors and geographical areas
- Explained how organisational vision and values contribute to the risk management approach selected
- Appraised risk management's contribution to business success and value added
- Analysed how sector-specific and geographical issues influence risk issues

Sources of evidence – What specific evidence sources can you produce that demonstrate you have the required knowledge and understanding? These must be listed with a brief description and must be reviewed by the person who is authenticating your application. (Maximum 750 words)

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Practice of Risk Management

Knowledge area M2: Risk strategy and framework

Please demonstrate that, on more than one occasion, you have:

- Explained how the risk architecture, strategy and protocols contribute to effective risk management
- Explained the value of comprehensive and effective risk documentation and the assignment of risk management responsibilities

Sources of evidence – What specific evidence sources can you produce that demonstrate you have the required knowledge and understanding? These must be listed with a brief description and must be reviewed by the person who is authenticating your application. (Maximum 750 words)

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Practice of Risk Management

Knowledge area M2: Risk culture, appetite and tolerance

Please demonstrate that, on more than one occasion, you have:

- Analysed organisational behaviour and culture
- Analysed risk appetite and tolerance
- Assessed the role of risk training and communication
- Discussed required risk practitioner competencies

Sources of evidence – What specific evidence sources can you produce that demonstrate you have the required knowledge and understanding? These must be listed with a brief description and must be reviewed by the person who is authenticating your application. (Maximum 750 words)

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Practice of Risk Management

Knowledge area M2: Risk and organisations

Please demonstrate that, on more than one occasion, you have:

- Assessed the key features of corporate governance models
- Explained the relevance of understanding stakeholders' roles in risk management
- Explained project risk management systems and operational risk management.

Sources of evidence – What specific evidence sources can you produce that demonstrate you have the required knowledge and understanding? These must be listed with a brief description and must be reviewed by the person who is authenticating your application. (Maximum 750 words)

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Practice of Risk Management

Knowledge area M2: Risk assurance and reporting

Please demonstrate that, on more than one occasion, you have:

- Explained the importance of the control environment in regard to risk management
- Analysed the role and value of the internal audit function and risk assurance
- Explained the key elements of risk assurance techniques
- Analysed the benefits of effective risk reporting
- Explained how risk influences corporate reputation

Sources of evidence – What specific evidence sources can you produce that demonstrate you have the required knowledge and understanding? These must be listed with a brief description and must be reviewed by the person who is authenticating your application. (Maximum 750 words)

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Practice of Risk Management

Knowledge area M2: Case studies in organisational risk management

Please demonstrate that, on more than one occasion, you have:

- Discussed the lessons that can be learned from examining case studies in risk management
- Given examples of risks that have emerged in recent years

Sources of evidence – What specific evidence sources can you produce that demonstrate you have the required knowledge and understanding? These must be listed with a brief description and must be reviewed by the person who is authenticating your application. (Maximum 750 words)

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Accreditation of Prior Learning Application International Diploma in Risk Management

Module 3: Risk Assessment

Module Aims

The aim of this module is to advance the student's understanding of risk information, identification, analysis and evaluation gained from Modules 1 and 2 of the Diploma. In particular, it will explore the various sources and types of risk information that will aid in identification of risks. It will examine in more detail the different techniques for identifying risks, both opportunities and threats, and will explore common methods for analysing risks and uncertainties qualitatively and the basic quantitative techniques.

The collation, recording and communication of information will be considered through the deliverables from risk management, such as risk registers, risk matrices and risk reports. In addition, the use of information from risk assessment to support risk based decision making will be considered.

Learning Outcomes

By the end of the module students should be able to:

- Develop appropriate sources of information and data for use in risk assessments from the different sources available
- Apply appropriately selected risk identification techniques
- Apply a suitable risk assessment technique for qualitative risk analysis in a variety of given situations
- Apply basic quantitative techniques using suitable inputs
- Evaluate appropriate systems for risk information and reporting
- Explain how risk assessment supports risk evaluation and decision making

Knowledge area M3: Types and sources of risk information

Please demonstrate that, on more than one occasion, you have:

- Located relevant risk information to assist in the assessment of risks
- Identified sources or causes of risk, both internal and external to the organisation
- Gained a better understanding of your organisation by undertaking the “establish the context” step of ISO 31000, looking at the external and internal context and the context within which risk management is to be implemented
- Identified further sources of risk information, both internal and external to your organisation
- Collated the risk information gathered into useful formats to support risk assessment

Sources of evidence – What specific evidence sources can you produce that demonstrate you have the required knowledge and understanding? These must be listed with a brief description and must be reviewed by the person who is authenticating your application. (Maximum 750 words)

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Knowledge area M3: Risk identification techniques

Please demonstrate that, on more than one occasion, you have:

- Explained risk identification in relation to the risk information previously gathered and the objectives at risk
- Identified both threats and opportunities
- Selected appropriate risk identification techniques appropriate to the situation being reviewed
- Facilitated a risk identification session
- Effectively described risks using cause, risk and effect
- Recognised when risk identification should be implemented to be effective

Sources of evidence – What specific evidence sources can you produce that demonstrate you have the required knowledge and understanding? These must be listed with a brief description and must be reviewed by the person who is authenticating your application. (Maximum 750 words)

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Knowledge area M3: Qualitative risk analysis

Please demonstrate that, on more than one occasion, you have:

- Explained the importance of risk prioritisation
- Explained the need for objective rating scales
- Created likelihood rating scales relevant to your organisation
- Created impact rating scales relevant to your organisation
- Integrated objectives within your impact rating scales to reflect the organisation's risk appetite and risk thresholds
- Selected appropriate qualitative risk assessment techniques appropriate to the situation being reviewed
- Applied the likelihood and impact rating scales to prioritise the identified risks
- Used additional rating scales, where relevant

Sources of evidence – What specific evidence sources can you produce that demonstrate you have the required knowledge and understanding? These must be listed with a brief description and must be reviewed by the person who is authenticating your application. (Maximum 750 words)

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Name	<input type="text"/>	Qualifications	<input type="text"/>
Relationship to applicant	<input type="text"/>	Signed	<input type="text"/>
			Date <input type="text"/>

Knowledge area M3: Quantitative risk analysis and risk modelling

Please demonstrate that, on more than one occasion, you have:

- Explained why quantitative assessment might be required
- Interpreted basic financial accounting information
- Selected appropriate quantitative risk assessment techniques, appropriate to the situation being reviewed
- Prepared for effective quantitative modelling
- Assigned appropriate probabilities to risks, for modelling purposes
- Assigned appropriate amounts to reflect the impact of the risk, should it occur, for modelling purposes
- Applied basic quantitative modelling
- Explained the pitfalls in using quantitative risk assessment

Sources of evidence – What specific evidence sources can you produce that demonstrate you have the required knowledge and understanding? These must be listed with a brief description and must be reviewed by the person who is authenticating your application. (Maximum 750 words)

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Relationship to applicant	<input type="text"/>	Signed	<input type="text"/>
			Date <input type="text"/>

Knowledge area M3: Presenting risk assessment information

Please demonstrate that, on more than one occasion, you have:

- Described the need to communicate information from risk assessment effectively
- Analysed risk software for the storage of risk information
- Explained the need for risk information in decision making
- Identified the stakeholders who need risk assessment information
- Developed a communications plan for the communication of risk assessment information
- Developed appropriate outputs from risk assessment in relation to risk source, risk identification, and qualitative and quantitative assessment information, in order to report on the risks
- Explained when risk assessment information should be communicated

Sources of evidence – What specific evidence sources can you produce that demonstrate you have the required knowledge and understanding? These must be listed with a brief description and must be reviewed by the person who is authenticating your application. (Maximum 750 words)

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Knowledge area M3: Using risk assessment information

Please demonstrate that, on more than one occasion, you have:

- Explained how risk evaluation supports decisions on how to modify risks
- Applied simple problem-solving and decision-making techniques
- Analysed the level at which decisions should be made, in relation to risk assessment, within your organisation
- Used the risk assessment information to support future, effective risk treatment

Sources of evidence – What specific evidence sources can you produce that demonstrate you have the required knowledge and understanding? These must be listed with a brief description and must be reviewed by the person who is authenticating your application. (Maximum 750 words)

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Accreditation of Prior Learning Application International Diploma in Risk Management

Module 4: Risk Treatment

Module Aims

The aim of this module is to explore the role of risk treatment within the wider enterprise risk management framework. It investigates the variety of approaches that can be employed by the organisation to effectively respond to opportunities and treat threats, including physical controls, management systems, training and supervision of staff, and risk financing by means of insurance and alternative financing mechanisms. The module also examines the key elements of business continuity management.

Learning Outcomes

By the end of the module students should be able to:

- Explain how risk treatment fits into the 'risk management cycle'
- Evaluate the strategies that can be employed to manage threats and opportunities, and the means by which risk control mechanisms may be prioritised
- Evaluate the range of internal and external resources required to effectively manage risk, including people, physical resources and management systems
- Assess the mechanisms that can be employed to review, monitor and report on the suitability of risk controls, including costs, benefits and relative effectiveness
- Compare and contrast available forms of risk financing, including insurance and alternative risk financing solutions
- Explain the key features of successful business continuity planning in the context of the wider enterprise risk management framework

Knowledge area M4: Introduction to risk treatment

Please demonstrate that, on more than one occasion, you have:

- Explained how risk treatment fits into the “risk management cycle”

Sources of evidence – What specific evidence sources can you produce that demonstrate you have the required knowledge and understanding? These must be listed with a brief description and must be reviewed by the person who is authenticating your application. (Maximum 750 words)

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Knowledge area M4: Evaluating and selecting risk control mechanisms

Please demonstrate that, on more than one occasion, you have:

- Explained how risks evolve
- Evaluated the options available to manage threats and opportunities
- Explained the factors involved in prioritising risk treatment

Sources of evidence – What specific evidence sources can you produce that demonstrate you have the required knowledge and understanding? These must be listed with a brief description and must be reviewed by the person who is authenticating your application. (Maximum 750 words)

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Knowledge area M4: Identifying, allocating and resourcing risk controls

Please demonstrate that, on more than one occasion, you have:

- Evaluated the appropriate type of control to select as treatment for particular risks
- Appraised appropriate resources for risk treatment
- Explained where in an organisation the responsibility for decision making on risk controls lies
- Justified the need for appropriate risk controls, particularly when changes are taking place
- Discussed the impact on an organisation of multiple failures in risk control

Sources of evidence – What specific evidence sources can you produce that demonstrate you have the required knowledge and understanding? These must be listed with a brief description and must be reviewed by the person who is authenticating your application. (Maximum 750 words)

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Knowledge area M4: Monitoring, reviewing and reporting on risk controls

Please demonstrate that, on more than one occasion, you have:

- Distinguished the principal owners and compilers of risk control treatments and their respective roles and responsibilities
- Explained how the risk identification stage of risk management feeds into pulling data together for the control phase
- Analysed the requirement for a controls overview with periodic review and reassessment to establish or validate the optimum controls to be used
- Explained the recommended reporting framework for organisations seeking to approve and validate their risk control environment
- Evaluated the circumstances in which risk controls must be reflected upon and, if necessary, revised after an event takes place
- Explained when it is appropriate to revisit or challenge risk controls after initial board sign-off

Sources of evidence – What specific evidence sources can you produce that demonstrate you have the required knowledge and understanding? These must be listed with a brief description and must be reviewed by the person who is authenticating your application. (Maximum 750 words)

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Knowledge area M4: Risk financing mechanisms

Please demonstrate that, on more than one occasion, you have:

- Explained where the most popular forms of insurable risk financing can be applied as a method of risk treatment
- Discussed the principal classes of cover available in the insurance market
- Evaluated the roles of the various players in today's insurance market, including their influences on the market
- Differentiated between pure insurance products and those that do not follow the traditional insurance format
- Evaluated the main alternative risk financing options which can supplement or replace traditional insurance

Sources of evidence – What specific evidence sources can you produce that demonstrate you have the required knowledge and understanding? These must be listed with a brief description and must be reviewed by the person who is authenticating your application. (Maximum 750 words)

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Knowledge area M4: Business continuity management

Please demonstrate that, on more than one occasion, you have:

- Discussed what is meant by “business continuity management” (BCM)
- Explained why business continuity management is appropriate as a form of risk treatment, the main types of plan that organisations consider and the depth of planning required
- Evaluated the role and criticality of governance in business continuity management
- Explained the key components of a business continuity plan and the steps required for successful creation of a plan
- Discussed why some major events cannot be easily managed through business continuity management, and what alternative options may available to the organisation

Sources of evidence – What specific evidence sources can you produce that demonstrate you have the required knowledge and understanding? These must be listed with a brief description and must be reviewed by the person who is authenticating your application. (Maximum 750 words)

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Module 5: Risk, Governance and Culture

Module Aims

The aim of this module is to explore issues of corporate governance, risk oversight, internal control and assurance in a global marketplace. It will examine the role of the board and key stakeholders to ensure that risk is integrated with strategy and in creating and maintaining an appropriate enterprise risk management structure, process and system. The critical elements of organisational behaviour will be studied, including the culture of the organisation, its approach to corporate social responsibility and business ethics, the psychology of risk and risk perception, and factors that influence individual and corporate risk decision-making. This leads to an exploration of the risk organisation, how to operationalise risk management starting from a strategic perspective, the type of skills required to effectively manage risk, determine training needs and manage performance. Finally, the issue of reputation, and how potential threats to this key asset may arise and be treated, will be investigated.

Learning Outcomes

By the end of the module students should be able to:

- Distinguish the key features of, and relationships between, corporate governance, risk oversight and management, internal control and assurance.
- Evaluate the roles of the board, management, key employees and other stakeholders in the integration of risk management within the strategic planning process.
- Discuss the cultural aspects of implementing and maintaining a risk management programme and the significance of organisational culture in risk exposure and management.
- Evaluate the range of factors that may influence risk perception and human behaviour within an organisation.
- Analyse the ways in which risk management performance may be evaluated, areas for improvement identified and methods for improvement implemented.
- Discuss the threats to corporate reputations and the ways in which these may be effectively managed.

Knowledge area M5: Corporate governance, risk oversight, internal control and assurance

Please demonstrate that, on more than one occasion, you have:

- Explained what corporate governance is and how it may vary internationally
- Summarised the main aspects of the risk oversight role that should be exercised by the board of directors
- Distinguished the key features of a risk management model
- Discussed the role that internal control plays in risk management and in the oversight of risks by the board of directors
- Discussed the importance of an independent internal audit function in providing assurance to the board of directors regarding risk oversight and internal control
- Analysed the specific role played by compliance in the overall governance context

Sources of evidence – What specific evidence sources can you produce that demonstrate you have the required knowledge and understanding? These must be listed with a brief description and must be reviewed by the person who is authenticating your application. (Maximum 750 words)

Explain how the evidence satisfies the knowledge and understanding requirements. How does the evidence cited demonstrate that you have the required knowledge and understanding? (Maximum – 500 words)

Authenticating signature: *I have reviewed the evidence quoted above and in my opinion it supports the applicant's assertion that they have the requisite experience.*

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Qualifications

Relationship to applicant

Signed

Date

Knowledge area M5: Strategic planning and risk management

Please demonstrate that, on more than one occasion, you have:

- Explained how integrating risk into strategic planning contributes to the achievement of objectives and adds value to the organisation
- Outlined three approaches to effectively link risk management objectives with strategic and business objectives
- Distinguished between the specific roles of the board of directors, risk committee and audit committee in linking risk with strategy
- Summarised the roles of the CRO and the risk manager in relation to strategic planning
- Described how the expectations of major categories of stakeholders should be considered in the strategic planning process

Sources of evidence – What specific evidence sources can you produce that demonstrate you have the required knowledge and understanding? These must be listed with a brief description and must be reviewed by the person who is authenticating your application. (Maximum 750 words)

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Knowledge area M5: Risk culture, business ethics and organisational change

Please demonstrate that, on more than one occasion, you have:

- Summarised the key features of a risk culture and various models that may be applied
- Analysed the steps involved in changing a risk culture
- Discussed the key risks that are most influenced by corporate social responsibility and business ethics
- Evaluated the significance of “tone from the top” in the establishment of a robust risk culture
- Assessed the significance of different national cultures on risk culture

Sources of evidence – What specific evidence sources can you produce that demonstrate you have the required knowledge and understanding? These must be listed with a brief description and must be reviewed by the person who is authenticating your application. (Maximum 750 words)

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Knowledge area M5: Risk perception and human behaviour

Please demonstrate that, on more than one occasion, you have:

- Assessed how various influences and cognitive biases may affect an individual's risk perception and determine his or her risk attitude
- Argued how key sources of influence over important and risky decisions made by groups lead to two main patterns of behaviour
- Explained the Six As model and the concrete actions that can be taken and their time horizons for improving group risk attitude management
- Summarised the key tools that can be implemented to better manage the two aspects of people risk in an organisation

Sources of evidence – What specific evidence sources can you produce that demonstrate you have the required knowledge and understanding? These must be listed with a brief description and must be reviewed by the person who is authenticating your application. (Maximum 750 words)

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Knowledge area M5: Risk management performance

Please demonstrate that, on more than one occasion, you have:

- Summarised the process by which risk management performance can be monitored and continuously improved
- Explained how risk management may improve organisational performance and value
- Described the role of the board in ensuring that risk management contributes to the performance and value of the organisation

Sources of evidence – What specific evidence sources can you produce that demonstrate you have the required knowledge and understanding? These must be listed with a brief description and must be reviewed by the person who is authenticating your application. (Maximum 750 words)

Explain how the evidence satisfies the knowledge and understanding requirements. How does the evidence cited demonstrate that you have the required knowledge and understanding? (Maximum – 500 words)

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Knowledge area M5: Reputation risk management

Please demonstrate that, on more than one occasion, you have:

- Discussed whether reputation and the sources and impact of reputation risk can be measured or valued
- Described the different sources and drivers of reputation risk and how to manage that risk
- Explained how to make reputation risk management an integral part of the governance and management of the organisation

Sources of evidence – What specific evidence sources can you produce that demonstrate you have the required knowledge and understanding? These must be listed with a brief description and must be reviewed by the person who is authenticating your application. (Maximum 750 words)

Explain how the evidence satisfies the knowledge and understanding requirements. How does the evidence cited demonstrate that you have the required knowledge and understanding? (Maximum – 500 words)

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