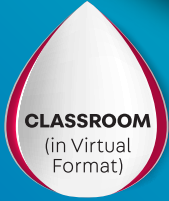




The Institute of
Internal Auditors

Malaysia



ANALYZING & IMPROVING BUSINESS PROCESSES

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OVERVIEW

At the core of any organization are the processes that make up the work accomplished by that organization. The accumulation of activities that take place in each of these business processes is what ultimately determines an organization's success. To improve overall operations, most organizations have initiated various attempts at analyzing and evaluating their existing processes. However, often, the analyses that are conducted are not at a holistic level, do not consider the customer, or fail to focus on the objectives and risks associated with those processes. This means that individuals (including internal auditors) tasked with such analysis are on a constant search for better tools and techniques to be used for business process analysis – whether they are looking for a way to create efficiencies, analyze the work that is being done, or provide better customer service.

This course provides participants with a set of tools and techniques that can be used in any process analysis engagement. In addition, it includes numerous opportunities to apply those tools and techniques in real-world scenarios. The best way to build business process analysis skills is by doing the work, and this course is full of hands-on applications using case studies and the participants' understanding of their own processes to apply these tools and techniques often.

For staff auditors, it will provide solid instruction on how the tools can be used to analyze any environment. For auditors-in-charge, it will provide an arsenal of tools that can be used in completing audit assignments. For audit managers, it will provide the information necessary to direct others in completing these analyses as well as demonstrate how to appropriately review the completed work.

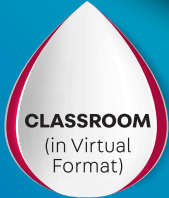
OBJECTIVES

- Recognize the various purposes and roles of process improvement in audit and review activities.
- Understand the interrelationships, roles, and impacts of objective and risk on processes.
- Create visual representations (maps) of processes to facilitate process analysis.
- Understand how and when to apply the various tools – process mapping, customer mapping, spaghetti mapping, and RACI matrices.
- Understand techniques to use while interviewing that facilitate information gathering.
- Apply the tools in various business situations.
- Analyze documentation during and after development to identify potential issues and solutions related to efficiency and effectiveness.



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OUTLINE

The Role of Process Analysis

- Why processes are analyzed
- The imperative for internal auditing to conduct process analysis
- How relationships with internal auditing's stakeholders impact successful process analysis
- Related internal auditor competencies
- The outcomes of effective process analysis

Understanding Processes

- Defining "process"
- The role of objectives in process analysis
- Identifying process objective risks and controls
- Distinguishing inputs, outputs, and trigger events
- Identifying process measures of success (key performance indicators)
- Completion and use of the Process Profile Worksheet

Process Mapping

- The role of process mapping in process analysis
- Aspects of process documentation that apply to all four tools, as well as those specific to process mapping
- How process maps are constructed
- Approaches for working with stakeholders in building process maps
- Assessing completed process maps

Customer Mapping

- The role of customer mapping in process analysis
- Defining customer needs and expectations
- Walking through the customer experience
- Using the customer profile worksheet
- Assessing the impact of processes on customer experiences

Spaghetti Mapping

- The role of spaghetti mapping in process analysis
- How to construct an "as is" spaghetti map
- How the "as is" spaghetti map shows inefficiencies in a process
- The use of the "to be" spaghetti map in documenting potential process improvements

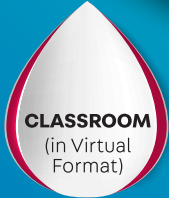
RACI Matrices

- The role of RACI matrices in process analysis
- The Responsible, Accountable, Consult, and Inform roles
- How RACI matrices are completed
- Analyzing a completed RACI matrix
- Gaining insight by combining tools



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ABOUT THE TRAINER

DR EDDY YAP

Dr Eddy Yap is the Founder and Managing Consultant of Conductiviti Business Advisory Sdn Bhd. His core competencies are in qualitatively and quantitatively diagnosing issues, formulating solutions, and implementing changes. He has over 22 years of corporate, advisory, academic and entrepreneurial experience, and has worked with various organisations including government corporations, public conglomerates, private companies, public sector organisations and academic institutions, across diverse industries.

He is also a visiting lecturer and facilitator to several universities at the undergraduate and postgraduate levels, as well as professional bodies, delivering courses in strategic management, finance, accounting, auditing, and economics. He has published in international peer reviewed journals and presented in corporate and academic conferences, as well as delivered talks on the global and national economy.

He is a Certified Internal Auditor, Technical and Research Committee Member of IIAM, Chartered Accountant of MIA, an ASEAN CPA, Fellow of ACCA, Fellow of the Malaysian Institute of Management, and a HRDF-certified trainer. He holds a Bachelor's in Economics from the University of London, MBA from Heriot-Watt University, and PhD in Finance from Universiti Kuala Lumpur

ADMINISTRATIVE DETAILS

TARGET AUDIENCE	LEVEL I-II
MEMBER'S FEE	RM2,300.00
NON-MEMBER'S FEE	RM2,650.00 <i>All Fees will be subject to 6% SST</i>
EARLY BIRD FEE	10% discount for registration received one (1) month prior to respective workshop dates
DATE	25 & 26 April 2022
TIME	9:00 am – 5:00 pm <i>(Registration on Day 1 at 8:30am)</i>
DELIVERY MODE	Virtual Platform
PROGRAMME CODE	KL13
TRAINER	Dr Eddy Yap PhD, FCCA, CIA
CPD POINTS	16

Disclaimer

This course has been planned as a classroom training session. In the event that the training session is converted to virtual format, a rebate of RM300 will be given for each participant. T&C apply.

ENQUIRY & REGISTRATION

1-17-07, Menara Bangkok Bank, Berjaya Central Park, 105 Jalan Ampang, 50450, Kuala Lumpur, Malaysia
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COURSE DETAIL

Course Title _____

Course Code _____

Course Date(s) _____

DELEGATE 1

*Full Name (as per IC) _____

*Designation _____

*Mobile No. _____

*Email Address _____

Member Non-Member "Membership No. (only applicable for members)" _____

Dietery Preferences Vegetarian Non-Vegetarian

DELEGATE 2

*Full Name (as per IC) _____

*Designation _____

*Mobile No. _____

*Email Address _____

Member Non-Member "Membership No. (only applicable for members)" _____

Dietery Preferences Vegetarian Non-Vegetarian

DELEGATE 3

*Full Name (as per IC) _____

*Designation _____

*Mobile No. _____

*Email Address _____

Member Non-Member "Membership No. (only applicable for members)" _____

Dietery Preferences Vegetarian Non-Vegetarian

CORPORATE DETAILS (only applicable for corporations)

Corporate Member Corporate Membership No: _____

Corporate Non-Member

CONTACT DETAILS

Organisation Name _____

Mailing Address _____

Contact Person _____

Designation _____

Telephone _____

Fax _____

Email Address _____

BILLING DETAILS

please tick if billing details are the same as contact details.

Contact Person _____

Designation _____

Billing Address _____

Telephone _____

Fax _____

Email Address _____

Are you claiming under HRDF SBL Khas? (insert tick box) Yes No If Yes, please fill in the form of Appendix A

For non-member, would you like to be contacted to know more about IIA Membership programme? Yes No

ENQUIRY & REGISTRATION

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PAYMENT DETAILS

Payment Details	Member Rate (per person) for KL-code related courses	Non-Member (per person)	6% SST	Total with SST
Fee (per pax) RM				
No. of pax				
Subtotal				

All registrations **MUST** be accompanied with full payment. Upon receipt of your registration, you are deemed to have read and understood the registration procedures and accepted the terms and conditions contained therein. (Please tick (✓) the chosen method)

Enclosed is a cheque/bank draft no. _____ for the sum of RM _____ payable to **THE INSTITUTE OF INTERNAL AUDITORS MALAYSIA**

LOCAL PAYMENTS BY CHEQUE / INTERBANK GIRO

All payments should be crossed and made payable to **THE INSTITUTE OF INTERNAL AUDITORS MALAYSIA**

Bank Details: United Overseas Bank (M) Bhd. USJ Taipan Branch, No.7, Jalan USJ 10-1, USJ Taipan Triangle, 47620 UEP Subang Jaya, Selangor

Account No.: 165-301-514-9 Bank Swift Code: UOVBMKYL

OVERSEAS PAYMENTS BY WIRE TRANSFER (USD only)

Beneficiary: **THE INSTITUTE OF INTERNAL AUDITORS MALAYSIA**

Address: 1-17-07, Menara Bangkok Bank, Berjaya Central Park, 105 Jalan Ampang, 50450 Kuala Lumpur, Malaysia

Beneficiary's Bank: STANDARD CHARTERED BANK MALAYSIA BERHAD

Beneficiary's Bank Address: Level 18, Menara Standard Chartered, No.30 Jalan Sultan Ismail, 50250 Kuala Lumpur

Account No.: 312-170-024-235 Bank Swift Code: SCBLM-YK-XXXX

All wire transfer payments should include USD\$30.00 (overseas) and RM25.00 (local) for wire transfer processing fee. For GIRO, please include RM1.00 as bank charges. (Please fax the bank-in slip to +603 2181 1717 or email to training@iiam.com.my)

CREDIT CARD

I hereby authorise **THE INSTITUTE OF INTERNAL AUDITORS MALAYSIA** to charge to my credit card. to the value of

RM _____ Card Type: VISA MASTER

Card Number:

Expiry Date: _____ Cardholder's Name _____

I understand that any amount drawn from my credit card will first be cleared with the credit card authorisation facility.

Signature (As per credit card) _____ Date _____

TERMS & CONDITIONS

FEE

- Fee is payable to "THE INSTITUTE OF INTERNAL AUDITORS MALAYSIA". Please state your name, payment advice number, phone number and Workshop Code number at the back of the cheque/bank-in slip. Admittance will only be permitted upon receipt of full payment
- The fee covers the hard copy course material, lunches, refreshment and Certificate of Attendance.
- Full payment is to be made before the date of the course. Fee is subject to 6% SST.
- Walk-in delegates will only be allowed if full payment is made, subject to the availability of the seat.
- This course has been planned as a classroom training session. In the event that the training session is converted to virtual format, a rebate of RM300 will be given for each participant. T&C apply.

CANCELLATION

- Upon registering, participant(s) are considered successfully enrolled in the course. Should participant(s) decide to cancel/transfer their registration, a cancellation/transfer policy shall be applied as follows.
 - a) Written cancellations should be received by 14 working days before the workshop date to get the refund.
 - b) Written cancellations should be received by 7 working days before the workshop date to get a partial refund after deduction of 50% administrative charge. Unpaid registrations will also be liable for 50% administrative charge.
 - c) Written cancellations/no-show on the day of the workshop.
 - No refund will be entertained.
 - Unpaid registrations will also be liable to full payment of the registrations fee.
 - Partial cancellation is not allowed.
 - d) You can substitute an alternate delegate(s) if you wish to avoid cancellation charges. Any differences in fees will be charged accordingly.

RESERVATION

- The Institute reserves the right to make changes to the venue, date, topic, speaker including cancellation if warranted by circumstances beyond its control.
- The Institute is not responsible for the action, advice or representations of the trainer / speaker.
- Registration will be on first-come, first-serve basis.
- Upon signing this form, you have deemed to have read and understand the registration term and condition and therefore have accepted the terms contained herein.
- Certificates of Attendance will be issued an "E-certificate" via email. For this purpose, it is **COMPULSORY** to fill in the email address clearly. Certificate will only be given to participant who attended the session in full.

DATA PROTECTION

Personal Data is gathered in accordance with the Personal Data Protection Act 2010 (Act 709). The Institute of Internal Auditors Malaysia (IIA Malaysia) hereby inform you that your personal data will be processed, retained and used by IIA Malaysia in relation to this Workshop. Your personal data may also be retained and used by IIA Malaysia to market and promote other training programmes conducted by IIA Malaysia.

DISCLAIMER

The Institute of Internal Auditors Malaysia (IIA Malaysia) reserves the right to change the speaker(s), date(s) or to cancel the Workshop should circumstances beyond its control arise. IIA Malaysia also reserves the right to make alternative arrangements without prior notice should it be necessary to do so. Upon signing the registration form, you are deemed to have read and accepted the terms and conditions.

ENQUIRY & REGISTRATION

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APPENDIX A – HRDF SBL KHAS CLAIM

DELEGATE 1

Full Name (as per IC) _____

NRIC _____

Citizenship _____

Gender _____

Race _____

DELEGATE 2

Full Name (as per IC) _____

NRIC _____

Citizenship _____

Gender _____

Race _____

DELEGATE 3

Full Name (as per IC) _____

NRIC _____

Citizenship _____

Gender _____

Race _____

*** Invoice will only be produced upon approval of grant. Should the amount approved be lesser than the total cost fee, the balance will be invoice to the corporation/individual.*