



Institute of
Internal Auditors
Malaysia

2025

ANALYZING & IMPROVING BUSINESS PROCESSES

PROGRAM 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.



LEARNING OBJECTIVES

The program seeks to help participants to:

- 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.
- 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.
- Create visual representations (maps) of processes to facilitate process analysis.

COURSE 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

ASSOC. PROF. DR. EDDY YAP TAT HIUNG

ASSOC. PROF DR. EDDY YAP brings over 25 years of experience in corporate, operations, and advisory, having trained as a Chartered Accountant and Certified Internal Auditor with a PhD in Finance.

As the Founder and Managing Consultant of CONDUCTIVITI Business Advisory Sdn Bhd, he specialises in leveraging his comprehensive skill set to diagnose organisational health, formulate strategic solutions, and drive operational and financial improvements. His consultancy work brings him in direct connection with the public sector, financial institutions, telecommunications, healthcare, hospitality, education, transportation, manufacturing, retail, and trading industries, among others.

ADMINISTRATIVE DETAILS

TARGET AUDIENCE	LEVEL I-II
MEMBER'S FEE	RM2,916.00 All Fees is inclusive of 8% SST
NON-MEMBER'S FEE	RM3,348.00 All Fees is inclusive of 8% SST. <i>EARLY BIRD FEE 10% discount for registration received one (1) month prior to respective workshop dates</i>
DATE	7 & 8 July 2025
TIME	9:00 am – 5:00 pm (Registration will be on Day 1 at 8.30 am)
DELIVERY MODE	Physical Class
LOCATION	KUALA LUMPUR
PROGRAMME CODE	2025/KL14
TRAINER	Assoc. Prof. Dr. Eddy Yap Tat Hiung
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.





REGISTRATION FORM

Are you claiming under HRDC SBL Khas?

☐ Yes ☐ No

COURSE DETAILS

Course Title 2025 Analyzing & Improving Business Processes

Course Code 2025/KL14

Course Date(s) 7 & 8 July 2025

DELEGATE 1

Full Name (as per IC) _____

Designation _____

NRIC _____ Gender ☐ Male ☐ Female Race _____

Mobile No. _____ Email Address _____

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

Dietary Preferences ☐ Vegetarian ☐ Non-Vegetarian

DELEGATE 2

Full Name (as per IC) _____

Designation _____

NRIC _____ Gender ☐ Male ☐ Female Race _____

Mobile No. _____ Email Address _____

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

Dietary Preferences ☐ Vegetarian ☐ Non-Vegetarian

If you are sending more than 2 delegates, kindly send the delegates details in an Excel File format.

CORPORATE DETAILS (only applicable for corporations)

☐ Corporate Member Corporate Membership No: _____

☐ Corporate Non-Member

CONTACT DETAILS

Organisation Name _____ Company Registration No. _____

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 _____

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

ENQUIRY & REGISTRATION

1-17-07, Menara Bangkok Bank, Berjaya Central Park, 105 Jalan Ampang, 50450, Kuala Lumpur, Malaysia
Tel: +603 2181 8008 ext 210/211/212/213 Fax: +603 2181 1717 Email: training@iiam.com.my Website: www.iiam.com.my

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REGISTRATION FORM

PAYMENT DETAILS

Payment Details	Member Rate (per person) for KL-code related courses	Non-Member (per person)	8% 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 a copy of course material*, lunches, refreshment, and Certificate of Attendance.
- Full payment is to be made before the date of the course. Fee is inclusive of 8% 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.

HUMAN RESOURCE DEVELOPMENT CORPORATION (HRDC) SBL KHAS CLAIM(S) [APPLICABLE TO HRDC SBL KHAS CLAIMABLE COURSE(S) ONLY]

- Claimants are fully responsible:
 - To provide IIA Malaysia with the HRDC grant approval notification (letter or email) minimum 7 working days before the commencement of the course(s).
 - To provide IIA Malaysia with Letter of Undertaking (LOU) for full settlement of the course fees if grant approval notification is received from HRDC prior to the commencement of the course(s).
 - To adhere to all terms and conditions set by HRDC (i.e., full attendance of the courses).
 - For timely completion and submission of all required HRDC documents as per their requirement.
 - To follow up and respond to any queries from HRDC and attain the approval of grant claim(s) within 60 days from the completion of the course(s). If no grant claim approval is attained within 60 days, claimants are responsible to arrange for an immediate full settlement of the course fee(s). Should a late approval is attained post the full settlement, IIA Malaysia will arrange for the reimbursement accordingly based on the approved grant claim.
- The HRDC Grant Approval Amount falls within the purview of HRDC. IIA Malaysia is obligated to adhere to the HRDC procedure and permissible cost matrix. In the event that the approved amount is less than the total training cost, the participant or attending corporate entity is required to cover the remaining balance.

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 reserves the right to utilize any recordings or photographs taken during the delivery of the course(s) for marketing and advertising purposes.
- The Institute is not responsible for the action, advice or representations of the trainer / speaker.
- Registration will be on first-come, first-serve basis.
- 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.
- 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.

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 workshop(s) 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. IIA Malaysia is not responsible for any incidental cost of participants (i.e. return flights, accommodation and etc) due to changes or cancellation of course(s). Upon submitting the registration form, you are deemed to have read and accepted the terms and conditions.

* Subject to approval of the proprietor.

ENQUIRY & REGISTRATION

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