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SERIES



The Institute of  
**Internal Auditors**  
Malaysia



# 2023/KL30 HIGH-IMPACT OPERATIONAL AUDIT OF THE HR MANAGEMENT FUNCTION

## OVERVIEW

A great majority of internal auditors are experts in quantitative subjects such as accounting, auditing, and finance. However, many of them lack knowledge and experience in sales, marketing, operations and particularly human resource management and labour laws. This 3-day highly interactive and practical workshop was written and developed mainly to guide internal auditors in conducting an Operational Audit of Human Resource Management function. Human Resource practitioners will also find this programme relevant as it will give them an insight into the areas of greater interest to Internal Auditors. The contents of this workshop were drawn from past experiences of the Workshop Leader gained as Plant HR Manager; General Manager – Admin and HR; and, Head of Internal Audit of two public-listed conglomerates.

Day 1 covers the managerial aspects of HRM and provides an overview of human resource management (HRM), particularly the origins and influences on HRM; definitions of HRM, strategy, and strategic HRM; an understanding of mission, function, principal activities, policies, practices and organisation structure of HRM; an appreciation of key roles, competencies for HR managers and some attendant challenges facing them in such roles; acquisition of new skills in conducting performance appraisals and organizing staff orientation; an opportunity to comment critically on the contents of an Employees' Handbook; and lastly an appreciation of the alignment between HRM and strategic management in corporations.

Day 2 covers the legal aspects of HRM and provides an opportunity to comment critically on the contents of employment contracts; an overview of labour laws in Malaysia; The Employment Act 1955 (its practical applications through case studies); The Trade Union Act 1959 (collective agreement and its practical applications through class exercise); The Industrial Relations Act 1967 (statutory protection for workmen, wrongful dismissal and constructive dismissal) and other laws relevant to HRM.

Day 3 concentrates on the auditing aspect of HRM and covers the key auditing concepts; definitions of internal and operational auditing; the IA's contribution in assurance and consulting services; the requirements and important characteristics of operational auditing; the key phases of an operational audit including performing an operational audit of HRM using the risk-based approach; IIA's International Standards for the Professional Practice of Internal Auditing concerning communicating audit results and some good features of Operational Audit Reports; and lastly delivery of impactful presentations on Operational Audit findings to Audit Committees.

## TARGET GROUP

Anyone who would be involved in conducting an operational audit of the Human Resource Management function or managing such a function.



## OUTLINE

Upon completion of this workshop, participants should be able to:

- Gain an overview of human resource management (HRM).
- Realize the evolution, stages in the development of, origins and influences on HRM.
- Define human resource management, strategy, and strategic HRM.
- Understand the mission, function, principal activities, policies, practices and organisation structure of HRM.
- Learn the key roles and competencies for HR managers and some attendant challenges facing them in such roles.
- Acquire new skills in conducting performance appraisals, and organising staff orientation.
- Comment critically on the contents of an Employees Handbook/employment contracts.
- Appreciate the alignment between HRM and strategic management in corporations.
- Attain an awareness of the labour laws in Malaysia.
- Ensure compliance with the legal and regulatory requirements for managing human capital in corporations.
- Define internal control, internal control processes, and information technology controls.
- Ensure compliance with statutory and regulatory requirements for internal control.
- Understand key auditing concepts such as true and fair, materiality, effectiveness and efficiency.
- Learn the definitions of internal/operational auditing, and IA's contribution in assurance and consulting services.
- Appreciate the requirements and important characteristics of operational auditing.
- Identify and discuss the key phases of an operational audit.
- Gain knowledge from relevant sections of the IIA's IPPF concerning performing operational audit (OA) assignments.
- Apply knowledge gained from the IIA's ISPPA in devising a planning methodology for conducting OA assignments.
- Present a proposed annual operational audit plan to chief executive officer and audit committee for endorsement.
- Appreciate the alignment between OA management and strategic management in corporations.
- Conduct an operational audit of HR Management.
- Comply with IIA's ISPPA concerning communicating audit results.
- Acquire a set of new skills in writing OA Reports.
- Deliver impactful presentations on IA findings to Audit Committees.

## WORKSHOP OUTLINE

- An Overview of Human Resource Management
- Evolution of Human Resource Management
- Stages in the Development of Human Resource Management
- The Harvard Framework for Human Resource Management
- Organisational Stakeholders and Their Concerns
- Definition of HRM, Definitions of Strategy and Strategic HRM
- A Strategic HRM Model and Its Key Elements
- Mission and Function of Human Resource Management
- The Principal Activities of HR Management Function
- Major Categories of HR Policies and Practices

- The Organization of HR Management Function
- Professionalism of Human Resource Management
- The Key Roles and Competencies for HR Managers
- Performance Management System
- The Implications of Strategic Management Process for HRM
- An Overview of Labour Laws in Malaysia
  - The Employment Act 1955 (Practical Applications through Cases)
  - The Trade Union Act 1959 (Collective Agreement)
  - The Industrial Relations Act 1967
    - Statutory Protection for Workmen
    - Wrongful Dismissal / Constructive Dismissal
  - Other Laws Relevant to Human Resource Management
- Contents of Employment Contracts / Employees' Handbook
- Concepts of True and Fair, Materiality, Effectiveness and Efficiency
- The Operational Auditing Methodology
- Requirements and Characteristic of Operational Auditing
- The Key Phases of an Operational Audit
- Auditing Operations in a Human Resource Department
  - Recruitment Function
  - Training and Development Function
- Writing Effective Operational Audit Reports
  - The Requirements of IIA's International Standards
  - Desirable Features of OA Reports
  - Techniques in Writing and Presenting OA Reports
- Delivering Impactful Presentations on OA Findings to Audit Committees

## TRAINING METHODOLOGY

This will be in the form of lectures, class exercises, real-life case studies, small group discussions.

The Workshop Leader will impart his knowledge and share the experiences acquired over the years as Plant HR Manager; General Manager - Admin and HR; Head of Internal Audit of two public-listed Malaysian conglomerates; and as Senior Academic in Advanced Audit and Assurance at a few renowned foreign university business schools, with participants of this workshop.



## ABOUT THE TRAINER

### STANLEY O. N. YAP

P.G.DIP.M.(U.K.), M.B.A.(U.K.), C.I.A.(U.S.A.), F.I.I.A., F.C.C.A.(U.K.), C.P.A., C.A., C.P.T.

Stanley O. N. Yap was trained by and qualified with Peat, Marwick, Mitchell & Co., then one of the big-eight international firms of Chartered Accountants in the U.K. Subsequently, he graduated from the University of Bradford Management Centre, the oldest business school in the U.K., with an MBA degree.

Stanley was Chief Executive Officer of a consulting firm that specialises in Risk Management, Business Process Re-engineering and Internal Audit Services. He also served a public-listed company as Chairman of its Audit and Nominating Committees for a few years. He was elected Founding President of the Institute of Internal Auditors Malaysia in 1993/94.

Stanley's industrial experiences included that of Vice-President, Finance of the largest public-listed petrochemical group in SEA; and, as Group General Manager-Corporate Services of the first public-listed bumiputra conglomerate in Malaysia. He was Senior Inspector-Operations with the oldest foreign bank in Malaysia and prior to that, Stanley was the Head of Internal Audit of Boustead Holdings Berhad, a 194-year old public-listed conglomerate in Malaysia.

Stanley also held the positions of Group Chief Operating Officer of a public-listed company and another multilevel marketing group for six years.

Apart from conducting public training programmes for MIM, IIA and MAICSA, Stanley also taught executive MBA Programmes for Manchester Business School, Cranfield School of Management, and Bath School of Management, U.K., Maastricht School of Management, Netherlands, RMIT School of Business and Victoria School of Business, Australia.

Since 2009, Stanley lectured on under-graduate programs in Advanced Management Accounting, Advanced Auditing, and Corporate Finance for the University of Lancaster, University of Nottingham, and University of West of England Bristol, U.K.; Sunway University Business School and Taylor's Business School in Selangor. Stanley also lectured on the CIA (USA) Program at Sunway-TES since its inception in 2009.

## ADMINISTRATIVE DETAILS

<b>TARGET AUDIENCE</b>	LEVEL I-III
<b>MEMBER'S FEE</b>	RM2,850.00 <i>All Fees will be subject to 6% SST</i>
<b>NON-MEMBER'S FEE</b>	RM3,350.00 <i>All Fees will be subject to 6% SST</i>
<b>EARLY BIRD FEE</b>	10% discount for registration received one (1) month prior to respective workshop dates
<b>DATE</b>	19, 20 & 21 June 2023
<b>TIME</b>	9:00 am – 5:00 pm <i>(Registration on Day 1 at 8:30am)</i>
<b>DELIVERY MODE</b>	Physical Class
<b>LOCATION</b>	KUALA LUMPUR
<b>PROGRAMME CODE</b>	2023/KL30
<b>TRAINER</b>	<b>Stanley O. N. Yap</b> P.G.DIP.M.(U.K.), M.B.A.(U.K.), C.I.A.(U.S.A.), F.I.I.A., F.C.C.A.(U.K.), C.P.A., C.A., C.P.T.)
<b>CPD POINTS</b>	24

### 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.*



Are you claiming under HRDC SBL Khas?  Yes  No

### COURSE DETAILS

Course Title High-Impact Operational Audit of the HR Management Function

Course Code 2023/KL30 Course Date(s) 19, 20 & 21 June 2023

### 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) \_\_\_\_\_

Dietery 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) \_\_\_\_\_

Dietery 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 \_\_\_\_\_

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@iam.com.my Website: www.iam.com.my

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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: UOVBYMYKL

 **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@iam.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 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.

**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.

**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.
  - Written cancellations should be received by 14 working days before the workshop date to get the refund.
  - 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.
  - 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.
  - 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, advise 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 signing 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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