



Institute of
Internal Auditors
Malaysia

2026 HIGH-IMPACT OPERATIONAL AUDIT OF HRM FUNCTION WITH AI APPLICATIONS

IIAM
PUBLIC
SERIES

PROGRAM 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 them in conducting an Operational Audit of Human Resource Management function. The contents of this workshop were drawn from past experiences of the Workshop Leader gained as Plant HR Manager; Head of Internal Audit of a 198-year-old public-listed conglomerate; Group GM-Corporate Services of another PLC; Chief Internal Auditor of the largest public-listed petrochemical group in SEA.

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 and strategic HRM; an understanding of mission, function, principal activities, policies, practices and organisation structure of HRM; an appreciation of the key roles, competencies for HR managers and some attendant challenges facing them in such roles; acquisition of new skills in drafting job descriptions, conducting performance appraisals and organising staff orientation; an opportunity to comment critically on the contents of an Employees' Handbook; and lastly an appreciation of the alignment of HRM with 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); The Industrial Relations Act 1967 (statutory protection for workmen, wrongful dismissal and constructive dismissal) and other laws relevant to HRM, such as the Contracts Act 1950 and the Immigration Act 1959/63.

Day 3 concentrates on the auditing aspect of HRM and covers the key auditing concepts; definitions of internal and operational auditing and the OA'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; IIA's IPPF concerning communicating audit results and some good features of OA Reports; and lastly delivery of an impactful presentation on OA findings to Audit Committee.

ADMINISTRATIVE DETAILS

TARGET AUDIENCE	LEVEL I-III
MEMBER'S FEE	RM3,294.00 All Fees are inclusive of 8% SST
NON-MEMBER'S FEE	RM3,834.00 All Fees are inclusive of 8% SST. <i>EARLY BIRD FEE 10% discount for registration received one (1) month prior to respective workshop dates</i>
DATE	16, 17 & 18 November 2026
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	2026/KL72
TRAINER	Stanley O. N. Yap
CPD POINTS	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.



OBJECTIVES

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

- Gain an overview of human resource management (HRM)
- Realise the evolution, stages in the development of, origins and influences on human resource management
- Define human resource management and strategic HR Management
- Understand the mission, function, principal activities, policies, practices and organisation structure of HRM
- Learn the key roles and competencies for human resource managers and some attendant challenges facing them in such roles
- Acquire new skills in drafting job descriptions, conducting performance appraisals, and organising staff orientation
- Comment critically on the contents of an Employees Handbook and employment contracts
- Appreciate the alignment of HRM with strategic management in corporations
- Attain an awareness of the labour laws in Malaysia
- Ensure compliance with the legal and regulatory requirements of managing human capital in corporations
- Define internal control and internal control processes
- Ensure compliance with statutory and regulatory requirements of Internal Control
- Understand key auditing concepts such as true and fair view; materiality, effectiveness, efficiency, and economy
- Learn the definitions of internal and operational auditing, and OA'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 of Operational Audit Management with Strategic Management in corporations
- Conduct an operational audit of Human Resource Management
- Comply with IIA's IPPF concerning communicating audit results
- Acquire a set of new skills in writing Operational Audit Reports
- Deliver an impactful presentation on OA findings to Audit Committee

TRAINING METHODOLOGY

This will be in the form of lectures, class exercises, real-life case studies, small group and class discussions. In particular the applications of an AI tool to enhance efficiency and increase productivity of an operational audit will also be introduced.

COURSE 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 Organisation 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 Case Studies)
 - The Trade Union Act 1959 (Sample Collective Agreement)
 - The Industrial Relations Act 1967
 - Statutory Protection for Workmen
 - Wrongful Dismissal and Constructive Dismissal
 - Other Laws Relevant to Human Resource Management



- Contents of Employment Contracts and Employees' Handbook
- Concepts of True and Fair, Materiality, Effectiveness, Efficiency, and Economy
- The Operational Auditing Methodology, Requirements and Characteristics
- 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 an Impactful Presentation on OA Findings to Audit Committee

ABOUT THE TRAINER

STANLEY O. N. YAP

Stanley O. N. Yap was trained by and qualified with Peat, Marwick, Mitchell & Co., U.K., 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 a Master's degree in Business Administration.

Apart from being a Chartered Accountant, registered with the Malaysian Institute of Accountants; a Malaysian Certified Public Accountant; a Fellow Chartered Certified Accountant, U.K.; Stanley also holds a Post-graduate Diploma in Marketing awarded by the Chartered Institute of Marketing in the U.K. He was a Member of the Chartered Institute of Marketing, U.K.; the Association of MBA Executives Inc., U.S.A.; the American Institute of Management; the Malaysian Institute of Directors; the Malaysian Institute of Management; and, the Malaysian Institute of Human Resource Management before venturing into the academia.

Stanley is the Founding President of the Institute of Internal Auditors (IIA) Malaysia. He is one of the few recipients of the prestigious award of F.I.I.A. from the IIA Malaysia for his invaluable contributions to the Institute and the internal auditing profession in Malaysia. He is also a Certified Internal Auditor, a post-graduate professional qualification awarded by the Institute of Internal Auditors Inc., U.S.A.

Stanley has over forty years of senior leadership experience in accounting, auditing, finance, human resource, marketing, operations and consulting. He was Chief Internal Auditor of the largest public-listed petrochemical group in Southeast Asia. Prior to that he was the Group General Manager, Corporate Services of a public-listed conglomerate; Head of Internal Audit of Boustead Holdings Berhad, a 198-years old public-listed conglomerate; and, the oldest foreign bank in Malaysia. These conglomerates have interests in financial services, plantations, oil and gas, property development, construction, manufacturing, engineering, trading, retailing, travel and tour, shipping, advertising, security, marketing and distribution, leisure, food and beverage, international operations and education.

In Operations, Sales, and Marketing, Stanley was Group Chief Operating Officer of a public-listed company on the main board; and, Chief Operating Officer of a Multi-Level Marketing Company in Malaysia for over six years.

In consulting, Stanley was previously the Chief Executive Officer of a firm that specialises in Corporate Governance, Risk Management, Business Process Re-engineering and Internal Audit Consulting Services. Apart from managing the consulting firm, Stanley also served a public-listed company as Chairman of its Audit and Nominating Committees for a few years.

Stanley will impart his knowledge and share his experiences gained over the years as Chairman of Audit Committee; Chief Internal Auditor; Group Chief Operating Officer in various industries; Plant HR Manager, and as Senior Academic in Advanced Audit and Assurance of a few renowned foreign university business schools with participants of this programme. (Please refer to www.linkedin.com/in/stanley-o-n-yap-487ab047 for details)



REGISTRATION FORM

Are you claiming under HRDC SBL Khas?

☐ Yes ☐ No

COURSE DETAILS

Course Title 2026 High-Impact Operational Audit of HRM Function with AI Applications

Course Code 2026/KL72 Course Date(s) 16, 17 & 18 November 2026

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



Institute of
Internal Auditors
Malaysia

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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