BLACKBIRD FOR TRAINING

Professional Governance, Risk & Compliance (GRC)

15 – 19 November 2027
Munich (Germany)



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Introduction

Organizations today operate in increasingly complex regulatory, operational, and governance environments where effective oversight, accountability, compliance, and risk management have become critical success factors. Modern organizations are expected not only to achieve their strategic objectives but also to demonstrate transparency, regulatory compliance, effective internal controls, and sound governance practices.

Governance, Risk Management, Compliance, Internal Controls, and Assurance activities are no longer independent functions operating in isolation. They are interconnected components of an integrated Governance, Risk and Compliance GRC framework that supports organizational performance, resilience, stakeholder confidence, and regulatory accountability.

This course provides a comprehensive understanding of governance frameworks, Enterprise Risk Management ERM, compliance management, internal controls, assurance mechanisms, risk-based auditing, and governance oversight practices. Participants will explore internationally recognized frameworks, including the COSO Cube Model and the Three Lines Model, while developing practical capabilities for integrating governance, risk management, compliance, auditing, and assurance activities across organizational operations.

Across the training days, the programme also examines governance responsibilities involving boards of directors, executive management, shareholders, stakeholders, and assurance functions, while addressing business continuity governance and organizational resilience requirements. Participants develop the capabilities needed to evaluate governance effectiveness, strengthen compliance monitoring, assess internal controls, apply risk-based approaches, and support effective organizational oversight.

The final day of the programme is dedicated to practical assessment and evaluation, providing participants with the opportunity to demonstrate their ability to apply integrated GRC principles, risk-based decision-making, compliance management, internal control, assurance, and business continuity practices within realistic organizational scenarios.

Course Objectives

By the end of this course, participants will be able to:



- Develop a comprehensive understanding of governance frameworks and organizational oversight responsibilities.
- Evaluate and apply recognized governance frameworks within organizational environments.
- Strengthen governance implementation and accountability practices.
- Design effective compliance management and compliance monitoring approaches.
- Apply Enterprise Risk Management ERM principles and methodologies.
- Develop risk-based recommendations to support management decision-making.
- Assess organizational risks using structured risk assessment techniques.
- Apply the COSO Cube Model in governance, risk management, and internal control activities.
- Apply the Three Lines Model to strengthen governance and assurance responsibilities.
- Evaluate the effectiveness of internal control systems and governance controls.
- Strengthen assurance mechanisms and governance accountability practices.
- Integrate governance, compliance, risk management, and auditing activities.
- Develop risk-based auditing approaches aligned with organizational objectives.
- Improve board, stakeholder, and shareholder governance practices.
- Strengthen business continuity governance and organizational resilience.
- Support regulatory compliance and organizational performance through integrated GRC frameworks.
- Demonstrate the practical application of governance, risk, compliance, internal control, assurance, and business continuity capabilities through structured assessment activities.

Course Outlines

DAY 1: Governance Frameworks, Organizational Oversight, and Compliance Foundations

- Evolution of governance and organizational oversight.
- Governance principles, accountability, transparency, and ethical leadership.
- Governance frameworks and implementation approaches.
- Evaluating governance effectiveness and governance maturity.

Roles and responsibilities of boards and executive management.

- Governance committees and oversight structures.
- Governance implementation challenges and critical success factors.
- Governance operating models and organizational alignment.
- Governance accountability mechanisms.
- Governance case studies and organizational applications.
- Foundations of compliance management.
- Regulatory compliance obligations and compliance monitoring.
- Compliance risk identification and assessment.



DAY 2: Compliance Integration, Enterprise Risk Management, and Risk Assessment

- Designing effective compliance management frameworks.
- Compliance reporting and escalation mechanisms.
- Governance and compliance integration.
- Building compliance cultures within organizations.
- Monitoring compliance effectiveness and performance indicators.
- Governance, compliance, and accountability relationships.
- Compliance management best practices.
- Enterprise Risk Management principles and frameworks.
- Risk governance and organizational risk oversight.
- Risk identification methodologies.
- Risk assessment and prioritization techniques.
- Strategic, operational, financial, compliance, and emerging risks.
- Risk appetite and risk tolerance concepts.

DAY 3: Risk-Based Decision-Making, Internal Controls, COSO, and the Three Lines Model

- Risk-based decision-making approaches.
- Developing risk responses and treatment plans.
- Monitoring and reporting organizational risks.
- Integrating ERM into strategic and operational planning.
- Internal control frameworks and governance controls.
- COSO Cube Model and its practical application.
- Assessing the effectiveness of internal control systems.
- Control design, implementation, and monitoring.
- Governance assurance mechanisms.
- Applying the Three Lines Model.
- Roles of management, risk functions, compliance functions, and internal audit.
- Governance accountability and assurance reporting.



DAY 4: Assurance, Risk-Based Auditing, Business Continuity, and Integrated GRC

- Strengthening organizational control environments.
- Internal control assessment methodologies.
- Risk-based auditing principles and methodologies.
- Integrating auditing activities within GRC frameworks.
- Developing risk-based audit plans.
- Governance assurance through audit activities.
- Business continuity governance frameworks.
- Organizational resilience and preparedness.
- Crisis governance and continuity oversight.
- Stakeholder, shareholder, and board governance practices.
- Governance communication and reporting requirements.
- Building an integrated Governance, Risk, Compliance, and Assurance framework.

DAY 5: Assessment and Evaluation Workshop

- Workshop Briefing and Integrated GRC Case Introduction.
- Integrated GRC Case Analysis.
- GRC Governance & Risk Simulation with Compliance Escalation.
- Individual Debrief on GRC Decisions and Observed Performance.
- Internal Controls, Assurance & Business Continuity Scenario Response.
- GRC Professional Development Action Plan.
- Individual Assessor Feedback and Score Finalisation.
- Closing Group Discussion and Q&A.
- Final Classification and Workshop Close.

Why Attend This Course: Wins & Losses!

- Strengthen governance implementation and organizational oversight capabilities.
- Improve compliance management and compliance monitoring effectiveness.
- Develop practical Enterprise Risk Management ERM skills.
- Enhance risk-based decision-making capabilities.
- Improve internal control assessment and governance accountability practices.
- Apply internationally recognized frameworks including COSO and the Three Lines Model.
- Strengthen governance assurance and risk-based auditing capabilities.
- Improve board, stakeholder, and shareholder governance practices.
- Enhance organizational resilience and business continuity governance.
- Develop integrated Governance, Risk, Compliance, and Assurance capabilities.



Conclusion

Governance, Risk Management, Compliance, Internal Controls, Assurance, and Auditing functions collectively form the foundation of modern organizational governance. Organizations that successfully integrate these disciplines are better positioned to achieve regulatory compliance, strengthen accountability, improve risk oversight, support strategic decision-making, and enhance organizational resilience.

This course provides a practical and comprehensive framework for understanding and implementing governance frameworks, compliance management systems, Enterprise Risk Management practices, internal controls, governance assurance mechanisms, and risk-based auditing methodologies. Participants develop the capabilities required to evaluate governance effectiveness, strengthen oversight structures, assess risks, improve compliance monitoring, and support sustainable organizational performance.

The programme begins by strengthening participants' understanding of governance frameworks, organizational oversight, accountability, and compliance responsibilities. It then develops their ability to integrate compliance management with Enterprise Risk Management, assess organizational risks systematically, establish risk appetite and tolerance considerations, and support informed management decision-making.

Participants also explore internal control frameworks, the COSO Cube Model, the Three Lines Model, and governance assurance mechanisms. This enables them to assess control effectiveness, clarify responsibilities across management, risk, compliance, and internal audit functions, and strengthen the overall organizational control environment.

The course further addresses risk-based auditing, business continuity governance, organizational resilience, crisis oversight, and stakeholder governance. These elements are brought together within an integrated GRC framework that supports effective reporting, accountability, regulatory compliance, assurance, and sustainable organizational performance.

The final day of the programme is dedicated to practical assessment and evaluation. Participants are required to demonstrate their ability to apply the knowledge, frameworks, and GRC methodologies developed during the previous training days through an integrated GRC case analysis, a governance and risk simulation with compliance escalation, an internal controls, assurance and business continuity scenario response, and a professional development action plan. The assessment provides a structured measure of participants' competence in governance and accountability, risk assessment and decision-making, compliance management and escalation, internal controls and assurance, integrated GRC reporting, stakeholder oversight, and professional judgement.

By the end of the programme, participants will be better equipped to evaluate governance effectiveness, manage organizational and compliance risks, strengthen internal controls and assurance arrangements, apply risk-based auditing approaches, improve business continuity governance, support board and stakeholder oversight, and contribute to stronger regulatory compliance, organizational resilience, and long-term institutional success

