IIDCG | Impact Institute for Directors & Corporate Governance

EXECUTIVE MASTER IN RISK MANAGEMENT & GOVERNANCE

Governing Risk. Leading Through Uncertainty.
12 Months | Thailand • Dubai • Hybrid
6 Advanced Modules | 3 Executive Residencies | Executive Research Thesis

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OVERVIEW

Leadership in an Age of Systemic Risk

The nature of organisational risk has fundamentally changed.
Geopolitical instability, artificial intelligence, cyber threats, financial volatility, regulatory complexity, climate transition, technological disruption and shifting stakeholder expectations increasingly intersect with one another.

For boards and executive leaders, risk can therefore no longer be treated primarily as a compliance function.

It is a matter of governance, strategy and institutional resilience.
The Executive Master in Risk Management & Governance is a rigorous postgraduate programme designed for experienced professionals responsible for leading organisations through complexity and uncertainty.

The programme integrates advanced thinking in corporate governance, enterprise risk management, strategy, finance, regulation, organisational resilience, artificial intelligence, cybersecurity, ESG and geopolitical risk.

Participants examine not merely how risks are identified and controlled, but how institutions make consequential decisions when information is incomplete, interests conflict and the future cannot be predicted with certainty.

The programme combines academic inquiry with boardroom application through international executive residencies, critical case analysis, governance simulations, applied organisational assignments and independent research.

Its purpose is to develop leaders capable not simply of managing risk, but of governing uncertainty.

THE INTELLECTUAL APPROACH

The programme is organised around four interconnected questions:

What risks matter?

Understanding systemic, strategic, financial, operational, technological, regulatory, geopolitical and emerging risks.

Who governs them?

Examining boards, executives, regulators, institutional structures, accountability and the distribution of responsibility.

How should decisions be made under uncertainty?

Applying evidence, judgement, scenario analysis, risk appetite, ethics and strategic reasoning to complex decisions.

How do institutions remain resilient?

Understanding crisis governance, organisational adaptation, institutional trust and long-term value creation.

Participants are expected to interrogate assumptions, compare competing frameworks, evaluate evidence and develop defensible positions on complex governance questions.

PROGRAMME LEARNING OUTCOMES

On successful completion of the programme, participants should be able to:

- Critically evaluate major theories, models and contemporary practices of corporate governance and risk management.
- Analyse complex and interconnected strategic, financial, operational, regulatory, geopolitical and technological risks.
- Critique and design enterprise risk-management architectures appropriate to organisational context.
- Evaluate the effectiveness of boards, committees, assurance mechanisms and executive risk oversight.
- Apply sophisticated approaches to risk appetite, scenario analysis and decision-making under uncertainty.
- Evaluate organisational vulnerability and develop strategies for crisis preparedness, continuity and resilience.
- Critically assess the governance implications of artificial intelligence, cybersecurity, data and emerging technologies.
- Examine ESG, sustainability and geopolitical risk through competing economic, governance and stakeholder perspectives.
- Construct evidence-based arguments using advanced research and analytical methods.
- Undertake independent Master's-level research addressing a significant contemporary problem in risk management or governance.

THE CURRICULUM

01
CORPORATE GOVERNANCE & BOARD LEADERSHIP

An advanced examination of the structures, theories and institutional mechanisms through which organisations are directed, controlled and held accountable.
Participants critically examine:

- Agency, stewardship and stakeholder theories of governance
- Board architecture, composition and effectiveness
- Fiduciary responsibility and director accountability
- Ownership, power and institutional control
- Board committees and delegated oversight
- Ethics, organisational culture and conduct
- Executive incentives and governance failure
- Stakeholder legitimacy and institutional trust
- Comparative and international governance systems
- The board's role in risk governance

Executive Inquiry
When responsibility is distributed across boards, executives, shareholders and regulators, who ultimately owns organisational risk?

02
ENTERPRISE RISK MANAGEMENT & STRATEGIC RISK

This module moves beyond conventional risk registers to examine how uncertainty should influence organisational strategy and resource allocation.
Participants explore:

- Enterprise Risk Management architecture
- ISO 31000 and COSO ERM
- Risk identification, measurement and prioritisation
- Risk appetite, tolerance and capacity
- Strategic risk and competitive uncertainty
- Scenario planning and stress testing
- Risk aggregation and interconnected risk
- Behavioural biases in executive decision-making
- Risk culture
- Strategic foresight
- Integration of risk intelligence into corporate strategy

Executive Inquiry
How should leaders make irreversible strategic decisions when neither probabilities nor consequences can be known with confidence?

03
FINANCIAL RISK, AUDIT, COMPLIANCE & INTERNAL CONTROL

This module examines the systems through which organisations protect financial integrity, establish accountability and provide assurance to boards and stakeholders.
Participants critically investigate:

- Financial and liquidity risk
- Credit and market exposure
- Fraud and financial misconduct
- Internal-control architecture
- Internal and external audit
- Audit committee effectiveness
- The Three Lines Model
- Regulatory and compliance risk
- Anti-bribery and corruption governance
- Whistleblowing and organisational accountability
- Assurance mapping
- Regulatory failure and corporate collapse

Participants analyse significant corporate failures to examine how apparently sophisticated governance systems can fail in practice.

04
CRISIS MANAGEMENT & ORGANISATIONAL RESILIENCE

The central question therefore becomes whether an organisation can anticipate disruption, absorb shocks, adapt and recover.

The module examines:

- Crisis governance
- Business continuity
- Operational resilience
- Supply-chain vulnerability
- Black swans and systemic shocks
- Crisis leadership and executive judgement
- Reputation and stakeholder confidence
- Crisis communication
- Decision-making under extreme uncertainty
- Organisational learning after failure
- Institutional resilience and adaptation

Boardroom Simulation

Participants confront an evolving organisational crisis in which information is incomplete, stakeholder interests conflict and decisions must be made under significant time pressure.

05
AI, DIGITAL & CYBER RISK GOVERNANCE

Artificial intelligence and digital transformation create opportunities that conventional governance frameworks were not designed to address.

Participants critically examine:

- AI governance and accountability
- Generative AI and organisational risk
- Algorithmic decision-making
- Model and automation risk
- Cybersecurity governance
- Data ownership and data governance
- Privacy and digital ethics
- Technology concentration and third-party risk
- Digital transformation failure
- Emerging regulatory approaches to AI
- Board competence in technology oversight
- Human accountability in automated systems

Executive Inquiry

When an algorithm materially influences a corporate decision, where should accountability ultimately reside?

06

ESG, GEOPOLITICAL RISK & STRATEGIC DECISION-MAKING

The final taught module examines risks extending beyond conventional organisational boundaries.

Participants investigate:

- Geopolitical fragmentation
- Political and sovereign risk
- International sanctions and regulatory divergence
- Global supply-chain restructuring
- Climate-related financial and operational risk
- ESG governance and accountability
- Sustainability strategy
- Stakeholder capitalism and competing perspectives
- Reputation and social legitimacy
- Scenario analysis
- Strategic foresight
- Decision-making across uncertain futures

Participants are encouraged to critically interrogate competing assumptions rather than treating contemporary governance frameworks as settled doctrine.

EXECUTIVE RESEARCH THESIS

From Executive Experience to Original Inquiry

The culminating component of the programme is an independently researched Executive Master's Thesis.

Candidates identify a significant problem arising from contemporary governance, risk management, organisational resilience or strategic decision-making and investigate it systematically using appropriate postgraduate research methods.

The research pathway incorporates:

Research Philosophy & Design

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Critical Literature Review

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Qualitative, Quantitative or Mixed Methods

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Research Ethics

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Proposal Development

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Independent Investigation

Academic Supervision
↓
Executive Master's Thesis
↓
Oral Defence / Viva
The emphasis is on rigorous applied scholarship.
Research may examine an organisation, sector, jurisdiction, policy environment or cross-border governance challenge.

Potential areas include AI governance, board effectiveness, cybersecurity oversight, enterprise risk maturity, geopolitical risk, family-business governance, financial resilience, ESG governance, crisis leadership and public-sector risk.

THE EXECUTIVE LEARNING MODEL
Three International Executive Residencies

The programme has been designed around the professional realities of senior leaders.
Rather than requiring continuous campus attendance, participants undertake three intensive executive residencies supported by structured hybrid learning, assessment and research throughout the year.

RESIDENCY I
THAILAND
5 Intensive Days
Corporate Governance & Board Leadership
Enterprise Risk Management & Strategic Risk
Boardroom Cases · Governance Laboratories · Risk Mapping · Faculty Dialogues

RESIDENCY II
DUBAI
5 Intensive Days
Financial Risk, Audit, Compliance & Internal Control
Crisis Management & Organisational Resilience
Corporate Failure Analysis · Crisis Simulation · Executive Decision Exercises

RESIDENCY III
THAILAND / DUBAI
5 Intensive Days
AI, Digital & Cyber Risk Governance
ESG, Geopolitical Risk & Strategic Decision-Making
Scenario Analysis · AI Governance · Geopolitical Simulation · Strategic Foresight

BEYOND THE RESIDENCIES

The Executive Master is not a 15-day programme.

The residencies constitute intensive points within a continuous 12-month academic journey.

Between residencies, participants undertake:

- Faculty-led online seminars
- Directed academic reading
- Critical case analysis
- Independent study
- Applied organisational assignments
- Board-level briefing papers
- Research-methodology workshops
- Research proposal development
- Faculty consultation
- Individual thesis supervision

ASSESSMENT

Thinking Like a Scholar. Deciding Like an Executive.

Assessment emphasises critical analysis, evidence and application rather than memorisation.

Indicative assessment methods include:

- Board briefing papers
- Governance case analyses
- Enterprise risk assessments
- Strategic risk reports
- Risk-appetite exercises
- Crisis simulations
- Executive presentations
- Reflective leadership analysis
- Research proposal
- Executive Master's Thesis
- Oral defence / viva

Participants are expected to demonstrate intellectual independence, analytical sophistication, ethical reasoning and the ability to translate evidence into executive judgement.

A 12-MONTH EXECUTIVE JOURNEY

MONTHS 1–3

Foundations of Governance & Risk

Thailand Executive Residency

Modules 1–2

Applied Assessment

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MONTHS 4–6

Control, Compliance & Resilience

Dubai Executive Residency

Modules 3–4

Research Methodology & Proposal

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MONTHS 7–9

The Future Risk Landscape

Thailand / Dubai Executive Residency

Modules 5–6

Thesis Research

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MONTHS 10–12

Independent Executive Inquiry

Individual Supervision

Thesis Completion

Oral Defence / Viva

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EXECUTIVE MASTER IN

RISK MANAGEMENT & GOVERNANCE

WHO SHOULD APPLY?

The programme is intended for accomplished and emerging leaders seeking to deepen their capacity to govern complex organisations.

It is particularly relevant to:

Board Directors & Advisory Board Members

CEOs & C-Suite Executives

Chief Risk Officers

Governance, Risk & Compliance Leaders

Finance, Audit & Assurance Professionals

Government Officials & Public-Sector Leaders

Regulators & Policymakers

Entrepreneurs & Business Owners

Consultants & Professional Advisers

Senior Managers Preparing for Board Leadership

ADMISSION

Applicants would normally be expected to possess:

A recognised Bachelor's degree / Master's degree or equivalent qualification and/or such additional professional experience as permitted under the final approved university admissions framework.

Relevant senior management, leadership, governance or professional experience is desirable.

Admission is selective and is intended to support an executive cohort capable of contributing meaningfully to peer learning and boardroom-level discussion.

PROGRAMME INVESTMENT

Total Programme Fee

USD 15,000

A flexible instalment plan is available for Executive Master participants.

Payment	Amount	Due
Enrollment Payment	**USD 5,000**	Upon acceptance / registration
Installment 1	USD 2,500	Month 2
Installment 2	USD 2,500	Month 3
Installment 3	USD 2,500	Month 4
Installment 4	USD 2,500	Month 5
Total Programme Investment	**USD 15,000**	