



**Stellenbosch
Business School**
EXECUTIVE DEVELOPMENT
STELLENBOSCH UNIVERSITY



The Institute of Risk Management
SOUTH AFRICA

ONLINE LEARNING

Risk Management Programme

In Partnership with
Dimensions Management Consultants



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2026



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Message from Prof Chris van der Hoven



“ Our mission is to develop leaders
with the capabilities to drive transformation
— and remain the most sought-after
professionals shaping Africa's future. ”

Leadership today demands more than knowledge; it requires the ability to apply insight with agility and purpose. Stellenbosch Business School creates learning experiences that equip leaders to navigate complexity, drive innovation, and lead responsibly.

In a competitive market, employability is defined by relevance and readiness. Through our programmes, participants develop the skills and mindset that make them some of the most sought-after executives and professionals in Africa. This is leadership education designed not just for today, but for the future you are shaping.

Prof Chris van der Hoven

Senior Director, Stellenbosch Business School
CEO, Stellenbosch Business School Executive Development

Who is Stellenbosch Business School Executive Development?

At Stellenbosch Business School Executive Development (SBS-ED), a private company within Stellenbosch University, our business learning interventions are world-class. Established in 2001, we work with industry-leading faculty, corporate partners, and international business schools to offer the best in leadership and management development short courses across Africa, for both corporates and individuals.

Our short courses are quality assured by Stellenbosch Business School, accredited by the Higher Education Quality Council (HEQC), and certified by Stellenbosch University – allowing our clients access to quality, practical, and relevant learning experiences that are carefully designed and theoretically sound. With a passion for developing people, impacting business, and transforming lives across the continent, we have a large African footprint – having presented our courses in over 18 countries. Selected, region-specific courses are also registered with the Botswana Qualifications Authority (BQA) and the Mauritius Qualifications Authority (MQA).



Triple Crown Accreditation

We are also very proud to hold the Triple Crown Accreditation, a prestigious award held by only 1% of business schools worldwide. This accreditation is awarded conjointly by the Association of MBAs (AMBA), the European Foundation for Management Development Quality System (EQUIS), and the American Association to Advance Collegiate Schools of Business International (AACSB).



23 years



106 years



60 years

Developing responsible leadership, together.



This course is endorsed by the Institute of Risk Management South Africa (IRMSA).

IRMSA is the professional body for risk management in South Africa, formally recognised by the South African Qualifications Authority (SAQA) as the authoritative voice for the profession. It is dedicated to advancing the risk management discipline through rigorous standards, professional development, education, training, and the awarding of recognised designations.

Endorsement by IRMSA is a formal quality-assurance process. Training providers and tertiary institutions such as Stellenbosch Business School Executive Development (SBS-ED) undergo IRMSA's structured review to confirm that the course content, delivery, and learning outcomes align with the Institute's high professional standards. This ensures the programme reflects current industry best practices, relevance, and excellence, with course material reviewed by experts within the Professional Body.

MORE INFO ➤

What the IRMSA endorsement means:

For the course:

It confirms that the Stellenbosch Business School Executive Development 7-week online, self-paced Risk Management Programme has been independently validated by South Africa's leading risk management professional body. The curriculum meets IRMSA's criteria for quality, relevance, and alignment with professional expectations, giving the programme enhanced credibility, authority, and distinction.

For the participant:

You gain professionally endorsed, industry-recognised skills in contemporary risk management that carry the prestige of IRMSA's endorsement. Completion strengthens your professional profile and provides an important avenue of skills development to ensure the currency of your knowledge, skills, and technical competence.

For the organisation:

You invest with confidence in training that has been scrutinised and endorsed by IRMSA. Your team returns equipped with skills that meet the professional body's benchmarks, directly supporting stronger risk governance and organisational resilience. The endorsement provides independent assurance that the programme delivers measurable professional value.

DISCLAIMER: Please note that Stellenbosch Business School Executive Development bears no responsibility for the claiming or validation of these endorsed skills with IRMSA. The onus falls on the individual participant to pursue any further recognition, membership, or designation processes directly with IRMSA.

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Programme Introduction:

In today's rapidly evolving landscape, characterised by **technological breakthroughs**, **shifting market dynamics**, and **unprecedented global challenges**, the imperative for organisations to **navigate uncertainty** has never been greater. The path to strategic success and sustainability is intricately linked to an organisation and its human capital's ability to **foresee potential hurdles and seize emerging opportunities** – with an ironclad, risk-ready, and change-fit risk management strategy at the core.

A survey by PwC reveals a growing concern among 60% of CEOs regarding the pace of technological advancement alone, highlighting the dual-edged nature of innovation and reinvention as both a boon and a bane. The consequences of neglecting to appraise and adequately counterbalance risks can be dire, resulting in financial setbacks, tarnished reputations, and stringent regulatory repercussions, as illustrated by notorious corporate failings. Furthermore, in an era marked by global interconnectivity, the repercussions of inadequate risk management echo through supply chains, dynamic economies, and the fabric of society, affecting far more than the entities directly involved.

The COVID-19 pandemic served as a stark reminder of the **fragility of global business operations**, spotlighting the critical need for organisations to **cultivate resilience and adaptability** within their risk management frameworks and among their staff. In this vein, championing a **culture that prioritises risk awareness** and **proactive decision-making** becomes paramount. Such a culture not only acts as a **safeguard to protect organisational interests** but also plays a crucial role in **fostering sustainability and promoting trust** across the expansive socio-economic landscape.

#RiskReady #ChangeFit #FutureForward

*Risk management emerges not merely as a **fundamental pillar for organisational triumph** but serves as a **transformative force** that impacts **individuals, businesses, and society** as a whole.*



THE 27TH GLOBAL CEO SURVEY 2024



THE PULSE OF CHANGE INDEX 2024



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Programme Overview:

This programme is carefully designed and highly practical, helping your organisation and staff navigate the complexities of today and tomorrow's fast-paced and uncertain world. As various changes and challenges reshape the landscape on an individual, organisational, and societal level, **the demand for strategic foresight and robust risk management strategies** becomes paramount. This programme aims to serve as a guiding beacon for your staff to not only understand but **master the art of transforming uncertainty into strategic opportunity**. It also aims to help your organisation reach a point where its risk management strategy itself serves as a beacon for all stakeholders in times of rapid change and uncertainty.

Embarking on this journey, participants will delve deep into the essence of risk management - exploring its principles, strategies, and practices with a level of depth and practicality unmatched by conventional programmes. This comprehensive exploration is not just about absorbing knowledge — it's about applying it. Each module is crafted to ensure that **theoretical learning is seamlessly integrated with practical exercises and assignments**, encouraging participants to bridge the gap between learning and real-world application.

As your staff engage with the programme's content, they will gain the skills and insights needed to elevate their approach to risk management, transforming potential risks into levers for strategic advantage. This process of transformation is not just about safeguarding against threats - it's about **leading your organisation to new heights of confidence, value creation, and sustainable growth**. By enhancing decision-making capabilities and fostering a culture of risk awareness and proactive management, your staff will contribute to building a more resilient and trustworthy socio-economic ecosystem.

This programme does more than just prepare your staff to manage risks - it equips them to become **resilient architects** and agents of change within your organisation. Ultimately, they won't simply implement risk management activities at work - our goal is for them to **inspire a movement towards a more secure, innovative, and resilient future** - not only within your organisation but for society.

Join us, as your partner in world-class business learning, to forge a path that not only navigates the uncertainties of today but illuminates the opportunities of tomorrow.

Who is this programme for?

Organisations:

Tailored for organisations navigating the complexities of the South African business landscape, this programme offers specialised training designed to empower staff with a deep understanding of risk management, framed within the context of South African legislation.

Individuals:

This programme is crafted for a diverse range of professionals, including (1) aspiring professionals embarking on a career in risk management, (2) newcomers to risk management positions seeking foundational knowledge and skills, (3) seasoned risk managers, officers, and champions looking to deepen their expertise, (4) high-potential individuals identified for advanced development in related fields, and (5) executive leaders responsible for steering risk management strategies and their execution.



Module Overview:

Embarking on a practical journey, participants commence with an **"Introduction to Risk Management"** where they will unravel the foundational concepts, terminology, and the imperative for adopting forward-thinking risk management strategies. This initial dive sets the stage for a deeper exploration into crafting bespoke risk frameworks, policies, and procedures in **"Developing Risk Management"** - enabling them to tailor solutions that resonate with their organisation's unique landscape.

As the programme unfolds, the **"Risk Management Process"** module demystifies the methodical steps for risk identification, analysis, evaluation, and mitigation. Armed with practical tools and methodologies, participants are prepared to navigate the complexities of risk with confidence. The journey continues with **"Risk Reporting"** - a critical phase where the art of communicating risk information succinctly to stakeholders is mastered, paving the way for transparency and informed strategic decisions.

The significance of **"Monitoring and Review"** cannot be overstated - emphasising the continuous vigilance and assessment required to affirm the impact and efficiency of risk management initiatives. Moreover, **"Effective Implementation and Integration of Risk Management Systems"** delves into the heart of embedding these practices within the fabric of organisational culture, processes, and systems, ensuring a holistic and enduring approach to risk management.

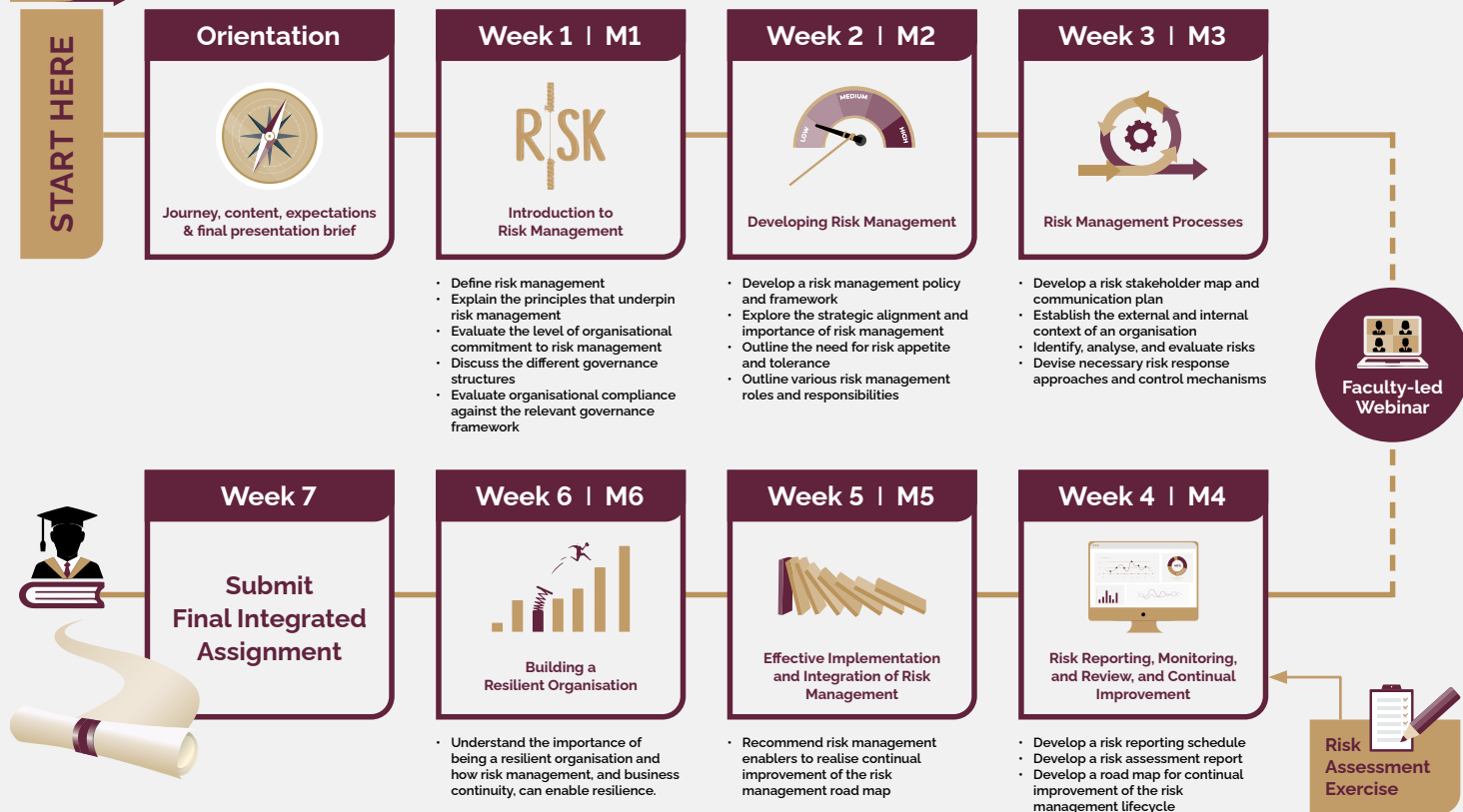
Culminating in **"Building a Resilient Organisation"**, this final module broadens the perspective to include comprehensive strategies and capabilities vital for nurturing resilience amidst evolving risks and uncertainties. Covering essential elements such as crisis management, business continuity planning, and adaptive leadership, participants are equipped to not only withstand but thrive in the face of challenges.

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Programme Schedule:

*Preliminary schedule – subject to change



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Learning Outcomes:

Concluding this programme, participants will be equipped to:

1. Explain the concept of risk management, its objectives, and its role in an organisation.
2. Evaluate the principles and governance requirements underpinning risk management.
3. Apply a risk management framework pertaining to strategic and operational objectives.
4. Apply the different risk management processes (as per ISO 31000) and activities that are required for good risk management.
5. Report on risk management activities and results.
6. Develop a roadmap for improvement in the maturity of risk management.
7. Integrating risk management into the organisation as a business enabler to build resilience.

***ISO 31000** is an international standard that provides principles and guidelines for risk management – outlining a robust approach to identifying, analysing, evaluating, treating, monitoring, and communicating risks across an organisation.*



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Challenges Addressed:

✓ Lack of Buy-in and Commitment

A poor tone from the top, as well as a lack of buy-in and commitment from leadership, management, and the rest of the organisation, can undermine risk management efforts and ultimately the strategy at large.

This programme focuses on clarifying the essence and principles of risk management to foster stakeholder and organisation-wide dedication. By integrating a critical evaluation of organisational commitment, it ensures that participants from all levels understand the value and necessity of a united approach to risk management.

✓ Poorly Defined Roles and Responsibilities

Ambiguity in roles and responsibilities at all levels, coupled with a lack of capacity, knowledge, and training, creates a fertile ground for operational confusion and undermines the effectiveness of risk management efforts.

This programme is designed to bridge the training gap while delineating the essential roles and responsibilities in risk management. By crafting a clear risk management policy and framework that defines roles and responsibilities across the board, it establishes a structured approach, sets clear expectations, and bolsters the efficacy of risk management initiatives.

✓ Lack of Inclusivity and Communication

Ineffective risk-related communication, coupled with a failure to fully include stakeholders, and substandard risk reporting practices, impairs decision-making essential for steering organisations effectively.

Creating a stakeholder map and communication plan within this programme seeks to enhance communication efficacy. Additionally, the programme stresses the importance of crafting a risk reporting schedule to bolster risk reporting, ensuring it underpins informed decision-making and reinforces accountability.

✓ Lack of Organisation-wide Collaboration

Frequently, risk management fails to be a unified approach within organisations, resulting in siloed decision-making, a diffused sense of risk ownership, and the mistaken belief that it is solely the purview of the risk management team.

This programme places strong emphasis on aligning risk management with overall strategy and delving into risk appetite and tolerance, which fosters a sense of collaboration. It clearly communicates that effective risk management is a collective endeavour, with responsibilities shared across the entire organisation. This approach helps to dissolve silos and establish a united front in anticipating and mitigating risks.

✓ Simply Ticking the Boxes

Often, risk management is a routine compliance exercise, where the primary goal is to adhere to regulatory standards without fully harnessing its potential to drive organisational value and strategic advantage.

The modules dedicated to the effective implementation and integration of risk management, alongside those focused on cultivating a resilient organisation, underscore the critical shift from mere compliance to enhancing strategic value across the enterprise.

✓ No Drive for Continuous Improvement

Organisations often overlook the need for ongoing enhancement of their risk management practices and proactive risk control, leaving their strategies stagnant amidst an evolving business landscape.

The programme's content on risk reporting, monitoring, review, and continual improvement aims to chart a path for relentless enhancement, aspiring to steer organisations towards a more adaptable and forward-looking approach in handling risks.

Programme Benefits: We aim to realise the following benefits for your staff and organisation at large:

✓ Greater Confidence in Decision-Making

This programme empowers participants to confidently make pivotal decisions, enhancing their contribution to organisational imperatives. By mastering comprehensive risk management practices, they can accurately assess and address risks, fostering a more informed and assertive decision-making process.

✓ Enhanced Value Creation and Protection

Participants are guided to bolster their organisation's resilience against losses while seizing growth opportunities, thus safeguarding and augmenting value. It prepares organisations to adeptly manoeuvre through uncertainties, transforming potential risks into strategic advantages.

✓ Strengthened Stakeholder Confidence

The programme lays a solid, objective foundation for risk management, with the aim to boost stakeholders' trust in the organisation's ability to overcome potential challenges. Effective risk communication reinforces stakeholder confidence, underpinning the organisation's preparedness and reliability.

✓ Increased Operational Efficiency

Highlighting critical risk and control focuses, the programme guides participants to allocate their efforts and resources more strategically. This selective approach aims to boost operational efficiency, ensuring vital areas receive the attention and investment they warrant.

✓ Improved Organisational Performance

Enhanced risk management can lead to notable advancements in financial stability and organisational resilience. Participants learn to foresee and mitigate financial risks, paving the way for improved performance and the capacity to endure challenging times.

✓ Reduced Incidence of Negative Surprises

A prime benefit of effective risk management is minimising unexpected setbacks, securing stable returns and steady growth. This programme equips participants with strategies to preemptively identify and neutralise risks, significantly lowering the odds of adverse surprises.

✓ Increased Managerial and Leadership Agility

By promoting managerial flexibility, the programme enables swift identification and capitalisation on strategic opportunities, a vital attribute in the fast-evolving business landscape. This agility grants organisations a competitive advantage, allowing them to adapt and respond swiftly to new developments.

✓ Development of a Proactive and Accountable Culture

This programme strives to cultivate a culture where proactivity, accountability, efficiency, and goal clarity permeate through all organisational levels. Embedding these principles ensures that the entire team is synchronised with strategic objectives, actively managing risks, and seizing opportunities.

Our Faculty:

Vanessa Thurlwell

Senior Risk Consultant & Director



CONNECT ➤

Vanessa stands at the forefront of risk management as a Senior Risk Consultant at Mondial Business and Risk Consultants and a director of Mondial Knowledge Solutions. Her extensive background encompasses pivotal roles across various sectors, including Health, Safety, and Environmental Management at BHP Billiton, Strategic Risk Consulting at Alexander Forbes, and leading the charge in Enterprise and Operational Risk Management at IQ Business, where

she also established a Knowledge Management function to foster continuous learning and innovation. Her expertise spans across continents and industries, having made significant contributions in mining, manufacturing, construction, retail, banking, and insurance within Southern African countries, Mauritius, and Australia. Vanessa's work with notable clients like BHP Billiton and Lonmin underscores her capacity to navigate and manage complex risk landscapes effectively.

Beyond her consulting achievements, Vanessa is deeply invested in the development of the risk management profession. Her involvement with the Institute of Risk Management South Africa (IRMSA) includes acting as a Technical Advisor for the development of Risk Officer and Practitioner qualifications, earning her IRMSA's Service Excellence award in 2013. Her dedication to education continues as she leads IRMSA training courses and contributes to their CRM Practitioner and Professional Board Exams, achieving her CRM Prof designation in 2019.

As a member of IRMSA and a registered affiliate of the Business Continuity Institute in the UK, Vanessa's professional affiliations further attest to her commitment and influence in the field.

Residing in Montagu, Western Cape, Vanessa balances her professional pursuits

with a passion for tennis, lawn bowls, hiking, and trail running. Her engagement in activities like Ultra Trail Runs mirrors her professional ethos: a blend of strategy, resilience, and the pursuit of excellence. Vanessa brings this same energy and expertise to our programme, making her an invaluable asset to those looking to navigate the complexities of risk management in an ever-evolving global landscape. Her story, though grounded in facts and achievements, remains an inspiring testament to what dedication, expertise, and continuous learning can achieve in the dynamic world of risk management.

EDUCATION:

BA (Honours), Geography and Psychology (University of KwaZulu Natal – 2000)

KNOWLEDGE AREAS OF EXPERTISE:

Risk Management | Risk Leadership | Health, Safety & Environmental Risk Management | Risk Consulting | Knowledge Management | Risk Innovation | Risk Management Instructional Design

COUNTRY / REGIONAL EXPERIENCE:

South Africa | Africa | International

INDUSTRY EXPERIENCE:

Higher Education | Private Sector | Public Sector

In Conclusion:

In conclusion, this programme addresses fundamental challenges that hinder the effectiveness and strategic alignment of risk management within organisations.

From combating the lack of commitment and buy-in at all levels to clarifying roles and responsibilities, enhancing inclusivity and communication, fostering organisation-wide collaboration, moving beyond mere compliance, and instilling a drive for continuous improvement, the programme offers a comprehensive, structured, and practical approach to transforming risk management practices.

By laying out a clear path toward not only understanding but also applying key risk management principles, strategies, and practices, it aims to elevate participants' capabilities. This programme doesn't just aim to mitigate risks - it seeks to turn risk management into a strategic asset, empowering organisations to navigate the complexities of today's business environment with confidence and agility.

Through fostering a culture of proactive risk management, it aspires to guide organisations toward achieving resilience, strategic value, and sustainable growth, positioning them to not only anticipate but thrive amidst the challenges and opportunities of an ever-changing landscape.

Join us in
this transformative journey.
Embrace this opportunity to
not just adapt but to lead,
ensuring that **your organisation**
not only survives but thrives
in times of rapid change -
with a risk-ready team and
ironclad risk management
strategy at the core.

This programme is your call
to action, inviting you to elevate
your organisation's approach to
risk management and emerge
as **a beacon of innovation,**
resilience, and strategic
foresight in your industry.

Admission Requirements:

- ✓ Matric certificate or equivalent
- ✓ Advanced level English (reading, writing, and speaking)
- ✓ Basic computer and internet skills

Assessment Framework:



Risk Assessment Activity (5%)
 Multiple Choice Questions (30%)
 Discussion Forum Participation (5%)
 Summative Assignment (60%)

Multiple Choice Quizzes

MCQs serve as knowledge checks and are completed after each module and before proceeding to the next module.

Discussion Forum Questions

Question(s) for each module are provided, whereafter participants connect and converse with each other.



Stellenbosch
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Stellenbosch University Digital Certificate

On successful completion of this development programme, you will be awarded a secured Digital Certificate of Competence from Stellenbosch University.

NOTE: As an official Stellenbosch University document secured with anti-fraud technology, it cannot be printed.

MORE INFO ➤

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Course Investment:

Online Learning



Price: R18 100 (Incl. VAT)



Duration: 7 weeks



Hours: 7 - 8 Notional Hours per Week

Enquiries:

T +27 (0)21 918 4453 **E** online@sbs-ed.com

Fees include programme material and are payable before the commencement of the programme. Programme fees, faculty, and dates are subject to change.

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See Payment, Cancellation,
and Postponement Policy

Course Intakes



START DATE

28 April 2026

14 July 2026

20 October 2026

END DATE

16 June 2026

01 September 2026

08 December 2026

Also available in-house as a ready-made or
customised solution for organisations.

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it's credit made easy.**

Capitec Bank now offers SBS-ED participants, subject to qualifying criteria, credit at a favourable interest rate and an extended term.

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MORE INFO 

SBS-ED is proud to partner with Capitec Bank.

*Participants require a South African ID number to apply for the loan.



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VIEW COURSE CALENDAR