
Operational Risk Management and Controls

6 – 10 December 2026
Doha





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Operational Risk Management is a five-day senior operational-risk course delivered by Mars Training Centre in London, Dubai, Doha, Muscat and Kuala Lumpur — designed for heads of operational risk, business-line risk leaders and senior executives in financial services, energy, infrastructure and other sectors where operational failure carries severe consequence.

Operational risk has shifted from a banking-supervisory category into an enterprise-wide discipline. Process failures, third-party outages, cyber incidents, conduct events and operational-resilience disruptions now drive a significant share of corporate loss and reputational damage. Regulators in banking, insurance, energy and critical-infrastructure sectors have raised the bar on operational resilience and outsourcing oversight. Boards now expect operational risk to be measured, monitored and reported with the same discipline as financial risk.

This programme builds the senior practitioner's command of operational risk — from taxonomy and assessment through to incident management, operational resilience and the governance the board now expects. It is delivered by senior practitioners drawn from the Mars panel.

What You Will Learn

By the end of this programme, you will be able to:

- Apply the principles of modern operational risk management to your business.
- Design an operational risk taxonomy and risk-and-control self-assessment RCSA programme.
- Build a loss-event database and use it for management insight.
- Design key risk indicators and operational-risk dashboards.
- Lead operational resilience design, mapping important business services and impact tolerances.
- Manage third-party and outsourcing risk to recognised standards.
- Run incident response, root-cause analysis and remediation.
- Report operational risk credibly to the board and regulators.

How You Will Benefit

You will leave with a senior practitioner's command of operational risk management and a personal plan to lift your organisation's programme, along with a Mars Certificate of Completion.

Your organisation will gain a risk leader who can reduce operational loss, strengthen resilience, satisfy supervisors, and embed operational-risk thinking into day-to-day decision-making.



Who This Programme Is For

This programme is designed for senior operational-risk practitioners, including:

- Heads of operational risk and chief risk officers
- Business-line risk leaders in financial services, energy and infrastructure
- Heads of operational resilience and business continuity
- Heads of third-party and outsourcing risk
- Internal audit leaders with operational-risk responsibility
- Heads of compliance with conduct and operational obligations
- Chief operating officers in regulated industries
- Senior managers preparing for head-of-operational-risk roles

The seniority floor is senior manager and above in risk, audit, compliance or operations. Case work draws on real operational-loss and resilience events from a range of sectors and jurisdictions.