



Changing market dynamics, globalisation and the increasing complexity in corporations is making the role of boards integral to overall sustainability of the enterprise. Boards have to deal with a multitude of new pressures, challenges and risks, necessitating them to uphold the highest standards of corporate governance and effective execution of their roles. Whether it is regulatory compliance, financial resilience, maximisation of shareholder value, risk management or leadership challenges of the top team, Directors Training Programme addresses these unique issues and helps promote sound corporate governance.

In the course of this programme, you will learn the best practices of corporate boards, how to leverage your skills to effectively lead, assemble and analyse the right level of information, rise to the challenges of changing times and effectively align the interests of individuals, organisations and society.

Interacting with a diverse group of board members, you will be exposed to the latest trends in corporate governance that will help you develop an understanding of contemporary governance mechanisms and related best practices, and equip you with essential insights to increase your effectiveness as a board member.

The 4-day modular programme addresses key governance issues, such as the need to ensure due process, adequate internal controls, appropriate disclosures and transparency, proper accounting procedures, regulatory compliance as well as checks and balances. In addition, the programme will emphasise behavioural competencies needed to make the board's process efficient and effective.





LEARNING OBJECTIVES

Programme on Enhancing Board Effectiveness will be offered in two modules comprising of two days each. The covered areas are:

- Corporate governance codes and an evaluation of their usefulness
- Regulatory compliance and reporting
- Framework for board's effectiveness
- Role of board of directors, shareholders, management and various committees of the board
- Board responsibilities and challenges
- Key legal, political and economic features of governance systems
- Understanding of shareholder value and financial statements analysis
- Executive compensation
- Risk Management
- Leading change for institutionalising sound governance

Note: An assessment at the end of the course and successful completion of the programme is mandatory to qualify for certification.

WHO SHOULD ATTEND

The programme is suitable for Board Members as well as top management including Managing Directors, Chief Financial Officers, Chief Executive Officers, Chief Operating Officers, Secretaries to the Boards of Directors, Legal Advisors, Company Secretaries and Corporate Governance Executives of listed companies who envision moving into a Director's role in future.

SPECIAL FEATURES

- The programme fulfils the criteria specified for Directors Training Programme under the Code of Corporate Governance and is also endorsed by the Securities and Exchange Commission of Pakistan (SECP).
- The programme incorporates a blend of real life case studies, experiential learning exercises, local success stories and interactive discussions providing the participants a distinctive learning experience which is the hallmark of LUMS.





PROGRAMME DIRECTORS



Khalid A. Mirza

Professor of Practice, Honorary PhD Institute of Business Management, Karachi MCom, University of the Punjab

Khalid Mirza has nearly 50 years of work experience in both private and public institutions. After an initial two-year stint (1966-68), as a junior executive in the Amirali Fancy Group, a diversified business conglomerate, Mr. Mirza gained extensive investment banking experience over a period of 15 years (1968-83), both in Pakistan and United Kingdom. He then joined International Finance Corporation (IFC) as an investment officer in February, 1983, rising through successive promotions to eventually serve as IFC's Chief of Mission in Turkey (1994-96) and Chief of Regional Mission in Thailand (1998-2000).

As Chairman of the Securities & Exchange Commission of Pakistan (2000-2003), Mr. Mirza implemented major programmes to enhance the institutional capacity of the Commission. Later, he returned to World Bank Group to manage International Bank for Reconstruction and Development (IBRD's) financial sector/private sector programme in East Asia (2003-06). Subsequently, as Chairman of Pakistan's Monopoly Control Authority (July 2006 - October 2007), he introduced reforms to enhance effectiveness of the institution and advised the Government on its conversion into a modern competition agency, the Competition Commission of Pakistan (CCP). As CCP's first Chairman (October 2007 – August 2010), he played a pivotal role in the implementation of the new competition regime and building the capacity of CCP. Since September, 2010, Mr. Mirza has been teaching at LUMS and rose to full professor as of April, 2014.



Bushra Naqvi

Associate Professor PhD, Université Paris 1

Dr. Bushra Naqvi is the Associate Professor at Suleman Dawood School of Business, LUMS where she teaches in the area of Money, Banking and Finance. She has worked as Research Associate and Teaching Assistant at the Laboratory of CES Axe Finance, University of Paris 1—Panthéon Sorbonne from 2007 to 2011. During her stay at La Sorbonne, she worked under the supervision of Prof. Christian Bordes (Member ECB Shadow Council); and her PhD dissertation surrounds the policy choices of Asian central banks and assesses the impact of those policies on the behaviour of financial markets.

Dr. Naqvi has presented her research work at several International peer reviewed conferences and also published articles in national and international journals including The Lahore Journal of Economics and International Journal of Business and Social Sciences. Besides her research and academic concentrations, Dr. Naqvi also owns the charter of Financial Risk Manager (FRM) from Global Association of Risk Professionals (GARP), USA; which is a globally recognised benchmark and professional designation in the area of financial risk management.



FEE AND PAYMENT

Programme Fee: PKR 220,000

The fee includes tuition cost, reading material, tea and lunch served during the programme.

Payment is due upon receipt of the acceptance letter along with the invoice. Please ensure that the payment reaches the office **before** the start of the programme. Space in the programme may only be ensured after we receive the fee. Our preferred mode of payment is by cheque/banker's draft payable to Lahore University of Management Sciences.

Please send the cheque to:

Marketing Manager

Rausing Executive Development Centre, LUMS DHA, Lahore Cantt. 54792, Pakistan Tel: +92-42-35608243, 35608119 & 35608333 Fax: +92-42-35722691

*LUMS is a 'not-for-profit' organisation under the income tax Ordinance 2001. Accordingly, the income of LUMS is not tax deductible/ collectable.

DISCOUNT POLICY

If more than one executive from the same organisation participates (up to a group size of 10 participants), each additional participant after the first one gets a 10% discount on the programme fee.

ACCOMMODATION

We offer single bed accommodation at the Rausing Executive Development Centre (REDC). Each bedroom with attached bathroom is equipped with mini-fridge, writing desk and direct dial STD/ISD telephone and cable TV. If you wish to avail accommodation at REDC - LUMS, there will be additional fee of PKR 57,000. Fee includes lodging, breakfast and dinner for the duration of the programme. However, any extra charges such as telephone calls, extra meals etc. should be paid on departure. You are requested to inform us about the time of your arrival and departure in advance.

Please note – residence for drivers/attendants accompanying the participants is not available.

SUBSTITUTES/ TRANSFERS AND REFUNDS

If you are unable to attend a registered course we will accept a substitute or a transfer until two working days before the programme. In case of late transfers and cancellations, processing fee of PKR 40,000 will be applicable. Further details on enrolment terms and conditions are available on

http://redc.lums.edu.pk

 The University reserves the right to postpone, cancel programmes or make changes in its programme policies and fees at any time.

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