



LUMS

Raising Executive  
Development Centre

*Directors Training Programme*

# ENHANCING BOARD EFFECTIVENESS

Module I: January 30 - February 1, 2026

Module II: February 13 - 14, 2026

Suleman Dawood  
School of Business

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# ENHANCING BOARD EFFECTIVENESS

## Directors Training Programme

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

In 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.

### LEARNING OBJECTIVES

Enhancing Board Effectiveness programme is 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

Programme Date:	Module I: January 30 - February 1, 2026 Module II: February 13 - 14, 2026
Programme Fee:	PKR 600,000
Residential Fee:	PKR 120,000 (Optional)
Venue:	Rausing Executive Development Centre, LUMS

### BENEFITS

Across modules, you will be exposed to real-life cases of governance challenges and global issues. Enriched with local anecdotes of board practices and pitfalls, the programme will help you:

- Develop an in-depth comprehension of the scope and key pillars of corporate governance
  - Effectively interpret the financial information to develop essential financial oversight for enterprise efficacy
  - Enhance your understanding of the organisation's responsibility to the shareholder's value and stakeholders well being
  - Gain contemporary perspectives of corporate governance best practices
  - Effectively manage risk and develop more effective control mechanisms
  - Develop an understanding of the legal provisions governing company management and administration
  - Master the ability to transform your board into an effective functioning unit
  - Enhance leadership skills and develop the strategic insight needed to respond to boardroom dynamics
  - Develop interpersonal skills to enhance board dynamics and create influence with multiple stakeholders
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## **SPECIAL FEATURES**

The programme fulfils the criteria specified for the 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 with a distinctive learning experience which is the hallmark of LUMS.

## **WHO SHOULD ATTEND**

The programme is suitable for Board members and 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 who envision moving into director's role in future.

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## ***PROGRAMME DIRECTOR***

### ***KHALID A. MIRZA***

Teaching Faculty

Honorary PhD, Institute of Business Management

M.Com, University of the Punjab

#### ***Past Experience:***

Chairman and Chief Executive: Competition Commission of Pakistan; Chairman and Chief Executive: Monopoly Control Authority, Government of Pakistan; Sector Manager, Financial & Private Sector Development, East Asia and Pacific: The World Bank, Washington DC, USA; Former Chairman: Securities & Exchange Commission of Pakistan

## ***CO-PROGRAMME DIRECTOR***

### ***BUSHRA NAQVI***

Associate Professor

PhD, Université Paris 1

#### ***Research Interests:***

Financial Markets; Risk Management; Corporate Finance

## ***PROGRAMME FACULTY***

### ***SYED MUBASHIR ALI***

Associate Professor

PhD, University of Manchester

#### ***Research Interests:***

Corporate Finance; Privatisation Policy; Regulation of Utilities; Financial Institutions & Markets; Social Enterprise

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## TERMS AND CONDITIONS

### ADMISSION PROCESS

Applications will be screened with regard to the suitability of the individual participant profile for the programme. Kindly ensure the submission of your online application by the deadline.

Our online application form is available at <https://redc.lums.edu.pk/programme-calendar>

*\*Seat in the programme will be reserved on a first-come, first-served basis.*

### PROGRAMME FEE

The fee includes tuition costs, reading material, tea, and lunch served during the programme. If you wish to avail accommodation at LUMS, there will be an additional fee. It includes accommodation, breakfasts, and dinners for the duration of the programme. However, any extra charges such as telephones, extra meals, etc., should be paid on departure. You may check in on the evening preceding the start date of the programme and check out the morning after the programme ends. You are, however, requested to inform us of the time of your arrival and departure.

### ACCOMMODATION

We offer single bed accommodation at the Rausing Executive Centre. Each bedroom with an attached bathroom is equipped with a mini-fridge, writing desk, and a direct dial STD/ISD telephone and cable TV. All bedrooms at REC are internet-ready. Please note we do not provide accommodation for drivers accompanying participants.

### PAYMENT

Payment is due upon receipt of the acceptance email/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. Payment can be made directly through:

- Debit/credit card by visiting <https://pay.lums.edu.pk>. You can process the payment by selecting REDC payments from the Payment Type Section and entering a valid voucher number and access code mentioned on the voucher. Additional bank charges may apply.
- Cash, Crossed Cheque, or Pay Order/Bank Draft made in favor of "Lahore University of Management Sciences" at any United Bank- Limited (UBL) branch against the programme voucher.
- 1BILL payment option available on online/mobile/internet banking payment portals where Invoice/Voucher payment option can be found. Please enter the

assigned six-digits 1BILL LUMS identifier (prefix) followed by 13-digit voucher # to fetch bill details i.e., 1058674001802223140

However, the programme fee can also be paid via bank transfer. If you wish to dispatch the cheque directly to our office, please send it to:

Manager Marketing  
Rausing Executive Development Centre  
Lahore University of Management Sciences  
DHA, Lahore Cantt Pakistan  
Tel: 042-35608243, 8119 & 8333

*\* 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 two gets a 10% discount on the programme fee.

### SUBSTITUTES/TRANSFERS AND REFUNDS

If you are unable to attend a registered course, we will accept a substitute until 2 working days before the programme. Substitute candidates will be subject to the same selection process as the original one. If you wish to cancel your name from a programme, please notify in writing or on call at least 5 working days before the programme. In case of late cancellation, the course fee will be refunded after deducting an application processing fee of PKR 80,000.

It is possible to transfer the deposited fee to any open enrolment programme within 3 years. Transfers should be notified at least 5 working days before the programme. In case the participant or sponsoring organisation fails to utilise the funds within 3 years, the deposited fee will be forfeited.

**Note:** REDC may cancel or postpone a programme due to insufficient enrolment or unforeseen circumstances. In this case, the university will refund the registration fee but will not be responsible for any other related charges/expenses, including cancellation/change charges by airline and travel agencies.

*In case of postponement, the fee may be transferred to the rescheduled offering of that programme or any other programme as an alternative to a refund. The University reserves the right to make changes in its programme policies and fees at any time.*

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