



LUMS | Raising Executive
Development Centre

Suleman Dawood
School of Business

BOARD GOVERNANCE FOR STATE-OWNED ENTERPRISES

SECP CERTIFIED DIRECTORS TRAINING PROGRAMME

April 16 - 18, 2026

BOARD GOVERNANCE FOR STATE-OWNED ENTERPRISES

SECP Certified Directors Training Programme

State Owned Enterprises (SOEs) play a pivotal role in economic development, infrastructure growth, public service delivery, and national competitiveness. At the apex level, SOE boards must balance commercial viability and public policy objectives, ensuring transparency, accountability, and strategic oversight to drive sustainable impact.

Board Governance for State-Owned Enterprises Programme is designed to equip current and aspiring directors with the critical knowledge and competencies required to navigate the unique governance challenges of SOEs. This comprehensive programme offers a structured understanding of governance principles, legal and regulatory frameworks, financial stewardship, board operations and risk management tailored specifically for SOEs. Through real-world case studies, interactive discussions, and practical board exercises, participants will develop the skills to enhance governance effectiveness, mitigate risks, and align SOE operations.

SPECIAL FEATURES

The programme fulfils the criteria specified for SOE Directors 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 Date:	April 16 - 18, 2026
Programme Fee:	PKR 350,000
Residential Fee:	PKR 80,000
Venue:	Rausing Executive Development Centre, LUMS

BENEFITS

The programme will address the complex and evolving needs of SOE governance in Pakistan. Through a series of interactive sessions covering corporate governance, legal frameworks, financial management, and practical board exercises, participants will gain the expertise needed to fulfill their roles effectively.

The 3-day programme is designed to:

- Examine the role of the government in the establishment and operation of SOEs, including the strategic aspects of SOE operations.
- Explore the mechanisms for forming SOE boards, the types of directors needed, and the importance of board diversity.
- Define the strategic roles and boundaries of chairpersons and directors, and clarify their statutory roles, responsibilities, and liabilities in the governance of SOEs.
- Provide an understanding of the legal and ethical requirements for Code of Conduct, the disclosure and management of conflicts of interest, and the procedures for addressing conflicts within the board.
- Discuss the financial governance duties of directors, the statutory requirements for managing financial risks, and the importance of ensuring transparency and accountability in financial reporting.
- Analyse the composition, duties, and responsibilities of the Audit Committee in SOEs and the internal control structures required to ensure effective governance.

WHO SHOULD ATTEND

The programme is designed for Board Members as well as top management including Managing Directors, Chief Financial Officers, Chief Executive Officers, Chief Operating Officers, Legal Advisors, Company Secretaries, Directors and Aspiring Directors of SOEs, Government Officials, Policymakers and Corporate Governance Professionals who envision moving into a director's role in future.

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

SHEHARYAR SIKANDER HAMID

Assistant Professor
PhD Corporate Governance, Financial Regulation and Islamic Finance, University of Warwick (UK)

Research Interests:
Corporate Governance; Company Law; Commercial Laws;
Financial Regulation and Islamic Finance

SYED KUMAIL ABBAS RIZVI

Associate Professor, Finance
PhD, University of Paris Sorbonne

Research Interests:
Strategic Investments; Corporate Finance; Sustainable Finance;
Valuations; Financial Statement Analysis; Portfolio Management;
Energy Finance; and Technological Financial Products

SHEZEEN SALIM HEMANI

Assistant Professor
PhD, Adam Smith Business School, University of Glasgow, UK

Research Interests:
Entrepreneurship and Leadership

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 executive, 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 the 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.
