

Are You a Certified Director ?

Masterclass for Directors™

leading to Certified Corporate Directorship
A condensed program for
Company Directors

What Participants Say

"It has been a privilege attending the Masterclass for Directors program. IOD is doing a tremendous work in this field."

Shri S Krishna Kumar, Former Union Minister

"Excellent Program."

Dr Christy Fernandez, IAS (retd.) Former Secy to the President of India

"A very useful course."

D.R. Kaarthikeyan, Former Director, Central Bureau of Investigation

"Excellent Program."

T.S. Vijayan, Chairman, LIC India

"Balanced Scorecard, Finance for Non Finance Directors, Duties & Liabilities and Corporate Transformation are the best aspects".

Sanjay Jain, Managing Director, Accenture

"One of the best and relevant program."

Yogesh Lohiya, CMD, General Insurance Corporation

"Sharing relevant knowledge is the best aspect of this course."

T.R. Doongaji, MD, TATA Group Services

"I am super excited to have the "Certificate of Excellence" from IOD in my hand. The way the certificate is packaged and presented is world class - Thanks again - IOD- I'm loving IT. The journey was splendid, 3 days with you all , 30 stars at Hyatt for 3 days, distinguished faculty, Rich Knowledge and finally working on Dissertation, reworking several times before submission was too good."

Suresh Babu S, PMP, Director, One Life Academy, CEO, PMXperts



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IOD Building Tomorrow's Boards
Institute of Directors

Welcome to ORGANISATION OF NON EXECUTIVE INDEPENDENT DIRECTORS

I'm looking for...
Keyword - Min Exp- --Select City--

Current Job: Selection for the post of DIRECTOR (FINANCE) The Public Enterprises Selection Board (PESB) is seeking qualified candidate

Organization for IOD's Certified Directors Director First

Institute of Directors

IOD, India was established on 12th July, 1990, as an independent, duly registered non-profit apex association of professional corporate directors. IOD is the premier organization for development, training and networking for directors, to attain their leadership role. IOD India has since grown to associate with more than 30,000 senior executives, representing prominent organisations from both Private & Public sectors and Govt., from India and abroad. IOD aims at international cooperation on issues relating to boardroom practices, corporate governance, Quality, CSR, Sustainability and directorial practices. IOD India's 'Masterclass for Directors', for training in Corporate Directorship and Golden Peacock Awards in 13 different disciplines, and other flagship initiatives aimed to improve the competitiveness of Individual Directors and their organizations. The Masterclass programme trains successful participants to become independent directors of listed companies. The Awards help companies to become world class. Both have become global benchmarks. No business award today, receives the kind of recognition, and adulation among peers, that the Golden Peacock does.

The IOD's programs extend from monthly lectures to workshops, National Conferences and International Conferences on issues such as Quality, Environment, Climate Change, Corporate Governance, Corporate Social Responsibility and Sustainability, worldwide.



Classroom Session



Masterclass Participants

What is Masterclass for Directors all about?

Institute of Directors (IOD) believes that the problem of corporate misgovernance stems from the lack of effective training in company directorship. Till recently, Corporate Governance was not part of any regular course syllabus even in major business schools. This is despite the fact, that recent board room reforms introduced in most countries, have put the onus of responsibility on directors. Directors are facing prison sentences for failing to discharge their fiduciary roles. IOD, in conjunction with the World Council for Corporate Governance, UK therefore, developed a highly innovative program that provides a unique learning experience on the roles and responsibilities of directorship and the state-of-the-art knowledge about the emerging issue of corporate governance.

The new Company Act 2013, makes it MANDATORY for every listed Public Company to have at least one-third of the total number of Directors as Independent Directors. The Govt's idea is to eventually introduce the requirement through administrative orders when it is confident that unlisted public companies too could graduate to higher governance requirements. The new company law, now defines Independent Directors differently from the way it has been defined by capital market regulator SEBI in the listing agreement that companies seeking to go public, sign with stock exchanges.

Building an effective board of competent directors, who are alert to what is happening in the business environment and have the personal qualities to question, handle uncertainty and sustainability is one of the hardest challenges in business. Twenty years after the Cadbury Committee (1992) rekindled interest in corporate governance, Institute Of Directors, India is much concerned with the conduct of directors and the quality of corporate boards and company direction in

India.

As such, IOD's Masterclass for Directors, a 3 days condensed weekend Certification Training Programme, offers a whole vista of opportunities, especially for those who wish to join the pool of Non-Executive Independent Directors and most relevant for companies to learn lessons from the downturn and update their Executive Directors.

The program is especially tuned to suit the vital needs of Independent Directors, in the boardrooms. The new Company Law creates thousands of openings for Independent Directors. This Masterclass could become a pre-eminent qualification for such Independent Directorships.

The Core Values

Participants are trained to be globally oriented and focused in their pursuit of knowledge by encouraging both analytical and intuitive thinking.

The range of teaching and learning methods used include lectures, case studies and presentations on strategic and contemporary issues, simulations through workshops, quizzes, assignments, and role playing. The faculty acts and works in close association with the participants to help them gain a better understanding of current economic and non-economic issues, discussing live corporate situations, while grasping a more realistic and holistic approach to decision making.

Masterclass is different, because it not only equips you with the state-of-art knowledge and information but also in a holistic, integrated and wholesome way. The teaching is designed to develop integrated skills, global thinking and spark innovation and creativity, making you view things differently.

The rigorous academic curriculum will develop confidence, self esteem integrated thinking, a multi-disciplinary and integrated approach to align strategic global and ethical issues.

Why Masterclass for Directors ?

Few businesses realise that the Cambrian explosion of stakeholder's aspiration has profoundly altered the market landscape. Unless, Directors understand the enormity of changes and learn strategies to deal with them, they will be misfits.

The Masterclass opens a whole new vista of opportunities for those intending to join the pool of Independent Directors

- Shape professionalism in directorship based on "International Best Practices". Enhance the ability and effectiveness of Company Directorship and develop Good Corporate Governance at International Standards.
- Improve Competence in integrating effective Corporate Performance, Business Strategy, Governance and Directorship.
- Develop Competence in creating corporate competitiveness in National and International Business.
- Identify the fiduciary and compliance responsibilities of directors, governance and ethical expectations of board members.
- Outline what risk is and how boards can implement risk management techniques, and reputation of the organisation.
- Enhance your value and reputation in the board.
- Strengthen your ability to secure directorship opportunities.
- Three days condensed program, followed by a successful submission of a dissertation, will lead to the award of "Certified Corporate Directorship."
- Provides one year complementary membership of Institute of Directors.
- One year complementary empanelment in the ONEID's Panel (Organization for Non Executive Independent Directors) for Independent Directors, subject to Committee's Approval.

Who Would Benefit?

This course is designed for non-executive and executive directors, CEO's and senior executives who report to boards from publicly listed, private, government and not-for-profit organisations, like Company Chairman, Directors, Presidents, CEOs, CFOs, Executive Directors, Bankers, Chartered Accountants, Company Secretaries, Fund Managers, Management Analysts, Management Consultant & Academicians, Lawyers, concerned with efficient functioning of corporations.

Should have minimum of 5 Years Experience, at Senior Management level.

Dissertation

To give a practical exposure, each participant is required to prepare and submit a project study in the form of dissertation within 6 weeks of the course. The project topic must be chosen from any of the subjects covered in the programme. It provides opportunity to demonstrate independence, originality and to implement into practice the knowledge gained through the course.



Certified Corporate Director Certificate

will be issued, on successful completion of the course, including dissertation project.

Contents

I. The Board's Legal Environment –The Duties, Responsibilities & Liabilities of Directorship: The module provides broad features of the Companies Act and an essential understanding of the role, duties and legal responsibilities of directors and the working of a board, in terms of Companies Act, SEBI Rules and corporate governance concerns.

II. Corporate Governance – The Compliance Issues: Examine the Board's Corporate Governance role, disclosure and diversity of information requirements and other associated compliance requirements.

III. Emerging Role of Independent Directors in the Boardroom: Independent directors have become a very important part of the boardroom effectiveness. What is required is, Independent Directors with independent minds, who can add real value to decision making in the boardroom. How an Independent Director can add value for the company?

IV. Leadership for Maximizing Effectiveness and Accountability of Corporate Boards : Good practices of effective boards, including composition and skills-mix, undertaking of Board reviews and how boards can add value, Director must know the management's capacity to deliver strategic outcomes. The module looks at the operating environment of directors and expectation of stakeholders.

V. Financial Literacy for Directors: Financial literacy is critical to the effective fulfillment of a director's role. This module provides an understanding of the financial terms and concepts needed by directors in today's business world, IFRS & Tools for analyzing financial health of a company.

VI. Driving Financial Performance: Highlight the director's role in driving organizational financial performance.

VII. Corporate Transformation and Risk Management: In today's competitive business, companies are confronted with the real threat of extinction, unless they anticipate the future and lead the challenge to create that future. The module looks at corporate transformation in the context of sustainability and risk management. Risks are endemic to every business. There is need to ensure that all significant risks are identified, evaluated and managed. Non-financial intangible risks include social, ethical, environment and reputational risks. It is necessary to examine the board's role in developing a risk culture appropriate to the business, and overseeing risk management to ensure improved performance.

VIII. Strategy Execution and Performance Monitoring using Balanced Scorecard: With increasing expectations of various stakeholders and regulators, there is an urgent need to integrate these in overall strategy. Implementing 'Balanced Scorecard' ensures that these strategies and goals are linked together and integrated with the vision and strategic intent of the organization.

IX. Leading Change, Creativity and Innovation : Innovation emerged as the strongest weapon for gaining and maintaining competitive advantage. The managers talk about being innovative, but a few know how to create an organization that is innovative. The need is to switch from compliance to creativity that requires Innovating products and services that surprise the customer and seize opportunities.

X. Sustainability - Corporate Social & Environmental Responsibility: Competitiveness depends on the productivity with which companies can use human, financial and natural capital. Becoming environmentally responsible means reducing pollution and minimizing waste. Doing Social Good, has also become a key competitive differentiator. Engagement with stakeholders today is director's biggest challenge.

XI. Sensitizing Board Directors- Organizational dynamics, Communication, Business Negotiations and Influencing skills for Boardroom: It is vital to understand the complexity, dynamics and fast pace of modern business communication environment. The role of critical and creative thinking and applications of listening culture, collaborative and visual communication in the communication process, business ethics and intercultural interactions. The module deals with the communication roadblocks, strategy to develop reports and presentations that command respect and proposals that persuade.

XII. Learning into Practice (Simulation of Real Boardroom): A Case Study approach linking the information from the previous modules and providing opportunity for real-time experience of 'Quarterly boardroom meeting' situation. The mock meeting deals with nitty-gritty of board meetings, papers and decision making process, and also cover discussion on boards 'Internal audit Committee' report.

Empanelment of Independent Directors

Organisation of Non-Executive Independent Directors (ONEID), is a wing of Institute of Directors (IOD) to promote and maintain a panel of suitable qualified Independent Directors for Corporate Boards. ONEID has a large database for qualified Independent Directors, covering major industries to meet corporate requirements of suitable qualified Independent Directors. The Company Act 2013, makes it mandatory for all registered companies, to have one-third or more of the Board as Independent Directors. A portal www.certifiedcorporatedirectors.com under www.iodonline.com has been launched, where you could register yourself and upload your CV online, particularly, those who are seeking appointment as Independent Directors in Private and Public Ltd companies.

Panel of Masterclass Faculty

A Dynamic Panel, which includes:

- Lt. Gen. J S Ahluwalia, President IOD
- Dr. MB Athreya, PHD (Harvard), Management Advisor
- Lt. Gen. SS Apte, PVSM (retd.), Advisor, ILO
- Mr Vikash Bagaria, Director, Deloitte Haskins & Sells, Bangalore, India
- Mr R Bandyopadhyay, Former Secretary, Ministry of Corporate Affairs, Govt. of India
- Mr Pradeep Chaturvedi, Advisor, FAO
- Mr Ravi Chaudhry, Chairman, CeNext Consulting & Investment Pvt Ltd.
- Mr Amarjit Chopra, Former President, Institute of Chartered Accountants of India
- Prof Colin Coulson -Thomas, University of Greenwich, UK
- Prof. Mahesh Chandra, Hofstra University, USA
- Dr S. N Dash, IAS, Former Secretary, Ministry of Heavy Industries
- Mr Vinod Dhall (IAS), Former Secy, Min of Corporate Affairs and Chairman of Competition Commission of India
- Dr Uddesh Kohli, Former CMD of PFC, Chairman, Consultancy Dev Centre and VP Global Compact
- Mr R. Sri Kumar, IPS, Central Vigilance Commission
- Mr Parvatheesam Kanchinadam, Infosys Technology, Bangalore
- Prof. (Dr) Aneeta Madhok, Dean, Faculty of Mgt Studies, NMIMS, Mumbai
- Mr Ashish Makhija, CA and Corporate Consultant and Lawyer
- Mr Harsha Moily, Founder & CEO MokshaYug Access (MYA)
- Dr Balakrishna Murthy, Head of Dept (BUSINESS POLICY), NMIMS
- Dr. K H Mankad, Director (Finance), Reliance Energy Ltd.
- Maj. Gen. (Dr) T M Mhaisale, VSM (retd.), Director, Diagnosys Electronics (I) Pvt Ltd
- Lt Gen Surinder Nath, PVSM (retd), former Chairman UPSC & Vice Chief of Army Staff & Independent Director, L&T
- Ms Mohini Daljeet Singh, Max India Foundation
- Mr. Harish Vaid, Sr. President (Corporate Affairs) & Company Secretary

Registration Fee:

Non-Residential (3 days program)

₹ 37,500/-

Plus 12.36% Service Tax

Discount on Registration Fee:

- 10% for all IOD members;
- Additional 10% for booking and payment made one month in advance;
- Another 10% for participation of three or more participants from the same organization.

The Fee could be paid through either of the following :

(A) **Cheque** at Par or Demand Draft payable to a bank in New Delhi, India payable to Institute of Directors , New Delhi

(B) **Bank Transfer** to Corporation Bank, M 3&4 , Greater Kailash Part-II New Delhi- 48, India, Tel No. 011- 29210667

Account Name : Institute of Directors, A/C Type: Current A/C, 9-Digit

Code No of the Bank and Branch (MICR Code): 110017005 ,

Account Number: 028600201002954, IFSC CODE: CORP0000286,

PAN No.: AAABI0002J , SWIFT CODE:CORPINBB286

(C) **Credit Card:** Please log on to www.iodonline.com for online payment.



Registration Form

I am interested in participating in the "Masterclass for Directors" program leading to "Certified Corporate Director", being organized by the Institute of Directors, as a Non residential delegate.

Place and dates for attending the course: Place: _____

Dates: _____

Full Name: _____

Designation _____ Company _____

Address _____

Tel: _____ Fax: _____ Mob: _____

Email: _____

Are you a member of IOD (Yes/No): _____

If yes, please give details: _____

Payment by: Local Cheque / Demand Draft (Payable to 'Institute of Directors', at New Delhi)

Online Payment/Credit Card log on to www.iodonline.com

Bank: _____ Cheque No. _____

Date: _____ Amount _____

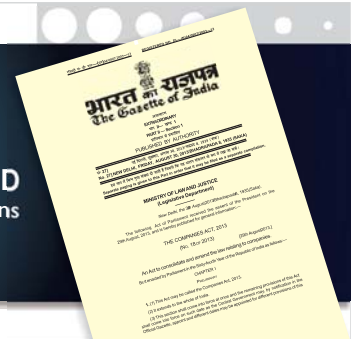
Signature: _____ Date: _____

Cancellation Policy

Should you be unable to attend the program after booking, you are welcome to send a representative, or attend the next course within one year.

No cancellation.

Why do
Directors and Corporates Join IOD
Discover the reasons



**Building
Tomorrow's
Boards**

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