



EXECUTIVE PROGRAMME

PROFESSIONAL CERTIFICATE

IN BOARD LEADERSHIP, STRATEGIC DECISION-MAKING AND RISK MANAGEMENT

EXECUTIVE LEVEL

INTERNATIONAL TRAINING SCHEDULE 20

TRAINING DATES & LOCATIONS

MALAYSIA	23rd – 27th Nov 2026
SINGAPORE	01st – 05th Mar 2027
UAE	24th – 28th May 2027
SOUTH AFRICA	30th Aug – 03rd Sep 2027
KENYA	25th – 29th Oct 2027
SWITZERLAND	13th – 17th Dec 2027

FEE: USD \$2,750 PER PERSON

10% DISCOUNT APPLIES TO 3 OR MORE DELEGATES FROM THE SAME INSTITUTION

Executive-Level International Professional Development Programme

2026–2027 | BOARD LEADERSHIP • STRATEGY • RISK GOVERNANCE

BOARD LEADERSHIP

IN STRATEGIC DECISION-MAKING AND RISK MANAGEMENT



STRATEGIC DECISION-MAKING

Shaping the Future. Creating Long-Term Value.



RISK MANAGEMENT

Anticipate. Assess. Mitigate. Protect Value.

Course Overview

This executive-level programme equips Board Directors, Chairpersons, CEOs, Senior Executives, Regulators, and Governance Professionals with the competencies required to provide effective strategic leadership, make informed decisions under uncertainty, and oversee enterprise-wide risk management.

The programme is aligned with international governance and risk management frameworks, including:

- OECD Principles of Corporate Governance
- UK Corporate Governance Code
- European Banking Authority (EBA) Governance Guidelines
- Basel Committee Principles for Corporate Governance
- COSO Enterprise Risk Management Framework
- ISO 31000 Risk Management Standard
- Institute of Directors (IoD) UK Governance Principles
- National Association of Corporate Directors (NACD) USA Guidelines

The training emphasizes practical boardroom application through simulations, strategic decision exercises, case studies, risk governance workshops, and a capstone board simulation.

Training Outcomes

Upon successful completion, participants will be able to:

1. Strengthen board governance and strategic oversight.
2. Apply advanced board decision-making techniques.
3. Establish effective board risk governance frameworks.
4. Define organizational risk appetite and tolerance.
5. Oversee financial, operational, cyber, and reputational risks.
6. Improve board effectiveness and committee performance.
7. Lead organizations during crises and disruptions.
8. Evaluate strategic opportunities and emerging risks.
9. Foster ethical leadership and accountability.
10. Develop resilient and future-focused governance systems.

Target Audience

- Board Chairpersons
- Non-Executive Directors
- Executive Directors
- Chief Executive Officers
- Managing Directors
- Board Committee Members
- Corporate Secretaries
- Chief Risk Officers
- Chief Financial Officers
- Regulators and Supervisory Authorities
- State-Owned Enterprise Executives
- Central Bank Officials
- Public Sector Executives
- Financial Institution Executives



BOARD LEADERSHIP

IN STRATEGIC DECISION-MAKING AND RISK MANAGEMENT



STRATEGIC DECISION-MAKING

Shaping the Future. Creating Long-Term Value.



RISK MANAGEMENT

Anticipate. Assess. Mitigate. Protect Value.

Course Units and Sub-Units

Unit 1: Board Leadership and Corporate Governance

Sub-Units

- Evolution of Modern Corporate Governance
- Board Roles and Responsibilities
- Fiduciary Duties of Directors
- Governance Models in Europe and North America
- Board Accountability and Stewardship
- Governance Failures and Lessons Learned
- Director Independence
- Board Leadership and Culture

Unit 2: Strategic Leadership and Value Creation

Sub-Units

- Strategic Leadership Principles
- Organizational Vision and Mission
- Long-Term Value Creation
- Stakeholder Governance
- Strategy Formulation Processes
- Competitive Advantage Frameworks
- Sustainable Business Growth
- Strategic Governance Models

Unit 3: Strategic Decision-Making in the Boardroom

Sub-Units

- Decision-Making Frameworks
- Boardroom Dynamics
- Evidence-Based Decision Making
- Cognitive Biases in Decision Making
- Groupthink and Board Effectiveness
- Scenario Analysis Techniques
- Strategic Alternatives Assessment
- Decision Accountability

Unit 4: Enterprise Risk Governance

Sub-Units

- Risk Governance Fundamentals
- ISO 31000 Framework
- COSO ERM Framework
- Board Risk Oversight
- Three Lines Model
- Risk Governance Structures
- Risk Appetite Frameworks
- Risk Reporting and Escalation

Unit 5: Strategic Risk Assessment and Management

Sub-Units

- Strategic Risk Identification
- Emerging Risk Analysis
- Risk Mapping Methodologies
- Risk Assessment Techniques
- Key Risk Indicators (KRIs)
- Geopolitical Risks
- Market and Competitive Risks
- Climate and Sustainability Risks

Unit 6: Financial Risk Oversight

Sub-Units

- Financial Governance Responsibilities
- Understanding Financial Statements
- Capital Management
- Liquidity Risk Oversight
- Credit Risk Governance
- Investment Risk Oversight
- Fraud Risk Management
- Financial Early Warning Indicators



BOARD LEADERSHIP

IN STRATEGIC DECISION-MAKING AND RISK MANAGEMENT



STRATEGIC DECISION-MAKING

Shaping the Future. Creating Long-Term Value.



RISK MANAGEMENT

Anticipate. Assess. Mitigate. Protect Value.

Unit 7: Operational, Technology and Cyber Risk Governance

Sub-Units

- Operational Risk Management
- Technology Governance
- Digital Transformation Risks
- Cybersecurity Oversight
- Data Privacy and Protection
- Third-Party Risk Management
- Artificial Intelligence Governance
- Business Continuity Planning

Unit 8: Crisis Leadership and Organizational Resilience

Sub-Units

- Crisis Governance Frameworks
- Board Leadership During Crises
- Strategic Crisis Decision-Making
- Reputational Risk Management
- Stakeholder Communication
- Business Continuity Management

- Organizational Resilience Models
- Post-Crisis Recovery

Unit 9: Board Committees and Effective Oversight

Sub-Units

- Audit Committee Responsibilities
- Risk Committee Effectiveness
- Governance and Ethics Committees
- Nomination Committees
- Remuneration Committees
- Committee Charters
- Integrated Assurance
- Board Performance Evaluation

Unit 10: Future-Focused Board Leadership

Sub-Units

- ESG Governance
- Sustainability Reporting
- Innovation Governance
- Strategic Foresight
- Scenario Planning
- Board Succession Planning
- Ethical Leadership
- Building High-Performing Boards

5-Day Training Schedule

Day	Session	Topics Covered	Learning Activities
Day 1	Morning	Unit 1: Board Leadership and Corporate Governance	Interactive Lecture, Governance Assessment
	Morning	Unit 2: Strategic Leadership and Value Creation	Strategic Leadership Workshop
	Afternoon	Governance Failures and Board Responsibilities	International Case Study
	Afternoon	Board Governance Maturity Review	Group Exercise
	End of Day	Reflection Session	Facilitated Discussion
Day 2	Morning	Unit 3: Strategic Decision-Making in the Boardroom	Decision-Making Workshop
	Morning	Cognitive Biases and Boardroom Dynamics	Practical Exercises
	Afternoon	Unit 4: Enterprise Risk Governance	Interactive Lecture
	Afternoon	Risk Appetite Framework Development	Group Work
	End of Day	Board Decision Simulation	Simulation Exercise

BOARD LEADERSHIP

IN STRATEGIC DECISION-MAKING AND RISK MANAGEMENT



STRATEGIC DECISION-MAKING



RISK MANAGEMENT

Day	Session	Topics Covered	Learning Activities
Day 3	Morning	Unit 5: Strategic Risk Assessment and Management	Risk Mapping Workshop
	Morning	Emerging Risks and Strategic Threats	Group Discussion
	Afternoon	Unit 6: Financial Risk Oversight	Financial Governance Workshop
	Afternoon	Financial Distress and Board Response	International Case Study
	End of Day	Risk Dashboard Development	Group Exercise
Day 4	Morning	Unit 7: Operational, Technology and Cyber Risk Governance	Expert-Led Workshop
	Morning	Cybersecurity Oversight	Cyber Risk Simulation
	Afternoon	Unit 8: Crisis Leadership and Organizational Resilience	Interactive Lecture
	Afternoon	Crisis Management and Media Response	Crisis Simulation
	End of Day	Business Continuity Planning	Group Work
Day 5	Morning	Unit 9: Board Committees and Effective Oversight	Committee Effectiveness Workshop
	Morning	Unit 10: Future-Focused Board Leadership	Executive Discussion
	Afternoon	Capstone Board Governance Project	Team-Based Project
	Afternoon	Board Meeting Simulation and Presentations	Simulation and Presentations
	Closing	Programme Review and Certification	Feedback and Evaluation

Group Work Activities

Activity

Board Governance Assessment
 Risk Appetite Statement Development
 Enterprise Risk Mapping
 Financial Risk Dashboard
 Business Continuity Planning
 Capstone Governance Project

Objective

Evaluate governance maturity
 Establish board-level risk tolerance
 Identify and prioritize strategic risks
 Monitor key financial risks
 Strengthen organizational resilience
 Apply all programme concepts

Case Studies

Participants will analyze real-world governance and risk failures from:

- Global Financial Crisis
- Silicon Valley Bank Collapse
- Credit Suisse Governance Failure
- Boeing Governance and Safety Crisis
- Equifax Cybersecurity Breach
- Volkswagen Governance Scandal
- Wirecard Corporate Fraud
- COVID-19 Crisis Leadership Cases



BOARD LEADERSHIP

IN STRATEGIC DECISION-MAKING AND RISK MANAGEMENT



STRATEGIC DECISION-MAKING

Shaping the Future. Creating Long-Term Value.



RISK MANAGEMENT

Anticipate. Assess. Mitigate. Protect Value.

Simulation Exercises

Simulation

Board Decision-Making Simulation
Risk Appetite Workshop
Enterprise Risk Scenario Analysis
Cyberattack Simulation
Media and Reputation Crisis Simulation
Board Meeting Simulation

Skills Developed

Strategic decision-making
Risk governance
Risk prioritization
Crisis response
Stakeholder management
Governance and leadership



Capstone Project

Board Strategic Leadership and Risk Oversight Simulation

Participants will act as members of a Board of Directors responsible for a multinational organization facing:

- Strategic uncertainty
- Financial pressure
- Cybersecurity threats
- Regulatory scrutiny
- Reputational challenges

Teams will:

1. Review strategic options.
2. Assess organizational risks.
3. Develop a board risk appetite statement.
4. Approve strategic initiatives.
5. Prepare board recommendations.
6. Present decisions to a mock board panel.

Assessment Framework

Assessment Method	Weighting
Pre-Course Knowledge Assessment	10%
Participation and Engagement	10%
Individual Case Study Analysis	15%
Risk Governance Workshop Exercise	15%
Group Project Assignment	15%
Simulation Performance	15%
Capstone Project Presentation	20%

Certification Requirements

Requirement	Standard
Attendance	Minimum 80%
Participation in Simulations	Mandatory
Group Project Completion	Mandatory
Capstone Presentation	Mandatory
Pass Mark	60% Overall

Certification Award

Professional Certificate in Board Leadership, Strategic Decision-Making and Risk Management (Executive Level)

Duration: 5 Days (40 Hours)

Training Methodology: Classroom, Virtual, or Hybrid Delivery

Benchmark Standards: USA (NACD), Europe (EBA, OECD, UK Corporate Governance Code), COSO ERM, ISO 31000, Basel Governance Principles.