

**EXECUTIVE  
DEVELOPMENT**

**SID**  
SINGAPORE  
INSTITUTE OF  
DIRECTORS



**SMU**

SINGAPORE MANAGEMENT  
UNIVERSITY

# Executive Skills for Board Members in Challenging Times

**SMU – SID DIRECTORSHIP PROGRAMME**

The New Role of Directors

PROFESSIONAL



## Programme Highlights

- 360-degree board-level view of key strategic issues
- Partnership with Singapore Institute of Directors
- Choice of formal accreditation: Executive Diploma in Directorship or Executive Certificate in Directorship

## Programme Structure

The programme is organised in two tiers. Participants have the option to obtain an **Executive Diploma in Directorship** upon successful completion of all six assessable modules, or the **Executive Certificate in Directorship**, which consists of three assessable modules (Module 1, 2 and 3).

The modules can be taken non-sequentially, which allows scheduling flexibility. For participants who choose to attend the seminars and not complete the associated post module assignments, they only be given Certificate of Attendance for each module.



## About the Programme

Directors play a vital leadership role. A director's activities can be diverse, ranging from building oversight of the firm, doing performance reviews, carrying out budget and salary approval, managing relations with a growing stakeholder base, and playing a role in the M&A process. Today, directors also need to consider a host of emerging challenges that impact the firm and its customers such as sustainability, globalisation, and digital disruption.

Launched in 2007 in partnership with Singapore Institute of Directors (SID), this unique six-module programme provides a 360-degree board-level view of the key strategic issues faced by company directors. The partnership brings together SMU's academic excellence and strength in designing and delivering executive programmes, as well as SID's strong network of senior business executives.

Taught by expert faculty and industry professionals, the programme helps participants to enhance their board level skills and update their knowledge and ability to lead in challenging times.

The programme is organised in two tiers. Participants have the option to obtain an Executive Diploma in Directorship upon completion of six assessable modules, or the Executive Certificate in Directorship, which consists of three assessable modules.

## Benefits

- Understand the role of directors and how they can serve the company more effectively
- Review the decision-making mechanisms and processes of companies
- Gain knowledge on corporate governance in finance, financial health of the firm and shareholder value
- Acquire practical frameworks and strategies to manage risk, CSR, succession planning and compensation
- Enjoy content and schedule flexibility through the modular course design
- Interact with current and new board members, faculty and leading practitioners

## Who Should Attend

Directors, senior executives and aspiring directors.

“ The Directorship Programme has provided me great insights and governance practices to round out my professional development as a director and leader. The learnings are balanced and practical, and I have gained much from the robust discussions and diverse perspectives from the cohort of high-quality participants. ”

MR IVAN NG

Chief Technology Officer, City Developments Limited

## 3 DAY MODULE

### MODULE 1:

The Role of Directors: Duties, Responsibilities and Legal Obligations

#### COURSE OBJECTIVES

1. Explain the structure, operations and responsibilities of stakeholders and of the board.
2. Describe the role and duties of directors on a board, and directors' inter-relationships.
3. Understand the contents of the Company Act and SGX listing regulation as it applied to Board directors and how directors can fall foul of this legislation.
4. Explain the consequences of a breach of director obligations

### MODULE 2:

Assessing Strategic Performance: The Board Level View

#### COURSE OBJECTIVES

1. What is the role of Strategy within the Board and the Board's responsibility in oversight of company strategy.
2. Understand both organic and inorganic pathways to value growth
3. How can the Board assist in promoting growth and what growth is beneficial to stakeholders.
4. How can the board better structure discussions to reach beneficial strategic outcomes, avoiding common decision biases, and positively challenge management.
5. How to influence and persuade to achieve desired strategic outcomes.

### MODULE 3:

Finance for Directors

#### COURSE OBJECTIVES

1. How to evaluate the financial health of companies using accepted methods in financial statement analyses. What are critical financial performance measures.
2. Understand how to evaluate and make rational financial decisions.
3. Provide knowledge of the different sources of funds for a company and to understand dividend decisions and policies
4. Explain how various actions and alignment or misalignment will impact long-term shareholder and stakeholder value.
5. Ensure appropriate effective investment decisions

## 2 DAY MODULE

### MODULE 4:

Risk and Crisis Management

#### COURSE OBJECTIVES

1. Understand the various lines of defense to ensure effective controls within the firm.
2. Identify early warning systems in place to alert the Board and senior management to emerging risks and assist developing strategies to anticipate and prevent crises from occurring.
3. Appreciate if the right risks being identified, assessed and managed- with a focus on quality over quantity.
4. Effectively lead crisis response with management as and when they do occur to ensure business continuity.
5. Understand risk appetite/ tolerance levels set for the company and the impact of this on strategy.
6. Appreciate the level of oversight of crisis management and business continuity.
7. Establish the appropriate 'tone at the top' to reinforce and promote a risk aware culture.

### MODULE 5:

Board Governance & Strategic Corporate Social Responsibility (CSR)

#### COURSE OBJECTIVES

1. Understand what Governance is and the Boards role in setting the tone for Governance, including ethics and values.
2. Assess whether the composition of the Board is appropriately diverse for it to perform effectively.
3. Understand role of Board independence from management to enable it to make challenging decisions in a co-operative and constructive manner.
4. Explain strategic CSR and its impact on sustainable business value.
5. Outline the requirements of appropriate corporate social reporting and understand how to integrate CSR into a company's core business objectives in order to create business value and achieve positive social and environmental impact on Investor Relations.

### MODULE 6:

Effective Succession Planning and Compensation Decisions

#### COURSE OBJECTIVES

1. Understand the roles and responsibilities of, and differences between, the Nominating and Remuneration committees.
2. Provide an understanding of how to design a succession planning programme to ensure continuity of talent in key C-suite positions and of the Chairman and within the Board itself.
3. Share approach to define the need for these key leadership roles and identify which employees should be developed to fill these positions in the future.
4. Ascertain robust processes for evaluation of Chairman, Board and C-suite to ensure a wide range of competencies and experience to effectively deal with the opportunities and issues the company faces
5. Provide insight on how to develop effective compensation plans that are closely linked to a company's talent strategy and aligned with its goal of creating shareholder value.
6. Outline the different methods by which CEO and top executive compensation is benchmarked and measured.

MODULE 1

MODULE 2

MODULE 3

MODULE 4

MODULE 5

MODULE 6

Awarded with Executive Certificate in Directorship

Awarded with Executive Diploma in Directorship

## FACULTY PROFILE



### PEARLIE KOH

Associate Professor of Law, Yong Pung How School of Law, Singapore Management University



### ADRIAN CHAN PENGEE

Head of Corporate Department & Senior Partner, Lee & Lee



### ANG SER KENG

Principal Lecturer of Finance; Vice Chairman of Executive Committee & Director, UOB-SMU Asian Enterprise Institute; Academic Director, Master of Business Administration (MBA); Academic Director, Executive Masters of Business (EMBA) Programme



### ARNOUD DE MEYER

Professor Emeritus, Lee Kong Chian School of Business, Singapore Management University



### JEANETTE NG

Business Advisor, Adjunct Faculty, Singapore Management University



### AUROBINDO GOSH

Assistant Professor of Finance (Education), Lee Kong Chian School of Business, Singapore Management University



### EUGENE TAN KHENG BOON

Associate Professor of Law, Yong Pung How School of Law, Singapore Management University



### FOO SEE LIANG

Associate Professor of Accounting (Practice), School of Accountancy, Singapore Management University



### ROY CHUA

Associate Professor of Organisational Behaviour, Lee Kong Chian School of Business, Singapore Management University



### SHAI GANU

Managing Director, Global Practice Leader – Executive Compensation; and Talent & Rewards Business Leader, ASEAN & South Asia, Willis Towers Watson



### FERMIN DIAZ

Deputy CEO and Group Director, Human Capital and Organisational Development, National Council for Social Service; Adjunct Faculty, Singapore Management University

## APPLICATION

To register for the programme, apply online at

<https://exd.smu.edu.sg/public-programmes/executive-skills-board-members-challenging-times>

### MODULE FEES

#### Module 1–3

SID Individual Membership:

**SGD 3,440** (SGD 3,680.80 after GST)  
per module

**SGD 9,840** (SGD 10,528.80 after GST)  
for all 3 modules

Non-SID Members:

**SGD 3,840** (SGD 4,108.80 after GST)  
per module

**SGD 11,040** (SGD 11,812.80 after GST)  
for all 3 modules

#### Modules 4–6

SID Individual Membership:

**SGD 2,480** (SGD 2,653.60 after GST)  
per module

**SGD 7,200** (SGD 7,704.00 after GST)  
for all 3 modules

Non-SID Members:

**SGD 2,880** (SGD 3,081.60 after GST)  
per module

**SGD 8,400** (SGD 8,988.00 after GST)  
for all 3 modules

### MODULE DATES

Please refer to <http://exd.smu.edu.sg>  
for latest module dates.

### LOCATION

Singapore Management University, Singapore

### DEADLINE

Application closes two weeks prior to the  
commencement of each module.

*Note: The module fees include tuition, course material, assessment fees, goods and services tax.*

For enquiries, please contact

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\* SkillsFuture Credit can be used for this programme. Please refer to [www.smu.edu.sg/programmes/professional/skillsfuture-credit](http://www.smu.edu.sg/programmes/professional/skillsfuture-credit)  
for more details. Eligible for Singapore citizens aged 25 and above.

\* SMU ExD reserves the right to change the date, venue and programme due to unforeseen circumstances.  
Please refer to our website at [www.exd.smu.edu.sg](http://www.exd.smu.edu.sg) for the latest programme dates.

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