



# The Role of the Board in **Strategy & Risk Management** Oversight

Thursday, 5 December 2019 | 9.00am to 5.00pm  
ICDM Training Room,  
Level 9, Mercur 2, KL Eco City

FUNDAMENTALS OF CORPORATE DIRECTORSHIP | MODULE A

**8**  
CPD  
POINTS

## ABOUT INSTITUTE OF CORPORATE DIRECTORS MALAYSIA (ICDM)

ICDM is a professional institution dedicated to enhancing the professionalism and effectiveness of corporate directors in Malaysia. As the one-stop centre that caters for all board and director needs, ICDM's goal is to promote good governance amongst boards of companies by:

- Developing professional competence of directors
- Building a pipeline of capable directors
- Promoting research and development on the law and practice of corporate governance
- Representing directors' interests by lobbying and advocating on issues affecting directors
- Providing a platform for networking and directorship opportunities through membership

# FUNDAMENTALS OF CORPORATE DIRECTORSHIP

The Fundamentals of Corporate Directorship (FCD) is a series of five modules that addresses governance, strategy, finance, risk, stakeholder engagement and corporate responsibility.

The FCD is an essential programme for experienced directors as it is intended to provide deep dives into core topics that will strengthen their directorship skills and knowledge to meet the new demands and challenges of the complex business environment of today. For new directors, this would be an opportunity to learn and gain a deeper understanding of their role as a Board member and get insights on how they can be more proactive and effective for the organisation.

## The Role of the Board in Strategy & Risk Management

**Oversight** is the first module of the Fundamentals of Corporate Directorship series.

### THE FIVE MODULES OF FCD

FCD Series	Date
<b>Module A</b> <b>The Role of the Board in Strategy &amp; Risk Management Oversight</b> <ul style="list-style-type: none"> <li>• Role of the Board in setting strategy and reviewing strategy implementation</li> <li>• Role of the Board in managing risk and recognising 'red flags'</li> </ul>	5 Dec 2019 ICDM Training Room
<b>Module B</b> <b>The Role of the Board in Succession Planning &amp; Talent Management</b> <ul style="list-style-type: none"> <li>• Best practices in succession planning and achieving the optimum Board composition</li> <li>• Measure the different approaches towards talent management</li> </ul>	7 Nov 2019 ICDM Training Room
<b>Module C</b> <b>Financial Statements for Directors</b> <ul style="list-style-type: none"> <li>• Examine key data and ratios in the financial statements</li> <li>• Explore the various tools for assessing financial performance</li> </ul>	2-3 Oct 2019 ICDM Training Room
<b>Module D</b> <b>Understanding COSO &amp; the Control Environment</b> <ul style="list-style-type: none"> <li>• Introduction to COSO internal control framework</li> <li>• Explore the six threats towards good judgement</li> </ul>	5 Nov 2019 ICDM Training Room
<b>Module E</b> <b>Stakeholder Engagement &amp; Corporate Responsibility</b> <ul style="list-style-type: none"> <li>• Role of the Board in engaging stakeholders</li> <li>• What differentiates corporate responsibility (CR) from corporate social responsibility (CSR)</li> </ul>	11 Dec 2019 ICDM Training Room

### All FCD Modules will be held at ICDM Training Room

The modules can be attended separately, depending on each director's needs but it is encouraged that all five modules are covered to get the most out of this comprehensive programme. The FCD incorporates a range of topics that are crucial to maximising a director's contribution to the board in order to support them towards achieving a better performance within their role.

## ABOUT THE PROGRAMME

### FCD | Module A

This 1-day Board Strategy & Risk Management Programme is a core module designed to explore the role of the Board in strategy setting and implementation in order to meet its goals whilst responding to changes in its environment. The programme also focuses on the importance of a top-down approach in risk management by the Board in efforts to cultivate a proactive approach.

## LEARNING OUTCOMES



Understand the Board's responsibility in setting strategy to achieve sustainable long-term success



Identify approaches to review and monitor key performance indicators against strategic plan



Develop a broader knowledge on current risk assessment techniques



Identify the appropriate risk classification and the relevant 'red flags'

## PROGRAMME

Thursday, 5 December 2019  
ICDM Training Room,  
Level 9, Mercu 2, KL Eco City

8.30am - 9.00am Registration

### The Role of the Board in Setting Strategy & Reviewing Strategy Implementation

9.00am - 10.30am Session 1  
Reviewing the Strategic Plan

10.30am - 11.00am Networking Break

11.00am - 12.30pm Session 2  
Monitoring Performance Against the Plan

12.30pm - 1.30pm Networking Lunch

### The Role of the Board in Managing Risks & Recognising 'Red Flags'

1.30pm - 3.00pm Session 3  
Risk Management

3.00pm - 3.30pm Networking Break

3.30pm - 5.00pm Session 4  
Recognising 'Red Flags'

5.00pm End of Programme

The Organiser reserves the right to alter the content and timing of the programme as it deems fit and is not responsible for cancellations due to unforeseen circumstances.

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## THE ROLE OF THE BOARD IN SETTING STRATEGY & REVIEWING STRATEGY IMPLEMENTATION

Participants will learn about how Boards are responsible for the development and review of the strategic plan and its execution. They will be discussing a framework designed to achieve a sustainable long-term 'License to Operate', reconciling both commercial and ethical considerations as a key process in setting strategic objectives.

### Session 1 Reviewing the Strategic Plan

- The Strategic Plan
- The Business Model
- Questioning the planning assumptions
  - scrutinise supporting evidence for the numbers
- External environment and marketing assumptions
- External environment – economic/regulatory assumptions
- Internal environment – capacity and capability
- Complacency - your worst enemy
- Operational and strategic risks

### Session 2 Monitoring Performance Against the Plan

- Key Performance Indicators (KPIs) - your best friend and worst enemy
- Common pitfalls with KPIs
- The strategy vs execution gap
- Monitoring "change" and "transformation" programmes
- The need for assurance and how to get it

## THE ROLE OF THE BOARD IN MANAGING RISKS & RECOGNISING 'RED FLAGS'

Participants will learn about various types of risks and the need to treat risk holistically, but focusing on the critical risks to ensure there is effective monitoring of 'Red Flags'. Top level risks include CEO risks, reputational risks, operational failures, financial risks, fraud and major breach of regulations.

### Session 3 Risk Management

- Risk analysis as a crucial element of strategy
- Assumptions revisited
- Stress testing business plans
- Sensitivity analysis is not enough!
- The stress to destruction
- Ensure there is sufficient, credible evidence to back assessments

### Session 4 Recognising 'Red Flags'

- The top level risk profile
- Inverse risk logic and the definition of catastrophe
- Focus on operational risks – too easy to ignore
- Ensuring credible risk management strategies
- Matching reporting to the critical risk management activity

## FACILITATOR



### DR DAVID BOBKER

MA, DPhil, ACA, FRM,  
DPhil Oxford University

Qualified member of the  
ICAEW in the UK and  
Global Association of Risk  
Professionals Certified  
Financial Risk Manager

Dr David Bobker is the Associate Professor in Risk Management and Director of the Centre for Economics and Risk at the Malaysia University of Science and Technology (MUST), where he is leading initiatives to enhance research and teaching in these areas as well as the development of software applications for risk analysis, stress testing and econometric analysis. These are based on his unique “inverse risk logic” approach which encompasses reverse stress testing methodologies and a top-down approach to strategic risk management.

Prior to July 2014, he was Head of Risk at the Asian Institute of Finance in Kuala Lumpur, a body set up by Bank Negara Malaysia to promote human capital development in the banking and financial services industry. As the Head of Risk, he conducted research in risk management, designed and delivered training programmes including hands-on operational risk management and monte carlo methods as well as the strategic approach to risk management, governance and auditing to directors and C-suite senior managers of major organisations.

He developed the Risk Management Module of Bank Negara’s Financial Institution Directors Education (FIDE) programme in 2009 and 2010, delivering a 2-day training session to board members of most of Malaysia’s bank and insurance companies and subsequently moved to Malaysia in 2010.

He has also been providing risk consultancy services since 2001 - recent assignments include work for the International Finance Corporation (IFC - part of the World Bank) to implement a risk governance and audit framework for one of IFC’s banking clients, and more recently, the development of an econometric model for a large bank.

In his past career, David worked as a senior audit manager and consultant with KPMG and Deloitte. He was also Group Head of Internal Audit of Alliance & Leicester and Norwich Union, both FTSE 100 financial institutions, and was a supervisor and policy maker at the UK Building Societies Commission (now part of the FSA). With a varied career spanning over three decades, David has worked for blue chip and small organisations, both successful and failed and has observed many fascinating issues worthy of study. He is therefore able to share his wealth of experience during the programme, which balances hard technical aspects with equal emphasis on the realities of corporate life.

David holds a DPhil in Mathematics from Oxford University. He is a UK (ICAEW) Chartered Accountant and holds the GARP FRM qualification.

Scan me to  
register online





# PARTICIPANT REGISTRATION

## FUNDAMENTALS OF CORPORATE DIRECTORSHIP | MODULE A

### The Role of the Board in Strategy & Risk Management Oversight

Thursday, 5 December 2019 | ICDM Training Room, Level 9, Mercu 2, KL Eco City, No 3 Jalan Bangsar, 59200 Kuala Lumpur

## REGISTRATION TERMS & CONDITIONS

### REGISTRATION FEE

PRICE PER PAX (Please tick (✓) your choice)

<input type="checkbox"/> ICDM Member	RM1,350 (This programme fee is exclusive of 6% SST)	<a href="#">REGISTER NOW</a>
<input type="checkbox"/> Standard	RM1,500 (This programme fee is exclusive of 6% SST)	<a href="#">REGISTER NOW</a>

\*SST of 6% will apply

### TERMS & CONDITIONS

#### Attendance Fees

- Fees include programme materials and refreshments.

#### Payment

- Registration(s) is confirmed only upon receiving full payment.
- Full payment must be made no later than 10 days prior to the programme date to:

Account Name	Institute of Corporate Directors Malaysia (ICDM)
Bank Name	Maybank Islamic Berhad
Account Number	564324609320

#### Cancellation Policy

- Cancellation notice must be made in writing.
- The following cancellation charges apply:
  - Less than ten (10) working days before the event: 50% of the programme fee will be charged.
  - Less than five (5) working days before the event: 100% of the programme fee will be charged.
- Replacement of participant is acceptable to avoid incurring cancellation fees. Notification and details of the replacement of participant shall be given to the organiser no later than seven (7) days before the event.

#### Others

When providing ICDM with any personal data, you shall comply at all times with the Personal Data Protection Act 2010 (PDPA) and shall not in any way cause ICDM to breach any of its obligations under the PDPA Act.

Upon submitting the registration, the participant and the sponsored organisation are deemed to have read and accepted the terms and conditions.

Please email the completed form and payment advice to [development@icdm.com.my](mailto:development@icdm.com.my). You may complete the registration online via ICDM's Portal if you already have an account. Alternatively, you may create an account [here](#) or from ICDM's website. For further inquiries, kindly contact Jonathan or Zefry at 03-2202 2022.

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