

OPEN ENROLMENT  
PROGRAM



lclif Executive Education Center

# BOARD'S ROLE IN VALUE CREATION

*(formerly offered as Case-Based Series: Part 1 - The Board's Performance Role)*

Faculty  
**Prof. Mak Yuen Teen**



8 August 2023  
9.00AM – 5.00PM



RM2,500 before SST  
For every 2 pax who register from the same organization, there will be a 40% discount for the second participant i.e. fee will be RM1,500.

## Program Overview

Boards of directors have two key roles – a performance role to help the company create value and achieve long-term success, and a conformance role to ensure that the company is transparent, accountable, and complies with ethical standards, rules and regulations. The Malaysian Code on Corporate Governance sets out the key responsibilities of the board relating to the performance and conformance roles.

Often, independent directors in particular focus predominantly on the conformance role, neglecting their performance role. The performance and conformance roles are often linked - for example, in making major acquisitions to help the company grow, directors must ensure that there is proper due diligence, the interests of the company and all shareholders are protected, and disclosure and shareholder approval rules are complied with.

In this 1-day program, participants will discuss real-life case studies of companies covering topics relating primarily to the performance role of the board. Cases are specifically written or adapted for the program. Participants should ideally have already completed a basic director training program. There will be minimal lecturing by the facilitator and the program will involve primarily discussion and debate among participants. Participants will discuss cases and make decisions like an actual board of directors. The program will be conducted **in-person** only for participants to fully benefit from the discussions and interactions.

Cases will involve issues such as strategic changes; diversification; major disruption to the business; mergers and acquisitions; spin-offs; and integrating ESG considerations into strategies and the business. The cases will span a range of companies, including government-linked, family-controlled and widely-held companies.

## Learning Outcomes

At the end of the program, participants will be able to:

- Review and approve strategic decisions and monitor implementation.
- Assess major risks of disruption to the business and possible actions.
- Evaluate, approve and monitor major corporate actions, including diversification, M&As and spin-offs.
- Integrate ESG factors into strategic decisions and the business.

## Who Should Attend

Directors of public listed companies who have completed a basic director training program and would like to be further equipped to carry out their roles and responsibilities more effectively.

## Program Outline

### Session 1: Introduction and Board's Role in Strategic Changes

- Brief overview of board's performance and conformance roles and key responsibilities under the performance role
- Breakout group discussion

### Session 2: Diversification and Disruption

- Breakout group discussion

### Session 3: M&As and Spin-offs

- Breakout group discussion

### Session 4: Integrating ESG Into the Business

- Discussion of cases
- Key takeaways

## Faculty



**Professor Mak Yuen Teen** teaches at the NUS Business School, National University of Singapore. Professor Mak has served on three of the four corporate governance committees set up by the Singapore authorities to develop and revise the code of corporate governance, including the first committee in 2000 and the most recent committee under the Monetary Authority of Singapore (MAS) which released the 2018 Singapore Code. He currently serves on the Corporate Governance Advisory Committee under MAS aimed at continually raising corporate governance standards for listed companies in Singapore, and is a member of the Remuneration Sub-Committee.

He has produced a guide for Nominating Committees with KPMG, and served on the advisory panel of the Singapore Institute of Directors which produced the Nominating Committee Guidebook. Between 2000 to 2005, he served on the Governing Council of the Singapore Institute of Directors.

Each year, Professor Mak edits a collection of Asia-Pacific and global case studies which are published by CPA Australia and so far, ten volumes, a special financial services edition, and several volumes translated into Chinese and Vietnamese have been produced. In all, he has written or edited well over 200 case studies related to corporate governance.

Professor Mak has also produced numerous reports on corporate governance, often commissioned by the authorities or consulting firms. He developed the first corporate governance rating for Singapore companies called the Governance and Transparency Index and the first Singapore governance rating for REITs and business trusts. He was also the Singapore expert involved in the development of the ASEAN CG Scorecard.

In 2018, he produced the first-ever comprehensive report on remuneration practices of Singapore companies which covered more than 600 companies listed on the Singapore Exchange. He has extensive experience conducting training for directors, regulators and other professionals, including in the Mandatory Accreditation Program (MAP) and Financial Institutions Directors' Education (FIDE) program, and programs relating to nomination and remuneration matters.

Professor Mak is also a regular commentator on corporate governance issues in the Singapore and international media, and regularly posts articles and commentaries on his website Governance for Stakeholders.

# REGISTRATION FORM

Board's Role in Value Creation



FEE: RM2,500 before SST

Group discount: For every 2 pax who register from same organization, there will be a 40% discount for the second participant i.e. fee will be RM1,500.

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Name:

Designation:

Company:

Address:

Contact Tel (Company):

Contact Tel (Mobile):

*(mobile no of participant is mandatory to gain access to ASB Mobile App)*

Email Address:

*(email address of participant and not a representative)*

Meal Preference:

Vegetarian

Non-Vegetarian

Name of Secretary:

Contact Tel & Email Address:

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Payment should be made within **30 days** from the invoice date or in advance of the program date, whichever is sooner. Your place is only secured once payment has been received within this period.

- Cheques should be made payable to **ASB MANAGEMENT SDN BHD- FEES**
- For telegraphic transfer, kindly remit payment to **ASB MANAGEMENT SDN BHD- FEES** account number: **514150439951** at
- **MALAYAN BANKING BERHAD, JALAN RAJA LAUT BRANCH, 50350 KUALA LUMPUR**

Please send your registration form to [fide@asb.edu.my](mailto:fide@asb.edu.my)

Please email a copy of the payment receipt to [asbfinance@asb.edu.my](mailto:asbfinance@asb.edu.my)

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