



Indian Institute of
Corporate Affairs

Partners in Knowledge. Governance. Transformation.

Director's Certification in
**Risk Governance
& Leadership**

Mumbai / 12-13 March 2026

Independent Director's
DATA BANK

Introduction

Risk governance has become a defining boardroom capability, shaping how organizations anticipate disruption, protect stakeholder value, and sustain performance under uncertainty. Yet, in many boardrooms, risk oversight remains fragmented, compliance-led, or overly delegated—leaving directors without a cohesive view of risk appetite, emerging threats, and organizational resilience. The Risk Governance Program led by the Indian Institute of Corporate Affairs is an intensive two-day capacity building intervention designed to equip Directors, Executive Directors, and CXOs with practical board-level tools for effective risk oversight. The program covers evolving risk expectations, ERM and risk appetite, risk culture and ethics, cyber risk, ESG risk, and financial and compliance oversight.

Course Structure



DAY 1

Foundations of Risk Governance

DAY 2

Integrating Risk into Strategy and Specific Risk Domains

I // Landscape of Risk Governance

- Expanding risk universe and expectations
- Risk governance as board mandate
- Disruption driven emerging risk themes

II /Board Roles, Responsibilities & Regulatory Expectations

- Board and committee oversight roles
- Duty of care and challenge
- Regulatory expectations and disclosures



III // ERM Frameworks & Risk Appetite

- ERM alignment with strategy
- Setting and monitoring risk appetite
- Indicators, reporting and escalation



IV // Risk Culture & Ethical Governance

- Culture as risk driver
- Vigil mechanisms, committee oversight, safeguards & reporting expectations
- Incentives, conduct and accountability

V // Digital and Cybersecurity Risk Oversight

- Board view of cyber resilience
- Incident response and third party risk
- Management questions and reporting

VI // ESG Risks and Sustainability

- Material ESG risk identification
- Climate, supply chain, stakeholder risks
- ESG considerations in ERM



VI // Financial and Compliance Risk Oversight

- Financial reporting and control risks
- Compliance posture and remediation
- Audit committee coordination



VII// Crisis Governance and Geopolitical Risk

- Crisis roles and decision making
- Communications and stakeholder response
- Geopolitical shocks and exposures

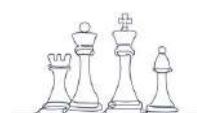


The Indian Institute of Corporate Affairs (IICA) is the apex think tank of the Ministry of Corporate Affairs (MCA), Government of India. We provide policy advice, research, and training to promote sustainable and responsible growth in the Indian corporate sector. Our role in shaping the corporate governance landscape and fostering stakeholder collaboration contributes to a vibrant business ecosystem.



School of Corporate Governance & Public Policy

Centre for Board Excellence & Leadership (C-BEL)



Consulting & Advisory Services

- Board Evaluations & Performance
- Benchmarking //
- Corporate Governance Framework Development & Implementation
- Support //



Policy Research & Advocacy

- Evidence-Based Research //
- Stakeholder Engagement //
- Knowledge Dissemination //



Capacity Building & Training

- Open Programs //
- Customized In-Company Programs //

Practical Information

Fee Structure:

RESIDENTIAL: INR 80,000 + GST *

NON-RESIDENTIAL: INR 55,000 + GST

Residential options covers 2 nights accommodation Including full boarding & lodging. Costs associated with air travel and local transfers are not included and will have to borne by the participants.

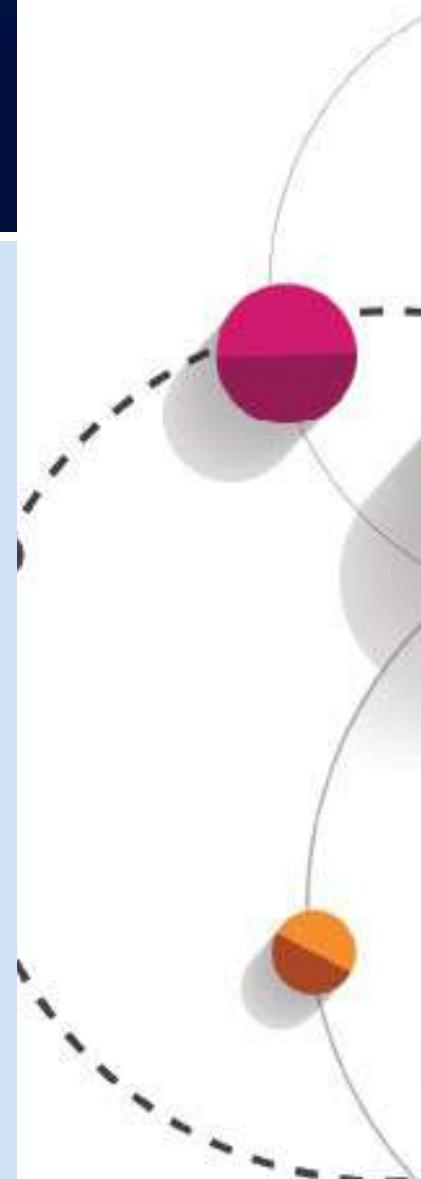
To Register

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Registration

Policy:

- Registration on strictly first come first serve basis
- Fee once paid shall not be refunded.
- Participants are required to remit their fee in advance to confirm registration
- In case of non-participation by nominated participants it is possible to nominate alternate person
- IICA shall not be liable for any direct or indirect loss incurred due to cancellation
- IICA reserves the right to change resource persons, dates, topics, venue as per exigencies (if any).



Our Credentials // The IICA Edge





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Knowledge Partners

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INDIAN INSTITUTE OF CORPORATE AFFAIRS
MINISTRY OF CORPORATE AFFAIRS, GOVT. OF INDIA
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