



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  
D A T A B A N K



# 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



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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

250+

PUBLIC SECTOR  
CLIENTS

1000+

PRIVATE SECTOR  
CLIENTS

5000+

BOARD  
MEMBERS  
TRAINED

100+

BOARD  
DEVELOPMENT  
PROGRAMS  
DELIVERED

29000+

NETWORK OF  
DIRECTORS &  
GOVERNANCE  
PROFESSIONALS



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Knowledge Partners

CORPORATE GOVERNANCE & PUBLIC POLICY  
INDIAN INSTITUTE OF CORPORATE AFFAIRS  
MINISTRY OF CORPORATE AFFAIRS, GOVT. OF INDIA  
SECTOR 5—IMT MANESAR  
GURUGRAM—122051

## Contact Points //

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