Certification Program for Start-up Boards
Mastering Governance in the Start-up Ecosystem

January to April 2024
Last date for registrations:
9 January 2024

Our Outreach Partner:

IVCA
IVC ASSOCIATION
PROMOTING PRIVATE CAPITAL ECOSYSTEM
Introduction

The Essence of Governance
"Corporate governance" encompasses the structures, rules, and processes through which companies achieve their objectives. It ensures that a company's management operates within a framework of checks and balances, fostering accountability to their owners and addressing stakeholder concerns. This clarity and transparency facilitate companies in accessing capital.

Governance: A Startup Imperative
In today’s dynamic business landscape, good governance isn’t merely a choice—it's imperative, especially for startups. The recent surge in recognized startups in India, bolstered by various Government of India initiatives, is commendable. Yet, the rise and subsequent failures of some startups have highlighted the critical role of corporate governance.

Unique Challenges, Unique Solutions
Startups encounter distinctive challenges in governance, compliance, and risk management, potentially impeding their growth and longevity. A robust and independent board can be the beacon, guiding startups through their tumultuous growth phases, adding value, and striking a balance between immediate and future growth. However, the startup ecosystem hasn’t been immune to governance lapses. Often, the intense pressure to scale rapidly has led to issues like compromised unit economics, unhealthy work cultures, and significant layoffs.

The Dividends of Good Governance
The dividends of robust corporate governance for startups are manifold: enhanced access to capital, bolstered valuations, superior stewardship, augmented profitability, and refined risk management, to name a few. With the right governance practices in place, startups can thrive, innovate, and make invaluable contributions to their industry and community.
Recognizing the significant role of governance in startup success, the Indian Institute of Corporate Affairs (IICA) is pleased to release our 3.5-month Certification Program for Startup Boards. This program endeavors to unravel the intricacies of startup governance, offering insights to sidestep potential pitfalls. Spanning 15 weeks, the program comprises 30 interactive sessions, master classes steered by industry stalwarts, and culminates in a convocation ceremony. Participants will be armed with the expertise to adeptly navigate governance challenges, ensuring the success and sustainability of their organizations.

Course Structure & Modules

**Master Class & Convocation Ceremony**

Week 1-2: Startup Governance Unplugged

Week 3-4: Legal and Regulatory Framework for Startups

Week 5-6: Ethical Considerations in Startup Governance

Week 7-8: Designing the Dream Team: Startup Board Dynamics

Week 11: Managing Financials and Investors

Week 12: Building Sustainable and Resilient Enterprises

Week 13: From Hiccups to Hurricanes: Managing Crisis & Solvency

Week 14: Building Bridges: Board and Management Synergy

Week 15: ESG & D&I: Emerging Priorities for Startups
Expected Learning Outcomes

Week 3-4:
Legal and Regulatory Framework for Startups
- Decoding the Startup Environment: Beyond the Pitch Deck
- Legal and Regulatory Compliance for Startups
- Role of Regulatory Bodies in the Startup Ecosystem

Week 5-6:
Ethical Considerations in Startup Governance
- Leading with Integrity: Board Leadership in the Fast-paced Startup Arena
- Navigating Ethical Dilemmas in Startups
- Addressing and Resolving Conflicts of Interest

Week 7-8:
Designing the Dream Team: Startup Board Dynamics
- Roles & Responsibilities of Startup Boards
- Building a Powerhouse Board: Composition, Structure and Strategy
- Inside the Boardroom: Performance, Pay, Dynamics, and Dilemmas

Week 9-10:
Risk Management, Internal Controls, Technology & Innovation Governance
- Understanding and Managing Risks
- Building Bulletproof Startups: Resilience Strategies
- Technology and Innovation Governance: Steering the Digital Ship

Week 11:
Managing Financials and Investors
- Introduction to financial aspects of board governance
- Early warning signs and red flags for Independent Directors
- Startup Valuation and Funding Rounds
- Preparing for an IPO
- Building and Nurturing Investor Relations

Week 12:
Building Sustainable and Resilient Enterprises
- Strategies for Building a Sustainable Startup
- The Board's Role in Steering Startups Towards Sustainability

Week 13:
From Hiccups to Hurricanes: Managing Crisis & Solvency
- Common causes of startup crises, Identifying early signs of a crisis
- Crisis response recommendations, Actions to take as a board member during a crisis
- Crisis communication
- Strategies for Solvency: Navigating Financial Storms

Week 14:
Building Bridges: Board and Management Synergy
- Cultivating a Positive Organizational Culture
- Bridging the Communication Gap
- Exploring tools and processes that facilitate efficient information flow.
- Strategies for Effective Execution
- Leadership Lifelines:
  - Planning for Leadership Transitions: Understand the importance of smooth transitions in leadership roles.
  - Succession Strategies: Delve into planning for future leadership, ensuring business continuity.

Week 15:
ESG & DEI: Emerging Priorities for Startups
- ESG Essentials for Startups: Environmental Impact, Social Responsibility, and Governance Best Practices
- The Business Case for DEI in Startups
- Implementing DEI Initiatives:
  - From Hiring Practices to Workplace Culture:
  - Practical steps to promote diversity in hiring and create an inclusive work environment.

Master Class
One-day master class led by industry experts, covering real-world case studies and best practices in startup board leadership and effectiveness.
Practical Information

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<th>Fee</th>
<th>₹ 60,000 + GST</th>
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<tbody>
<tr>
<td>To Register</td>
<td></td>
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<tr>
<td>Contact:</td>
<td></td>
</tr>
<tr>
<td>Mr. Mathew John</td>
<td>M: +91 99 535 89 572</td>
</tr>
<tr>
<td>E: <a href="mailto:mathew.john@iica.in">mathew.john@iica.in</a></td>
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<tr>
<td>Mode of Course Delivery</td>
<td>Online</td>
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<td>Registration Policy</td>
<td>Registration is on first come, first serve basis. Fee once paid shall not be refunded. Participants are required to remit the fee in advance to confirm their registration. In case of non-participation by the nominated executive, it is possible to nominate alternate person. Transfer of nominations will have to be communicated via email to coordinator a week before the commencement of the program. IICA shall not be liable for any direct or indirect damages that may be incurred due to a cancellation. IICA reserve the right to change resource persons, dates, topics, venue as per exigencies or circumstances, if any.</td>
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Blended Learning
The program employs a hybrid delivery method, thoughtfully crafted to cater to the varied profiles of our participants and the distinct challenges of adult learning. Seamlessly merges the advantages of direct, face-to-face interactions with the adaptability of online education.

Master Class by Industry Experts
Elevate your understanding of start-up governance by learning directly from the best in the business—the ones who continue to shape the industry.

Digital Learning Flexibility
The course content will be accessible online through our Learning Management System, Black Board. This digital platform grants participants the liberty to delve into the course material at their own pace, guaranteeing uninterrupted learning.

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Distinguished Faculty Members for the Course:

- **Ajay Nanavati**
  Former Managing Director
  3M India

- **Amit Jhunjhunwala**
  CFO
  Accel India

- **Anand Lunia**
  Founding Partner
  India Quotient

- **Anjali Sosale**
  Partner
  Waterbridge Ventures

- **Burzin Dubash**
  COO
  Ankur Capital

- **Lavanya Ashok**
  Partner, Growth Equity
  Trifecta Capital

- **M. D. Ranganath**
  Chairman
  Catamaran Ventures

- **Madhumitha Ramanathan**
  Chief Strategy Officer
  Experian Services India

- **Padma Ruparel**
  Founding Partner
  Indian Angel Network (IAN)

- **Priyanka Chopra**
  Managing Partner Seed
  Investing
  CIIE.CO, IIM Ahmedabad

- **Ryan Patel**
  Board Member
  Drucker School of Management - CGU

- **Shailesh Vickram Singh**
  Founder
  Massive Fund

- **Shashank Karnad**
  Partner & CEO - Forensics
  Mahajan & Aibara

- **Siddarth Pai**
  Founding Partner
  Zone 4 Capital

- **Susmita Ghatak**
  Former MD & CEO
  ICRA Analytics Ltd
The Indian Institute of Corporate Affairs (IICA) is the apex think tank established by the Ministry of Corporate Affairs, 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**

**Key Areas**

- Consulting & Advisory Services
- Policy Research and Knowledge Dissemination
- Awareness, Outreach & Sensitization
- Learning & Capacity Building

**Independent Director’s Databank**

Centre for Independent Directors housed at the School of Corporate Governance & Public Policy at IICA maintains the National Databank Portal for Independent Directors in India.

The center and the portal together serve as a key mechanism for capacity building interventions, enhancing the corporate governance ecosystem in the country.