

# Independent Directors Certificate Programme (IDCP) Batch 10



Programme Directors:  
**Professor S Raghunath**  
**Professor Anil B Suraj**

Programme Duration:  
**21 November 26 to 08 May 2027**

# Independent Directors Certificate Programme (IDCP) Batch 10



## Programme Overview

This programme informs about how a real world of corporate governance works and the current and emerging role of an Independent Director. It offers a clear perspective on corporate governance and conceptual models for investigating the roles and behaviour of Independent Director based on both practical insights and academic understanding. The course examines the development of corporate governance and provides an integrated perspective on company law, regulatory practice, and company management and direction in the context of contemporary corporate governance policy and structures.

The course offers a range of examples and case studies, both recent and historical, to compare explanations of governance behaviour and effective outcomes.



## Programme Duration

Independent Directors Certificate Programme (IDCP) is a 21-day certificate programme spread over 6 months.



## Programme Delivery

The programme will be conducted in hybrid mode. Hybrid delivery implies that a part of the cohort is physically present in the classroom while the remaining participate in the course virtually. The incoming participants must adhere to the Government Guidelines and the Institute policies.



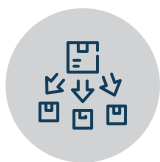
## Target Audience

- Independent Directors
- Aspiring Independent Directors
- Researchers in the field of Corporate Governance
- Non-executive Directors
- Occupy Senior Management position



## Programme Objectives

- To enable Independent Directors to gain knowledge and practical insights on their role, accountability, and responsibility, as well as critical view of governance, law, and regulation.
- To enable researchers in the field of corporate governance to understand the evolution of conceptual models and meaningfully participate in informed debates between theorists and practitioners.



## Programme Themes and Distribution of Sessions

### Corporate Governance and Stewardship

- Board structure and composition
- Decision making processes
- Sub-Committees

### Role of Executive Directors and Independent Directors

- Macroeconomic perspective
- Fiduciary levels of responsibilities
- Managing stakeholder expectations
- Leadership skills

### Director accountability and responsibility

- Ownership and control
- Conflict of interest
- Reputation and values

### Strategy and Performance

- Creating value through collaborations
- Evaluation of key indicators

### Managing Risk, Internal Control and Assurance

- Audits and fraud prevention
- Whistleblowing
- Enterprise risk management

### Due Diligence, Information, Communication and Disclosures

- Regulatory & Compliance requirements
- Information management

### Financial Acumen for Directors

- Basics of finance
- Documentation and reporting

### Corporate Excellence through Governance

- Effective management and board governance
- Independent leadership and integrity

### Corporate Law: Trends and reforms in India

- Current enforcement framework
- Regulatory foresight

### Responsible Business

- Culture and sustainability
- Responsible reporting

### Cyber Security and Risk Management

- Role of Directors
- Enabling capacity

### Boards and AI





## Key Benefits / Takeaways

- **Real-World Insights:** Gain practical perspectives on the evolving landscape of corporate governance and the dynamic role of Independent Directors.
- **Integrated Expertise:** Learn from experienced practitioners to develop a cohesive understanding of company law, regulatory frameworks, and corporate management.
- **Financial Acumen:** Build critical financial skills tailored for effective decision-making and oversight as an Independent Director.
- **Alumni Network:** Become a member of the IIMB Executive Education Programme (EEP) Alumni network upon successful completion of the programme.



## Award of Certificatee

A certificate of completion will be awarded by IIMB to the participants at the end of the programme on successful completion of programme requirements.



## Alumni

Successful completion of the programme also entitles participants to be admitted to IIMB EEP Alumni Association.



## Programme Schedule

| Month                                      | Date      | Day | Timings                       | # of sessions | # of program days | Mode of Delivery |
|--------------------------------------------|-----------|-----|-------------------------------|---------------|-------------------|------------------|
| Nov                                        | 21-Nov-26 | Sat | 10:00 - 12:45 & 14:15 - 17:00 | 4             | 0.8               | In-person        |
|                                            | 27-Nov-26 | Fri | 18:00 - 20:45                 | 2             | 0.4               | Hybrid           |
|                                            | 28-Nov-26 | Sat | 10:00 - 12:45 & 14:15 - 17:00 | 4             | 0.8               | Hybrid           |
| Dec                                        | 04-Dec-26 | Fri | 18:00 - 20:45                 | 2             | 0.4               | Hybrid           |
|                                            | 05-Dec-26 | Sat | 10:00 - 12:45 & 14:15 - 17:00 | 4             | 0.8               | Hybrid           |
| Jan                                        | 08-Jan-27 | Fri | 18:00 - 20:45                 | 2             | 0.4               | Hybrid           |
|                                            | 09-Jan-27 | Sat | 10:00 - 12:45 & 14:15 - 17:00 | 4             | 0.8               | Hybrid           |
|                                            | 22-Jan-27 | Fri | 18:00 - 20:45                 | 2             | 0.4               | Hybrid           |
|                                            | 23-Jan-27 | Sat | 10:00 - 12:45 & 14:15 - 17:00 | 4             | 0.8               | Hybrid           |
|                                            | 29-Jan-27 | Fri | 18:00 - 20:45                 | 2             | 0.4               | Hybrid           |
|                                            | 30-Jan-27 | Sat | 10:00 - 12:45 & 14:15 - 17:00 | 4             | 0.8               | Hybrid           |
| Feb                                        | 05-Feb-27 | Fri | 18:00 - 20:45                 | 2             | 0.4               | Hybrid           |
|                                            | 06-Feb-27 | Sat | 10:00 - 12:45 & 14:15 - 17:00 | 4             | 0.8               | Hybrid           |
|                                            | 12-Feb-27 | Fri | 18:00 - 20:45                 | 2             | 0.4               | Hybrid           |
|                                            | 13-Feb-27 | Sat | 10:00 - 12:45 & 14:15 - 17:00 | 4             | 0.8               | Hybrid           |
|                                            | 19-Feb-27 | Fri | 18:00 - 20:45                 | 2             | 0.4               | Hybrid           |
|                                            | 20-Feb-27 | Sat | 10:00 - 12:45 & 14:15 - 17:00 | 4             | 0.8               | Hybrid           |
|                                            | 26-Feb-27 | Fri | 18:00 - 20:45                 | 2             | 0.4               | Hybrid           |
|                                            | 27-Feb-27 | Sat | 10:00 - 12:45 & 14:15 - 17:00 | 4             | 0.8               | Hybrid           |
| Mar                                        | 12-Mar-27 | Fri | 18:00 - 20:45                 | 2             | 0.4               | Hybrid           |
|                                            | 13-Mar-27 | Sat | 10:00 - 12:45 & 14:15 - 17:00 | 4             | 0.8               | Hybrid           |
|                                            | 19-Mar-27 | Fri | 18:00 - 20:45                 | 2             | 0.4               | Hybrid           |
|                                            | 20-Mar-27 | Sat | 10:00 - 12:45 & 14:15 - 17:00 | 4             | 0.8               | Hybrid           |
| Apr                                        | 02-Apr-27 | Fri | 18:00 - 20:45                 | 2             | 0.4               | Hybrid           |
|                                            | 03-Apr-27 | Sat | 10:00 - 12:45 & 14:15 - 17:00 | 4             | 0.8               | Hybrid           |
|                                            | 09-Apr-27 | Fri | 18:00 - 20:45                 | 2             | 0.4               | Hybrid           |
|                                            | 10-Apr-27 | Sat | 10:00 - 12:45 & 14:15 - 17:00 | 4             | 0.8               | Hybrid           |
|                                            | 16-Apr-27 | Fri | 18:00 - 20:45                 | 2             | 0.4               | Hybrid           |
|                                            | 17-Apr-27 | Sat | 10:00 - 12:45 & 14:15 - 17:00 | 4             | 0.8               | Hybrid           |
|                                            | 23-Apr-27 | Fri | 18:00 - 20:45                 | 2             | 0.4               | Hybrid           |
|                                            | 24-Apr-27 | Sat | 10:00 - 12:45 & 14:15 - 17:00 | 4             | 0.8               | Hybrid           |
|                                            | 30-Apr-27 | Fri | 18:00 - 20:45                 | 2             | 0.4               | Hybrid           |
| May                                        | 01-May-27 | Sat | 10:00 - 12:45 & 14:15 - 17:00 | 4             | 0.8               | Hybrid           |
|                                            | 07-May-27 | Fri | 18:00 - 20:45                 | 2             | 0.4               | Hybrid           |
|                                            | 08-May-27 | Sat | 10:00 - 12:45 & 14:15 - 17:00 | 4             | 0.8               | Hybrid           |
| Total                                      |           |     |                               | 106           | 21.2              |                  |
| Valedictory date: 26-June-2027 (tentative) |           |     |                               |               |                   |                  |

# Programme Directors

## Professor S Raghunath



Dr S Raghunath has been Professor of Strategy at IIM Bangalore and the Chairperson of the Centre for Corporate Governance at IIM Bangalore. His work has focused on themes in corporate governance, such as differing roles of company boards, strategic decisions and execution oversight, contribution of independent directors and the implications of cyber security and risk management for board members.

He is a certified trainer in corporate governance by the Global Corporate Governance Forum, sponsored under the aegis of the World Bank and Organization for Economic Co-operation and Development (OECD), and administered by the International Finance Corporation (IFC), Washington. He has been offering the Company Directors Programme on Board Best Practices at IIM Bangalore for the past fifteen years.

Dr S Raghunath is a member of the Board of Studies of the Indian Institute of Corporate Affairs, Ministry of Corporate Affairs.

He was the Global Director of the International Masters Programme for Practicing Managers (IMPM) in 2010-2011 and has coached many CXOs of Indian companies as well as MNCs.

Dr. Raghunath is the Chairman of the South Asia Board of the Academy of International Business. He has been an independent director on the Board of Vijaya Bank, Canara Bank Mineral Exploration Corporation Limited, Kudremukh Iron Ore Company Limited, Kshema Technologies, Spire Technologies, Weir India, National Venture Capital Fund. He is a member of the advisory council of the Centre For Corporate Governance at IIMB. He is a Registered Consultant with the Office of Project Services, UNDP, New York.

He was a Visiting Scholar at the Graduate School of Business, Stanford University (1990-1991) where he engaged in research in strategy making in IT companies. He was also a Visiting Professor at INSEAD, France; HEC Paris; EuroMed, Marseilles; University of Buckingham, UK; RMIT School of Business; Melbourne, Australia.

## Professor Anil B Suraj



At IIM Bangalore, Suraj delivers core courses on – *Public Administration and Law* for the Doctoral students, and Business Law for the MBA Programme, and for the Executive Management Programmes. Suraj has co-designed and delivers a popular Executive Program for Senior Professionals titled “*Independent Directors Certificate Program*” (IDCP), which is currently in its 10th cohort.

Suraj jointly coordinated the Phase-IV Mid-Career Training Programme in 2008, 2009 and 2010 for the Indian Administrative Service (IAS) Officers, and regularly delivers technical sessions to Mid-career programmes of various All India Services on “*Judicial Review of Policy making*”, “*Fiduciary levels of Accountability in Governance*”; “*Public Contracts and Projects*”; “*WTO & TRIPs*”; and “*Intellectual Property Rights & Data Protection*”. Suraj has also

addressed Senior Bureaucrats of – South Korea, Bangladesh, Vietnam, Sri Lanka, Mongolia, Maldives, and from more than 45 countries of Africa, Latin America and the Caribbean region. Many of these technical sessions have been at the invite of the National Centre for Good Governance, Lal Bahadur Shastri National Academy of Administration, Mussoorie, Uttarakhand, India.

Prior to joining IIM Bangalore in March 2007, Suraj was a Research Fellow at the National Judicial Academy, India, wherein he coordinated the first ever initiative of a course module and a training programme on *Court Management and Judicial Administration in India*. In August 2025, Suraj has been nominated by the Hon’ble Chief Justice of India as *Expert Member* of the National Court Management Systems Committee. Suraj has also been a Member of the first Working Group of the Planning Commission for Union Ministry of Law and Justice for the 12th Five Year Plan (2012-2017).

Since graduating from the National Law School Bangalore in 2000, and completing doctoral study on the theme of “*Defensive Mechanisms under the WTO*”, the range of research themes pursued by Suraj includes – *Ease of Doing Business; Public Contract Law; Citizen-centricity of Regulatory Governance; Anti-dumping policy in India and the EU; Legal impact of WTO/TRIPs on small-scale industries; Access to Justice for the Poor and the Disadvantaged; and Judicial Impact Assessment Models.*

Suraj has also co-authored a research paper titled “*Redesign of Government Business Relations in India and the Role of Legal Process*” presented at, and published by, the Center on Democracy, Development and the Rule of Law, at the Stanford University. Suraj has published a Chapter on “*Ensuring Ease of Doing Business*” in the recent Book publication titled *Reforms and Resurgence: Crafts of Governance in India*; and a Chapter on “*Democratic Decentralisation: Power to the People*” in the February 2025 Book publication titled *Viksit Bharat @2047: Governance Transformed*, published by International Institute of Administrative Sciences, Brussels.



## Programme Fee

Rs.1,00,000/- +Applicable GST **On acceptance of the admission offer**

Rs. 80,000/- +Applicable GST - **I instalment on admission**

Rs. 1,35,000/- +Applicable GST - **II instalment on 15-Jan-2027**

Rs. 1,35,000/- +Applicable GST - **III instalment on 17-Mar-2027**

*Please Note: \*Please add GST at prevailing rates to the programme fee.*



## **IIMB's Executive Education Programmes**

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### **#1**

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### **#1**

FT 2025 Executive Education  
Open Ranking Amongst All IIMs

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### **#100+**

Distinguished Faculty

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### **#170+**

Annual Executive Education  
Programmes

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### **#15000+**

Executive Education Alumni

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### **Registration**

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To apply for the programme, an online application must be submitted through the link below: <https://iimberpsrv.iimb.ac.in/prod/sfeep.home>.

#### **Preethi S**

#### **Executive Education Programmes**

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