



International Role of the Director and the Board

Two-day course
£3,300

Delivered in partnership with:



iod.com/training

Course overview

Are you:

- a newly appointed director on the board?
- aspiring to a position on the board?
- doing investment or M&A overseas, such as the UK and Europe?
- looking to improve your performance with fresh insight?
- on a board or preparing for a non-executive director role?

The IoD's Role of the Director and the Board course will equip you with the crucial knowledge and skill-set to fulfil your role successfully. This practical two-day course is one of the most popular modules that make up our Certificate in Company Direction.

Course benefits

- Develop a practical understanding and applicable strategies to bring best practice to the boardroom
- To be able to efficiently assess risk, and know how to effectively manage stakeholders while acting in your organisation's best interests
- While recognising the director's key legal responsibilities, you will be conversant with board's roles in corporate governance and be able to ensure transparency in internal procedures
- This course can be combined with other modules to qualify for the Certificate in Company Direction

Learning objectives

By attending this course, you will gain the knowledge and skills to:

- Gain an in-depth view of the key duties, roles and legal responsibilities of the modern director working across multiple jurisdictions
- Understand the essential differences between direction, management and ownership
- Examine the board's role in corporate governance and learn how to improve board effectiveness
- Understand the legal status of a company and other organisations and the liabilities of directors in major jurisdictions including the UK and China

Course content

1 Corporate governance

Explain the purpose and value of corporate governance to the organisation

Describe the different models and structures that are adopted including the difference between jurisdictions, including China, UK and the US and the differing approaches taken between mandatory governance rules and codes

Analyse the key common tenets of corporate governance and the link between corporate governance and the board

Explain the business case for corporate governance

2 Legal and regulatory basis of organisations

Identify and classify the different business forms and not-for-profit organisations

Explain the concept of limited liability and the main constituent participants in companies

Explain the principles of the main internal governance frameworks that apply to limited liability companies

Distinguish between the relevance of different international codes, regulations, laws and internal frameworks to their organisation

3 Directors' roles, responsibilities and liabilities

Identify different types of directors and explain their role on the board and responsibilities to the organisation and its stakeholders

Explain how organisations can put in place systems to enable directors to more effectively understand and discharge their duties

Describe who is responsible as a director and their liability across major jurisdictions

Analyse the role of individual directors in balancing competing commercial and personal needs

Explain the potential consequences of getting it wrong and best practice safety nets

4 The effective board

Explain the role of the board for strategic leadership, oversight of governance and accountability activities

Analyse the elements that generate more balanced decision-making

Describe the processes and systems at different levels of the organisation to enable entrepreneurial leadership with appropriate controls

Compare the roles of different individual participants and structural components of the organisation

5 Risk governance

Explain the importance of the board in setting the organisation's risk appetite and risk tolerance

Identify methods and processes for risk evaluation, identification, assessment and mitigation

Discuss the board's role in oversight of internal control systems and procedures

Outline the requirements for audit and risk committees

6 Ethics and corporate culture

Explain the concept of stakeholders and analyse the benefits to the organisation of evaluating and managing the relationship with stakeholders

Describe the relevance of business ethics and corporate values

Evaluate the importance of environmental, social, governance and other non-financial measures in relation to legal requirements and issues of long-term sustainability

Consider the board's responsibilities in relation to wider legal, ethical and environmental issues

Course leader



Paul Munden CDir

Business experience

Paul is an experienced commercial law barrister and Chartered Director. Over the last ten years Paul has served as general counsel of the Business Link operation in London. During this time Paul has advised on a wide range of complex and politically sensitive commercial law issues, working with senior leaders in government and the civil service. Throughout his career Paul has championed the improvement of corporate governance standards in businesses and governmental organisations across London. Paul also served as non-executive chair of a Bafta award winning educational software house.

Paul recently served on the Legal Services Board (Consumer Panel), the body responsible for ensuring ongoing reform in legal services in the UK and is chair of the National Youth Music Theatre, a leading national charity for the arts. In previous assignments Paul has served on the Board of Mid Essex Primary Care Trust and represented the trust on the North Essex Cluster Primary Care Trust board responsible for commissioning £1.5bn of healthcare services annually and has acted as special adviser to the board of the General Teaching Council for England.

Professional credentials and training experience

Paul is currently a governance course leader at the Institute of Directors and has contributed to the development of courses in its Chartered Director Programme. Paul has led chartered director courses within the UK, throughout the Middle East and many other jurisdictions across the world. In his role at the Institute of Directors, Paul has worked with the boards of some of the UK's leading companies, among others, directors at Royal Dutch Shell, Fed Ex UK, BMT Group and John Laing. In the public sector Paul has worked with officers at the highest levels of the Ministry of Defence, the National Health Service, the Police and the Department of International Development.

Internationally Paul has led courses for, among others, directors at the Islamic Development Bank, First Atlantic Bank Ghana, CRDB Bank Tanzania, Capital G Bank Bermuda, ACWA Power Saudi Arabia, The National Lottery Authority Ghana and Samruk-Kazyna.

Testimonials



After 20 years of practical experience working for and serving on several boards, it was great to finally sit through a formal course that explained the theory, common practices, as well as regulatory and legal context of how directors and their boards should operate.

I can wholeheartedly recommend the programme for both aspiring and veteran board members.

Adam Dunnett

Secretary General, European Union Chamber and Commerce in China



I highly recommend the 'International Role of the Director and Board' course. It helped me to refresh, consolidate and expand my knowledge and provided me with practical knowledge essential for my role.

The course materials were comprehensive and designed to reflect real-world scenarios. This enhanced my understanding of the concepts and how they are applied in practice. Paul Munden's expertise as a commercial law barrister and his experience in chairing and working with boards of different types of organisation also brought an invaluable dimension to the course. His ability to blend strong technical knowledge with experience of the practical application of the concepts made the learning experience both engaging and highly relevant.



The course is a must-attend for anyone aspiring to or currently serving on a board, seeking to deepen their understanding and enhance their effectiveness.

Vaughn Barber

Chair, China-Australian Chamber of Commerce

While I have been a member of and supported a number of boards in my career, I have never done this from the position of legal knowledge or best practice. Good and effective governance is so fundamental for organizational success as well as for regulatory compliance. The course was a great opportunity to strengthen my knowledge, spend some time with others from different industries and reflect on operating within the context of China.



The IoD International Role of Director course is a great stepping stone component into the other three courses to become a chartered director which I now aim to pursue too.

James Birkett

Registrar, University of Nottingham Ningbo China (UNNC)

As a director focused on governance, this IoD program proved very valuable. Discussing challenges frankly with fellow board members from diverse industries sharpened my skills. Key learnings centred on risk oversight, compliance practices, and ensuring transparency and accountability as regulations rapidly change. Modules reinforced governance fundamentals that protect shareholders regardless of scale. The international with China-specific insights allowed me to continually strengthen governance knowledge benefiting my companies.



Mirko Turrina

GM, Goglio (Tianjin) Packaging Co. Ltd

Director Competency Framework

The Director Competency Framework underpins the IoD's professional development offering, and defines the distinct and wide-ranging competencies required for effective leadership.



By placing knowledge of finance and business strategy on the same level as ethical decision-making, effective communication and the encouragement of diverse views, the framework sets the standard for professional practice for directors, in a clear and digestible format.

© Institute of Directors 2024.
The INSTITUTE OF DIRECTORS words and associated logos are trademarks.
All rights reserved. No reproduction or modification without written permission of the Institute of Directors.

iod.com/competency-framework

Did you know?

This course is also part of the Certificate in Company Direction qualification. Complete an exam to get an award which contributes to the overall qualification.





Exam preparation session

As part of your learning journey and to assist you in your preparation for the exam, we are running two hour exam preparation sessions, which will be scheduled in the fortnight preceding each certificate exam sitting.

These sessions, delivered online via virtual classrooms, will be run by our course leaders in each of the four certificate subject areas, and will provide a valuable opportunity to practice and discuss a range of exam questions with a small number of your peers.

These sessions are included in your certificate course fees but need to be booked in advance. It is essential that you have completed the relevant course before attending the exam preparation session.

Visit iod.com/professional-development/chartered-director-programme/examinations/ to register for the exam.



Courses in China 2023

We were immensely proud to deliver our 'International Role of the Director and the Board' course twice in China in both June and November 2023. The courses were delivered in partnership with the British Chamber of Commerce in China, the European Union Chamber of Commerce in China and the China-Australian Chamber of Commerce.

Led by IoD corporate governance specialists, Sheelagh Duffield (June) and Paul Munden (November), alongside invaluable contributions from Tom Luckcock, a partner at Norton Rose Fulbright, the course provided a comprehensive understanding of governance practices tailored to the Chinese context.

We had the privilege of hosting distinguished delegates from renowned international corporations and institutions (as listed company logos below), representing diverse cultures such as those from Australia, Canada, China, Germany, Ireland, Italy, Taipei and the United Kingdom. The dynamic mix of cultures and perspectives ignited robust discussions, leading to highly positive feedback and satisfaction from all attendees.

Proud hosts to:



Better directors for a better world

Join us

Join thousands of directors in the world-wide. Whether you're the founder of a start-up, the director of a multi-million pound business or a senior civil servant, the IoD is the place to connect, share knowledge and develop professionally.

For members of delivery partners: two years full International IoD membership is included as part of the course package.

For non-members: one year full International IoD membership is included as part of the course package.



Never stop learning. The IoD specialises in supporting directors to be the best they can be, through world class training and development courses. Come and learn, come and connect with directors like you, and come and have a voice to government.

Jonathan Geldart
Director General, IoD

iod.com/training

