

# MAP

## Mandatory Accreditation Programme

**This is a mandatory accreditation programme (MAP) for directors of public listed companies (PLCs) in Malaysia. It is designed to on-board new directors of PLCs or directors of companies going for listing or directors of non-listed subsidiaries of PLCs. Anyone else who might be interested or find the programme helpful can also attend although priority will be given to the above mentioned groups in the event that there is higher demand for a particular programme date.**

Directors of PLCs play a critical role as stewards of companies that have raised funds from the public. How directors understand their roles and responsibilities will drive both their individual and collective performance which in turn, will impact the direction of their companies and their companies' success or failure.

The MAP is specially designed to dive deep into what it means to be a PLC director – identifying the company's key stakeholders and outlining the nature of directors' responsibilities to each stakeholder group. In this highly interactive programme over 1.5 days, directors of PLCs will gain a comprehensive introduction to their roles, responsibilities and obligations under the Bursa Listing Requirements. The programme will also explore the importance of setting the right tone at the top.

**PROGRAMME FEE**  
**MYR 2,650**

*\*including GST*

*Iclif is licensed to collect Goods and Services Tax ("GST") for programmes conducted in Malaysia under the laws of Malaysia (Licence No.: 001279590400).*

## PROGRAMME OUTLINE

DAY 1 (9.00am - 5.00pm)	DAY 2 (9.00am - 12.30pm)
<p><b>Faculty: Nabil El-Hage</b></p> <p><b>Session 1: Governance Frameworks</b></p> <ul style="list-style-type: none"> <li>Identify the key stakeholders; and</li> <li>Develop a deep understanding of fiduciary duty to the shareholders – <i>all</i> the shareholders.</li> </ul> <p><b>Session 2: Governance Frameworks</b></p> <ul style="list-style-type: none"> <li>Identify the key non-shareholder stakeholders; and</li> <li>Understand the board's responsibilities to them including what we mean by "fulfilling our fiduciary duty to the shareholders while taking into account our responsibilities to the other stakeholders."</li> </ul> <p><b>Session 3: Red Flags &amp; Tone at the Top</b></p> <p>Discussion around two short case studies to highlight "red flags" that can be tell-tale signs of stress-induced trouble inside the corporation and to emphasise the importance of setting the proper "Tone at the Top".</p> <ul style="list-style-type: none"> <li>Volkswagen Scandal – 2015</li> <li>Financial Reporting Problems at Mobily</li> </ul> <p><b>Session 4: Corporate Governance for Directors &amp; Professionals</b></p> <p>Discussion around a case study to identify impropriety, misconduct and ethical dilemmas faced by the directors, company secretary, accountant and management of the company; and consider some possible solutions to solve those dilemmas. The session will also consider the importance and difficulty of maintaining professional integrity and proper work ethics in a PLC.</p> <ul style="list-style-type: none"> <li>Manfold Toy Company</li> </ul>	<p><b>Faculty: Yew Yee Tee</b></p> <p><b>Demystifying Listing Obligations</b></p> <ul style="list-style-type: none"> <li>Discussion on key obligations of listed companies and directors under the Listing Requirements;</li> <li>Case studies of various Bursa Malaysia's enforcement decisions/ actions against listed companies as well as directors including factors considered in determining breach and sanctions.</li> <li>Develop and enhance directors' understanding as to what is expected in ensuring proper discharge of their obligations under the Listing Requirements.</li> </ul>

## FACULTY



**Nabil N. El-Hage** is Chairman of Academy of Executive Education, LLC, a company he co-founded after leaving Harvard Business School in 2010 to offer top-quality executive training and coaching to senior executives around the world. Nabil was on the faculty at HBS for nearly ten years, and he served as Professor of Management Practice and as Senior Associate Dean for External Relations. At Harvard, he taught courses in corporate finance, private equity, corporate governance, and real estate.

Nabil is also a seasoned executive, having been CFO of two listed (public) companies, and CEO of a Private Equity-backed company for nearly a decade. He has also served on a dozen boards of companies, public and private, large and small.

He currently serves on four boards of directors, including a privately-held health insurance company and a life insurance company-affiliated \$35-billion mutual fund complex. He is also an adjunct faculty of the Financial Institutions Directors' Education (FIDE) programme under The Iclif Leadership and Governance Centre.



**Yew Yee Tee** graduated and obtained her degree in Bachelors of Law [LLB (Hon.)] from University of Malaya, Malaysia. She practised as an Advocate and Solicitor of the High Court of Malaya before joining the Kuala Lumpur Stock Exchange (now known as Bursa Malaysia Berhad) as a legal manager.

In Bursa Malaysia Berhad, she has been involved in various regulatory aspects of the capital market including development, interpretation and implementation of various rules of Bursa Malaysia such as the Listing Requirements and has held various positions including as Senior Executive Vice President/ Head, Enforcement. Presently, she is the Chief Regulatory Officer of Bursa Malaysia Berhad and responsible for regulatory strategy, regulatory policy and advisory, corporate surveillance and governance, listing, participants supervision, market surveillance, investigation and enforcement.

# REGISTRATION FORM



<b>Date of Programme:</b> <i>(choose one date from website)</i>	
Vegetarian meal: <input type="checkbox"/> Yes	
Participant Name: <input type="checkbox"/> Mr <input type="checkbox"/> Mrs <input type="checkbox"/> Ms <input type="checkbox"/> Others _____	
Designation:	
Company: <input type="checkbox"/> Please tick if public listed company	
Contact Tel:	Email:

Name of secretary/contact:	
Contact Tel:	Email:

### FOR QUERIES, PLEASE CONTACT:

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**The Iclif Leadership And Governance Centre**  
Level 5, Block A, Platinum Sentral,  
Jalan Stesen Sentral, Kuala Lumpur Sentral,  
50470 Kuala Lumpur, Malaysia.

## REGISTRATION & PAYMENT

- Please submit your duly completed registration form via:  
**Email: [map@iclif.org](mailto:map@iclif.org) or Fax: +603 2725 9002**
- Once we receive your registration form, we will issue you with an invoice.
- Payment should be made at least **5 days** before the programme start date. Your place is only secured once payment has been received.

<b>Payment Details</b>	<b>THE ICLIF LEADERSHIP AND GOVERNANCE CENTRE</b> Bank details: • Maybank Berhad, KL Main Branch • Account no.: 5140 1138 4115
<b>By Cheque</b>	<b>IF YOU DEPOSIT CHEQUE DIRECTLY INTO OUR ACCOUNT</b> 1) Email the bank deposit slip to <a href="mailto:finance@iclif.org">finance@iclif.org</a> ; and 2) Provide the following: Your full name as per registration form, your contact tel. no. and email, name and date of programme & the invoice no. as issued by us.  <b>IF YOU SEND CHEQUE TO US</b> Please write on the back of the cheque: Your full name as per registration form, your contact tel. no. and email, name and date of programme & the invoice no. as issued by us.
<b>By Telegraphic Transfer</b>	1) Email a copy of the transfer receipt to <a href="mailto:finance@iclif.org">finance@iclif.org</a> ; and 2) Provide the following: Your full name as per registration form, your contact tel. no. and email, name and date of programme & the invoice no. as issued by us.  Note: participants will bear all bank telegraphic charges.

## CANCELLATION & SUBSTITUTION

- If you cancel or postpone your registration, the following cancellation policy will apply:

Period of Notification	Policy
5 working days or more to programme start date	No penalty.
Less than 5 working days before programme start date	100% of the fee will be charged.

- If you wish to transfer your registration to another person, you will need to notify Iclif at least 5 working days before the programme start date. Such substitution, however, is subject to Iclif's discretion as we have to assess the suitability of the substitute. If not approved by Iclif, 100% of the fee will remain payable.
- The substitute, however, is not permitted to exercise any substitution rights.
- Requests to transfer to another Iclif programme other than MAP will not be entertained.

## PERSONAL DATA PROTECTION

The Iclif Leadership and Governance Centre respects your personal data and have taken steps to be fully compliant to the Personal Data Protection Act 2010 (Malaysia). The types of data, purpose of use, and a list of your rights under the Act are explained in our Privacy Policy And Notice ([www.iclif.org](http://www.iclif.org)). As a participant, we have registered your consent for the use of your personal data for the programme and purposes thereunder.

## TERMS AND CONDITIONS

Terms and conditions apply. Please visit [www.iclifgovernance.org](http://www.iclifgovernance.org) for our terms and conditions, and additional information.