



Axar
Digital
Services
Pvt Ltd



MARCH 21 - 22, 2025.

Oxford Golf Resort, Pune.

MasterClass on **BOARD EFFECTIVENESS**

Unlock Insights into Boardroom
Dynamics to Shape the Future
of Organizations



The Boardroom is Changing— Are You Ready?

Corporate governance in India is at an inflection point. As global trends converge with unique Indian dynamics, the role of board members has never been more demanding— or more critical. Today's boardrooms must navigate an evolving landscape of regulations, heightened fiduciary responsibilities, and the ever-present need for 'continuous' oversight.

Poor governance can jeopardize a company's survival and expose directors to personal liabilities. Staying ahead requires constant learning, sharp insights, and a deep understanding of both regulatory changes and best practices in governance.

< BOARD EFFECTIVENESS MASTERCLASS >

This immersive workshop equips participants to face these challenges with confidence. Featuring India-centric case studies and led by seasoned faculty with academic and boardroom expertise, participants will learn the tools they need to:

- 01 | **Master the nuances of governance and leadership**
- 02 | **Fulfill fiduciary duties confidently and fully**
- 03 | **Shape the future of Indian boardrooms with integrity**



**YOUR
COMPANY'S
FUTURE IS
SHAPED BY
YOUR BOARD'S
DECISIONS IN
THE PRESENT.**



The Transformation in Six Power-Packed Sessions

< BOARD EFFECTIVENESS MASTERCLASS >

DAY 1

> Sessions 1 & 2:

GOVERNANCE, ETHICS AND GIVING VOICE TO VALUES : *The role of a board member to deliver good governance.*

Understand how board members shape corporate governance through oversight and guidance, balancing innovation with risk. Discover real-world approaches to aligning boardroom discussions with the company's long-term goals.

----- Break for Lunch -----

> Session 3:

BOARD PROCESSES AND BOARD LEADERSHIP : *The board's role in addressing crises and driving operational excellence.*

Explore how board members navigate corporate crises with resilience and foresight. Learn to design effective management processes, ensuring agility and stability while fostering strong leadership.

----- Break for Hi-Tea -----

> Session 4:

INTERACTIVE PRACTICE DISCUSSION : *Decoding boardroom dynamics as it occurs in practice.*

Engage in an open-ended discussion in the form of experience sharing and Q&A with with Workshop Faculty and an Invitee Working Director with over 25 years of experience in transforming businesses and scaling organisations.

----- Break for Dinner -----

PLEASE NOTE:

· *Relevant cases will be emailed to the registered address of each participant, one week before the MasterClass, so they can come prepared for the discussions.*

· *Each session will be 75 minutes, with a break of 20 minutes between two consecutive sessions.*

Day 2

----- Begin with Breakfast -----

> Session 5:

STRATEGIC DECISIONS AND GOVERNANCE : *The board's role in critically examining strategic decisions proposed by management.*

Sharpen governance skills through analyzing and challenging hi-impact decisions proposed by management. This session includes a simulated board meeting where participants actively role-play, offering a hands-on approach to understanding decision-making and governance in practice.

(In case you would like to participate in the role play in the class, please let us know, and indicate the role you would prefer.)

----- Break for Tea -----

> Session 6:

BOARD EVALUATION : *Maximizing effectiveness through purposeful board evaluations.*

The session would discuss the dimensions on which the board may be evaluated and the tangible benefits a company can derive from a meaningful board assessment, rather than merely doing it because of statutory requirement.

(Followed by the Closure Ceremony where each participant will receive a Certificate of Participation.)

----- Break for Lunch -----

GOOD GOVERNANCE IS THE BASELINE. EXCELLENCE TAKES INTENT.



Faculty

Experienced in reshaping governance practices and pivoting organizations through transformative periods, our faculty brings deep expertise in board strategy, crisis management, risk oversight, and corporate culture; offering actionable insights to help navigate modern boardroom challenges.

PROF ASHOK N KORWAR

An Independent Director and Board Advisor for 25 years, Prof. Korwar is a strategist and mentor with expertise in designing strategies, organization design, governance and capability building.

He has been an advisor to Credila, Deepak Fertilizers, Intellect Design Arena (IDA), Persistent Systems, Sanofi Aventis, Suzlon and Tech Mahindra. He regularly conducts programs on scaling - 'The Second Orbit' - for TIE, NASSCOM, JITO, and Exim Bank.

With a B Tech from IIT Bombay and a PhD in Management from UCLA, he has taught courses in finance, strategy, and international management at IIM-A. He was also PGP Chairman & coordinated Senior Management programs. He co-founded The School of Design Thinking, Chennai, to evangelize design thinking as a mindset.

Professor Korwar's co-authored paper "Seasoned Equity Issues", Journal of Financial Economics, 1986, is still one of the most widely cited articles in the finance domain. He has also published 3 successful business books.

PROF SAMIR K BARUA

An Independent Director and Board Advisor for 33 years, Professor Barua has taught courses in capital markets, portfolio theory, corporate strategy, leadership, and corporate governance.

He has served on the boards of over 25 organizations including 3 Fortune 500 companies - IOCL, BPCL and ONGC; as also others like Coal India, BSE, SBIMF, ILRI Nairobi, Axis Bank, Torrent Power, and Tata Projects. organizations including IOCL, BPCL, ONGC, Coal India, BSE, SBIMF, ILRI, Axis Bank, Torrent Power, and Tata Projects.

He has been a consultant to many public and private entities across sectors like manufacturing, petroleum, banking, and financial services, including the Government of India's Ministries of Finance, Petroleum, and Information and Broadcasting, as well as RBI and SEBI. A member of the CII Committee on Corporate Governance, he has also served on selection committees for top positions, including Chairman (TRAI), Deputy Governors of RBI, and Directors/CEOs of major organizations.

Prof. Barua served as Faculty at IIM Ahmedabad for over three and a half decades, and was Director of the Institute from Nov 2007 to March 2013. Has also taught in the USA, the Netherlands and Singapore. He is an MTech from IIT Kanpur and a Ph.D. from IIMA.

Prof. Barua has co-authored two best-selling books and written over 200 papers published in national and international journals, along with 70+ management case studies, including those featured in the MasterClass.

**BRIGHT MINDS.
TOUGH CHALLENGES.
ONE MASTERCLASS.**



Workshop Methodology

CASE STUDIES

Derive insights from challenges discussed in India-centric case studies like board disputes, ESG issues and takeovers analyzed through a global lens.

SIMULATED BOARDROOMS

Engage in role play to confront governance challenges and sharpen decision-making skills. Internalize best practices and prepare for real-world scenarios.

INTERACTIVE DISCUSSIONS

Collaborate with peers and faculty, together and a seasoned & accomplished working director, to explore governance challenges and share practical insights for impactful boardroom decisions.

TOOLS & PROCESSES

Discover how to evaluate and enhance board effectiveness using internationally recognized 'board evaluation methods', guided by a well-versed independent external facilitator.

WHO WILL IT BENEFIT

Current and aspiring board members, including CEOs, CXOs and Senior Government Officials looking to get acquainted with boardroom practices.

**AS INDIA
ASCENDS TO A
\$5 TRILLION GDP,
BOARDROOM
EXCELLENCE
WILL BE THE
CORNERSTONE
OF DRIVING
SUSTAINABLE
GROWTH.**



< BOARD EFFECTIVENESS MASTERCLASS >

Reserve Your Seat at the Table



Oxford Golf Resort, Pune.

Mumbai-Bangalore Highway, next to Crystal Honda Showroom, Bavdhan, Pune 411 021
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< BOARD EFFECTIVENESS MASTERCLASS >

<https://maps.app.goo.gl/TSc2hdx3CBmmpHgB8>

1. REACH OUT TO US :

Contact Ms Snehal at + 91 92260 74642 or Mr Dhiraj at + 91 9226074645 to know more. To book your seat, email us at 'masterclass@axardigital.com', with your brief profile.

2. ACCEPTANCE PROCESS :

After receiving your profile, we will get back to you with the Registration Form to be filled by you, and payment instructions.

3. REGISTRATIONS :

Fees: *Individual Registration:* INR 70,000 + applicable taxes

Group Registrations from the same organization: INR 60,000 each for 2 participants or INR 50,000 each for 3 or more participants + applicable taxes

Inclusions: Fees are inclusive of Masterclass entry, full program materials and a night's stay at the venue, with meals as outlined in the agenda.

Cancellations: Refunds are not available for cancellations, but registrations can be transferred to another individual if notified at least 72 hours before the MasterClass.

4. PREPARATION :

All relevant cases will be shared on email with participants after registration is complete, and 3 days before the session starts, enabling them to come prepared for the discussions. At the venue, participants will receive paper versions of the cases.

THANK
YOU

* Seats are intentionally limited to preserve the high-impact nature of this workshop. Reservations cannot be guaranteed.

For details of our upcoming workshops in other locations please get in touch with the same numbers mentioned above.



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