NATIONAL DEFENCE UNIVERSITY
ISLAMABAD

Inter-Disciplinary Professional & Leadership Development Center (IPLDC)

Directors Training Programme (DTP)

Better boards. Stronger institutions.



SESSION I
Friday 8 – Sunday 10 January 2027

SESSION II
Saturday 16 – Sunday 17 January 2027

VENUE
National Defence University, Islamabad

APPROVAL
Offered by the National Defence University with the approval of the Securities and Exchange Commission of Pakistan (SECP)

APPLY ONLINE
forms.gle/6Eq3Yax7J4YLcp4b9
Scan the code or type the address

Registration closes
Sunday 20 December 2026

BRIEF OVERVIEW

Prepared for the boardroom

The Directors Training Programme (DTP) prepares directors for the legal, financial and governance responsibilities of the boardroom.

The Securities and Exchange Commission of Pakistan (SECP) has approved the National Defence University (NDU), through its Inter-Disciplinary Professional & Leadership Development Center (IPLDC), to offer the DTP for directors of listed companies, public sector companies and state-owned enterprises.

Over five days in two sessions, participants study the legal framework within which companies and their directors operate, the role and responsibility of the board, board processes, financial and risk oversight, including cyber security risk, and international practice. The programme closes with a written assessment on the last day, Sunday 17 January 2027.

5
DAYS OF LEARNING

2
SESSIONS

THE PROGRAMME AT A GLANCE

FORMAT
In person at NDU, Islamabad

APPROVAL
Granted by the SECP to NDU

SESSION I
Friday 8 – Sunday 10 January 2027

SESSION II
Saturday 16 – Sunday 17 January 2027

PROGRAMME FEE PER PARTICIPANT
Pakistani rupees (PKR) 300,000
Non-residential

RESIDENTIAL OPTION
PKR 125,000
Optional; in addition to the programme fee

REGISTRATION CLOSES
Sunday 20 December 2026

WRITTEN ASSESSMENT
Sunday 17 January 2027, the last day

WHO SHOULD ATTEND

For current and future directors

- **Board members of listed companies**
- **Directors of public sector companies and state-owned enterprises**
- **Senior executives and company secretaries preparing for a board role**

LEARNING OBJECTIVES

What you will learn

The programme is designed to help participants:

1. Understand the legal framework within which a company and its directors operate: the Companies Act 2017, the Securities Act 2015 and the corporate governance regulations.
2. Understand the Listed Companies (Code of Corporate Governance) Regulations 2019 and the Public Sector Companies (Corporate Governance) Rules 2013, and how a board puts the Code into practice.
3. Examine a director's fiduciary duties, and how directors are elected and removed.
4. Understand the role of the board: its composition, independent directors and their liabilities, committees, the chairman and the chief executive, remuneration, the code of conduct and workplace-harassment law.
5. Examine board processes: meetings, board and director evaluation, leadership and strategy, the control environment, internal audit and whistleblowing.
6. Read financial statements, and examine related-party transactions, enterprise risk and cyber security risk.
7. Consider the opportunities and risks of artificial intelligence (AI) for a company, and the board's oversight of them.
8. Explore international practice, including environmental, social and governance (ESG) matters, and take part in a full board simulation.

BENEFITS

Why join the programme

Duties and responsibilities

A structured grounding in the duties and responsibilities of a director.

Boardroom practice

Two boardroom exercises, one of them a full board simulation, and case discussion.

Cases from Pakistan and abroad

Governance failures are studied through international and Pakistani cases.

Certification

The programme closes with a written assessment for certification.

WHAT NDU IS OFFERING

Backed by the National Defence University

A programme approved by the SECP

NDU has been approved by the SECP to offer the programme.

Top-tier faculty

The programme is taught by faculty of the highest calibre.

Assessment and certification

A written assessment on the last day, Sunday 17 January 2027, with results and certificates.

Included in the programme fee

- Tuition costs
- Reading material
- Tea and lunch served during the programme

A full daily programme

Four teaching periods each day between 0900 and 1730, with question time, tea, and a lunch and prayer break.

A university venue

The National Defence University, Sector E-9, Islamabad.



A training room at NDU.

ABOUT THE ORGANISER

The Inter-Disciplinary Professional & Leadership Development Center (IPLDC) was established at the National Defence University (NDU) to provide professional development services to the industry and corporate sector, and to train leadership tiers for knowledge-based decisions.

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chief executives in 2 cohorts of the National Leadership Programme

THE PROGRAMME

Five days, five themes

Four teaching periods each day, 0900–1730. Question time 1030–1100 and 1300–1330; tea 1100–1130; lunch and prayer 1330–1430; break 1600–1630. Day 1 opens with a welcome at 0845.

SESSION I — **FRIDAY 8 – SUNDAY 10 JANUARY 2027**

Day 1
Friday 8 January

Legal framework

0845–0900	Welcome and format of the programme
0900–1030	Why governance matters: the company, its owners and its board; Pakistan's framework
1130–1300	Companies Act 2017: appointment, powers, election, retirement and removal of directors
1430–1600	Securities Act 2015, Listed Companies (Code of Corporate Governance) Regulations 2019 and Public Sector Companies (Corporate Governance) Rules 2013
1630–1730	Fiduciary duties, the director's report and director liability: case discussion

Day 2
Saturday 9 January

Role of the board

0900–1030	Board composition, diversity and independent directors: role and liabilities
1130–1300	Chairman and chief executive; board committees: audit, human resources, nomination and risk
1430–1600	Remuneration, chief executive appointment and performance review; succession
1630–1730	Code of conduct, ethics and workplace-harassment law

Day 3
Sunday 10 January

How the board works

0900–1030	Running board meetings: agenda, minutes, quorum and resolutions
1130–1300	Board and director evaluation; board dynamics
1430–1600	Leadership and the board's role in strategy
1630–1730	Control environment, internal audit and whistleblowing

SESSION II — **SATURDAY 16 – SUNDAY 17 JANUARY 2027**

Day 4
Saturday 16 January

Finance and risk

0900–1030	Reading financial statements; shareholder value; the reporting framework
1130–1300	Boardroom exercise 1: approving financial statements with a related-party issue
1430–1600	Enterprise risk management; governance, risk and compliance; measuring risk
1630–1730	Cyber security risk and countermeasures for boards

Day 5
Sunday 17 January

International practice

0900–1030	Global best practice and governance failures: international and Pakistani cases
1130–1300	Environmental, social and governance (ESG) matters; sustainability reporting; corporate social responsibility and corporate integrity
1430–1600	Boardroom exercise 2: full board simulation (a crisis meeting)
1630–1730	**Written assessment, results and certificates**

DATES, VENUE AND FEES

Plan your attendance

SESSION I

Friday 8, Saturday 9 and Sunday 10 January 2027

SESSION II

Saturday 16 and Sunday 17 January 2027



The main entrance of the National Defence University, Islamabad.

VENUE

National Defence University
Sector E-9, Islamabad, Pakistan

REGISTRATION DEADLINE

Sunday 20 December 2026

FEES

Programme fee
Per participant, non-residential

PKR 300,000

Residential
Optional; charged in addition to the programme fee

PKR 125,000

The programme fee includes

- Tuition costs
- Reading material
- Tea and lunch served during the programme

Group discount

10% discount on the programme fee for each additional participant from the same organisation, up to a group size of 10 participants. See the discount policy on page 7.

APPLY ONLINE

forms.gle/6Eq3Yax7J4YLcp4b9

Registration closes Sunday 20 December 2026. How to apply and the terms and conditions are on page 7.

HOW TO APPLY

Three steps to your seat

1 **Apply online**

Complete the online application form. Kindly ensure the submission of your online application by the deadline, Sunday 20 December 2026. Applications are screened with regard to the suitability of the individual participant profile for the programme.

2 **Receive your acceptance**

Accepted applicants receive an acceptance e-mail or letter along with the invoice.

3 **Pay the fee**

Pay on receipt of the acceptance and the invoice. See Payment under the terms and conditions below.

forms.gle/6Eq3Yax7J4YLcp4b9

Scan to open the application form

Terms and conditions

REGISTRATION

A seat in the programme will be reserved on a first-come, first-served basis.

PAYMENT

Payment is due upon receipt of the acceptance e-mail or letter along with the invoice. Please ensure that the payment reaches the office BEFORE the start of the programme. Space in the programme may only be ensured after we receive the fee.

TAX

NDU is a not-for-profit organisation under the Income Tax Ordinance 2001. Accordingly, the income of NDU is not tax-deductible/collectable.

QUESTIONS?

Write to coord.ipldc@ndu.edu.pk or call 051-9262066 (Training Coordinator, extension 8807).

DISCOUNT POLICY

If more than one executive from the same organisation participates (up to a group size of 10 participants), each additional participant after the first one gets a 10% discount on the programme fee.

CANCELLATION, POSTPONEMENT AND CHANGES

NDU IPLDC may cancel or postpone a programme due to insufficient enrolment or unforeseen circumstances. In this case, the University will refund the registration fee but will not be responsible for any other related charges/expenses, including cancellation/change charges by airline and travel agencies. In case of postponement, the fee may be transferred to the rescheduled offering of that programme or we will refund it. The University reserves the right to make changes in its programme policies and fees at any time.

APPLY ONLINE

Join the Directors Training Programme

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CONTACT

Inter-Disciplinary Professional & Leadership Development Center (IPLDC)
National Defence University
Sector E-9, Islamabad, Pakistan

REACH US

E-mail: **coord.ipldc@ndu.edu.pk**
Telephone: **051-9262066**
Training Coordinator, extension 8807

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