



## International Board Certificate Program | BoD CAS

**In 8 Modules on Fridays, 10:00 am – 06:30 pm  
and Saturdays, 08:30 am – 04:00 pm:**

January 26-27 | February 23-24 | March 15-16 | May 24-25 | June 28-29 |  
August 30-31 | October 11-12 | November 29-30, 2024

at the Executive Education Center of the University of St. Gallen,  
Palace Hotel in Lausanne and further seminar locations.

The flexible structure of the program allows you to join at any time,  
i.e. in Module 1 to 7, and attend missing Modules in the following year.

Cooperation Partner:



Swiss Representative of:



## **International Board Certificate Program | BoD CAS**

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### **Objective**

The globalization of business means that international companies and organizations must navigate, control, and manage more complex competitive challenges, as well as learn how to govern and work across a variety of cultures within and between Europe, Africa, the Middle East, Asia, and the Americas. You keep the big picture and values of your organization in mind. You have the ability to act in complex markets and make decisions that contribute to the sustainable success of your organization.

So what international companies and organizations need are board members who combine multicultural know-how with strategic leadership and governance skills in a humane and entrepreneurial way. The International Board Certificate Program (BoD CAS) aims to develop these board skills.

### **Participants**

The International Board Certificate Program (BoD CAS) is aimed at experienced and future members of the board of directors and CEOs of international companies and international organizations.

### **Board of Directors Certification**

After successful completion of the International Board Certificate Program, the participants are entitled to use the titles “International Board Certificate” and “BoD CAS” issued by the Swiss Board School in cooperation with the Institute for Systemic Management and Public Governance of the University of St.Gallen and the HEC of the University of Lausanne.

### **Membership of the International BoD Network & the Swiss Institute of Directors**

As a graduate you automatically benefit from a free membership of the «Swiss Institute of Directors» (SloD), the largest board network in Switzerland.

The Swiss Institute of Directors represents Switzerland in the European Confederation of Directors' Association (ecoDa) and the Global Network of Director Institutes (GNDI).

### **Methodology**

Our International Board Certificate Program includes presentations by and information exchange with governance experts and members of the BoD of international companies and organizations and their expertise of countries in the region as well as a living cases on Corporate Governance.

Each participant analyses the corporate governance of an international company or organization in a paper and presents and discusses the results with the other participants in Module 8. If the study must be confidential, only a member of the program leadership team will evaluate and discuss the paper.

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### **Application**

In order to ensure an appropriate learning environment, enrollment in the “International Board Certificate Program” is limited.

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### **Accommodation**

Travel and hotel accommodation has to be arranged by the participants individually. Participants will be granted corporate rates when they mention their involvement in the International Board Certificate Program:

- Module 1 will take place at the Executive Education Center of the University of St.Gallen (including its hotel) Holzstrasse 15, 9010 St.Gallen / Switzerland, [www.wbz.unsig.ch](http://www.wbz.unsig.ch), phone +41 71 224 20 12
- Module 2 will take place at Hotel Palace, Rue des Grand-Chêne 7 – 9, 1002 Lausanne / Switzerland, [www.lausanne-palace.ch](http://www.lausanne-palace.ch), phone +41 21 331 31 31
- Module 3 TBA
- Module 4 will take place at the hotel Belvoir, Säumerstrasse 37, 8803 Rüslikon / Switzerland, [www.hotel-belvoir.ch](http://www.hotel-belvoir.ch), phone +41 44 732 83 83
- Module 5 will take place at the hotel Belvédère, Schachenstrasse 39, 3700 Spiez / Switzerland, [www.belvedere-spiez.ch](http://www.belvedere-spiez.ch), phone +41 33 655 66 66
- Module 6 will take place at the Executive Education Center of the University of St.Gallen (including its hotel) Holzstrasse 15, 9010 St.Gallen / Switzerland, [www.wbz.unsig.ch](http://www.wbz.unsig.ch), phone +41 71 224 20 12
- Module 7 will take place at Hotel Palace, Rue des Grand-Chêne 7 – 9, 1002 Lausanne, [www.lausanne-palace.ch](http://www.lausanne-palace.ch), phone +41 21 331 31 31
- Module 8 will take place at the Executive Education Center of the University of St.Gallen (including its hotel) Holzstrasse 15, 9010 St.Gallen / Switzerland, [www.wbz.unsig.ch](http://www.wbz.unsig.ch), phone +41 71 224 20 12

## Course Locations

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Executive Education Center  
of the University of St.Gallen  
Holzstrasse 15a  
9000 St.Gallen

phone +41 71 224 20 12  
wbz.unisg.ch



Hotel Belvédère  
Schachenstrasse 39  
3700 Spiez

phone +41 33 655 66 66  
belvedere-spiez.ch



Hotel Belvoir  
Säumerstrasse 37  
8803 Rüschlikon

phone +41 44 732 83 83  
hotel-belvoir.ch



Hotel Palace Lausanne  
Rue des Grands-Chêne 7-9  
1002 Lausanne

phone +41 21 33 31 31  
lausanne-palace.ch

## International Board Certificate Program | BoD CAS

Module	Topics	Dates	Locations
<b>Module 1:</b>	<b>Normative Governance</b> Board Responsibility & Accountability	January 26, 2024 (10:00 am – 06:30 pm) January 27, 2024 (08:30 am – 04:00 pm)	in St.Gallen: Executive Education Center of the University of St.Gallen
	Governance in <b>Northern Europe</b>		
<b>Module 2:</b>	<b>Dynamic Governance</b> Board Leadership & Dynamics	February 23, 2024 (10:00 am – 06:30 pm) February 24, 2024 (08:30 am – 04:00 pm)	in Lausanne: Hotel Palace
	Governance in <b>Northern Europe</b>		
<b>Module 3:</b>	<b>Strategic Governance</b> Strategy & Innovation for Boards	March 15, 2024 (10:00 am – 06:30 pm) March 16, 2024 (08:30 am – 04:00 pm)	TBA
	Governance in <b>Southern Europe</b>		
<b>Module 4:</b>	<b>Financial Governance</b> Finance & Audit for Boards	May 24, 2024 (10:00 am – 06:30 pm) May 25, 2024 (08:30 am – 04:00 pm)	in Rüşchlikon: Hotel Belvoir
	Governance in <b>Northern Americas</b>		
<b>Module 5:</b>	<b>Organizational Governance</b> People & Organization for Boards	June 28, 2024 (10:00 am – 06:30 pm) June 29, 2024 (08:30 am – 04:00 pm)	in Spiez (Berne): Hotel Belvédère
	Governance in <b>Latin America</b>		

Module	Topics	Dates	Locations
<b>Module 6:</b>	<b>Preventive Governance</b> Risk & Compliance for Boards	August 30, 2024 (10:00 am – 06:30 pm) August 31, 2024 (08:30 am – 04:00 pm)	in St.Gallen: Executive Education Center of the University of St.Gallen
	Governance in <b>Africa and Middle East</b>		
<b>Module 7:</b>	<b>Relational Governance</b> Collaboration & Sustainability for Boards	October 11, 2024 (10:00 am – 06:30 pm) October 12, 2024 (08:30 am – 04:00 pm)	in Lausanne: Hotel Palace
	Governance in <b>Asia</b>		
<b>Module 8:</b>	<b>Transformative Governance</b> Board Development & Transformati- on	November 29, 2024 (10:00 am – 06:30 pm) November 30, 2024 (08:30 am – 03:30 pm)	in St.Gallen: Executive Education Center of the University of St.Gallen
	<b>Final Ceremony</b>	November 30, 2024 (02:00 pm – 04:00 pm)	

## Content of the International Board Certificate Program | BoD CAS

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### **Module 1: (1) Normative Governance: Board Responsibility & Accountability**

*moderated by Martin Hilb:*

- Overview of integrated international corporate governance
- Legal compliance on the board level of international companies and organizations
- Subsidiary governance
- Legal bases for international companies and organizations located in Switzerland

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### **Module 2: (1) Dynamic Governance: Board Leadership & Dynamics**

*moderated by Michael Hilb:*

- Avoiding bias in board meetings
- The role of the chairperson, the CEO and the corporate secretary
- Avoiding ethical blindness on the board
- Board communication and conflict culture

### **(2) Governance Systems in selected countries of Northern Europe: Germany, UK, The Netherlands**

*(moderated by Michael Hilb)*

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### **Module 3: (1) Strategic Governance: Strategy & Innovation for Boards**

*moderated by Martin Hilb:*

- The role of the board in strategy in the international context
- Role of the board in diversification
- Role of the board innovation
- Role of the board in collaboration
- Role of the board in transformation

### **(2) Governance Systems in selected countries of Southern Europe: France, Italy and Spain**

*(moderated by Michael Hilb)*



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**Module 4: (1) Financial Governance: Finance & Audit for Board**

*moderated by Mark Macus:*

- Fundamentals and applications of financial management
- Assessing the financial health of the company
- Critical ratios and case study
- Leading the company
- Current topics and frequent issues
- The Internal Control System as key instrument
- Audit Function as the ally of the board

**(2) Governance Systems in selected countries of Northern America: USA, Canada and Mexico**

*(moderated by Gianni Moor)*

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**Module 5: (1) Organizational Governance: People & Organization for Boards**

*moderated by Nina Spielmann:*

- Targeted nomination of members of the BoD and TMT
- Targeted collective board evaluation and CEO performance review
- Future of Work and implications for Corporate Governance
- Targeted compensation of members of the BoD and TMT
- Creating a culture of trust and integrity on the board level

**(2) Governance Systems in selected countries of Latin American: Brazil, Argentina and Chile**

*(moderated by Gianni Moor)*

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**Module 6: (1) Preventive Governance: Risk & Compliance for Boards**

*moderated by Roland Müller:*

- The leadership in crisis situations
- The Business Judgement Rule
- Trends in taxation and tax risk management for board members

**(2) Governance Systems in selected countries of Africa and Middle East: Saudi Arabia, South Africa, Nigeria**

*(moderated by Gianni Moor)*



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**Module 7: (1) Relational Governance: Collaboration & Sustainability for Boards**

*moderated by Michael Hilb:*

- The role of the board in digital transformation and disruption
- The role of the board in generating value from data
- The role of the board in sustainability
- The role of the board in geopolitics
- Board members as networkers

**(2) National Cultures and Governance Systems in selected countries of Asia Pacific: Australia, China, India and Japan**

*(moderated by Michael Hilb)*

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**Module 8: (1) Transformative Governance: Board Development & Transformation**

*moderated by Martin Hilb, Michael Hilb, Mark Macus, Roland Müller and Nina Spielmann:*

- Board transformation strategies
- Presentation and discussion of international board assessments

**(2) Final Ceremony**

## Leadership Team of the International Board Certificate Program | BoD CAS



**Martin Hilb, PhD**  
 Founder and Managing Partner  
 of the International Board  
 Foundation  
 (Moderator of Part 1)



**Professor Michael Hilb, PhD**  
 Entrepreneur, Chairman of the  
 Board Foundation, Member of  
 the BoD of Klingelberg Group,  
 Kuhn and Sigvaris Group,  
 Titular Professor of the Uni-  
 versity of Fribourg  
 (Moderator of Part 2, 3, 7 and 8)



**Dr. Mark Macus, CPA**  
 Group CFO of Bühler, Member  
 of the BoD of Corvaglia Group  
 and the Board Foundation,  
 Former Director of KPMG and  
 Corporate Controller of Holcim  
 (Moderator of Part 4)



**Dr. Jérôme Monnier**  
 Entrepreneur, Director of the  
 Swiss Board School Romandie,  
 Member of the BoD of Mercy  
 Ships Global and Lecturer at HEC  
 Lausanne  
 (Coordination Partner of the  
 Swiss Board School Romandie)



**Professor Felicitas Morhart,  
 PhD**  
 Professor of Marketing at  
 HEC Lausanne, University of  
 Lausanne  
 (Coordination Partner at HEC  
 Lausanne)



**Professor Roland Müller, J.D.,  
 Lawyer**  
 Chairman of the Center for  
 Aviation Competence and Vice  
 Chairman of the International  
 Board Foundation, former  
 Chairman of the Financial Market  
 Authorities of Liechtenstein  
 (Moderator of Part 6)



**Professor Kuno Schedler, PhD**  
 Director of IMP of the University  
 of St.Gallen, Professor of Public  
 Management and former Vice  
 Rector of the University of  
 St.Gallen  
 (Coordination Partner at IMP of  
 the University of St.Gallen)



**Andrea Schmid**  
 Executive Director of the  
 Swiss Board School / IMP of  
 the University of St.Gallen  
 and Foundation Secretary  
 of the Board Foundation



**Dr. Nina Spielmann**  
 Director of Practice  
 Management at McKinsey  
 & Company, Lecturer at  
 the University of St.Gallen,  
 Member of the Board of the  
 Board Foundation  
 (Moderator of Part 5)

## Registration Process

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Applicants for the “International Board Certificate Program” need experience as members of the BoD or the top management team of an international company or organization. Please provide your CV when you apply at [boardfoundation.org](http://boardfoundation.org) > Programs > Board Certificate Programs > International Board Certificate Program 24.



## Program Fee

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The sfr. 19,500.— program fee includes tuition, educational materials, receptions, luncheons, dinners & refreshment breaks, excluding travel and hotel accommodation costs. The reservation and payment of hotel accommodation costs have to be done by the participants.

## Cancellation Policy

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All seminar cancellations must be received in writing no later than six weeks prior to the first part of the program, 50 % of refunds will be made if cancellations are received in less than six weeks. Refunds will not be made once the program has commenced. Hotel cancellations have to be handled by the participants individually.

