



Management Programmes Overview 2008-2009

Knowledge Domain Governance & Ethics

Vlerick Leuven Gent
Management School

The Autonomous Management School of
Ghent University and Katholieke Universiteit Leuven

Knowledge Domain Governance & Ethics

What is Governance & Ethics?

Governance is about how a company is directed and controlled. In the past, such choices and decisions were usually made behind 'closed doors', with the emphasis on shareholder return. But the tide is changing dramatically. Based on a large and rapidly expanding framework of national and international legislation and recommendations, companies are increasingly being confronted with stricter external scrutiny of their governance. Today's corporations are confronted with calls for more sustainable forms of development, while globalisation is increasing the chances of conflict among cultures and ideologies. These sweeping changes are opening up new dimensions of risk, challenge and opportunity. Companies are being required to acknowledge and integrate environmental, social and ethical issues into their governance stance, strategic decisions and performance measures. They are also being asked to provide a concrete approach regarding business ethics and to balance social, environmental and economic considerations.

Expertise domains

Corporate Governance

Research on corporate governance is conducted primarily in collaboration with GUBERNA (Instituut voor Bestuurders/Institut des Administrateurs). Corporate governance focuses on the functioning of, and the relations between, the board of directors, the shareholders and the management (this is called the 'governance tripod').

The topic of corporate governance is studied at various levels and for different types of organisations (listed, non-listed, state-owned, family companies, non-profit, etc.). Our corporate governance experts translate their knowledge and expertise in these various aspects of corporate governance into educational programs and research publications.

Stakeholder management & stakeholder engagement

This sub-domain explores the managerial relationship between business and society. How to gain insight into the various relations between the company and the direct and indirect stakeholders? How to manage the relationship in a constructive and efficient way and make relevant stakeholders feel involved?

Socially Responsible Investment

Socially responsible investment is an investment strategy that combines the intention to maximise financial return while respecting the welfare of society. This expertise domain seeks answers to questions like: how to favour corporate practices in line with environmentalism, consumer protection, quality and diversity?

Executive & Board Remuneration

Last but not least, executive & board remuneration is also a specific focus in this knowledge domain, both in research and teaching. This expertise domain not only formulates ways of linking the company's strategic challenges with the remuneration policy, but also investigates how to align performance-related pay with the huge challenges corporate responsibility is posing today. Specific attention is paid to disclosure (e.g., providing frameworks), decision-making regarding executive & board remuneration, and the link between a firm's performance and executive remuneration.



Contact details:

More info about our programmes and research on: www.vlerick.be

For all questions, please contact Lutgart Van den Berghe

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Short-term Programmes

Vlerick Leuven Gent Management School is a founding member of GUBERNA. The following courses are organised by GUBERNA:

Director Effectiveness F & D



Language

This programme is taught in French and Dutch

Target group

- > Directors and future directors of all types of organisations (listed or not), commercial companies, public organisations and the non-profit sector
- > Managers, company secretaries and successors in family companies.

Content

- > Focus on the core knowledge/competencies a director should possess to fulfil his/her role
- > Includes topics tailored to the needs of directors as individuals (legal aspects, strategy, marketing, communication, finance, HR, etc.)
- > Combines legal, economic and interdisciplinary managerial approach
- > Cases, workshops and other interactive sessions

Practical info

- > Timing: 2008 and 2009: French 2nd term; Dutch 4th term
- > Info: sibylle.dubus@guberna.be
- > Possibility of certification

For more information on GUBERNA and its courses:
www.guberna.be.

Board Effectiveness F & D



Language

This programme is taught in French and Dutch

Target group

- > Directors and future directors of all types of organisations (listed or not), commercial companies, public organisations and the nonprofit sector
- > Managers, company secretaries and successors in family companies
- > Also, all persons who are in regular contact with the board of directors (external and internal auditors, etc.)

Content

- > Focus on all aspects related to corporate governance and board effectiveness (the board of directors and its position and role within the CG-tripod: shareholders, directors and management)
- > Includes topics tailored to the needs of directors as members of the board (board typologies, composition, functioning and organisation of the board of directors, the board's monitoring role and strategic role, group dynamics, ...)
- > Combines legal, economic and interdisciplinary managerial approach
- > Conceptual framework developed and taught by GUBERNA, complemented with practical cases and testimonies
- > Cases, workshops and other interactive sessions

Practical info

- > Timing: 2008 and 2009: Dutch 2nd term; French 4th term
- > Info: sibylle.dubus@guberna.be
- > Possibility of certification

Business Effectiveness F & D



Language

This programme is taught in French and Dutch

Target group

- > Directors and future directors, managers, owners and secretaries-general of specific types of organisations

Content

- > Focus on the governance of specific types of companies and organisations (listed companies, family businesses, the public sector, non-profit organisations, etc.)
- > Combines legal, economic and interdisciplinary managerial approach
- > Includes concrete cases and discussions, and 'take-home assignments' to learn how to use the concepts in practice

Practical info

- > Family business: French 2nd term 2008; Dutch 2nd term 2009
- > Info: sibylle.dubus@guberna.be
- > Possibility of certification

Company-specific programmes

Within the domain 'Governance & Ethics', we also offer company-specific programmes. For more information, contact Céline Louche tel. + 32 9 210 97 98, celine.louche@vlerick.be

