



COURSE OVERVIEW SS0333

Navigating Delegation of Authority in Corporate Governance

Course Title

Navigating Delegation of Authority in Corporate Governance

Course Date/Venue

Session 1: July 14-18, 2025/Fujairah Meeting Room, Grand Millennium Al Wahda Hotel, Abu Dhabi, UAE

Session 2: December 21-25, 2025/Boardroom 1, Elite Byblos Hotel Al Barsha, Sheikh Zayed Road, Dubai, UAE



Course Reference

SS0333

Course Duration/Credits

Five days/3.0 CEUs/30.0 PDHs



Course Description



80% of this course is practical sessions where participants will be engaged in a series of interactive small groups, class workshops and role-plays.

This course is designed to provide delegates a detailed and up-to-date overview of Navigating Delegation of Authority in Corporate Governance. It covers the principles of effective governance; the role of governance in organizational success; the delegation of authority (DoA); the roles and responsibilities of board of directors; executive management; governance committees; shareholders' in corporate governance; the difference between delegation and abdication of responsibility; and the legal framework for delegation.



Further, the course will also discuss the development of an effective DoA framework; the alignment of DoA with corporate objectives; customizing DoA frameworks for organizational needs; designing a DoA matrix and identifying the levels of authority; the delegation in contract negotiations and legal matters; setting thresholds for financial and operational decisions; the implementation of DoA policies and automating approval processes through digital tools; identifying risks in delegation and the importance of internal controls in delegation; developing control mechanisms for high-risk areas and aligning DoA with company policies and codes of conduct; and ensuring regulatory compliance in delegation.





During this interactive course, participants will learn the identification of potential fraud scenarios in delegated authority; the fraud detection mechanisms and forensic audits; monitoring and reviewing DoA frameworks; the legal implications of non-compliance; using delegation as a tool for empowering leaders; building trust through effective delegation; encouraging accountability and ownership at all levels; addressing resistance to delegation and promoting transparency through DoA; delegating without micromanaging; recognizing and rewarding effective delegation practices; the global practices in delegation, delegation in crisis management and measuring the effectiveness of delegation; the sources of conflict in delegation and mediation and negotiation strategies; promoting ethical decision-making through delegation; and addressing conflicts of interest, and building an ethical culture through DoA.

Course Objectives

Upon the successful completion of this course, each participant will be able to: -

- Apply and gain an in-depth knowledge on navigating delegation of authority in corporate governance
- Discuss the principles of effective governance, role of governance in organizational success and delegation of authority (DoA)
- Define the roles and responsibilities of board of directors, executive management, governance committees and shareholders' in corporate governance
- Differentiate delegation and abdication of responsibility and identify the legal framework for delegation
- Develop an effective DoA framework by aligning DoA with corporate objectives and customizing DoA frameworks for organizational needs
- Design a DoA matrix and identify the levels of authority
- Delegate contract negotiations and legal matters and set thresholds for financial and operational decisions
- Implement DoA policies and automate approval processes through digital tools
- Identify risks in delegation, discuss the importance of internal controls in delegation and develop control mechanisms for high-risk areas
- Align DoA with company policies and codes of conduct and ensure regulatory compliance in delegation
- Identify potential fraud scenarios in delegated authority, implement fraud detection mechanisms and conduct forensic audits
- Monitor and review DoA frameworks and discuss the legal implications of non-compliance
- Use delegation as a tool for empowering leaders and build trust through effective delegation
- Encourage accountability and ownership at all levels, address resistance to delegation and promote transparency through DoA
- Delegate without micromanaging and recognize and reward effective delegation practices



- Carryout global practices in delegation, delegation in crisis management and measuring the effectiveness of delegation
- Identify sources of conflict in delegation and apply mediation and negotiation strategies
- Promote ethical decision-making through delegation, address conflicts of interest and build an ethical culture through DoA

Exclusive Smart Training Kit - H-STK®



*Participants of this course will receive the exclusive “Haward Smart Training Kit” (H-STK®). The H-STK® consists of a comprehensive set of technical content which includes **electronic version** of the course materials conveniently saved in a **Tablet PC**.*

Who Should Attend

This course provides an overview of all significant aspects and considerations of navigating delegation of authority in corporate governance for board members, executives and senior management, corporate governance professionals, risk management professionals, legal and compliance officers, human resources professionals, internal auditors, consultants and advisors and other technical staff.

Training Methodology

This interactive training course includes the following training methodologies as a percentage of the total tuition hours:-

20% Lectures

80% Practical Exercises, Case Studies, Games, Customized Videos, Site Visits, Simulations, Role Play, Group Skill Sessions, Outdoor & Indoor Activities

In an unlikely event, the course instructor may modify the above training methodology before or during the course for technical reasons.

Course Fee

US\$ 8,000 per Delegate + **VAT**. This rate includes H-STK® (Haward Smart Training Kit), buffet lunch, coffee/tea on arrival, morning & afternoon of each day.

Accommodation

Accommodation is not included in the course fees. However, any accommodation required can be arranged at the time of booking.




Course Certificate(s)


Internationally recognized certificates will be issued to all participants of the course who completed a minimum of 80% of the total tuition hours.

Certificate Accreditations

Certificates are accredited by the following international accreditation organizations: -

-  British Accreditation Council (BAC)

Haward Technology is accredited by the **British Accreditation Council** for **Independent Further and Higher Education** as an **International Centre**. BAC is the British accrediting body responsible for setting standards within independent further and higher education sector in the UK and overseas. As a BAC-accredited international centre, Haward Technology meets all of the international higher education criteria and standards set by BAC.

-  The International Accreditors for Continuing Education and Training (IACET- USA)

Haward Technology is an Authorized Training Provider by the International Accreditors for Continuing Education and Training (IACET), 2201 Cooperative Way, Suite 600, Herndon, VA 20171, USA. In obtaining this authority, Haward Technology has demonstrated that it complies with the **ANSI/IACET 2018-1 Standard** which is widely recognized as the standard of good practice internationally. As a result of our Authorized Provider membership status, Haward Technology is authorized to offer IACET CEUs for its programs that qualify under the **ANSI/IACET 2018-1 Standard**.

Haward Technology's courses meet the professional certification and continuing education requirements for participants seeking **Continuing Education Units (CEUs)** in accordance with the rules & regulations of the International Accreditors for Continuing Education & Training (IACET). IACET is an international authority that evaluates programs according to strict, research-based criteria and guidelines. The CEU is an internationally accepted uniform unit of measurement in qualified courses of continuing education.

Haward Technology Middle East will award **3.0 CEUs** (Continuing Education Units) or **30.0 PDHs** (Professional Development Hours) for participants who completed the total tuition hours of this program. One CEU is equivalent to ten Professional Development Hours (PDHs) or ten contact hours of the participation in and completion of Haward Technology programs. A permanent record of a participant's involvement and awarding of CEU will be maintained by Haward Technology. Haward Technology will provide a copy of the participant's CEU and PDH Transcript of Records upon request.



Course Instructor(s)

This course will be conducted by the following instructor(s). However, we have the right to change the course instructor(s) prior to the course date and inform participants accordingly:



Mr. Mike Taylor, PhD (on-going), MScLI, MBA, MBL, BSc, HDE, is a **Senior Management Consultant** with over **25 years** of extensive experience in the areas of **Data Quality Control, Data Quality Assessment, Data Quality Planning, Data Quality Strategy Management, Data Modelling, Root Cause Analysis & Solution Development, Project Planning, Scheduling & Cost Control Professional, Project Scheduling & Cost Control, Facilitation & Leadership Skills, Coaching, Human Resource Development, Psychometric Testing, Career Development & Competence, Succession Planning, Self-Development & Empowerment, Personal Learning Needs Identification**, Critical Success Factors (CSFs), Key Performance Indicators (KPIs), Productivity **Creativity & Thinking Modes, Human Resource Scorecard Management, Career Laddering, Fast-Track Career Progression Application, Knowledge Management, Customer Management, Leadership Skills, Presentation Skills, Negotiation Skills, Decision Making Skills, Communication Skills, Emotional Intelligence, Performance Management, Contract Management, Quality Management, Commercial Strategy, Project Management, Risk Management, Leadership & Business Management, Human Resource Management, Planning, Budgeting & Cost Control, Business Development, Innovation, Sales Strategy and Knowledge & Intangible Asset Assessment Design**. Further, he is also well versed in **Organization Management & Business Consulting, Stakeholder & Supplier Evaluation, Data Collection & Information Gathering, Value & Supply Chain Management, Intellectual Property & Innovation Assessments, Logistics & Supply Chain Management, Budgeting & Cost Control and Marketing Management**. Mr. Taylor is the **Founder & CEO** of Mitakon Innovation Pty Ltd wherein he is responsible for the development of Executives & Senior Managers specializing in innovation, knowledge management and commercial negotiation as well as authored, implemented and executed a global 21st century facilitation and leadership methodology.

During his career life, Mr. Taylor has gained his practical and field experience through his various significant positions and dedication as the **Knowledge-Solutions Service Provider, Founder-Principal/CIO, Subject Matter Expert, Consulting Partner, Executive/Management Development Facilitator, Multinational/Corporate Senior Management Consultant, Senior Quality & Management Consultant, Executive Management Development/Facilitator, Business Consultant/Facilitator, Business & Quality Consultant/Coach, Client Director, Administration Manager, Quality Manager, International Sales & Business Development Executive, Regional Sales Manager, National Key Accounts Manager, Commercial Sales & Marketing Consultant, Admin Assistant, Sales & Marketing Representative, Key Note Speaker, Lecturer and Instructor/Trainer** for various international companies such as the Highland Group (Business Consulting), **Anglo American, BHP Billiton, Rio Tinto, DI Management Solutions (BPO), Master Deal Making Institute (MDMI), RMG/Contact Media & Communications, Paul Dinsdale Properties (PDP), Giant Leap Architects, Wise Capital Investments (HOD), Evolution® Advertising, Collaborative Xchange, Leatt Corporation, Dentsply SA, FMCG/Binzagr Company, Unilever, Kellogg's, BAT, Hershey's, CORO, Lilly Direct/Lennon Generics and Bausch & Lomb**.

Mr. Taylor has **Master** degrees in **Leadership & Innovation, Business Administration and Business Leadership** as well as a **Bachelor** degree in **Physical Education** and pursuing **PhD** in **Global Governance & Energy Policy**. Further, he is a **Certified Instructor/Trainer, Certified Internal Verifier/Trainer/Assessor** by the **Institute of Leadership & Management (ILM)** and a member of Incremental Advantage, Da Vinci Institute, Black Management Forum, Institute of Directors (IOD), World Future Society (WFS), Social Science Research Network, University of Kwazulu Natal (Alumnus), Anthropology & Archaeology Research Network and National Research Foundation (NRF). He has further delivered numerous trainings, courses, workshops, seminars and conferences globally.



Course Program

The following program is planned for this course. However, the course instructor(s) may modify this program before or during the course for technical reasons with no prior notice to participants. Nevertheless, the course objectives will always be met:

Day 1

| | |
|-------------|---|
| 0730 – 0800 | Registration & Coffee |
| 0800 – 0815 | Welcome & Introduction |
| 0815 – 0830 | PRE-TEST |
| 0830 – 0930 | Overview of Corporate Governance Definition & Importance of Corporate Governance • Principles of Effective Governance: Transparency, Accountability & Fairness • Role of Governance in Organizational Success • Relationship Between Governance & Delegation of Authority |
| 0930 – 0945 | Break |
| 0945 -1040 | Understanding Delegation of Authority (DoA) Definition & Purpose of DoA • Benefits of an Effective DoA Framework • Challenges in Implementing DoA • Legal Implications of Delegation within Corporations |
| 1040 - 1135 | Roles & Responsibilities in Corporate Governance Board of Directors: Oversight & Strategic Direction • Executive Management: Implementation & Operations • Governance Committees & their Roles • Shareholders' Influence & Rights |
| 1135 - 1230 | Delegation versus Accountability Differences Between Delegation & Abdication of Responsibility • Balancing Delegation with Oversight • Understanding Accountability in a Delegated Structure • Case Studies of Successful & Failed Delegation |
| 1230 - 1245 | Break |
| 1245 – 1320 | Legal Framework for Delegation Corporate Laws Governing DoA • Regulatory Compliance in Delegation Practices • Risk of Breach of Fiduciary Duties • International Variations in Delegation Frameworks |
| 1320 - 1420 | Developing an Effective DoA Framework Key Elements of a DoA Policy • Alignment of DoA with Corporate Objectives • Customizing DoA Frameworks for Organizational Needs • Importance of Documentation in DoA |
| 1420 – 1430 | Recap Using this Course Overview, the Instructor(s) will Brief Participants about the Topics that were Discussed Today and Advise Them of the Topics to be Discussed Tomorrow |
| 1430 | Lunch & End of Day One |

Day 2

| | |
|-------------|---|
| 0730 – 0830 | Designing a DoA Matrix Components of a DoA Matrix (Authority Levels, Approval Thresholds) • Identifying Key Decision Areas for Delegation • Mapping Roles to Decision-Making Authority • Ensuring Clarity & Consistency in the DoA Matrix |
| 0830 - 0930 | Levels of Authority Board-Level Authority & Strategic Decisions • Executive-Level Authority for Operational Decisions • Functional-Level Delegation for Departmental Decisions • Delegation at the Project Level |
| 0930 – 0945 | Break |



| | |
|-------------|--|
| 0945 – 1100 | Delegation in Decision-Making Key Decisions Requiring Board Approval • Authority for Financial Approvals & Expenditures • Delegation in Contract Negotiations & Legal Matters • Delegating HR & Operational Decisions |
| 1100 – 1230 | Approval Hierarchies Defining Clear Approval Hierarchies • Setting Thresholds for Financial & Operational Decisions • Automating Approval Workflows • Communicating Approval Hierarchies Effectively |
| 1230 – 1245 | Break |
| 1245 – 1320 | Implementation of DoA Policies Steps for Rolling Out a DoA Framework • Training Employees on Delegated Authority • Monitoring Adherence to DoA Policies • Addressing Challenges in Implementation |
| 1320 – 1420 | Technology in DoA Implementation Role of ERP Systems in Managing DoA • Automating Approval Processes Through Digital Tools • Real-Time Monitoring of Delegated Authority • Leveraging Analytics for Compliance & Risk Management |
| 1420 – 1430 | Recap Using this Course Overview, the Instructor(s) will Brief Participants about the Topics that were Discussed Today and Advise Them of the Topics to be Discussed Tomorrow |
| 1430 | Lunch & End of Day Two |

Day 3

| | |
|-------------|---|
| 0730 – 0830 | Identifying Risks in Delegation Risks of Over-Delegation & Under-Delegation • Fraud Risks in Financial Approvals • Operational Inefficiencies Due to Unclear DoA • Legal Liabilities Arising from Improper Delegation |
| 0830 – 0930 | Internal Controls for DoA Importance of Internal Controls in Delegation • Developing Control Mechanisms for High-Risk Areas • Periodic Audits of Delegated Authority • Role of Compliance Teams in Monitoring DoA |
| 0930 – 0945 | Break |
| 0945 – 1100 | Compliance with Corporate Policies Aligning DoA with Company Policies & Codes of Conduct • Ensuring Regulatory Compliance in Delegation • Role of Compliance Officers in Maintaining Oversight • Reporting Deviations from DoA Policies |
| 1100 – 1230 | Fraud Prevention in Delegation Identifying Potential Fraud Scenarios in Delegated Authority • Implementing Fraud Detection Mechanisms • Conducting Forensic Audits • Role of Whistleblowing Mechanisms in Fraud Prevention |
| 1230 – 1245 | Break |
| 1245 – 1320 | Monitoring & Reviewing DoA Frameworks Importance of Periodic Reviews of DoA • Updating DoA Frameworks for Changing Business Needs • Involving Key Stakeholders in DoA Reviews • Documenting Changes & Communicating Updates |
| 1320 – 1420 | Legal Implications of Non-Compliance Consequences of Breaching Delegated Authority Limits • Case Studies of Legal Actions Arising from DoA Violations • Role of Legal Counsel in Ensuring Compliance • Mitigating Risks Through Proactive Legal Oversight |
| 1420 – 1430 | Recap Using this Course Overview, the Instructor(s) will Brief Participants about the Topics that were Discussed Today and Advise Them of the Topics to be Discussed Tomorrow |
| 1430 | Lunch & End of Day Three |



Day 4

| | |
|-------------|---|
| 0730 - 0830 | Delegation for Strategic Governance <i>Aligning DoA with Organizational Strategy • Role of DoA in Enabling Agile Decision-Making • Delegation as a Tool for Empowering Leaders • Building Trust Through Effective Delegation</i> |
| 0830 - 0930 | Delegation & Organizational Culture <i>Impact of Delegation on Organizational Culture • Encouraging Accountability & Ownership at All Levels • Addressing Resistance to Delegation • Promoting Transparency Through DoA</i> |
| 0930 - 0945 | Break |
| 0945 - 1100 | Leadership & Delegation <i>Traits of Effective Leaders in Delegation • Delegating Without Micromanaging • Building Leadership Pipelines Through Delegation • Recognizing & Rewarding Effective Delegation Practices</i> |
| 1100 - 1230 | Global Practices in Delegation <i>Comparative Analysis of Delegation in Multinational Corporations • Cultural Factors Influencing Delegation Practices • Adopting Global Best Practices in Delegation • Case Studies of Successful Delegation in Global Organizations</i> |
| 1230 - 1245 | Break |
| 1245 - 1320 | Delegation in Crisis Management <i>Role of DoA in Emergency Decision-Making • Delegating Authority for Business Continuity • Balancing Speed & Oversight in Crisis Situations • Lessons Learned from Real-World Crises</i> |
| 1320 - 1420 | Practical Session: Designing a Governance Framework <i>Group Exercise: Creating a DoA Matrix for a Hypothetical Company • Identifying Risks & Controls in the Framework • Presenting the Framework & Receiving Feedback • Discussion of Best Practices & Challenges</i> |
| 1420 - 1430 | Recap <i>Using this Course Overview, the Instructor(s) will Brief Participants about the Topics that were Discussed Today and Advise Them of the Topics to be Discussed Tomorrow</i> |
| 1430 | Lunch & End of Day Four |

Day 5

| | |
|-------------|---|
| 0730 - 0830 | Measuring the Effectiveness of Delegation <i>Key Performance Indicators (KPIs) for Delegated Authority • Tracking Decision-Making Efficiency & Effectiveness • Analyzing the Impact of Delegation on Organizational Performance • Adjusting DoA Based on Performance Insights</i> |
| 0830 - 0930 | Conflict Resolution in Delegated Authority <i>Identifying Sources of Conflict in Delegation • Mediation & Negotiation Strategies • Role of Governance Committees in Resolving Disputes • Lessons Learned from Conflict Resolution Case Studies</i> |
| 0930 - 0945 | Break |
| 0945 - 1230 | Ethical Considerations in Delegation <i>Promoting Ethical Decision-Making through Delegation • Addressing Conflicts of Interest • Ensuring Fairness in Delegated Responsibilities • Building an Ethical Culture Through DoA</i> |
| 1230 - 1245 | Break |



| | |
|-------------|--|
| 1245 – 1315 | Future Trends in Delegation & Governance <i>Role of Artificial Intelligence in Governance & Delegation • Impact of Digital Transformation on DoA Frameworks • Evolution of Governance Practices in a Globalized World • Preparing for Emerging Risks in Corporate Governance</i> |
| 1345 – 1400 | Course Conclusion <i>Using this Course Overview, the Instructor(s) will Brief Participants about the Course Topics that were Covered During the Course</i> |
| 1400 – 1415 | POST-TEST |
| 1415 – 1430 | <i>Presentation of Course Certificates</i> |
| 1430 | <i>Lunch & End of Course</i> |

Practical Sessions

80% of this highly-interactive course is practical sessions. Theory learnt (20%) will be applied using various role-plays, case studies and practical sessions.



Course Coordinator

Mari Nakintu, Tel: +971 2 30 91 714, Email: mari1@haward.org