
Modern Project Director Leadership Programme

28 February – 4 March 2027
Kuala Lumpur





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Programme Summary

Enterprise capital investments require governance frameworks that bridge board expectations with multi-programme execution. The Modern Project Director Leadership Programme establishes the enterprise strategic oversight, fiduciary accountability, and steering mechanisms essential for guiding multi-million capital initiatives. Participants explore capital portfolio alignment, cross-programme risk aggregation, and board reporting protocols to protect shareholder value under uncertainty. This executive course is delivered by Mars Training Centre UK.

The Business Case

Organisations overseeing high-value capital expenditure face significant exposure when governance boards operate on disconnected operational reports. Establishing coherent board-level decision-making and rigorous oversight disciplines protects capital reserves, maintains regulatory alignment, and ensures that cross-functional undertakings realise anticipated commercial benefits.

- **Capital Preservation:** Mitigates financial slippage by establishing proactive stage-gate controls and commercial assurance protocols.
- **Strategic Coherence:** Bridges the disconnect between corporate strategy and multi-programme operational execution.
- **Boardroom Credibility:** Standardises transparency and metric integrity for audit committees and non-executive boards.
- **Accountability Structure:** Defines clear ownership across steering committees, sponsors, and corporate executives.

Principles and Evidence Base

- **ISO 21502:2020:** Structures the governance of programmes and portfolios, focusing on strategic value realization and integrated assurance.
- **ISO 37000:2021:** Provides the benchmark for organizational governance, clarifying board fiduciary responsibilities and ethical stewardship.
- **PMI Standard for Portfolio Management:** Guides capital prioritization, resource optimization, and strategic alignment across enterprise assets.



Intended Participants

- Executive heads accountable for sovereign or enterprise capital expenditure portfolios.
- Chief operating officers and enterprise vice presidents directing large-scale corporate transformations.
- Corporate steering committee members and non-executive board representatives seeking deeper assurance insight.
- Strategic portfolio leaders stepping into enterprise executive positions with board reporting mandates.

The curriculum directly addresses operational contexts within energy transition, transport infrastructure, financial services restructuring, and digital enterprise modernization.

Learning Outcomes

1. Participants will be able to formulate board-level decision-making frameworks that reconcile strategic priorities with execution capacity.
2. Participants will be able to design portfolio governance architectures that withstand independent audit and board scrutiny.
3. Participants will be able to institute enterprise strategic oversight routines across concurrent high-value programmes.
4. Participants will be able to evaluate enterprise risk exposure through qualitative and quantitative risk aggregation methods.
5. Participants will be able to structure capital portfolio alignment mechanisms that optimize enterprise resource deployment.
6. Participants will be able to discharge fiduciary accountability across complex commercial contracts and multi-party joint ventures.

Programme Structure

Day 1: Board-Level Decision-Making and Strategic Mandates

How do executive leaders translate corporate strategy into defensible governance mandates?

- ISO 37000:2021 Principles of Corporate Governance and Ethical Stewardship
- Formulating Executive Decision Mandates Under Ambiguity
- Capital Allocation Prioritization and Strategic Investment Criteria
- Boardroom Communication Protocols and Non-Executive Scrutiny
- Defining Risk Appetite Thresholds for Enterprise Initiatives

Day 2: Enterprise Portfolio Governance and Capital Allocation

How are diverse capital investments structured to maintain strategic coherence and fiscal control?



- ISO 21502:2020 Governance Models for Integrated Portfolios
- Stage-Gate Architecture and Independent Assurance Reviews
- Cross-Portfolio Resource Smoothing and Financial Prioritization
- Fiduciary Accountability Metrics for Capital Committees
- Benefits Realization Governance and Value Depletion Diagnostics

Day 3: High-Stakes Assurance and Enterprise Risk Aggregation

How do corporate steering bodies detect systemic fragility across concurrent operations?

- Quantitative Risk Aggregation across Multiple Transformation Streams
- Independent Assurance Lines of Defence and Audit Committee Interfacing
- Integrated Earned Value Analysis and Macro-Variance Forecasting
- Supply-Chain Counterparty Risk and Joint-Venture Exposure Controls
- Remediation Protocols for Stalled Enterprise Transformations

Day 4: Executive Stakeholder Alignment and Sponsor Dynamics

How do enterprise leaders navigate political complexity and multi-party alignment at the highest tier?

- Executive Sponsor Roles, Responsibilities, and Accountability Boundaries
- Navigating Conflicting Shareholder and Institutional Investor Demands
- Defending Controversial Capital Reallocations to Steering Groups
- Crisis Communication Strategy for Public and Boardroom Consumption
- High-Value Commercial Contract Renegotiation and Dispute Avoidance

Day 5: Enterprise Turnaround and Organisational Stewardship

How is long-term organizational stability secured through decisive executive intervention?

- Turnaround Governance for Financially Distressed Capital Programmes
- Restructuring Portfolio Baselines Without Compromising Enterprise Strategy
- Executive Succession, Capability Benchmarking, and Talent Architecture
- Ethical Dilemmas in Large-Scale Corporate Restructuring
- Capstone Presentation: Enterprise Governance Blueprint Defence

Methodology

This course employs an executive seminar structure integrating diagnostic case reviews, board simulation exercises, and strategic stress-testing. Participants evaluate corporate investment portfolios, debate capital trade-offs, and defend governance recommendations in simulated steering committee sessions.



- Suggested activity: Conducting an enterprise risk aggregation audit on a diversified infrastructure portfolio.
- Suggested activity: Defending a contentious capital reallocation proposal before a simulated board of non-executive directors.
- Suggested activity: Formulating a multi-programme remediation blueprint for an initiative experiencing cost variance.

Capstone Output

Every executive creates an Enterprise Governance Blueprint detailing board reporting schedules, capital allocation thresholds, stage-gate review criteria, and multi-tier assurance protocols. This blueprint acts as a defensible governance charter ready for board review within the participant sponsoring organization.

Frequently Asked Questions

How does this course differ from general project management training?

This offering concentrates exclusively on executive oversight, board stewardship, capital allocation, and enterprise portfolio governance rather than day-to-day administrative project coordination.

Is technical financial modelling required for attendance?

No specialist financial engineering background is necessary. The curriculum focuses on strategic balance-sheet impact, investment decision criteria, and fiduciary assurance metrics.

How does the syllabus address multi-party commercial structures?

The sessions address joint-venture governance, prime contractor oversight, and board-level commercial risk distribution across varied operating environments.

Can the templates generated during the sessions be presented to enterprise boards?

Yes. The frameworks, assurance templates, and governance blueprints are structured specifically for presentation to corporate boards, audit committees, and executive steering groups.