



Manabu.

AI CAPABILITY PROGRAMMES

HALF-DAY PROGRAMME • FOR BOARDS AND SENIOR LEADERSHIP • IN PERSON

AI for Boards

Asking the Right Questions

A half-day, discussion-led programme for independent directors, board members and C-suite leaders. Governance-first, grounded in Indian law and Indian cases, and worked in the room on real board decisions.

IN THE ROOM

Worked group
exercises

IN THE ROOM

Real board
case studies

YOU LEAVE WITH

A working
board toolkit

You don't need to build AI.

You need to govern it.

FACILITATED BY

Hareesh Tibrewala

Founder & CEO, Manabu • Certified Independent Director

DATE

Tue, 27 Oct 2026

TIME

2:30 – 6:30 PM

VENUE

Indian Merchants' Chamber

Churchgate, Mumbai 400020

PREREQUISITE

None



Why This. Why Now.

AI has moved out of the IT budget and onto the board agenda.

Management teams across sectors are now bringing AI proposals to their boards — investment cases, vendor contracts, transformation roadmaps. Boards are being asked to approve them, and most are doing so without a shared vocabulary to evaluate what is in front of them. Meanwhile the systems already running inside the business arrived without a decision at all.

47%

of Indian enterprises have multiple AI use cases live

15%

have scaled AI cross-functionally, with governance and measurable outcomes

85%

remain locked in pilots and proofs of concept

~20%

of AI's potential realised by Indian enterprises so far

Sources: EY-CII, The Aldea of India: Outlook 2026; Nasscom; IBM Institute for Business Value.

What This Programme Is — and Is Not

IT IS

Governance-first, not technology-first

Built around real board decisions

Worked group exercises, not a lecture

Grounded in Indian law and Indian cases

You leaving with a toolkit you will use

IT IS NOT

A coding or data science class

A vendor pitch or a tool demonstration

A generic “future of work” keynote

A US-centric compliance briefing

A certificate and a slide deck

No technical background is assumed or required at any point.

Who This Is For

- Independent and non-executive directors
- Board chairs and chairs of Audit, Risk, NRC and CSR committees
- CEOs, CFOs, COOs, CHROs, General Counsel and Company Secretaries
- Promoters and family business leaders
- Senior executives preparing for board roles

Cross-sector. Designed for listed and unlisted companies alike.

What You Will Be Able to Do

- Tell a serious AI proposal from a well-packaged one
- Interrogate a vendor pitch without a technologist in the room
- Name the laws already engaged by a system your company runs today
- Place the human control point where it actually controls something
- Require a quarterly report that can carry bad news
- Write the conditions you would attach to an approval into a minute



The Programme

FOUR HOURS • SIX MODULES • WORKED GROUP EXERCISES

MODULE 1

Opening

- Why AI has reached the board agenda, and what the board's half of the problem is

MODULE 2

What AI Actually Is

- There is nothing intelligent about AI — a reframe that lowers the intimidation and raises the scepticism
- It predicts, it does not calculate. Why the same question can produce a different answer
- Four flavours, not one: predictive, generative, computer vision and agentic
- A model is not a tool — and why your governance lives in the tool
- Hallucination, grounding, and what it is honestly good and bad at

MODULE 3

Why AI Creates a Governance Gap

- The three assumptions inside every control you have, and why AI breaks all three
- Five properties: probabilistic, opaque, inherits bias, drifts, invites automation bias
- Real failures, Indian and international — and why none of them was a technology failure

Evaluating an AI Proposal

- The five things every AI business case must answer
- Data, total cost of ownership, build-buy-partner, and the vendor lock-in nobody flags
- Failure modes and accountability: who owns the outcome when the model errs
- Red flags in an AI business case

GROUP EXERCISE • THE PROPOSAL TEST

NETWORKING BREAK

MODULE 4

The Indian Legal Stack

- Three layers already binding every company in the room, none written for AI
- DPDP: your role as Data Fiduciary, consent, significant data fiduciary duties, breach clocks
- The IT Act and its rules — sensitive data, synthetic content, and six-hour incident reporting
- What your sector regulator is writing, and why there will be no single AI law

GROUP EXERCISE • WHICH LAWS APPLY?

MODULE 5

Building the Governance Framework

- The seven-step method, from asset inventory to redress
- Auditing a vendor: six questions, and six clauses that carry the governance
- Data classification, the seven dimensions of AI risk, and eight guardrails to write down

GROUP EXERCISE • GOVERNING WHAT YOU ALREADY HAVE

MODULE 6

Building the AI Roadmap

- How management should find, score and sequence candidates — and what the board must not do
- What the board sees every quarter, and how to design a report that can carry bad news
- A 30, 60 and 180-day plan, and the question the board asks at each gate



Your Takeaway Toolkit

Every participant leaves with a set of working artefacts — not notes. Each is a one- or two-page editable document, written to be used at a board meeting rather than read on a flight.

- 1 The Board's AI Question Bank**
The five questions every AI business case must answer, expanded into the sub-questions that expose what a pack has left out
- 2 Red Flags in an AI Business Case**
A one-page screen to read alongside any proposal, not after it
- 3 The Vendor Assurance Checklist**
Six questions to put to any supplier, and six contract clauses that carry the governance
- 4 The AI Governance Charter**
A one-page template your board can adopt, amend or argue with — but start from
- 5 The Data Classification Card**
Four tiers, and exactly what AI use each one permits
- 6 The AI Use Case Scoring Sheet**
Value, feasibility, and the review path an initiative's risk actually warrants
- 7 The Quarterly AI Board Pack**
What to require from management every quarter, including what stopped
- 8 Director's Glossary of AI Terms**
Plain language, no jargon, so nobody has to ask twice

Your Facilitator



Hareesh Tibrewala

FOUNDER & CEO, MANABU · CERTIFIED INDEPENDENT DIRECTOR

Hareesh has spent over three decades on both sides of the table this programme is about — building technology businesses, and governing them. He founded India's first ecommerce portal in 1999, and later co-founded Mirum (formerly Social Wavelength), one of India's largest digital agencies, acquired by WPP.

A Certified Independent Director, he serves on multiple corporate boards and chairs Audit, CSR and Digital Risk Management committees — which is where his view of AI oversight was formed. He is also Non-Executive Chairperson of MeruLife, a mentor with Stanford Seed and a Lead Partner at Social Venture Partners.

Through Manabu he works at the intersection of leadership, learning and artificial intelligence, and has led AI masterclasses for boards, leadership teams and industry bodies across India and internationally. An engineering graduate from VJTI Mumbai, with a Master of Science from the University of Southern California and executive education from Harvard Business School.

Registration

Tuesday, 27 October 2026 · 2:30 – 6:30 PM · Indian Merchants' Chamber, Churchgate, Mumbai 400020

How to Register

REGISTRATION FEE

Per participant **₹7,500**

Inclusive of GST. Includes refreshments and course material.

Online

www.manabulabs.com

By email

Send your name, mobile number and GST number to hareesh.tibrewala@gmail.com for an invoice

By bank transfer

NEFT to Account No. 699105604087, IFSC ICIC0006991, ICICI Bank, Lokhandwala Market Branch, Mumbai, in favour of Manabu Consultancy Services Private Limited

Your next board meeting will have AI on the agenda.
Come prepared to ask better questions.