



CONFLICT OF INTERESTS IN FAMILY-RUN BUSINESS



 Bukit Kodiang, Kedah

COURSE INTRODUCTION

This program is designed for family business owners, board members, senior managers and consultants interested in understanding the unique challenges that arise within family enterprises when it comes to managing conflicting interests. Family-run businesses play a crucial role in the global economy, yet they often face complex dynamics in the area of conflicting loyalties, interests and related party transactions. This course will equip participants with the knowledge and tools necessary to effectively identify, manage, and resolve conflicts to ensure the long-term success of their businesses.

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COURSE OBJECTIVES

- Increase knowledge and understanding of the challenges and dynamics of a family business when it comes to managing competing expectations and conflicting interests.
- Explore case studies on where family businesses have done well, and not so well, and the reasons behind their successes and failures.
- Examine governance structures and consider how to ensure effective oversight is in place.
- Consider strategies to avoid conflicts and manage them when they occur.
- Engage in open discussions to explore the real challenges of conflicts of interest in family companies and how they can be managed.

This course also aims to equip small enterprises with a set of materials for their anti-corruption programme to help protect the organisation, managers and directors against corporate liability arising from a corruption incident and show their anti-corruption commitment to their clients.

COURSE CONTENTS

Introduction to Family Businesses

- Definition and importance.
- Unique characteristics of family-run businesses.

Understanding Conflicts of Interest

- Definition and types of conflicts.
- Common scenarios in family businesses.

The Impact of Conflicts on Family Dynamics

- Emotional and psychological factors.
- Effects on decision-making and business performance.

Case Studies: Real-World Examples

- Analysis of successful and unsuccessful family businesses.
- Lessons learned from conflicts of interest.

Building Effective Governance Structures

- Establishing family constitutions and policies.
- Best practices for governance in family firms.

Strategies for Managing Conflicts

- Maintaining transparency, accountability and communication.
- Role of mediation and arbitration.

Future Trends and Challenges

- The evolving landscape of family businesses.
- Preparing for the next generation.

LEARNING OUTCOMES

By attending this programme, the participants will be able to:

- **Understand the Nature of Conflicts of Interest:** Recognize the different types of conflicts that can occur in family-run businesses and their potential impact on decision-making processes. Related Party Transactions will also be explored.
- **Analyze Case Studies:** Examine real-world scenarios that highlight the complexities of family dynamics and conflicts in business settings.
- **Develop Effective Strategies:** Learn best practices and conflict resolution techniques that can mitigate conflicts of interest and promote harmony within the family and the business.
- **Establish Governance Structures:** Understand the importance of governance frameworks, policies, and procedures that can help minimize conflicts and ensure accountability.
- **Enhance Communication Skills:** Improve communication strategies among family members and stakeholders to foster transparency and trust.

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WHO SHOULD ATTEND

- Business owners, directors, CEOs and MDs of companies with a family ownership element.
- Family members involved in the business decision-making process.
- Managers in charge of risk, governance, corporate affairs.
- Company secretaries.
- Family business consultants and advisors.
- Educators and students in business management programs.



ABOUT THE TRAINERS

Dr. Mark Lovatt is CEO and Principal Consultant of Trident Integrity Solutions Sdn. Bhd., internationally recognised as an expert in governance, business integrity, ethics and ESG. Dr Lovatt's family owned a large manufacturing company in the UK, started by his grandfather in 1937 and continuing to the year 2000 when it was sold. Dr Lovatt is therefore highly conversant with the joys and challenges of running a family business.

He now works in the field of corporate governance and is a highly experienced consultant and board trainer, as well as a company director.

He speaks at conferences across the region and has worked with governments, global agencies, multinationals and GLCs to deliver effective measures for building business integrity. Resident in Malaysia for many years, he holds a BA (Hons) and PhD from Nottingham University, UK and has a background in IT, corporate regulation and business development in the power and gas sector.

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ADMINISTRATIVE DETAILS

Date	28 April 2026	
Venue	Virtual platform	
Time	09.00 am – 05.00 pm	
Training Methodology	Lecture and case discussion	
Fee	RM550.00	Standard
	RM450.00	Licensed Secretary. Member of MAICSA, MIA, Malaysian Bar, MACS, MICPA, Sabah Law Society & Advocates Assoc. of Sarawak.
SSM CPE Points	8 points	

HOW TO REGISTER?

STEP 1

Strictly via online registration at www.ssm4u.com.my/ecomtrac

STEP 2

NEW USER (First Time Login)

- Click on **SIGN UP**
- Key in **REGISTRATION INFORMATION**
- Click on **REGISTER**
- Key in **USERNAME** and **PASSWORD**

EXISTING USER

- Key in **USERNAME** and **PASSWORD**
- Click on **SIGN IN**

STEP 3

- Select training
- Check on Available Seat
- Click on Add Participant
- Key in participant's information
- Click on Submit
- Check participant's details
- Click on Submit Payment

Note: Please submit your application within 15 minutes. Otherwise the system will automatically cancel your transaction and you will lose your seat(s). Please re-apply if you wish to proceed. Full payment shall be made at the point of registration.

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TERMS & CONDITIONS FOR TRAINING PROGRAMMES

PROGRAMME FEE

- Fee is payable to SURUHANJAYA SYARIKAT MALAYSIA.
- Admittance to training programme shall be granted only upon registration and full payment is received.

PAYMENT MODE

- Registrations and payment for training programmes MUST be made through online at e-COMTRAC (www.ssm4u.com.my/ecomtrac). Upon submitting the registration application, participants are deemed to have read and accepted the terms and conditions herein.
- Payment by cash and cheque is not acceptable effective from January 2021.

CLASSROOM TRAINING

- For classroom-based training, a confirmation e-mail will be sent to participants at least 1 working day prior to the programme.
- Participants are required to present Malaysia's identification card and foreign participants are required to present passport at the registration counter for verification and admission to training programme.
- Admittance may be denied upon failure to present identification card / passport.

LIVE WEBINAR TRAINING

- A notification e-mail with the webinar access link will be sent to participants at least 1 working day prior to the webinar.
- The access link is unique for registered participants and should not be forwarded or shared with others.

E-LEARNING TRAINING

- Upon successful registration, an email will be sent containing the access link to the pre-recorded webinar and accompanying material will be sent on the start date of the programme.
- Access will be available for a fixed duration of seven (7) days starting from the session's commencement date. After this period, the link will expire, and access to the webinar and materials will no longer be available.

CERTIFICATE OF ATTENDANCE

- Upon full attendance of the programme and payment is received, participants will be issued an e-Certificate of Attendance.
- Participants can download the e-Certificate of Attendance from e-COMTRAC platform in three (3) working days after the programme or in seven (7) working days for conference / symposium. Please take note that the certificate is available for download up to 30 days from the conclusion of the programme. An administrative fee of RM30.00 per copy is chargeable for downloading the certificate after the 30th day. Any replacement of certificate due to errors in name or identification card number wrongly filled by participant / representative during registration or loss of certificate, etc will incur a fee of RM30.00 for reissuance.

CANCELLATION / ABSENT

- No refund will be given to participants who failed to attend the programme.
- Replacing registered participant is not allowed.

TRANSFER

Transfer of registration fee to another training programme is not allowed.

PERSONAL DATA PROTECTION NOTICE

Your personal data and other information provided in this application and including any additional information you may subsequently provide, may be used and processed by COMTRAC/SSM as a reference in future to communicate with you on our training programmes/events. In line with the Personal Data Protection Act 2010, we wish to obtain your agreement and consent for using your personal data. If you do not consent to the processing and disclosure of your personal data, you should send an e-mail to us at comtrac@ssm.com.my.

HUMAN RESOURCES DEVELOPMENT CORPORATION

SSM is registered as a training provider with HRD Corp under GOV1000117857. All trainings are claimable under SBL Scheme subject to HRD Corp approval. Participant's employer needs to apply for grant at least one day before the commencement of training.

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