CHARTERED GOVERNANCE

Hong Kong

Better Governance. Better Future.

Chartered Governance Qualifying Programme

Introduction

From the moment that you begin the qualifying programme, you are, in effect, preparing for the examination. The Institute believes that you are working hard for the upcoming examination preparation. This revision guidance is prepared by referencing the examiner's comments and observations from the past examination diets. It aims to provide some worth to draw your attention to preparing for the November 2023 examinations.

Remember, examiners like to award marks and want students to succeed, but only for knowledge applied to a question or a specific problem. When students know a lot but don't use that knowledge to answer the questions, they will not receive any marks. One of the most essential rules, valid for nearly all examinations, is that the examiner can only give you marks if your answer addresses the question set.

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How do you get a pass grade for

BOARDROOM DYNAMICS

The Examiner's expectation

Candidates can:

➢ Demonstrate an understanding of

- ✓ the importance of boardroom dynamics for organisations
- ✓ the different facets of boardroom dynamics

➢ Critically evaluate how boardroom dynamics might affect the quality of relationships, decision-making, conversations, culture, diversity and other factors.

➢ Apply formal and informal methods to positively influence dynamics and enhance boardroom performance.

You can check the detailed syllabus HERE.

How examination questions are set?

Part Two – Section A (75 marks)

- Answer three out of four questions (25 marks each)

  ➢ Based on the pre-released case study sent six weeks ahead of the examination

Part Two – Section B (25 marks)

- Answer one out of two questions
  ➢ Application of knowledge, theory and principle with judgement and skills to resolve issues and problems

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The Examiner's comments

Preparation for the examinations

- ✓ Comprehensive revision and study of the full syllabus with the study materials

- ✓ Don't study past exam papers and mark schemes only

- ✓ Apply theories or concepts to the cases or question scenarios when writing answers

Time management

- ✓ Allocate time to each question to make sure questions are answered

- ✓ Don't spend more time providing lengthy answers to one or two specific questions and not answer the other required number of questions

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The Examiner's comments

Common fault – candidates could not summarise their knowledge in major principles, apply and elaborate practical examples to the answers

- ✓ Be familiar with different sessions in the syllabus and get a summary concept for each session

- ✓ Read the questions carefully, study and consider the question requirements to plan answers

- ✓ Identify practical, reasonable or relevant issues in each question

- ✓ Quote specific theories and relate them appropriately to the case study

- ✓ Multiple issues may set in the questions

- ✓ Attempt the questions with a reasonable time; do not overspend time on familiar topics

- ✓ Check whether your answers are tackling the issues of the questions

- ✓ Extend the reading of business reports and annual reports to gain insights from the business world

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Recommendations to tackle the case study

- Released six weeks before the examination

  - ✓ Research and read about real-life corporations in similar businesses/industries circumstances

  - ✓ Analyse the organisation in the case

  - ✓ Apply with models, theories and practical knowledge

  - ✓ Identify the syllabus topic areas that may be relevant to the questions

  - ✓ Give more detailed illustrations with references to pertinent information provided in the case when answering questions

Question types

Reports	Essays
Divided into subsections, using headings and sub headings	No divisions, usually written in continuous, flowing, paragraphed text but carefully structured
Typically used in the workplace	Usually academic including practice-based subjects
Usually include descriptions of the methods used.	Don't usually refer to the methods used to arrive at conclusions
Typically asked to analyse information	Typically involve a number of tasks, for example analyse or discuss a theory from the study text
Typically asked to describe options available and assess each option	May be asked to assess to what extent the theory applies to a case study.
Typically include conclusions and recommendations on future policy or action	Sometimes include recommendations but always has a conclusion.
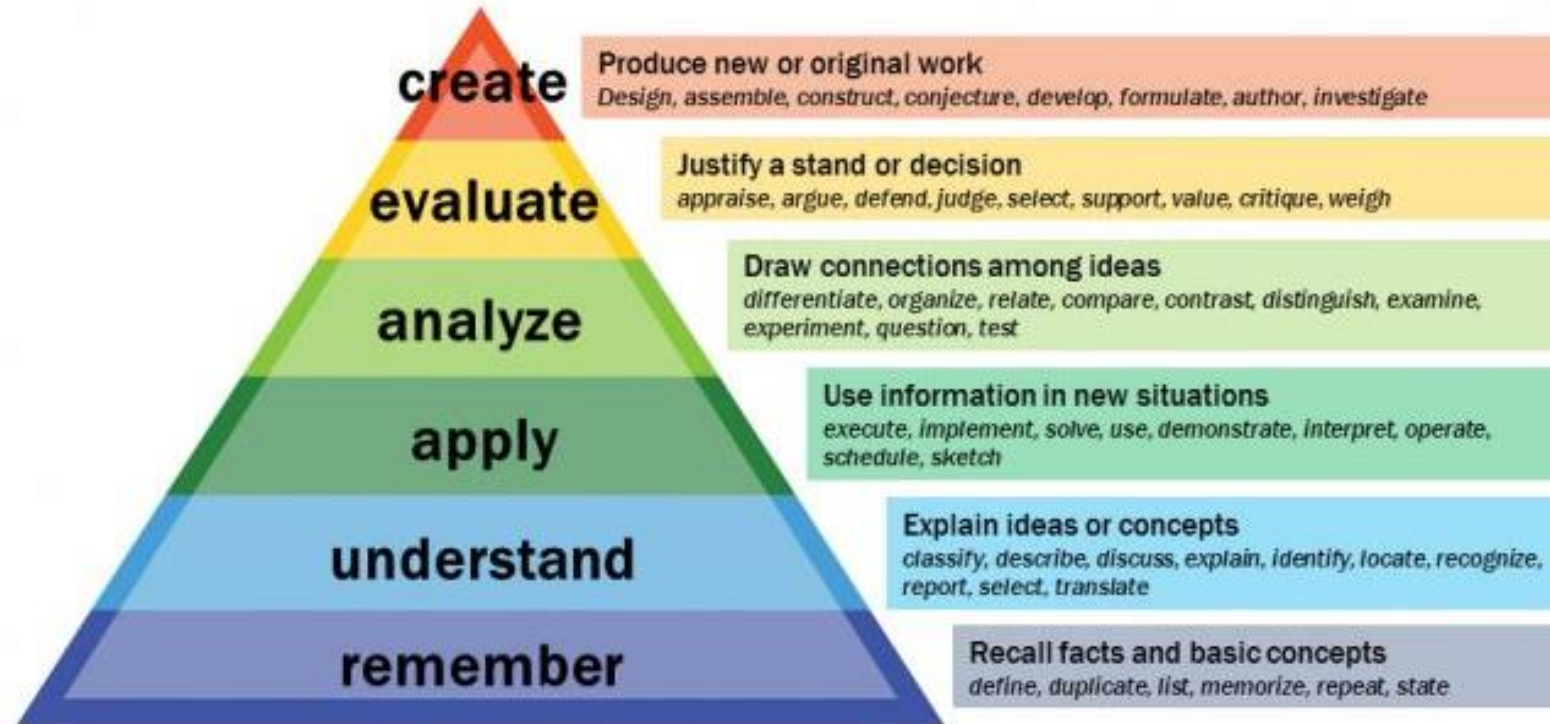
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Information quoted from the CGI UK&I.

Question command verbs

Advise	Offer a reasoned opinion
Analyse	Determine and explain the constituent parts
Appraise	Assess the worth, value or quality
Assess	Judge the value
Categorise	Place objects into groups
Compare and contrast	State and explain the similarities and differences
Consider	Examine a statement and give a reasoned opinion or commentary
Critique	State the strengths and weaknesses
Define	Give a brief explanation of the nature or meaning
Demonstrate	Show by reasoning or proof
Describe	Set out the key features
Develop	Work out details and bring to a more advanced or expanded form
Discuss	Set out the pros and cons of an argument or situation
Evaluate	Form a judgement, stating evidence and reasoning
Explain	Give a clear and detailed account of the problem, statement or situation
Formulate	Devise and express in systematic terms
Identify	List a number of relevant items which meet the given criteria
Justify	Prove to be valid or reasonable
Illustrate	Use an example or chart, diagram, graph or figure to explain
List	Make a list of items
Prepare	Put together using parts to construct a greater object
Produce	Bring into existence
Propose	Put forward a reasoned argument of plan for consideration
Recommend	Advise the best course of action, with supporting reasoning
Report	Give an account or statement
Review	Perform a critical evaluation, and identify excellence or defects
State	Express clearly the details/facts
Summarise	State briefly the essential points

Information quoted from the CGI UK&I.

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Example of a Report format

To: The Board of Directors

From: Company Secretary

Date: 20 April 2023

Report on the three lines of defence model comparing to the new three lines model and the five lines of assurance model

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The three lines of defence model and the three lines model

The three lines of defence approach to risk-management governance began in the financial services sector, notably banks. They have employed the three lines of defence approach following the 2007/2008 financial crisis, with strong support for the approach from regulators. Organisations outside the financial services sector are also beginning to make use of the approach to help organise their risk-management governance arrangements.

The three lines of defence model separates three complementary roles in the governance and operation of a risk-management framework:

1. Day-to-day risk-taking, assessment and control.

2. Oversight of how risks are taken, assessed and controlled.

3. Assurance that risk-taking, assessment and control activities are operating effectively, and that the decisions made are consistent with the organisation's objectives.

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How to prepare for the forthcoming examinations?

Use of study resources

Learning support provided by the Institute

• Online Study Materials (8 modules; free-of-charge) • Syllabus updates, Past Examination Papers, Mark Schemes and Examiner's Reports • HKCGI Publication: Weekly e-updates; Monthly journal CGj; Regular Bulletin Boards Update; HKCGI research reports and guidance notes	• Examination Preparatory Programme • Examination Technique Workshops • Online Learning Video Subscription • HKCGI ECPD seminars	• Student Gatherings • Governance Professionals Mentorship Programme

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Use of study resources

- Use the online study materials as your primary source for study

- Check the latest syllabus that the examiners will set the questions

- Refer to past papers, mark schemes and examiner's reports for revision
  - ➢ Provide guidance to students in understanding the exam requirements and expectations from examiners, as well as the standards of answer required
  - ➢ Provide detailed comments from examiners on candidates' performance

- HKU SPACE Examination Preparatory Programme
  - ➢ provide students with the fundamental knowledge & understanding of the module

- Examination Technique Workshops
  - ➢ Suitable for students who already have good knowledge of the module

- Online Learning Video Subscription
  - ➢ Subscribe the recorded videos any time
  - ➢ View the subscribed video(s) within 30 calendar days

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Use of study resources

- Student Gatherings
  - ➢ Overview for examination preparation
  - ➢ Experience sharing from students

  Home → Studentship → Learning Support

  → Student Gathering → Play video

- HKCGI ECPD seminars, research reports and guidance notes
  - ➢ Extends students' knowledge and skill set
  - ➢ Updates on industry development and technical issues

20 Mar

Student Gathering (3rd session): Preparing For & Passing Professional Examinations – Hong Kong Company Law (C K Low FCG HKFCG)

Details
▢ Play video

20 Mar

Student Gathering (3rd session): Preparing For & Passing Professional Examinations – Corporate Governance (Dr Davy Wu)

Details
▢ Play video

20 Mar

Student Gathering (3rd session): Preparing For & Passing Professional Examinations – Corporate Secretaryship and Compliance (Rebecca Yu FCG HKFCG)

Details
▢ Play video

15 Mar

Student Gathering (2nd session): Sharing from outstanding students in the CGQP examinations

Details
▢ Play video

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Recommendations on exam preparation

- Prioritise your study

- Study the right thing

- Follow your study timetable

- Make your own notes

- Practice the examination

- Plan for the revision

Recommendations when taking examination

- Prepare yourself mentally and physically

- Stay calm & read the questions carefully

- Manage your time in answering questions

  - ✓ Make good use of the 15 minutes reading time

  - ✓ Aim for a pass (50 marks)

  - ✓ Allocate appropriate time for each question

    - ❖ Total 180 minutes (three hours) for 100 marks

      - 8 minutes for a 5-mark question

      - 45 minutes for 25-mark question

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The Institute walks beside you

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