

Better Governance. Better Future.

Tips for preparing for the
examinations of the CGQP Part II
modules: Risk Management,
Strategic Management and
Boardroom Dynamics

May 2023

Question structure

- SECTION A
 - FOUR questions based on the case study – answer THREE
- SECTION B
 - TWO questions NOT based on the case study – answer ONE

The examination paper contains **6** questions of which you must attempt **4**. You must attempt **3 questions** in Section A and **1 question** in Section B. The questions in Section A are based on the pre-released case study, whereas the questions in Section B are not based on the pre-released case study.

Each question is allocated 25 marks. There are **100 marks** available in total for the paper.

Note: Unless otherwise specified, you should assume that a law, regulation or an organisation referred to in the questions is a law, regulation or organisation in Hong Kong.

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.

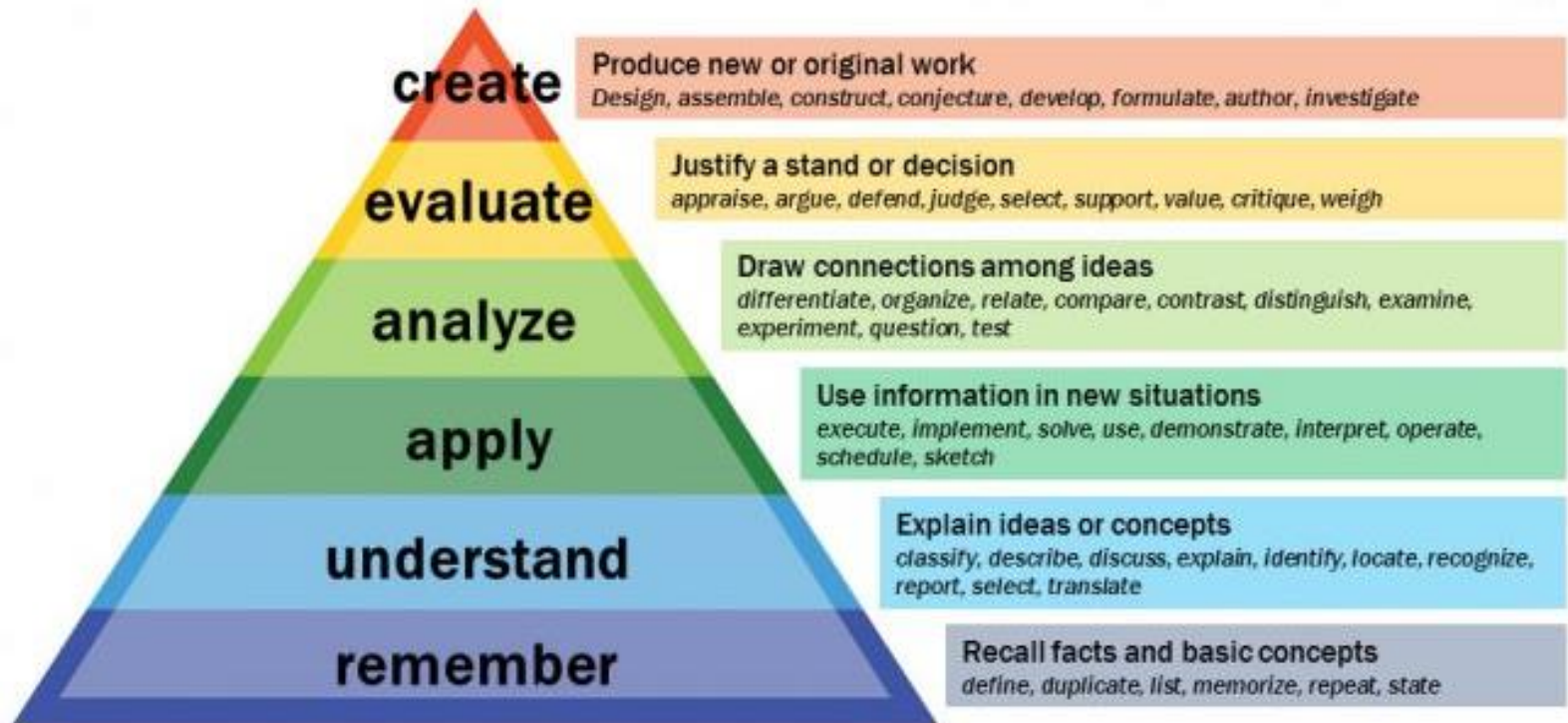
Question marks

- All questions attract 25 marks
- Some are full mark questions – i.e. 25 marks
- Some are split with two sub-questions – e.g. a) 10 marks, b) 15 marks
- Usually no more than two split questions
- Only one split question allowed in Section B

Question requirements

- Candidates expected to:
 - Either demonstrate their comprehension / analysis / evaluation of a generic syllabus topic
 - Or demonstrate their understanding and synthesis of a short scenario (not related to the pre-released case study in Section A)
 - Demonstrate they are able to apply their knowledge and understanding to a scenario or problem
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- Candidates not expected to:
 - Recall lots of facts

Bloom's Taxonomy



 Vanderbilt University Center for Teaching

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

Examiners' general comments (1)

- Read the question carefully and answer the question that has been asked. In the stress of an exam, it is too easy to misread a question, so periodically, as you write your answer, re-read the question again, to make sure you are not going off track
- Start each answer on the right page
- When you write long blocks of text, break your text into paragraphs and use short sentences to aid readability
- Don't forget the command words
- Don't forget the pre-released case study

Examiners' general comments (2)

- ALWAYS look for an opportunity to define key terms in the question; even when not asked specifically as marks can be obtained that way
- Whenever you are asked to prepare a report, ensure that you format your answer appropriately
- Highlight or underline text that you wish to bring to examiners' attention, such as key definitions
- Always attempt to answer a question, even if you are completely unsure of the answer. If you are completely unsure, don't spend too long on your answer, but with a bit of common sense there is always the possibility of earning a couple of marks for relatively little effort. If you do not write anything you can certainly not achieve marks
- Manage your time effectively – many students appeared to run out of time on some questions. You should use around 45 mins to answer a 25-mark question; 27 mins to a 15-mark question; 18 mins to a 10-mark question.

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

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.

Examiners' general comments (3)

- Provide sufficient detail relating the marks that can be awarded
- Don't use bullet points excessively, unless you are asked to 'list' something (unlikely for a Part two exam paper)
- Looking for essays and a flowing style
- Candidates need to first define and explain key concepts and constructs and then discuss appropriately.
- Depth and quality of discussion is also important
- Aside from writing in depth, it is also important to ensure you are answering the question
- Supposed to be closed book

Final thoughts

- Attempt past papers
- Read the mark schemes carefully
- Make sure you read the pre-released case study and try to anticipate which sections of the study text might be used in the exams
- Link back to the case study or to the real world – but don't forget the theory
- Don't forget the format required of the answer
- Definitions of key terms is essential to gain easy marks – does not need to be 'perfect'
- Attend the Examination Technique Workshops
- Only answer the questions you need to...
- RTFQ (Read The Full Question) and ATFQ (Answer The Full Question)