



**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.

How do you get a pass grade for

STRATEGIC MANAGEMENT

## The Examiner's expectation

Candidates should have the knowledge to the elements, processes and techniques involved in the development and implementation of organisational strategy to act as part of the senior management team, company secretaries/governance professionals have a significant role to play in ensuring that strategy fits organisational purpose, is acceptable in terms of risk, and is consistent with good governance as well as with stakeholder requirements and concerns.

## The Examiner's expectation

### Candidates can:

- Demonstrate an understanding of the nature and importance of strategy and strategic planning.
- Critically evaluate
  - ✓ an organisation's environment within the context in which it operates.
  - ✓ an organisation's culture, governance and purpose in order to advise senior management and the board or other governing body on appropriate strategic approaches that would ethically serve the purpose of the organisation and its stakeholders.
  - ✓ strategic alternatives available to an organisation in order to advise senior management and the board, or other governing body, on appropriate alternatives.
  - ✓ the organisational impact of strategic choices in order to advise senior management and the board, or other governing body, on the appropriate structures and controls required for implementation of strategies.
- Critically analyse the challenges related to change management and develop appropriate tactics to manage change.

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

## The Examiner's comments

### Preparation for the examinations

- ✓ Comprehensive revision and study of the full syllabus with the study materials
- ✓ Don't study pass 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

## The Examiner's comments

Common fault – weak in the strategic management process and failing to meet the specific requirements of the questions; analysing and suggesting solutions relating to the case and not applying the models or theories in answers; analysing pros and cons and discussing critical consequences and impacts

- ✓ Read the questions carefully, study and consider the question requirements to plan answers
- ✓ Identify practical, reasonable or relevant issues in each question
- ✓ Apply the strategic theories in explaining and solving the issues
- ✓ Multiple issues may set in the questions
- ✓ Provide relevant answers to the same subject matter for different questions
- ✓ 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

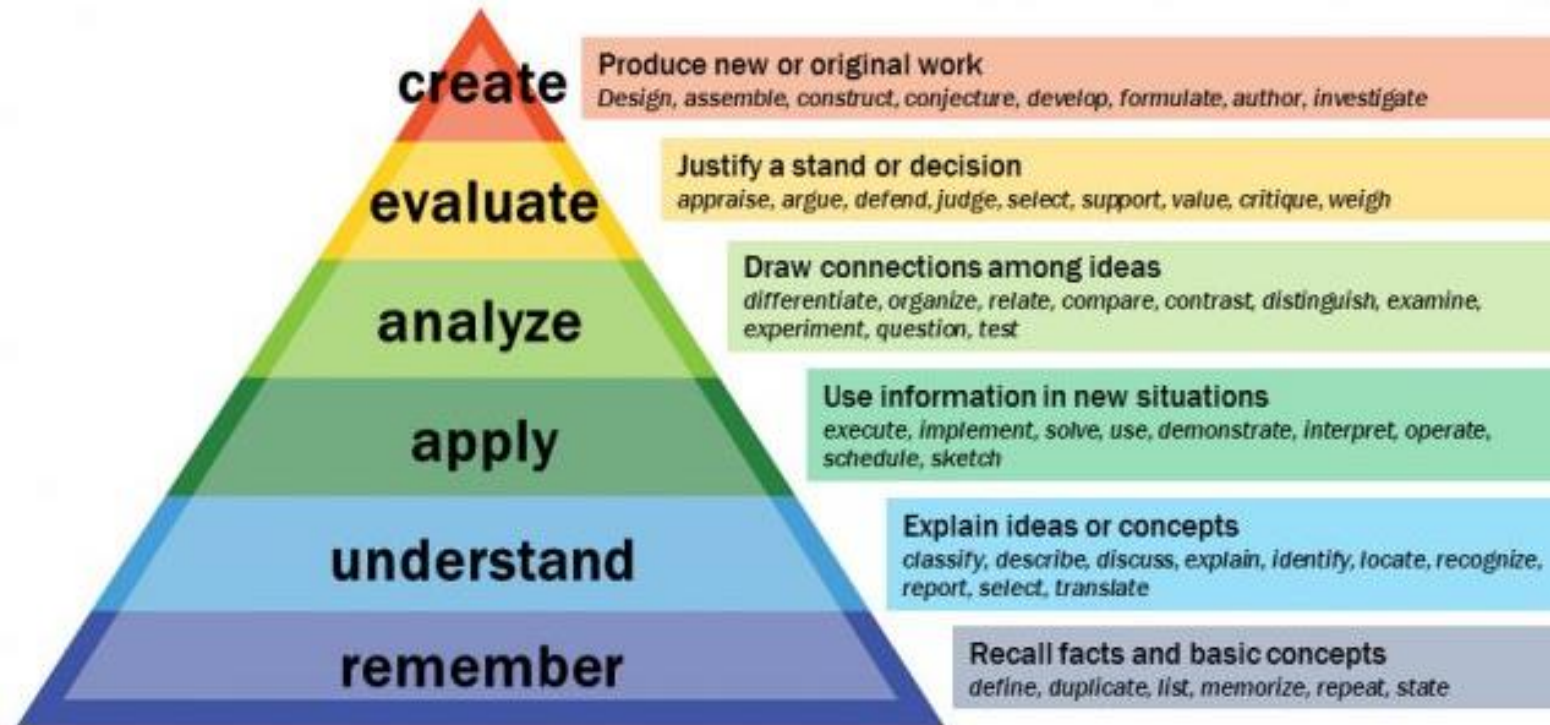


## Recommendations to tackle the case study

- Released six weeks before the examination
  - ✓ Research and read about the similar real-life corporations in similar business/industry circumstances
  - ✓ Analyse the organisation in the case
  - ✓ Apply with models, theory and practical knowledge
  - ✓ Identify the syllabus topic areas may be relevant to the questions
  - ✓ Give more detailed illustrations with references to relevant information provided in the case when answering questions

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.

## 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

Information quoted from the CGI UK&I.

# 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.

How to prepare for  
the forthcoming examinations?



### Learning support provided by the Institute

- |   |  |  |
|---|--|--|
| <ul style="list-style-type: none"><li>• Online Study Materials (8 modules; free-of-charge)</li><li>• Syllabus updates, Past Examination Papers, Mark Schemes and Examiner's Reports</li><li>• HKCGI Publication: Weekly e-updates; Monthly journal CGj; Regular Bulletin Boards Update; HKCGI research reports and guidance notes</li></ul> | <ul style="list-style-type: none"><li>• Examination Preparatory Programme</li><li>• Examination Technique Workshops</li><li>• Online Learning Video Subscription</li><li>• HKCGI ECPD seminars</li></ul> | <ul style="list-style-type: none"><li>• Student Gatherings</li><li>• Governance Professionals Mentorship Programme</li></ul> |
|---|--|--|

- 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



- 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

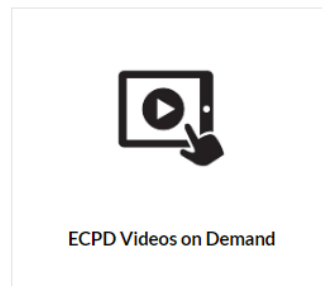
**20 Mar**  
Student Gathering (3rd session): Preparing For & Passing Professional Examinations – Hong Kong Company Law (C K Low FCG HKFCG) [Details](#) [Play video](#)

**20 Mar**  
Student Gathering (3rd session): Preparing For & Passing Professional Examinations – Corporate Governance (Dr Davy Wu) [Details](#) [Play video](#)

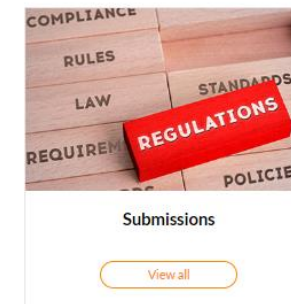
**20 Mar**  
Student Gathering (3rd session): Preparing For & Passing Professional Examinations – Corporate Secretaryship and Compliance (Rebecca Yu FCG HKFCG) [Details](#) [Play video](#)

**15 Mar**  
Student Gathering (2nd session): Sharing from outstanding students in the CGQP examinations [Details](#) [Play video](#)

### Discover our seminars



### Publications



## 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

The Institute walks beside you



## Enquiry

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