

KASNEB CS REVISION KIT

**BOARDROOM
DYNAMICS
REVISION KIT**

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ADVANCED LEVEL

BOARDROOM DYNAMICS

TOPICALLY ARRANGED REVISION KIT

(PAST PAPERS WITH ANSWERS)

Updated With
AUGUST 2025

Past Paper with Answers

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PART I

PAST PAPERS

QUESTIONS

TOPIC 4

SKILLS, COMPETENCIES AND DIVERSITY OF THE BOARD

QUESTION 1

August 2025 Question Five B

Assess FIVE methods that may be used to conduct performance management for board of directors. (10 marks)

QUESTION 2

April 2025 Question Two B

Describe SIX professional skills of an effective board member. (6 marks)

QUESTION 3

December 2024 Question Four B

Examine FIVE benefits that might accrue to an organisation due to a diversified Board. (5 marks)

QUESTION 4

April 2024 Question Two A

Highlight FOUR professional skills of an effective board member. (4 marks)

QUESTION 5

April 2024 Question Three C

Analyse SIX dimensions that may be considered in evaluating director's effectiveness. (6 marks)

QUESTION 6

August 2023 Question Five A

John Taker is a director at Top Mark Limited.

Explain FIVE methods that could be used to assess his competencies. (5 marks)

QUESTION 7

August 2022 Question Two A

PART II

SUGGESTED ANSWERS

TOPIC 4

SKILLS, COMPETENCIES AND DIVERSITY OF THE BOARD

QUESTION 1

August 2025 Question Five B

Five Methods to Conduct Performance Management for Boards of Directors

1. Self-Assessment Questionnaires

Directors evaluate their own performance against pre-defined criteria such as attendance, contribution to discussions, and strategic input. This promotes self-reflection and helps identify areas for improvement.

2. Peer Evaluation

Directors assess each other's performance, providing feedback on participation, collaboration, and decision-making effectiveness. This encourages accountability and mutual learning among board members.

3. Board Evaluation Surveys by External Consultants

Independent experts assess the board's overall effectiveness, including governance practices, committee performance, and alignment with strategic objectives. This objective review ensures transparency and impartiality.

4. Key Performance Indicators (KPIs) and Scorecards

Boards are evaluated using measurable KPIs such as financial oversight, risk management effectiveness, compliance with regulations, and achievement of strategic goals. Scorecards provide a quantitative framework for performance review.

5. 360-Degree Feedback

Feedback is gathered from multiple stakeholders including executives, shareholders, and sometimes employees. This method offers a holistic view of the board's effectiveness, highlighting both strengths and areas needing improvement.

QUESTION 2

April 2025 Question Two B

SIX professional skills of an effective board member

1. Strategic Thinking

Ability to analyse complex information, foresee trends, and contribute to long-term strategic direction. Effective board members help shape organisational vision rather than focusing only on operational issues.

2. Financial Literacy

Understanding financial statements, budgets, audit reports, and key financial ratios. This skill enables a board member to assess financial health, evaluate risks, and make informed decisions.

3. Risk Management Skills

Capacity to identify, evaluate, and prioritize organisational risks. Effective board members ensure that risk mitigation measures and internal controls are strong and aligned with the organisation's strategy.

4. Governance and Compliance Knowledge

Familiarity with governance frameworks, legal requirements, policies, and ethical standards. This helps the board member ensure compliance and uphold accountability and transparency.

5. Communication and Interpersonal Skills

Ability to articulate ideas clearly, listen actively, negotiate, and constructively participate in discussions. Good communication builds consensus and strengthens boardroom effectiveness.

6. Analytical and Critical-Thinking Skills

Skill in interpreting data, questioning assumptions, and evaluating different options logically. This ensures decisions are evidence-based and reflect sound judgment.

QUESTION 3

December 2024 Question Four B

FIVE benefits that might accrue to an organisation due to a diversified Board

1. Enhanced Decision-Making and Critical Challenge: Diversity of thought reduces groupthink, leading to more rigorous debate, a wider range of scenarios considered, and ultimately, better strategic decisions.

2. Deeper Understanding of Market and Customers: A board that reflects the customer base provides direct insights into different market segments, cultural sensitivities, and emerging trends, making the organization more responsive to its environment.

3. Financial Oversight

Measures ability to interpret financial statements, monitor organisational performance, approve budgets, and ensure responsible use of resources. An effective director ensures financial sustainability and accountability.

4. Contribution to Board Processes

Considers participation in meetings, quality of input, preparedness, constructive questioning, and ability to work collaboratively. Effective directors enhance board decision-making and maintain a professional board culture.

5. Stakeholder Engagement

Assesses how well the director understands stakeholder needs (shareholders, employees, regulators, community) and incorporates their perspectives into decisions. This includes acting as a credible ambassador for the organisation.

6. Personal Competence and Integrity

Evaluates individual attributes such as professionalism, independence of judgement, ethical conduct, communication skills, commitment, and continuous learning. High personal integrity enhances trust and board credibility.

QUESTION 6

August 2023 Question Five A

Five methods that can be used to assess John Taker's competencies as a director at Top Mark Limited:

1. Board Evaluation Exercises

A formal board evaluation—conducted annually—assesses John's overall contribution to board discussions, strategic oversight, and governance effectiveness.
Assessing: Strategic thinking, judgment, leadership, preparedness, and participation.

2. 360-Degree Feedback

Collecting feedback from fellow directors, senior management, and committee colleagues provides a holistic view of John's interpersonal and professional competencies.

Assessing: Communication, collaboration, integrity, and influence.

3. Skills Matrix Assessment

Using a board skills matrix, John's qualifications, experience, and technical skills are compared with the competencies required by the board.

Assessing: Expertise in finance, risk, industry knowledge, ESG, technology, and regulatory understanding.

4. Self-Assessment Questionnaires