

KASNEB CS REVISION KIT

**BOARDROOM
DYNAMICS
REVISION KIT**

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INTERMEDIATE LEVEL

BOARDROOM DYNAMICS

**TOPICALLY ARRANGED
REVISION KIT**

(PAST PAPERS WITH ANSWERS)

Updated With

DECEMBER 2025

Past Paper with Answers

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PART I

PAST PAPERS

QUESTIONS

TOPIC 1

THE EMERGENCE OF BOARDROOM DYNAMICS IN CORPORATE GOVERNANCE

QUESTION 1

December 2025 Question Two A

In recent years, evolving corporate challenges such as digital transformation, sustainability demands and stakeholder activism reshaped how boards lead and make strategic decisions.

With reference to the above statement, outline SIX shifts in approaches to leadership within modern boardroom. (6 marks)

QUESTION 2

December 2025 Question Five B

Examine FIVE organisational failures that may impact boardroom dynamics and hence affect the effectiveness of the board. (5 marks)

QUESTION 3

August 2025 Question Two C

Organisational failures can significantly influence governance and leadership at the highest level of an institution.

Assess FIVE ways in which such failures can affect boardroom dynamics within an organisation. (5 marks)

QUESTION 4

April 2025 Question Two A

Explain TWO differences between “boardroom dynamics” and “board dynamics”. (4 marks)

QUESTION 5

December 2024 Question Three C

“Organisational failure can have a significant impact on boardroom dynamics and could change the way boards function and make decisions”.

PART II

SUGGESTED ANSWERS

TOPIC 1

THE EMERGENCE OF BOARDROOM DYNAMICS IN CORPORATE GOVERNANCE

QUESTION 1

December 2025 Question Two A

Six key shifts in leadership approaches within modern boardrooms:

The modern boardroom has transitioned from a traditional oversight role to a more dynamic, proactive leadership function. In response to digital shifts, ESG (Environmental, Social, and Governance) demands, and increased transparency, boards have adopted the following shifts in leadership approaches:

- 1. From traditional oversight to strategic leadership:** Boards are no longer just monitoring management but actively shaping long-term strategy, especially in areas like digital transformation and sustainability.
- 2. From shareholder focus to stakeholder inclusivity:** Leadership has shifted from prioritizing only shareholders to considering a broader group including customers, employees, regulators, and communities.
- 3. From intuition-based to data-driven decision-making:** Modern boards rely on analytics, risk modelling, and real-time data to guide decisions rather than solely on experience or judgment.
- 4. From hierarchical to collaborative leadership styles:** Boardrooms are moving toward open dialogue, collective input, and inclusive participation instead of top-down dominance.
- 5. From risk avoidance to balanced risk-taking:** Boards now embrace calculated risks to drive innovation and competitiveness, rather than maintaining overly conservative positions.
- 6. From static governance to continuous adaptation:** Leadership is becoming more agile, with boards regularly updating skills, structures, and policies to respond to evolving challenges like ESG and technological disruption.

QUESTION 2

December 2025 Question Five B

FIVE organisational failures that may impact boardroom dynamics and hence affect the effectiveness of the board

1. **Unclear roles and responsibilities:** When there is no clear distinction between the board's oversight role and management's operational role, conflicts and interference arise. This leads to confusion, duplication of effort, and ineffective governance.
2. **Inadequate information systems:** Failure to provide timely, accurate, and relevant information limits the board's ability to make informed decisions. Directors may rely on assumptions, reducing the quality of discussions and outcomes.
3. **Dominance by management or a few board members:** If executives or influential directors dominate discussions, it suppresses diverse viewpoints. This creates imbalance, discourages participation, and weakens collective decision-making.
4. **Lack of accountability and evaluation:** Absence of performance evaluation for the board and management leads to complacency. Without accountability, poor decisions may go unchallenged, reducing effectiveness.
5. **Resistance to change and innovation:** An organisation that resists new ideas or fails to adapt to changing environments limits the board's strategic role. This rigidity hinders responsiveness and reduces long-term effectiveness.

QUESTION 3

August 2025 Question Two C

Five Ways Organisational Failures Can Affect Boardroom Dynamics

1. **Breakdown of Trust and Cohesion**

Organisational failures often lead to blame-shifting among directors, resulting in mistrust and reduced cooperation during deliberations.
2. **Increased Boardroom Tension and Conflict**

Directors may disagree more sharply on strategy, risk management, or responsibility for the failure, creating a more confrontational board environment.
3. **Greater Risk Aversion in Decision-Making**

Fear of repeating past failures can cause directors to become overly cautious, slowing innovation and strategic progress.
4. **Heightened Scrutiny and Defensive Behaviour**

With pressure from regulators, shareholders, and the public, directors may focus more on compliance and protecting their reputations rather than open, strategic debate.

5. Shifts in Power and Leadership Influence

Failures may prompt changes in leadership roles, strengthen certain committees (e.g., audit or risk), or elevate dominant personalities, altering the balance of power within the board.

QUESTION 4

April 2025 Question Two A

TWO differences between “boardroom dynamics” and “board dynamics”

Feature	Boardroom Dynamics	Board Dynamics
Scope & interactions	Refers specifically to how board members behave and interact during formal board meetings. It is limited to the discussions, debate styles, conflicts, decision-making, and interpersonal behaviour that happen inside the boardroom.	Refers to the overall behavioural patterns and relationships among board members, both inside and outside meetings. It includes culture, trust, communication channels, alliances, and power structures over the entire governance cycle.
Focus	Focuses on the immediate interactions during formal meetings.	Focuses on the overall functioning and effectiveness of the board as a governance organ.
Time & Setting	Confined to formal meetings (the physical/virtual "boardroom").	Includes all activities of the board and its committees, before, during, and after meetings.
Key Elements	Verbal and non-verbal communication, seating arrangements, use of technology, and the flow of debate during a session.	Strategy formulation, risk oversight, decision quality, director independence, relationship with management, and culture over time.
Primary Concern	Meeting efficiency and interaction quality.	Governance effectiveness and value creation/protection.
Analogy	The performance of a play on stage.	The entire theatrical production (writing, directing, casting, rehearsals, and performance).

QUESTION 5

December 2024 Question Three C

Examine SEVEN ways in which organisational failure could affect boardroom dynamics

1. Increased Tension and Conflict

Failures often lead to blame-shifting and disagreements among directors, creating tension that hinders constructive dialogue and decision-making.

2. Erosion of Trust Among Board Members

Repeated failures can weaken interpersonal trust, making directors less willing to share information openly or collaborate effectively.

3. Heightened Risk Aversion

Boards may become overly cautious in decision-making, delaying critical initiatives or avoiding innovative strategies due to fear of repeating past mistakes.

4. Pressure on Leadership and Chairperson

The board chair and executive management may face intense scrutiny, altering the power dynamics and potentially reducing the chairperson's ability to facilitate balanced discussions.

5. Changes in Board Composition

Organisational failure can trigger resignations, removals, or appointments of new directors, disrupting established relationships and affecting board cohesion.

6. Focus Shift from Strategy to Crisis Management

Board discussions may become dominated by immediate problem-solving and oversight of remedial actions, reducing attention to long-term strategic planning.

7. Increased Stakeholder Scrutiny and Accountability Pressure

Failure often leads to external pressures from regulators, shareholders, or the public, which can influence board priorities, increase defensiveness, and affect how decisions are debated and made.

QUESTION 6

August 2024 Question Three C

SIX Features of a Ceremonial Board

1. Rubber-Stamp Decision Making

The board merely approves management proposals without scrutiny, offering little or no challenge to executive decisions.

2. Lack of Strategic Involvement

It plays a minimal role in shaping or monitoring strategy, leaving key decisions entirely to the CEO or a dominant executive team.

3. **Dominance by a Powerful CEO or Founder**

The board's authority is overshadowed by one individual, resulting in weak independence and limited authority.

4. **Minimal Oversight and Monitoring**

Duties such as risk management, performance monitoring, and internal control oversight are neglected or treated as formalities.

5. **Passive and Inactive Directors**

Board members participate superficially, rarely engage in meaningful discussions, and often lack preparedness or understanding of the business.

6. **Lack of Professional Expertise and Independence**

Directors are often appointed for symbolic reasons (e.g., political connections, friendship, family ties), leading to weak governance and unmanaged conflicts of interest.

QUESTION 7

April 2024 Question Five B

Five blocking roles that board members may play in the boardroom

1. **The Dominator**

This member talks excessively, interrupts others, and pushes their own views. Their behaviour restricts open dialogue, discourages contributions from quieter directors, and can lead to unbalanced decisions shaped by one dominant voice rather than collective insight.

2. **The Aggressor / Attacker**

This individual criticises or belittles others' ideas, sometimes making discussions personal. This creates tension and defensiveness, reducing trust within the board and shifting focus away from constructive debate toward interpersonal conflict.

3. **The Blocker / Obstructionist**

They resist change, reject new ideas without justification, or revive previously resolved issues. This slows progress, frustrates other board members, and prevents the board from making timely, strategic decisions.

4. **The Recognition Seeker**

Seeking attention or approval, this member may exaggerate achievements or dominate discussions to appear knowledgeable. This distorts priorities, consumes time, and can undermine group cohesion as others feel overshadowed or disengaged.

5. **The Withdrawer / Silent Member**

This individual avoids participating, gives minimal input, or disengages from debate. Their silence reduces the diversity of perspectives available to the board,

weakens challenge, and can signal unresolved issues or discomfort that negatively affect the group's effectiveness.

QUESTION 8

December 2023 Question Five D

FOUR characteristics of a progressive board

A progressive board is forward-looking, innovative, and proactive in its governance and oversight, moving beyond mere compliance to focus on long-term value creation and strategic leadership.

Here are four characteristics of a progressive board:

1. Strategic Focus

The board prioritizes long-term value creation, actively shaping and monitoring the company's strategy rather than just overseeing operations.

2. Diversity and Inclusion

It embraces a mix of skills, experience, perspectives, and backgrounds, recognising that diverse viewpoints improve decision-making and innovation.

3. Proactive Risk Management

The board anticipates and addresses potential risks, ensuring robust internal controls and forward-looking governance rather than reacting to problems as they arise.

4. Commitment to Continuous Learning

Directors engage in ongoing professional development, stay updated on industry trends, governance best practices, and regulatory changes to maintain high standards of oversight.

QUESTION 9

August 2023 Question Five C

Ways through which information architecture influences boardroom dynamics

Information Architecture (IA), in the context of the boardroom, refers to the design and structure of the information presented to directors (e.g., in board packs, dashboards, or presentations). Effective IA ensures directors receive the right information, at the right time, in the right format. It significantly influences how directors engage, understand, and decide.

Here are five ways through which information architecture influences boardroom dynamics: