



**NAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY**

FACULTY OF COMMERCE, HUMAN SCIENCES AND EDUCATION

DEPARTMENT OF ECONOMICS, ACCOUNTING AND FINANCE

QUALIFICATION: POST GRADUATE DIPLOMA IN DEVELOPMENT FINANCE	
QUALIFICATION CODE: 08PGDD	LEVEL: 8
COURSE CODE: CGR810S	COURSE NAME: CORPORATE GOVERNANCE AND RISK MANAGEMENT
SESSION: JULY 2025	PAPER: THEORY AND APPLICATION
DURATION: 3 HOURS	MARKS: 100

SECOND OPPORTUNITY EXAMINATION QUESTION PAPER	
EXAMINERS	Ms. Saima Ashipala
MODERATOR	Prof Mario Labuschagne

INSTRUCTIONS
<ol style="list-style-type: none">1. This question paper consists of FIVE (5) questions.2. Answer ALL FIVE(5) questions in blue or black ink only. NO PENCIL and TIPEX.3. Start each question on a separate (new) page and number the answers correctly and clearly.4. Case study questions are application of knowledge.5. Questions relating to this examination paper may be raised in the initial 30 minutes after the start of the examination. Thereafter, candidates must use their initiative to interpret any perceived error or ambiguities, and any assumptions made by the candidate MUST be clearly stated for consideration.

PERMISSIBLE MATERIALS

1. None

THIS QUESTION PAPER CONSISTS OF 5 PAGES (including this front page)

QUESTION 1**[22 MARKS]**

<p>The application regime for King IV is “apply and explain”</p> <p>Corporate Governance codes require that an organization should put in place the following functions:</p> <ul style="list-style-type: none"> • Risk management • IT Governance • Remuneration Committee • Internal Audit • External Audit 		
REQUIRED:		MARKS
a)	For each of the listed functions, identify and explain any TWO (2) roles and responsibilities related to the function within the broader corporate governance spectrum.	10
b)	<p>The governing body should lead ethically and effectively.</p> <p>The recommended practices require that members of the governing body should exhibit the following characteristics in their leadership conduct. Integrity, competence, transparency, fairness, responsivity, and accountability.</p> <p>A new employee recently joined the organization, and the CEO asked you to define the above 6 characteristics for the new employee in a one-page brief. Please write a clear brief to the new employee.</p>	12

QUESTION 2

[14 MARKS]

Risk assurance and reporting

Leaders must know what risks will affect their area of responsibility and who is ultimately accountable for managing those risks. However, a lack of coordination among risk assurance functions and a lack of consensus on what matters most in risk and risk assurance has the potential to undermine many efforts to develop an integrated view. Often, the challenges are that complex risks overlap and accountability for them either sits with too many or no one at all. The diagram below helps management identify who should be accountable and responsible for addressing specific risks within the organization.



REQUIRED:	MARKS
<p>Every organization has a unique set of value drivers; each will have unique ways of defining, assessing, tracking, and addressing risks and a unique set of processes for providing assurance. For each of the functions identified in the diagram, assign the executive function that holds ultimate responsibility and accountability for creating and preserving organizational value through effective risk management.</p>	<p>14</p>

QUESTION 3**[20 MARKS]**

Below is a case study that highlights risk management excellence in practice. Provide answers to Question 3 using the case study and your knowledge of risk management best practices

SashDada Technology is a company known for its exemplary risk management practices. It was founded in 2023 by an SME visionary, Lameck Odada. The company began as a small start-up in the tech industry, funded by the Development Bank of Namibia. It specializes in software development and IT consulting services.

Over the years, under Odada's leadership, the company expanded its offerings and diversified into various sectors, including cloud computing, cybersecurity solutions, and artificial intelligence. The company's risk appetite is limited, and however, due to the industry in which it operates, it needs to be innovative to grow; this means that they are risk savvy. Today, SashDada Technology is a prominent player in the Namibian technology market, serving clients ranging from small businesses to big enterprises.

REQUIRED:**MARKS**

Discuss five of SashDada Technology's risk management strategies and initiatives that other organizations should consider employing to be successful in the technology and innovation industry. *(Clearly indicate the strategy and initiative.)*

20**QUESTION 4****[20 MARKS]****Risk management excellence****Marks**

4.1 To achieve risk management excellence, organizations should implement and focus on the following strategy initiatives:

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- a) developing a robust framework,
- b) fostering a risk-aware culture,
- c) implementing an effective risk management practice.
- d) and regularly evaluating the effectiveness of risk management initiatives and adapting strategies as needed are also crucial for continuous improvement.

REQUIRED: You are appointed as a CEO for an organization and your first assignment is to advise the board on how you intend to implement the above strategy. The board was specific that they only want to see 4 activities per strategic initiative.

4.2 An effective board oversight is vital for holding management accountable, aligning risk strategies with goals, and ensuring organizational resilience. What are 6 key aspects to consider when evaluating an effective risk culture?	Marks 12
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QUESTION 5

[24 MARKS]

REQUIRED:		MARKS
a)	What is the primary mandate and responsibility of the ethics office?	6
b)	Many organizations are required to have in place policies that are relevant to the management of ethics. Provide and discuss at least three (3) policies addressing any organization's ethics risk.	6
c)	<p>SCENARIO</p> <p>You own a tax advisor business, and you have recruited some of the best tax advisor consultants. One of your Senior Tax Consultants has met with Tatiana; Tatiana is your firm's client. Tate Hamunyela, Tatiana's father, also attended this meeting.</p> <p>Tate Hamunyela is in very poor health and is not expected to live more than 12 months. It is estimated that the value of his estate upon his death (which he is comfortable with and made peace with as he appears very jovial) will be very significant, and he wishes to carry out some sophisticated and complex tax planning to reduce the tax which will be payable in respect of his death estate to Namra. This means that he wishes to change the terms to ensure that he doesn't leave his entire estate to his daughter Tatiana, as this is the current plan in his will.</p> <p>Tate Hamunyela wants to appoint your firm to replace his existing tax advisors, which he believes are difficult for nothing.</p> <p>Your senior Tax Consultant came to you and said she has an ethical dilemma and needs your help. Explain to her any difficulties your firm may have complying with the fundamental principles of professional ethics concerning acting for Tate Hamunyela and suggest appropriate safeguards/measures for your business.</p>	12

END OF EXAMINATION PAPER