As a newly appointed non-executive director at [DCS]*, prepare a set of notes for the next board meeting that:

• critically evaluate the current position and performance of [DCS];
• critically evaluate the challenges facing [DCS] and formulate possible strategic options; and
• recommend a way forward, paying attention to your identified strategic options. Include how this may impact [DCS] and outline any additional information the board would need to review before making a decision.

*[DCS] = Name of the organisation featured in the Diploma Case Study.

A proportion of the available marks will be awarded based on how effectively you communicate your answer.
How are marks allocated in the Diploma exam?

The allocation of marks to each part of the question will be clearly stated in the exam paper. Typically, the marks will be evenly split across the three parts of the question, with a proportion allocated for your overall ability to articulate the key messages that need to be considered by the board in a structured, effective, cohesive and clear manner.

What level is the IoD Diploma in Company Direction exam?

IoD qualifications are credit-rated under the internationally recognised Scottish Credit and Qualifications Framework (SCQF).

<table>
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<th>Qualification</th>
<th>SCQF level</th>
<th>Equivalent level in England and Wales</th>
<th>Equivalent higher education level</th>
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<tr>
<td>Diploma in Company Direction</td>
<td>Level 11</td>
<td>Level 7</td>
<td>Masters level</td>
</tr>
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2. Booking your exam

When is the Diploma exam offered?

We offer exam dates throughout the year. Further information can be found on the Exam Dates & Fees page of our website.

Are all exam dates available worldwide?

Yes. IoD exams are conducted via remote invigilation and are available anywhere in the world, provided the technical specifications are met.

When should I take my exam?

We recommend you take your exam as soon as possible once you have completed the course, so the learning remains fresh in your mind. We also recommend you allow for sufficient revision time before completing the exam. As the course syllabuses are updated on a regular basis, the exam must be taken within two years of your course completion date.

How do I book my exam?

If you wish to book your exam, please complete the examination booking form available from the Exam Registration page on our website and email it to examinations@iod.com. Once processed, the team will send through an email confirmation for your exam.

If I book my exam now, can I change it at a later date?

You may cancel and receive a full refund or transfer, free of charge, to another session at any point up until 14 calendar days before the exam date. You will not be entitled to a refund if you cancel or transfer your exam after this time. Closing dates can be found on the Exam Dates & Fees page of our website.

Please refer to the Exam Terms & Conditions page of our website for further information.
Can I take the Diploma exam before I have successfully completed my Certificate exams?
Yes, but only if you have attended all four Certificate modules and have no more than one Certificate module exam outstanding. Please note that you will not be awarded the Diploma in Company Direction until you have passed the Certificate in Company Direction.

If I have a medical condition or specific learning requirements, can the IoD cater for my needs?
The IoD is committed to making reasonable adjustments so that no candidate is disadvantaged because of a disability, specific learning need or medical condition. Please contact us on examinations@iod.com so that we can make arrangements to suit you.
You can also review our Reasonable Adjustments Policy on the Exam Regulations & Policies page of our website.

3. Preparing for the exam

Are previous Diploma exam papers available for revision purposes?
Yes. A number of previous Diploma case studies and example answers are available in the exam preparation section on the IoD Academy, which will become available upon completion of the course. Two weeks prior to the exam you will also be given access to a previous Diploma case study on TestReach, the exam delivery system, which will allow you to both revise and familiarise yourself with the exam interface.

How do I log in to the IoD Academy?
- Go to www.iod.com/academy and click ‘login’ on the top right-hand corner of the page.
- Enter the same username and password that you use to log in to iod.com.
- If you have not set up an iod.com account before or are not sure whether you have one, please email academysupport@iod.com and either a registration link will be forwarded to you or you will be sent your username along with a link to reset your password.

What should I do if I have forgotten my username for the IoD Academy?
If you have forgotten your username, please email academysupport@iod.com. Note – please do not set up another account as this could cause access problems.

What should I do if I have forgotten my password for the IoD Academy?
- Go to www.iod.com and click the ‘Login’ button on the right side of the page.
- The login page will open. Please click ‘Forgotten password’ (under the ‘Login’ box).
- You will need to enter your username to request a new password.
- You will be emailed a password reset link.
- If you do not receive this email, please contact academysupport@iod.com.
How do I access the exam preparation material on the IoD Academy?

The exam preparation material will become available upon completion of the course and can be found under: My Courses > Developing Board Performance > View > Exam preparation.

If you have any issues logging into the IoD Academy or accessing the exam preparation material, please contact academysupport@iod.com.

I am being asked to run a system check and select the exam start time beforehand. Can my PA/EA do this?

We would advise that you do this yourself as the system check must be completed on the same device and in the same location that you will be taking the exam; otherwise you may experience technical difficulties on the day of your exam.

It is also very important that you familiarise yourself with the TestReach system yourself prior to your exam. Once you have downloaded the TestReach software, you will have access to a familiarisation tool. Lack of familiarity with the TestReach system will not be considered for mitigating circumstances or extra time.

4. Taking the exam

How will I take my exam?

All IoD exams are taken by remote invigilation (RI).

What is remote invigilation (RI)?

RI exams are conducted through our delivery partner TestReach. RI allows you to take your exam on your own laptop or computer in a suitably quiet location. As your exam is invigilated remotely via a webcam, the location could be at work or at home.

Your invigilator will ensure the security of your exam via the webcam and will be able to see you and your screen at all times. You will be able to communicate with the invigilator via instant message or audio.

What equipment do I need for RI?

For RI, you will need to download an application to the laptop or computer you plan to sit the exam on. The laptop or computer should have the following system requirements:

- A large screen. We advise that you use a screen size of 21" upwards to better manage the functionalities of TestReach
- Mac 10.8+ or Windows 7+ operating system. Please note that tablets and notebooks are not compatible with the application, but Surface Pros that run a supported version of Windows OS can be used.
- 4GB RAM
- Any Dual Core processor (Intel Core i3 or equivalent)
- A working webcam, microphone and speakers
- Continuous internet speed of a minimum of 512kbps
If using a Surface Pro:

- Ensure you have Windows 10+ operating system installed
- Ensure the front-facing camera is enabled (i.e. your face is visible when running the system check)
- Use a mouse and keyboard instead of the touchscreen controls

**Can I take my exam on a tablet?**

No. The exam application does not support tablets. However, Surface Pros running Windows 10+ are supported (see below).

**Can I use a Surface Pro to take my exam?**

Yes, as long as you are running Windows 10 on your Surface Pro. You will also need to make sure that you have enabled the front-facing camera of your Surface Pro (i.e. your face must be visible when running the system check). We strongly recommend that you use a mouse and keyboard instead of the touchscreen controls.

**Can I take my exam at a test centre?**

No. Candidates will only be able to sit their exams by remote invigilation.

**Can I take the exam on paper and handwrite my response?**

No. All IoD exams are now computer-based and taken by RI.

**What can I bring into the exam with me?**

You can bring the following into the exam:

- A small amount of food and drink
- Two sheets of blank A4 paper
- A non-programmable calculator (a calculator that does not have a function button and formulae programmed into the memory; a scientific calculator or a smartphone cannot be used under any circumstance). Please note that an onscreen calculator is also available within the exam application. This calculator has the additional benefit of tracking your calculation history.
- A printed copy of the IoD Ratios – Formulae and Definitions document (for the Finance for Non-Finance Directors exam only). This can be found in the Handout section on the IoD Academy [www.iiod.com/academy](http://www.iiod.com/academy).

**Can I print a copy of the case study?**

No. The case study is a secure exam paper and will only be provided to you once you have entered the RI application and your exam time has started. You are not able to print from this application or copy the content of the exam into any other software or application, or onto your note paper.

**What happens if I get disconnected while taking my exam?**

If you experience any technical difficulties on the exam day, please contact the TestReach customer support team by phone on +353 (0) 1 513 4898 / +44 (0)20 3475 8685. You can also check the exam service status of the platform on the TestReach [status update page](http://www.iiod.com/academy).
5. Results

When can I expect to receive my results?

Results will be delivered four weeks from the exam date. All results dates can be found on the Exam Dates & Fees page of our website.

How will results be sent to me?

Results will be emailed to you. You will be provided with your overall achievement and your numerical score.

Will I receive any feedback if I fail?

Yes. All unsuccessful Diploma candidates are provided with the markers’ notes on their exam performance. A more detailed feedback service is available for a fee.

What is the detailed feedback service?

This service is available for an additional fee to candidates who have failed the Diploma exam. The service includes a review of your examination script by a member of our Diploma marking team, who will provide a detailed report of the areas where your answer met the requirements and the areas where it fell short. The report will be sent to you and a date and time arranged to have a phone call of up to 90 minutes with the reviewer, during which they will discuss the report with you, answer any questions and provide advice.

Who else is notified of my exam result?

The IoD does not publish exam results. However, if you have taken your course through an IoD franchise or as part of an in-company programme and have given your consent, your results will be provided to that franchise or company.

If you are unsure whether this applies to you, please contact your Business Development Manager on +44 (0)20 7766 2601.

Can I get a distinction in the Diploma?

Yes. To achieve a distinction in the Diploma in Company Direction, you must achieve 70 percent or above.

Will I receive a physical certificate once I have successfully passed the Diploma exam?

Yes. You will receive a hard copy certificate when you have successfully passed the exam. Certificates are printed every 4-6 weeks and will be posted to you. Please ensure you have provided up-to-date address details.

Once I have completed the Diploma, what are my next steps in continuing my professional development?

The next step in your professional development with the IoD is to become a Chartered Director. Chartered Director is the benchmark of director excellence, providing you with professional recognition, enhanced career prospects and access to an exclusive network of senior professionals recognised for their outstanding leadership and contribution to business.

For more information on our Chartered Director qualification and to confirm if you are eligible to apply, please visit our website.
6. Re-sitting an exam

I have failed the Diploma exam. What happens next?

To re-sit the exam, please email the examinations team at examinations@iod.com with your exam booking form, stating that you will be re-sitting the examination. You will receive provisional confirmation of your booking and an invoice for the re-sit fee. Once this invoice has been paid, you will receive an official confirmation email.

7. Further support

You can find further information and guidance on our website:

- Exams overview
- Exam dates and fees
- Exam registration
- Exam guides, regulations and policies
- Terms and conditions

If you have any questions regarding the exam procedure, exam regulations or require more information, please contact the Client Delivery team.

IoD Client Delivery team
Tel: +44 (0) 207 766 8951
Email: examinations@iod.com
Website: www.iod.com/exams