



ASSOCIATESHIP EXAMINATION

LEVEL III

BANK STRATEGIC INFORMATION MANAGEMENT [OLD SYLLABUS]

APRIL 2025

N.B.

1. Read carefully the instructions on the cover of the answer booklet.
2. ANSWER **FIVE** QUESTIONS ONLY.
3. EACH QUESTION CARRIES 20 MARKS. Where questions are subdivided, the marks for the subdivisions are shown in brackets.
4. No aids such as calculators, books, dictionaries, papers or mathematical sets are permitted in this examination.
5. Time allowed: **THREE HOURS**
6. Candidates must ensure that they answer questions in the appropriate answer booklet and **NOT on loose sheets** which are used only as supplementary sheets. Such answers will not be marked.
7. **DO NOT WRITE YOUR NAME ON THE ANSWER BOOKLET.**
8. **DO NOT OPEN THIS QUESTION PAPER UNTIL INSTRUCTED TO DO SO.**

ANSWER FIVE QUESTIONS ONLY

QUESTION 1

Over the course of time, the bank's earnings have experienced a decline due to the rise of Financial Technology (Fintech) companies, which have attracted a considerable portion of their customer base. The Management of the bank has selected you to investigate the characteristics of Fintech entities, their organisational framework, the potential risks they face, and the advantages the bank could accrue through collaboration with them.

Prepare a detailed investigative report on the subject to Management. (20 marks)

QUESTION 2

The expansion of the Internet and its related services has led to a rise in the actions of cybercriminals, with a specific emphasis on targeting financial services.

- a. Provide four (4) instances illustrating how cybercriminal activities have an impact on financial institutions. (10 marks)
- b. How can Financial Institutions execute countermeasures through the adoption of four (4) controls that financial service providers implement. (10 marks)

[Total: 20 marks]

QUESTION 3

“Banks in their quest to meet the changing needs of customers, embark on improving their processes to meet their objectives.”

- a.
 - i. Explore the concept of “Business Process Re-Engineering”. (5 marks)
 - ii. Explain how its application can contribute to the realisation of the bank's strategic objectives. (5 marks)
- b. State and explain four (4) risks associated with the “Business Process Re-Engineering” Model? (10 marks)

[Total: 20 marks]

QUESTION 4

The technological innovation of banking products and services has introduced numerous terms and jargons that can occasionally confuse customers. Explain the following terms with practical examples:

- a. The difference between Business-to-Customer and Business-to-Government. (5 marks)
- b. Digital Banking Channels (5 marks)
- c. Agency Banking (5 marks)
- d. Customer Relationship Management (5 marks)

[Total: 20 marks]

QUESTION 5

“Flexibility and adaptability are essential prerequisites for ensuring customer contentment.”

- a. Explain the reasons why incorporating Change Management is crucial when implementing new Information Systems and Services. (10 marks)
- b. Devise a Change Management procedure to enhance the Human Resource Management System within a bank. (10 marks)

[Total: 20 marks]

QUESTION 6

A recent entrant in the Ghanaian Banking Industry has gathered its initial workforce to set up efficient Information Systems and Operational Processes in anticipation of a successful launch. Outline five (5) pivotal areas where the bank could focus its efforts to achieve a competitive advantage in the market, leveraging on Information Technology as a catalyst. (20 marks)

QUESTION 7

“Customer-provided data must be safeguarded to ensure its security and prevent any unauthorised modifications.”

- a. State four (4) control measures with examples that the Chief Information Security Officer (CISO) of a bank should put in place for protection of data. (10 marks)
- b. i. Is it crucial for the bank's Management to endorse an Information Security Policy? (2 marks)
ii. Explain your answer with four (4) reasons. (8 marks)

[Total: 20 marks]

QUESTION 8

The regulatory authority, Bank of Ghana, has imposed sanctions on a bank due to its failure to comply with Electronic Banking regulations.

- a. What four (4) immediate actions should the bank's Management take to avert additional sanctions? (10 marks)
- b. These sanctions can potentially affect various services offered by the bank. State and explain four (4) actions to be taken by the bank to sustain customer satisfaction. (10 marks)

[Total: 20 marks]