



ASSOCIATESHIP EXAMINATION

LEVEL II

MANAGEMENT PRACTICES

[OLD SYLLABUS]

APRIL 2025

N.B.

1. Read carefully the instructions on the cover of the answer booklet.
2. Answer question **ONE** from **Section A** and **THREE** other questions from **Section B**.
3. **SECTION A** carries **40 marks**. Questions in **Section B** carries **20 marks** each. Where questions are subdivided, the marks for each subdivision are shown in brackets.
4. Time allowed: **THREE HOURS**
5. Answers in listed note form are acceptable, provided they are clearly and logically presented and the points made adequately developed.
6. No aids such as calculators, books, dictionaries and papers are permitted in this examination.
7. Candidates must ensure that they answer questions in the appropriate answer booklets and **NOT on loose sheets** which are used only as supplementary sheets. Such answers will not be marked.
8. **DO NOT WRITE YOUR NAME ON THE ANSWER BOOKLET.**
9. **DO NOT OPEN THIS QUESTION PAPER UNTIL INSTRUCTED TO DO SO.**

SECTION A – COMPULSORY

QUESTION 1

In a recent meeting of all branch managers of Duty Free Bank Ltd in the Southern Sector of Ghana, the Managing Director made a short presentation of a serious phenomenon affecting the health and safety of employees especially in this post COVID era and the recent economic conditions in Ghana, as follows:

“Work stress is recognized world-wide as a major challenge to workers’ health and the healthiness of their organization (ILO 1992; WHO 2003). Stress can be brought about by pressures at home and at work. Managers cannot protect workers from stress arising outside work, but they can protect them from stress that arise through work.

Stress at work is gradually becoming a real problem to our organization as well as the employees. We have noticed that workers who are stressed are becoming unhealthy, poorly motivated, less productive and feeling less safe at work. The phenomenon is also affecting our competitiveness in the marketplace.

*In my opinion, the best forms of stress prevention are good management including **self-management** and good work organization. For those employees who are already stressed, their managers should be able to recognize and know how to help them as quickly as possible.”*

You are required to answer the following questions:

- a) Identify the sources of stress that may afflict a person. [2 marks]
- b) State the difference between work pressure and stress. [2 marks]
- c) Explain four (4) categories of stress related hazards in the workplace. [12 marks]
- d) State and explain three (3) effects of stress on the individual worker and four (4) effects of stress on the organization. [12 marks]

e) Prescribe possible ways/means employees of Duty Free Bank can adopt to manage their stress. [6 marks]

f) State and explain ways in which Duty Free Bank Ltd can help staff to reduce work related stress. [6 marks]

[Total: 40 marks]

SECTION B – ANSWER ONLY THREE (3) QUESTIONS

QUESTION 2

“Every individual in an organisation aims to progress in his/her chosen career and hence would want further training and development to help the organisation achieve its goals.”

a) i. Differentiate between **off-the job training** and **on-the-job training**. [3 marks]

ii. Provide an advantage of each. [2 marks]

b) What is training need/gap and what role do supervisors have in filling this gap? [5 marks]

c) “Coaching is said to be a form of training and development, whether it is on-the-job or off-the-job, planned or spontaneous.” State and explain the five (5) steps that managers use when coaching employees. [10 marks]

[Total: 20 marks]

QUESTION 3

You have been promoted to head a Department in your organisation. Your role is to manage and lead the Department to achieve its objectives.

a) State and explain the requirements of good objectives. [5 marks]

b) Differentiate between leading and managing the Department. Give one advantage of combining these two effectively. [5 marks]

- c) State and explain five (5) skills you will need to improve the performance of your staff.

[10 marks]

[Total 20 marks]

QUESTION 4

- a) “Communication plays a key role in the success of a manager. How much professional knowledge and intelligence a manager possess becomes immaterial if he/she is unable to communicate effectively with subordinates and create understanding in them.” Comment on this statement with emphasis on effective communication. [3 marks]
- b) i. What is Nonverbal Communication? [1 mark]
- ii. State and explain two (2) ways each, by which Nonverbal Communication can highlight or negate our Verbal Communications. [4 marks]
- c) You have been tasked to organise a meeting for a group of Line Managers in your organisation. Briefly discuss the documentations that will be used before, during and after the meeting. [6 marks]
- d) Describe six (6) steps you could follow to organise this meeting effectively. [6 marks]

[Total 20 marks]

QUESTION 5

XYZ Bank Ltd is one of the leading banks in Ghana. In recent times they have been receiving complaints from their customers relating to the quality of service in some of their Branches. As Head of Customer Experience Department of XYZ Bank, you have been tasked by your Management to improve the Service Quality Culture of the Bank.

- a) Discuss five (5) dimensions of Service Quality that the XYZ Bank can adopt to improve Service Delivery. [10 marks]
- b) i. Using examples, define briefly what a “Service Breakdown” is. [3 marks]

- ii. State and explain the seven (7) steps a Manager in XYZ Bank could take to recover a “Service Breakdown”. [7 marks]

[Total 20 marks]

QUESTION 6

“You are a new Manager of a busy branch in your Bank. Numerous complaints have come to you related to staff being aggrieved. You have also noticed some behaviours that could evoke some disciplinary measures. You would want to address these issues.”

- a) State five (5) grounds on which a staff may invoke Grievance Procedures. [5 marks]
- b) Give five (5) reasons why a staff of your branch may have to go through Disciplinary Procedures. [5 marks]
- c) What are the four (4) steps which could be taken in each of these Grievance Procedures and Disciplinary Procedures? [10 marks]

[Total: 20 marks]

