



ASSOCIATESHIP EXAMINATION
LEVEL I
PRINCIPLES OF MANAGEMENT
[OLD SYLLABUS]

APRIL 2025

N.B.

1. Carefully read the instructions on the cover of the answer booklet.
2. Answer **FOUR** questions – at least **ONE** from each of the **THREE** sections.
3. Each question carries **25** marks. Where questions are subdivided, the marks for the subdivisions are shown in brackets.
4. Answers in listed note form are acceptable, provided they are clearly and logically presented, and the points made are adequately developed.
5. No aids such as calculators, books, dictionaries, papers or mathematical sets are permitted in this examination.
6. Time allowed: **THREE HOURS**
7. Candidates must ensure that they answer questions in the appropriate answer booklets and **NOT on loose sheets** which may be used only as supplementary sheets. Such answers will be cancelled.
8. **DO NOT WRITE YOUR NAME ON THE ANSWER BOOKLET.**
9. **DO NOT OPEN THIS QUESTION PAPER UNTIL INSTRUCTED TO DO SO.**

SECTION A

QUESTION 1

“Management by Objectives (M.B.O.) is a programme that organizations use to help them achieve their corporate objectives.”

a. List and explain five (5) activities involved in achieving the goals that managers and their subordinates jointly crafted under M.B.O. **[15 Marks]**

b. State four (4) factors that influence the successful implementation of a Management by Objectives programme. **[10 Marks]**

[Total Marks 25]

QUESTION 2

“Controlling is a tool that supervisors use to handle issues in various Departments in their Banks or Organizations.”

a. State two (2) reasons why the Management Team of your Bank practice Managerial Control. **[8 Marks]**

b. List five (5) elements of an effective Control System and explain two (2) of them in your own words. **[7 Marks]**

c. What is an inadequate control system? What are some of the negative symptoms that cause inadequacies in managerial control? **[10 Marks]**

[Total Marks 25]

SECTION B

QUESTION 3

“Leadership is a management practice that seeks to influence people to get the best out of them.”

a. State the five (5) practices and the ten (10) commitments of Leadership. **[15 Marks]**

b. List ten (10) Leadership skills that are essential to the effective performance of a team leader in your Bank or Organization. **[10 Marks]**

[Total Marks 25]

QUESTION 4

- a. “For Communication to be effective, the exchange must be accompanied by understanding, flow must go both ways and feedback must occur.”
- i. What ingredients make Oral Communication **most** effective and which ones make it **least** effective? [7 Marks]
- ii. What ingredients make Written Communication **most** effective and which ones make it **least** effective? [7 Marks]
- b. What is Non-Verbal Communication? [5 Marks]
- c. List and explain five (5) elements of Non-Verbal Communication. [6 Marks]
- [Total Marks 25]**

QUESTION 5

- “Stress is the mental and/or physical condition that results from a perceived threat of danger (physical or emotional) and the pressure to remove it. It is an integral part of an organization’s life.”
- a. State five (5) causes of Stress. [5 Marks]
- b. List ten (10) benefits of Positive Stress? [10 Marks]
- c. List five (5) Negative Behaviors that employees manifest when they are under excessive and prolonged stress and their effects on the organization’s performance. [10 Marks]
- [Total Marks 25]**

QUESTION 6

- “Conflict is an unavoidable aspect of organizational life. It is natural and should be expected to occur so far as individuals have different perceptions, beliefs and goals.”
- a. State ten (10) types of conflicts that are likely to occur in your Bank. [10 Marks]
- b. List eight (8) negative outcomes of conflicts that usually occur in the Operations Department of your Bank. [10 Marks]
- c. State the five (5) major approaches that employees can use to manage conflicts in organizations. [5 Marks]
- [Total Marks 25]**

SECTION C

QUESTION 7

“Decision making is one of the processes managers of organizations use to decide on delicate issues in the organizations.”

a. State five (5) decision traps, explain each of them and show how they can be avoided.

[15 Marks]

b. What is “brainwriting and input-output scheme” under Group Decision Making Techniques?

[10 Marks]

[Total Marks 25]

QUESTION 8

As a change agent, state and discuss ten (10) strategies you will put in place to ensure that staff in your Department accept and are involved in the Change Management Process.

[25 Marks]