



BANKING ACADEMY ROUTE EXAMINATION
CUSTOMER EXPERIENCE, SERVICE EXCELLENCE, ETHICS AND
PROFESSIONALISM

MODEL 1

JULY 2025

NB:

- 1. Read carefully the instructions on the cover of the answer book.**
- 2. There are two Parts in this paper. Part 1 (Customer Experience, Service Excellence, Ethics and Professionalism) attracts 50 marks and Part 2 (Ethics and Professionalism) attracts 50 marks. A candidate must obtain a pass in each part to pass the paper.**
- 3. CANDIDATES MUST USE SEPARATE ANSWER BOOKLETS FOR EACH PART.**
- 4. Each Part is divided into three sections. Section A has 10 Multiple Choice Questions. Section B has 2 essay questions and Section C has 2 Case study questions. Each question attracts 20 marks. Where questions are subdivided the marks for each subdivision are shown in brackets.**
- 5. Candidates must answer all the multiple-choice questions in both parts for a total of 20 marks and one (1) question each in Section B and Section C of both parts, i.e. four (4) questions of 20 marks each, for a total of 80 marks. Answers in listed note forms are acceptable, provided they are clearly and logically presented and the points made are adequately developed.**
- 6. No aids such as calculators, books, dictionaries, papers, mathematical sets, slide rules, mobile phones or electronic wristwatches are permitted in this examination.**
- 7. Time allowed: 3:00 HOURS. Candidates are, however, advised not to spend more than 1:30 hours on each part.**
- 8. Candidates must ensure that they answer questions in the appropriate answer book and NOT on loose sheets which are used only as supplementary sheets. Such answers will not be marked.**
- 9. DO NOT WRITE YOUR NAME ON THE ANSWER BOOK.**
- 10. DO NOT OPEN THIS QUESTION PAPER UNTIL INSTRUCTED TO DO SO.**

PART 1 (CUSTOMER EXPERIENCE AND SERVICE EXCELLENCE)

SECTION A

MULTIPLE CHOICE

ANSWER ALL QUESTIONS. (1MARK PER QUESTION. TOTAL:10 MARKS)

1. **Which of the following variables is least likely to exert a significant influence on a customer's selection of a banking institution?**
 - a) Institutional brand equity
 - b) Transactional efficiency
 - c) Statutory compliance mandates
 - d) Accessibility and operational convenience

2. **Which analysis function does the RATER framework primarily serve within service quality management?**
 - a) Benchmarking infrastructural scale
 - b) Diagnosing the multidimensional nature of customer satisfaction
 - c) Modeling workforce attrition trends
 - d) Informing product development pipelines

3. **Customer experience is most comprehensively conceptualized as.....**
 - a) A promotional tactic embedded within advertising strategy
 - b) The cumulative result of all customer touchpoints across the banking journey
 - c) Isolated instances of consumer dissatisfaction?
 - d) An initiative solely aligned with brand image creation

4. **In consumer behavior theory, the construct of perception most accurately denotes.....**
 - a) Deductive reasoning in financial contexts
 - b) Decisions unilaterally made by financial institutions
 - c) The cognitive interpretation of external stimuli by the consumer
 - d) The breadth of exposure to promotional content

5. **Which option best exemplifies a customer-managed banking interface devoid of human mediation?**
- a) Automated Teller Machine (ATM)
 - b) Assigned relationship advisor
 - c) Centralized customer support line
 - d) Financial advisory personnel
6. **In the conventional buyer decision-making model, the terminal phase is characterized by.....**
- a) Exploratory information seeking
 - b) Execution of the purchase decision
 - c) Identification of unfulfilled needs
 - d) Engineering of the market offering
7. **In the context of buyer psychology, attitudes are most precisely understood as.....**
- a) Affective evaluations elicited by marketing stimuli
 - b) Tactical components of a firm's promotional mix
 - c) Tangible financial service deliverables
 - d) Transactional processing systems
8. **Strategic product positioning fundamentally entails.....**
- a) Selection of aesthetic attributes
 - b) Digital interface design
 - c) Shaping consumer perception and differentiation
 - d) Segregation of clientele based on demographics
9. **Sales performance management is primarily concerned with.....**
- a) Addressing post-sale grievances
 - b) Projecting and monitoring revenue-oriented benchmarks
 - c) Administering financial product issuance
 - d) Infrastructure layout of cash-dispensing units
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(Total: 10 marks)

SECTION B

ESSAY QUESTIONS

(ANSWER ONE QUESTION)

QUESTION 1:

With increasing competition and customer expectations, banks are adopting different service delivery channels. Understanding these channels and customer behavior is essential to retain and attract customers.

Answer the following questions:

- a) Differentiate between mobile banking and tele-banking. **(5 Marks)**
- b) Define omni-channel banking and explain its significance. **(5 Marks)**
- c) Briefly explain three factors that influence a customer's choice of bank. **(6 Marks)**
- e) Discuss one key legal or regulatory implication that banks must consider when implementing multiple service delivery channels. **(4 Marks)**

(Total: 20 Marks)

QUESTION 2:

Banks maintain relationships with various types of customers, including individuals, businesses, and institutions. To maintain effective services and ensure regulatory compliance, both banks and their customers must understand their roles and responsibilities.

- a) Who is regarded as a bank customer? **(5 Marks)**
- b) Explain two rights of a banker in the banker-customer relationship. **(5 Marks)**
- c) State and briefly describe two common types of bank customers. **(5 Marks)**
- d) Explain the legal obligation of a bank under the principle of "Know Your Customer" (KYC). **(5 Marks)**

(Total:20 Marks)

SECTION C

CASE /SCENERIO BASED QUESTIONS

(ANSWER ONE QUESTION)

QUESTION 1:

GoldSafe Bank is a medium-sized commercial bank in Ghana, offering both traditional and digital banking services. Over the past three years, the bank has experienced a decline in customer retention, particularly among youth and small business owners. Feedback from a recent customer experience survey revealed that many clients were dissatisfied with the bank's mobile app, limited ATM network, and poor complaint resolution.

The management team, in response, proposed an overhaul of the customer experience strategy by introducing omni-channel banking, increasing the use of chatbots, and retraining frontline staff. Simultaneously, the product team has been asked to redesign savings and credit products to better fit the financial habits of younger customers.

As a banking consultant, you have been invited to assess GoldSafe Bank's customer service and marketing strategies.

- a) Using the RATER model, evaluate the key customer experience issues GoldSafe Bank is facing. (5 Marks)
- b) Discuss how omni-channel banking can address some of the service delivery challenges in the case. (5 marks)
- c) Apply any relevant buyer behavior theory to explain why younger customers may be leaving GoldSafe Bank. (5 marks)
- d) Recommend two strategies the product management team can use to improve savings and credit products for younger customers. (5 marks)

(Total:20 marks)

QUESTION 2:

ApexBank Ghana recently launched a digital savings product targeted at university students and young professionals. The product offers automated saving plans and budgeting tools. However, the launch was unsuccessful due to low uptake. Feedback suggests that the product was not well understood, and the communication lacked emotional and social appeal for the youth market.

The product team is now reevaluating their approach using consumer psychology and digital marketing strategies to drive engagement.

- a) Using any buyer behavior theory, explain how motivation and perception may have influenced the poor reception of the product. (5 marks)
- b) What is a marketing communication plan, and how could it have improved the product's visibility and uptake? (5 marks)
- c) Suggest two digital channels, Apex Bank, could use to effectively reach and engage the youth market. (5 marks)
- d) Recommend two customer-focused features that could be added to make the product more attractive to young adults. (5 marks)

(Total:20 marks)

PART 2 (ETHICS AND PROFESSIONALISM)

SECTION A

MULTIPLE CHOICE

ANSWER ALL QUESTIONS. (1 MARK PER QUESTION. TOTAL: 10 MARKS)

1. Which of the following best reflects the core ethical responsibility of a bank employee when dealing with customer information?

- a) Maximising shareholder profit at all costs.
- b) Reporting customer behaviour to third parties for marketing purposes.
- c) Ensuring confidentiality unless legally required to disclose.
- d) Refusing to serve customers with suspicious account activity.

2. A conflict of interest arises when a bank employee.....

- a) Offers services to clients based on approved bank policies.
- b) Acts in the best interests of a client despite the bank's loss.
- c) Declines to participate in bank-sponsored charity events.
- d) Uses their position to benefit themselves or close associates.

3. Which of the following scenarios would most likely be considered unethical under professional banking standards?

- a) A banker recommends a savings account that offers lower returns but is more stable.
- b) Disclosing a client's financial status to a spouse without written consent.
- c) Advising a client to delay a transaction for better interest rates.
- d) Referring a client to another institution due to lack of services.

4. A bank employee discovers a system glitch that credits small amounts into their personal account. What is the most ethical decision?

- a) Keep the funds since the bank can afford the loss.
- b) Wait to see if the bank notices the error.
- c) Withdraw the funds and return them later with an explanation.

- d) Report the glitch immediately and return any unearned funds.
5. A colleague frequently manipulates client data to meet sales targets. Reporting them might damage your relationship but ignoring them makes it feel wrong. What is ethical action?
- a) Discuss it privately with the colleague to avoid formal trouble.
- b) Report on the behaviour of confidential internal channels.
- c) Pretend not to notice to protect your team's performance.
- d) Wait for management to detect the behaviour during audits.
6. During a loan application, a customer offers false documents. The banker suspects the information is not genuine but is under pressure to meet targets. What should the banker do?
- a) Approve the loan since verifying the documents is not their role.
- b) Ignore the suspicion and approve of meeting performance goals.
- c) Flag the documents for verification before proceeding.
- d) Approve the loan but attach a disclaimer.
7. What is the primary purpose of a code of conduct in a financial institution?
- a) To outline the bank's marketing strategy.
- b) To legally protect management from staff errors.
- c) To provide ethical guidelines and expected standards of behaviour.
- d) To regulate customer financial decisions.
- .
8. A good code of conduct should encourage employees to.....
- a) Compete aggressively with colleagues for bonuses.
- b) Prioritise the bank's profits over client needs.
- c) Uphold integrity, transparency, and accountability in all dealings.
- d) Avoid questioning decisions made by top management.
9. Which of the following best illustrates unethical use of technology in banking operations?

- a) Automating loan approvals for speed.
- b) Monitoring staff email without prior notice.
- c) Using cloud storage for record keeping.
- d) Encrypting client communication channels.

10. What is a key ethical challenge when outsourcing IT services to third-party vendors?

- a) The vendor's inability to offer mobile support.
- b) Slow software update cycles.
- c) Limited staff training on new systems.
- d) Ensuring client data is not misused or leaked.

(Total: 10 marks)

SECTION B

ESSAY QUESTIONS

ANSWER ONE QUESTION

QUESTION 1

- a) Define an ethical dilemma and briefly explain how it may arise in a financial institution.
(4 marks)
- b) Identify and discuss three common ethical dilemmas faced by professionals in financial institutions.
(6 marks)
- c) Explain how ethical decision-making models or frameworks (such as utilitarianism, rights-based, or duty-based approaches) can guide professionals in resolving such dilemmas.
(5 marks)
- d) Suggest two practical strategies that financial institutions can adopt to promote ethical decision-making among staff.
(5 marks)

(Total:20 marks)

QUESTION 2

- a) Define professionalism and explain its importance in financial institutions. **(4 marks)**
- b) What is an ethical code of conduct, and how does it guide employee behaviour in a financial institution? **(5 marks)**
- c) Identify and explain two ethical concerns that may arise from the use of artificial intelligence in financial services. **(6 marks)**
- d) Suggest two ways financial institutions can ensure AI technologies are used responsibly and in line with professional standards. **(5 marks)**

(Total:20 marks)

SECTION C

CASE /SCENARIO BASED QUESTIONS

ANSWER ANY ONE QUESTION.

QUESTION 1

Esi works as a digital banking officer at a leading financial institution in Ghana. Her department recently implemented an AI-powered system to assess loan applications. Over time, she observes that the system tends to reject applications from individuals in rural areas, even when they meet the minimum financial criteria. When she raises this concern with her manager, she is told that the algorithm was trained on historical data and is technically accurate. However, Esi feels that continuing to use the system without review may lead to disc/./discriminatory outcomes and violate the bank's ethical values and commitment to financial inclusion.

- a. Explain the role of artificial intelligence in financial decision-making and the ethical responsibilities of financial institutions. **(10 marks)**
- b. How professionals like Esi should respond to such situations while balancing innovation, fairness, and accountability. **(10 marks)**

(Total:20 marks)

QUESTION 2

Yaw is a relationship manager at a reputable financial institution in Ghana. One of his long-time clients, a prominent businesswoman, asks him to fast-track the approval of an extensive loan application that has not yet passed the standard credit risk review. She offers him an expensive gift as a token of appreciation. Yaw is aware that accepting gifts of significant value and bypassing procedures go against the institution's code of conduct. However, he is

under pressure to meet his monthly performance targets and fears that refusing the request may damage his relationship with the client.

a). Discuss the professional and ethical issues Yaw faces in this scenario. **(5 marks)**

b). Explain the role of a code of conduct in guiding professional behaviour. **(5 marks)**

c). Explain the ethical dilemma involved and propose how Yaw should handle the situation in line with professional standards and institutional values. **(10 marks)**

(Total:20 marks)