



**THE CHARTERED INSTITUTE OF BANKERS (GHANA)**

**ASSOCIATESHIP EXAMINATION**

**LEVEL III**

**BANK STRATEGIC INFORMATION MANAGEMENT**

**OCTOBER 2022**

**N.B.**

1. Read carefully the instructions on the cover of the answer book.
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 the question in the appropriate answer book and **NOT on loose sheets** which are used only as supplementary sheets. Such answers will be cancelled.
7. **DO NOT WRITE YOUR NAME ON THE ANSWER BOOK.**
8. **DO NOT OPEN THIS QUESTION PAPER UNTIL INSTRUCTED TO DO SO.**

## QUESTION 1

Ghana Bank is a major retail bank in Ghana with branches in three English-speaking West African countries. The bank's physical presence in the major cities has helped to establish the company as a market leader within the sub-region.

Despite their sub-regional dominance, the Chief Executive Officer (CEO) is concerned about the proliferation of various Financial Technology (FinTech) companies offering various financial services digitally. The executives, therefore, organized a management retreat to discuss the issues and develop appropriate strategies. In her opening remarks, the CEO read excerpts (in italic) from a thought-provoking article she had sighted in a recent edition of the Banking Quarterly Bulletin which focuses on strategic Information Technology (IT) issues affecting financial institutions.

*-----the challenges facing financial institutions have been exacerbated by issues of globalization, the ubiquity of mobile technologies and social media applications, disruptive IT innovation, and cloud computing. The phenomenon has expanded the horizon of emerging businesses, and also serves as a critical enabler for transforming business processes and operations. Many executives are now concerned with how to maximize shareholder value, improve corporate visibility and communication, and the proliferation of digital payment methods in an increasingly volatile environment. Moreover, many financial institutions have embraced global trends, standards, and technologies to remain relevant in competition -----*

- a) Discuss **five (5)** major issues affecting the operations of financial institutions such as Ghana Bank. **[10 Marks]**
  
- b) Discuss **five (5)** practical ways in which IT could be leveraged by the bank to remain competitive despite the issues raised. **[10 Marks]**

**[Total: 20 Marks]**

## QUESTION 2

The COVID-19 global pandemic and associated lockdowns compelled many financial institutions to adopt virtual approaches to service delivery to their customers. With many researchers predicting the reoccurrence of such pandemics, executives of financial institutions have expressed a keen interest in the concept of a virtual organization (VO), how to run an effective virtual organization, and the ensuing challenges.

**Explain** what a virtual organization is and **discuss** the **managerial** and **technical** issues in running a virtual organization. **[20 Marks]**

## QUESTION 3

The management of a bank has decided to establish five new branches at vantage locations in the next quarter to attract new customers. You are the chairperson of a committee that is to conduct market research and identify the locations for establishing the new branches. Given the importance of the report, and the limited time available, the Committee has decided to adopt Information Technology in the conduct of the research.

- a) Identify **five (5)** ways in which Information Technology could be applied in the conduct of the market research. **[10 Marks]**
  
- b) Describe **five (5)** methods for collecting qualitative data and explain how IT could be used in **any two** of the data collection methods. **[10 Marks]**

**[Total: 20 Marks]**

## QUESTION 4

The new Chief Executive Officer (CEO) of the bank where you work is determined to reposition the bank as a cost leader. As the Manager responsible for business development, the CEO has tasked you to **write a report** discussing how the bank can adopt specific information technologies to achieve the goal of becoming a cost leader within the banking industry. **[20 Marks]**

## QUESTION 5

As a participant in a recent corporate workshop on cybersecurity, your manager has requested that you share the lessons learned with management. Draft an email to the CEO highlighting:

- a. Five (5) major sources of cybersecurity threats in an organization. **[10 Marks]**
  
- b. five (5) key factors that management must take into consideration in deciding how much to spend on cyber security issues. **[10 Marks]**

**[Total: 20 Marks]**

## QUESTION 6

Your bank is considering the options of developing a new Enterprise Resource Planning (ERP) system in-house or simply buying an existing system.

- a) Discuss the factors to be taken into consideration and advice management on the appropriate options. **[10 Marks]**
  
- b) Describe the key issues that can affect the success of such IT projects and the measures that the bank can adopt to minimize the challenges. **[10 Marks]**

**[Total: 20 Marks]**

## QUESTION 7

- a. Discuss the risks associated with outsourcing IT services and operations, and the measures that can help in minimizing the occurrence of the risks and (or) their consequences. **[10 Marks]**
  
- b. A company is trying to develop a reliable customer information system and thus, the need to build a profile of its customers.

You are required to list five (5) key categories of customer data required for this exercise and give two (2) examples of type of data within the category.

**[10 Marks]**

**[Total: 20 Marks]**