



**CHARTERED INSTITUTE OF BANKERS (GHANA)  
ASSOCIATESHIP EXAMINATION**

**LEVEL II**

**MANAGEMENT PRACTICES  
JULY, 2020**

**N.B:**

1. Read carefully the instructions on the cover of the answer book.
2. Answer question **ONE** from **Section A** and **THREE** other questions from **Section B**.
3. **SECTION A** carries **40 marks**. Questions in **Section B** carry **20 marks** each. Where questions are subdivided the marks for each subdivision are shown in brackets.
4. Time allowed: **THREE HOURS**.
5. 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.
6. **DO NOT WRITE YOUR NAME ON THE ANSWER BOOK.**
7. **DO NOT OPEN THIS QUESTION PAPER UNTIL INSTRUCTED TO DO SO.**

## SECTION A (Compulsory)

### QUESTION 1

The Board of Directors has appointed you as a Chief Operating Officer of the Agya Savings and Loans Company Limited in April 2020. The Agya Savings and Company Limited has seven (7) branches in the Greater Accra Region and employs sixty-five (65) staff serving over Two Million customers. Evidence shows that the Agya Savings and Loans Company Limited has experienced underlisted challenges between 2015 and 2019:

- Net Profit after Tax per employee has reduced by 18%;
- Market share has fallen by 12%;
- Customer complaints rate has increased by 25%;
- Employee absenteeism and lateness are rampant and alarming; and
- Employee team spirit, motivation and morale are low.

As Chief Operating Officer of the company, strategies to address the challenges of Agya Savings and Loans Company Limited within three (3) years are welcome.

#### **REQUIRED:**

- A. List and explain five (5) internal factors that have contributed to Agya Savings and Loans Company Limited level of performance in the banking industry? **[10 Marks]**
  - B. Explain five (5) strategies that can be employed to improve performance level of Agya Savings and Loans Company Limited? **[10 Marks]**
  - C. Explain five (5) managerial functions and roles required to enhance competitiveness of Agya Savings and Loans Company Limited? **[10 Marks]**
  - D. Explain five (5) lessons that can be shared with promoters of Small and Medium-Scale Enterprises (SMEs) in Ghana? **[10 Marks]**
- [Total 40 Marks]**

## SECTION B [60 Marks]

### QUESTION 2

- A. Change is inevitable in any bank but has to be managed if the manager has political power to make it happen. Discuss this statement? **[10 Marks]**
- B. Discuss five (5) reasons why employees resist change in banks and suggest solutions? **[10 Marks]**

**[Total 20 Marks]**

### QUESTION 3

- A. Explain conflict in organization and list five (5) typical symptoms? **[10 Marks]**

- B. List five causes of organizational conflict and explain five (5) strategies that can be employed to manage conflict between management and supervisors of a bank?

[10 Marks]

[Total 20 Marks]

#### QUESTION 4

- A. Explain negotiation and list five (5) conditions that necessitate its practice in microfinance institutions and banks? [10 Marks]

- B. A new collective bargaining agreement is to be signed between the senior management team and unionized staff of a rural bank in Ghana. The negotiation teams have encountered stalemate after eight (8) weeks of commencement of the negotiation exercise. As an advisor, explain principles of negotiation that can be adopted to settle the stalemate amicably?

[10 Marks]

[Total 20 Marks]

#### QUESTION 5

- A. A team of investors from Dubai has tasked you to develop an organizational culture for a Universal Bank they intend to establish in Ghana in the year 2021. They anticipate that by the end of 2023, the bank should have 16 branches in all the regional capitals, market share records over 5% in the banking industry and a staff strength of 50. As an expert, explain how you will develop a competitive bank based on a strong organizational culture. [12 Marks]

- B. List five (5) reasons why organizational culture designed will be important to customers, employees, competitors and the regulator? [8 Marks]

[Total 20 Marks]

#### QUESTION 6

- A. Communication is described as the heart of every organization. Explain organizational communication and its importance to shareholders of a rural bank during an Annual General Meeting session? [10 Marks]

- B. List five (5) barriers to communication in an organization and suggest solutions to them? [10 Marks]

[10 Marks]

[Total 20 Marks]