



CHARTERED INSTITUTE OF BANKERS (GHANA)
ASSOCIATESHIP EXAMINATION
LEVEL I
PRINCIPLES OF MANAGEMENT
JULY 2020

N.B.

1. Read carefully the instructions on the cover of the answer book.
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 each subdivision are shown in brackets.
4. Answers in listed note forms are acceptable, provided they are clearly and logically presented and the points made adequately developed.
5. No aids such as calculators, books, dictionaries, papers, mathematical tables or slide rules are permitted in this examination.
6. Time Allowed: **THREE HOURS.**
7. 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 be cancelled.
8. **DO NOT WRITE YOUR NAME ON THE ANSWER BOOK.**
9. **DO NOT OPEN THIS PAPER UNTIL INSTRUCTED TO DO SO.**

SECTION A

QUESTION 1

It is known that management studied by professionals is an art, a science, a discipline and a profession.

- (a) Briefly explain “managerial skills” to your colleagues at the workplace? **[5 Marks]**
- (b) State three (3) “managerial roles” that a manager can practise to improve productivity of a bank? **[5 Marks]**
- (c) Explain five (5) challenges that bank managers face commonly in the banking industry? **[15 Marks]**

[Total Marks: 25].

QUESTION 2

In contemporary times, universal banks must embrace change management to enhance their capacity towards resilience and agility. Discuss strategies that a named bank can follow to bring desired change process and outcomes successfully?

[Total Marks: 25].

SECTION B

QUESTION 3

Communication is considered as one of the most important ingredients of the management process and outcomes?

- Define the term: “Communication” in a named bank. **[5 Marks]**
- List three (3) advantages of written communication and two (2) demerits of oral communication in any organization? **[5 Marks]**
- Explain five (5) sources of barriers and their solutions to communication programme in a bank? **[15 Marks]**

[Total Marks: 25].

QUESTION 4

Leadership is an influence relationship between the leader and the subordinate (s) to jointly create the desired change in an organization.

- a. Define “transformational leadership”? **[5 Marks].**
- b. List five (5) personal qualities that a transformational leader must possess? **[5 Marks]**

- c. Describe five (5) strategies that a transformational leader can implement to re-position a distress bank strategically in Ghana? **[15 Marks]**

[Total Marks: 25]

QUESTION 5

Groups are required in every learning organization to enhance their performance and competitiveness.

- a. State five (5) conditions that a bank needs a group? **[5 marks]**
b. List five (5) guidelines that can be followed to enhance the formation of effective groups? **[5 Marks]**
c. Explain five (4) factors that influence group effectiveness in a named bank? **[15 Marks]**

[Total Marks: 25]

QUESTION 6

Write short notes on the following:

- a. Strategic Planning **[5 Marks]**
b. Job Analysis **[5 Marks]**
c. Business Process Re-engineering **[5 Marks]**
d. Virtual Organization **[5 Marks]**
e. Managerial Control **[5 Marks]**

[Total Marks: 25]

SECTION C

QUESTION 7

You have been hired as Customer Service Manager of a Universal Bank in Ghana. The biggest challenge that needs solution in the bank is high external customer attrition rate. As Customer Service Manager, discuss five (5) strategies you will adopt to rectify the situation?

[Total Marks: 25]

QUESTION 8

The Adiembra Rural Bank Limited has appointed you as an expert in Total Quality Management (TQM) to address quality and productivity improvement challenges.

As per your expertise in quality management:

- a. Define "Total Quality Management" to the Board of Directors of the Bank? **[5 Marks]**
- b. Explain five (5) benefits that the bank can gain with implementation of Total Quality Management? **[10 Marks]**
- c. Explain five (5) measures of Total Quality Management that can be implemented to mitigate the challenges in the bank? **[10 Marks]**

[Total Marks: 25].