



**THE CHARTERED INSTITUTE OF BANKERS, GHANA  
ASSOCIATESHIP EXAMINATION  
LEVEL I**

**PRINCIPLES OF MANAGEMENT  
OCTOBER 2022**

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 the subdivisions are shown in brackets.
4. Answers in listed note forms are accepted, 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 question 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 QUESTION PAPER UNTIL INSTRUCTED TO DO SO.**

## SECTION A

### QUESTION 1

The Ghanaian business environment has become very dynamic, hence all managers of business organizations must be conversant with the factors, rate of change and effects on the economy.

- (a) Describe what is meant by the external environment and the internal environment of a named bank? **[5 Marks]**
- (b) List any three (3) factors of the internal environment and two (2) factors of the external environment and mention their importance in managing a bank? **[10 Marks]**
- (c) List and explain with examples, how SWOT Analysis can bring about change(s) of the banking industry of Ghana? **[10 Marks]**

**[Total Marks – 25]**

### QUESTION 2

The savings and loans company wing of the financial and banking industry of Ghana continues to face stiff competition from other financial institutions; and as a result, the former must search for innovative strategies, including digitalization to remain agile and competitive.

Discuss means through which organizational culture can facilitate a named bank in Ghana to compete in this dynamic financial landscape?

**[Total Marks – 25]**

## SECTION B

### QUESTION 3

Leadership is an influence relationship between the leader and the followers in the pursuit of change for the benefit of the business organization.

- (a) Define these terms: “leadership”, “followership”, “management” and “visionary leadership” in a business organization? **[8 Marks]**

(b) State and explain how a visionary leader uses the five (5) sources of power to influence the followers and vision of a bank? **[10 Marks]**

(c) List and explain five (5) strategies that followers must exercise to support the leader in a business environment? **[7 Marks]**

**[Total Marks – 25]**

#### **QUESTION 4**

Organizing function in any business organization serves as the “architect” that facilitates the implementation of the game plan and for that matter the achievement of the strategic direction.

(a) In your own words how will you explain and differentiate between these two concepts: “Organizing” and “Organization”? **[5 Marks]**

(b) State and briefly explain five (5) elements you will consider when designing an organizational structure for a named bank in Ghana? **[10 Marks]**

(c) Describe five (5) benefits associated with organizational structure of a bank?

**[10 Marks]**

**[Total Marks – 25]**

#### **QUESTION 5**

Every employee is required to perform basic management functions such as planning, organizing, directing and controlling functions at the workplace.

(a) Distinguish between “Planning” and “Controlling” at the workplace? **[5 marks]**

(b) List five (5) reasons associated with planning at the workplace? **[10 Marks]**

(c) Describe five (5) limitations linked to planning in banks? **[10 Marks]**

**[Total Marks – 25]**

## QUESTION 6

Write **short notes** on the following functional areas of Management:

- |                               |           |
|-------------------------------|-----------|
| (a) Organizational Behaviour  | [5 Marks] |
| (b) Marketing Management      | [5 Marks] |
| (c) Production Management     | [5 Marks] |
| (d) Operations Management     | [5 Marks] |
| (e) Human Resource Management | [5 Marks] |

[Total Marks – 25]

## SECTION C

### QUESTION 7

The Board of Directors of Awake Pension Company in Ho has hired you as the General Manager. Upon assumption of duty, you made this observation in the Awake Pension Company:

- (a) High customer complaints,
- (b) High incidence of conflict among staff,
- (c) Staff limited knowledge of importance of the organizational design,
- (d) No strategic direction and
- (e) High staff attrition rate.

As the General Manager, describe strategies you will operationalize to rectify these anomalies in the Awake Pension Company?

[Total Marks – 25]

### QUESTION 8

Digitized Microfinance Company Limited is encountering quality management challenges and as a result, the top twenty (20) profitable customers are threatening to close their accounts if solutions are not forthcoming. The challenges are:

- (i) Long queues in the ten (10) banking halls,
- (ii) High incidence of idle time of ATMs,
- (iii) High tardiness among tellers and
- (iv) Staff ignorance of policies and standard operating procedures.

The management of Digitized Microfinance Company Limited has approached you to use Total Quality Management (TQM) skills to rectify the situation.

- (a) Make a presentation to the management stating five (5) reasons why TQM is preferred to any other management concept? **[5 Marks]**
- (b) List and explain five (5) characteristics of quality that can be considered in the planning and designing of the TQM programme? **[10 Marks]**
- (c) List and explain five (5) factors that can influence the success of the TQM implementation? **[10 Marks]**

**[Total Marks – 25]**