



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

**PRINCIPLES OF MANAGEMENT
APRIL 2023**

1. Carefully read 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 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 QUESTION PAPER UNTIL INSTRUCTED TO DO SO.**

SECTION A

QUESTION 1

The concept of “Corporate Entrepreneurship” is becoming more relevant in the contemporary business environment of the country.

(a) Explain, the concept, “Corporate Entrepreneurship”? **[10 Marks]**

(b) Discuss five (5) strategies that supervisors of an insurance company can adopt to promote corporate entrepreneurship? **[15 Marks]**

[Total Marks – 25]

QUESTION 2

Discuss how an organizational culture of a bank in Ghana can facilitate achievement of a competitive stance in a dynamic banking and financial landscape?

[Total Marks – 25]

SECTION B

QUESTION 3

As a potential director of a board of a financial institution, explain your position on globalization in the country. Provide reasons for your position.

[Total Marks – 25]

QUESTION 4

Organizational change management is inevitable in any corporate entity of the country.

(a) Briefly explain organizational change management to senior management team of a rural bank? **[5 Marks]**

(b) Discuss five (5) reasons why an insurance company may resist organizational change management? **[10 Marks]**

(c) State five (5) strategies that can be employed to minimize resistance to organizational change management efforts? **[10 Marks]**

[Total Marks – 25]

QUESTION 5

Groups and Teams constitute vital organizational structure of banks and other business organizations that are exploited by managers to take advantage of exciting business opportunities in a business environment of Ghana.

- (a) Distinguish between “Team” and “Groups” in a bank? **[5 marks]**
 - (b) Explain the five (5) stages of a group development process? **[10 Marks]**
 - (c) Discuss five (5) factors that influence team effectiveness? **[10 Marks]**
- [Total Marks – 25]**

QUESTION 6

Using examples, write short notes on the following:

- (a) Organic and Mechanistic Structure **[5 Marks]**
 - (b) Network Organization **[5 Marks]**
 - (c) Business Process Re-engineering **[5 Marks]**
 - (d) Benchmarking **[5 Marks]**
 - (e) Employee Empowerment **[5 Marks]**
- [Total Marks – 25]**

SECTION C

QUESTION 7

Stress management is very important in banks and non-bank financial institutions where sedentary activity is prominent.

- (a) In your own words, explain the term “Stress”? **[5 Marks]**
 - (b) Mention five (5) sources of stress in a named bank? **[10 Marks]**
 - (c) Explain five (5) strategies employees of credit union can adopt to manage their stress? **[10 Marks]**
- [Total Marks: 25]**

QUESTION 8

Managing and participating in meeting is a common feature of successful and learning organizations.

- a. Give four (4) importance of organizing meeting in banks? **[5 Marks]**
 - b. Explain how you will prepare and organize a meeting for senior management team of a bank? **[10 Marks]**
 - c. Describe five (5) measures that are necessary to make meeting management and participation effective? **[10 Marks]**
- [Total Marks – 25]**