



CHARTERED INSTITUTE OF BANKERS, GHANA

ASSOCIATESHIP EXAMINATION

LEVEL II

MANAGEMENT PRACTICES

APRIL 2024

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** carries **20 marks** each. Where questions are subdivided, the marks for each subdivision are shown in brackets.
4. Time allowed: **THREE HOURS**
5. Answers in listed note forms are acceptable, provided they are clearly and logically presented and the points made adequately developed.
6. No aids such as calculators, books, dictionaries and papers are permitted in this examination.
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 not be marked.
8. **DO NOT WRITE YOUR NAME ON THE ANSWER BOOK.**
9. **DO NOT OPEN THIS QUESTION PAPER UNTIL INSTRUCTED TO DO SO.**

SECTION A – COMPULSORY

QUESTION 1

A new Chief Executive Officer of a ten-year-old company tried to change the strategic direction of the company that hired him. He failed in this endeavour and was fired just after one year on the job.

“He thought he could change the company through intellect alone without moving people emotionally,” a Senior Manager at the company said. Another Senior Manager retorted, though he held periodic meetings with other Senior Management Staff on this subject matter, these meetings were times when he exhibited his domineering nature.

“He made radical strategic changes without bothering to get support from the people who could help execute these changes”.

A storm of e-mails from employees to the Board of Directors complained of his leadership style and the CEO was finally ousted.

REQUIRED:

- a) What do you think was the leadership style of the CEO? What leadership style could have been more appropriate? (6 marks)
- b) List and explain five (5) people management skills required of managers at all levels of the Organizational Hierarchy including the CEO. (10 marks)
- c) What Change Management Strategies could have been deployed by this CEO to make him succeed in his job? (10 marks)
- d) Give four (4) roles and responsibilities of the Board of Directors of any organization. (8 marks)
- e) Mention and explain two (2) sources of power the CEO as a leader might have stood on to execute this task. (6 marks)

[Total: 40 marks]

SECTION B – ANSWER THREE (3) QUESTIONS

QUESTION 2

You have taken over as Supervisor in an office where, from the output of work, staff are underperforming in their various areas of work.

- a) Mention five (5) skills you would need to be able to improve the performance of your staff. (10 marks)

- b) What response will you give to someone who claims that “Delegation” is a simple matter of sharing out work to be done? (10 marks)

[Total: 20 marks]

QUESTION 3

- a) Define Time Management. Why is it important? (5 marks)
- b) As a Supervisor/Manager of a busy office or branch, identify and explain five (5) strategies you can adopt to better manage your time. (10 marks)
- c) Discuss the importance of Employee Empowerment in the workplace. (5 marks)

[Total: 20 marks]

QUESTION 4

- a) Using examples, define grievance(s) in the workplace. (5 marks)
- b) As the Human Capital Manager, discuss five (5) strategies you can use to resolve grievance(s). (15 marks)

[Total: 20 marks]

QUESTION 5

In the context of Strategic Management, write brief notes on the following concepts:

- a) Mission Statement (5 marks)
- b) Vision Statement (5 marks)
- c) Core Values (5 marks)
- d) Stakeholder Analysis (5 marks)

[Total: 20 marks]

QUESTION 6

- a) You have received a report from your Human Resource Manager revealing an increasing rate of Staff Turnover. As a newly appointed Manager of your unit, explain five (5) motivational techniques you will recommend to reverse this trend. (10 marks)
- b) Explain briefly Herzberg’s Two-Factor Theory of Motivation. Indicate how the theory can be adopted to enhance employee satisfaction in your organization. (10 marks)

[Total: 20 marks]