



**CHARTERED INSTITUTE OF BANKERS, GHANA**

**ASSOCIATESHIP EXAMINATION**

**LEVEL I**

**PRINCIPLES OF MANAGEMENT**

**APRIL 2024**

**N.B.**

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

Culture is dynamic. Any organization that wants to remain in business needs to adopt a solid culture.

State and explain the *four (4)* functions of Organizational Culture and state how each can be used to show your organization's identity, commitment, stability and your way of life. Give one example in each case. **(25 Marks)**

### QUESTION 2

Organizations experience various types of change that are required for them to be effectively managed. Sources of Organizational Change comprises of both external and internal factors.

a. State *three (3)* forces of change that occur outside the organization and *three (3)* forces of change that occur within the organization and give one example in each situation. **(15 Marks)**

b. State and explain the Change Models that bring about effective Change Management.

**(10 Marks)**

**(Total Marks-25)**

## SECTION B

### QUESTION 3

Apart from the distinction among levels of management jobs, it is useful to differentiate among managers according to their responsibilities. Functional Managers are charged with specialized responsibilities.

Write short notes on the following Functional Areas of Management:

i. Accounting and Financial Management **(5 Marks)**

ii. Support Functional Management Areas **(5 Marks)**

iii. Marketing Management **(5 Marks)**

iv. General Management and Organizational Behaviour **(10 Marks)**

**(Total Marks-25)**

#### QUESTION 4

Planning is an essential function of Management and it is needed by every organization if Management wants to succeed.

State and explain *ten (10)* limitations of Managerial Planning. **(25 Marks)**

#### QUESTION 5

Organizing is one of the characteristics of a good Manager. Write short notes on the following Principles of Organizing.

- i. Authority (2.5 Marks)
  - ii. Responsibility (2.5 Marks)
  - iii. Centralization (2.5 Marks)
  - iv. Delegation (2.5 Marks)
  - v. Empowerment (2.5 Marks)
  - vi. Scalar Principle (2.5 Marks)
  - vii. Span of Management (2.5 Marks)
  - viii. Organizational Structure (2.5 Marks)
  - ix. Power (2.5 Marks)
  - x. Decentralization (2.5 Marks)
- (Total Marks-25)**

#### QUESTION 6

Organizations are designed in such a way that Management easily manages the workflow to ensure organizational strategies are achieved.

What is Organizational Design? **(25 Marks)**

## SECTION C

### QUESTION 7

Meetings are held in organizations to record discussions of happenings in organizations for future reference purposes.

How are meetings organized and managed in Organizations? **(25 Marks)**

### QUESTION 8

Teams go through specific stages of development in organizations.

- a. State and explain the four (4) stages of Team Formation. **(10 Marks)**
- b. State the activities and processes teams undertake as they operate. **(15 Marks)**

**(Total Marks-25)**