

**INSTITUTE OF BANKERS IN MALAWI**

**CERTIFICATE IN BANKING EXAMINATION**

**SUBJECT: MANAGEMENT (IOBM – C107)**

**Date: Thursday, 12th November 2015**

**Time Allocated: 3 hours (13:00 – 16:30 Hours)**

**INSTRUCTIONS TO CANDIDATES**

1 This paper consists of **TWO** Sections, A and B.

2 Section A consists of 20 multiple questions, each question carries 2 marks.

Answer **ALL** questions.

3 Section B consists of 5 questions, each question carries 20 marks. Answer **ANY THREE** questions.

4 You will be allowed **10 minutes** to go through the paper before the start of the examination when you may write on this paper but not in the answer book.

5 Begin each answer on a new page.

6 **Please write your examination number on each answer book used. All answer books without examination number will not be marked.**

7 All persons writing examinations without payment will risk expulsion from the Institute.

8 If you are caught cheating, you will be automatically disqualified in all subjects seated this semester

9 DO NOT open this question paper until instructed to do so.

**SECTION A (40 MARKS)**

Answer **ALL** questions from this section.

1. A key feature of a ‘limited company’ is that:
2. The formalities of starting a business are minimal
3. Shareholders are personally liable for the debts of the company
4. If it fails, it can only require its shareholders to meet its debts up to the nominal value of their shares
5. It exists to give services to its shareholders only.
6. One of the roles proposed by Henry Mintzberg under decisional roles is:
7. Disturbance handler
8. Monitor
9. Figurehead
10. Manager.
11. The pioneers in administrative theory are
12. Hollis Godfrey and Royal Kelly
13. Morris Cooke and Carl Bath
14. Henri Fayol and Max Weber
15. Abraham Malsow and Herzberg.
16. The relay assembly test room study was an experiment under:
17. Cooperative societies
18. Hawthorne studies
19. Motivation theories
20. Leadership styles.
21. Once a strategic plan has been developed:
22. The budget director has to resign from his position
23. The plan has to be presented to the team leader
24. The Human Resources Manager has to recruit more people
25. Implementation of that plan leads to tactical and operational considerations.
26. To determine the more specific objectives and goals of a firm:
27. The firm must first draw its budget
28. The firm must first identify its leaders
29. The firm must first assess its mission
30. The firm must first be registered as a limited company.
31. One of the factors that may affect span of control is:
32. Capability of workers
33. Availability of funds
34. The number of employees in a company
35. The procurement procedure.
36. The systematic delegation of authority at all levels of management and in all the organization is referred to as:
37. Centralization
38. Delegation
39. Departmentalization
40. Decentralization
41. Existence needs in the ERG theory correspond to:
42. The physiological and security needs in Abraham Maslow’s theory
43. Elton Mayo’s Hawthorne studies
44. Victor Vroom and the expectancy theory
45. Self actualization, esteem and social needs
46. To fully understand leadership it is necessary to:
47. Conduct a thorough research on all leaders
48. Separate followers from leaders
49. Understand power
50. Study organizational structures.
51. A blocker in a group:
52. Makes personal attacks using belittling and insulting comments
53. Opposes every idea or opinion that is put forward and yet refuses to make own suggestions
54. Uses group meetings to draw personal attention to him or herself
55. Uses group meetings as fun time and a way to get out of real work.
56. Conflict is often needed because:
57. It helps to raise and address problems
58. It draws the attention of all employees in an organization
59. It brings more resources to the organization as a solution to the confllict
60. It allows management to reduce workload of employees
61. Arbitration means:
62. The appointment of an independent person to act as an adjudicator (or judge) in a dispute to decide on the terms of settlement
63. The appointment of a person who will represent a group in times of conflict
64. The process where representatives of groups in a conflict situation sign agreement papers
65. Making two parties in a conflict to negotiate salary increments
66. The first step in the control process is:
67. Correcting the deviation
68. Establishing standards
69. Checking with the industry benchmark
70. Measuring performance.
71. Clan control is:
72. An approach to organizational design characterized by mechanistic structural arrangements
73. The control of resources as they flow into the organization
74. Concerned with how elements of the organization are serving their intended purpose
75. An approach to organization design characterized by informal and organic structural arrangements
76. A transactional-processing system is:
77. Designed to handle routine and recurring transactions within the business
78. The next step in the evolution of information management
79. A system that helps determine information requirements of an organization
80. The automatic generation of reports required by management
81. One of the reasons for increased diversity management is:
82. Sickness of employees
83. Legislation and legal actions
84. Better salary packages
85. Ability to develop strategic plans.
86. One of the individual strategies to deal with diversity is:
87. Empathy
88. Fighting
89. Praying
90. Quitting.
91. A job analysis would normally contain:
92. The job purpose
93. Information about research of a particular job
94. Interview questions for a certain job position
95. The profile of the company.
96. Some businesses are reluctant to spend on training because:
97. Members already know how to do their job
98. The planning process does not require training
99. They want to minimize short-term costs
100. There is no money to carter for farewell functions.

**SECTION B (60 MARKS)**

Answer **ANY THREE** questions from this section

**QUESTION 2**

1. Mr Phiri and Mr Bengo are working in the same Nditani Bank as Bank Clerks. They inspire each other to move up the ladder to supervisor level, and then to the Branch Manager and finally to the C.E.O of Nditani Bank position. Advise Mr Phiri and Mr Bengo of the responsibilities performed by the first-line managers, the middle managers and the top level managers to prepare them on general management duties for the aspired levels of management. *(6 marks*
2. Delegation is not the same as decentralization much as they could be similar. Put forth **four** arguments to show that the two are different. *(8 marks)*
3. Preliminary control, screening and post-action control are deemed to be the three forms of operational control. Explain what is involved in each of these forms of control. *(6 marks)*

**(Total 20 marks)**

**QUESTION 3**

1. The Chief Executive Officer (CEO) of Standard Bank wishes to use the Herzbergs -Two - Factor Theory to motivate his staff members. Explain clearly the **two** stages that the C.E.O has to pay attention to in order to implement this Theory successfully. *(12 marks)*

1. Conflict is inevitable in an organization where there are two or more people working together. As a Human Resource Manager responsible for managing conflict, explain the sign that will show at each of the following stages of conflict:
2. Potential stage of conflict *(2 marks)*
3. Latent stage of conflict *(2 marks)*
4. Open stage of conflict *(2 marks)*
5. Aftermath stage of conflict (*2 marks*)

**(Total 20 marks)**

**QUESTION 4**

1. Many organizational decisions are made by groups through use of committees, task forces and others. Explain **three** instances that would support use of group decision making and **two** instances where group decision making would not be preferred. *(10 marks)*
2. A colleague at the bank you work is interested to write a proposal in support of the eight themes of “In Search of Excellence Theory” propounded by Peters and Waterman. He has come for your assistance. Explain to him any **five** of the eight themes that you feel he must write about in his proposal. *(10 marks)*  **(Total 20 marks)**

**QUESTION 5**

1. Much as there are benefits in using information systems in a bank as an organization, it is important to note that there are limitations to the information systems. What would be any **two** limitations a bank would face in using latest information systems? *(4 marks)*
2. In any organization, political behavior will always be present at all levels. Giving clear examples, explain any **four** basic forms of political behavior that would be evident in a bank system amongst the employees. *(16 marks)*

**(Total 20 marks)**

**QUESTION 6**

1. Human Resource Management (HRM) links people related activities to the strategy of an organization. Explain any **two** goals of HRM. *(4 marks)*
2. State **four** ways of dealing with diversity at a personal level in an organization.

*(16 marks)*

**(Total 20 marks)**

**END OF THE EXAMINATION PAPER**