

**INSTITUTE OF BANKERS IN MALAWI**

**CERTIFICATE IN BANKING EXAMINATION**

**SUBJECT: MANAGEMENT (IOBM-C107)**

**Date: Thursday, 20th November 2014**

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

**INSTRUCTIONS TO CANDIDATES**

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

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

marks. Answer **ALL** questions.

3 Section B consists of 6 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 in Section B.

6 **Please write your examination number on each answer book used. 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 **ANY TWO** questions from this section.

1. A business organization, in contrast to a public service organization or a charity, exists to:
2. Provide goods or services at a profit
3. Provide shelter to the poor
4. Register other companies
5. Commit itself to government.
6. Diversity exists in the following situation:
7. When the Manager tries to control difficult employees in an organization
8. When members of an organization differ from one another along one or more important dimensions
9. When members of the same clan in an organization differ on their needs
10. When one or two people would want to further their career
11. When a limited company is formed, it is said to have become
12. Inseparable from owners
13. A separate body or person
14. A human being
15. A manufacturing company
16. One of the managerial roles identified by Mintzberg is
17. Sharper roles
18. Business roles
19. Security roles
20. Interpersonal roles
21. One of the famous approaches to management in the Japanese industry in the 1980’ and 90’s is
22. The motivation theory
23. Ouichi’s theory Z
24. Category theory
25. Path-goal theory
26. The Gilbreths are famously known for their contribution in
27. Time and motion study
28. Motivation theories
29. Strategic management
30. Business cycles
31. Geographic departmentalization is where:
32. Activities are grouped according to types of customers
33. Activities are grouped according to the product line
34. Activities are grouped according to territories
35. Activities are grouped according to functions performed
36. Decentralization refers to:
37. The number of workers per unit
38. The systematic effort to delegate to the lowest level of authority except that which can be controlled and exercised at central points
39. A system where the supervisor appraises performance of the subordinates at the end of a project
40. The improvement in technology which facilitates production of better goods and services

1. The traditional approach to employee motivation is best represented by the work of:
2. Fredrick W. Taylor
3. Max Weber
4. Victor Vroom
5. Mary Parker Follet
6. David McClelland in his Achievement theory focused on the following three individual human needs:
7. Hunger, thirst and shelter
8. Achievement, affiliation and power
9. Clothes, love and growth
10. Physiological needs, actualization needs and esteem needs
11. A charismatic leadership style is similar to transformational leadership because:
12. They both allow the worker to travel to other countries
13. Both require men to be leaders
14. They encourage women to join the labour force
15. The leaders inspire lots of enthusiasm in their teams
16. Common political behaviours in an organization include:
17. Inducement and persuasion
18. Motivation and training
19. Hiring and firing
20. Rewards and performance management
21. The storming stage in group development is where:
22. Members of the team choose a leader
23. Members present their different views and ideas
24. Members get to know each other
25. Members carry out their allocated tasks
26. The overall aim of the recruitment and selection process is to:
27. Motivate members of staff
28. Reward members accordingly
29. Obtain the number and quality of employees required to achieve organizational objectives
30. Fire employees that are no longer required in the system and replace them with new ones
31. One cause of work place conflict is
32. Personal chemistry
33. Fear factor
34. Training
35. consultancy needs
36. Arbitration means:
37. A process where mandated representatives of groups decide on who wins in a conflict
38. The appointment of an independent person to act as an adjudicator
39. Calling an independent mediator to facilitate settlement of conflict
40. Using one position to deal with conflict
41. The second step in the control process is
42. Establishing standards
43. Taking corrective action
44. Measuring performance
45. Setting targets
46. One of the limitations of information system is that:
47. It cannot be developed
48. It cannot be outsourced
49. It requires endorsement by government
50. It is expensive and difficult to develop
51. Stress can be addressed by
52. Drinking alcohol and smoking
53. Prevention or reduction of stressors and increasing ability to cope
54. Visiting the sick at the hospital
55. Withdrawing and becoming an introvert
56. The starting point for estimating workforce supply is:
57. The existing work force
58. Unemployed workers
59. The type of organization
60. Control activities

**SECTION B (60 MARKS)**

Answer **ANY THREE** questions from this section.

**QUESTION 1**

1. Training is an important method for business to improve the performance of its employees.
2. Explain any **three** benefits of sending your employees for training. *(6 marks)*
3. Why do you think despite the benefits, some businesses invest so little in training? Give **three** reasons.  *(6 marks)*
4. Why it is important for all departmental Managers including the Human Resource Manager to appreciate that recruitment is a continuous process? Give **four** reasons.  *(8 marks)*

**(Total 20 marks)**

**QUESTION 2**

1. What do you understand by Strategic Control? *(5 marks)*
2. One of the four levels of control in operations practiced by quality control managers is concerned with the processes the organization uses to transform resources into products or services. The three forms of operations control are: preliminary control, screening control and post-action control. Explain using a product or service of your choice how these three forms of operations control are used in controlling quality of the product.  *(15 marks)*

**(Total 20 marks)**

**QUESTION 3**

1. Many organizational decisions are made by groups through use of committees, task forces, study groups or any other group. This is referred to as group decision making.
2. Give any **two** advantages of group decision making . *(4 marks)*
3. What would be any **two** disadvantages of group decision making? *(4 marks)*
4. Explain the following four common forms of political behavior widely practiced in organizations:
5. Inducement
6. Persuasion
7. Creation of an obligation
8. Coercion  *(12 marks)*

**(Total 20 marks)**

**QUESTION 4**

1. Explain the difference in the following sources of power:
2. Referent power and expert power . *(4 marks)*
3. Reward power and coercive power *(4 marks)*
4. Abraham Maslow argues that people are motivated to satisfy a set of needs presented in a hierarchical form. Explain using a diagram these five levels of needs proposed by Maslow.  *(12 marks)*

**(Total 20 marks)**

**QUESTION 5**

1. What do you understand by the following;
2. A virtual organization  *(2 marks)*
3. A network organization  *(2 marks)*
4. Matrix project structure  *(2 marks)*
5. Span of control?  *(2 marks)*
6. Write a memo to your boss who is the General Manager of Swiss Bank of Malawi, about how the bank can use the five principles (trust, decision-making, teamwork, trust and motivation) proposed by William Ouichi in his Theory Z. *(12 marks)*

**(Total 20 marks)**

**END OF EXAMINATION PAPER**