

**INSTITUTE OF BANKERS IN MALAWI**

**CERTIFICATE IN BANKING EXAMINATION**

**SUBJECT: MANAGEMENT (IOBM – C107)**

**Date: Thursday, 10th November 2016**

**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 (60 MARKS)**

Answer **ALL** questions from this section.

1. Which one of these factors is NOT relevant when choosing the right media for a job advertisement?
2. Type of job.
3. Cost of advertising.
4. Readership and circulation.
5. Cost of production.
6. A person specification describes the requirements a job holder needs to have in order to perform the job satisfactorily and includes:
7. Friends and relatives.
8. Training and experience.
9. Moving from one place to another.
10. Responding to a vacancy advert.
11. Many organizations are finding that diversity training is an effective means for managing diversity and
12. Increasing resources.
13. Minimizing conflict.
14. Managing change.
15. Getting promotion.
16. In addition to gender, age and ethnicity another dimension of diversity faced by global organizations is:
17. Country of national origin.
18. Religious grouping.
19. Traditional leaders.
20. Population size.
21. Stress can be addressed by prevention or reduction of stressors and also increased
22. Health eating habit.
23. Talking to others.
24. Ability to cope.
25. Friendship.
26. Learning is said to be an instinctive process because:
27. Ivan Pavlov experimented with a dog.
28. Operant conditioning proved so.
29. People will only learn if they want and are willing to do so.
30. People will always avoid painful events.
31. One of the benefits of computerized bulletin boards and electronic mail is that:
32. Groups can form across organizational boundaries.
33. People will own computers.
34. More jobs will be created for IT technicians.
35. Managers will no longer need personal assistants.
36. Organizations install information systems because they think that:
37. It will absorb more students graduating in IT related courses.
38. Competitors will do the same.
39. Government will shut them down if they do not do so.
40. Their organization will become more efficient and effective.
41. An international organization under a centralized control system requires that:
42. Each organizational unit around the world should frequently report its results to headquarters.
43. Foreign branches around the world must report performance information less frequently and in less detail to the home office.
44. Each unit should submit quarterly summary performance statements and provide full statements only once a year.
45. All employees must be given holiday packages to visit their home countries.
46. The three forms of operations control are: preliminary control, screening control and
47. Clan control.
48. Post-action control.
49. Financial control.
50. Structural control.
51. One of the key managerial actions to minimize conflict includes:
52. Avoid it. Pretend it is not there and ignore it.
53. Give the other person to vent.
54. Acknowledge where you disagree and where you agree.
55. Intentionally building relationships with all subordinates.
56. Teams typically outperform individuals when tasks being done:
57. Are specialized as advised by Fredrick Taylor.
58. Require multiple skills.
59. Involve than 20 people.
60. Are supervised by a top manager.
61. Group cohesiveness is defined as:
62. The communication patterns used by members to exchange information.
63. The impact that group pressures can have on an individual member’s judgment and attitude.
64. Work group interactions aimed at sharing information that will assist in members doing their assignment efficiently and effectively.
65. The degree to which members are attracted to a group and share the group’s goal.
66. According to Benne and Sheats, the role of an elaborator in a group is to:
67. Facilitate group discussion by taking care of logistical concerns like where meetings are to take place and what supplies are needed for each meeting.
68. Take other people’s initial ideas and build on them with examples, facts and data.
69. Identify and explain the relationships between ideas.
70. Reviews and clarifies the group’s position.
71. In charismatic leadership, it is said that charisma is:
72. A form of interpersonal attraction that inspires support and acceptance.
73. Also known as benevolent leadership style.
74. Evident in a leader who inherits power from the family.
75. A characteristic that distinguishes a leader from a manager.
76. The path-goal Theory of leadership is associated with the work of:
77. Martin Evans and Robert House.
78. Victor Vroom and Phillip Yetto.
79. Fred Fiedler and Robert House.
80. Robert Tannenbaum and Warren Schmidt.
81. In response to Maslow’s criticism, Clayton Alderfer proposed an alternative theory of motivation known as:
82. 2-Factor theory.
83. Needs and Achievement theory.
84. ERG theory.
85. Equity theory.
86. A virtual organization is an organization that:
87. Uses its own employees to do some work activities and networks of outside supplier to provide other needed product components or work processes.
88. Consists of a small core of full time employees and hires outside specialists temporarily as needed to work on projects.
89. Groups together similar or related specialists from different geographical locations.
90. Has simple structure with low departmentalization, wide span of control with a centralized authority set up.
91. One of the steps in decision making is:
92. Verifying that you are understanding each other.
93. Acknowledging where you disagree and where you agree.
94. Evaluating environmental risks and opportunities.
95. Looking at the potential causes for the problem.
96. Max Weber was:
97. Associated with the famous Hawthorne studies which were performed during the 6 year period from 1927 to 1933.
98. The most distinguished management theorists in Europe and the first to develop a general theory of Management.
99. A contemporary of Fayol who was concerned with the study of organizational psychology.
100. Fredrick Taylor’s student who refined his Management thoughts in three books and numerous papers presented to professional organizations.

**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.

**Required:**

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)*

1. Delegation is not the same as decentralization much as they could be similar.

**Required:**

Put forth **four** arguments to show that the two are different. *(8 marks)*

1. Preliminary control, screening and post-action control are deemed to be the three forms of operational control.

**Required:**

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.

**Required:**

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.

**Required:**

Explain **three** instances that would support use of group decision making and **two** instances where group decision making would not be preferred.  *(10 marks)*

1. 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.

**Required:**

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)*

1. In any organization, political behavior will always be present at all levels.

**Required:**

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.

**Required:**

Explain any **two** goals of HRM. *(4 marks)*

1. State **four** ways of dealing with diversity at a personal level in an organization.

*(16 marks)*

**(Total 20 marks)**

**END OF THE EXAMINATION PAPER**