

**INSTITUTE OF BANKERS IN MALAWI**

**CERTIFICATE IN BANKING EXAMINATION**

**SUBJECT: MANAGEMENT (IOBM – C107)**

**Date: Thursday, 26th November 2020**

**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 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. The main responsibility of a company secretary is
2. To hire directors for the company.
3. To carry out legal duties for the company.
4. To manage the company.
5. To implement decisions of the Board.
6. According to Fayol a manager is one who is able to
7. Make decisions.
8. Obtain feedback from subordinates.
9. Work with different types of subordinates.
10. Delegate authority to his subordinates.
11. Taylorism is a brand of
12. Bureaucracy.
13. Administrative Theory.
14. Scientific Management.
15. Behavioral Approaches
16. In the Decision making model, Define the problem would include
17. Understanding what your company’s competition is doing.
18. Assessing your company’s resources.
19. Determining the most appropriate response.
20. Taking action to implement the response.
21. The purpose of departmentalizing is
22. To group similar tasks together in order to facilitate coordination.
23. To reduce delays in decision making.
24. To give more power to employees.
25. To strengthen the position of top management.
26. The role of contingency factors in organization design is
27. To determine the characteristics of different organizational structures.
28. To determine the choice between mechanistic and organic structures.
29. To determine the choice between boundary organization and matrix and project structure.
30. To change existing organization structures.
31. Motivation theories are important to managers because
32. They can assist managers to improve productivity.
33. They help pinpoint performance gaps.
34. They can assist in identifying top performing employees in the organization.
35. They are the key to introducing change.
36. One theory of motivation says that what a man needs depends on what he already has. This means
37. A man is never satisfied.
38. A higher need will always wait for its turn to motivate
39. A higher need will always take precedence over a lower level need.
40. No need is permanently satisfied.
41. The importance of organizational rewards is
42. They are the key to the success of organizations.
43. They influence motivation.
44. They influence behavior.
45. They influence attitudes.
46. An autocratic leader is needed
47. During times of a crisis.
48. During times of stability.
49. When change is required.
50. When rules, regulations and procedures require priority.
51. In any Information Technology (IT) process, data that are entered into the system first flow to:
    1. The processor
    2. The keyboard
    3. The scanner
    4. The storage system
52. Two general factors that help define an organization’s information technology needs are:
    1. The number of computers and software packages
    2. The number of ICT experts and their qualifications
    3. The environment and the size of the organization
    4. The type of products and customers served.
53. The system that is designed to handle routine and recurring transactions within a business is known as:
    1. The point-of-sale transaction system
    2. The transaction input system
    3. The transaction-processing system
    4. The information transaction system
54. The driving effort within individuals that makes the individual member work towards goal achievement and fulfill expectations is called:
    1. Conditioning
    2. Expectancy
    3. Goal setting
    4. Motivation
55. ……………………….exists in a group or organization when members differ from one another along one or more important dimensions.
    1. Ethnicity
    2. Diversity
    3. Matrix structure
    4. Project team
56. The first and foremost important stage in workforce planning in an organization is:
    1. Assessment of labour supply on the market
    2. An analysis of the strategic position of the business
    3. Identification of vacant positions in an organization
    4. The human resource planning process
57. Recruitment is becoming more important in business reflecting the increased need for well-motivated and flexible workforce that requires:
    1. High salary and perks
    2. More training and development
    3. Less management supervision
    4. Job security
58. A job analysis would typically contain among other things:
    1. Job purpose
    2. Job description
    3. Job advert
    4. Interview questions
59. One of the major limitations of an information system is that:
    1. It has limited band width for internet
    2. It is not suitable for all tasks or problems
    3. There are less qualified professionals
    4. It cannot be used in manufacturing companies
60. The human relations approach to motivation emerged from the work of:
    1. Fredrick Herzberg
    2. Abraham Maslow
    3. Fredrick Taylor
    4. Elton Mayo

**SECTION B (60 MARKS)**

Answer **ANY THREE** questions from this section

**QUESTION 2**

1. Every organization uses some form of technology to convert its inputs into outputs. Differentiate between unit production, mass production and process production. *(6 marks)*
2. In making organizational design decisions, managers may decide between using the traditional designs or modern designs. Explain briefly the simple, functional and divisional structures that fall under traditional design decisions.  *(6 marks)*
3. As a consultant, advise management of a newly established bank of **four** major characteristics that have to be considered when designing the rewards system for the bank. *(8 marks)*

**(Total 20 marks)**

**QUESTION 3**

Equity Theory is one of the most interesting theories of motivation because it applies to almost every situation.

**Require:**

1. Explain **four** facts about Equity Theory. *(12 marks)*
2. What major lesson can we learn from Equity theory? *(4 marks)*
3. What is the major weakness of Equity theory?*(4 marks)*

**(Total 20 marks)**

**QUESTION 4**

1. Define a group? *(2 marks)*

1. Some of the characteristics of effective teams include clear purpose, strong relationships, constructive conflict and shared leadership.

**Required**

Explain how each one of these characteristics can help a manager of any bank promote effective team work in the bank. *(12 marks)*

1. What three signs would send signals to leaders and other members of the rooming of latent conflict between groups of people in an organization? *(6 marks)*

(**Total 20 marks)**

**QUESTION 5**

1. Give **three** advantages and **three** disadvantages of internal recruitment. *(12 marks)*
2. Mention **four** benefits of training to a business. *(8 marks)*

(**Total 20 marks)**

**QUESTION 6**

1. Define a group. *(2 marks)*

1. Explain **four** factors other than roles which help in understanding groups**?**

*(12 marks***)**

1. Mention **three** differences between a work group and a team. *(6 marks)*

**(Total 20 marks)**

**END OF QUESTION PAPER**