

**INSTITUTE OF BANKERS IN MALAWI**

**CERTIFICATE IN BANKING EXAMINATION**

**SUBJECT: MANAGEMENT (IOBM – C107)**

**Date: Thursday, 15th November 2018**

**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 by circling the right answers in the answer sheet provided.

1. Society through parliament and the courts sets standards of behaviours for all these types of businesses. These standards are made publicly by means of:
2. Legal requirements and judicial interpretation
3. Adjudication and arbitration
4. Infiltration and incorporation
5. Registration and Memorandum of Association
6. Without the protection of limited liability characteristic of a limited company an investor could:
   1. Invest more in preferred corporations
   2. Find themselves stripped off their personal belongings in order to meet debts from the company they have invested in
   3. Earn more profits on the investment
   4. Invite more shareholders to increase capital
7. Strategic planning focuses on the future direction of the organization while tactical planning focuses on :
   1. How the strategic plan will be accomplished
   2. Operational planning
   3. Coordination of work and standards
   4. Finalization of the planning hierarchy
8. The degree of centralization and decentralization is said to depend on:
   1. The amount of authority delegated to the lowest level
   2. The nature of organization whether profit or non-profit making
   3. Forms of non-hierarchical structures
   4. The direction set by the human resources manager
9. The American Professor of business management who developed Theory Z is :
   1. William Ouchi
   2. Tom Peters
   3. Henri Fayol
   4. Fredrick Taylor
10. The organizational structure that assigns specialists from different functional areas to work on projects but return to their areas when the project is completed is known as:
    1. The team structure
    2. The virtual organization
    3. The simple structure
    4. The matrix-project structure
11. The Existence, Relatedness and Growth (ERG) theory of motivation was developed by:
    1. Abraham Maslow
    2. Clayton Alderfer
    3. Fredrick Herzberg
    4. Porter and Lawler
12. The idea that leadership is based on individual attributes stems from:
    1. The Hawthorne Experiments
    2. The Tannenbaum and Schmidt’s continuum leadership style
    3. The trait theory of leadership
    4. Servant leadership
13. ……………………….is the process where mandated representatives of groups in a conflict situation meet together in order to resolve their differences and to reach an agreement.
    1. Negotiation
    2. Mediation
    3. Arbitration
    4. Conference
14. The control process that focuses on the product after the transformation process is complete is referred to as:
    1. Screening control
    2. Structural control
    3. Functional control
    4. Post-action control
15. 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
16. 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.
17. 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
18. 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
19. ……………………….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
20. 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
21. 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
22. A job analysis would typically contain among other things:
    1. Job purpose
    2. Job description
    3. Job advert
    4. Interview questions
23. 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
24. 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**

1. Why is leadership considered as both a process as well as a property? *(4 marks)*
2. Mention **four** criticisms that Zaccaro and other theorists put forth about the trait theories of leadership. *(8 marks)*
3. Much as conflict can be seen as destructive and bad, other proponents believe conflict is good.

**Required**

1. State the **four** main advantages of conflict in an organization? *(4 marks)*

ii) What are the **four** disadvantages of conflict? (*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. Explain how each one of these characteristics can help a manager of any bank promote effective team work in the bank. *(12 marks)*
2. 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. What **five** tests can a bank manager use to determine the performance and aptitude levels of cashiers that are about to start working for the bank? *(5 marks)*
2. Mention **any five** factors that influence individual perception? *(5 marks)*
3. Mention **the five** main contents of the job description. *(10 marks)*

**(Total 20 marks)**

**QUESTION 6**

1. Mention the information that must be contained in the Memorandum of Association. *(6 marks)*
2. Give four reasons why recruitment is considered as a continuous process?

*(8 marks)*

1. Cooperative enterprises are small groups of people who wish to set up business along explicitly democratic lines of business at least so far as distribution is concerned.

**Required**

Explain **any three** advantages and three disadvantages that a cooperative in the rural areas of Malawi that processes and sales honey may have. *(6 marks)*

**(Total 20 marks)**

**END OF THE EXAMINATION PAPER**