

THE INSTITUTE OF BANKERS OF ZIMBABWE

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INTERMEDIATE LEVEL	
SUBJECT	MANAGEMENT II
DATE	24 OCTOBER 2017
TIME	3 HOURS
MARKS	100
EXAM TYPE	CLOSED BOOK

INSTRUCTIONS TO CANDIDATES

1. Read the instructions **CAREFULLY** before answering the paper
2. This examination has five (5) questions
3. Answer any four (4) questions
4. Each question carries 25 marks
5. Start each question on a fresh page
6. Please number your answers
7. Please be neat – illegible handwriting cannot be marked
8. Use black or blue ink
9. Ensure that all information on the cover of your answer book is completed in full.
10. Cheating is not allowed. If anyone is caught cheating, disciplinary measures will be taken by the Institute of Bankers.

GOOD LUCK !

Question 1

- a) Briefly discuss the role of a change agent in the change process.
(5)
- b) Using practical examples, explain any 4 reasons why people resist change in organisations. (20)

[25 Marks]

Question 2

With the aid of examples, briefly explain any 5 factors that influence the development of organisational culture.

[25 Marks]

Question 3

Discuss any 5 sources of conflict that can affect your organisation and discuss any 2 techniques that could be used to resolve conflict.

[25 Marks]

Question 4

- a) Differentiate between recruitment and decruitment
(10)
- b) With the aid of examples, briefly explain the human resource planning process that any organisation could adopt. (15)

[25 Marks]

Question 5

Demonstrate the applicability any 5 of Henri Fayol's fourteen principles of management to your organisation.

[25 Marks]