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Model Question — Set 1

JAIBB

Organization and Management (OM)

Subject Code :	1	0	6

Time—3 hours
Full marks—100
Pass marks—45

[N.B. The figures in the right margin indicate full marks. Answer the questions as mentioned in different parts.]

Marks

Part A—Broad Questions

*(Answer any **two** questions)*
Marks—20×2=40

1. (a) What is organizational structure? Briefly explain the key elements of an ideal organizational structure. 8

(b) Discuss the differences between a formal and an informal organization. 6

(c) Define organizational behaviour. Briefly discuss the fundamental concepts of organizational behaviour from the perspective of people and organizations. 6

2. (a) Critically analyze Maslow's Hierarchy of Needs Theory. How can a bank utilize this theory, in conjunction with monetary rewards, to enhance the motivation and retention of its highly skilled workforce? 10

(b) Discuss the importance of setting clear organizational goals. Analyze the SMART criteria for goal setting and illustrate how a bank can use these criteria to set an effective target for reducing Non-Performing Loans (NPLs). 10

3. (a) Discuss the importance of training and development in the Human Resources Management (HRM) of banks. 7

(b) "Staffing is the most significant part of Human Resource Management in banks."—Do you agree with this statement? Explain in brief. 7

(c) What kind of behaviours are compatible with teamwork skills in an organization? 6

4. (a) What is organizational ethics? Discuss the important characteristics of organizational ethics. 8

(b) How can ethics be institutionalized in banks and non-bank financial institutions? 6

(c) What should be the code of conduct for a bank? 6

Part B—Mathematical Problem / Thought Provoking / Practical Oriented Questions

*(Answer any **one** question)*
Marks—20×1=20

5. Mr. Karim is the Managing Director (MD) of Sonali Trust Bank PLC. There are four (04) Deputy Managing Directors (DMD) who report directly to Mr. Karim. DMD-1, DMD-2, DMD-3 and DMD-4 oversee the Corporate Banking, Retail Banking, Treasury, and Human Resources divisions of the bank respectively. The Corporate Banking division has 7 managers, Retail Banking division has 9 managers, Treasury division has 4 managers, and Human Resources division has 6 managers. Determine the span of control of the MD and each of the four DMDs. Who has the highest span of control among them? 20

6. An official of "Meridian Financial Services" earns an annual basic salary of BDT 5,40,000. The company pays 8.5% of the basic salary of the official into a provident fund; and covers 75% of the BDT 15,000 monthly health insurance premium on behalf of the official. The official also earns two (02) festival bonuses, each equivalent to a month's basic salary; and BDT 25,000 incentive bonus per year. Calculate the total annual cost to the employer for this official's compensation. 20

Part C—Case Study

*(Answer any **one** question)*

Marks—15×1=15

7. Case scenario:

Ms. Rima has recently joined Bright Horizon Bank as a Relationship Manager after five years of experience at a competitor bank. Within her first three months, she has closed more deals than any of her peers and has been publicly praised in team meetings. She feels a strong sense of accomplishment from consistently outperforming her targets and takes pride in influencing key client decisions. She has also started mentoring two junior officers, which she finds deeply satisfying, though she admits she is less interested in socializing with the wider team during office outings.

(a) Examine Ms. Rima's motivation in light of McClelland's Three Needs Theory. Which need appears to be dominant in her case? 5

(b) How can Bright Horizon Bank design a reward system that sustains Ms. Rima's motivation over the long term? 5

(c) What risks might arise if her need for affiliation with the broader team remains unaddressed? 5

8. Case scenario:

Prime Commercial Bank recently introduced a new core banking software across all its branches. Several branch officials have complained that the rollout was rushed, with minimal training and unclear written instructions. Employees have been making frequent data-entry errors, and customers have experienced delays in receiving account statements and cheque book issuance. The IT department insists the system is functioning as intended and blames "employee resistance" for the problems. Meanwhile, branch managers feel caught between head office pressure to show quick adoption and staff frustration on the ground.

(a) Identify the primary barriers to effective communication evident in this scenario. 5

(b) What role should leadership play in resolving this conflict between the IT department and branch staff? 5

(c) Recommend a change-management approach the bank could adopt to improve the rollout process. 5

Part D—Understanding Terminology

*(Answer any **five** questions)*

Marks—2×5=10

9. Compare and contrast between the items, any **five** of the following:

a. Vision versus Mission
b. Centralization versus Decentralization
c. Theory X versus Theory Y
d. Formal Organization versus Informal Organization
e. Job Enlargement versus Job Enrichment
f. Trait Theory of Leadership versus Behavioural Theory of Leadership
g. Transactional Leadership Theory versus Situational Leadership Theory
h. Individual Behaviour versus Group Behaviour

Part E—Short Questions

*(Answer any **five** questions)*

Marks—3×5=15

10. Answer any **five** of the following:

a. Define teamwork skill.

b. What is meant by span of control?

c. What is meant by organizational change?

d. Define performance management system.

e. What is the primary purpose of "Code of Conduct"?

f. What is the difference between recruitment and selection?

g. What is "Controlling" in the context of management function?

h. What is "Organizational Climate"?