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Model Question — Set 10

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 are the advantages and disadvantages of formal and informal organization? 8

(b) Define and illustrate the concept of informal organization within a banking institution. 6

(c) How can managers use the power of informal groups for organizational benefits? 6

2. (a) Discuss Herzberg's two-factor theory and explain its implications for employee motivation in banks. 6

(b) Explain the concept of employee engagement and its impact on organizational performance. 6

(c) Discuss how banks can engage their employees in enhancing productivity and customer satisfaction. 8

3. (a) Define management and critically evaluate its significance in achieving organizational goals. 10

(b) Discuss various functions of management in detail and explain how they are interrelated. 10

4. (a) What is Management By Objectives (MBO)? What are the steps to implement a successful MBO program? 8

(b) What are the objectives of performance appraisal? 6

(c) Discuss the psychological appraisal method. 6

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

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

5. Riverside Bank PLC prepared an annual budget of Taka (Tk.) 22,00,000 for its Human Resources Department (HR) for the year 2026. Of this amount, 26% was allocated to the Recruitment and Selection Division, 30% to the Training and Development Division, 19% to the Employee Welfare Division, 14% to the Performance Appraisal and Reward Division, and the remaining portion was allocated to the HR Administration and Compliance Division.

Subsequently, the bank introduced several changes to the budget allocations. Due to increased regulatory training requirements, the allocation for the Training and Development Division increased by 8%, while the allocation for the Recruitment and Selection Division decreased by 12% following a recruitment freeze. In addition, the HR Administration and Compliance Division received an additional allocation of Tk. 18,000 for compliance software, and the budget allocated to the Employee Welfare Division was reduced by Tk. 10,000. It is noteworthy that the budget allocated to the Performance Appraisal and Reward Division remained unchanged.

(a) Determine the amount of budget allocated to each division of the Human Resources Department. 10

(b) Calculate the new total budget after incorporating all changes. 10

6.

(a) As the Head of Human Resources of a commercial bank, draft a circular announcing the introduction of a new employee wellness program. 10

(b) As a branch manager, prepare a memo to senior management justifying the need for an additional customer service officer at your branch. 10

Part C—Case Study

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

Marks—15×1=15

7. Case scenario:

Ms. Nadia has just been appointed branch manager after her predecessor's sudden departure. In her first month, she has avoided making any major decisions, deferring most matters to head office and rarely providing direction to her team, who are accustomed to a more hands-on management style. Staff report feeling directionless, and a few routine matters have been delayed as a result.

(a) Which leadership style is Ms. Nadia currently demonstrating, and what are its likely effects on her team? 5

(b) Using situational leadership theory, recommend a more appropriate approach for Ms. Nadia given her team's readiness level. 5

(c) What steps should Ms. Nadia take over the coming weeks to build her leadership credibility? 5

8. Case scenario:

A bank's female employees in the customer service department have raised concerns that the standard 9-to-6 work schedule makes it difficult to manage childcare responsibilities, leading several capable officers to consider resigning. HR is exploring whether a more flexible approach could help retain this talent without compromising branch service hours.

(a) Discuss how Quality of Work Life (QWL) considerations apply to this scenario. 5

(b) Explain how an alternative work schedule could be implemented in a customer-facing branch environment. 5

(c) What are the potential benefits and challenges of introducing such flexibility for the bank? 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. Theory X versus Theory Y
c. Formal Organization versus Informal Organization
d. Transactional Leadership Theory versus Situational Leadership Theory
e. Maslow's theory versus McClelland's theory of needs
f. Line organization versus Staff organization
g. Span of control versus Chain of command
h. Group versus Team

Part E—Short Questions

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

Marks—3×5=15

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

a. Define the great man theory of leadership.

b. Define "on-the-job" training.

c. What is the difference between recruitment and selection?

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

e. What is "Organizational Climate"?

f. Define organizational culture.

g. What is meant by decentralization?

h. What are the key elements of communication skill?