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Model Question — Set 2

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) "Organizations need people and people also need organizations."—Explain. 7

(b) What are the key elements of organizational structure? How do they influence the behavior and effectiveness of employees? 7

(c) What are the advantages and disadvantages of organizational structure? 6

2. (a) Conceptualize leadership in the context of banking industry of Bangladesh. State four top qualities of a leader. 7

(b) "According to Herzberg's theory of motivation, job security and working conditions are dissatisfiers; not motivators."—Do you agree with this statement? Give rationale in support of your answer. 7

(c) Briefly discuss McGregor's theory X and theory Y. 6

3. (a) What do you mean by 'on-the-job' training? Briefly discuss the benefits of 'on-the-job' training in banks. 9

(b) What is performance appraisal? Discuss the 360-degree feedback of performance. 6

(c) Discuss the advantages of performance appraisal in brief. 5

4. (a) What is organizational behaviour? Explain the key factors affecting organizational behaviour in the banking industry. 7

(b) Briefly explain the problems in implementing Quality of Work Life (QWL) program in banks of Bangladesh. 8

(c) How does the equitable reward system improve Quality of Work Life (QWL) in an organization? 5

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

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

Marks—20×1=20

5. Trust Bank Ltd. prepared an annual budget of Taka (Tk.) 15,00,000 for its Human Resources Department (HR) for the year 2026. Of this amount, 25% was allocated to the Recruitment and Selection Division, 30% to the Training and Development Division, 20% to the Employee Welfare Division, 15% 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 the launch of an e-learning platform, the allocation for the Training and Development Division increased by 12%, while the allocation for the Employee Welfare Division decreased by 10% for cost-saving purposes. In addition, the HR Administration and Compliance Division received an additional allocation of Tk. 20,000 for software licensing, and the budget allocated to the Recruitment and Selection Division was reduced by Tk. 18,000. 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 a branch manager of a commercial bank, draft a circular directing all staff to strictly maintain confidentiality of customer information in accordance with the bank's data protection policy. 10

(b) As the Head of Human Resources Division of a commercial bank, prepare a memo to the Training Department requesting a specialized training program on Anti-Money Laundering (AML) for newly recruited officers. 10

Part C—Case Study

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

Marks—15×1=15

7. Case scenario:

Meghna Bank PLC has been experiencing a steady decline in customer satisfaction scores at its Uttara branch over the past six months. The branch manager, Mr. Farhan, holds daily briefings but rarely allows staff to raise concerns, insisting that "questions waste time." When errors occur, he publicly reprimands the officer involved in front of customers. As a result, several experienced officers have applied for internal transfer, and two have resigned altogether. New recruits appear hesitant to take initiative and often wait for explicit instructions before acting, even on routine matters.

(a) How does the leadership style adopted by Mr. Farhan influence employee motivation and organizational performance? 5

(b) What role does effective communication play in preventing this kind of decline in a banking environment? 4

(c) How could transformational leadership theory be applied to resolve the leadership failure described in this case? 6

8. Case scenario:

A mid-sized bank's Human Resources division has noticed that its recently promoted mid-level managers are struggling to balance operational targets with people-management responsibilities. Several managers report high stress levels, citing long hours, unclear expectations from senior management, and difficulty in delegating tasks to subordinates. Exit interviews from two departing managers reveal frustration over the absence of any formal training on leadership or time management prior to their promotion.

(a) Which factors identified in the case are contributing most to organizational stress among these managers? 5

(b) Recommend specific interventions the HR division could introduce to support newly promoted managers. 5

(c) Design a brief time-management framework that could help these managers balance their responsibilities. 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. Internal Environment versus External Environment
b. Soft skill versus Hard Skill
c. On-the-job training versus Off-the-job training
d. Business process versus Business procedure
e. Job rotation versus Job Enrichment
f. Efficiency versus Effectiveness
g. Delegation of authority versus Decentralization
h. Formal group versus Informal group

Part E—Short Questions

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

Marks—3×5=15

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

a. Define participative management.
b. What is Management by Objectives (MBO)?
c. State Maslow's "need hierarchy theory" in brief.
d. Define ethical leadership.
e. What is meant by "Job Rotation"?
f. What is the difference between "Business Process" and "Business Procedure"?
g. Mention the basic steps of the customer service process.
h. What is matrix organizational structure?