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Model Question — Set 3

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) "The organizational environment is always dynamic and ever changing"—Explain in the context of banking sector. 7

(b) What are the key elements of internal environment of a bank? 7

(c) How can a bank create a positive organizational climate to improve satisfaction and performance of its employees? 6

2. (a) What are the main features of the Contingency Theory of Leadership? Explain how this theory suggests that effective leadership in a bank depends on the situation, the task structure, and the leader's position power. 10

(b) What is organizational stress? Discuss four common organizational stressors (e.g., role ambiguity, work overload, poor communication) that are typically prevalent in a commercial bank's high-pressure credit approval department. 10

3. (a) Describe the importance of HRM in Banks and Financial Institutions. 8

(b) What is staffing? Why is it important for Banks and Financial Institutions? 6

(c) Describe the process of recruitment and selection, highlighting the key considerations for Banks and Financial Institutions. 6

4. (a) Define ethics and organizational ethics. How can ethics be institutionalized in Banks and Financial Institutions? 10

(b) In your opinion, what factors should be taken into account while formulating a code of conduct in a bank? 5

(c) Discuss 05 (five) important roles of organizational ethics in the context of a bank. 5

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

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

5. An official of "Padma Financial Group" earns an annual basic salary of BDT 6,00,000. The company pays 10% of the basic salary of the official into a retirement fund; and covers 70% of the BDT 18,000 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; a performance bonus of BDT 40,000; and a transport allowance of BDT 2,000 per month. Calculate the total annual cost to the employer for this official's compensation. 20

6. Mr. Rahim, a branch operations manager of a commercial bank, has a working week of 45 hours. He spends approximately 40% of his time on activities that are both urgent and important (e.g., resolving customer complaints and regulatory reporting deadlines), 25% on activities that are important but not urgent (e.g., staff development and strategic planning), 20% on activities that are urgent but not important (e.g., responding to routine emails and interruptions), and the remaining time on activities that are neither urgent nor important.

(a) Using Stephen Covey's Time Management Matrix, calculate the number of hours Mr. Rahim spends in each quadrant per week. 10

(b) Based on the matrix, recommend how Mr. Rahim should re-prioritize his time to improve his effectiveness as a manager. 10

Part C—Case Study

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

Marks—15×1=15

7. Case scenario:

Mr. Hasan is the HR Manager of a well-established financial institution. He has always relied on annual confirmation-based promotions, where employees are promoted primarily based on tenure rather than demonstrated performance. Recently, several high-performing young officers have left the organization for competitor banks that offer merit-based career progression. Senior management is concerned about the loss of talent but is hesitant to change the existing seniority-based system, fearing it may demoralize long-serving staff.

(a) Analyze the situation using relevant motivation theory to explain why high-performing employees may be leaving. 5

(b) What performance appraisal system would you recommend to balance merit and tenure considerations? 5

(c) How can the bank manage the transition to a new system without demoralizing long-serving employees? 5

8. Case scenario:

Northern Bank PLC's internal audit team recently discovered that a branch manager approved several large loans without following the standard due-diligence checklist, citing "time pressure" as the reason. When questioned, the manager stated that senior management had implicitly encouraged aggressive lending to meet quarterly targets, and that following every step of the checklist was "unrealistic" given current staffing levels. No formal code of conduct violation was reported, but internal audit has flagged the pattern as a recurring issue across three branches.

(a) Conceptualize the role of ethical leadership in addressing the problem described in this case. 5

(b) What factors should be considered in formulating a sound code of conduct to prevent recurrence of this issue? 5

(c) Discuss how a strong internal control mechanism could have prevented this situation. 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. Herzberg's two-factor theory versus Expectancy theory of motivation
b. Maslow's theory versus McClelland's theory of needs
c. Autocratic leadership style versus Democratic leadership style
d. Line organization versus Staff organization
e. Vision versus Mission
f. Formal Organization versus Informal Organization
g. Internal Environment versus External Environment
h. Efficiency versus Effectiveness

Part E—Short Questions

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

Marks—3×5=15

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

a. Define organizational design.

b. What is meant by "alternative work schedule"?

c. State the ERG theory of motivation in brief.

d. Define the great man theory of leadership.

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

f. What is meant by the 360-degree performance appraisal method?

g. Define Group Dynamics.

h. Name two tangible elements of a healthy organizational climate.