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Model Question — Set 4

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) Discuss the differences between centralization and decentralization in the context of organizational structure. 5

(b) Define time management. Explain Stephen Covey's Time Management Matrix. 8

(c) Briefly discuss the merits and demerits of organizational structure. 7

2. (a) What are the qualities that a leader should possess? 6

(b) Conceptualize leadership in the context of the banking industry of Bangladesh. 7

(c) Explain the importance of time and stress management for effective leadership in Banks and Financial Institutions. 7

3. (a) Briefly discuss the significant issues of managing human resources in banks. 6

(b) What is performance appraisal? Distinguish between 'On-the-job training' and 'Off-the-job training'. 9

(c) "In order for an employee to feel motivated, three needs must be satisfied; once subsistence need is fulfilled, this will provide motivation for the employee to fulfill the need to relate with other people, and once these two needs are fulfilled, the need to be creative and perform meaningful work must be satisfied"—Do you agree with this statement? Explain from the standpoint of ERG theory of motivation. 5

4. (a) What is organizational ethics? Discuss the important characteristics of organizational ethics. 9

(b) What factors should be considered while formulating code of conduct in a financial institution? 6

(c) Discuss code of conduct in the context of the banking sector in Bangladesh. 5

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

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

5. Mr. Alamgir is the Managing Director (MD) of Delta Commercial Bank PLC. There are three (03) Deputy Managing Directors (DMD) who report directly to Mr. Alamgir. DMD-1, DMD-2 and DMD-3 oversee the SME Banking, Digital Banking, and Risk Management divisions of the bank respectively. The SME Banking division has 5 managers, Digital Banking division has 7 managers, and Risk Management division has 6 managers. Determine the span of control of the MD and each of the three DMDs. Who has the lowest span of control among them? 20

6. A branch of "Coastal Bank Ltd." processed 8,000 customer transactions in a month using 200 labour hours and incurred an operational cost of BDT 4,00,000. The branch's standard (target) output for the same labour hours is 9,500 transactions, and the standard cost benchmark for the actual output achieved is BDT 3,80,000.

(a) Calculate the productivity (transactions per labour hour) of the branch. 7

(b) Calculate the efficiency of the branch (actual output compared to standard output), expressed as a percentage. 7

(c) Based on the cost figures, evaluate whether the branch operated effectively, and briefly explain the difference between efficiency and effectiveness in this context. 6

Part C—Case Study

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

Marks—15×1=15

7. Case scenario:

Ms. Nasreen, a senior credit officer at a private commercial bank, has been experiencing persistent headaches and difficulty sleeping over the past two months. She attributes this to an increased loan-approval workload following the departure of two colleagues who have not yet been replaced. She frequently skips lunch to meet approval deadlines and has started bringing files home in the evening. Her supervisor has praised her for "never missing a deadline" but has not inquired about her wellbeing.

(a) Identify the likely sources of organizational stress in Ms. Nasreen's situation. 5

(b) Discuss the relationship between stress and job performance, drawing on this case. 4

(c) Recommend a stress-management approach the bank could adopt to support employees like Ms. Nasreen. 6

8. Case scenario:

At Emerald Bank's head office, a small group of officers from different departments has been informally meeting for lunch every day for the past year. Over time, this group has become an informal channel through which news about upcoming promotions, policy changes, and management decisions circulates faster than through official memos. Some managers view this informal network as a "grapevine" that spreads unverified rumors, while others believe it helps build camaraderie and can be a useful source of feedback on employee morale.

(a) Define informal organization and informal groups, drawing on the case. 4

(b) How can managers use the power of informal groups for organizational benefit? 5

(c) What risks does the bank face if it ignores the informal group dynamics described here? 6

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. Centralization versus Decentralization
b. Theory X versus Theory Y
c. Trait Theory of Leadership versus Behavioural Theory of Leadership
d. Transactional Leadership Theory versus Situational Leadership Theory
e. Soft skill versus Hard Skill
f. On-the-job training versus Off-the-job training
g. Delegation of authority versus Decentralization
h. Herzberg's two-factor theory versus Expectancy theory of motivation

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Part E—Short Questions

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

Marks—3×5=15

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

a. Define "off-the-job" training.

b. What is meant by decentralization?

c. Define organizational culture.

d. What are the key elements of communication skill?

e. State two common issues related to low Quality of Work Life (QWL).

f. What are the skills necessary for problem solving?

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

h. Define "Job Rotation".