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Model Question — Set 5

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 fundamental elements of a sound organizational structure. Explain the advantages and disadvantages of at least two common organizational structures. 10

(b) Define Quality of Work Life (QWL) and elaborate on its importance for employee satisfaction and organizational productivity. Discuss key strategies for improving QWL in a banking environment. 10

2. (a) What is motivation? Illustrate the Need-Want-Satisfaction chain. 8

(b) Briefly discuss McGregor's theory X and theory Y. 8

(c) Describe the role of money as a means of rewarding employees. 4

3. (a) Describe the steps involved in the Recruitment and Selection Process of Human Resource Management (HRM). Explain how digital technology is influencing the recruitment process in banks nowadays. 10

(b) Explain the difference between Training and Development. Discuss the advantages and disadvantages of on-the-Job Training for specialized roles like foreign exchange traders. 10

4. (a) Define ethics and organizational ethics. Discuss how ethics can be institutionalized in banks and non-bank financial institutions. 8

(b) "A strong internal control mechanism helps to prevent unethical behaviour within the organization."—Explain. 6

(c) "Ensuring transparency in an organization has no alternative."—Explain. 6

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

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

Marks—20×1=20

5. Greenview Bank PLC. prepared an annual budget of Taka (Tk.) 18,00,000 for its Human Resources Department (HR) for the year 2026. Of this amount, 20% was allocated to the Recruitment and Selection Division, 32% to the Training and Development Division, 22% to the Employee Welfare Division, 16% 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 a shift toward virtual onboarding, the allocation for the Recruitment and Selection Division decreased by 10%, while the allocation for the Training and Development Division increased by 6% to support a new leadership academy. In addition, the HR Administration and Compliance Division received an additional allocation of Tk. 30,000 for a new HRIS module, and the budget allocated to the Employee Welfare Division was reduced by Tk. 22,000. 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 introducing a mandatory annual code-of-conduct declaration for all employees. 10

(b) As a branch manager, prepare a memo to senior management requesting approval for a flexible/alternative work schedule pilot program for the branch's customer service staff. 10

Part C—Case Study

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

Marks—15×1=15

7. Case scenario:

Mr. Zahid was recently appointed as the branch manager of a newly opened urban branch of a commercial bank. Within the first quarter, he introduced a mandatory weekly team meeting where every officer is asked to share updates and raise concerns openly, and he personally follows up on issues raised. He has also started rotating junior staff through different desks to build cross-functional skills. Staff report feeling more engaged, and customer complaint resolution time has decreased by 30%. However, some senior officers privately feel that the pace of change is too fast and that their established routines are being disrupted.

(a) Which leadership style is Mr. Zahid demonstrating, and how is it influencing employee motivation? 5

(b) Evaluate the use of job rotation as a strategy in this scenario, including its benefits and potential drawbacks. 5

(c) How should Mr. Zahid manage the resistance from senior officers while sustaining the positive changes achieved so far? 5

8. Case scenario:

A regional bank is undergoing a major digital transformation, replacing its legacy loan-processing system with an automated platform. Employee turnover in the loan-processing department has increased by 20% over the past year. Exit interviews reveal that departing staff felt inadequately trained on the new system, received little recognition for adapting to the change, and experienced increased workload during the transition period without additional compensation.

(a) Which motivation theories can best explain the employees' dissatisfaction in this case? 5

(b) Recommend specific HR policies to improve employee retention during periods of technological change. 5

(c) Design a brief training and recognition plan to support staff through the remainder of the transition. 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. Job Enlargement versus Job Enrichment
b. Individual Behaviour versus Group Behaviour
c. Business process versus Business procedure
d. Job rotation versus Job Enrichment
e. Formal group versus Informal group
f. Maslow's theory versus McClelland's theory of needs
g. Autocratic leadership style versus Democratic leadership style
h. Line organization versus Staff organization

Part E—Short Questions

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

Marks—3×5=15

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

a. What is meant by span of control?
b. Define Management by Objectives (MBO).
c. Define organizational design.
d. Define decentralization.
e. What is the difference between recruitment and selection?
f. What is the difference between "Business Process" and "Business Procedure"?
g. What is meant by the 360-degree performance appraisal method?
h. What are the skills necessary for problem solving?