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## Model Question — Set 6

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 elements of general external environment of a financial institution? 5

(b) What is the difference between micro environment and macro environment of an organization? 5

(c) Briefly state the techniques of developing a sound organizational climate. 6

(d) Discuss the four types of organizational structure in brief. 4

**2.** (a) Demonstrate the Need-Want-Satisfaction chain of motivation. 7

(b) Briefly state different types of economic incentives system. 7

(c) "Considering Maslow's Hierarchy of needs, higher-order needs are satisfied internally, whereas lower-order needs are satisfied externally."—Do you agree with this statement? Give rationale in support of your answer. 6

**3.** (a) Briefly discuss the key steps within the staffing function of human resources management. 4

(b) What is on-the-job training? Briefly discuss the benefits and disadvantages of on-the-job training. 8

(c) What is performance appraisal? Discuss the role of performance appraisal in banks. 8

**4.** (a) Mention the 06 (six) examples of employee compensation in the context of financial institutions. What role does compensation play in retaining employees in financial institutions? 8

(b) Do you think a strong internal control mechanism can prevent unethical behaviour within an organization? Give rationale in support of your answer. 6

(c) Define ethical leadership. 6

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

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

**5.** Mr. Yusuf is the Managing Director (MD) of Horizon Bank PLC. There are three (03) Deputy Managing Directors (DMD) who report directly to Mr. Yusuf. DMD-1, DMD-2 and DMD-3 oversee the Corporate Banking, Islamic Banking, and Operations divisions of the bank respectively. The Corporate Banking division has 8 managers, Islamic Banking division has 5 managers, and Operations division has 10 managers. Determine the span of control of the MD and each of the three DMDs. Which division has the widest span of control? 20

**6.** An official of "Apex Financial Holdings" earns an annual basic salary of BDT 4,80,000. The company pays 9% of the basic salary of the official into a provident fund; and covers 60% of the BDT 10,000 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 35,000; and a mobile allowance of BDT 1,500 per month. Calculate the total annual cost to the employer for this official's compensation. 20

## Part C—Case Study

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

Marks—15×1=15

**7. Case scenario:**

Mr. Alam, a branch manager, is responsible for the annual performance appraisal of his 15 staff members. Over the past three appraisal cycles, he has consistently rated the officer who joined most recently as "outstanding" primarily because the officer reminds him of himself early in his career, while a quieter but consistently high-performing officer has received only "satisfactory" ratings each year. Other staff have noticed the pattern, and some have begun to question the fairness of the appraisal process.

(a) Which performance appraisal bias is evident in Mr. Alam's ratings? 5

(b) What impact could this bias have on employee motivation and organizational performance? 5

(c) Recommend two measures the bank could adopt to make the appraisal process more objective. 5

**8. Case scenario:**

Unity Bank PLC recently recruited 20 fresh graduates for its Management Trainee program. Due to a shortage of trainers, the induction program was compressed from six weeks to two weeks, with most of the content delivered through pre-recorded videos rather than hands-on practice. Three months into their roles, several trainees have made compliance-related errors, and branch managers report that trainees frequently ask basic procedural questions that should have been covered during induction.

(a) Identify the shortcomings in Unity Bank's training and development approach. 5

(b) Distinguish between training and development, and explain which was primarily deficient in this case. 5

(c) Design a revised on-the-job training plan to address the gaps identified. 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. Herzberg's two-factor theory versus Expectancy theory of motivation
d. Maslow's theory versus McClelland's theory of needs
e. Job description versus Job specification
f. Span of control versus Chain of command
g. Vision versus Mission
h. Formal Organization versus Informal Organization

## Part E—Short Questions

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

Marks—3×5=15

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

a. Define motivation.
b. What is meant by employee engagement?
c. Define grapevine communication.
d. What is job enlargement?
e. Define staffing.
f. What is meant by span of control?
g. Define Group Dynamics.
h. What is matrix organizational structure?