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Model Question — Set 7

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) Illustrate the concept of formal organization. State 04 (four) elements of informal organization. 6

(b) Discuss the principles of organizational structure in brief. 8

(c) Discuss the importance of stress management in banks and non-bank financial institutions. 6

2. (a) Define motivation. How does the Expectancy Theory work in motivating employees of an organization? 9

(b) Discuss the role of leadership in financial institutions. 6

(c) "Economic incentive systems can play a significant role in promoting individual, group or organizational performance."—Do you agree with this statement? Give rationale in support of your answer. 5

3. (a) What is Human Resource Management (HRM)? Describe the importance of training and development in HRM of banks. 10

(b) What is performance appraisal? State the objectives of performance appraisal in an organization. 10

4. (a) Define ethics and organizational ethics. How to institutionalize ethics in Banks and Financial Institutions? 8

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

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

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

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

Marks—20×1=20

5. Skyline Bank PLC prepared an annual budget of Taka (Tk.) 20,00,000 for its Human Resources Department (HR) for the year 2026. Of this amount, 24% was allocated to the Recruitment and Selection Division, 28% to the Training and Development Division, 20% to the Employee Welfare Division, 18% 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 introduction of a new leadership development program, the allocation for the Training and Development Division increased by 15%, while the allocation for the Recruitment and Selection Division decreased by 8% due to a hiring freeze. In addition, the HR Administration and Compliance Division received an additional allocation of Tk. 15,000 for a new HR information system, and the budget allocated to the Employee Welfare Division was reduced by Tk. 12,000. 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 Compliance of a commercial bank, draft a circular reminding all branches of the mandatory reporting timeline for suspicious transactions under the bank's Anti-Money Laundering (AML) policy. 10

(b) As a branch manager, prepare a memo to the IT department requesting urgent resolution of recurring system downtime affecting customer service during peak hours. 10

Part C—Case Study

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

Marks—15×1=15

7. Case scenario:

At Coastal Commercial Bank, instructions from head office are communicated to branches through a long chain: Head Office to Regional Manager, to Area Manager, to Branch Manager, to frontline staff. During a recent policy change regarding cheque clearance timelines, frontline staff at several branches implemented the change incorrectly because each level in the chain paraphrased the instruction slightly differently. Customers experienced inconsistent service across branches, and complaints have started reaching head office directly.

(a) Identify the primary barriers to effective communication illustrated in this scenario. 5

(b) Which formal communication channel(s) could the bank use to reduce this kind of distortion? 4

(c) Recommend a communication protocol the bank could adopt for future policy rollouts. 6

8. Case scenario:

A private bank's sales division has been operating on a purely commission-based incentive structure for the past two years. While short-term sales figures have improved, customer complaints about mis-selling of financial products have also risen sharply, and several relationship managers report feeling pressured to prioritize sales targets over customer needs.

(a) Explain how the current economic incentive system may be contributing to the mis-selling problem. 5

(b) Using relevant motivation theory, suggest a more balanced reward structure for the sales division. 5

(c) What role should ethical leadership play in resolving this issue? 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. Centralization versus Decentralization
b. Trait Theory of Leadership versus Behavioural Theory of Leadership
c. Transactional Leadership Theory versus Situational Leadership Theory
d. Autocratic leadership style versus Democratic leadership style
e. Line organization versus Staff organization
f. Group versus Team
g. Theory X versus Theory Y
h. Individual Behaviour versus Group Behaviour

Part E—Short Questions

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

Marks—3×5=15

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

a. Define change management.
b. What is meant by the "halo effect" in performance appraisal?
c. Define compensation.
d. What is meant by delegation of authority?
e. Define chain of command.
f. What is a code of ethics?
g. State two functions of management.
h. What is the primary purpose of "Code of Conduct"?