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Model Question — Set 8

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) "Organizations need people and people also need organizations."—Explain. 7

(b) Illustrate the concept of alternative work schedule. How does job rotation reduce boredom of employees? 8

(c) Define organizational behaviour. Briefly discuss the fundamental concepts of organizational behaviour from the perspective of people and organizations. 5

2. (a) Compare and contrast Maslow's "Hierarchy of Needs" and Herzberg's "Two-Factor Model" of employee motivation. 6

(b) Describe the situational and contingency approaches to leadership and analyze applications of those in banks and non-bank financial institutions. 4

(c) What is Quality of Work Life (QWL)? Discuss 04 (four) strategies of improving QWL in an organization. 10

3. (a) "Staffing is a continuous process that fills and keeps filled the positions in an organizational structure."—Briefly explain the statement. 8

(b) Describe the benefits of "off-the-job" training in an organization. 6

(c) Discuss McClelland's Three Needs theory of motivation. 6

4. (a) Discuss different types of organizational structures with suitable examples. 7

(b) What are the key characteristics of an effective leader in the banking sector? 6

(c) How can leaders in banks foster a culture of innovation and adaptability? 7

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

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

5. An official of "Crescent Bank Ltd." earns an annual basic salary of BDT 7,20,000. The company pays 10% of the basic salary of the official into a retirement fund; and covers 80% of the BDT 20,000 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 50,000; and a house rent allowance of BDT 8,000 per month. Calculate the total annual cost to the employer for this official's compensation. 20

6. Ms. Tania, an area sales manager at a commercial bank, has a working week of 48 hours. She spends approximately 35% of her time on activities that are both urgent and important (e.g., resolving escalated customer complaints and meeting regulatory deadlines), 30% on activities that are important but not urgent (e.g., coaching her team and long-term planning), 15% on activities that are urgent but not important (e.g., attending non-essential meetings), 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 Ms. Tania spends in each quadrant per week. 10

(b) Based on the matrix, recommend how Ms. Tania should re-prioritize her time to improve her effectiveness as a manager. 10

Part C—Case Study

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

Marks—15×1=15

7. Case scenario:

In the operations department of a large bank, two informal sub-groups have emerged: one consisting of long-serving staff who prefer traditional manual processes, and another of recently hired staff who favor the bank's new digital workflows. Tension between the two groups has led to duplicated work and occasional public disagreements during team meetings, affecting overall department morale.

(a) Analyze this scenario in terms of group dynamics and informal group formation. 5

(b) What risks does this informal group conflict pose to the department's performance? 5

(c) Recommend how the department head could resolve this conflict and rebuild team cohesion. 5

8. Case scenario:

An internal auditor at a commercial bank discovers evidence that a senior manager has been approving personal loans for close relatives at preferential interest rates, in violation of the bank's lending policy. The auditor is uncertain whether to report the matter, as the manager is well-connected within the organization and previous employees who raised similar concerns were reportedly transferred to remote branches.

(a) Discuss the ethical dilemma faced by the auditor in this situation. 5

(b) What protections should a sound whistleblower policy provide to employees in this situation? 5

(c) How can the bank institutionalize ethics to prevent recurrence of such conduct? 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. On-the-job training versus Off-the-job training
c. Business process versus Business procedure
d. Job rotation versus Job Enrichment
e. Management versus Administration
f. Leadership versus Management
g. Efficiency versus Effectiveness
h. Delegation of authority versus Decentralization

Part E—Short Questions

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

Marks—3×5=15

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

a. Define whistleblowing.

b. What is meant by burnout?

c. Define organizational hierarchy.

d. What is a grievance procedure?

e. Define ethical leadership.

f. What is meant by "Job Rotation"?

g. What are the skills necessary for problem solving?

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