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Model Question — Set 9

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) What are the key elements of internal environment of a bank? 6

(c) What do you mean by group? What are the key features of a group? 5

(d) Discuss the importance of understanding group dynamics in organization behaviour. 4

2. (a) Explain the different types and channels of formal communication used in a typical banking environment. What are the primary Barriers to Effective Communication that a hierarchical organization must overcome? 10

(b) Explain the components of internal and external environment of a bank. How do they influence organizational performance? 10

3. (a) Discuss the differences between 'hard skills' and 'soft skills' of employees. 7

(b) Why 'hard skills' and 'soft skills' are important in financial institutions? 4

(c) Define staffing in the context of human resource management. Briefly describe the staffing process of a bank. 9

4. (a) What is meant by human resources management (HRM)? 5

(b) Discuss the key roles human resources management plays in banks. 10

(c) Briefly discuss the significant issues of managing human resources in banks. 5

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

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

5. Mr. Iqbal is the Managing Director (MD) of Continental Bank PLC. There are four (04) Deputy Managing Directors (DMD) who report directly to Mr. Iqbal. DMD-1, DMD-2, DMD-3 and DMD-4 oversee the Retail Banking, Corporate Banking, International Trade, and Information Technology divisions of the bank respectively. The Retail Banking division has 11 managers, Corporate Banking division has 6 managers, International Trade division has 4 managers, and Information Technology division has 7 managers. Determine the span of control of the MD and each of the four DMDs. Who has the narrowest span of control among them? 20

6. A branch of "Silverline Bank Ltd." processed 12,000 customer transactions in a month using 300 labour hours and incurred an operational cost of BDT 6,00,000. The branch's standard (target) output for the same labour hours is 13,500 transactions, and the standard cost benchmark for the actual output achieved is BDT 5,70,000.

(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:

Mr. Farid, a mid-level operations officer, has been covering the responsibilities of two vacant positions in addition to his own role for the past four months. He reports frequent fatigue, has started making errors in transaction processing that he never made before, and has recently begun arriving late to work, which is unusual for him. His manager has noticed the change but has attributed it to "just a busy season."

(a) Identify the likely signs and sources of burnout in Mr. Farid's situation. 5

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

(c) What organizational-level interventions could prevent burnout among employees covering multiple roles? 6

8. Case scenario:

Following a merger between two mid-sized banks, employees from the acquiring bank are accustomed to a formal, hierarchical culture with strict approval chains, while employees from the acquired bank are used to a more flexible, consensus-driven culture. Six months after the merger, staff from the acquired bank report feeling that their input is no longer valued, and turnover among their former employees has increased noticeably.

(a) Analyze the organizational culture clash described in this scenario. 5

(b) What role does organizational climate play in employee retention during a merger? 5

(c) Recommend a cultural integration strategy the merged bank could adopt. 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. Formal group versus Informal group
b. Herzberg's two-factor theory versus Expectancy theory of motivation
c. Quality of Work Life versus Work-life balance
d. Internal Environment versus External Environment
e. Soft skill versus Hard Skill
f. Trait Theory of Leadership versus Behavioural Theory of Leadership
g. Job description versus Job specification
h. Vision versus Mission

Part E—Short Questions

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

Marks—3×5=15

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

a. Define organizational design.

b. What is meant by "alternative work schedule"?

c. State the ERG theory of motivation in brief.

d. What is meant by work-life balance?

e. Define participative management.

f. What is Management by Objectives (MBO)?

g. Name two tangible elements of a healthy organizational climate.

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