

**SECTION – C**
(Compulsory)

Note : Answer to the question should **not** exceed **six** pages. **(1×15=15)**

9. Apex Infotech Pvt. Ltd., a mid-sized IT company, began experiencing a decline in employee performance along with rising absenteeism as work loads increased by 30% without additional staffing. Employees reported exhaustion, irritability and loss of motivation, while team leaders observed frequent mistakes, missed deadlines, increasing conflicts and withdrawal from teamwork. Even Meera, a consistently high-performing employee, started avoiding complex tasks due to fear of failure. A stress audit conducted by HR identified key stressors such as excessive workload, unclear roles, poor managerial communication and lack of emotional support. To address these issues, the company introduced several stress intervention strategies. Interpersonal interventions included weekly one-on-one meetings, peer support groups and conflict-resolution workshops. In addition, the management implemented clear standards for work load planning, communication, employee involvement and supervisor support. Managers were also trained in essential competencies such as active listening, empathy, constructive feedback, fair task distribution and early identification of stress symptoms. Within two months, these measures significantly improved performance by 20%, reduced team conflicts and increased overall job satisfaction and employee confidence.

Questions :

- a) Identify the major stressors in the case of Apex Infotech Pvt. Ltd. and explain how they affected employee performance.
- b) Discuss the interpersonal stress intervention strategies introduced by the company and their impact on reducing workplace stress.
- c) Explain how management standards and management competencies helped improve employee well-being and performance in the case.