**Organizational Behavior**

**Sep 2025 Examination**

**Q1. Ravi is a project manager at a fast-growing fintech startup in Pune. Over the past few weeks, the team has been working on a critical product launch with tight deadlines. Several team members have reported increased fatigue, irritability, and even minor health issues. Ravi observed that although productivity hasn't dropped significantly, the team’s morale is declining, and absenteeism is slightly rising. Some employees have expressed feeling overwhelmed due to excessive workload, lack of work-life balance, and unclear expectations from leadership. Using the types and sources of stress evident in the case analyze the case. How can Ravi apply appropriate stress management strategies to address the issues? Support your answer with relevant concepts. (10 Marks)**

**Ans 1.**

**Introduction**

In the dynamic environment of a fintech startup, pressure to meet deadlines and deliver innovation often leads to high levels of workplace stress. In Ravi’s case as a project manager, his team is working on a crucial product launch, but signs of stress are emerging in the form of fatigue, irritability, absenteeism, and declining morale. While productivity remains stable for now, these stress symptoms, if left unaddressed, can harm team cohesion and long-term performance. The issues stem from both organizational and individual stressors, such as excessive workload, poor work-life balance, and leadership ambiguity. Understanding the types and sources of stress will help Ravi implement targeted stress management strategies rooted in organizational behavior theories to restore motivation, health, and team

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**Q2. Varnika Robotics, an emerging player in the field of industrial automation in Pune, was known for its innovation-driven culture and highly skilled workforce. The company recently appointed Mr. Shaan Mehra as the head of the R&D division. A highly qualified professional with international exposure, Shaan brought with him a data-driven approach and a strong belief in transformational leadership. Shaan immediately implemented weekly brainstorming meetings, encouraged knowledge sharing, and introduced a mentorship model for junior engineers. While many welcomed his collaborative style and openness to experimentation, a few senior team members who were used to a more directive and hierarchical style of leadership under the former head, expressed discomfort and resistance. As project delays and internal friction began surfacing, the CEO, Ms. Pallavi Deshmukh, started questioning whether Shaan’s leadership style was the right fit for the current context of the team. Evaluate the effectiveness of Shaan Mehra’s leadership approach in the context of the current team dynamics at Varnika Robotics. Should the company continue with this style or consider a change? Justify your answer with leadership theory. (10 Marks)**

**Ans 2.**

**Introduction**

Leadership styles have a profound impact on team performance, especially in high-skilled, innovation-driven environments like Varnika Robotics. Mr. Shaan Mehra, recently appointed as the head of R&D, introduced a transformational leadership approach focused on collaboration, knowledge sharing, and mentorship. While this strategy resonated with many team members, it faced resistance from senior engineers accustomed to a more directive and hierarchical style. This resistance has led to friction and project delays, prompting the CEO to question whether this leadership approach fits the team’s current culture. Evaluating Shaan’s leadership style through established theories such as Transformational vs. Transactional

**Q3(A) At BlueNova Textiles, a Surat-based firm, management launched a sustainability drive urging eco-friendly practices. While many supported the move, Meera, a senior supervisor, dismissed it as “extra work with little value.” Aarav, the new sustainability officer, believes changing employee attitudes is key and consults HR to create a strategy that encourages buy-in.**

**As an HR team member, analyze and suggest a concise intervention to shift employee attitudes toward sustainability by addressing the three components of attitude. (5 Marks)**

**Ans 3a.**

**Introduction**

Attitudes play a vital role in shaping employee behavior, especially during organizational change initiatives like sustainability drives. At BlueNova Textiles, the management's eco-friendly movement has met resistance from some senior employees, such as Meera, who perceive it as burdensome. Aarav, the new sustainability officer, rightly identifies that changing attitudes is crucial. As HR professionals, an effective intervention should target the three components of attitude—cognitive, affective, and behavioral—to encourage acceptance

culture.

**Q3(B). At SkyWare Solutions, a tech startup, a peer learning initiative was introduced where junior developers could shadow senior coders. Most juniors, like Anaya, improved significantly after the program. However, Ishaan, despite regular attendance, showed minimal improvement. Team lead Kiran observed that Anaya had been paired with Zubin, a senior who explained concepts patiently and modeled best practices. Ishaan shadowed Manav, a top performer who worked fast but rarely explained his logic or interacted during the process. Kiran wonders why the same learning method produced different outcomes.**

**Analyze the differing learning outcomes for Anaya and Ishaan using Social Learning Theory. Why did the same method result in varied effectiveness? (5 Marks)**

**Ans 3b.**

**Introduction**

Social Learning Theory, proposed by Albert Bandura, emphasizes learning through observation, imitation, and modeling. At SkyWare Solutions, the peer learning initiative was designed to help junior developers grow by shadowing experienced seniors. While Anaya benefited greatly, Ishaan showed minimal improvement despite equal exposure. The contrasting outcomes raise important questions about how learning occurs in practice. By applying the principles of Social Learning Theory, we can understand why the same method