
UNIT 9 STRESS MANAGEMENT

Structure

- 9.1 Introduction
 - Objectives
- 9.2 Definitions
- 9.3 Causes of Stress
 - Frustration
 - Environmental Reasons
 - Organizational Reasons
 - Personal Reasons
- 9.4 Consequences of Stress
 - The Patho-physiology of Stress
 - The Stress Responses
 - Symptoms of Stress
- 9.5 Coping with Stress
 - Coping with Stress at Individual Level
 - Coping with Stress at Organizational Level
- 9.6 Summary
- 9.7 Terminal Questions
- 9.8 Answers

9.1 INTRODUCTION

We have started the unit with not only the “Definitions of stress” but also with a detail explanation of it with examples. While embarking upon the “Causes of stress” we have explained the role of frustration in initiating stress in detail along with a description of stress cycle .We have listed all the real life causes of stress under three headings of Environmental, Organizational and Personal ones.

In the next section of “Consequences of stress” we have explained the effects of stress specially the negative ones. To understand these we have gone into the detail of the Anatomy and Physiology of stress. Here we have discussed the Acute and Chronic Stress Responses. After this we have learned about the various symptoms of stress which has shown that stress in fact affects our whole body and mind.

Next section of “Coping with stress” deals with various options available to us in dealing with stress in our life .We have talked about this under two headings of Individual as well as Organizational level.

Objectives

After studying this unit, you should be able to:

- define the stress management;
- explain the causes of stress;

- discuss the consequences of stress;
- explain the physiology of stress responses; and
- explain the systems of responses.

9.2 DEFINITIONS

Stress is defined as a state of threatened homeostasis or disharmony and is counteracted by a complex series of physiologic and behavioral responses that reestablish homeostasis (adaptive stress response) or we can say that stress is a dynamic condition in which an individual is confronted with an opportunity demand or resource related to what the individual desires and for which the outcome is perceived to be both uncertain and important.

It's a very complicated definition.

Let's have a closer look. Stress is not bad always, even if stress is usually talked about in a negative context, it also has positive value. In fact it may be a knocking opportunity in disguise.

The superior performance that an athlete or stage performer gives in "pressure situations". Such individuals often use stress positively to rise to the occasion and perform at or near their maximum capacity. Similarly many professionals see the pressures of heavy workloads and deadlines as positive challenges.

SAQ 1

What is stress?

.....
.....

9.3 CAUSES OF STRESS

There are a million causes of stress but before we go into the individual causes we should know "What is frustration?", because in the causation of stress, it is the first step. Then we will go into details of other reasons under three broad headings of environmental, organizational and personal reasons.

9.3.1 Frustration

Frustration is the blocking or slowing down of a goal-directed activity.

Human behaviour is purposive and goal-directed. We undertake a series of activities to achieve a goal. A goal may be immediate or short term (seeing a movie) or distance or long term (becoming a physician).

Advancing towards goal is not easy. Hurdles may appear between the starting point and the end state (Goal). For example a person wanting to go to a movie may be called upon by a parent or a spouse to do something else at that time. A

student studying hard to enter medical or Engineering school may face fund shortage, poor preparation etc.

This may produce a sense of deprivation in the individual, which in turn leads to frustration. Thus finally Frustration is the summation of sense of **privation** (lack of something), **Deprivation** (blocking or interference with a goal, or **conflict** in relation to goal-directed activity.

The examples are respectively as follows:

- Students preparing hard to get into Medical school with poor financial support.
- An executive suffering from a viral fever at the last moment just before his career-advancing interview.
- The third type is caused by conflicts between two goals.
e.g. Equally attractive goals (approach-approach)
Equally unattractive goals (avoidance-avoidance)
Attractive but certain negative points (Approach-avoidance)

Several factors contribute to frustration. They are as follows:

- Expectation to achieve the goal
- Attractiveness of the goal
- Opportunity to achieve the goal in the near future
- Investment of effort and other inputs in the achievement of the goal
- Public knowledge of the expected achievement

We should also be familiar with the **Circularity of Frustration**.

When a person is frustrated or disappointed, he or she may react in a particular way which starts off a vicious cycle.

The cycle of hope or the cycle of frustration (The Cycle of Stress).

The cycle of frustration:

Adaptive deterioration → Isolation → Distorted perception → Defensive Behaviour → Back again

The cycle of hope:

It is just the opposite.

Realistic analysis → Exploration → Insight → Problem solving → Back again

9.3.2 Environmental Reasons

We all know that an Organization's existence is inside the environment. We also know that environmental uncertainty influences the design of an organization's structure which in turn reflects in the stress levels of it's

employees. All these reasons of stress emanating out of the environment can be discussed under the following headings in a nutshell:

- Economic uncertainty
- Political uncertainty
- Technological uncertainty

A) Economic Uncertainty

Economic environment can be very influential on the organizational structure, in fact even on its existence. For example in contracting economic environment employees start worrying about their job security

B) Political Uncertainty

Political changes can result in a big change in the economic or foreign policies, both of which can change an organization. Which in turn bring stress on the people in the organization. Example is the rise of terror as a dangerous threat.

C) Technological Uncertainty

New technological innovations can make old technological expertise useless. Examples are computers, robotics, automation, and outsourcing.

9.3.3 Organizational Reasons

There is no shortage of factors within the organization itself causing stress. They can again be categorised as follows:

- Task demands
- Role demands
- Interpersonal demands

A) Task Demands

These are the factors relating to one's specified job. They include the design of the individual's job, working conditions and the physical layout. Examples are: Overcrowding, excess noise, dusty atmosphere, poor lighting at the workplace etc.

B) Role Demands

They are the factors that are resulted due to the specific role or roles played by the employee in that organization. For example: Role conflicts create expectations that may be hard to reconcile or satisfy, Role overload results when the employee is expected to perform more than his ability, in Role ambiguity either the employee is unsure of his role expectations or he has not understood it.

C) Interpersonal Demands

Here the pressures are created by other employees. Lack of social support from colleagues and poor interpersonal relationships can cause stress, especially among employees with a high social need.

9.3.4 Personal Reasons

A typical individual works about 40-50 hours a week. But what about the other 120-plus non-work hours in each week? The problems and experiences of that part can overflow into the job. These issues again can be detailed as follows:

- Family problems
- Economic problems
- Personality itself

A) Family problems

People hold family and personal relationships very dear. Examples include marital discord, child care, end of a relationship etc.

B) Economic problems

They are created by the individual going beyond his financial resources. Some people are poor money managers in spite of their good income.

C) Personality itself

Some people may have an inherent tendency to accentuate negative aspects of the world in general. Thus stress symptoms expressed on the job may actually originate in the person's personality.

SAQ 2

What do you understand by frustration?

.....

.....

.....

.....

.....

SAQ 3

What is stress cycle?

.....

.....

.....

.....

.....

SAQ 4

Give a list of the various potentials reasons of stress.

.....

.....

.....

.....

.....

.....

.....

SAQ 5

What are the factors those affect the degree of frustration?

.....

.....

.....

.....

.....

9.4 CONSEQUENCES OF STRESS

In this section we have first discussed the Anatomy and Physiology of Stress response. Then we have gone into the detail of most of the symptoms our body and mind suffer in stress.

9.4.1 The Patho-physiology of Stress

To understand the consequences of stress on our body and mind we need to have an idea of “Stress Anatomy and Physiology.”

Let’s discuss the parts of our body involved at the following:

Hypothalamus is an important part of the brain situated you can say exactly at the centre of the brain. It’s the main link between our emotion and higher functions and our body physiology. In fact it is called band master of our endocrine orchestra.

Pituitary is an endocrine gland situated just below the brain very near and well connected with the hypothalamus .It secretes those hormones which in turn all have control on all other hormones.

Adrenal Medulla is situated just atop the kidneys and secretes the sympathetic hormones.

Adrenal cortex is the surface part of adrenal gland secretes the corticosteroid group of hormones.

Sympathetic nervous system: It consisted of the adrenal medulla plus a collection of neuro-hormonal tissues. It starts the fright, flight and fight reaction by secreting adrenaline and noradrenaline.

Parasympathetic group of Glands are situated at various locations but their main function is to do just the opposite of what sympathetic group does.

9.4.2 The Stress Responses

There are two types of stress responses: The acute and the chronic. Though the acute stress response is:

Acute Stress Response

The body generates Adrenaline in response to a threat to survival in any form. Actually it prepares the body to “Fright, Fight and Flight “from the situation.

Thus the following effects take place in the body:

- Heart rate and blood pressure increase.
- Blood is redirected to the large group of muscles for extra energy and tenacity.
- Blood supply to other systems is reduced. Because of which the other systems became inactive with the ultimate aim of conserving energy.
- The mind becomes hyperactive and searches for areas of danger.
- Emotions like fear, anger, aggression, nervousness and anxiety grips you.

This state of extra surge of hormones can't continue for long without some damaging effects. This hyper alertness can lead to the following adverse effects:

- Burning up of the body energy reserve leading to fatigue.
- Inactivity of other systems leading to their disorder.
- Worst hit is our immune system.
- The immune cells are no longer able to pass through the capillary walls of the blood vessels thus losing their ability to destroy and remove harmful bacteria etc.
- From the body.
- Fatigue of the mind due to constant vigilance which uses extra energy, thus leading to loss of concentration and forgetfulness.
- Suffer from sleep disorders.
- Emotion becomes negative leading to unhappiness and being a social.

These are all the **Chronic Stress Response** mostly mediated by the corticosteroids.

9.4.3 Symptoms of Stress

Stress is a silent assailant, because by the time the stress has manifested as a disease, it may be too late. By that time stress has advanced quite deeply into our system.

But the most disturbing fact is that we are hardly even aware that we are under stress.

Luckily some apparent and perceptible early warnings are shown by are body and mind.

It is always better to check for the following symptoms.

A) Constant Fatigue and General lack of Energy

Constant fatigue means feeling tired without any reason not that feeling tired after a really hard day.

- Do you constantly feel tired, listless and without energy right in the morning, and that too without being ill otherwise
- Do you feel exhausted by midday?
- Do you always reassure yourself that if you could have a little more time for rest to feel better?

B) Insomnia and Drowsiness

If you constantly feel the lack of sleep but actually you don't get it. The insomnia starts a vicious cycle. The lack of sleep can lead to further stress whereas it may have started due to stress itself.

We as an adult needs at least seven to eight hours of sleep. Sometimes may be you are taking enough hours of sleep but it's not refreshing and you feel drowsy throughout the day We need to maintain a Sleep Hygiene, just like pursuing a healthy diet.

C) Stiff Neck and Backache

Do you often have backache and the doctor tells you there is nothing wrong but he must have missed that you are under stress.

Sometimes one gets a very serious stiffness in the neck very often. On a long run same stress results into permanent change in the spinal bones, which we call spondylosis.

Some of the symptoms are reeling of head even chronic pain in the neck and upper limbs.

D) The Psychological Symptoms

These are very critical symptoms and are not to be ignored.

- Lack of concentration
- Forgetfulness

- Indifferent mood
- Irritability
- Desire to be left alone

E) **The Gastrointestinal Symptoms**

- The loss of appetite
- Binge eating
- The Indigestions, bloating sensations
- Weight loss or weight gain
- Constipations

F) **The Self Treatments**

These are rather ominous signs

- Are you taking too many painkillers for all those aches?
- Are you smoking too much?
- Are you drinking just to relax?
- Are you taking those sleeping pills without which you can't sleep any more?

G) **The Special Case of Tobacco Use**

Tobacco is a powerful toxin!! Smoking destroys cells that clean your trachea, bronchi, and lungs. Smoking causes emphysema and chronic bronchitis, which progress to slow suffocation. The carbon monoxide from cigarette smoking causes chronic carbon monoxide poisoning. Tobacco use damages the arteries in your body, causing insufficient blood supply to the brain, heart, and vital organs. Cigarette smoking increases the risk of cancer 50 fold. Chewing tobacco or snuff is no safe haven. It also damages your arteries, and it carries the same cancer risk. (Cancers of the head and neck are particularly vicious, disfiguring, and deadly). Poisoning the body with carbon monoxide, and causing the physical illnesses of emphysema, chronic bronchitis, cancer, and arterial damage, tobacco is a powerful source of added stress to one's life.

SAQ 6

What is acute stress response?

.....

.....

.....

.....

.....

.....

.....

.....

SAQ 7

List the various symptoms of stress.

.....

.....

.....

.....

.....

.....

.....

.....

9.5 COPING WITH STRESS

There are as many methods of stress management as there are many teachers and gurus. But most of them concentrate on the emotional and spiritual methods of tackling stress.

Though most of these methods are quite effective, they are not comprehensive.

We are both a body and a soul as an entity. Any method of stress management must give equal importance both the body and the soul. We will delve into further details as follows. We can cope with the stress both at the individual as well as organizational level.

9.5.1 Coping with Stress at Individual Level

Here we have tried to equip you with the various methods to lessen the bad effects of stress. Broadly we can discuss them under two headings: Body level and Mind level.

A) The Body

Our existence is our body. Inside that body resides our mind and soul. We human beings are still a physical being. We should take utmost care of that body. Only a healthy body can survive a good fight. Keeping the body healthy not only keeps us fit but also breaks the vicious circle of stress. The mainstays of the care for the body are as follows

Diet: It is literally true that “you are what you eat”. There is no good diet or bad diet but there should be a healthy diet. A healthy is the one which is balanced and nutritious.

Balanced in terms of equal representations of all major components of food and reach in some essential nutrients our body needs a regular supply of.

The breakfast should be the most important meal and thus should be the most nutritious. Lunch should be moderate and dinner the lightest of them all.

The following foods are recommended:

- *Seasonal fruits and vegetables* are the ones rich in essential vitamins and minerals.

It is important to eat the fruits of the season regularly even if in small quantity. Those of bright red and yellow colour are particularly good. Green leafy vegetables are equally good.

- *Pulses* are rich in proteins. If they are sprouted they can also be a good source of many vitamins.
- *Milk products* are rich in protein and calcium.
- *Garlic and Ginger* has shown benefit in hypertension and cholesterol.
- *Soya* has several essential ingredients.
- *Nuts* too has several essential ingredients.
- *Water* flushes our entire system and is really our Lifeline. It helps in constipation and helps reduce weight. We should take at least 12 glasses of water per day.

Exercise

We can not avoid stress but we can keep its adverse effects at bay. It need not be a very strenuous one but regular and aerobic type. A thirty minutes walk is a very good one.

- It keeps body fresh, fit and healthy.
- It removes toxins generated due to the rush of adrenaline.
- It gives positive signals to our mind and increases our sense of wellbeing.
- It keeps body in good shape. A healthy look is the best look.
- A physically fit person is in a better position to tackle his problems than one who is unfit.
- During times of tension and stress the exercise period affords a much needed break from the vicious circle of stress.

Relaxation

As it is clear that during stress our body stays high alert as well as tense. Just the opposite to this is the state of relaxation. The best form is the sleep. But even a resting at peace can be a form of relaxation. It is needed to rejuvenate our flagging body and mind.

There are various methods of active process of relaxation as well. Example includes Yoga (the deep relaxation) breathing exercises. Progressive relaxation techniques

Sleep

Sleep is the best form of relaxation. We need to maintain a good sleep hygiene. That is to have a regular adequate dose of sleep at night (the right time). Avoid all those which disturb sleep i.e. tea, coffee and cokes.

B) Cognition

As has been told earlier many of our so-called stress is due to the fact that we think it as a problem. May be it is not a problem at all. May be it is a hypothetical problem. We can tackle that through the following steps. This we can say is the intellectual method or the cognitive method.

Step 1: Analyse the nature of your stress

Is the problem emotional or material?

Is the problem conceptual or physical?

Conflicts created out of a fertile mind can not be solved by reasoning alone. We need to change our cognition in recognizing that the nature of the problem is conceptual not material. Do not let imaginary and emotional issues spoil your life.

Step 2: Analyse the exact cause of the stress

Objective in this part is to zero on the exact factor of causation of stress. Be truthful to self. Think who started the whole thing? Is it someone or something?

Step 3: Write down the consequences

Once you have answers to the first two steps you must know where would the problem lead. A problem is a problem only when it has some adverse consequences. But please focus on immediate issues than on what will happen after 10 years. It is also good to list the consequences into the categories of Desirable, Possible, Probable and inevitable.

Step 4: Look for the solution

Once the nature of the problem has been diagnosed we should plan for the possible and desirable and prepare for the inevitable and probable.

9.5.2 Coping with Stress at the Organizational Level

At organizational level several unique factors cause stress particularly task and role demands as has been already described above.

At organizational level we can do the following:

- i) Improved personnel selection
- ii) Improved job placement
- iii) Training
- iv) Use of realistic goal setting
- v) Job Redesigning
- vi) Increased employee involvement
- vii) Improved organizational communication
- viii) Offering employee sabbaticals
- ix) Establishment of corporate wellness programmes

i) **Personnel Selection & Job Placement**

Some jobs are more stressful than others but individuals do differ in their response to stressful situations. Selection and placement decisions should be aware of these facts.

ii) **Training**

Training can increase an individual's self efficacy and thus decrease job strain.

iii) **Goal Setting**

A realistic goal setting always helps. Extensive research has shown that individuals perform better when they have specific and challenging goals and when they receive feedback on their progress. The use of goals can reduce stress as well as provide motivation

iv) **Job Redesigning**

It gives employees more responsibility, more meaningful work, more autonomy and increase feedback can reduce stress because all these gives employee more control work activities and also decrease the dependence on others.

If prefer structure and routine, reducing skill variety should also reduce uncertainties and stress levels.

v) **Employee Involvement**

Role stress is detrimental to a large extent because employees feel uncertain about goals, expectations, how they will be evaluated and the like. By giving them a voice in the decisions that directly affect their job performance, management can increase employees control and reduce this role stress

vi) **Organizational Communication**

This reduces employee's uncertainty by lessening role ambiguity and role conflict.

vii) **Sabbaticals**

What some employees need is an occasional escape from the frenetic pace of their work. It can be voluntary extended leaves, travelling, relaxation etc.

viii) **Wellness Programs**

They should focus on employee's total physical and mental condition. Like Quit smoking, alcohol control, weight lose, good diet and regular exercise programs etc

SAQ 8

What are the benefits of physical exercise?

.....

.....

.....

.....

.....

.....

.....

.....

SAQ 9

Give a list of the various interventions which can be done to manage stress at the organizational level?

.....

.....

.....

.....

.....

.....

.....

.....

9.6 SUMMARY

We have started with the academic definition of stress that is as follows:

Stress is defined as a state of threatened homeostasis or disharmony and is counteracted by a complex series of physiologic and behavioral responses that reestablish homeostasis (adaptive stress response) or we can say that stress is a dynamic condition in which an individual is confronted with an opportunity demand or resource related to what the individual desires and for which the outcome is perceived to be both uncertain and important. Then we have tried to understand the concept more in depth.

In the section of “Causes of stress” a detail discussion about frustration and its role in causing stress. Frustration is defined as “Frustration is the blocking or slowing down of a goal-directed activity.”

We have also talked about stress cycle which is the vicious wrong route to cope with frustration. Here the individual takes the step of adaptive deterioration which usually isolates him socially which in turn distorts his perception and depressive behaviour leading him back to square one.

The section on “consequences” was devoted to the detail explanation of our body organs which are primarily involved in the patho-physiology of stress

like the Hypothalamus, Pituitary gland, Adrenal medulla, Adrenal cortex, the sympathetic and parasympathetic nervous systems.

We have also detailed the physiology of stress responses.

Then we went into the detail of the symptoms of stress which are very important to be recognised early so that then it can be managed while still it is not so late. Some of the symptoms may appear very innocent but are ominous signs. Here we have clearly seen that nearly whole of our body and the mind are affected in stress.

We have added a full paragraph on tobacco misuse.

Finally we have given in detail the various accepted and well proven management techniques to avoid the bad effects of stress .At individual level we have talked about in detail about the benefits of simple aerobic exercise, balanced and healthy diet, sleep and relaxation and the cognitive method.

At the organization level the following interventions can be taken with good results:

- Improved personnel selection
- Improved job placement
- Training
- Use of realistic goal setting
- Job Redesigning
- Increased employee involvement
- Improved organizational communication
- Offering employee sabbaticals
- Establishment of corporate wellness programmes

9.7 TERMINAL QUESTIONS

1. Discuss frustration as a cause of stress.
2. Discuss tobacco as a boon or a bane in relieving stress.
3. Give a list of the anatomical organs involved in the stress physiology.
4. What are the various individual coping mechanisms involving the Body in stress?
5. What are the steps of the cognitive method in managing stress?
6. Describe in detail how stress can be managed amongst employees at the Organizational level?
7. Discuss in detail what is a balanced and healthy diet and how it is helpful in managing stress.

9.8 ANSWERS

Self Assessment Questions

1. Stress is defined as a state of threatened homeostasis or disharmony and is counteracted by a complex series of physiologic and behavioral responses that reestablish homeostasis (adaptive stress response) or we can say that stress is a dynamic condition in which an individual is confronted with an opportunity demand or resource related to what the individual desires and for which the outcome is perceived to be both uncertain and important.

2. Frustration is the blocking or slowing down of a goal-directed activity.

Human behaviour is purposive and goal-directed. We undertake a series of activities to achieve a goal. A goal may be immediate or short term (seeing a movie) or distance or long term (becoming a physician).

3. When a person is frustrated or disappointed he or she may react in a particular way which starts off a vicious cycle. Which is called the cycle of hope or the cycle of stress.

The cycle of frustration:

Adaptive deterioration → Isolation → Distorted perception → Defensive Behaviour → Back again

The cycle of hope:

It is just the opposite

Realistic analysis → Exploration → Insight → Problem solving → Back again

4. The various potential reasons of stress are listed as follows:

Environmental reasons

- Economic uncertainty
- Political uncertainty
- Technological uncertainty

Organizational reasons

- Task demands
- Role demands
- Interpersonal demands

Personal reasons

- Family problems
- Economic problems
- Personality itself

5. The following factors have been found to affect the degree of frustration
 - Expectation to achieve the goal
 - Attractiveness of the goal

- Opportunity to achieve the goal in the near future
- Investment of effort and other inputs in the achievement of the goal
- Public knowledge of the expected achievement

6 Acute Stress Response is the first bodily response against any stress.

The body generates Adrenaline in response to a threat to survival in any form. Actually it prepares the body to “Fright, Fight and Flight” from the situation.

Thus the following effects take place in the body:

- Heart rate and blood pressure increase.
- Blood is redirected to the large group of muscles for extra energy and tenacity.
- Blood supply to other systems is reduced. Because of which the other systems became inactive with the ultimate aim of conserving energy.
- The mind becomes hyperactive and searches for areas of danger.
- Emotions like fear, anger, aggression, nervousness and anxiety grips you.

7. The following a general list of common symptoms of stress.

- Constant Fatigue and General Lack of Energy
- Insomnia and Drowsiness
- Stiff neck and Backache
- The Psychological Symptoms
- The Gastrointestinal Symptoms
- The Self Treatments

8. We can not avoid stress but we can keep it's adverse effects at bay with exercise. It need not be a very strenuous one but regular and aerobic type A thirty minutes walk is a very good one. The benefits of physical exercise are as follows:

- It keeps body fresh, fit and healthy.
- It removes toxins generated due to the rush of adrenaline.
- It gives positive signals to our mind and increases our sense of wellbeing.
- It keeps body in good shape. A healthy look is the best look.
- A physically fit person is in a better position to tackle his problems than one who is unfit.

9. At organizational level several unique factors cause stress particularly task and role demands. Luckily at the organization level itself we have the following interventions with proven results.

Introduction to Management

- Improved personnel selection
- Improved job placement
- Training
- Use of realistic goal setting
- Job Redesigning
- Increased employee involvement
- Improved organizational communication
- Offering employee sabbaticals
- Establishment of corporate wellness programmes

Terminal Questions

1. Stress is a dynamic condition in which an individual is confronted with an opportunity demand or resource related to what the individual desires and for which the outcome is perceived to be both uncertain and important.

We also see that frustration make us perceive the outcome very uncertain or unattainable thus initiating the stress patho-physiological process. The relation will be clearer if we discuss it in detail.

Frustration is the blocking or slowing down of a goal-directed activity.

Human behaviour is purposive and goal-directed. We undertake a series of activities to achieve a goal. A goal may be immediate or short term (seeing a movie) or distance or long term (becoming a physician).

Advancing towards goal is not easy. Hurdles may appear between the starting point and the end state (Goal).

2. It has been seen that many people take tobacco in some forms like smoking or chewing it to have a feeling of relaxation, but tobacco becomes an addiction. Tobacco is a powerful toxin!! Smoking destroys cells that clean your trachea, bronchi, and lungs. Smoking causes emphysema and chronic bronchitis, which progress to slow suffocation. The carbon monoxide from cigarette smoking causes chronic carbon monoxide poisoning. Tobacco use damages the arteries in your body, causing insufficient blood supply to the brain, heart, and vital organs. Cigarette smoking increases the risk of cancer 50 fold.

Chewing tobacco or snuff is no safe haven. It also damages your arteries, and it carries the same cancer risk. (Cancers of the head and neck are particularly vicious, disfiguring, and deadly). Poisoning the body with carbon monoxide, and causing the physical illnesses of emphysema, chronic bronchitis, cancer, and arterial damage, tobacco is a powerful source of added stress to one's life. Thus we see that though tobacco use can temporarily help one relieve stress but actually it adds more stress. So it's a bane.

3. The major organs of our body those are involved in the patho-physiology of stress are described as follows:

Hypothalamus is an important part of the brain situated you can say exactly at the centre of the brain. It's the main link between our emotion and higher functions and our body physiology. In fact it is called band master of our endocrine orchestra.

Pituitary is an endocrine gland situated just below the brain very near and well connected with the hypothalamus .It secretes those hormones which in turn all have control on all other hormones.

Adrenal Medulla is situated just atop the kidneys and secretes the sympathetic hormones.

Adrenal cortex is the surface part of adrenal gland secretes the corticosteroid group of hormones.

Sympathetic nervous system: They are primarily constituted by the Adrenal Medulla but also some more collection of neuro hormonal tissues. It starts the fright, flight and fight reaction by secreting Adrenaline and noradrenaline.

Parasympathetic group of glands are situated at various locations but their main function is to do just opposite what sympathetic group does.

4. The mainstays of the care for the body an individual can take are as follows:

Diet: There should be a healthy diet. A healthy is the one which is balanced and nutritious.

Exercise: We can not avoid stress but we can keep it's adverse effects at bay with exercise. It need not be a very strenuous one but regular and aerobic type A thirty minutes walk is a very good one.

Relaxation: As it is clear that during stress our body stays high alert as well as tense. Just the opposite to this is the state of relaxation. The best form is the sleep. But even a resting at peace can be a form of relaxation .It is needed to rejuvenate our flagging body and mind.

There are various methods of active process of relaxation as well.

Sleep: Sleep is the best form of relaxation. We need to maintain a good sleep hygiene. That is to have a regular and adequate dose of sleep at night.

5. The following are the steps we should take to manage stress at individual level in this method.

Step 1: Analyze the nature of your stress

Step 2: Analyze the exact cause of the stress

Step 3: Write down the Consequences

Step 4: Look for the solution

6. At organizational level several unique factors cause stress particularly task and role demands. At organizational level we can do

- Improved personnel selection
- Improved job placement
- Training
- Use of realistic goal setting
- Job Redesigning
- Increased employee involvement
- Improved organizational communication
- Offering employee sabbaticals
- Establishment of corporate wellness programmes

A) Personnel Selection & Job placement

Some jobs are more stressful than others but individuals do differ in their response to stressful situations. Selection and placement decisions should be aware of these facts.

B) Training

Training can increase an individual's self efficacy and thus decrease job strain.

C) Goal Setting

A realistic goal setting always helps. Extensive research has shown that individuals perform better when they have specific and challenging goals and when they receive feedback on their progress. The use of goals can reduce stress as well as provide motivation.

D) Job Redesigning

It gives employees more responsibility, more meaningful work, more autonomy and increase feedback can reduce stress because all these gives employee more control work activities and also decrease the dependence on others.

If prefer structure and routine, reducing skill variety should also reduce uncertainties and stress levels.

E) Employee Involvement

Role stress is detrimental to a large extent because employees feel uncertain about goals, expectations, how they will be evaluated and the like. By giving them a voice in the decisions that directly affect their job performance, management can increase employees control and reduce this role stress.

F) **Organizational Communication**

This reduces employee's uncertainty by lessening role ambiguity and role conflict.

G) **Sabbaticals**

What some employees need is an occasional escape from the frenetic pace of their work. It can be voluntary extended leaves, travelling, relaxation etc.

H) **Wellness Programs**

They should focus on employee's total physical and mental condition. Like Quit smoking, alcohol control, weight lose, good diet and regular exercise programs etc.

7. **Diet** means what you take in terms of food and drinks. It is literally true that "you are what you eat". There is no good diet or bad diet but there should be a healthy diet. A healthy is the one which is balanced and nutritious.

Balanced in terms of equal representations of all major components of food and reach in some essential nutrients our body needs a regular supply of.

The breakfast should be the most important meal and thus should be the most nutritious. Lunch should be moderate and dinner the lightest of them all.

The following foods are recommended:

- *Seasonal fruits and vegetables* are the ones rich in essential vitamins and minerals.
It is important to eat the fruits of the season regularly even if in small quantity. Those of bright red and yellow colour are particularly good. Green leafy vegetables are equally good.
- *Pulses* are rich in proteins. If they are sprouted they can also be a good source of many vitamins
- *Milk products* are rich in protein and calcium.
- *Garlic and Ginger* has shown benefit in hypertension and cholesterol
- *Soya* has several essential ingredients
- *Nuts* too has several essential ingredients
- *Water* flushes our entire system and is really our Lifeline. It helps in constipation and helps reduce weight. We should take at least 12 glasses of water per day.