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STRESS AND TIME MANAGEMENT

B.P.A.S.-186

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I.G.N.O.U.

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QUESTION PAPER

June – 2024

(Solved)

STRESS AND TIME MANAGEMENT

B.P.A.S.-186

Time: 3 Hours]

[Maximum Marks: 100

Note: Attempt any **five** of the following questions, selecting at least **two** questions each Section. All questions carry **equal** marks.

SECTION-I

Q. 1. Discuss the nature and symptoms of stress.

Ans. Ref.: See Chapter-1, Page No. 1, 'Stress: Nature and Concept', Page No. 5, 'Symptoms of Stress'.

Q. 2. 'In an organisation, an administrator plays an important role in monitoring and inculcating the skills of time management in employees.' Comment.

Ans. Ref.: See Chapter-2, Page No. 18, 'Time Management: Role of Administrator/Manager'.

Q. 3. How does work-orientation affect the performance of employees ?

Ans. Ref.: See Chapter-5, Page No. 63, Q. No. 1.

Q. 4. What are the major sources of workplace stress?

Ans. Ref.: See Chapter-4, Page No. 45, 'Sources of Workplace Stress'.

SECTION-II

Q. 5. 'Procrastination can destroy career, happiness and even lives.' Discuss the statement and suggest remedial measures.

Ans. Ref.: See Chapter-7, Page No. 91, Q. No. 2.

Q. 6. Examine the preventive stress management techniques for an organisation at the primary stage.

Ans. Ref.: See Chapter-8, Page No. 104, 'Stress Management Techniques at the Primary Stage'.

Q. 7. What are the major techniques of time management ?

Ans. Ref.: See Chapter-9, Page No. 115, 'Techniques of Time Management'.

Q. 8. 'Stress can be managed through better time management.' Comment.

Ans. Ref.: See Chapter-10, Page No. 129, 'Manage Stress through Better Time Management'.



QUESTION PAPER

December – 2023

(Solved)

STRESS AND TIME MANAGEMENT

B.P.A.S.-186

Time: 3 Hours]

[Maximum Marks: 100

Note: Attempt any **five** of the following questions, selecting at least **two** questions each Section. All questions carry **equal** marks.

SECTION-A

Q. 1. What are the main sources of stress?

Ans. Ref.: See Chapter-1, Page No. 6, 'Sources of Stress'.

Q. 2. Discuss the meaning and significance of time management.

Ans. Ref.: See Chapter-2, Page No. 14, 'Time Management: Meaning and Singnificance'.

Q. 3. Highlight the three stages as per Hans Selye that are experienced by an individual in a stressful situation.

Ans. Ref.: See Chapter-3, Page No. 32, 'General Adaptation Syndrome (GAS)'.

Q. 4. Examine the effects of stress on physical health.

Ans. Ref.: See Chapter-6, Page No. 71, 'Effect of Stress on Physical Health'.

SECTION-B

Q. 5. Discuss the Personal controllable and uncontrollable time-wasters.

Ans. Ref.: See Chapter-7, Page No. 84, 'Time Wasters'.

Q. 6. What are the preventive stress management techniques for individuals at primary stage?

Ans. Ref.: See Chapter-8, Page No. 102, 'Stress Management Techniques at the Primary Stage'.

Q. 7. 'Following the 80-20 principle enables anyone to get extraordinary results, without making extraordinary effects.' Explain the statement in the context of time management.

Ans. Ref.: See Chapter-9, Page No. 115, '80/20 Rule'.

Q. 8. Explain any five significant techniques of time management.

Ans. Ref.: See Chapter-9, Page No. 115, 'Techniques of Time Management'.



Sample Preview of The Chapter

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STRESS AND TIME MANAGEMENT

Understanding Stress

INTRODUCTION

Prisha was a talented student and was excelling in all fields of life. She was highly attached to her mother, but due to some extra marital affair of the father, Prisha's mother decided to get divorced and father used his power to get custody of Prisha. She had no siblings and she felt very lonely after the divorce of the mother. She started falling sick often and doctors could find no physiological reasons for her sickness. She also lost interest in her studies and in fact did not even bother to appear for her examination.

Rajesh was waiting for his boss to retire for three years as he was sure to be promoted to senior manager's post after this years performance appraisal. He had worked very hard and felt that he deserved the promotion. However, as the news with regard to promotions in his department was announced, he was shocked to see that he was not promoted. Rajesh felt very frustrated after this news as he felt that his work and sincerity were not appreciated by his superiors. He lost interest in his job and his productivity started declining. The frustration experienced by him also affected his family relationship and he started having fights with his spouse. This led to further frustration and anger and Ravi ended up having a psychological breakdown.

These are two different examples of individuals, who experience stress in one way or other in their lives. A very negative and tragic

life experience of getting separated from a parent led Prisha to experiencing stress that affected her physiological well-being; and stress as a result of frustration experienced by Rajesh led to become psychologically distress and experiencing a psychological breakdown. It is an indicator of the fact that an individual may experience stress for varied reasons and the symptoms of stress as displayed by the individuals also vary. It is important to note that if stress is not identified and managed in time or on regular basis it can have detrimental effects on the individual's physical social and economical well-being. It can also influence the important people in their lives like parents, spouse, children, friends and even colleagues.

CHAPTER AT A GLANCE

STRESS: NATURE AND CONCEPT

The terms stress has been derived from 'stringere', which is a latin word. It means 'to draw tight'. In recent times, it has become a very commonly used term in every context whether school, workplace, day-to-day life and so on. Some psychologists believe that stress is like salt and pepper and a life without stress would be without motivation, as stress often motivates us to work in desirable direction. Hence, stress is not altogether negative and it has many advantages. But it is only when it is within limits. If it increases beyond the optimal level of an individual, where the individual finds it exceedingly difficult to cope with it then it

can have detrimental effects on the well-being (both psychological and physiological) and performance and productivity of an individual.

According to Cartwright and Cooper, The origins of stress can mainly be traced to physical sciences in 1998 and during 17th century it was exceedingly used to denote affiliations and hardships experienced by individuals and during 18th century it came to be described mainly in terms of pressure, strain or force.

The initial conceptualisation of stress mainly focused on stress as an external stimulus. In recent years, it came to be described as a response of an individual to certain disturbances. Let us see the study carried out by Cannon on stress. He mainly studied the fight and flight reaction. The focus of the study by Cannon was on the effect that stress has on animal as well as individual. Cannon also observed physiological changes in the participants of his study and he termed these changes as displayed by individuals under stress.

The fight or flight response is an automatic physiological reaction to an event that is perceived as stressful or frightening. The perception of threat activates the sympathetic nervous system and triggers an acute stress response that prepares the body to fight or flee. These responses are evolutionary adaptations to increase chances of survival in threatening situations. Overly frequent, intense, or inappropriate activation of the fight or flight response is implicated in a range of clinical conditions including most anxiety disorders. A helpful part of treatment for anxiety is an improved understanding of the purpose and function of the fight or flight response. This client information sheet describes the bodily consequences of the fight or flight response.

Baum et al. in 1981 defined stress as a 'process in which environmental events or forces, called, stressors, threatens an organism's existence and wellbeing'. The term stressor is important here and can be described as situation, event, person or anything that leads to the stress response. Gerrig and Zimbardo in 2005 defined stressor as a 'stimulus

event that places a demand on an organism for some kind of adaptive response' If we consider any person's life as a case study then he or she may have various stressors in his/her life. It could be an upcoming official event, an impending report, examination, work targets, relationships and so on. Stressors can also be described as varied external and internal stimuli that may lead to stress. Stressors can be categories in to physical, psychological, environmental, social and as life events. Schafer (1998) defined stress as 'arousal of mind and body in response to demands made on them".

Both the above definitions focus on the demand and an individual's response to the same. Thus the onus here is on the response of the individual. Though the first definition focuses only on body the second definition brings in the important aspect that of mind, implying that stress is a response of both body as well as mind.

According to Lazarus and Folkman (1984), 'psychological stress is a particular relationship between the person and the environment that is appraised by the person as taxing or exceeding his or her resources and endangering his or her well-being' (Lazarus and Folkman, 1984, p. 19). This relationship goes through two important phases that are: 1. Cognitive Appraisals, and 2. Coping.

Cognitive appraisal is the 'process of categorizing an encounter, and its various facets, with respect to its significance for well-being' (Lazarus and Folkman, 1984, p. 31). Indeed, before actually coping with a situation, this one has to be cognitively evaluated as potentially stressful.

Lazarus and Folkman define stress as "a particular relationship between the person and the environment that is appraised by the person as taxing or exceeding his/her resources and endangering his/her wellbeing". This definition emphasizes the relationship between person and the environment, though here the stress is presented in a negative light and as we just discussed earlier, stress is not always negative and may have its own advantages. Lazarus and Folkman put forth the transactional model of stress and coping that focuses on how an event is

UNDERSTANDING STRESS / 3

interpreted or appraised by an individual, which in turn will determine the stress experienced by the individual. This model, highlights that stress and coping with stress as being interrelated processes.

Truxillo defined stress as “the body’s reaction to a change that requires a physical, mental or emotional adjustment or response”.

Approaches to Stress

Stress can also be understood in a better way with the help of the following four approaches given by Nelson in 2012.

(a) The Medical Approach/The Homeostasis Approach: Cannon put forth the fight or flight response with regard to stress. According to Cannon stress was an outcome of an environmental demand that was external and that led to an imbalance in the natural steady state of an individual. Cannon initially termed stress as the emergency response and further elaborated that stress had its source in the fighting emotions and further stated that body encompasses natural defense mechanisms that play a role in maintaining the homeostasis or the natural steady state of an individual.

(b) The Cognitive Appraisal Approach: It was given by Lazarus. Lazarus believed that stress was as a result of an interaction between the individual and the environment, and he focused on the cognitive appraisal that is carried out by an individual while determining whether a situation/event is stressful or not. It should be important to note that the same situation may be seen as stressful by one individual, whereas, another individual may not appraise it as stressful.

(c) The Person-Environment Approach: It was given by Robert Kahn. He highlighted how stress is created as a result of confusing and conflicting expectations from an individual when he/she is in a social role. He focused on the social psychology of stress in his model (Nelson, 2012) where he talks of the fit between individual and environment and he indicates that a good individual and environment fit is an outcome of consistency between the role expectations and the skills and abilities of an individual.

(d) The Psychoanalytic Approach: It was given by Levinson. The explanation of stress in this theory is based on the psychoanalytic theory by Freud. According to Levinson, two main elements of personality, namely, ego ideal and self image interact with each-other and lead to stress.

- (i) Ego ideal is expression of an individual’s perfect self.
- (ii) Self-image is the way an individual perceives himself/herself (negatively or positively).

Stress thus is an outcome of the gap between the ego ideal and self image. Thus this approach mainly focuses on how stress can results due to the unconscious personality factors in an individual.

Types of Stress

Stress is not always bad. It may be good at times. Accordingly, it is categorized in to different types as follows:

Eustress: It is that stress which gives positive results and comes from good reasons like wedding in the family, travelling abroad for the first time. Eustress can be defined as “good stress, caused by a positive response to a desired stressor, such as a wedding or a new job”.

Neustress: When stress is not helpful nor harmful, it can be described as neustress like losing a relationship.

Distress: This is the third category as stress, that most people commonly relate stress with. Distress occurs when the arousal experienced by the individual is very high or very low.

OCCUPATIONAL STRESS

So far, we have discussed the concept and nature of stress in general. Let us now focus on occupational or job stress. Understanding occupational or job stress is also relevant because:

- Stress can have a negative impact on the well-being, productivity and performance of an employee.
- It can affect his personal life and therefore will have negative impact on society.

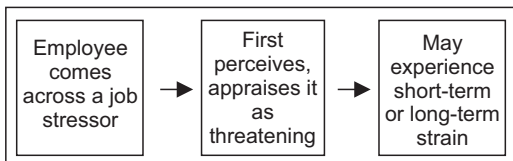
Two concepts are significant here: job stressor and job strain.

According to Spector, Job stressor refers to “a condition or situation at work that requires an adaptive response on the part of the employee” and job strain is defined as “a negative reaction by an employee in a stressor, such as anger, anxiety or physical symptom such as a headache”.

Strain can be:

- **Psychological Reactions:** The examples of psychological reactions are anger, anxiety, frustration, dissatisfaction.
- **Physical Reactions:** The examples of physical reactions include headache, pounding of heart, stomach upset and so on.
- **Behavioural Reactions:** The examples of behavioural reactions are substance use and abuse, accidents and accident proneness and so on.

Whether a stressor will become a strain or not, it depends on perception of the employee and hence job stressors can lead to job strain, though the process as such is not automatic but also encompasses the perception and appraisal of the job stressors by the employee. This is how it works:



Short-Term vs. Long-Term Strain: Short-term strain is a strain that takes place immediately, whereas, a long-term strain occurs when the threat is severe in nature and thus has a long-term effect on the employee.

Job burnout: In the words of Spector, burnout is defined as “a distressed psychological state that an employee might experience after being on the job for a period of time”.

Pareek has given some of the factors that contribute to burnout include, the stress level and type of experienced by the employee, personality traits of the employee, the nature of the job and role that the employee needs to play, the non-work life

and lifestyle of the employee, role style, coping strategies and also organisational climate.

Burnout Stress Syndrome (BOSS): It was observed by Paine in 1982. He defined it as “the consequence of high levels of job stress, personal frustration, and inadequate coping skills, having major personal, organizational and social costs, and these costs are probably increasing”.

Burnout in a way a severe form of stress and can have detrimental effects personal and social life of an individual and may have a negative effect on the productivity and performance of the individual as well. Burnout can also be described as an impact of stress, with which the individual was not able to cope adequately which makes individual experience fatigue, irritation, lack of effectiveness and various health related issues and problems.

Five stages of burnout were given by Pestonjee in 1999. They are described as follows:

1. Honeymoon Phase: We can sometimes get an initial burst of ‘everything is perfect’ energy at a new job and perhaps ignore any stressors or issues that need confronting. It is in this early stage that intervention is the most effective, but we need to ensure we are present enough to recognise and deal with any stress factors. Ideally, this phase is when we should start to notice if there are any early warning signs of poor mental health and implement consistent wellbeing strategies into our working routines.

2. Full Shortage Stage: This phase of burnout is when any underlying stress really starts to set in. You may be neglecting your general self-care duties to keep up with your stressful schedule and workload, finding yourself snapping in moments of irritability or perhaps having a hard time focusing on work.

Your productivity levels may start to slip here as you struggle to keep up with everything on your plate. You might start to notice that you feel stressed, but still brush it off as the normality of working life. This stage is where it becomes vital to effectively manage your stress container.

3. Chronic Stress: Chronic stress sets in when you do nothing to combat the building stress of