

“Perfect health, sincerity, honesty, straightforwardness, courage, disinterestedness, unselfishness, patience, endurance, perseverance, peace, calm, self control are all things that are taught infinitely better by example than by beautiful speeches.”

– Sri Aurobindo

Chapter 10

APPENDICES

10 APPENDICES

10.1 Informed consent form: a sample copy

S-VYASA DEEMED TO BE UNIVERSITY, BANGALORE

Informed Consent form for Managers and Executives undergoing the Research Study with the title “Impact of Integrated Yoga Module (IYM) on Leadership Competency”

Name of Principal Investigator – Mr. Datta S. Taware

Name of Organization – SVYASA Yoga University, Bangalore.

This Informed Consent Form has two parts:

- **Information Sheet (to share information about the research with you)**
- **Certificate of Consent (for signatures if you agree to take part)**

You will be given a copy of the full Informed Consent Form

Introduction:

I am Datta S. Taware, working for S-VYASA Yoga University, Bangalore. We are doing research on Yoga and Leadership Competency as a part of our PhD programme. I am going to give you information and invite you to be part of this research. Before you decide, you can talk to anyone you feel comfortable with about the research. There may be some words that you do not understand. Please ask me to stop as we go through the information and I will take time to explain. If you have questions later, you can ask them to me.

Leadership is considered as one of the most important aspects of Organisational management. Development of Leadership Competency of employees is considered crucial for sustained long term growth of the organisation. There are various models and training programmes for Leadership Development are available which only serves the purpose of being informational sessions and there are other practical training programmes which develop certain traits of personality rather than holistic leadership. These trainings are based on western theories and models which are not sufficiently effective in Indian organisational and social environment.

Purpose of the research:

The basic purpose of this research is to explore the Truths given in Indian Traditional Knowledge base of Upanishads and Bhagawad Gita etc.. This will be achieved through assimilating these truths and making their present day use in holistic growth of individuals, groups and changes in organisational cultures for overall social development.

This research is being conducted with the objective of developing New Model of Leadership based on Vedanta Philosophy and Holistic concept of Human System mentioned in scriptures. This study will test the effect of Integrated Yoga Module (IYM), yoga based training, on development of Leadership Competency.

Leadership Model based on Advaita Vedanta Philosophy will be developed and it will be tested through various tests in the form of questions from standard questionnaires. We will be testing the Leadership Competency, Cognitive abilities, Emotional Intelligence, Decision making styles, and your Gunas- Satva Rajas and Tamas characteristics.

Type of Research Intervention:

This research will involve two training programmes –

- 1. Integrated Yoga Module (IYM) based Training Programme for 90 days, 1 hr every day and*
- 2. Regular physical exercise based training programme for 90 days, 1 hr every day.*

Participant selection:

We are inviting all employees from your company who satisfy the following criteria to participate in the research.

- 1. Participants should have at least 1 year of experience working with his immediate reporting supervisor/leader and*
- 2. Participants should have at least 2 years of experience on Leadership oriented tasks/projects.*
- 3. Age between 25 to 55 years of both male and female genders.*
- 4. Healthy individuals without any disease or ongoing medications or recent operations.*

Voluntary Participation:

Your participation in this research is entirely voluntary. It is your choice whether to participate or not. If you choose not to participate in this research project,

there will be no change in your daily work routine. You may change your mind later and stop participating even if you agreed earlier.

Procedures and Protocol:

This research will be conducted as Randomised Controlled Trial (RCT). We do not know at present, if the New Leadership Model based on Integrated Yoga Module (IYM) is more effective in Indian conditions than other Physical Exercise based Leadership Development Models. To know the effectiveness, we will be comparing the results of these two programmes. To do this, we will put people taking part in this research into two groups. The groups are selected by chance, as if by tossing of a coin.

Participants in one group will be participating in Yoga based Leadership Training while participants in the other group will undergo Leadership Training with Physical Exercises based on current western Management theories. Training sessions include Yoga Practice sessions, physical exercises, Lectures and informational sessions.

The Trained Yoga Instructors and Physical Exercise teachers will be observing you and the other participants very carefully during the study. If we are concerned about anything that may affect you adversely you will be advised to discontinue. If there is anything you are concerned about or that is bothering you about the training or research, please talk to me or any of the instructors.

On first day few questionnaires will be given to you and same at regular intervals of 30th 60th and 90th day. Questionnaires contain questions related to your behavior and your opinion about your leader's behaviors will also be asked. Similarly Questions about your behaviors will be asked to others.

There are set of questionnaires in which questions about you will be asked to other participants. It is one of the methods of collecting data about you from a 3rd person.

Duration:

The research takes place over 90 days or 3 months in total. During that time, it will be necessary for you to come to the Training facility for 90 days, for 1 hour each day.

As per the requirement of research procedure, the attendance of everyone will be recorded on daily basis. We would like to meet with you three months after your last day at training session.

In total, you will be asked to fill the questionnaires 3 times once in a month. At the end of three months, the training programme will be finished.

Side effects:

Similar Yoga and physical exercise sessions related to Integrated Yoga Module (IYM) have been conducted many times in previous studies for other companies and university students. We have not found any serious complications in these earlier research studies. Still we anticipate the possibility of these practices having some unwanted effects. Possible reasons lack of regular physical exercise or sedentary lifestyle of participants.

In such cases, these practices can make you feel tired and it can cause some muscle cramp, body ache, sleep disturbance or there is always a risk of you falling down and getting minor injuries. There is possibility of problems which we do not foresee now.

Risks:

While the possibility of this happening is very low, you should still be aware of the possibility. We will try to decrease the chances of this event occurring, by observing and instructing and correcting you while practice in these sessions but if something unexpected happens, we will provide you with emergency medical consultation with the doctors available in the company during the sessions.

Benefits of this research:

If you participate in this research, you will have the following benefits:

You will get the knowledge of Leadership and general wellbeing will improve. You will get to know your own personality profile. If you wish you will also get the report of these tests, conducted on you once the research process is completed.

Though you may not get any direct tangible benefits but Society will benefit immensely by this research. This research will provide substantial evidence that Leadership Competency can be developed more effectively by following Models based on Ancient Indian Traditional Knowledge of Upanishads and Bhagawad Gita. Efficacy of yoga for Development of Managers and organisational management will be re-established. Moreover this will open new frontiers of research into effect of holistic yoga on leadership and management by exploring the scriptural truths given in Indian Traditional Knowledge.

Confidentiality:

The information that we collect from this research project will be kept confidential. Information about you that will be collected during the research will be put away and no-one but the researchers will be able to see it. Any information about you will have a number on it instead of your name. Only the researchers will know what your number is and we will lock that information up with a lock and key. It will

not be shared with or given to anyone except research guides from SVYASA Yoga University, Bangalore for this research project.

Sharing the Results:

The knowledge that we get from doing this research will be shared with you through communication with Human Resource Development (HRD) department before it is made widely available to the public. Confidential information will not be shared. There will be small meetings with the HR Dept. of your company. After these meetings, we will publish the results so that other interested people may learn from our research.

Right to Refuse or Withdraw:

You do not have to take part in this research if you do not wish to do so and refusing to participate will not affect you in any way in the company. You will still have all the benefits that you would otherwise have in the company. You may stop participating in the research at any time that you wish without losing any of your rights as an employee.

Alternatives to Participating:

If you do not wish to take part in the research, you will be provided with the established standard training programmes that are conducted as per the HR policy of your company.

Whom to Contact:

If you have any questions you may ask them now or later, even after the study has started. If you wish to ask questions later, you may contact any of the following:

Datta S. Taware,

PhD Scholar,

SVYASA Yoga University,

Prashanti Kutiram,

Vivekananda Road, Kalluballu Post,

Jigani, Anekal,

Bengaluru – 560105.

Ph: +918855055777, 080-2263 9963.

E-mail: dattataware@gmail.com | Web: www.svyasa.edu.in

This proposal has been reviewed and approved by Institutional Review Board (IRB) and Institutional Ethics Committee (IEC), which is a committee whose task it is to make sure that research participants are protected from harm.

If you wish to find about more about the IRB and IEC, contact:

Dr. Manjunath,

Anvesana Research Laboratory,

SVYASA Yoga University,

Prashanti Kutiram,

Vivekananda Road, Kalluballu Post,

Jigani, Anekal,

Bengaluru – 560105.

Ph: 080-2263 9961/9963/9984/9995

E-mail: info@svyasa.edu.in | Web: www.svyasa.edu.in

10.2 Certificate of Consent - participant

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Certificate of Consent

I have read the foregoing information, or it has been read to me. I have had the opportunity to ask questions about it and any questions that I have asked have been answered to my satisfaction. I understand that the following will be done:

1. I will undergo Training Programmes - Integrated Yoga Module (IYM) or Physical Exercises for Leadership Competency Development.
2. I will be voluntarily attending it daily 1 hr for 90 days.
3. These programmes will be conducted in safe manner under supervision of researcher.
4. I will be filling the set of questionnaires at regular intervals of 30 days.
5. These questionnaires contain questions in which I will be asked questions about other participants' behavior and questions about my behavior will be asked to other participants, without using names of any individuals.
6. Confidentiality of data will be maintained.

I consent voluntarily to participate as a participant in this research.

Print Name of Participant _____

Signature of Participant _____

Date _____

Day/month/year

10.3 Certificate of Consent - researcher

S-VYASA DEEMED TO BE UNIVERSITY

Certificate of Consent

I have accurately read out the information sheet to the potential participant, and to the best of my ability made sure that the participant understands that the following will be done:

1. They will undergo Training Programmes - Integrated Yoga Module (IYM) or Physical Exercises for Leadership Competency Development.
2. They will be voluntarily attending it daily 1 hr for 90 days.
3. These programmes will be conducted in safe manner under supervision of researcher.
4. They will be filling the set of questionnaires at regular intervals of 30 days.
5. These questionnaires contain questions in which they will be asked questions about other participants' behavior and questions about their behavior will be asked to other participants, without using names of any individuals.
6. Confidentiality of data will be maintained.

I confirm that the participant was given an opportunity to ask questions about the study, and all the questions asked by the participant have been answered correctly and to the best of my ability. I confirm that the individual has not been coerced into giving consent, and the consent has been given freely and voluntarily.

A copy of this Informed Consent Form (ICF) has been provided to the participant.

Print Name of Researcher/person taking the Consent - **Mr. Datta Shesharao Taware.**

Signature of Researcher /person taking the consent _____

Date _____
Day/month/year

10.4 Institutional ethical committee approval



स्वामी विवेकानन्द योग अनुसंधान संस्थान Swami Vivekananda Yoga Anusandhāna Samsthāna

(Declared as Deemed-to-be University under Section 3 of the UGC Act, 1956)

Eknath Bhavan, # 19, Gavipuram Circle, Kempegowda Nagar, Bangalore - 560 019

Ph: 080 - 2661 2669, Telefax: 080 - 2660 8645

E-mail: svyasa@svyasa.org Website: www.svyasa.org

RES/IEC-SVYASA/27/2014

October 09, 2014

To,
Dr. Sony Kumari
Assistant Professor,
S-VYASA, Yoga University,
Bangalore

Reference:

"Impact of Integrated Yoga Module (IYM) on Leadership Competencies."- Committee Approval of the above mentioned study.

Dear Dr. Sony Kumari,

We have received from you the following study related documents vide your letter dated June 15, 2014

1	Project Proposal
2	Informed consent form

Ethics committee meeting was held on July 20, 2014 at 10 am to 1:00 pm at Eknath Bhavan, Bangalore. Above documents were examined and discussed in the meeting. After due consideration, the committee has decided to approve conducting the aforementioned study.

APPROVED

Nis. Chandatish

**INSTITUTIONAL ETHICS COMMITTEE
SVYASA, BANGALORE**



स्वामी विवेकानन्द योग अनुसंधान संस्थान
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Ph: 080 - 2661 2669, Telefax: 080 - 2660 8645

E-mail: svyasa@svyasa.org Website: www.svyasa.org

This is to confirm that neither Dr. Sony Kumari nor any study staff participating in this study were involved in the voting procedures and decision making.

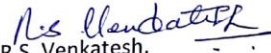
The Institutional Review Board / Independent Ethics Committee (IEC) are expected to be informed about the progress of the study / any changes in the protocol and patient information / informed consent. The investigators are also expected to submit a copy of the final report to IEC for records.

This approval is valid up to the completion of the study at the site.

Please submit to the IEC, the status report of the study as per & SOPs.

The IEC is organized & operates according to the requirements of ICH – GCP, Indian Council of Medical Research guidelines & Schedule Y.

Best Wishes,


R.S. Venkatesh,
Member Secretary,
Institutional Ethics Committee,
S-VYASA, Bangalore.

10.5 Questionnaires – sample copy

10.5.1 Indian Transformational Leadership

**Krishnan, V. R. (2009). Transformational Leadership Questionnaire -- Form 9.
Chennai, India: Great Lakes Institute of Management.**

Listed below are statements about yourself. Please judge how frequently each statement fits you, using the following key:

0=Not at all; 1=Once in a while; 2=Sometimes; 3=Fairly often; 4=Frequently, if not always.

- 1 I am hardworking and enthusiastic about assignments.
- 2 I exhibit consistency in behavior when it comes to my set of core values.
- 3 I involve each member of my group in striving toward the group's common goal.
- 4 I encourage others to solve problems independently.
- 5 I recognize the fact that different people need to be treated differently.
- 6 I am the epitome of confidence, whatever the situation.
- 7 I coordinate well between multiple factions or subgroups.
- 8 I show others the bigger picture behind all actions.
- 9 I make others question the assumptions they make, for even the simplest of things.
- 10 I recognize competence in others and encourage them to build on the same.
- 11 I lead from the front.
- 12 I lead by example, by practicing what I preach.
- 13 I set goals that enhance others' desire to achieve them.
- 14 I promote free and radical thinking.
- 15 I bring the best out of every individual.
- 16 I am charged with energy to do more.
- 17 I am clear in my thoughts and actions.
- 18 I utilize every opportunity to talk about the vision of the group or organization.
- 19 I nurture creativity by not imposing too many processes.
- 20 I am sensitive to others' personal needs.
- 21 I have the courage to take bold decisions and stick to them.
- 22 I live up to my commitments, no matter what.
- 23 I am persistent in achieving the targets.
- 24 I make others to come up with more and more ideas regarding any issue.
- 25 I encourage others to discuss personal issues with me.

- 26 I make personal sacrifices while working towards the group's common goal.
- 27 I influence each person not to be selfish, but to think about the comfort of others.
- 28 I have a fantastic sense of visualization of future outcomes.
- 29 I encourage others to throw away conventional thinking.
- 30 I ensure that others get all possible support so that they can pursue other interests of life.

10.5.2 London Business School - Decision Making Style

LBS DMSQ - Decision making style scale items

Please mark your answer for each statement by tick mark (√). Options are as below.

1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, 5 = strongly agree

dmsq1. My style is more spontaneous action than cool deliberation.

1 2 3 4 5

dmsq2. When things go wrong at work it takes me a while to get over it.

1 2 3 4 5

dmsq3. High risk activities excite me.

1 2 3 4 5

dmsq4. I am someone who prefers routine to uncertainty.

1 2 3 4 5

dmsq5. I would rather achieve balance than success in my life.

1 2 3 4 5

dmsq6. I like to make decisions quickly and instinctively.

1 2 3 4 5

dmsq7. I never upset people

1 2 3 4 5

dmsq8. Before buying a quite expensive item I do exhaustive research.

1 2 3 4 5

dmsq9. I am the sort of person who can easily shrug off a set-back and keep on going.

1 2 3 4 5

dmsq10. I like to put myself in situations where anything can happen.

1 2 3 4 5

dmsq11. I feel happiest working with tried and tested methods.

1 2 3 4 5

dmsq12. I am much less concerned with achievement than with my personal fulfilment.

1 2 3 4 5

dmsq13. Nothing makes me angry.

1 2 3 4 5

dmsq14. I prefer to jump into new situations rather than trying to calculate in advance what might happen.

1 2 3 4 5

dmsq15. I like to gather a lot of data on any new opportunities that arise.

1 2 3 4 5

dmsq16. My mood goes up and down as a result of what happens at work.

1 2 3 4 5

dmsq17. I find it is best to trust instinctive reactions to situations.

1 2 3 4 5

dmsq18. To help ensure things run smoothly I like routines and systems.

1 2 3 4 5

dmsq19. When I play a game the only thing that matters is winning.

1 2 3 4 5

dmsq20. I have no bad habits.

1 2 3 4 5

dmsq21. I like areas of work where gut feeling rather than careful analysis is needed.

1 2 3 4 5

dmsq22. I can shut off emotionally from things that happen at work.

1 2 3 4 5

dmsq23. I love taking chances.

1 2 3 4 5

dmsq24. I like tasks where the end result is unpredictable.

1 2 3 4 5

dmsq25. Occasionally people make me angry.

1 2 3 4 5

dmsq26. Success is all that matters to me.

1 2 3 4 5

dmsq27. When undertaking a task, my style is to take a highly structured approach.

1 2 3 4 5

dmsq28. I tend to be very emotionally involved with almost any role I perform.

1 2 3 4 5

dmsq29. I find the uncertainty of big changes stimulating.

1 2 3 4 5

dmsq30. I'm always patient with people

1 2 3 4 5

dmsq31. I prefer situations that are not guided by the rules.

1 2 3 4 5

dmsq32. My main motivation is to be a star in my field.

1 2 3 4 5

dmsq33. I like to study the evidence in detail before making choices.

1 2 3 4 5

dmsq34. When there is a big event coming up at work, I find it hard to put it out of my mind. 1 2 3 4 5

dmsq35. I feel at home in situations where I am under pressure to make quick decisions.

1 2 3 4 5

dmsq36. I rarely act on impulse

1 2 3 4 5

dmsq37. I feel too tied down when I have to follow standard operating procedures for any length of time. 1 2 3 4 5

dmsq38. I don't mind losing in most competitive situations.

1 2 3 4 5

dmsq39. I always devote a lot of time to evaluating options fully before coming to important decisions.

1 2 3 4 5

dmsq40. A lot of the emotions I experience in my leisure time are work related.

1 2 3 4 5

dmsq41. I like to take my time over most decisions.

1 2 3 4 5

Decision making style scales

The following five scales were derived from the variables dmsq1 – dmsq41.

ach. The achievement drive scale measures the extent to which the participant focuses upon being the best. A high score suggests that they are highly motivated by success. A low score suggests that winning is less important than other values.

delib. This scale measures preferences or style of decision making in terms of fast versus more considered choices. A high score suggests a tendency to take an impulsive, intuitive approach to tasks. A low score suggests a deliberative, information-based approach to situations

eminv. This scale assesses the degree to which the participant is emotionally involved in your work. A high score on this scale indicates a strong emotional involvement with work. A low score indicates emotional detachment.

rpref. The risk preference scale assesses the degree to which the participant is willing to take a chance. A high score is associated with a liking for risk and uncertainty. A low score is associated with a preference for certainty and risk avoidance.

rout. This scale assesses the participant's preferred level of routine and structure. A high score indicates a preference for using routines and systems. A low score indicates a preference for unstructured situations and an uncertain environment.

10.5.3 World Health Organization Quality of Life (WHOQOL-BREF)

WHOQOL-BREF

The following questions ask how you feel about your quality of life, health, or other areas of your life. I will read out each question to you, along with the response options. **Please choose the answer that appears most appropriate.** If you are unsure about which response to give to a question, the first response you think of is often the best one.

Please keep in mind your standards, hopes, pleasures and concerns. We ask that you think about your life **in the last four weeks.**

		Very poor	Poor	Neither poor nor good	Good	Very good
1.	How would you rate your quality of life?	1	2	3	4	5

		Very dissatisfied	Dissatisfied	Neither satisfied nor dissatisfied	Satisfied	Very satisfied
2.	How satisfied are you with your health?	1	2	3	4	5

The following questions ask about **how much** you have experienced certain things in the last four weeks.

		Not at all	A little	A moderate amount	Very much	An extreme amount
3.	To what extent do you feel that physical pain prevents you from doing what you need to do?	5	4	3	2	1
4.	How much do you need any medical treatment to function in your daily life?	5	4	3	2	1
5.	How much do you enjoy life?	1	2	3	4	5
6.	To what extent do you feel your life to be meaningful?	1	2	3	4	5

		Not at all	A little	A moderate amount	Very much	Extremely
7.	How well are you able to concentrate?	1	2	3	4	5
8.	How safe do you feel in your daily life?	1	2	3	4	5
9.	How healthy is your physical environment?	1	2	3	4	5

The following questions ask about how completely you experience or were able to do certain things in the last four weeks.

		Not at all	A little	Moderately	Mostly	Completely
10.	Do you have enough energy for everyday life?	1	2	3	4	5
11.	Are you able to accept your bodily appearance?	1	2	3	4	5
12.	Have you enough money to meet your needs?	1	2	3	4	5
13.	How available to you is the information that you need in your day-to-day life?	1	2	3	4	5
14.	To what extent do you have the opportunity for leisure activities?	1	2	3	4	5

		Very poor	Poor	Neither poor nor good	Good	Very good
15.	How well are you able to get around?	1	2	3	4	5

		Very dissatisfied	Dissatisfied	Neither satisfied nor dissatisfied	Satisfied	Very satisfied
16.	How satisfied are you with your sleep?	1	2	3	4	5
17.	How satisfied are you with your ability to perform your daily living activities?	1	2	3	4	5
18.	How satisfied are you with your capacity for work?	1	2	3	4	5
19.	How satisfied are you with yourself?	1	2	3	4	5

20.	How satisfied are you with your personal relationships?	1	2	3	4	5
21.	How satisfied are you with your sex life?	1	2	3	4	5
22.	How satisfied are you with the support you get from your friends?	1	2	3	4	5
23.	How satisfied are you with the conditions of your living place?	1	2	3	4	5
24.	How satisfied are you with your access to health services?	1	2	3	4	5
25.	How satisfied are you with your transport?	1	2	3	4	5

The following question refers to how often you have felt or experienced certain things in the last four weeks.

		Never	Seldom	Quite often	Very often	Always
26.	How often do you have negative feelings such as blue mood, despair, anxiety, depression?	5	4	3	2	1

Do you have any comments about the assessment?

[The following table should be completed after the interview is finished]

	Equations for computing domain scores	Raw score	Transformed scores*	
			4-20	0-100
27. Domain 1	$(6-Q3) + (6-Q4) + Q10 + Q15 + Q16 + Q17 + Q18$ $\dagger + \dagger + \dagger + \dagger + \dagger + \dagger + \dagger$	a. =	b:	c:
28. Domain 2	$Q5 + Q6 + Q7 + Q11 + Q19 + (6-Q26)$ $\dagger + \dagger + \dagger + \dagger + \dagger + \dagger$	a. =	b:	c:
29. Domain 3	$Q20 + Q21 + Q22$ $\dagger + \dagger + \dagger$	a. =	b:	c:
30. Domain 4	$Q8 + Q9 + Q12 + Q13 + Q14 + Q23 + Q24 + Q25$ $\dagger + \dagger + \dagger + \dagger + \dagger + \dagger + \dagger + \dagger$	a. =	b:	c:

* See Procedures Manual, pages 13-15

10.5.4 Guna Personality Inventory (GPI)

Vivekananda Yoga Anusandhana Samsthana

Prashanti Kutiram

The 'G' INVENTORY OF PERSONALITY

Name.....Sex.....

Age (in years)Educational Qualification.....

Occupation.....Date.....

Address.....

INSTRUCTION

Given below are TEN triplets, each consisting of three items, each item indicating an attitude or activity.

Please attempt each of the triplets and tick only one item in each triplet which you think to be most applicable to you. May be you practice then or just prefer them.

Please remember that none of the items is good or bad. The item simply implies certain differences among persons.

Please attempt all the ten triplets.

- A. (a) I have no grudge against myself or anybody else for my sufferings.
(b) I hold myself responsible for my sufferings.
(c) I hold others and/ or my circumstances responsible for my sufferings.
- B. If I am compelled to choose one from among the following three alternatives.
I would like to spend my leisure hours mostly by –
(a) Playing games and/or visiting friends.
(b) Sleeping or idling away the time.
(c) Reading books on philosophy and/ or religion.
- C. I prefer
(a) Visiting places or workship and prayer.
(b) Witnessing occult practices.
(c) Watching physical feats.
- D. I prefer
(a) Preparing of meat derived from fresh kills.
(b) Preparing of dried fish or tinned meat.
(c) Fruits and/ or Milk preparing.

- E. (a) In my work I feel encouraged when I am praised and depressed when criticized.
(b) Praise or criticism does not generally affect my work.
(c) Generally I feel no urge to work, no matter whether I am praised or criticized.
- F. In Most Cases I give alms to beggars /sympathise with the poor
(a) With a sense of service.
(b) With a spirit of rendering help.
(c) With the attitude of disgust and indifference.
- G. (a) I believe that right and wrong are exclusively moral values.
(b) Right and wrong practically carries no sense for me.
(c) I believe that right or wrong are only social value.
- H. (a) Ordinarily I do not like to work unless compelled by circumstances.
(b) I like to work and in most cases my action is guided by reason.
(c) I like to work and in most cases I act impulsively.
- I. (a) I can seldom work with determination even in encouraging situations.
(b) I can work with determination without expectation for any return.
(c) I can work with determination only when some return is assured.
- J. (a) I am ready to undergo pains, but mainly for attaining worldly happiness.
(b) I am ready to undergo pains mainly for attaining spiritual progress.
(c) I do not take pains at all; rather I like comforts and amusements.

10.6 List of books referred in literature survey

Sr. No.	Book Name	Author	Publication
1	The Vedas	Sri Chandrasekhara Saraswati	Bharatiya Vidya Bhavan
2	An Introduction to Hindu Culture	Swami Harshananda	Advaita Ashrama, Kolkata
3	Practical Vedanta and the science of values	Swami Ranganathananda	Advaita Ashrama, Kolkata
4	The Six Systems of Hindu Philosophy	Swami Harshananda	Sri Ramakrishna Math, Mylapore, Chennai
5	Vedanta Philosophy	Swami Vivekananda	Advaita Ashrama, Kolkata
6	Three systems of Vedanta	Swami Harshananda	Sri Ramakrishna Math, Mylapore, Chennai
4	Jivanmukti Viveka of Vidyaranya	Swami Harshananda	Sri Ramakrishna Math, Mylapore, Chennai
5	Eight Upanishads with the Commentary of Sri Sankaracharya - Vol 1 and Vol 2	Swami Gambhirananda	Advaita Ashrama, Kolkata
6	Chandogya Upanishad with the Commentary of Sri Sankaracharya	Swami Gambhirananda	Advaita Ashrama, Kolkata
7	The Brhadaranyaka Upanishad with the Commentary of Sri Sankaracharya	Swami Madhavananda	Advaita Ashrama, Kolkata
8	Aatmabodha-Knowledge of Self of Sri Sankaracharya	Swami Nikhilananda	Sri Ramakrishna Math, Mylapore, Chennai
9	Insights Into Vedanta - Tattvabodha	Swami Sunirmalananada	Adhyksha, Sri Ramakrishna Math, Mylapore, Chennai
10	Vivekachudamani of Sri Sankaracharya	Swami Turiyananda	Sri Ramakrishna Math, Mylapore, Chennai
11	Updeshasahastri of Sri Sankaracharya	Swami Jagdananda	Sri Ramakrishna Math, Mylapore, Chennai
12	Brahma Sutras According to Sri Sankara	Swami Vireswarananda	Advaita Ashrama, Kolkata

13	Patanjali Yoga Sutras	Swami Prabhavananda and Christopher Ishewrwood	Sri Ramakrishna Math, Chennai
14	Narada Bhakti Sutra	Narada, A. C. Bhaktivedanta Swami Prabhupada	Bhaktivedanta Book Trust
15	Karma Yoga Sutra Satakam	Swami Harshananda	Ramakrishna Math, Bangalore
16	Chanakya's Aphorisms on Management	Ashok R. Garde	Ahmadabad Management Association
17	Universal Message of the Bhagavad Gita Volume - 1, 2, 3	Swami Ranganathananda	Advaita Ashrama, Kolkata
18	Will-power and its development	Swami Budhananda	Advaita Ashrama, Kolkata

10.7 List of publications from this doctoral thesis

Following original articles are published in journals as below -

1. Taware, D. S., Kumari, S., Akhilesh, K. B., & Nagendra, H. R. (2017). Conceptual Exploration of Leadership Phenomenon through 'Vedanta Model of Leadership'. *Purushartha: A Journal of Management Ethics and Spirituality*, 9(2).
2. Taware, D. S., Kumari, S., Akhilesh, K. B., & Nagendra, H. R. (2017). Impact of Integrated Yoga Module (IYM) on Decision-Making Style of Managers-Randomised Controlled Trial Study. *Siddhant-A Journal of Decision Making*, 17(1), 25-36.
3. Taware, D. S., Kumari, S., Akhilesh, K. B., & Nagendra, H. R. (2017). Impact of Integrated Yoga Module on Leadership Competencies of Managers. *Prabandhan: Indian Journal of Management*, 10(7), 7-23.

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।श्रीकृष्णार्पणमस्तु।

