APPENDICES

1. Questionnaire
2. Endorsement
**QUESTIONNAIRE-Management By Spirituality (MBS)**

(Please √ appropriate response)

**Personal data**

Name: Age (in years) Sex: M/F

Religion: Hindu/Christian/Muslim/Sikhs/others

Education: Graduate/P.G/Professional/Medical/others

**Employment Data**

Employment: Service/Self employed(Professional)/Business

Organization: Country: (Employed)

Industry: IT/Service/Govt/NGO/Manufacturing/Banking/Education Others

**Position/Designation:**

**Overall Experience:** (in years)

**Organizational Environment**

1. How long have been associated with the current organization?
   < 2 years
   2 to 5 years
   5 years and above

2. Which level of management do you belong to?
   
   Jr. Management  Middle Management
   Sr. Management  Board Member/Top management

3. How often you face management challenges?
   Rarely  Often  Very Often  More often  Most often
4. What kind of challenges you face now?

Finance  Other resources  Human Relations  Ethics/Values  Work Culture

5. Do you feel that your organization face such challenges which have been lingering on over time, without proper solutions?

Yes / NO

6. How do you feel that your management/boss manage themselves?

Unsatisfactory  Less than Satisfactory  Good  Very Good  Excellent

7. How does your organization take care of the following needs?

a. Physical needs  : Unsatisfactory  Less than Satisfactory  Good  Very Good  Excellent

b. Emotional needs  Unsatisfactory  Less than Satisfactory  Good  Very Good  Excellent

c. Intellectual needs  Unsatisfactory  Less than Satisfactory  Good  Very Good  Excellent

d. Spiritual needs  Unsatisfactory  Less than Satisfactory  Good  Very Good  Excellent

8. How do you rate the quality of life in your organization over the years?

Deteriorating  No change  Good  Very Good  Excellent

9. Does your work give meaning/Value addition to your life?

Negligible  Low  Average  High  Very High
10. Has your work contributed to enrichment of your self/soul?

Negligible  Low  Average  High  Very High

11. Do you feel that the training and development and change management has brought the desired internal transformation in you?

Negligible  Low  Average  High  Very High

12. When you are confronted with difficult managerial situations, do you refer to scriptures?

Yes / NO

13. If Yes, Please specify?

Bhagavad Gita----- Bible---- Koran----- Others-----

14. What is your level of satisfaction and enrichment after referring the scriptures?

Negligible  Low  Average  High  Very High

15. What does Management By Spirituality (MBS) mean for you?

Chanting  Meditation  Yoga  Music
Discourses  Prayers  Group-Activities Spiritual tours
Reading of Scriptures  Service to the needy

16. Do you feel spirituality will help the organizations to better performance, productivity and profits?

Negligible  Low  Average  High  Very High

17. Do you feel that Management Concepts from scriptures can be applied to your organization?

Yes / NO
18. If Yes, have you/your organization ever applied such principles? 
Yes / NO

19. Given a proper framework, do you recommend applications of Management by spirituality in your workplace?

Fully Disagree Disagree Partially agree Fully Agree

20. Do you think MBS will enrich the:

- Staff Fully Disagree / Disagree / Partially agree / Fully Agree
- Suppliers Fully Disagree / Disagree / Partially agree / Fully Agree
- Agree
- Investors Fully Disagree / Disagree / Partially agree / Fully Agree
- Customers/ Clients Fully Disagree / Disagree / Partially agree / Fully Agree
- Other stakeholders Fully Disagree / Disagree / Partially agree / Fully Agree

21. How would you measure the outcome of MBS in your organization, when applied?

- Reduced Conflict
- High customer satisfaction
- Continuous Creativity
- Connectedness
- Interdependence
- Joy
- Healthy Lifestyle

22. In your opinion, what is the biggest management challenge of this millennium?

- Ethics/Values
- Managing Oneself
- Leadership Commitment
- Information Challenges
- Work Culture
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Dear Venkat,

I am happy to have interacted with you. The discussion on your research topic Management By Spirituality (MBS) - An integrated Approach to Management, is interesting. In fact, this is one of the most essential themes and applications needed by the current day management all over the world.

I have come across several organizations in the USA practicing Spirituality at work place.

I trust the research will enlighten the management practitioners with a frame work of MBS for management application and will give further direction for future research.

I wish you good luck in your endeavors.

With regards,

Hrishikesh Mafatlal
Chairman & CEO, AMG

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