# Appendix - M

## Hypothesis testing -- t test results

<table>
<thead>
<tr>
<th>System</th>
<th>St.Dev.</th>
<th>Mean</th>
<th>N</th>
<th>N-1</th>
<th>t value</th>
<th>t critical</th>
</tr>
</thead>
<tbody>
<tr>
<td>S1</td>
<td>16.65</td>
<td>-30.55</td>
<td>11</td>
<td>10</td>
<td>-6.085</td>
<td>-1.812</td>
</tr>
<tr>
<td>S2</td>
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<td>6</td>
<td>5</td>
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<td>-2.015</td>
</tr>
<tr>
<td>S3</td>
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<tr>
<td>S4</td>
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<td>8</td>
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<td>S5</td>
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<td>14</td>
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<tr>
<td>S6</td>
<td>5.433</td>
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<td>5</td>
<td>4</td>
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<td>-2.132</td>
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<tr>
<td>S7</td>
<td>13.03</td>
<td>-23.94</td>
<td>11</td>
<td>10</td>
<td>-6.09</td>
<td>-1.812</td>
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<td>S8</td>
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<td>14</td>
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<td>-1.761</td>
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<td>11</td>
<td>10</td>
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<td>-1.812</td>
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<td>15</td>
<td>14</td>
<td>-11.91</td>
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<tr>
<td>S11</td>
<td>12.97</td>
<td>-39.16</td>
<td>5</td>
<td>4</td>
<td>-6.82</td>
<td>-2.132</td>
</tr>
<tr>
<td>S12</td>
<td>11.95</td>
<td>-19.54</td>
<td>7</td>
<td>5</td>
<td>-4.32</td>
<td>-2.015</td>
</tr>
</tbody>
</table>

Since all values of t are less than the statistical values (critical), the null hypotheses in all cases are rejected proving the hypotheses.
### Appendix--N

#### Hypotheses testing, A test results

<table>
<thead>
<tr>
<th>System</th>
<th>Sum diff.square</th>
<th>A values</th>
<th>Critical A values</th>
</tr>
</thead>
<tbody>
<tr>
<td>S1</td>
<td>13035</td>
<td>0.115</td>
<td>0.368</td>
</tr>
<tr>
<td>S2</td>
<td>9176.3</td>
<td>0.176</td>
<td>0.372</td>
</tr>
<tr>
<td>S3</td>
<td>8607.5</td>
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<td>0.368</td>
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<tr>
<td>S4</td>
<td>12378</td>
<td>0.083</td>
<td>0.368</td>
</tr>
<tr>
<td>S5</td>
<td>12310</td>
<td>0.071</td>
<td>0.368</td>
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<tr>
<td>S6</td>
<td>6190</td>
<td>0.203</td>
<td>0.376</td>
</tr>
<tr>
<td>S7</td>
<td>8744</td>
<td>0.105</td>
<td>0.368</td>
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<tr>
<td>S8</td>
<td>14320</td>
<td>0.103</td>
<td>0.368</td>
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<tr>
<td>S9</td>
<td>11908</td>
<td>0.111</td>
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<tr>
<td>S10</td>
<td>15090</td>
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<td>0.368</td>
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<tr>
<td>S11</td>
<td>8341</td>
<td>0.217</td>
<td>0.376</td>
</tr>
<tr>
<td>S12</td>
<td>3529</td>
<td>0.188</td>
<td>0.372</td>
</tr>
</tbody>
</table>

Since all values of A are less than the critical values as per tables, A is quite significant thus rejecting null-hypotheses and validating the hypotheses.
PILOT SURVEY
QUESTIONNAIRE

1. Are you aware about Meditation? YES / NO
2. Any Specific method of Meditation that you know or have heard about? ------------
   ------------
   ------------
3. Do you think Meditation is essential for Managers? YES / NO
   If Yes, in which way? ------------
   ------------
4. In which of the following Management functions do you think Meditation can be of use and add values?
   a) Planning - Goal Setting - Details
   b) Organising
   c) Control
   d) Coordination
   e) Human Resource and Personnel Management
   f) Strategic Management
5. Do you advocate training of Managers in Meditation? Yes / NO
6. If Yes, what do you expect the system to offer the most (Tick as many as wanted)
   a) It should be scientific
   b) It should be simple
   c) It should be religious / non-religious
   d) One time commitment or on going basis
   e) Involving Practice not more than - 1 hour / Day
      - 15 to 30 min/day
      - any other
7. Should the system be spiritual in nature? YES / NO
8. Any other suggestions ------------
   ------------
   ------------
Thank you for response.
**Appendix- 'Q’**

**QUESTIONNAIRE - A**

1) **Age:** __yrs.__

2) **Sex:**
   - (a) **M**  
   - (b) **F**

3) **Designation / Occupation:**

4) **Income Category:**
   - (a) Rs. 5000-10000 per month  
   - (b) Rs. 10001 - 20000 per month  
   - (c) Rs. 20001 & above per month  

   [Please tick the appropriate category]

5) **Education:**
   - (a) **Science**  
   - (b) **Engineering**  
   - (c) **Medicine**  
   - (d) **Commerce**  
   - (e) **Arts**  
   - (f) **Management**  
   - (g) ____________ (any other-please specify)

   [Please tick the appropriate category]

6) **Marital Status:**
   - (a) **Single**  
   - (b) **Married**  
   - (c) ____________ (any other-please specify)

   [Please tick the appropriate category]

7) **Experience:**
   - (a) As a Manager  ____ years.
   - (b) As self employed  ____ years.
   - (c) ____________  ____ years.

   (any other-please specify)
8] Are you aware of Meditation or any other Self-Development technique?  YES ☐  NO ☐

If yes, which technique?  *(Please describe briefly)*


9] Do you think 'Meditation' is or can be a useful self-development technique for Managers?  YES ☐  NO ☐

If YES, in which way?


If NO, why do you think so?


10] In which functional areas of Management do you think Meditation or any other technique can or should add value or help the most?

   a) Planning  ☐  (b) Communication  ☐
   c) Organising  ☐  (d) Inter-personal  ☐
   e) Co-ord. & Control  ☐  (f) H.R. Management  ☐
   g) Org. Behavioural Mgt.  ☐
   h) ____________________

   *(Any other, Please specify)*

11] Do you advocate training of the Managers in Meditation or any such technique of Self-development?  YES ☐  NO ☐
12] Are you willing to take such training if offered?  YES ☐  NO ☐

13] If YES, what do you expect the technique to offer you the most?
(a) It should be scientific. ☐
(b) It should be simple. ☐
(c) It should be Non-religious. ☐
(d) It should be Religious. ☐
(e) It should be Spiritual. ☐
(f) It should be ONE time course basis. ☐
(g) It should be on an 'ongoing' practice basis. ☐
(h) __________________________
(Any other. Please specify)

14] How much time are you ready to spare every day, if technique is on a daily practice basis / weekly basis?
(a) 1 - 2 hours / Day ☐
(b) 15-30 minutes / Day ☐
(c) More than 2 hours / Day ☐
(d) __________________________
(Any other, Please specify)

15] Tick which of the following you are willing to practice:
(a) Restrictions on eating & drinking habits. ☐
(b) Restrictions on social practices. ☐
(c) Restrictions on family & other life style. ☐
(d) Restrictions on economic life style. ☐

16] Any other suggestions would you like to make?
(Please specify)

______________________________

Thank you for the response!
**QUESTIONNAIRE - B**

1] **Age**: __ yrs.  
2] **Sex**:  
   (a) M  
   (b) F  

3] **Designation**:  
**Occupation**:  
**Name of the Org. where working**:  

4] **Income Category**:  
   (a) Rs. 5000-10000 per month  
   (b) Rs. 10001 - 20000 per month  
   (c) Rs. 20001 & above per month  

   [Please tick the appropriate category]

5] **Education**:  
   (a) Science  
   (b) Engineering  
   (c) Medicine  
   (d) Commerce  
   (e) Arts  
   (f) Management  
   (g) ___________  

   (any other-please specify)  

   [Please tick the appropriate category]

6] **Marital Status**:  
   (a) Single  
   (b) Married  
   (c) ___________  

   (any other-please specify)  

   [Please tick the appropriate category]

7] **Experience**:  
   (a) As a Manager ___ years.  
   (b) As self employed ___ years.  
   (c) Any other as Teaching/ ___ years.  

[N. B. :- This questionnaire should not be used by any person or organisation for any purpose without prior permission of its designer and author Lt Col M.M. KOTWAL, 'DWIDAL', PLOT 3, Yabhasree Society, Pune-411 038]
8] **Meditation /Self-Development Technique** being followed:


10] Reasons for taking up:
   a) Spiritual
   b) Health
   c) *(Any other. Please specify)*

11] How were you introduced to it:
   a) Through book reading
   b) Through friend
   c) ________________

   *(Any other please specify)*

12] What is the feature of this system that appeals you the most.

13] Have you practiced any other technique? If yes, reasons for change over:
14] What are your expectations from Meditation / Self Development Technique as regards to improving performance in work? Please specify areas of management where you expect help & improvement:

- a) Self Management
- b) People Management
- c) Business Management
- d) Decision Making
- e) Quality Control
- f) Rationality
- g) Any other ____________________

[Please specify]

15] How far this Technique has been effective for you (Grade on a scale of 1-10 e.g. Decision Making was before 4 and after start of the practice it is 6 etc.)

<table>
<thead>
<tr>
<th>Area of Management</th>
<th>Effectiveness</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Before</td>
</tr>
<tr>
<td>a) Decision Making</td>
<td></td>
</tr>
<tr>
<td>b) Clarity of vision</td>
<td></td>
</tr>
<tr>
<td>c) Planning ____________________</td>
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<td>[Please specify areas]</td>
<td></td>
</tr>
<tr>
<td>d) Organising</td>
<td></td>
</tr>
<tr>
<td>e) Co-ordination &amp; control</td>
<td></td>
</tr>
<tr>
<td>f) Interpersonal / HR skills</td>
<td></td>
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<td>g) Communication skills</td>
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</tr>
<tr>
<td>h) Self Management</td>
<td></td>
</tr>
<tr>
<td>i) Any other ____________________</td>
<td></td>
</tr>
<tr>
<td>[Please specify]</td>
<td></td>
</tr>
</tbody>
</table>

16] Any specific areas where you would like the 'Meditation' / 'Self Development Technique' to help more effectively e.g. Organisational Behaviour etc.
17] Describe the Method being followed, in brief:
   a) Time per day
   b) Methodology

   (Blank line)

   c) Whether live 'Guru' is present YES ☐ NO ☐

18] Any other restrictions imposed by the system on lifestyle e.g. food habits, social behaviour etc.

19] Any improvements in the technique that you suggest?

   (Blank line)

20] Do you feel it is possible to develop a Meditation / Self Development technique exclusively for Managers? If yes, what should it consist of?

   (Blank line)

21] Are you aware of the following techniques of Meditation & Self Development and how would you grade them from a purely 'Management' oriented standard aimed at improving effectiveness? [Grade the systems on a scale of 1 to 10]

   a) Sahaj Marg ☐
   b) S.S.Y. ☐
   c) Sahaj Yoga ☐
   d) Vedant Based ☐
   e) Silva Mind control Method ☐
   f) Deepak Chopra's Spiritual Method ☐
   g) S.Covey's Technique of seven Habits ☐
   h) [Any other. Please specify] ☐

   (Blank line)
22] Would you be ready to switch over to any other technique if proven to be more effective?

YES □ NO □

23] Does your system insist on a live 'Guru'? If NO, what are the reasons?

__________________________________________________________

24] What in your opinion, is the right age for a person to start with the practice of Meditation / Self Development Technique? [Tick the appropriate box]

a) Right from childhood □
b) After 18 years of age □
c) After 30 years of age □
d) After 50 years of age □
e) After 60 years of age □

25] How important is 'Meditation / Self Development Practice' in life for you?

a) As important as eating, sleeping etc. □
b) Important but not essential □
c) Important but optional □
d) Important but only during old age □
e) Not so important □
f) Not important at all, it is only a pastime activity □

26] Do you advocate training of all 'Managers' in meditation/Self Development? If 'NO', Why? If 'YES' at what level & How?

__________________________________________________________

__________________________
27] What is the 'Mission' of your life?

_____________________________________________________________________________________________________

28] How important is 'Spirituality' (Not religion) for you in life?

_____________________________________________________________________________________________________

29] Do you think it is possible to survive in business today by following values such as Integrity, Ethics etc.? If 'NO', why?

_____________________________________________________________________________________________________

30] How important is 'Material' success in life to you?

[ Tick appropriate box ]

a) Most important, will do anything for it. □

b) Moderately important. □

c) Not so important. □

d) Not important at all. □

31] In any situation you tend to -

[ Tick appropriate box ]

a) take a 'Liberal' & 'Overall' view □

b) take a view only pertaining to your work and duty. □

c) take an indifferent view. □

d) take a majority view (what is followed by the most). □

e) Any other ____________________________ □

[ Please specify ]
32] 'God' for you is, [Tick appropriate box]
   a) a 'Reality' as revealed in temples. □
   b) a 'Reality' which is abstract. □
   c) a 'Reality' that transcends human mind & religion. □
   d) a 'Non-reality', only a figment of man's imagination. □

33] A live 'GURU' or 'GUIDE' is must in any, Self Development technique including Meditation. YES □ NO □

34] There is in 'man' something that is more than just 'Self' or 'Ego' -
   YES □ NO □

35] Human birth is, as per you, [Tick appropriate box]
   a) a biological chance / accident □
   b) insignificant event □
   c) Significant 'Evolutionary' stage. □
   d) an opportunity for 'Self Development' □
   e) Any other thing___________________________
      [Please specify ]

36] Do you believe in
   a) 'Karma' theory - Yes / No
   b) Spirituality - Yes / No
   c) Moksha, Nirvana or 'Liberation' - Yes / No
   d) Re-birth theory - Yes / No
   f) An 'Evolutionary' order in terms of 'Self Development' which is
      non-physical - Yes / No
37] 'Goal' of Human Life is (*tick as many as you want*)
   a) Self Realisation    [ ]
   b) Self Enlightenment  [ ]
   c) Comfort and Luxury  [ ]
   d) Material success (Riches) [ ]
   e) To serve others.    [ ]
   f) Any other ____________________________
      [ Please specify ]

38] Goal of 'Business' and 'All Human Activities' is, (*Tick appropriate box*)
   a) Profit Making    [ ]
   b) Serving Humanity [ ]
   c) Achievement of Self Goals [ ]
   d) Benefit to all    [ ]
   e) Making 'Money'  [ ]
   f) Creating 'Wealth' [ ]
   g) 'Evolution' of Human Race [ ]
   h) Any other ____________________________
      [ Please specify ]

39] Have you any other suggestions to make as regards to effectiveness of management through Self Development Technique / Meditation.

................................................................................................................
................................................................................................................
................................................................................................................
................................................................................................................
................................................................................................................
................................................................................................................

Thank you for the response!
**SELF MANAGEMENT**

1) **Time Management**:  
- a) Setting of Life time Goals / Objectives.  
- b) Key Task Areas such as:  
  - i. Managing of staff.  
  - ii. Finance Administration.  
  - iii. Clients / Customer Management.  
- v. Information Management  
  ( Competitors, Suppliers etc.)  
- vi. Physical Resource Management  
  ( Building, Plants etc.)  
- vii Internal Coordination / Communication.  
- viii Project Management.

2) **Information Management**:  
   [Collection, Recording & Analysis of Information] :  
   - a) Printed Information.  
   - b) Electronic Information.  
   - c) Oral Information.

3) **INFORMATION TECHNOLOGY MANAGEMENT**:  
   [ Effective utilisation of resources ]  
   - a) Typewriter.  
   - b) Telephone.  
   - c) Fax Machine.  
   - d) Computer Systems.  
   - e) Documents, CD's etc.  
   - f) Multimedia.  
   - g) E-Mail.  
   - h) Internet.
### Writing Skills

- Letters, Reports etc.

### Public Speaking

### Managing Health:
- a) Fitness.
- b) Diseases.

### Stress Management:
- a) Fears.
- b) Anxiety.
- c) Workplace Stress.
- d) Domestic Stress.

### Any Other: (Please Specify)

### People Management

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<th>BEFORE</th>
<th>AFTER</th>
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</tr>
<tr>
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</tr>
<tr>
<td>3)</td>
<td>Counselling</td>
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</tr>
<tr>
<td>4)</td>
<td>Listening skills</td>
<td></td>
</tr>
<tr>
<td>5)</td>
<td>Helping people learn</td>
<td></td>
</tr>
</tbody>
</table>
| 6) | People Skills:
   | a) Situation Analysis |   |
   | b) Setting objectives |    |
   | c) Behaviour strategies |  |
   | d) Style of management |   |
| 7) | Performance Appraisal: | |
| 8) | Dealing with Problem - Staff.
   | a) Discipline |   |
   | b) Grievances |     |
| 9) | Counselling |    |
| 10) | Motivating |     |
| 11) | Team Building |   |
| 12) | Influencing & Negotiation skills | |
13) Communication Skills:
   a) Oral
   b) Written
   c) Visual

14) Meetings / Presentations etc.

15) Any Other
    (Please Specify)

BUSINESS MANAGEMENT

1. financial Management
2. Marketing Management
3. Materials Management
4. Personnel Management
5. Any other specialisation
   (Please Specify)

6. Project Management
7. Decision Making & Problem Solving
8. Negotiations skills
9. Creativity
10. Any other:
    (Please specify)

Thank you for the response!