Purpose of the Thesis
PURPOSE OF THE THESIS

Performing organisations are mirrors of human excellence and a direct reference to the skill and efficiency of the leader inspiring and heading so many numbers of human beings with diversified backgrounds and mentalities in a unified direction to achieve the desired goal. Present day corporate world and society though aware of this need are not in a position to gear up to the required level of efficiency and harmony. The causative factors for this present situation at different levels and dimensions need to be scanned, understood, and the root cause to be analyzed, and remedial measures to be taken up for well being of the society and wealth generating organisations.

AT THE LEVEL OF ORGANISATION

This research aims at in identifying those factors which brings out human excellence with harmony and also factors which enhances efficiency for getting maximum results from individuals for generating required wealth and general health of the organisation and society.

AT THE LEVEL OF MANAGEMENT

Let we understand the same from the angle of management. We Indians are proud of our ancient culture. Rightly so, but do we have the honesty to separate the kernel from the chaff? Unfortunately there is a lack of strategic thinking in our country. In our country 60% of the population lives below the poverty line and 85% has no access to clean drinking water. Our laws, our institutions, and our enforcement authorities all encourage dishonesty. Students in India are resentful when we ask them to be honest because our society is dishonest. When will we as a nation be able to practice honesty in our productive interactions? The time has come for us to determine and prioritize our values.

Parents and teachers ought to inspire personal commitment to values. But it is the responsibility of the leaders and rulers to create a social and institutional milieu for their practice. All the values that we talk about become
meaningless unless we create an appropriate social consciousness for the communal living of those values. Values are meaningful only when they are shared by a group of people. What kind of values should we preach to a nation of hungry destitute and dishonest bureaucrats?

We have four traditional values according to Vedas. Dharma, Artha, Kama, Moksha (Goodness, wealth, pleasure and freedom). Of all the four values which value should be given priority? In poverty stricken country like India criterion of wealth should be given prime place in the matrix of values.

Gurus preach that desirelessness leads to blessedness where as economists say that desire fulfillment leads to well being. How do we reconcile these two points of view?

It is futile to claim that you led an honest life in the snow-covered caves of the Himalayas. Values are to be practiced in the process of creating and enjoying wealth. Values become a critical component of success in a globally competitive market economy. Dishonesty, hypocrisy, and socialist hypercriticism do not create wealth. Adharma is not a wealth generating value. To take wealth without generating wealth is adharma. Respect for each other is dharma. Two individuals working together create synergy. A win-win situation of flowering energies. Realize the uniqueness of all to maximize the energies of all for a productive wealthy organisation, nation. That is HRD. That is the organisation behaviour required. Towards that goal we should proceed.

AT THE LEVEL OF ECONOMIC VISION

Unless we create what is called scenario building –where exactly we stand today with reference to our goals, say, by, 2020 A.D, and how we reach there? Confusion is inevitable. To say clearly and powerfully that our objective is to create personal and social wealth that values can be taught only to a dynamic society engaged in wealth creation. We have to spread the message of creative harmony among different sections of society. We should not ignore the need for quantifying our efforts. Measurement and quantification is the language of give and take, which creates wealth. Exchange of measurable values brings discipline and economy of effort. But material wealth or money is merely one means to the spontaneous fulfillment of our desires. A truly wealthy
person's attention is never focused on money alone. So one's concern should be on that economy which is the source of all material reality.

AT THE LEVEL OF SOCIETY

At present, the urgent problem of humanity is to eliminate competition, conflict and rivalry, in all the subtle and gross forms that they assume in the various spheres of life. The cause for the chaos and suffering that we see is because most persons are in the grip of egoism and selfish considerations. Man is caught in a life of illusory values. To face the truth is to realise that life is one in and through its many fold manifestations. In the light of truth of unity of all cooperative and harmonious action becomes natural and inevitable. Hence the chief task before those who are deeply concerned with rebuilding humanity is to do the utmost to dispel the spiritual ignorance and materialistic greediness that envelops humanity.

AT THE LEVEL OF INDIVIDUAL

The body-mind complex and logical faculties are limited resources. Is there any thing beyond? Yes that is spirit. The spirited will always say "I can", "we can". These words stir our inner depths. That kind of spirit is to be developed. -Discovered and energetically put into practice. Wealth and spirituality is not in conflict. Awareness of consciousness and mastery of consciousness unfolds your inner potential through creative work and efforts. It is an inner exploration, a voyage of learning and the ecstasy of self-giving.

AT THE LEVEL OF CONSCIOUSNESS

The essential nature of everything and every one in creation is divine but ignorance is the cause for identification with the false leading to a life of limitation and duality. To become aware of one's own real self is the goal of creation because consciousness is the basis for experience, in the attempt to understand oneself, the role of consciousness assumes ultimate significance.

It is well to remember always that the beginning is a beginning in consciousness the evolution is an evolution in consciousness the end if there be an end is an end in consciousness.
Since a long time and more so in recent past there has been extensive research on consciousness in the field of psychology, philosophy, physical science, neurology and management etc.

The relationship between body, energy, mind and spirit are being thoroughly investigated into, the results of which ultimately points to consciousness as the very basis for everything. In spite of such dedicated research, the truth about consciousness and its various manifestations at different levels still remain an enigma.

Human intelligence has advanced to a state where it can now comprehend the hitherto unraveled mystery of creation of life and death and of the nature of the ultimate. In the past this knowledge was limited to a few by direct transmission from the master to the disciple. The time has come to integrate the work done so far on consciousness in various fields and bring it to a culmination in the light of the truths revealed by universal masters.

How do we tap the potential with in us so that it is useful to others and us? We should decipher the intra personal cellular memory of the soul. By keeping all the above different dimensions in view an attempt was made to study the influence of consciousness on the science of management and to integrate organisational behaviour with consciousness.
Executive Summary
Root Causes for Individual behaviour

Individual (Jiva)
- Positive Traits
- Negative Traits

World (Jagat)
- Ignorance
- Knowledge
- Religion
- Maya
- Seven fold veil

Spiritual Path (adhyathmik marg)
- Path of Love
- Path of Action
- Path of knowledge
- Path of Yoga
- Path of Masters

Perfection, Reality (purnatva)
- Nirvana
- Consciousness
- Nirvikalpa
- Consciousness
- Reality

Universal Organisation

Universe
Spiritual Hierarchy
Perfect Master
Avatar

Higher Consciousness Organisations

Management Science
Consciousness
EXECUTIVE SUMMARY

CHAPTER - I

PURPOSE OF THE THESIS

More than Three Thousand companies were listed in stock exchanges. But if we observe trading is taking place in very few companies (approximately couple of hundreds). Goal of any company is wealth maximization. No single individual is capable of generating that wealth with his intellect alone. It has to be a combined and integrated effort. For which, the management of the company and especially the leader should have a clear vision in bringing out the hidden potential of his followers in order to bring out the best possible productivity. He has to create an environment conducive for accomplishing the desired objective. If we look at the success rate of the companies in the present market it is a matter of concern for all those individuals who are willing to have a healthy, wealthy and economically prosperous society.

Performing organisations are mirrors of human excellence and a direct reference to the skill and efficiency of the leader. A leader should be inspiring and heading so many number of human beings with diversified backgrounds and mentalities in a unified direction to achieve the desired goal. Present day corporate world and society though aware of this need are not in a position to gear up to the required level of efficiency and harmony. The causative factors for this present situation at different levels and dimensions need to be scanned, understood, and the root cause to be analyzed, and remedial measures to be taken up for well being of the society and wealth generating organisations.

The research was undertaken from different angles and dimensions.

1. At the level of organisation
2. At the level of Economic Vision
3. At the level of Society
4. At the level of Individual
5. At the level of Consciousness

By keeping all the above different dimensions in view an attempt was made to study the influence of consciousness on the science of management and to integrate organizational behavior with consciousness.

RESEARCH METHODOLOGY

This chapter deals with the scope of the project, Objectives, Research plan including Research design, Sources of data, Data collection method, Findings, Limitations, Summary and Conclusion.

1. SCOPE OF THE RESEARCH

The principles dealt in this thesis are universal. They are applicable in any organisation, any situation or in any country.

2. RESEARCH OBJECTIVES

PRIMARY OBJECTIVE

To Study various factors that influence a decision maker while dealing with people in an organisation and the Influence of Consciousness on the Science of Management and organizational behavior.

SECONDARY OBJECTIVES

1. To identify the factors which influence decision-taking process
2. To identify the individual traits which clouds rational decisions
3. To find out the root causes of individual traits
4. To understand the concept of consciousness from spirituo management angle.
5. To identify the paths for effective and rational management through conscious awareness
3. RESEARCH PLAN
Research design includes both descriptive and prescriptive methods. Descriptive is aimed at identifying new factor or factors, which form the basis for bringing out human excellence. Prescriptive is based on the available ancient wisdom and some examples of successful professionals in management field.

SOURCES OF DATA
Secondary data were used in arriving at decisions. Secondary data was collected from various books, research articles, by attending seminars, from Internet and through correspondence with various research scholars from different parts of the world.

FINDINGS
Findings were listed sequentially based on the objectives.

LIMITATIONS
This thesis is based on a subjective matter on which scientific experiments are taking place and concrete results are awaited. The subject matter is being discussed from time immemorial and till now it is in the experiential knowledge of a very few individuals. A conceptual attempt was made to integrate two entirely different fields in a logical sequence as far as possible. Still an element of perfection could not be arrived at because of the experience with which the subject to be dealt is not sufficient at this given point of time with the researcher.
CHAPTER – II

SOME IMPORTANT CONCEPTS IN MANAGEMENT THOUGHT PROCESS

This Chapter aims at understanding various concepts in management process including:

1. Scientific Management.
2. Administrative Management.
3. Behavioural Sciences School
4. Organisational School
5. Other Specialised areas:
   1. Core competence
   2. Lateral thinking
   3. Action learning
   4. Quality movement
   5. Business process reengineering (BPR)

Some vital aspects that create an excellent organisation are taken for in-depth understanding. Those factors include various units like:

- Leader, Qualities of a leader, Types of Leader, Leadership, Role of a Leader, Employee or Follower and his qualities, Team and formation of team, Project team, Meetings and Committees, Human Management, Positive work ethics and values, Values Management, Role of Intuition in Decision Making, Mental Models, Guiding values, Activity and Inactivity, Time Management, Stress management, Re-Engineering, Activity in Inactivity, Antahkarna, State of Poise, Unitary aspects, Corporate Governance, Goals of an Organisation, Holistic Approach and Future of Organisations were dealt extensively.
CHAPTER – III

CONSCIOUSNESS ANGLE

This chapter identifies the need to study the consciousness and growth of the field in general. It deals with various fields including Nuero-physics, Cosmology, Particle physics, Philosophical way of looking consciousness and spiritual way of looking consciousness. It also deals with origin, evolution, Re-incarnation, involution and realisation process. While dealing the subject, the thoughts and experiences of eminent personalities like Sankara, Ramanuja, Madhwa, Sri Ramana, Sri Aurobindo, Avatar Meher Baba were dealt in depth.

CHAPTER - IV

ROOT CAUSES FOR HUMAN BEHAVIOUR (NEGATIVE AND POSITIVE), ISSUES IN SOCIETY AND REMEDIAL MEASURES.

This chapter deals with the behavior or traits of an individual in detail. A study was undertaken on Falsehood, Ego, Desires and Selfishness, Hypocrisy, Dual experiences as one dimension. Similarly positive traits in an individual were dealt with extensively.

Some concepts existing in society, which can influence individual behavior like knowledge and ignorance, religion and goal, rituals, Maya, ordinary man was dealt with.

Vital issues leading to attain perfection in different spheres like Experience of love, Divine love, Experience of action, Path of Devotion, Path of Spirituality, Real prayer, Result of efforts, Meaning of efforts, Annihilation of mind, worry and mitigation of worry, consciousness in various angles were dealt with.
CHAPTER -V

UNIVERSAL ORGANISATION

This chapter deals with universal organisation, which is running meticulously without any disturbance since time immemorial was dealt with. The details about chairman, chief executive officer, personnel and their working pattern of universal organisation were dealt with in topics like Perfect Master – His Qualities, Methods of Masters, Requirement of a Master, Concept of Avatar, Spiritual hierarchy.

CHAPTER-VI

CONCLUSION

In this chapter an effort was made to bring two different fields (i.e.,) Organisational Behaviour and Management with consciousness by integrating various aspects like higher consciousness organisation, shift from traditional understanding, Characteristics of higher Consciousness organisation, bringing out excellence in organisations by creating organisational excellence and integrating it with human excellence through, ancient and proven methods of Naamasmarana in understanding consciousness, Benefit through observation in awareness of consciousness, Benefit of Meditation in experiencing consciousness, Benefit of silence in Mastering consciousness and conscious awareness in day-to-day life. Various charts were drawn in making and integrating these complex issues as simple as possible. An attempt was made to bring Employee, Leader, Organisation relationship by comparing with Aspirant, Master and universal organisation.

Our path to greatness comes when we see our life as an opportunity to serve. Since we spend most of our waking hours at work, it is important to see how we can spiritually serve others in our work. Whatever form we are able or disabled, rich or poor, it is not how much we do, but how much love we put in the doing.
Compassion and non-violence help us to see the enemy's point of view, to hear his questions, to know his assessment of ourselves. For from his view we may indeed see the basic weaknesses of our own condition, and if we are mature, we may learn and grow and profit from the wisdom of the brothers who are called the opposition. Trust is built on being trustworthy. Key ingredient to building trust is personal honesty and authenticity. Another essential ingredient to building trust is courage. Courage comes from a deep conviction in doing the right thing. To make a leap of faith means you have the courage to act even when you don't know the outcome of your actions but know it is something you must do.

Effective study groups learn to draw from each other's strengths and help different members learn those areas where they are weaker. Treating others as spiritual beings is a more constructive approach than writing them off as people you can't work with. When we recognise we are all one, we understand that others actions and ours are interlinked and interchangeable. When we act with understanding instead of anger we add more understanding to the world.

Many organisations are currently moving in the direction of moving and becoming higher consciousness organisations in their efforts to empower people to see their staff as their greatest assets and to motivate them intrinsically to perform at a higher level. Companies are bringing consultants and yoga practitioners and spiritual leaders to talk about spirituality as a way to help them to be more creative. Doing so enhances greater personal development and fosters greater organizational effectiveness in the ever changing and increasingly competitive global economy.

Higher consciousness organisations see that they stay in business to serve a larger purpose than making some people rich. Employees through out the organisation are involved in decision making and share responsibility for the outcomes and effects of the organisation. Leadership is shared by and assumed by everyone. In HCO spiritually and emotionally mature people are formally recognized as leaders with in their organisation spiritually developed
leaders have as part of their job assignments the task of helping others grow and mature so that they can work better with others.

When more people become committed to working spiritually more higher consciousness organisations will develop moving from fear to compassionate understanding, loving kindness and divine love in most organisations is a tough challenge and yet the pay off is immense. Compassionate understanding and forgiveness are essential for all healthy working relationships.

Chart 1: Creating Organisational Excellence

GLOBALISATION

Employee Satisfaction

Anxiety Reduction

Strong Organisational Integration

Organisational Objectives

Manage People

Committed, Competent Management Leaders

Manage Resources

Manage Ideas Work &

Create Empowered Individuals

Create Visionary Leadership

Create Value-added Opportunities

Create Exciting Vision

Customer Delight

COMPETENCE

Democratic Protocol
<table>
<thead>
<tr>
<th>Organizational Angle</th>
<th>Consciousness Angle</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Employee (Follower)</strong></td>
<td><strong>Aspirant (Individual Consciousness)</strong></td>
</tr>
<tr>
<td>1. He should be Trust worthy. He should have discriminative capacity.</td>
<td>1. He should Discriminate between true and false and should have right aspiration to attain the goal.</td>
</tr>
<tr>
<td>2. Should not be influenced by the person of evil wishers. He should posses' patience and tolerance.</td>
<td>2. Should have patience and persistence</td>
</tr>
<tr>
<td>3. Gain the confidence level with efficiency in work.</td>
<td>3. Should have moral courage and confidence</td>
</tr>
<tr>
<td>4. Should not indulge in idle talk and keep cheerful attitude.</td>
<td>4. He should be cheerful, enthusiastic and equipoise.</td>
</tr>
<tr>
<td>5. Should glorify the leader when the leader is steering the organization in right direction.</td>
<td>5. He should have one pointed ness</td>
</tr>
<tr>
<td>6. Should be active in every Assigned work.</td>
<td>6. He should be ready to serve.</td>
</tr>
<tr>
<td>7. Should make leader strong with his work. He should have the capacity to do his job well.</td>
<td>7. Should be obedient to the master. Should perform the task assigned to him to his best of ability and to the satisfaction of the master.</td>
</tr>
<tr>
<td>Organisational Angle</td>
<td>Consciousness Angle</td>
</tr>
<tr>
<td>----------------------</td>
<td>---------------------</td>
</tr>
<tr>
<td><strong>Leader</strong></td>
<td><strong>MASTER (QUTUBIYAT Consciousness)</strong></td>
</tr>
<tr>
<td>1. A leader has Guiding vision</td>
<td>1. He is a Master of every situation and never at a loss.</td>
</tr>
<tr>
<td>2. He possesses Quality of understanding</td>
<td>2. No one can be in his presence without realizing his serenity, command, balance, and immediacy.</td>
</tr>
<tr>
<td>3. He has Knowledge &amp; maturity</td>
<td>3. He appears to exert no power, instead, he shows defenselessness or a sort of helplessness yet he has an air of authority.</td>
</tr>
<tr>
<td>4. He is ready to take tough decisions</td>
<td>4. He never gives the slightest sign of being inflated with personal importance.</td>
</tr>
<tr>
<td>5. He has an Ability to do right thing.</td>
<td>5. He never poses or appears to be taking up an attitude; on the contrary, he is simple, even humble and unmistakable.</td>
</tr>
<tr>
<td>6. He is Obeyed by all &amp; he listen to the wise.</td>
<td>6. There flows from him warmth, understanding and humor.</td>
</tr>
<tr>
<td>7. He has an ability to get best from everyone</td>
<td>7. There is no spiritual pride. His actions are genuine, some times involve severe physical demands and scrupulously carried out.</td>
</tr>
</tbody>
</table>
Table: 7 Comparisons between Organisation and Universe

<table>
<thead>
<tr>
<th>Organisational Angle</th>
<th>Consciousness Angle</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organisation</td>
<td>Universal Consciousness (Jagat)</td>
</tr>
<tr>
<td>1. Should be highly innovative</td>
<td>1. Unfoldment of human potential through awareness of consciousness.</td>
</tr>
<tr>
<td>2. Create an environment which is integrated and should satisfy personal and professional life</td>
<td>2. Ability to eliminate what is not useful and Thereby accelerate evolution.</td>
</tr>
<tr>
<td>3. Human Resource Program for creating Competencies</td>
<td>3. There will be growth in all spheres of life and sphere of influence will be a natural outcome.</td>
</tr>
<tr>
<td>4. Individual goal should be subjugated to the organisational goal.</td>
<td>4. Individual will should be aligned with divine will.</td>
</tr>
<tr>
<td>5. Ability to change according to the environment for bringing out human potential and wealth maximization.</td>
<td>5. Creation encompasses diverse interests of the living beings.</td>
</tr>
<tr>
<td>6. Spontaneity in creating and picking up opportunities.</td>
<td>6. All activity in nature follows the principal of least action.</td>
</tr>
<tr>
<td>7. Ability to accommodate to unexpected situation</td>
<td>7. The influence coherence and orderliness in creation will disallow negative trends and nourish all areas of universal life.</td>
</tr>
<tr>
<td>S.no</td>
<td>Objective</td>
</tr>
<tr>
<td>------</td>
<td>----------------------------------------------------------------------------</td>
</tr>
<tr>
<td>1</td>
<td>To find out the influence of consciousness on the science of Management</td>
</tr>
<tr>
<td>2</td>
<td>To identify individual traits which clouds decisions</td>
</tr>
<tr>
<td>3</td>
<td>To understand the concept of consciousness from the spiritual management angle</td>
</tr>
<tr>
<td>4</td>
<td>To identify various paths for effective and rational management through conscious awareness</td>
</tr>
</tbody>
</table>
Professional management talks about Vision, Mission, Goal, Commitment, Efficiency, Effectiveness and strategies. Approach usually is scientific and it is reasonable, replicable and reliable. Spirituality talks about approaches, which often are indefinable but it equally aims at perfect results, some times astonishingly more reliable than scientific approach. Interestingly the language used in spiritual field may not appear scientific but yields excellent results. Scientists and management experts with spiritual bent of mind and spiritualists with modern scientific attitude along with their spiritual experience should come together to bring out the real essence for the benefit of both the approaches. This conclusion may not be the ultimate finding but definitely a step in the right direction for the coming generations to look into these aspects for bringing both science and spirituality with an integrated and holistic vision.

SPIRITUO MANAGEMENT PROCESS IN CREATING HIGHER CONSCIOUSNESS ORGANISATIONS

1. Benefit of Naamsmaran In Understanding Consciousness

The process brings a perfect match between thought, word and deed so that a leader can create an atmosphere of trust, productivity and harmonious atmosphere.

2. Benefit of Observation in Awareness of Consciousness

The process will make a man to understand the way a thought progress and will be in a position to observe where consciousness lies and experiences the power of awareness.

3. Benefit of meditation in experiencing consciousness

The process explains how systematic thinking on divine truths will help a man in experiencing the basis of all our experiences and how it can give the capacity of unlearning process.
4. Benefit of silence in mastering consciousness

The process helps not only experiencing the consciousness but also helps in mastering it for one's own benefit.

5. Conscious awareness

The process gives one a capacity to utilize all his capabilities consciously not only for his own benefit but also for the benefit of the organisation, society, nation and universe in general.

This universe can also be compared to a higher consciousness organisation, which we are envisaging in the near future. Here the highest post to run the organisation of this universe is occupied by the avatar or the living perfect master who administers the affairs of this universe with the help of spiritual hierarchy (details were given in the main thesis). In order to bring orderliness of that universe in present day organisations apart from all the materialistic, intellectual, management efforts that we undertake the help of perfect masters is imminent without which it is difficult to aware one's own consciousness consciously and live with conscious awareness effortlessly. The thesis comes to an end with a hope that management experts, scientists and thinkers should view from this angle in order to bring the best organisations (Higher Consciousness Organisations), Society, Nation, and a prosperous world without sacrificing basic values.

The chapter ends with an emphasis on the need of mastering the consciousness which is certainties of all certainties to bring higher conscious organisations into existence that are useful to the individual at micro level and Organisation, Society, Nation and World at macro level.
CHAPTER-VII
This chapter includes some of the photographs of highly effective leaders and photographs of known Avatars and Perfect Masters in the field of consciousness along with required charts and photographs to prove the efforts that are employed all over the world.

After going through the chapterisation a reader may get the following doubts that it
1. Does not provide enough narrative explanation how contradictory ideas and opinions relate to each other.

Example.

a) Wealth maximization as main aim (page no.6)
b) The leader should bring out the hidden potential of his followers in order to bring out the best possible productivity. (page no.6)
c) Generating required wealth and general health of the organisation and society. (Page no.6)
d) Inner growth and God realisation are posited as an aim in itself, which not only individuals but even companies should strive for. (page 10). Here wealth generation and inner growth are clearly posited as two parallel aims.
e) If consciousness forms the prime core while taking decisions the effect will be building higher consciousness organisations with profit and wealth maximization as by products (Logical conclusion, page no.15). Here the central aim is clearly the growth of consciousness, and wealth generation is given as a welcome off-shoot.
f) These five statements reflect entirely different positions.
g) One has to be very clear on these various aims.
h) It is crucial because one's actual decisions and practices depend on their relative importance.

i) The questions the researcher tried to answer are

1. Do they form a hierarchy?
   Ans. It need not be a hierarchy.

2. If so what kind?
   Ans. As one (organisation /individual) progresses it just unfolds rather than a structured hierarchy.

3. Should some aims be seen as means to achieve others?
   Ans. It depends on the view taken by the individual concerned. As far as the view of the researcher is concerned vision required is holistic rather than identifying as packets of progress through different activities.

4. Are the different aims to be pursued in parallel or in someway successively?
   Ans. Generally any progress is gradual. That does not mean it is hierarchical. Issues like intuition, gut feeling, some times bring excellent results.

5. What is to be done if different aims clash?
   Ans. While evolving either in organisation or in individual life some sort of clash, struggle is required. All conflict and clash need not be detrimental. In such situations of struggle one has to derive strength from individual convictions. Probably this is the place where science may answer only partially and probably will be satisfied in saying 'Tough times never last but tough people do'.

6. Can and should all people pursue the same ends?
Ans. End depends on the need one pursues. If it is materialistic, end may definitely differ. If it is spiritual end may not but means may depending upon the level of consciousness one stationed.

7. Does it depend on one’s level of development?

Ans. Yes. Definitely

8. How inside the organisation different levels of development can be accommodated?

Ans. Answer is quite simple. A leader once he is consummate in consciousness he definitely knows different levels of consciousness in between. He can deal with different varieties of mentalities, as his decisions will be purely based on purified consciousness or supra-mental consciousness rather than with impressed consciousness.

Here the researcher felt that the objectives of the individuals, commercial organisations and society as a whole are to be mentioned before proceeding further.

**Orientation of the thesis**

1. Description of a hidden treasure consciousness, which is in all human beings that is capable of bringing not only the best out of an individual but also helps in building successful organisations, nurturing good culture, creating wealthy and healthy nations there by bringing world peace.
While trying to find a way to achieve the desired objective various means were explored. The moment one talk about the science of management three points is intertwined and inseparable. They are
1. Individual
2. Society
3. Culture

1. Individual and his possible objectives

Main concern of today’s individual can be centered round 6 major aspects. They are
1. Family well being
2. Financial well being
3. Material well-being (physical comforts)
4. Mental well being
5. Societal well being
6. Spiritual well being

The same was quoted by Abraham Maslow (Fred Luthans, 2003) in his famous theory of hierarchy of needs. He identified five levels in his need hierarchy. They are
1. Physiological needs,
2. Safety needs.
3. Affiliation needs.
4. Esteem needs.
5. Self-actualization needs.

This theory proposed by Maslow gained popularity through Douglas McGregor’s widely read book the ‘Human Side of Enterprise’. This theory had a tremendous impact on modern management approach. This theory made a significant contribution in terms of making management aware of the diverse needs of employees at work. A person’s behaviour naturally is an outcome of
the priority of need he considers. With such background he is entering into an organisation.

**Society and its possible objectives**

Combination of several individuals with diverse back grounds and interests and needs constitute a society. While trying to fulfill one's needs one has to struggle for the scarce resources available. Result of which arises a situation struggle for existence and survival of the fittest (a famous theory proposed by Charles Darwin). This exactly is the situation of millions of individuals. But if this situation is allowed to continue in future, then anarchy is going to be the order of the day in the world and the signs of which are clearly evident.

So the objective for a society can be to foster a culture, which removes imbalances at different levels, and harmony should creep in. This is for which most of the world leaders are striving.

**Objectives of the commercial organisations**

Experts from the field of finance always emphasize the primary objective of any commercial organisation is wealth maximization. It is possible only through three factors of producing quality goods, through cost and time minimization and value addition. Just in time, kaizen, adaptive manufacturing, automation etcetera are some of the important aspects to achieve the commercial objective. While creating wealth they consider thoroughly the part played by its stakeholders. Stakeholders include Shareholders, Employees, Suppliers, Distributers, Customers, Government, Tax and Legal authorities.

Other important objectives include societal obligations like pollution control, contributing to societal causes, infrastructure development, aiding in governmental and non-governmental programme etc.
Culture
Culture can be defined as ‘A pattern of basic assumptions, invented, discovered or developed by a given group as it learns to cope up with the problems of external adaptation and internal integration- that has worked well enough to be considered valid and therefore to be taught to new members as the correct way to perceive, think and feel in relation to these problems (Edgar Schein).

Relationship between these divergent objectives
If we look into all these aspects the basic unit for study is individual and his contribution for the development of organisation, team, society, self-etc.
A very recent survey conducted in organisations like TCS reveals a fact that satisfied employees will be not only be in a position to bring and retain customers but also create a healthy organisation culture there by increasing the brand value of the organisation. (Quoted by the vice-president in management meet of SCSVMV)

This is possible only through commitment of leaders to do good to the society. In fact if we look deep into these objectives they are not contradictory but complementary to each other. May be the methodology adopted by each individual/organization or society differs depending upon the level of consciousness it operates. But underlying fact remains that individual with all his attributes and attitudes remain the basic parameter for consideration. If we check all these objectives throughout the thesis one can find the intimate and integrative relationship between various objectives specified. Researcher also reflects the same opinion while dealing with various aspects of the thesis.

Footnote -
This explanation was given to the reader in order to make the complex topic of the thesis as simple as possible.