## **TABLE OF CONTENTS**

Contents		Pages
Certificate		(i)
Acknowledgements		(ii)
Table of Contents		(iii) – (v)
List of Figures and Tables		(vi)
CHAPTER I		1 – 38
1.1	Introduction	1
1.2	Spirituality-A Modern Day and Ancient Perspective	2
1.3	Motivation: Our Need to Walk the Path of Spirituality	3
1.4	Purpose / Objective	5
1.5	Rationale / Justification	6
1.6	Research Questions	6
1.7	Limitations of the Study	7
1.8	Delimitation of the Study	7
1.9	Leadership: Concept and Theories - A Western View	8
1.10	Leadership – Ideologies and Concepts – Indian View	11
1.11	Transformational Vs Transactional Leader	13
1.12	Mapping of Leadership Styles	14
1.13	Nurturant Task (NT) Leadership	16
1.14	Model Characteristic of Indian Subordinates	18
1.15	Military Leadership Pre British Rule	20
1.16	Military Leadership During British Rule	24
1.17	Military Leadership Post Independence	25
1.18	Analysis	27
1.19	Influence of the Changing times on Military Leadership	33
1.20	Deterioration of Human Values and Military Ethics	34
1.21	The East-West Divide on Philosophy of Life	37

CHAPTER II		
REVIEW OF LITERATURE		
2.1 Panorama of Indian Philosophy	39	
2.2 The Vedic Literature	39	
2.3 Basic Teaching of Important Religions	47	
2.4 Religious Universalism and Harmony	52	
2.5 Behaviour of Leader/King in Daily Life	57	
2.6 Attributes of a King	70	
2.7 Brief Analysis of Personalities	85	
2.8 Military Leadership Traits	90	
2.9 Analysis of Literature	94	
CHAPTER III	104 – 108	
RESEARCH DESIGN AND METHODOLOGY		
3.1 Introduction	104	
3.2 Development of Questionnaire	107	
CHAPTER IV		
RESULTS AND DISCUSSION		
4.1 Genesis	109	
4.2 Questionnaire and Data interpretation	111	
4.3 Over all Analysis of Results and Discussions	122	
4.4 Recommended Model of Leadership -	123	
An Indo - Western Model		
4.5 Leadership Effectiveness Through Spiritual Values	131	
4.6 Analysis	136	
4.7 Recommendation	136	

CHAPTER V		137 – 179
RECOMMENDATIONS AND CONCLUSION		107 170
5.1	Introduction	137
5.2	Leadership and Spirituality	141
5.3	Leadership Management	142
5.4	Soldiering and Spirituality – An Introspection	143
5.5	Socio - Economic Pressures/Trends:	143
	Impediments to Optimisation of Effectiveness	
5.6	Sprituality and Effectiveness	154
5.7	Overcoming Anger and Fear to achieve success	161
5.8	Character Building	162
5.9	Spirituality, Decision Making and Risk Taking	164
5.10	Meditation and Memory	165
5.11	Pay offs of Spirituality	167
5.12	Institutionalising Spiritual Awareness in Armed Forces	169
5.13	Formalising `Spirituality' Courses of Instructions	172
5.14	Suggested Curriculum for balanced Spiritual Training	174
5.15	Conclusion	176
20		
References		180 – 183
Appendix A : Questionnaire		184 – 188
Appendix B: Servant Leadership		189 – 194