

# Vedaang

*Redefining excellence*

Volume 10 | Number 3 | 2020-21

ISSN 09757961

*Paradigm Shift in the Academic World  
Due to Covid 19*

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Businessman Through Yoga Breathing  
Techniques*

*Yogic Approach of Organizational  
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Special Reference to 'Patanjal Yog  
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*An Analysis of the Achievements of  
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*Need of Gandhi ji's Economic  
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*Strategic Distribution Management in  
Retail*



A MANAGEMENT JOURNAL OF  
SHRI GURU RAM RAI UNIVERSITY

# Vedaang

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## *From the Editor's Desk.....*

*Welcome to the Latest issue of Vedaang. We live in unprecedented times. COVID-19 has shutdown large sectors of the economy, as well as has different impacts on the entire education system. Estimates from UNESCO show that around 90% of the world's students are currently out of school. Like many of you, I am working from home, drafting this editorial from our home offices under shelter-in-place orders. I sincerely wish to find all of you in good health. In current issue, you will find collection of articles on various themes contemporary and thought provoking.*

*Health is the buzzword of current times. Appropriate to the current scenario, Pal N S Kalyani has defined the changing times in her article 'Paradigm shift in the academic world due to Covid 19'. Dr. Sarswati Kala, Ritesh Gupta and Manoj Raturi paved the way for health in their article 'Efficiency balance of busy businessman through Yoga techniques'. Prof. Jasmine Pradeep Gazare has used ancient texts to elaborate their usefulness for the organisations in 'Yogic approach of organizational behavioural management with special reference to patanjali Yogsutra and Bhagwat Geeta'.*

*Chandra Dev Bhatt looks back at the benefits of Demonetization in his article 'An analysis of the achievements of demonetization'. Kanubhai D Baldania and Deepak Bhoje look at efficacy of government schemes intervention at grassroots level in their article 'Evaluation of procedural appropriateness of village development plan with reference to sansad adarsh gram yojna guidelines in the context of South Gujarat'. Villages are the places wherein real India lies. Dr. Lokesh Jain talks about the relevance of Gandhiji in 21<sup>st</sup> century in his article 'Need of Gandhiji's economic thoughts for sustainable development of the nation'. Divya Arora echo the importance of villages in her article 'A study of Vrishk effect on the Indian Wooden Handicrafts Industry'.*

*Dr. C. S. Yadav's study on Strategic Distribution Management in Retail presents distribution as a strategic source of competitive advantage which links logistics and marketing.*

*Though this year has been very challenging yet we have to move forward with sanguine approach in life. I hope you will find the current issue of our Journal inspirational as well as informative.*

*Stay safe! Stay healthy!*



**Dr. Pooja Jain**  
Chief Editor



## PARADIGM SHIFT IN THE ACADEMIC WORLD DUE TO COVID 19

Pal N. S. Kalyani\*

### ABSTRACT

*One of the key aspects to cope with Covid-19 is to ensure about delivering the services to the possible extent. It has been a very easier transaction to the professionals across various industries and many are working with smart devices and laptops at the office. Working from home becomes a norm now. Even though it is missing personal communication, face to face interaction, people hope that when things are back to normal, it will be restored. As the learning is always been in classrooms, the students right from school level to post graduate level need to make bigger adjustments. Both the faculty and students are not well equipped with the tools of technology to avail the remote learning. Government of India's Digital India Vision is emerging as a key instrument to resolve the present crisis due to pandemic. Adoption of Digital technologies have been accelerated during lockdown. Educational Institutions, Business Houses, computer, analytics, data management methods, online educational solutions etc., have been forced to work in tandem and also to improve the quality and time of delivery to handle the situations. In order to experiment and deploy new tools, it is an ideal time for educational delivery and meaningful to students who cannot able to go to classes or campus. The Present article focuses on understanding the paradigm shift in the academic world due to Covid 19 and to study the challenges and preparedness of the teaching fraternity to handle such situation. A questionnaire was prepared and data was collected from the Academicians about handling remote teaching and evaluation process. The responses were analysed and offered suitable recommendations to academic fraternity to cope up with the future.*

**Key Words :** Emotional Openness, Digital India, SWAYAM, gamification

### Introduction :

As a part of the efforts to stem the spread of COVID 19, as a part of preventive measure such as self isolation, social distancing etc., has prompted the

wide spread closure of educational institutions all over the world. All the Governments around the world have closed educational institutions temporarily in an attempt to contain the spread of Corona Virus. As per UNICEF,

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186 countries are presently implementing nation wise, local closures impacting about 98.5% of world's student population. Examinations were cancelled in many Universities and Institutions. In India, Students of Primary Education upto Class XI were promoted by State Boards and Central Boards; few examinations were postponed and in case of few papers the students were directly promoted. Many Universities took the decision to remove detention policy for the present academic year. The Evaluation process has been stopped for the time being and Entrance Examinations in India, after Class X, Polytechnic, Engineering and Medical Entrances, Professional Courses, PG and PhD Admissions were halt for the time being, leaving the students and parents into depression about the careers. It has disturbed the placement activity of graduating students as well. The students who took admissions in foreign universities and institutions had to postpone or cancel their admissions due to cancellation of flights. Many universities and Institutions had to postpone the planned FDPs, Seminars, Workshops etc., Social distancing strategies such as cancelling field trips, large gatherings viz, physical education, assemblies, choir classes, yoga, gymnasium, meals in canteen etc were implemented when there is a minimal to moderate community transmission. In addition to this, decrease in the school or examination timings, increasing space between desks, staggering arrival or

dismissal timings, limiting non-essential visitors, using spate health location for children with flu symptoms are to be implemented.

The COVID 19 pandemic has affected all educational institutions across the global, leading to closure of Schools, Higher educational institutions and Universities. It has an impact not only on students, faculty members and families but also have far reaching economic and societal consequences. The effect has shed light on various economic and social issues viz., student fees dues payment, digital learning, food insecurity, lack of shelter as well as access to childcare, housing, healthcare, internet and disability services. The impact is even more severe for unprivileged children and their families leading to interrupted learning, child chare problems, compromised nutrition and economic cost to families who couldn't work.

### **Objectives of the Study:**

- To study the emerging challenges in adoption of technology in education
- To study the constraints faced by the teaching fraternity during online teaching
- To offer suitable suggestions to make online teaching more effective

### **Research Methodology:**

The study is based on



- (a) Primary Data – Collected through a Online Questionnaire circulated via Mails and Whatsapp to various faculty groups across India
- (b) Secondary Data on Online Teaching – Challenges and Prospects was collected from articles in Journals.

**Sample Size :** Random Sampling is the mode of sampling and responses were collected from 300 participants

**Limitations of the Study:** Time is the major constraint of the study and sample size is limited to 300 participants only.

**Emerging challenges and adoption of technology in education with special reference to covid19 situation:**

COVID19 has ensured all the professionals across service sector for an easier transition to work from home with their smart devices and laptops. It is missing the personal and face to face communication which can be restored when the things are back to normal. There is a need for bigger adjustments for the students as learning has always been in the classrooms. Many students are not well equipped with latest technological tools to avail remote learning. For solving present crisis due to Covid19, Government's vision of Digital India is emerging as vital instrument.

Lockdown time is an ideal time to deploy and experiment new tools for meaningful education delivery to students who cannot go out of campuses.

It provides an opportunity to be more productive and efficient and also to develop innovative and improved professional knowledge and skills through online assessment and learning. Through the usage of technology, concept of education changes from teacher centric system to student centric system.

Virtual classrooms and online tools allows the faculty and students to be engaged and close to a real classroom experience. Time and costs of Parents, Teachers, Management will be saved through digital interactivity. Pedagogy acts as an important link between educationalists, course content, course takers and technology in the areas of digital education. With the given constraints viz, telecom infrastructure, internet connectivity, laptop or desktop availability, affordability of online system, educational tools, software online assessment tools etc., technology democratization is an important issue presently. Technology based education is more reliable and transparent, as it doesn't make any difference between Backbenchers and Front or Boys Vs. Girls.

To tackle the challenges of schools and colleges being closed due to lockdown, Government of India, as well as state governments and other private institutions are publishing information regularly. Initiatives undertaken by Ministry of HRD, AICTE, Department of technical education, NCERT and other

organizations is benefitting and supporting the students and youngsters.

SWAYAM is an online platform for teachers; for Undergraduate and Post graduate students MOOCs ( Massive Open Online Courses) were introduced for non technology courses; e-PG Pathshala or e- content containing modules were introduced on Arts, Fine Arts, social science, natural science and mathematical sciences. CEC-UGC is an Youtube Channel is being used by many youngsters today; VIDWAN – a database of experts providing information to peer groups and prospective collaborators; NEAT is an initiative by AICTE developed in collaboration with Education Technology Companies, based on the PPP Model to enhance the employability skills.

With single window facility, National Digital Library , the repository of learning resources are helping student and faculty members. Noteworthy initiatives viz., Free and Open source software for education (FOSSEE), spoken tutorials, google classroom, e-Yantra etc, has been taken up. Government of India and state governments is delivering e-education through the creation of infrastructure viz. NPTEL – National Project on Technology Enhanced Learning, NMEICT – National Mission on Education through Information and Communication Technology, NAD – National Academic Depository etc., National Knowledge Network is

providing high speed network and acting as backbone to educational institutions in the country.

Course era is a world wide online learning platform which works with universities and other organizations to offer online courses, specializations and degrees in various subjects.

Many private business houses are in the process of product improvement and designing online assessment modules taking into consideration social distancing, limited bandwidth and also by managing remotely proctored skilling assessments or examinations.

Usage of technology in the areas of teaching, recruitment leads to new era wherein the best of faculty are available across the globe to the students. The quality of education is gauged not only with the Faculty quality, but also with Information Technology infrastructure quality, faculty familiarization with teaching technologies etc., With digitalization, the physical infrastructure available at educational institutions will have low impact on educational quality and direct on educational cost.

Faculty members and students started using Zoom, Moodle LMS, Cisco Webex, Google Meets, Zoho etc., for teaching and online meetings. Edpuzzle, Prezi, iRubric, Mentimeter, Quizlet, Visuwords, Google Sheets, Google forms are used for demonstrations.

Innumerable workshops are organized by UGC, AICTE, Universities and Private Institutions on usage of Open Source LMS, Software for online classes and interaction, video recording software, LMS for video based learning, Presentation Software, Software for rubrics creation, software for assignment

submission, Instantaneous assessment software, learning through gamification, mind mapping software, software for visual effects, software for peer learning and collaborative technologies, software for data collection, online coding platforms, mobile apps for coding, English language learning softwares etc.,

### Data Analysis and Interpretation:

#### Part A : Socio Economic Profile

S.No.	Profile	Category	No.	%
1	Gender	Male	132	44
		Female	168	56
2	Age Group	Below 30 years	72	24
		30- 40	119	40
		40-50	72	24
		above 50	37	12
3	Designation	Asst. Professor	232	77
		Asso. Professor	47	16
		Professor	21	7
4	Department	Arts	32	11
		Commerce	102	34
		Management	84	28
		Sciences	43	14
		Engineering	32	11
		Others	7	2
5	Teaching	UG	178	59
		PG	122	41

**Part – B : Satisfaction level of Respondents towards Online Teaching**

S.No.	Parameters	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total	Average	Standard Deviation	Rank as per Average
1	I need additional training and support from organization to use technology in teaching better	123	98	15	45	19	300	3.9	48.33	1
2	The webinars and other training programmes were helpful to improve my knowledge	98	103	35	37	27	300	3.7	37.2	2
3	Attending Conferences and Workshops are comfortable in online mode	98	86	33	52	31	300	3.6	30.63	3
4	I could able to balance my work life during online teaching	89	78	65	33	35	300	3.5	25.22	4
5	I am trained by the Institution to use Online Teaching	78	89	54	43	36	300	3.4	22.73	5

6	Organizing Conferences and Workshops are comfortable in online mode	87	76	27	64	46	300	3.3	23.91	6
7	My family members are cooperative during online teaching	78	65	41	78	38	300	3.2	19.48	7
8	I will continue using blended teaching (classroom and online) even after lockdown	65	78	45	79	33	300	3.2	20.4	8
9	The parents are cooperative during Online Teaching	45	56	42	78	79	300	2.7	17.68	9
10	I improved my skills and knowledge during lockdown	56	45	35	78	86	300	2.7	21.6	10
11	Online Classes are providing equal satisfaction has it is during class room teaching	35	43	31	120	71	300	2.5	37	11

12	The students are responding properly to online classes	32	43	56	78	91	300	2.5	24.36	12
13	Assessment and Evaluation is comfortable in online mode	32	45	56	72	95	300	2.5	24.46	13
14	I could able to organize Co-Curricular activities and Extra Curricular activities during Online teaching	32	34	67	78	89	300	2.5	25.86	14
15	The Organization is providing additional incentives to reimburse expenditure related to online teaching	41	35	56	51	117	300	2.4	32.91	15
16	I used technology in my teaching before Covid19	23	34	41	98	104	300	2.2	38.03	16
17	My Superiors are counselling me about making online teaching more effective	21	32	45	104	98	300	2.2	38.44	17

18	The Organization is providing necessary Infrastructure to Teach Online	31	23	45	87	114	300	2.2	38.99	18
19	My performance is being evaluated from time to time by my Institution during Online Teaching	13	27	54	98	108	300	2.1	42.08	19
20	I am getting my full salary during lockdown period	20	15	0	68	197	300	1.6	80.71	20

### Interpretation:

From the above data the following suggestions are made by the respondents about Online Teaching:

- Teachers need additional training and support from the organizations to use technology in a better way during online classes (Mean : 3.9)

The respondents have provided positive feedback about the following aspects:

- The webinars and other training programmes were helpful to improve the knowledge (Mean : 3.7)
- Attending conferences and workshops are comfortable in online mode (Mean : 3.6)
- The respondents could able to balance

their work life during online teaching (Mean : 3.5)

- The respondents were trained by the Institution to use online teaching (Mean : 3.4)
- Organizing conferences and workshops are comfortable in online mode (Mean : 3.3)
- The family members are cooperative during online teaching (Mean : 3.2)
- The respondents are ready to use blended teaching even after lockdown (Mean : 2.7)
- The parents were cooperative during online teaching (Mean : 2.7)
- The respondents have improved their skills and knowledge during

lockdown (Mean : 2.5)

- Online classes are providing equal satisfaction it has during class room teaching (Mean : 2.5)
- The students are responding properly to online classes ( mean : 2.5)
- assessment and evaluation are comfortable in online mode ( Mean : 2.5)
- The respondents could able to organize co-curricular and extra curricular activities during online teaching ( mean : 2.5)
- The organization is providing additional incentives to reimburse expenditure related to online teaching ( Mean : 2.4)
- Respondents used Technology in teaching before Covid 19 ( Mean : 2.2)
- The Superiors are counselling about making online teaching more effective (Mean : 2.2.)
- The Organization is providing necessary infrastructure to teach online ( Mean : 2.2)
- The respondents felt that their performance is being evaluated from time to time by the institution during online teaching ( Mean : 2.1)
- The respondents are getting full salary during lockdown period (Mean : 1.6)

### **Recommendations to make Online Teaching more Effective:**

- In country like India, majority of population belongs to middle income group and access to Technical Infrastructure like laptop, wifi connectivity is difficult and certain

times of limited internet access and problems in streaming, many students are struggling and missing live streamed lectures. Thus, recording videos instead and sending them helps the students to watch during their own time

- It is advisable for the instructors to show their face so that their lecture will be more effective than simple narrated slideshows.
- The videos which have longer duration than 15 minutes may cause issues related to learners' distraction and slow downloading. Making two or more videos with short duration and topics are advisable.
- Testing the slides before shooting the lectures whether they are in readable form in small screen are not is desirable. The faculty need to double check colours, font sizes, screen ratios and template designs.
- The students were using smart phones to access online learning and the faculty members may use existing resources with clickable links
- The faculty members need to suggest using open resources to students and confirm before advising them that they are available and accessible.
- As the general attention span is only 20 minutes, it is suggested to take breaks and make it more curious by general interaction with students
- Online Interactive activities like quiz, games are to be conducted occasionally.
- Create small tasks like submission of assignments with limited word size



produces best responses and outcomes from the students

- Auto check the participation of the students by taking their attendance in the form of participation in the quiz etc. improves the compliance of the students towards attendance.
- Encourage the students to take the control by working together in small groups and supporting each other online.
- Emotional Openness is one of the great instructional strategy during online teaching especially for the teachers who are using it for the first time and they are learning while teaching.
- Teachers need to change their teaching style during online teaching, repeating the concepts and topics helps the students to focus and remember during virtual teaching.

### Conclusion:

The key aspect of coping with Pandemic is to ensure that the services are being delivered to whatever the possible extent. The Government's vision of Digital India is emerging as a vital instrument in resolving the present crises. The future recruitment policies includes the faculty preparedness and access to online teaching. The measures need to be taken about institutions' physical infrastructure which has less impact on the educational quality and direct impact on educational cost. A drastic change in mind set and thought process of authorities, policy makers, educationalists and students is required and these steps will strengthen the

adoption of nation's digital learning infrastructure in the long run.

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## EFFICIENCY BALANCE OF BUSY BUSINESSMAN THROUGH YOGA BREATHING TECHNIQUES

Prof. (Dr) Saraswati Kala<sup>1</sup>, Ritesh Gupta<sup>2</sup>, Manoj Raturi<sup>3</sup>

### ABSTRACT

*In the current scenario business working model is changed rapidly. Some businessman is worked near about 12-16 hour a day. Evenly in night, before sleeping they worked on mobile or social media to grow their business like WhatsApp, Youtube, LinkedIn, Instagram, e-mailing etc. In the busy schedule; businessman forget the health issues. After some years of business, Entrepreneur feels some mental and physical problems like tension, anxiety, irritation, digestive problems, sleep disorders etc. If the businessman ignores these type problems; than after some months or years they will fall in serious illness. This study helps to the businessmen to cure yourself among these types of problems. In this experimental study we have randomly select 50 subjects (35-45 age group) from Dehradun City. Yoga breathing techniques training given to them and they practised in daily life. In Yoga techniques, four Yoga techniques 1. Deep Breathing 2. Bhramari Pranayama 3. Long Om Chanting 4. Kapalbhathi were included in this experiment. Self developed questionnaire have used to collect the Pre-Post datas. The period of this study is only 21 days (3 weeks). After experiment we find that, the given yoga techniques reduces the mental and physical problem of the businessman. After data analysis we find that 15-20% growth in efficiency of the businessman. The businessman got the mental peace, strong wellness, good energy level, happiness and calm through the given techniques. Finally, we can say that the yoga breathing techniques working well. If we will increase, the time period of this experiment than we will get much better results.*

**Keywords:** *Yoga Breathing Techniques, Efficiency, Businessman Life Style etc.*

### Introduction:

We often hear the struggle, failure and entrepreneurs suffering through tons of problems. In our busy lives, we often

dismiss the thought of mental health and try to carry on with our lives. Which is our first and the biggest mistake! The fear of what people might say and how we might be judged is the key to all the issues. At

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times we are too ashamed to admit to the fact that we are a victim of mental health problems. In the current scenario business working model is changed rapidly. Some businessman is worked near about 12-16 hour a day. Evenly in night, before sleeping they worked on mobile or social media to grow their business like WhaysApp, Youtube, Linkden, Instagram, e-mailing etc. In the busy schedule; businessman forget the health issues. After some years of business, Entrepreneur feels some mental and physical problems like tension, anxiety, irritation, digestive problems, sleep disorders etc.

If the businessman ignores these type problems; than after some months or years they will fall in serious illness.

#### **DETAIL OF THE TERMS USED IN TITLE -**

##### **Efficiency**

Efficiency is the (often measurable) ability to avoid wasting materials, energy, efforts, money, and time in doing something or in producing a desired result. In a more general sense, it is the ability to do things well, successfully, and without waste. In more mathematical or scientific terms, it is a measure of the extent to which input is well used for an intended task or function (output). It often specifically comprises the capability of a specific application of effort to produce a specific outcome with a minimum amount or quantity of waste, expense, or unnecessary effort. Efficiency refers to very different inputs and outputs in different fields and industries.

##### **Imbalance Efficiency**

Efficiency is very often confused with effectiveness. In general, efficiency is a measurable concept, quantitatively determined by the ratio of useful output to total input. Effectiveness is the simpler concept of being able to achieve a desired result, which can be expressed quantitatively but does not usually require more complicated mathematics than addition. Efficiency can often be expressed as a percentage of the result that could ideally be expected, for example if no energy were lost due to friction or other causes, in which case 100% of fuel or other input would be used to produce the desired result. In some cases efficiency can be indirectly quantified with a non-percentage value, e.g. Energy Level, Sleeping & Mental Peace etc. Many cause effects to the Neuro-Muscular system like no schedule work, any time eating, sleeping disorders and unsystematic rapid life style. If Neuro-Muscular system is not working properly; the efficiency will weak day by day and this weakness or lazyness or effectiveness called imbalanced efficiency.

In this research we have used three parameters to grow the efficiency –

- i. Energy Level (Tiredness)
- ii. Sleeping Disorder (Level 1 Insomnia)
- iii. Mental Peace (Calm)

##### **Poor Energy Level (Tiredness or Fatigue):**

Fatigue is sometimes a normal experience and part of normal

physiology. Energy fluctuations are a feeling that most humans must deal with at one time or another throughout life. Modern day life puts people in situations in which they must continue to press on, even though their body is sending gentle signals it is time to throttle back and take some time to rest and rejuvenate. The human body is quite amazing in its ability to remain functioning at a high level, even in suboptimal circumstances due to redundancies in human physiology. The challenge with this type of lifestyle which so many live is understanding when the body has been pushed too far, when the symptoms of occasional physical and mental fatigue have crossed the threshold, and all, or most, redundant systems have been exhausted and must be addressed with focused evaluation and appropriate support to maintain an individual's health.<sup>3</sup>

Vitality level changes are an inclination that most people must arrangement with at once or another. Cutting edge places individuals in circumstances in which they should keep on going ahead, despite the fact that their body is sending delicate signs the time has come to throttle back and set aside some effort to rest and restore.

Intense exhaustion is a totally ordinary procedure, which happens to be a defensive system, regularly connected to a solitary reason. Distinguish the reason, regardless of whether it be diet, exercise, rest, or stress, adjust the factor, and the weakness ought to enhance decently rapidly. A run causes intense weariness. Recuperating is the

appropriate response. The main problem close by is to decide when the weakness one feels isn't the defensive, intense weariness, which basically is advising somebody to take a brief break, and giving progressively escalated help to, on occasion, neglected perspectives inside the body which help to manage and give vitality to the body. So we can say that the energy level is effect to our efficiency directly.

### **Sleeping Disorder:**

Sleep disorders are conditions that prevent a person from getting restful sleep and, as a result, can cause daytime sleepiness and dysfunction. There are approximately eighty different types of sleep disorders. About 70 million Americans suffer from them.

The most important sleep disorders are:

- Insomnia
- Sleep apnea
- Restless legs syndrome
- Narcolepsy

Insomnia is a sleep disorder in which people have difficulty falling or staying asleep. People with insomnia have one or more of the following symptoms:

- Difficulty falling asleep
- Waking up often during the night and having trouble going back to sleep
- Waking up too early in the morning
- Having unrefreshing sleep

Having in any event one daytime issue, for example, weakness;

drowsiness; issues with disposition, focus; mishaps at work or while driving, and so forth, because of not resting soundly.

Sleep deprivation fluctuates in to what extent it keeps going and how regularly it happens. Around 50 percent of grown-ups experience periodic episodes of sleep deprivation and 1 out of 10 experiences ceaseless a sleeping disorder. A sleeping disorder can happen without anyone else or can be related with medicinal or mental conditions. A sleeping disorder can be present moment (intense or modification a sleeping disorder) or can keep going quite a while (interminable a sleeping disorder). It can likewise go back and forth, with time frames when an individual has no rest issues. Intense or alteration a sleeping disorder can last from one night to half a month. Sleep deprivation is called ceaseless when an individual has a sleeping disorder at any rate three evenings per week for a month or more. Indirectly efficiency is depend on our healthy sleeping. So, If we have take good sleep it effects on our efficiency.

### **Mental Peace:**

Inner peace (or peace of mind) refers to a deliberate state of psychological or spiritual calm despite the potential presence of stressors. Being "at peace" is considered by many to be healthy (homeostasis) and the opposite of being stressed or anxious, and is considered to be a state where our mind performs at an optimal level with a positive outcome. Peace of mind is thus generally associated with bliss, happiness and contentment.

Peace of mind, serenity, and calmness are descriptions of a disposition free from the effects of stress. In some cultures, inner peace is considered a state of consciousness or enlightenment that may be cultivated by various forms of training, such as breathing exercises, prayer, meditation, tai chi or yoga, for example. Many spiritual practices refer to this peace as an experience of knowing oneself.

People have difficulties embracing their inner spirituality because everyday stressors get the best of them; finding peace and happiness in the little joys of life can seem like a lot of work, and results do not seem all that gratifying. Achieving spirituality is a step-by-step process; there are ways through which one can become more spiritual every day. Mental peace of calmness is also effects to our efficiency so it is necessary for humans to increase our efficiency.

### **Yoga Breathing Techniques:**

In this study we have used only four yoga breathing techniques to balance the efficiency. The four yoga breathing techniques is Deep Breathing, Bhramari Pranayama, Long Om Chanting, Kapalbhathi. Here, first is **Deep Breathing**; means take deep inhale and exhale freely to increase the oxygen level in our body and release the toxic elements during working hours. Second is **Bhramari Pranayama**; this is a very fast unique technique to control the mental problems. Close the ears, eyes and mouth with the help of fingers of hands, deep inhale and chant the 'Omkar' with vibration, which develop the 'Naad'

condition. Third is **Long Om Chanting**; deep inhale and during long exhale chant the 'Omkar'. This will develop a rhythm in our breathing. Fourth and last one is **Kalbhata Pranayama**; in this technique, after deep inhale from both nostrils, forcefully stomach goes inside and after this action exhale automatically, now no efforts to take inhale this is automatic. We will do only stomach pressed inside forcefully. That shatkarma technique is very useful in digestive problems. All four said yogic breathing techniques are effects upon the neuro-muscular system and improve the efficiency.

#### Objectives of the Study:

- To develop the energy level during working hours.

- To reduce the sleeping disorders.
- To stable the Calm or Mental Peace.

#### Hypothesis of the Study:

- Yoga breathing techniques increase the body energy level during working hours.
- Yoga breathing techniques decrease the sleeping disorders.
- Yoga breathing techniques stable the mental peace.

#### Sample:

We have selected 35 to 45 years old 50 businessmen by randomly and quota selection method from the many business groups in Dehradun city.

Businessman	Group	Age Group	Male/Female
50	Only 1	35-45	Male

#### Variables:

Independent Variables : **Yogic Breathing Techniques**

- Deep Breathing
- Om Chanting
- Bhramari Pranayama
- Kapalbhati

Dependent Variables : **Efficiency**

- Energy Level
- Sleeping Disorder
- Mental Peace

## RESEARCH METHODOLOGY

#### Research Design:

The present Research Design is experimental. In this experiment we have create only one group.

#### Tool:

Self Developed Questionary to measure the value of the dependent variables. In this questionnaire each question has five objectives to answer.



**Data Collection:**

Pre-Post technique used in this study.

**Statistical Technique:**

Percentage method we have used to data analysis.

**Period:** 21 Days.

**Research Process & Data Collection:**

Subjects are well taught with all given four yoga breathing techniques and recommended that in the working hours or daily routine work, they will practice all these given techniques frequently as per need or at the time when they feel unhappy, unconscious or tired. First day, we have taken the pre-data with the help

of self developed questionnaire from the 50 subjects. This experiment will run 21 days (3 weeks) at primary level. Last day we have use our self developed questionnaire and take the post-data of this experiment. Now, we show the data and check our hypothesis. We have used only very bad and not good objectives to analyse the data.

**Data Analysis:**

After data classification, we analyzed the data with the help of statistical percentage method and check our hypothesis<sup>12</sup> continuously.

**Hypothesis-1:** Yoga breathing techniques increase the body energy level during working hours.

**Table 01**  
Pre-Post Data of Energy Level (Tiredness)

Sl.	Energy Level	Very Bad	Not Good	Good	Good Enough	Very Good	Total
		8	22	10	6	4	50
	<i>Pre %age</i>	16%	44%	20%	12%	8%	100%
		4	15	21	6	4	50
	<i>Post %age</i>	8%	30%	42%	12%	8%	100%

**Table 02**  
Effectiveness on Energy Level in Percentage

Sl.	Subject	Energy Level (Tiredness)		%age
		<i>Pre</i>	<i>Post</i>	
1	50	60%	38%	22% (+)

The given table 01 shows that the 16% people energy level is very bad and 44% people accepted energy level is not good,

total is 60% and table 02 shows the comparison of Pre-Post data. Here, we find the 22% growth in energy level. Its

means our hypothesis “Yoga breathing techniques increase the body energy level during working hours” is right and accepted.

**Hypothesis-2:** Yoga breathing techniques decrease the sleeping disorders.

**Table 03**  
Pre-Post Data of Sleeping Disorder (Level 1)

Sl.	Energy Level	Very Bad	Not Good	Good	Good Enough	Very Good	Total
		16	16	8	5	5	50
	<i>Pre %age</i>	32%	32%	16%	10%	10%	100%
		7	9	19	9	6	50
	<i>Post %age</i>	14%	18%	38%	18%	12%	100%

**Table 04**  
Effectiveness on Sleeping Disorder (Level 1)

Sl.	Subject	Sleeping Disorder (Insomnia Level 1)		%age
		<i>Pre</i>	<i>Post</i>	
1	50	64%	32%	32% (-)

The given table 03 shows that the 32% people sleeping is very bad and 32% people accepted sleeping is not good, total is 64% and table 04 shows the comparison of Pre-Post data. Here, we find the 32% growth in quality of

sleeping. Its means our hypothesis “Yoga breathing techniques decrease the sleeping disorders” is right and accepted.

**Hypothesis-3:** Yoga breathing techniques stable the mental peace.

**Table 05**  
Pre-Post Data of Mental Peace

Sl.	Energy Level	Very Bad	Not Good	Good	Good Enough	Very Good	Total
		4	26	10	7	3	50
	<i>Pre %age</i>	8%	52%	20%	14%	6%	100%
		2	7	28	9	4	50
	<i>Post %age</i>	4%	14%	56%	18%	8%	100%



**Table 06**  
Effectiveness on Mental Peace

Sl.	Subject	Mental Peace (Calm)		%age
		<i>Pre</i>	<i>Post</i>	
1	50	60%	18%	42% (+)

The given table 05 shows that the 8% people mental peace is very bad and 52% people accepted mental peace is not good, total is 60% and table 06 shows the comparison of Pre-Post data. Here, we find the 42% growth in mental peace. Its means our hypothesis “Yoga breathing techniques stable the mental peace” is right and accepted.

### Conclusion:

In this study we find that our all hypothesis is finding right and accepted. This means that the yogic breathing techniques are working to balance the efficiency. So this is very useful to our busy personalities of the society i.e. advocates, busy businessman, doctors, professionals, teachers etc.

### Suggestion:

After the study we have say the following suggestions:

1. The present study contains only 50 subjects. The quantity of subjects is very low. In future, to find the result more effective on confidence level than should be taken more i.e. 200, 300 or 500.
2. We have taken only three parameters of efficiency. In future we have to take more parameters.
3. Area of this study is not so big so the

result is not universal; to create universal principle<sup>12</sup> area should be big.

4. Total Population of this study is only near about 5 Lac. To create more effective principle that should be more in quantity i.e. 20 L, 30 L, 50 L etc.
5. Weather, Diet & Different Diseases effects are not included in this study; should be not ignorable in future.
6. Females are not included in this study. In future, should be engage in this type of study.
7. Sample selection method is very simple, if we choose the cluster & randomly selection method, than we very close to universal principle.
8. Increase the time period of this study to get more sufficient results.

### Limitations:

This study has limit around the Dehradun Nagar Nigam area. Population is only 5 Lacs & Subjects are only 50 in quantity. Study Period is only 21 Days.

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## YOGIC APPROACH OF ORGANIZATIONAL BEHAVIOURAL MANAGEMENT WITH SPECIAL REFERENCE TO 'PATANJAL YOG SUTRA' AND 'BHAGVAT GITA'

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### ABSTRACT

*Managing organizational behavior and culture has become elusive in today's raising competition, stress and disturbances. Many times, it costs not only in pecuniary terms, but also in terms of time, effort and resources, especially, 'human resources'. Even though people work together under one roof towards one goal, they have a distance of miles. And therefore, they lack the feeling of belongingness and devotion to the organization. The presence or absence of which, determines the success or failure of the organization. Number of methods and mechanisms are adopted by organizations to improve their performance by working on such factors. Present research article gives an explanation on how the ancient art of "Yogic Way of Life" is apposite for mindful and wholesome approach to Organizational Behavioral Management. Discussion on yogic terms from 'Patanjal Yoga Sutra', 'Bhagavad Gita' and its practical implementation, elucidate that the yogic way of life by managers creates thoughtful impact on organizational behavior and performance indicators. This qualitative research article is based on hermeneutics and ends by delineating the scope and need for further research in the field.*

**Key Words:** *Bhagavad Gita, Patanjali Yoga Sutra, Organizational Behavior, Yoga*

### Introduction

Managing organizational and individual behavior has always been biggest challenge for all managers, as number of internal and external factors influences it. Many theories like Theory X, Theory Y and Theory Z in organizational behavior were developed

based on the research conducted in 20th century. But, because of the change in business models and business environment like automation, emergence of service industries, E-business etc., these theories are no longer applicable and need modification according to change. Since there is no definite theory

or approach that can be adopted in any situation while managing the behavior of individuals of organization, there is repetitive call for wholesome approach for organizational behavior management. In this regards, holistic approach of Yogic way of life can be seen as mindful and wholesome solution. Present qualitative article studies its importance and adoptability in modern era lining the further need on the research topic.

### **Objectives**

Objective of this study are as follows-

- 1) To study the concept of organizational behavior.
- 2) To study the concept 'yogic way of life approach' as solution to organizational behavior challenges.

### **Limitations**

Present study is no exception to the academic research limitation. Even though Ramayana and Mahabharata time reveals that "Yogic way of life approach" is the best solution for managing life and business, there are rare scientific case studies showing this in statistical form. This qualitative study and discussions therein, also disclose only the theoretical approach of the subject field and therefore, outlines the further need of research. Present research paper includes discussion on term 'Yoga' as 'Yogic Way of Life', defined in Patanjali Yoga Sutra and Bhagavad Gita, and not on any particular Sutra or Shloka.

### **Importance of the Study**

From ancient time, management

studies have been around in one form or another and can be studied from Vedic scriptures. However, it wasn't studied as scientific field like traditional disciplines, such as physics and chemistry etc. One of the reasons for this late development is very few large businesses were there thousands and hundred years ago. Even though management is equivalently important to small and large organizations, large organizations provides both, stimulus and working field for managerial research. One of the first approach to study of management was popularized as 'Scientific Management' and then 'Classical Organizational Theory', with central themes as rationality, efficiency and standardization. These studies either ignored or gave minimal attention to role of individuals or groups in organization. Only few writers, philosophers and managers recognized this newly emerging field of scientific discipline. Furthermore, organizational behavior synthesizes several other fields of study like Psychology, Sociology, Anthropology, Political Science, Engineering and most recently medicine also. Therefore, this discipline demands huge amount of interdisciplinary studies and interventions. In these regards, ancient approach of 'Yogic way of life' is extremely apposite which integrates *Management* and *Yoga* - two extremely different but yet very similar fields at core.

### **Methodology**

This qualitative research study is based on hermeneutics research approach to 'Patanjali Yoga Sutra' and 'Bhagavad

Gita'. Secondary data is collected from the books, journals, research articles, websites etc.

### Literature Review

Organizational Behavior – The study of human behaviour in organizational context is nothing but the Organizational Behaviour. It is in-depth study of how humans and their behaviour interact within the organizational dimension and the organization itself. According to Fred Luthans, *“it is directly concerned with the understanding, prediction and control of human behaviour of organization.”* Whereas, Stephen P. Robbins states as *“Organizational behaviour studies the impact that individuals, groups and structure have on behaviour within organization for the purpose applying such knowledge toward improving and organizations effectiveness.”* These both definitions by scholars implies that, understanding organizational behaviour requires comprehensive study of various factors, since the concept is relative and influential in nature.

Ancient literary work on the concept can be traced from ancient Indian literatures like Mahabharata, Bhagavad Gita, Patanjali Yoga Sutra, Chanakya Niti, Kautiliya Arthashastra etc. whereas modern origin of ‘Organizational Behaviour’ concepts and theories can trace its roots back to Max Weber and earlier organizational studies. Contribution by modern scholars like - Elton Mayo, Chester Bernard, Henri Fayol, Marry Parker Follett, Frederick Herzberg, Abraham Mas Low, David Mc

Chellan and Victor Vroom helped a lot in growth of Organization Behaviour as a separate field of study. Studies by these scholars shows that *it is a normative and applied science of interdisciplinary, humanistic and optimistic approach to total system of organization.*

Fundamental concepts in organization behaviour accepts *differences in individuals and their perceptions.* Therefore, it *studies individual whole person as separate value.* Organizational behaviour studies ‘organization’ as a *social system rather than commercial system,* with due *recognition of human dignity.* Therefore, it is *holistic concept* which includes *study of self-motivation to mutual interest* of the organization. This open up the ground for studying wholesome approach of managing people and organizational elements. In these regards, Yogic Way of life and management can be sophisticated solution.

### Discussions

Why Bhagavad Gita and Patanjali Yoga Sutra - Yoga is an art and science of reaching down inside oneself and summoning vital resources. Bhagavad Gita and Patanjali’s Yoga is *prima facie psycho-mental discipline, inclusive of physical culturing practices.* Transforming mind is the central motto of Patanjali’s Yoga school. Bhagavad Gita also highlights the same point. It is always been accepted that, self-transformation is the best motivation than anything else, to align in accordance to ethics and morality. Therefore, verses in these two literatures

are found to be more appropriate in the context of today's organizational environment.

**Yogic Way of Life** - Previous studies show that adoption of the Yoga Way of Life by managers have a positive impact on organizational performance indicators. The concept 'Yoga way of life' is comprehensive in nature which includes all four streams of yoga- Karma Yoga, Jnana Yoga, Bhakti Yoga and Raj Yoga.

Karma Yoga is *action performed with detachment*. Thus, it is not just actioning themselves but the frame of mind in which they are performed is more important. Paramahansa Niranjananda, in his book 'Yoga Darshan', says that, '*Karma Yoga is the true psychological aspect of Yoga, because one becomes more aware of the subtle areas of personality while performing actions consciously and observed.*' Bhagavad Gita states that "*your right is to work only and never to the fruit thereof. Do not Consider yourself to be the cause of the fruit of action; not let your attachment be to inaction, be even minded in success and failure, evenness of mind is called Yoga.*" (Translation, Chapter 2, 47-48). Therefore, Paramahansa Niranjananda summarizes attributes of karma Yoga as- efficiency without expectation, positive thinking with limited desires, egolessness and equanimity. If adopted by people then, for sure, this approach will bring proper understanding and interpretation of actions and situations to work together in organization.

Jnana Yoga is cultivation of self-awareness. Self-awareness develop into proper understanding, interpretation and knowledge of the subject, situation and of people. Jnana yoga, through self-observation and self-perception focuses on SWAN analysis, thereby motivating for self-improvement. According to Bhagavad Gita, Jnana Yoga practitioner develops some qualities, which are highly recommended at workplace, such as-

Qualities	Implementation at Work Place
Equanimity of Mind (Sthit Pragya)	Calm down in success and failure, thereby well managed emotions, thoughts and words
Detachment (Asangatva)	Self-motivated work with full efficiency and not only out of desire for money, position or recognition
Scarifies (Tyaga)	Recognizing organization and its goals at first priority
Self-Control (Samyama)	Controlling one's lower nature to work together, for sake of good to all.

Bhakti Yoga is emotional culturing which helps to modify, manage and direct one's emotions in proper channel. It is 'looking divine in everything'. Bhakti Yoga practitioner, therefore, recognizes the dignity in each and every being, respecting and accepting its existence. If practices at work place, then improves one's ability to recognize, accept and respect each person as they are, making things easier to move ahead.

Raja yoga in its eight limbs as described by Patanjali, includes



techniques of mind management. These eight limbs in organizational behavior management are-

Limbs	Implementation at Work Place
Yama (Abstinences)	Abstinences from doing anything wrong
Niyama (Observances)	Observance and focus on doing right
Asana (Postures)	Ensuring relaxed, steady, comfortable and motionless posture (If one is not physically fit, how can he focus on goals?)
Pranayama (Breathing)	Breathing – key to manage thoughts and emotions. As an effective technique of self-management
Pratyahara (Withdrawal)	Being self-motivated, purposefully withdrawing from all unwanted activities
Dharana (Concentration)	One pointedness on the group objective
Dhyana (Meditation)	Contemplating, reflecting one's actions towards achieving goal
Samadhi (Absorption).	Being completely observed in the actions. (ensures proper efficiency and effectivity)

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## AN ANALYSIS OF THE ACHIEVEMENTS OF DEMONETIZATION -2016

Chandra Dev Bhatt\*

### ABSTRACT

*Demonetization is an act by a government of a nation where some or the total currencies are discontinued as a legal tender in the country for some specific purpose. The central government of India declared demonetization of two higher ranking currencies of Rs. 500 and Rs. 1000 on November 8th, 2016 at 8:15 P.M. The ruling government had taken this type of decision for the third time in India . Past experience of demonetization in the domestic territory shows that it was not much successful in attaining its aims and objectives. The researcher has tried to depicts the demonetization decision taken by several other nations in the past years and at what extent they had been successful in achieving their set goals.*

*The main objectives of the present study is to analyze the problems faced by common men and business organizations at the initial stages of demonetization , focuses on the forms of corruption in the society and major scams before and after demonetization period , examines whether demonetization is able to put control on naxal activities in the country , whether the decision has put a break to counterfeit currency which is being manufactured in the domestic territories of the neighboring countries and had illegally installed in our monetary system. Our study also aims to find out if demonetization decision has discouraged terror funding activities by terrorist organizations prevailing in the country and whether the decision has been proved an important measure for stopping military infiltration specially from Pakistan.*

**Key Words:** *Demonetization, corruption, scams, counterfeit, currencies, military, infiltration*

### Introduction:

Demonetization implies discontinuing of some particular denomination or total currency as legal tender in an economy. Demonetization

act had been carried out by many countries globally in past years and they all had almost similar objectives behind it, that is to control black money and corruption in their country.

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In the year 1964, Myanmar was the first country to demonetize its 50 & 100 Kyat currency notes. It demonetized its currency notes of different denominations for the second and third time in the year 1985 and 1987. The decision for demonetization resulted disfunctioning of economic activities in the country and the economy had to face protest from the public and many people had to sacrifice their lives. This decision also gave rise to inflation and increase in illegal economic activities in the country viz. smuggling. Demonetization by Myanmar government was proved to be a total failure in world history.

Demonetization decision was also seen unsuccessful in Ghana, where then government demonetized its old "cedi" currency notes and Pesewa coins in the year 1979 and replaced it with new denomination currency notes. In January 1982, the Ghana government again announced demonetization of the highest denominations currency notes i.e. 50 cedi and provided only two weeks' time to its citizen who possessed the said currency to deposit it into their bank account. The main causes behind this demonetization were to minimize tax evasion, to nab corrupt politician and to check international level of black money. The decision proved to be a failure since it didn't achieve its objectives, in addition, citizen of Ghana lost faith in their banking system and majority of population of the country started investing in unproductive physical assets.

In the year 1984, Nigerian government under the leadership of Muhammadu Buhare demonetized old currency notes namely Naira & Kobo and issued new denomination of the currency notes with the aim of stabilizing the economy. But, it couldn't achieve its aim and demonetization was a failure resulting resignation of President Muhammadu Buhare.

Similarly, many other countries of the world took demonetization decisions like Zaire (1993), Soviet Union (1991) and North Korea (2010) who failed in its aims due to many reasons as per post analysts' reports.

On the other phase of the coin, there are many countries who succeeded in attaining their objectives through demonetization. They are- European union (2002), U.S.A.(1946), Zimbabwe (2015), Australia (1996), United Kingdom(1971) and Philippines (2015)

In India, first demonization was witnessed in the year 1946, when British government demonetized Rs.1000 and Rs.10000 currency notes aiming to punish businessmen indulging in conspiracy in the world II.

After independence, in the year 1954 Rs.1000, Rs.5000 and Rs.10000 currency notes were again introduced in the country.

The first post-independence demonetization in India was done by the Janta Party government in the year 1978

and demonetized Rs. 1000, Rs.5000 and Rs.10000 currency notes having an objective to curb counterfeit and black money. The government of India introduced Rs.500 currency note from October 1987 and Rs.1000 currency note were re-introduced in the year 2000 and had been in circulation as a legal tender money since then. After 38 years of first post independence demonetization, Bhartiya Janta Party took a decision of demonetizing two higher ranking currencies of Rs.500 and Rs.1000 on 8th November, 2016 at 8:15 p.m, According to the ruling Government, the main objective of demonetization was (a) To curb black money, (b) To control on counterfeit currencies, (c) To put a check on illegal activities including terrorism funding, (d) To increase digital economical transaction in the country.

Shri Narendra Modi, Indian Prime Minister directed all citizen to deposit possessed demonetized currency into their bank account up to December 30th 2016 excluding non-residents citizens whose time limit for depositing demonetized currency was extended till March 31st, 2017.

### Literature Review:

1. Mrs. Amri Kunal Soni & Ashish Patnaik ( 2017)- An impact of demonetization on Indian economy proposed that demonetization of old currency notes of Rs.500 and Rs.1000 had surely reduced cash flow to terror organizations, dismantling of counterfeit currency and have accelerated digitalization in the economy.
2. Neelam and Himanshu (2017) through their paper (Demonetization impact on Indian economic growth) have tried to enumerate favorable, non favorable, short term and long term impact of demonetization in Indian economy. It will provide better means for collection of tax and add revenue in the economy. Demonetization will decrease the prices for land & houses and will make it affordable for common man. It may put control on funding terrorist. Demonetization would result unfavorable impact in the economy. It will give rise to vicious circle because of shortage of cash lit will adversely affect economic activities and would hamper the growth rate of the country.
3. Parul Mahajan & Anju Singla (2016)- Effect of demonetization on financial inclusion in India have tried their best to explain that demonetization have created much more problems for ordinary men real hoarders of black money according to a report of Dec 2015 by R.B.I., only one rural and semi-Urban bank branch is operating for every 12,863 people and a metropolitan and urban branch is in operation for 5351 people in the country. Researchers explained that demonetization have filled up with cash. Jan Dhan Bank Accounts of

poor people by other than real owners of bank accounts. Demonetization also increased the use of digital financial services in the country. It led informal economic sector to suffer for their livelihood. It adversely affected rural population and micro financing institutions.

4. Nair Sreeja Sivankutty (2017)- Impact of demonetization on Gross Domestic product- An analytical approach) Researcher have enumerated the contribution of agricultural, manufacturing and service sector to Gross Domestic Product after demonetization. It is stated that there is obvious decrement in the % of contribution by these sectors in G.D.P. Researchers concludes by stating that in the month demonetization that is, November 2016, GDP rate was adversely affected but slowly it recovered and reached to 7%.
5. K. Bharathi has enumerated both positive and negative impact of demonetization in the economy. He had discussed that demonetization in one phase would help government. In fighting for black money, corruption, terrorism and check on counterfeit currency & arms smuggling. The other phase is very dark and would have adverse effect on those who do not posses any bank accounts& also on those who are only relying on cash dealing like fish industry, vegetables & fruit and construction industry.
6. M. Angle Jasmine Shirley has explored that major adverse impact of demonetization n was on households, farmers and E- commerce business that are generally based on cash dealing. This paper also discusses that Hawala market had been put to null and void and only 4% of total black money is generally put in cash and rest in the form of Land, Building, Gold and transferred abroad, therefore it was improper planning of demonetization which resulted suffering to small farmers and sellers, Merchant, daily wagers, traders and common man in the country.
7. Shweta Mehta, Kruti Patel (2016 )- Researcher have put an attempt to explain that demonetization move could change the face of Indian economy. This step will make a positive difference, if the transition challenges get handled well by the administration and it can prove an important opportunity for shifting maximum people from physical cash to digital cash.

#### **Objectives of the study:**

- (1) To analyze the impact of demonetization on Scams and corruption.
- (2) To study the impact of demonetization on curbing naxalism.
- (3) To examine at what extent demonetization have controlled counterfeit currency in the country.

- (4) To study the impact of demonetization on terror funding and militant infiltration.
- (5) To analyze the aggregate problems faced by the economy after demonetization decision.

### **Data collection & Research methodology:**

Secondary data collection methods have been used in the study and data was mainly collected from research studies, websites, and newspapers.

### **Demonetization, Major Scams and Aggregate Corruption:**

Corruption is a deliberate activity or set of activities performed by an individual person or/and organization with conscious mind which proves to be dishonest, illegal, anti-social, fraudulent and unethical. People indulging in corruption benefit themselves on the cost of others. World bank has given a straight forward definition of corruption –“the abuse of public office for private gain”.

India holds 79th least corrupt position out of survey of 175 countries of the world as per corruption perceptions index report by transparently international in 2016.

Demonetization has put a control both on collusive & co-ercive corruption in the economy. Routine bribery for both bribe giver & taker and get benefited is a collusive bribery. Co-ercives corruption is bigger in amount as well as having harsh intention.

Demonetization has resulted decrement of routine bribery cases extortion & black-marketing in the country in the initial period as people were seen struggling for making arrangement of cash for their routine expenditure. Further, scrutiny decisions for hundreds of bank account holders by Central Board of Direct Taxes (CBDT) of the country have discouraged bribe giver and takers and also put a break to those who had intention in corruption acts in the future period. The main forms of corruption are bribery, embezzlement, theft, fraud, extortion, blackmailing, illegal possession of public money or assets by elected political leaders and other people indulged into it.

Corruption in India is witnessed in acquiring, developing & selling public properties in illegal ways, corruption in acquiring construction for infrastructure building by construction mafias by bribing concerned government officials, corruption in disbursement of funds by government on various medical, educational, research, grants & welfare projects, corruption in acquiring licenses for setting industries, power connections & water connections, acquiring driving licenses, corruption in availing government jobs, admission of children in schools & colleges, seeking employment etc.

Corruption is prevailing in one or other forms in every country and is prevented and controlled by some special legal organization meant for it. India's

principal legislative body against corruption is” Prevention of corruption Act, 1988”. Under this Act, there are provisions for various punishments including criminal punishments for different forms of corruption acts under different sections of Indian penal codes. In India, this body functions with the co-ordination of other ancillary institutions established for prevention of corruption in the country.

In India, we have ancillary organizations both at the federal and state level meant for coordinating the above

mentioned principal body for preventing & controlling corruption. The main ancillary institution at federal level includes Supreme Court, the central vigilance commission, the central bank of investigation the comptroller and auditor general and the chief information commission. At state level, there are organization like anti-corruption bureaus, lokpal, lokayukta and upalokayukta. Despite all efforts envisaged by the principal body and ancillary bodies against corruption, we have witnessed the following major corruption scams in India.

S.No.	Name of Scams	Year	Amount (in crores)
1.	Aviation scam (Deepak Talwar and Yasmin Kapoor are under trial )	2019(September)	16
2.	Rotomac Bank Fraud	2018	3695
3.	Punjab National Bank, Brady House Branch (Mr. Nirav Modi fraud case)	2018	13600
4.	Mr. Bhupinder Singh Hooda	2017	1500
5.	Mr. Virbhadra Singh (Ex. Chief Minister of Himachal Pradesh)	2017	10
6.	Sudip Bandyopadhyay and other leaders of All India Trinamool Congress.	2017	1700
7.	Indian coal allocation scam	2012	186000
8.	2G spectrum scam	2008	176000
9.	Wakf board land scam	2012	150000
10.	Common wealth games scam	2010	70000
11.	Telgi scam	2002	20000
12.	Satyam scam	2009	14000
13.	Bofors scam	1980-90	100 to 200



14.	Fodder scam	1996	1000
15.	Harshad Mehta scam	1992	500
16.	The hawala scandal	1990-91	100

The above corruption scams table depicts the real image of corruption giant in the country who had swallow several lakhs crores of currency which could otherwise had been available for public welfare projects and would have contributed in the development of the country. It is also good to see that no such scams have been seen after 2012. Demonetization in November 2016 had one of the objectives to curb corruption in the country. It is seen that the incidents of bribery, embezzlement, extortion, blackmailing have not been decreased after the decision of demonetization. Department of Personnel and Training had registered 339 cases of corruption against 1161 people till June 2017.

According to a survey conducted by "Local Circles" in 2017 for finding out the experience of citizens with corruption and bribery, it is concluded that corruption is a local problem and 84% citizens are engaged in corruption like making payment for solutions to local issues, such as municipal, police, local tax compliance, registration of property.

The Transparency International reported that India ranks 81 in 2017 as compared to 79 in 2016 out of 176 countries in the global corruption perception index.

Government should on ground basis

properly investigate the source of black money and corruption, it should take immediate action with high track court and amend laws and increase the tenure of punishment of the guilty

### **Demonetization and Naxalism**

The term naxal derives from Naxabari village in west Bengal and originated in the country from there, in the year 1967. A Naxalite is a member of the communist party of India (Maoist) and totally support the ideology of the party. At the initial stage of its inception, Maoist/Naxalist movement had its centre in west Bengal. Slowly & gradually in coming years, it spread itself into Chattisgarh, Odisha, Maharashtra, Bihar, Andhra Pradesh, Telengana and Jharkhand.

These Naxalists are actually terrorists who have forgotten their religion, caste, creed and even family and at present inspired in destruction of national assets including human assets. Since the inception of naxalists movement journey, Indian economy had lost hundreds of lives of its citizen including police and other personnel of police & defence deputed for curbing this movement in the naxal effected regions and millions of crores national property has been destroyed until now.

Following table shows death due to naxalist attacks in different States.

Period	Police and Defence Personnel Martyred	Death of civilians	Region/State
1960-2000	-	128	Gaya, Arwal & Jehanabad districts of Bihar
2001-2016	386	143	Karnataka, Chattisgarh, Jharkhand, Andhra Pradesh, Orissa, Maharashtra, West Bengal, Bihar
2017	45	04	Sukma district, Chhattisgarh.
2018	46	0	Sukma district, Chhattisgarh, Maharashtra
2019	107	01	Wayanad & Gadchiroli districts of Kerala and Maharashtra state.

Today naxalists have emerged up as powerful anti-social and illegal organization possessing high technique ammunitions, information technology & abundance of funds. This increased fund is the result of increasing extortion, blackmailing and other criminal activities by their members. Further, naxalites are funded by other terrorist group domestically and from outside of domestic boundary. They are supported by some corrupt political leaders, government officials and civilians which have become great obstacles in curbing their organization. Demonetization have given in some break to naxalist activities in the country.

On November 18, 2016, Minister of state for home Mr. Kiren Rijiju confirmed that demonetization of high denomination currency in India had badly hit the North east insurgent groups and C.P.I (Maoist) resulting a loss of approximately of Rs.780 crores which

had been acquired by these groups by indulging in extortion from government companies, mining, corporate, businesses and private contractors.

According to police report, demonetization of higher demonetization currency in the country had resulted frustration amongst Naxalist and a complete stoppage of naxal activities witnessed in forest & borders areas.

Police also reported that they recovered a bag full of 500 & 1000 demonetized currency notes worth 44.25 lakhs and 2 lakhs of jewellery which was going to be shifted from naxal affected Kondagaon district in Chhattisgarh.

A total amount of 7000 crores of demonetized currency was recovered in Baster region. As per estimates of intelligence agencies & other experts, Maoist earns over Rs.1500 crores by extortion mainly from contractors dealing in construction of roads, businessmen



engaged in mining business in their regions. In the year 2016, there were 124 incidents of extortions by Maoist resulting in death of 17 civilian citizens (<http://economictimes.indiatimes.com>)

After demonetization, Naxalite found themselves in short of funds and perhaps in fear and frustration no incidents were seen until April 23, 2017. But on the next day, that is, on April 23, 2017, Naxalite killed 25 soldiers between Burkapal and Chintagufa of Sukma District in Chattisgarh. According to intelligence inputs, Naxalists & Maoist had to face numerous problems after demonetization viz. inability to purchase explosives, arms & ammunition. They even struggled for arranging foods, drugs and medical care. The scarcity of funds, food and medical care forced 469 Maoists to surrender before police within a month period after demonetization.

### **3. Demonetization and Counterfeit Currency:**

Counterfeit currency is a fake currency produced and printed within or outside the domestic territory of a country aiming to gain illicit circulation of money supply in the same country or in some other countries. Counterfeit currencies are duplicate & similar currency of the original denomination and difficult to recognize by the common man. These currencies do not possess any authenticated sanction from the competent authority and the people or an organization indulging in it generally aims fraud & forgery for personal or its organization's benefit on the cost of

others. The problem of counterfeit currency is common for all the countries globally.

In India, counterfeit currency is assumed and believed to be manufactured, printed and circulated from Pakistan, Nepal, Thailand, Bangladesh, Malaysia, Srilanka & UAE.

Though, there are no sure sort evidences of the amount of counterfeit currency in the circulation in the country, yet the ministry of the home affairs has stated that up till September, 2015, high quality of Fake Indian Currency Notes (F.I.C.N) worth Rs.22.90 crores were seized and recovered.

According to Reserve Bank of India data, total notes in circulation are 90.26 billions and out of it 0.63 millions currency notes are detected take in 2015-16 valuing Rs.29.64 crores. As per National crime Records Bureau (in 2015) Rs. 43.8 crores of fake currency was seized.

Prime Minister of India in his speech on 8th November, 2016, said that counterfeit currency notes are majorly utilized for funding terrorists activities and these are also produced and printed elsewhere, someone had to take a bold step.

According to Mr. Kiren Rijju, Minister for Home affairs, demonetization has wiped out major number and amount of fake currencies from India and estimated it amounting Rs.400 crores. After 10 days of demonetization there were no reports or

incident of fake Indian currency notes (FICN) from Pakistan, Nepal or Bangladesh border. Following table shows the amount of fake currencies from 2014 to 2017 as per the Annual Report of 2017.

Year	Fake currencies as per Annual Report
2014-15	5.94 lakhs
2015-16	6.32 lakhs
2016-17	7.62 lakhs

*Source: Reserve Bank of India Annual Report March 2017*

As per the annual report of 2017-18 of Reserve Bank of India, 99.3% of the demonetized currency has been bounce back in the circulation in the form of white money.

The financial intelligence unit analysis suspicious financial transactions belonging to many laundering and terror financing as part of the Union Finance Ministry established, reported that counterfeit currency transactions in the banking and other economic channels witnessed an increase by over 3.2 lacs instances during 2016-17 as compared to last year. An enormous growth was also seen in the number of counterfeit currency reports which increased from more than 4.1 lacs in 2015-16 to over 7.33 lacs in 2016-17 which may also attributed to the demonetization exercise.

According to Reserve Bank of India, detection of counterfeit notes was 20.4% higher in F.Y. 2017 than in Previous Year. Despite the rise, the total value of counterfeit notes amounted to an insignificant Rs.42 crores. Even the new currency notes of Rs.2000 denomination

issued after demonetization found 638 fake notes.

The central bank concluded that the Fake Indian Currency Notes has considerably increased after demonetization and there was a growth of 480% in suspicious transactions in post demonetization period.

#### **4. Demonetization, Terror Funding & Militant Infiltration:**

Terror funding means providing financial aid or support to an individual terrorist or a group of terrorist by some individual person or organization for some illegitimate objectives. Terror funding in India is done mainly by Laskar-e-Tiaba and its allied organization of Pakistan to facilitate and increase terrorist's activities in the country. Funding to terrorist is arranged through money laundering or hawala money from within the domestic territory and from outside the geographical boundary.

Demonetization on November 8, 2016 has broken the back of terror funding organizations as generally the currency used for terror funding & terrorism activities had been of high denomination and no such terror funding activity has been witnessed after the above mentioned currency's demonetization.

According to Shri Manohar Parikar (Defence Minister) and Shri Rajnath Singh (Ministers of Home Affairs), Demonetization is going to put a break to terror funding as it is generally done through extortion money & black money. Mr. Kiren Rijiju spoke in a statement

while addressing Lok Sabha about insurgent groups (North east), Maoist and other terror groups in Kashmir that these organizations suffered a loss of approximately Rs.800 crores due to demonetization. It is projected that terrorist activities will show decreasing trend after demonetization because of scarcity in arrangement of funds. Shortage of funds would last for couple of months and it would create a big problem for terrorist groups to purchase explosives, arms & ammunitions, medical care and even provision of food & other daily expenses would hardly be possible as a big amount of cash held by these group has turned into a scrap paper after demonetization.

According to National Investigation Agency (NIA) Chief Mr. Sharad Kumar, on June 3, 2017, fifteen locations in Kashmir and seven in Delhi were raided on account of doubts for terror funding activities. The raid was successful as it resulted in a recovery of Rs.1.15 crores of cash, letter heads of banned terrorist organizations, pen drives, laptops & other documents were also seized by the authority for further investigation. It was found that all these locations were owned by hurriyat members and big hawala traders.

**Military Infiltration:** It is an action of military of a country in taking illegitimate entry or access in the domestic geographical territory of another country, generally to acquire or possess secrets and also for other objectives like terror expansion in that country, destruction of material and immaterial things. In India, Pakistan had been trying military infiltration since division & partition of India. It resulted border tension between duo and had given Indo-Pak wars of 1948,1965,1971 &1999 where both the country's had to suffer a huge loss of lives, destruction of assets and resulted a major obstacle for growth and development of both the country. Demonetization has created a history in decade's period because there was no violence report of military infiltration in Jammu & Kashmir for continuously for five days after demonetization.

Ceasefire violations at Line of Control in Kashmir has increased tremendously as compared to 449 cases in 2016, it is 881 in 2017. This violations resulted death casualties of infiltrated terrorists and Indian army personnel. Following table shows the increasing trend of number of death casualties of infiltrated terrorists and Indian defense personnel from 2015 to 2019.

<b>Year</b>	<b>Death casualties of Indian defense personnel</b>	<b>Death casualties of militants infiltrated from Pakistan</b>
2015	26	108
2016	55	150
2017	78	213
2018	41	257
2019	50	150 till 16/10/2019

*Source: Indian statistics on infiltration in J.K.*

The above table depicts that the death casualties of Indian army and other border security personnel had increased from 55 to 78 and the death casualties of militants have also been risen from 150 to 213 after the demonetization. In the later years, that is, in 2018 and 2019 the death casualties and infiltrations have not shown any decreasing trend.

### **Aggregate Impact of Demonetization :**

On November 9th, 2016 (just next day of demonetization decision), Bombay Stock Exchange sensex dropped by 1689 points and Nifty was decreased by 541 points. The decision started showing its immediate impact on economy. Long queues were seen all over the country for depositing demonetized currencies and withdrawing cash for routine expenses. There was a shortage of cash in every bank and automatic teller machines (ATM's) had become cashless in few hours. It gives birth to chaos, stress, trauma for common men of the country due to Improper planning by the central government in taking cash shortage after demonetization decision which was a clear –cut sign of adverse economic impact on the economy? The decision gave birth to chaos, stress and trauma for common men of the country and we could see long queues before Automatic Teller Machines and around all banks of the nation for depositing demonetized currency notes and withdrawing currencies for routine works.

Due to excessive loads of customers, Banks and ATM's turned up into cashless after few hours. First two weeks were

very problematic because each day only few could get opportunity to withdraw cash from their banks and others had to return home without any cash after standing in queues for several hours. Common man struggled for existence, due to shortage of money in all Banks and Automatic Teller Machines in the country. Improper planning by the central government in taking cash shortage after demonetization decision

Further, variations in decision of cash withdrawals limit from banks for single account holder and exchange of old banks notes deteriorated the problems of common men. There were only few who got opportunity to withdraw cash from bank after standing on queues for hours and majority of people had to return home without any cash as cash shortages were there in banks and ATM's. It adversely affected the smooth functioning of business organization especially small scale & tiny limits in the country besides construction, fishing meat, and dairy product, fruits & vegetables. They suffered heavy losses due to the decision of demonetization. The decision also reports to take many lives of the people due to problems of cash shortages. The instant affects almost lasted for a month, thereafter slowly and gradually the main problem of cash shortages declined day by day in the country. The government of India circulated Rs.500 and Rs.2000 new currency notes in the country. After two months of demonetization, it seems that now there is no such a problem of cash shortage in the country. On long-queues are seen for withdrawing & deposit cash

into bank. But, question arises that: has government achieved its main aim.

Our economy witnessed depression cycle of many business organizations almost for a period of thirty days after demonetization .A hard stroke was hit to fast moving consumer goods like fish ,meat, fruits, vegetables industries all over India. It was reported to decrease from 10 to 30% during November and December 2016. Cigarette and bidi industries showed fall in production and sales upto 30 to 40%. Construction industries were also adversely affected during first two months of demonetization and most unemployment was seen in construction and small scale industries throughout the country.

Few industries dealing in card swipe machines and on- line payment instruments, software's had shown 30 to 40 % growth during a quarter period after demonetization.

Besides adverse effects on business organizations, demonetization also resulted in incidence of quarrel, loot of ration shops and deaths in the country. Many people were reported to have died due to intake of stress in standing in queues for hours and not able to fetch cash. Several deaths in the country were seen due to refusal of demonetized money by hospitals authorities.

It was reported that total death due to demonetization was 25 on November 15th, 2016 and it increased to 33 upto November 18th, 2016. Mr. Arvind Kejriwal, Chief Minister of Delhi claimed that 55 deaths were directly or indirectly

related to demonetization decision. Other opposition leaders have claimed that more than hundred have died because of demonetization up to December 31st, 2016.

Therefore, it is concluded that from an economic viewpoint, demonetization of November 2016 was unwanted and unethical step as it resulted in human sufferings and death.

### **Suggestions and Recommendations:**

1. The Central government of India should have created a committee of trustworthy members from Reserve Bank of India and other financial Institutions besides picking members from party leaders and standing instructions should have been passed to all of them for keeping the mission confidential.
2. Planning and projections related to actual cash requirements, printing of new currency notes, arrangement and deputation of staffs to all private and public banks all over the country, change in working hours of banks, Custodian team for Automatic Teller Machines and other works could have been well planned and recorded .
3. Central government had been lacking in organizing, directing and controlling the activities and problems which arose after demonetization. All work/ responsibilities which are mentioned in point (2) should have been divided to each member of the committee and made him / her accountable for the the



same. Appropriate and timely directions should have been passed on after monitoring the deviations and shortcomings if seen according to the pre-set standards.

4. Appropriate cash planning and provisions could have been arranged for small and tiny organizations and industries which are dealing in highly perishable products.
5. Planning, Organizing, Directing and Controlling were few elements which could have minimized chaos, trauma, depression, deaths and other sufferings in the country at the initial stage of demonetization.

### Conclusion:

After going through the study we conclude that demonetization 2016 have put a control on corruption, naxal activities, counterfeit currency, terror funding and military infiltration for a very short period of time and thereafter a growth in all these elements have been seen. The objective behind demonetization 2016 to curb black money have been proved a failure as per Reserve Bank of India Annual Report 2017 data, out of Rs.17.96 lakhs crores of demonetized currencies, Rs. 15.28 lakhs crores currency notes have been deposited into bank and there is an increase of 132.89% increase in the expenditure on currency printing as the expenses on printing new currencies of Rs. 2000 and Rs. 500 rose to Rs. 7965 crores in 2016-2017 and as it was Rs. 31420 crores in 2015-16. The analyses of the study reveals that due to

demonetization decision, there is a decrease of 30-40% production and sales on an average in goods and services throughout the country specifically from construction, tiny and small scale industries, meat, fish, vegetable and fruit industries had to face a problem of decrement in production and sale and retrenchment of employees and resulted in rise in incidence of permanent unemployment. In future years to come, no long term growth and gains have been assumed and expected due to demonetization decision.

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## A STUDY ON EVALUATION OF PROCEDURAL APPROPRIATENESS OF VILLAGE DEVELOPMENT PLAN WITH REFERENCE TO SANSAD ADARSH GRAM YOJANA GUIDELINES IN CONTEXT OF SOUTH GUJARAT

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### ABSTRACT

*Rural Development is a process of bringing change among rural community from the traditional way of living to progressive way of living. Rural Development has never been a new concept in India. The Adarsh Gram - Model Village concept visualized by the current government via Sansad Adarsh Gram Yojana to address this challenge comprehensively for overall development of identified villages in sustained manner via preparing the Village Development Plan. The Scheme is unique and transformative as it has a holistic approach towards sustainable development. It envisages integrated development of the selected village across multiple areas such as agriculture, health, education, sanitation, environment, livelihoods, financial inclusion, social security, governance, women empowerment etc. via participatory planning process – preparation and execution of VDP.*

**Key words:** rural development, sustainable development, village development Plan, Sansad adarsh gram yojana

### Introduction:

Development is a process that creates growth, progress, positive change or the empowerment in physical, economic, environmental, social and demographic components in civilization. The purpose of development is to rise in the level and quality of life of the population, and the creation or expansion of local regional income and employment opportunities, without damaging the resources of the

environment. Development is a broad term while Rural Development is area specific component considering the geographical and demographical situations especially of villages. Rural Development is a process of bringing change among rural community from the traditional way of living to progressive way of living. Rural Development has never been a new concept in India. The saying “India lives in its villages” is

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relevant even today, in the new millennium. Out of total population of India, 67.8% of our population lives in rural areas. As rural development being a dynamic process, mainly concerned with empowerment of village populace through putting efforts for agricultural growth, putting up of economic and social infrastructure, providing fair wages as also housing and house sites for the landless, village planning, public health, education and functional literacy, communication etc. Considering all these facts, periodically, Government had introduced various policies, projects and schemes giving the importance to development of rural area. Even though such efforts carried out by the governments, there is still a significant gap between rural and urban India if we look at the major parameters of development and standard of living. Thus, to develop the nation, development of rural areas and especially villages is the key point to achieve the targeted growth rate of our country. Further, Sustainability of national GDP has direct relationship with the holistic development of rural areas in sustainable manner.

**Sustainable Development:** Sustainable Development is a concept defined as the *“Development that meets the needs of the present without compromising the ability of future generations to meet their own needs”* The United Nations Conference on Sustainable Development (Rio+20) in Rio de Janeiro, Brazil, in 2012 led to the

development of a set of Sustainable Development Goals (SDGs), built upon the Millennium Development Goals. The United Nations General Assembly formally adopted agenda for Sustainable Development via set of 17 SDGs. That included aims such as; the end of poverty and hunger, better standards of education and healthcare, particularly as it pertains to water quality and better sanitation, to achieve gender equality, sustainable economic growth while promoting jobs and stronger economies, sustainability to include health of the land, air, and sea. Majority of the SDGs are also necessary to achieve for attaining holistic development of rural areas too.

The ideology of Gandhiji, Father of Nation on making Adarsh Grams by his philosophy of Village Swaraj, Co-operation, Collective Endeavour, Sarvodaya through Antyodaya, Trusteeship and Decentralisation with primary importance to community welfare have a great contribution in the field of Rural Development. He believed villages could certainly lead to inclusive Sustainable Development by following such principles.

**Sansad Adarsh Gram Yojana:** The Adarsh Gram - Model Village concept visualized by the current government via Sansad Adarsh Gram Yojana to address this challenge comprehensively for overall development of identified villages in sustained manner via preparing the Village Development Plan. The motive is

to replicate development practices of such Model Villages in to nearby villages. The scheme was launched on 11th October, 2014 on auspicious day of Lok Nayak Jai Prakash Narayan Ji's birth anniversary by current federal government. The goal of the scheme was to develop three Adarsh Grams by March 2019, of which one village to be transformed in to Adarsh Gram by 2016 under first phase. Thereafter, five such Adarsh Grams (one per year) planned to be selected and developed by 2024 by each Member of Parliament. The Lok Sabha MP was mandated to identify one Gram Panchayat for their constituencies whereas Rajya Sabha MPs were mandated to identify the GP from any district of the state from which he is nominated. The MPs were informed to engage with the community to facilitate in VDP - Village Development Plan preparation and mobilise the necessary resources. The Village Development Plan to be designed for putting special emphasis on enabling every poor household to come out of poverty. Prior to the plan formulation, systematic environment creation and social mobilisation led and guided by the MP with active participation of whole village communities is suggested in scheme guidelines. Emphasis was put on participatory planning process exercised by District Collectors via coordinating at each village and The MP to play an active facilitating role by resource mobilization, convergence of activities with all ongoing

government schemes and use of MPLADS funds.

The goal of Saansad Adarsh Gram Yojana (SAGY) is "To translate comprehensive and organic Vision of Adarsh Gram (Model Villages), of Mahatma Gandhi into reality". The Scheme is unique and transformative as it has a holistic approach towards sustainable development. It envisages integrated development of the selected village across multiple areas such as agriculture, health, education, sanitation, environment, livelihoods, financial inclusion, social security, governance, women empowerment etc. via participatory planning process – preparation and execution of VDP.

**Village Development Plan:** A VDP is a written document, which is being prepared within first year after adoption of Village under SAGY, and it broadly represents the issues concern to that village as well as opportunities, strengths, threats and weaknesses of particular village. It also provides practical action plan on works to be carried out that will result in an improved village. It also list out the opportunities for resource mobilization. Such plan does three essential things; it provides a VISION of what villagers would like their village to look like, sets out clear GOALS to achieve that vision, and gives them an ACTION PLAN to reach those goals. The objective of Village Development Plan is to develop the identified village in an

integrated manner. The VDP aims at developing the selected village in such a way that it becomes a “Replicable Model” for holistic development for nearby villages.

**Objective of the Research:** In this research paper have been tried to understand and analyse the Procedural Appropriateness followed during Village Adoption, Environment Creation & Social Mobilization and Situation Analysis via Visioning Exercises by villagers and Preparation of VDP by finalizing the works and approval of VDP by concern authorities with reference to SAGY Guidelines.

Thus, key prospect of research paper is examining the viability of Village Development Plan for bringing Sustainability in Rural Development which is prepared for villages adopted under First Phase of SAGY, by elected MPs of South Gujarat, to convert it in to Model Villages and replicate the concept among neighbouring villages. Various sources of information and Online periodical progress report of Panchayat Darpan Indicators were referred to study the outputs in reference to objectives of this study.

**Research Methodology:** This research is an Empirical and Descriptive in nature. This research paper is dependence on collection of data related to observation and secondary source used during the Ph.D. work and come up the major

conclusions are considered in this paper.

In the state of Gujarat, there are total 26 Member of Parliaments of Lok Sabha and 11 members of Parliament of Rajya Sabha, thus the total seats are 37 for the state of Gujarat. All the 37 MP had adopted the villages under the SansadAdarsh Gram Yojana in First Phase in year 2014. Purposefully, Southern Gujarat was selected as study area and villages adopted by MPs of South Gujarat were covered under research study. Out of villages adopted by all the 37 MPs in the state of Gujarat, six villages adopted by Hon’ble MPs in Southern Gujarat were selected as Study Villages. Due to paucity of time and resources, selection of research area was kept limited to South Gujarat only. Study village covers the diversity of criteria viz. different regions, geographical variations, vivid agronomical practices, different livelihood pattern, diversity of social and economic status, different population density, social differentiation, social and spatial mobility with different rate of social change and other such parameters. These villages have different unique categories like semi urban, interior, tribal, hilly and backward, area etc. on the base of their geographical and socio economic conditions, which helps to understand the feasibility of the scheme in different condition. The list of Villages adopted by MPs of South Gujarat in First Phase and selected as Study Villages are given in following table.

### Villages Adopted by Hon'ble MPs of Southern Gujarat under SAGY (First Phase)

S.No.	State	District	Name of MP	Block	Adopted Village
1	Gujarat	Narmada	Shri Ahmed Patel	Dediapada	Vandri (Dumkhal)
2	Gujarat	Surat	Shri Darshana Vikram Jardosh	Olpad	Saras
3	Gujarat	Valsad	Shri K. C. Patel	Pardi	Goima
4	Gujarat	Navsari	Shri Chandrakant Raghunath Patil	Chikhli	Chikhali
5	Gujarat	Bharuch	Shri Mansukhbhai Dhanjibhai Vasava	Jhagadia	Avidha
6	Gujarat	Surat	Shri Parbhubhai Nagarbhai Vasava	Bardoli	Haripura

Required information was collected using various data collection tools and techniques from the study villages. The timeline for the villages adopted in First Phase of SAGY ends by October 2016, the final achievements in milestones were recorded accordingly and on base of that, villages were to be declared as Adarsh Villages. As already baseline survey was conducted immediately after adopting the villages and the research aimed at studying the progress under scheme till October 2016 only, no fresh survey was needed to conduct because latest progress may be different then that was at the stage of scheme completion time, hence quantitative information were collected. The secondary data collected from GP, in form of progress reports, were further validated with representative of concern village institutions, during the field work. The Primary data were collected from study villages using the empirical methods by taking the observations, collecting the opinions of stakeholders, FGD or Scheduled Interviews/Interview Handbook with stakeholders at Gram Panchayat and other village institutions.

Sampling was done to know the procedural appropriateness in VDP preparation, to validate the variables of Panchayat Darpan Indicators and to collect the details of works planned under VDP. The presentation of the findings and results has done through detailed description, showing statistical information via explanations in view of the research objective.

#### Major Findings:

The purpose of study was to study the procedural appropriateness followed in Village Development Plan preparation and its significance in Sustainable Rural Development in view of the instructions given in Guidelines of SAGY as well as VDP Framework by Ministry of Rural Development, Government of India. The major findings regarding Procedural Appropriateness followed during Village Adoption, Environment Creation & Social Mobilization, Situation Analysis via Visioning Exercises by villagers and Preparation of VDP by finalizing the works and approval of VDP by concern authorities with reference to SAGY

Guidelines, 2014 & VDP Framework Document are described in two categories:

**Findings in Full Conformity with The SAGY Guidelines, 2014:**

- All the MPs of six study villages followed the criteria in selection of villages and no village were selected which is native village of MP or his/her spouse.
- Systematic environment creation and social mobilization was carried out in all villages under leadership of MPs, which prepared background for planning process via community participation.
- Various activities were conducted according to need with special focus on personal, human, social and environmental development as well as facilitating good governance in the study village.
- Formation of various sub groups comprising relevant officials, PRI Functionaries, important civil society workers, SHGs & User Groups as well all key stakeholders, especially youth and women from village were carried out in all the villages.
- In Baseline Survey, three types of surveys; A Gram Panchayat Survey, House Hold Survey and Village Level Survey were conducted in all the villages under study before starting the core planning process.
- Under the leadership of Member of Parliament in presence of District Collector and his district level team, a Gram Sabha was called to review the activities held during first stage of scheme in all the six villages. All the Charge Officers, majority of the representatives of line departments, local NGOs, Private Agencies, village level institutions etc. were also encourage to share their views.
- Listing out the needs from resource envelop was done in all the study villages. Needs of activities were identified and statement of demand were prepared in prescribed format.
- The Gram Panchayats covered under study prepared draft Village Development Plans aiming to achieve holistic development of the Gram Panchayat, through prioritised time bound projects emerged out of the shared vision for the village, by villagers themselves via convergence of resources.
- Finalization of VDP activities from the statement of demands were done after lengthy planning process and data entry of the finalized activities or projects were done in online portal on regular basis for all the GP by Charge Officers.
- Progress was measured through 35 outcome indicators broadly covering basic amenities, education, health, sanitation, livelihood, women empowerment, financial inclusion, food security, social security and e-governance, on quarterly basis for 22 indicators, half yearly for 7 indicators and on yearly basis for 6 indicators.



- Timeline and Milestones for each and every activities included in VDP were fixed in all study villages.
- All the six study villages followed due procedures for Clearance of VDP activities from Gram Sabha, Approval of VDP from DLC, projectisation and sanction of activities from respective line departments as well as disclosure and dissemination of activities included in VDP among the villagers by Gram Panchayat.
- The Gujarat State Government has to constitute a State Level Empowered Committee (SLEC) headed by the Chief Secretary consisting of the relevant departments, experts and civil society representatives to implement the SAGY from State level.
- In village Chikhli, a “Chkhli Adarsh Gram Committee” were formed which acted as coordination team while GP of Vandri formed a committee comprising 12 members representing all the hamlets of the village including government officers and other organization for technical help. The villages Avidha, Goima, Saras and Haripura a formal committee through resolution of Gram Sabha was formed where majority of the elected gram panchayat members were in this committee and charge officers were nominated by district collector to be a part of such committee including the members from other line departments.
- Participatory Situation Analysis was carried out in all study villages during Gram Sabha but the activities such as Preparing Social Maps, Resources Maps, FGDs, Needs Matrix via PRA and discussion with all key stakeholders and village institution were not conducted in all study villages or partially conducted.

#### **Findings that are Partially Fulfilled and Needs Further Attention:**

- At the initial phase of the scheme, the works emerged with urgent need after discussion in Gram Sabha, were identified and implemented as Entry Point Activities in study villages to win the trust of villagers about the scheme, however, no separate list of such works were prepared and no progress and report were maintained via data entry in online portal.
- Villages Chikhli and Vandari had fixed a Village Day and they are celebrating the village days whereas only Chikhli have finalized village song, the remaining Gram Panchayats have not finalized a Village Day and Village Song.
- In villages Chikhli and Haripura, Strategy Setting was done in a separate Gram Sabha while in Avidha, Goima, Saras and Vandri strategy setting was done during meeting called for review of first stage activities.
- The profile of gram panchayats including the demographic and other basic information were prepared by each GP under study in altered formats where, the format and chronology of sub-chapters suggested in VDP Framework is not followed and

summery of situation analysis not included in it.

- Monitoring of progress report for Panchayat Darpan Indicators and data entry done for other outcomes were not carried out thoroughly hence factual errors were been observed in the portal generated report.
- DLC – District Level Committees are formed for SAGY in all the districts under study area where district collector is the nodal officer for implementing SAGY, though, irregularity in monthly review meeting under chairmanship of the Hon’ble MP of concern district with the representatives of the participating line departments noticed by GP stakeholders.

**Analytical Assessment of Works/ Projects Finalized In VDPs:** All the works planned under VDP of all six study villages analysed village wise and cumulatively on base of category wise number of works and convergence planned, as below.

- There are total 157 works identified in VDP of all study villages and approved by DLC of concern districts, among them, GP of Goima finalized highest, 41 works in compare to all study villages whereas VDP of Saras included lowest, 7 works only. Avidha, Vandri, Chikhli and Haripura villages identified 38, 33, 22 and 16 works under VDP respectively.
- Out of total works identified in all study villages, highest works, 37 in

numbers were identified for category of inter and intra village road construction, 29 for infrastructure development, 21 for drinking water supply, 14 for sanitation and IHHL, 13 for Agriculture and Horticulture development, 8 works for each ecology & environment and improving health scenario, 7 for school education, 6 for social security, 5 for each of awareness generation and good governances, 2 for food security whereas one works for each financial inclusion and skill development work in the study villages.

- In village Avidha, out of total works, the categorical division of works are; 8 works for infrastructure, 6 for health scenario, 5 for awareness generation, 4 for both sanitation & IHHL and good governance, 3 works for each road connectivity and school education, 2 works for agriculture or horticulture development and one works for improvement in each of three categories; food security, social security and ecology.
- Total works finalized in VDP of village Chikhli are 22, and that was further divided on base of various categories. 6 works were identified for improvement in village infrastructure, 4 works were for two categories; agriculture & horticulture development and empowerment of social security whereas 2 works were identified for sanitation & IHHL development and for improvement in four categories viz. financial inclusion, drinking water supply,



school education and health development, one work were finalized.

- In village Goima, 41 works were selected that is highest among all study villages, but comparatively less categorical division was observed. Maximum (19 works) identified for inter and intra village road connectivity development, 8 works for village infrastructure, 5 for drinking water supply, 4 for ecology & environment, 3 for agriculture & horticulture and one work for development of each health scenario and ensuring the food security of the villagers.
- Village Development Plan of village Haripura includes only 16 works, among them 7 works were for road connectivity including paver block installation, 3 works for each of both village infrastructure and sanitation & IHHL, 2 works for improvement in education and one work for ecology and environment.
- In village Saras, out of total 7 works, 2 works are identified for two categories viz. village infrastructure development and road connectivity while one works were identified for three categories such as improvements in good governance, drinking water supply and sanitation & IHHL.
- Activities planned in VDP of village Vandri covers 8 different categories and 33 individual works or projects. The initiatives for drinking water supply were 14 while 5 works for road

connectivity were planned. Four works were identified for two categories, improvement insanitation & IHHL and development of agriculture & horticulture. Two works covered two categories comprising development of ecology & environment, and village infrastructure. For improving, the education and social security, one works for each were planned.

**Timeline Followed in VDP Preparation and VDP Work Completion:** Timeline in declaration of name of identified gram panchayats followed strictly by all the MPs represented study area and they had identified the villages within first fortnight of the month of November 2014. Planning Timeline set for GP Identification (Nov. 2014), Awareness Generation (Dec. 2014), Baseline Survey (Jan. 2015), Draft VDP preparation (May 2015), Approval and Sanctions (July 2015), Panchayat Darpan progress reporting in online portal (Aug. 2015) and Completion of all the Projects/Activities (Oct. 2016) were followed almost in all study villages. The assessment of timeline decided for various projects approved under VDP of study villages shows that, works were decided to complete within the time of one month to 16 months once VDP was approved from DLC. Small activities, or physical works finalized were planned to complete within the time of a month, such works were 52 in all study villages. 25, 22 and 12 works/projects were planned to complete within time of three, six and five months respectively. Thus, more than 78 percent

of the works identified to complete within the duration of the initial six months. Timeline for 14 works was fixed for nine months, whereas timeline of both 4 & 8 months was decided for 7 works. 6 works were planned to be completed within 2 months, 5 works planned to complete by 10 months, 7 month and 15 months timeline was fixed for 2 works and timeline of 11, 14 & 16 works was for 1 works each. the status of completion of VDP works in villages Avidha (38), Vandri (33), Haripura (16), Saras (7) and Goima (41) were hundred percent out of total planned works whereas in the village Chikhli, out of total planned 22 works, 20 works were found completed and two works were skipped. There were total 44 state/central government schemes or programmes taken in to consideration for convergence of the resources to fulfil the needs identified via participatory planning in all six study villages.

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## NEED OF GANDHI JI'S ECONOMIC THOUGHTS FOR SUSTAINABLE DEVELOPMENT OF THE NATION

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### ABSTRACT

*The way of development which we adopted in present era is unable to prove its appropriateness to bring glory and happiness on the face of everyone. Life is going towards complexity on the name of more comfort. We are blindly destroying four things for getting one thing without consideration the existence of own and forthcoming generation. We are not caring nature in managing living and livelihood affairs. The result is disparity and unbalanced universe. We are ignoring social harmony, equity, equality and justice on the way of so called development. This loss is unbearable towards survival of all. Humanitarian values have been going to absent in the process of development process of an individual. People wish to get physical prosperity any how any way to satisfy endless ambitions. He is ready to kill or remove to all who come as obstacle in this way. This selfish scale can't be parameter of success and real worth of happiness.*

*Since long back, the world's leading countries and united organizations have realized that we could not save our existence by this materialistic way, we need to approach such a way that could us and safe our surrounding environment which is life line. They felt that without humanitarian values and mutual help sensitivity, we can't assure the combination happiness and economic prosperity. The pain of artificial happiness, unsatisfied needs, and the bitter result of concern less society inspired the world leading community to search the way of sustainable development which will be suitable for all equally. There is no other alternative and shortcut to ensure happiness of all.*

*Gandhi's economic thoughts may be milestone to show the real path and could enlighten us in the darkness of uncertainty. He experiments his thoughts with firm determination on truth, nonviolence and community concern philosophy. His dream of real Swaraj is based on philosophy of Antyodaya to Sarvodya. It is leaded by the spirit of love, cooperation and mutual help. His economic thoughts inspire bread labour, productivity, creativity with decentralize its fruits. He emphasizes to adopt eleven vows in individual's life for wellness of all by minimum or optimum utilization of the available resource. With the spirit of self-sufficiency, he keeps the vision to spread the culture of Karma in the*

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*society, respect and love to labour towards to back self-confidence in inner capacity, self-discipline in managing the life style and self-respect by regarding the others. Here, we are assessing the Gandhian economic thought and its relevance to achieve sustainable goals and maintain Swaraj for all.*

**Keywords:** *Gandhi's Economic Thoughts, Sarvodya, Sustainable Development*

## **1. Present Economic Development Scenario & Gandhi- As visionary Economist**

Present economic world is facing the problem of inequality, poverty, hunger, industrial disharmony etc and creating environmental problems at vulnerable stage. By adopting the way of fast development, we are extremely using the available resources. Handful people have handsome economic wealth in present economic system. For maximum economic gain, they are using fair-unfair means. Thus, money is there but there is no peace, no happiness and no prosperity for all. This is not the way of sustainable development. In the process of sustainable development, all get opportunity to work and could assure the sufficient worth to satisfy their needs without harming the others. In present age, Gandhi's economic thoughts may be a role model to assure lifelong solution and happiness of all.

On completion of 150 birth years of Gandhiji, & Baa, it is the proud for nation to think over Gandhi's economic thoughts and its relevancy in present era. In 1920 he has established a national importance educational institution Gujarat Vidyapith to train and develop the human resource

for service of nation or its village to bring real Swaraj. It was committed that these learners would motivate to rural mass for self-sufficiency. Gandhi said to youth go back to village and work for upliftment of nation.

Gandhi has developed his economic perspective in his student life in London by learning and practicing that how to use money other resources economically? and how to control over desire/ wants / needs? He further practiced it in South Africa during community Ashram life that proves him a visionary manager.

When Gandhi back to Bharat in 1915 and met with his political Guru (master) Shri Gopal krishan Gokhale, he advised him "*don't say any single word publicly before see or realize the whole country*". He obeyed and started journey village to village and know the situation of villagers. As result, he saw the dream for complete freedom by assuring the way of economic freedom. A famous Indian economist Shri Thakurdas Bang when met to Gandhiji after complete his education from foreign university and asked that what should I do?, Gandhi suggested him to go back in village and work for improving their economy and standard of living.

Gandhiji was not an economist and he never use the word- sustainable development but his thinking was full human economic, nature economic with sustainable most appropriate economic reforms. These were beyond the mathematics of profit and loss but were in favour of human welfare and survival of nature- a lifeline for all.

Gandhi was not only a such political leader who gave us freedom from British Ruler by using Truth and Non-Violence means, but he was also contributed significantly in the integrated development of Nation by giving suitable path to develop the Bharat means its villages more than 100 years before. His economic thoughts were inspired by Truth, non-violence and humanity.

He embarked the essence of this thinking in his very popular book “Hind Swaraj” in 1909 first time by elaborating the meaning of civilized society. He said again in 1917 that pure food, pure drinking water and fresh air is mandatory for healthy living. It clears that only economic growth may not be indicator of development. But it must basic or fundamental needs. Nutrious enough food, fresh are and pure drinking water status should not disturbed during the course of economic activity.

Unfortunately, this fact is ignoring in blind race of economic development. Now, we have reached on the top of global warming with polluted air. Such economic development had damaged our social harmony and created various

socio-economic disparities or problems like poverty, hunger, unemployment, malnutrition, environment degradation, fresh water and air. We are looking glamour side of coin while other side of coin is badly affecting the all essential things required for sustainable development. No economic prosperity should be accepted on the cost of peace, love and co-existence of nature & social harmony. **There is no wisdom to get golden nose-pin by loosing nose.**

Gandhi understood well that while village will not be self-sufficient, Freedom will be dream only. So he focused on village development systematically. He puts the theory of economic freedom in Gram Swaraj to strengthen the root of village economy i.e. agriculture, dairy, village and cottage industry, agriculture processing units, panchayat, cooperatives and women empowerment etc. He proved that villages are the backbone of our economy. Without development of village, development of nation is impossible. After getting political freedom, our policy makers are feeling that Gandhi was absolutely right. He was very simple but was one step ahead beyond the age. Not only India, but entire world believes his basic philosophy of self-sufficiency and socio-economic equity on love & cooperation.

His development philosophy worked Sravodya, Antodaya by approaching **“Less from more for more”**. Practically, this principle was known as



economic decentralization as Production by **Mass instead of Mass Production**. Gandhiji's economic vision was full of the mission of moral values and wellness of needy segment of society in each economic activity. Thus, it is said that "**small is beautiful**." He presumes that village must be a complete self-sufficient unit and able to meet the fundamental needs. Gandhiji was worried about well being and happiness of least person of society and nature instead of maximum economic gain.

One of the follower of Gandhiji's economic thoughts, Kothari Vithaldas Maganlal & Patel Ambalal Motibhai said in his book "Prachin Arthvichar (Gujarati)" that our ancient wisdom of Shanti Parva in Mahabharat, Shukra Niti, Kauilya's economics has directed us in right way to maintain moral behavior in economic administration. He advocates more popular value base theory- "Dohan" (During the milking process of cow, we left sufficient amount of milk to survive herself and her calf instead of extracting maximum on the cost of her existence.) instead of maximum utilization of resources.

It is said, if farmer cares well the cow, she try to give her best with pleasure in obligation of her care. The same theory should be applied in determination of tax collected for economic administration by the ruler. We should refuse "exploitation" that support or ensure still maximum gain anyway. Dohan expresses love and existence feeling while exploitation

represents the ignorance of humanitarian values in economic activity. Gandhi advocates economic activities in the mode of love and moral business practices in the interest of society.

Grandson of Mahatma Gandhi, Shri Raj Mohan Gandhi said in convocation of Gujarat Vidyapith that our economy is turning badly towards market or demand base where everybody is in the race of maximization of profit though over or unnecessary production or using fair-unfair means. Why we do not ready to understand that production is for the satisfaction of needs not create the needs. If we follow this principle, it will create a harmonious environment surrounding our lives. Further, it will bring control over on unnecessary consumption. And as result, we could utilize our valuable resources in rational manner for mass and for forthcoming generation. The people will be happy and tension free by getting such economic environment of market world.

## 2. Gandhian Economic Development Ideology- at a glance

Mahatma Gandhi was not educated as economist but experience as wise economist in his life thus; his economic thinking was not isolated. It covers socio-economic and environmental as well as humanitarian aspects as a whole. In his book "Mangl Prabhat (a collection of 11 preaches of Agakhan Palace jail, Puna)", he gave 11 principles for Ashramvasi (as well as civilized society) to help them for sustainable economic practices in life.

These are Truth, Ahimsa or Love (Non-Violence), Non Stealing, Aprigraha and Brahmcharya or Chastity etc 5 Mahavratas and Bread / Physical Labour, Fearlessness, Control of Palate, Swadeshi, Removal of untouchability and Respect to all religion 6 components for peaceful, justice full and happy living. This leads sustainable living and the guarantee of peaceful, prosper and healthy harmonious society. Ahimsa or Love (Non-Violence) is necessary to setup truth in life. Here Ahimsa or love is not narrow. Gandhi said that before any economic decision (buying or selling or production) thinks once about its impact on least person of society. Least person should not hurt any way by your decision, it will be real Ahimsa. The person, who gets bread without physical labour, is eating as stealing food. Aprigraha vrata directs us to minimise the possession of unnecessary wealth beyond the basic needs and trusteeship principle prepare them to sacrifice extra wealth for needy segment of society with love and without undue or legal pressure. By this way most of the persons have enough with them to satisfy their needs. Because Gandhiji have strong opinion that "Nature has enough to satisfy needs of everyone but not greed of anyone. Gandhiji's economic thoughts were inspired by spiritual values and he proved its utility. In fearless society, people will work honestly and contribute to the nation and will support bread labour without any type differentiation. It will help to respect the religion of others and removal of

untouchability in the direction of social harmony.

Swadeshi not as a system but is a vrata that spread love by satisfying mutual needs through strengthen the hand of local people / villagers and promotion creative production according to local needs. It is able to bring self confidence, self-respect and capacity building for self-decision making to manage economic affairs and management of their resources in sustainable manners. In Swadeshi, the major and minor things like repair and maintenance has become under control of local people.

Economics of Khadi is legend landmark example for holistic development of village economy. In this process farmer grow Cotton, others involve in ginning, spinning, weaving, dying and stitching or tailoring job. Thus more than 6-7 types of hunners(Crafts) take place at local level. Skills develop, utilize and get employment. If this raw material doesn't process at village and out and processed work back to village, we lost the chain of hunners, creativity, opportunity of work at local level, lost of self-sufficiency spirit and ultimately purchasing power of rural mass as well mutual concern of rural people which is base of non-violence or love based economy. It is the genesis of Swadeshi. Perhaps, Gandhi opposed machine in production system in the village.

It was our golden past, when villages were the example of non-violence livelihood, totally independent unit in



case to satisfy major fundamental needs, village were live with the variety, nature with full of diversity, the things were going smoothly and steady. This economy was less in figures but high in happiness. When we adopt the way speedy development, come in the y race with undue completion left of each other by hook & cook, blindly exploited our resources to note economic success or progress on map but ultimately our resources has lost the existence and original quality.

Gandhi kept a solution for sustainable economy for the development of the nation in his book **Gram Swaraj**. The essence of it may highlighted under following points-

1. **Bread labour-** Gandhi said that each person should ensure his bread by physical labour. Without creative work, he/ she harmful for him/herself as well as for the Nation.
2. **Centre place of Sarvodaya and Antodaya in economic transaction-** Economic practices should lead the welfare of all and it must start from least person of society who has come on margin. It is totally Human centric approach. Equal consideration of capital and labour in economic process is condition to remove the sin of untouchability and bring economic equality & socio harmony.
3. **Production by Mass instead of Mass Production-** Mass production may cheap do by machine but it is harmful to the local economy, it destroyed opportunity of work of rural mass, self sufficiency and quality of our valuable natural resources. While production by mass ensure Optimum utilization of Physical and natural Resources. Mass production brings pollution and other human evils with it.
4. **Competition less market-** Gandhi assume competition less market to bring economic swaraj. It is not in any race but to satisfy the mutual need. Likewise Price determination of goods / service should not lead by market demand basis but set utility of goods and services.
5. **Decentralization-** it is major pillar of Gandhiji's economic thought to ensure work / food for all with justice and equality. When resources for production and distribution of income decentralized, the society will grow from all side with peace and happiness.
6. **Morality in economic behaviour-** Gandhi said that moral never been separated from economic behavior. Moral less economy will lame.
7. **Purity of means for achievement of goals-** Purity of means is prime condition for purity of goals
8. **Local concept in centre-** Economy must support to strengthen the local production environment. So the resources could use for local people by themselves.

9. **Local administrative control on local economy-** according to Gandhiji, Panchayat must be administrative body for control over economic behavior and take decision as per local situation.
10. **Advocacy of Cooperative system-** He advocated cooperative framework for organized village development to bring with weaker section of the society. By this way small efforts may enjoy fruitful results to uplift their living.
11. Self-sufficiency, Swadeshi & Creative programmes are the base of Gandhi's economic thought to satisfy basic needs.
12. Gandhi said concentrating on consumption pattern or life style that we should not wish to use the goods which we can't produce.
13. **Solution of economic inequality problem through Trusteeship-** a way of sacrifice of extra means and property with love in the interest of needy segment of society.

The practices of Gram Swaraj principles are not new for us because we have enjoyed them in our golden past. Village was a complete living unit where people satisfy their fundamental needs. Bread, clothes and housing are basic needs of human being. Agriculture, Dairy, maintenance or repairing unit like carpenter, blacksmith and cobbler were there. Besides of this processing unit for oil, earthen Pots, rice, pulses etc were

there. People grow sugarcane and made jaggery and other uses of sugarcane juice. All process for clothing like cotton growing, ginning, Spinning, dying, tailoring etc were completed at local level. Washer man, waterman, hair cutting saloon, physical development centre etc. services were provided by rural people. In the field of music, singing, dancing and other arts on wall & stone etc. they were rich. People were able to make their shelter locally in very rare cost and efforts. The income or purchasing power in figure were even less but people were able to satisfy needs at low cost. Villages were independent unit. Many verities of needed items were produced at home by the women in routine and occasionally without expensing extra money. These were full of nutrient values. These skills were leis among them without any expenses. Speed of development was slow but steady. Gandhi strongly advocates that Machine must not replace man and man's mind creativity because it harms economic decentralization system in society.

### **3. Conclusion: relevance of Gandhi's economic thoughts in present era**

*"My life is my message"* said Gandhi very firmly because there was no difference in his saying and doing the things. He kept always in centre the least person of society in his all behaviour of life. His economic thoughts represent the wellness of society. It cares the nature. It cares harmonious environment in the society. Happiness of people or society is

final result that must be reflecting on face of everyone. If we think that all people should get sufficient to satisfy their need, we need to focus on the way of production or livelihood system by answering the questions that is it able to increase creativity of all? Ensure work for all? And increase purchasing power to all? Likewise, is all production in reach of common man? In our production system or economic behaviour, are we following Swadeshi spirit to bring self-sufficiency for all?

Gandhi wished to established self-sufficient economy in village through creative works and practice to control over excess materialistic consumption habits. He said that we should not use the product, which we can't produce. To limit the quantity of consumption, he said that we should use according to other's similar basic needs. In one hand it will bring socio-economic equality and in other hand it will save our universe or resources by assuring the optimum utilization practices. It is basic requirements for balanced economic behaviour. Economics with moral values is only real economics that become able to contribute in achievement of sustainable development goals. It may carry forward the Live and let live culture in entire economic transitions. Our traditional wisdom based skills and livelihoods may also contribute significantly towards SDG. Gandhi's Gram Swaraj and Hind Swaraj ideology will motivate peaceful, fruitful and meaningful economic

behaviour.

The experiments of a Gandhian's thoughts follower- Shri Ella R. Bhatt, founder of SEWA-Ahmedabad is noticeable. She has modified Swadeshi as per present scenario. She covers 100 miles area for swadeshi also introduce the concept of "Anubandh (to promote mutual economic activity world). She said that rural people will produce and process the goods at local level, create fruitful employment opportunity and will satisfy real needs. The will not create needs for unfair profit or earning more than their needs. It is a practical modification when communication and transport and entire mobility of an individual are going too increased. As result, women producer / service cooperatives, empowerment has taken place in rural area. This economic behaviour lesion may be adoptable for sustainable development and to manage self-sufficiency affairs.

Self-sufficiency will bring self-confidence for business decision making. Self employment and entrepreneurship spirit among small target groups will take place. It will remove poverty and unemployment. Self-perception about to identify the inner strengthens and capacity enhancement will develop well the local human resource and will assure their self-respect, dignity in the society. For economic development, real worth and social utility can matter more than money on sustainable development ground. On e of the famous follower of

Gandhiji- Vinoba Bhave rightly said in his book- *Lafanga paise ka Anrth karan* (Hindi) that the real capital is our Ghee, Butter and food grains gets from villages so we should care it for development of nation.

Gandhiji always talked about such prosperity of the Nation that must reflect on the face of needy segment of society and preserve the nature. He believes that nature has enough to satisfy the needs of everyone but not greed of anyone. In operation of economic behaviour, this statement must be considered to ensure its sustainability. There is no shortcut to get fruits of peace, prosperity in economy without caring moral values and the interest of the person on margin.

In the last but not least, we can say that Gandhi's economic ideology has more relevant in present era than its own time. It is only the way to turn on right path of sustainable development from trackless solo economic development. We need to restructure and reform our entire thinking and expectation from our economic efforts. It must match with our resources and mutual needs. The interest of weakest person of the society must be in centre of our each economic behaviour. What benefit, he/she could get by our such transaction. Wellness of us lies in the welfare of society. By adopting the economic philosophy of Gandhiji, the

village may revive with full of various skills (hunnors) like black smith, carpenter, cobbler, washer man, hair cutting saloon, shelter wisdom, water resource wisdom, meditational plant and use wisdom, agriculture product processing for domestic use, prepare various consumable items at home, repairing and maintenance services, handicrafts, arts, culture, music, sugarcane processing, complete processing of clothing needs at local level etc. It will convert skills India dream in action assuring self-sufficiency of village and all villagers.

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## A STUDY OF VRIKSH EFFECT ON INDIAN WOODEN HANDICRAFTS INDUSTRY (SAHARANPUR)

Prof. P. K. Agarwal<sup>1</sup>, Divya Arora<sup>2</sup>

### ABSTRACT

*India and craft talent seems to be the synonymous term. Indian diversity have enrichment of art and craft talent. The world is fond of the Indian craft but since 2013 the sudden decline occurred in export of handicrafts industry. The key hindrance was the issue of legal supply of timber after European Union Timber Regulation in 2013. The EPCH come into force and taken it's preventing measure. The certificate for the supply is planned and it's implementation process proposed. Export Promotion Council for handicrafts have taken environmental issues in consideration to avoid the export hindrance. The handicrafts industry prestigious image have been maintained with effective and efficiently introduction of Vriksh. EPCH's immediate action and efforts yield relief for woodcraft exporters to overcome the effect of CITES amendment which brought the all species of Dalbergia (rosewood and sheesham) to Appendix II. EPCH's Vriksh Certification to Indian handicrafts industry have emerged as protection or life saver for Indian rural and sub-urban economy.*

**Keywords:** EPCH, CITES, Vriksh, Handicrafts, Export, CFC Saharanpur

### Indian Craft: Globally Certified

India have great legacy of handicrafts since ages. The country enrichment is since generation in the regional and cultural heritage. The diversity of the national reflects the talent now as the source of living. Handicrafts industry is source foreign exchange earnings so the transition have taken place in few years, government becomes more prominent in development of craft. The introduction of

Vriksh is the recent development as the world export was declining due to the legality of timber supply. Handicrafts industry is the cultural heritage to protect it government initiative is the best standing with certificate issue for supply of wood. The certification stood with dual benefits as legal supply with flora & fauna protection. The handicrafts art is safeguard with the lawful working.

The woodworking or handicrafts

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industry in India is amongst the fastest growing sector of the nation. According to a analysis of World Bank, the organized furniture market across the country was expected to flourish with a rate of about 20 % annually in a half decade. In 2019, the wood exports from the country were accounts for more over 70 billion ₹. Influence of the growing demands, the wholesale price index of wood and wood products has also hiked in current scenario. The imports accounts of the industry was more than 428 billion ₹ in fiscal year 2019.

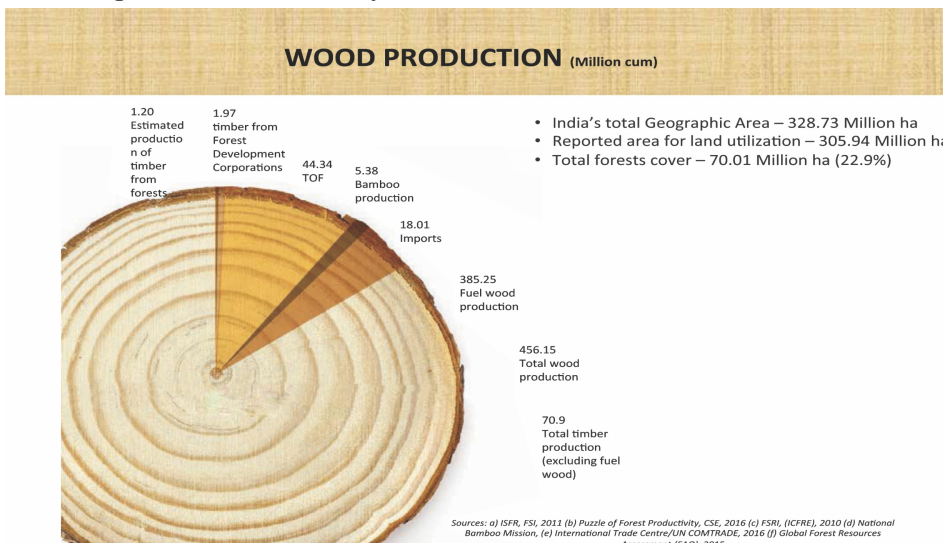
### Indian Handicrafts industry: Emerging Challenge

In order to meet out domestic and international demands results in environmental degradation. The tree loss in the nation has been consistent over the last 2 decades. The damage along the north eastern parts of the country was

severe in the half decade. The practice of “slash and burn” cultivation approach. Environmental and sustainable development growing concerns added pressure from environmental organizations possibly reduced the proposed investments in the timber sector and laid the foundation of Vriksh. However, the demand and growth in the industry is most likely to remain unaffected.

### Literature Review

European Union has taken an initiative in 2003 as the Forest Law Enforcement, Governance and Trade Action plan. The initiative have been take to promote the legal trading of wood logs. EU Action Plan sets out a range of measures available to tackle illegal logging in the world's forests for the EU and its member states.



The illegal logging have put a marking effects on forests, wildlife and forest dwellers. The life their seems to be in great threat. The European Union is the latest timber consumer in world. The need of supplies is taken from Africa, Asia, South America. **European Union Timber Regulation Legal'** timber is timber produced in compliance with the laws of the country where it is harvested is the correct definition as per the action plan in 2013 March as per plan.

**Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES)** which is established to protect endangered plants and animals in the earth surrounding. Additionally, also known as the Washington Convention is a multilateral treaty. CITES executed as a result of a resolution which is adopted at a meeting of members of the International Union for Conservation of Nature. The meeting held in 1963. IUCN convention was opened for signature in 1973. Later CITES implementation into force on 1 July 1975.

### Motivation of Research

The Export Promotion Council for Handicrafts Common Facility Centre ag Saharanpur was upgraded in September 2019 by the Smt Smriti Irani (Minister of Textile) have mentioned the Vriksh term in the speech. The term acknowledged for the next research work for development took place for the handicrafts industry in rural and sub-urban areas.

### Research Methodology

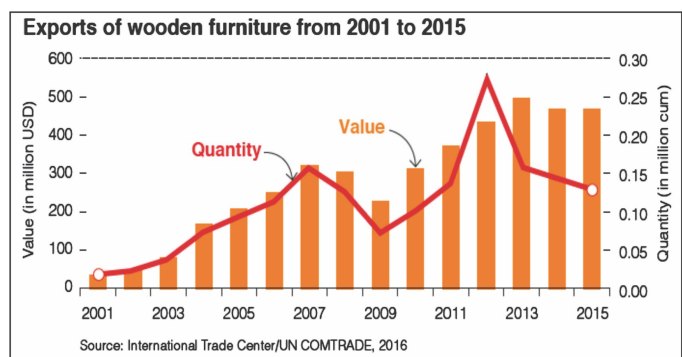
The research work is conducted

on the basis of group interviews at EPCH Centre at Saharanpur. The experts and export travels were asked with the queries and their reply are the basis of the research. Later to it, the data available at the website of Vriksh and Export Promotion Council for Handicrafts are collected for the further assessment. The correlation methodology was used in the research work. The non linear correlation was discovered in the trade trends.

### EPCH: Establishment

Export Promotion Council for Handicrafts industry set up in 1986 for promoting and protecting the regional, culture and traditional craft legacy of the nation. The act got established under the Company Act 1956. The objectives of the policy draft was as follows

- To develop and promote Indian handicrafts export.
- The achievement are as follows about the act
  1. In September 2017, 10204 export members was involved in handicrafts international market.
  2. In wood handicrafts export 584.09 US\$ (million) for the year 2016-17.





## Employment in Handicrafts Sector

The industry is serving Saharanpur from decades with livelihood. But in entire India, it provides 7 millions employment opportunities. The employment opportunities generated due to the major importers demand of Indian wooden

handicrafts across the globe few of them are Australia, Canada, France, Germany, Italy, Japan, The Netherlands, UAE, Switzerland, Saudi Arabia, USA and UK. The demand for wood products is rising in national and international trade. The demands have increased the scope for market expansion across the globe.

States or District	Crafts
Srinagar (Jammu-Kashmir)	Walnut and Deodar Wood craft
Saharanpur (Uttar Pradesh)	Wood Carving furniture and screens.
Nahin (Uttar Pradesh)	Wood carving boxes.
Jodhpur (Rajasthan)	Wooden Furniture; Antique finish.
Kolkata (West Bengal)	Wooden furniture and glass ware.
North East Region	Home Utility products
Chennapatna (Karnataka)	Wood inlays articles

Major place of India producing wooden handicrafts industry are in Jaipur, Jodhpur, Saharanpur, Nagina, Rajkot, Barmer, Hoshiarpur, Srinagar, Amritsar, Jagadapur, Bangalore, Ahmedabad, Kerala and Mysore. India is rich in various types of wood Sheesam, Ebony, Acacia, Neem, Sandalwood, Mango, Poplar, Rosewood, Kikar etc. Indian Furniture Market is spread all over India. Rajasthan & Uttar Pradesh have largest manufacturing market for furniture. They accounts to 65% share of market size. The trade estimates to be 7604.37 million\$. The team wood is the famous raw material in Western and Southern Region.

**India Handicrafts apex institution: Export Promotion Council for**

## Handicrafts (EPCH)

The **Export Promotion Council for Handicrafts (EPCH)** is the apex agency of the handicrafts sector. **Export Promotion Council for Handicrafts (EPCH)** is sole authorized to issue the certificate on due diligence adopted by the Exporters in procuring wood (timber) from legal sources for manufacture of Handicraft articles also came in acknowledgment after the notification of EPCH dated 14-05-2013. The notification stated Export Promotion Council for Handicrafts (EPCH) is authorized to issue certificate, on demand, on the due diligence adopted by the exporters in procurement of wood from legal sources”.

## Export Promotion Council for Handicrafts (EPCH) Masterstroke: Vriksh

EPCH decided to initiate the Vriksh to promote the responsibility and legal use of wood in handicrafts industry. The introduction of Vriksh was a step to overcome the crisis occurs in the export of the wooden handicrafts in international market. Vriksh came into force in 2013. The sudden fall in export orders EPCH hesitation in fulfilling export commitments, lack of clarity regarding compliance. EPCH have considered the social and environmental obligations.

### Vriksh: Incredible features

The implementation of Vriksh have given the uniqueness to the handicrafts industry export through the following.

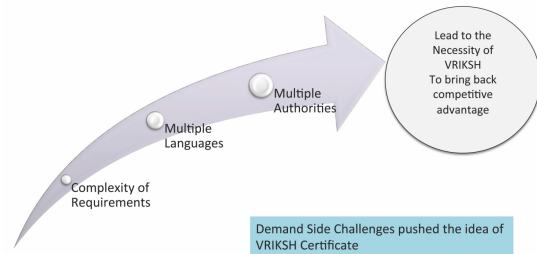
- The Vriksh is planned as the specifications to handicrafts industry of India.
- The Vriksh is the risk assessment, verification process with supply chain.

### Export of wood wares (US\$ million)

Countries	2015-16	2016-17
European Union	198.18	205.61
United States of America	243.18	258.82
Rest of the world	155.65	119.66
Total	597.01	584.09

- In year 2016, exports of wooden handicraft went up 14.13% to ₹ 2,187.82 crore in April-September.

### GENESIS OF VRIKSH- WHAT WERE THE DRIVERS



### Vriksh: Handicrafts Market Influence

- Vriksh gives birth to traceability through batch accounting with legality in government, private and farm forestry.
- World wide presentation with web and provide complaint mechanism and mutual recognition.

The development of trade attainment of the export have increased, the government environment focusing brought in acknowledgment. The Vriksh has been the source of earnings because of legal supply. The Vriksh has delivered the following merits to handicrafts industry.

The previous benchmark was ₹1,916.95 crore a year ago. Sheesham products 70% of exports was

accounted in record.

- India follows Australia to put a tracing system in place for timber origin.
- Vriksh have helped Indian handicraft industry comply with national and International regulatory requirements with respect to Legal compliance's In trade.
- Traditional skills with training in contemporary designs to reach target markets is a secondary step after the Vriksh.

### **Exports structure of 9403 - Wooden furniture and parts from India.**

In year 2019, the following main commodity groups have exported the commodities with the following categories.

- 61% (544 million US\$): 940360 - Wooden furniture (excl. of 94.01 & 9403.30-9403.50).
- 4.48% (39 million US\$): 940330 - Wooden furniture of a kind used in offices.
- 3.65% (32 million US\$): 940390 - Parts of the furniture of 94.03.
- 1.35% (11.9 million US\$): 940350 - Wooden furniture of a kind used in the bedroom.
- 0.106% (940 thousand US\$): 940340 - Wooden furniture of a kind used in the kitchen.

### **Conclusion**

Handicrafts industry is the soul of India. Handicrafts industry serves the

historic preservation with economical foundation. The prestigious work of handicrafts artisans have to be supported to have the global recognition for their talent. Vriksh have provided a strong foothold in the international market for India. The importers demand have taken a flight and reflected in earnings and orders across the globe. A recent advance step have delivered the shield time to the handicrafts industry. As due to the CITES amendment Indian wooden handicrafts market size has great possibility of the set back. The certification issue has infused new blood in artists hard work.

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## STRATEGIC DISTRIBUTION MANAGEMENT IN RETAIL

Dr. C. S. Yadav\*

### ABSTRACT

*Business management and continuous improvement of the quality of services in the retail trade constitute an essential element for the successful development of this activity; Being one of the fastest growing activities in the world, from the economic and social point of view, it contributes to the Gross Domestic Product (GDP), has an inflationary impact, generates employment and causes excessive distribution costs. The developing economy like Indian has been facing problems related to the management of commercial distribution that slow down its development and performance, based on the current demands of Indian society. To face this situation, it is proposed to analyze the social problems that affect distribution management in the retail trade.*

**Keywords:** Retail management, commerce, commercial distribution and social environment.

### Introduction

In recent decades, the retail sector has undergone significant transformations, economic, technological and cultural globalization, deregulation of foreign investment and competition, along with broader economic reforms affecting consumer markets and commerce, leading to the fact that the production and / or service provision systems have had to adopt continuous changes in their organization and operation to respond efficiently to market demands.

Retailers are supply chain companies as they buy items produced by others and

sell them to their customers. Although factors such as merchandising, pricing, layout and store design are important, supply chain management, logistics and marketing are the key ingredients for success in today's highly competitive environment, systems that are related by distribution. It has two main approaches, from logistics, physical distribution and from marketing, commercial distribution, there is a close relationship between physical distribution and commercial distribution.

The Indian economy is not alien to the changes that are taking place in the world,

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and in order to update the Indian economic model, that seek to achieve development and growth sustained through a business system made up of efficient, effective and competitive companies. In correspondence with the results obtained in the investigations carried out, a series of problems that affect the quality of services, customer satisfaction and the performance of this sector were evidenced. It is for all this that we define as a general objective: to analyze the social problems that affect distribution management in the retail trade in the province of Uttarakhand, based on the current demands of the consumer market.

### **Management and distribution.**

During the last fifty years, the term Management has been used to refer to Administration, Management, Direction, Integrated Management, and Management (Robbins, & Coulter, 2012). For this reason, different definitions of management have been given, accepting as a general rule that it is synonymous with administration, management or direction; This is interesting since management is actually all three things at the same time (Hill, et al., 2014). Under this consideration, the author focuses on management, for the development of research.

David, et al., 2013, analyzes various management concepts, through a hierarchical conglomerate analysis; as “coordinated activities to direct and control an organization. Management

must be a dynamic, interactive, efficient and effective process; it consists of planning, organizing, leading and controlling the actions in the entity. Which is developed by a management body that has a group of people, resources and authority for the establishment, achievement and improvement of the organization's projects, based on knowledge of the laws and principles that govern society, nature human and technical, as well as information in general.

Management is considered, as the fundamental axis of the organization, which allows growth, development, consolidation and projection, with efficiency and effectiveness. Because each of the activities carried out by the organization is a source of value creation up to the end customer. Michel Porter (1986) divides the activities to be carried out in the organization into primary activities and support activities. Among the primary activities that generate value and competitive advantages in business management, logistics (internal and external) and marketing, activities that present a close link through distribution as a strategic variable and source of competitive advantages.

### **Distribution as a concept**

In business sciences, distribution is analyzed from the concept given by the National Council of Physical Distribution Management (NCPDM) which defines it as: “the term used in production and trade to describe the wide variety of activities

related to the movement of finished products from the end of manufacture to the consumer and that occasionally includes the transfer of raw materials from supply sources to the production line ...)" (p. 12).

Distribution from logistics, physical distribution and from marketing, commercial distribution. Physical distribution exists for a single and compelling reason: "to alleviate the physical variations that exist between demand and production, adjusting them in space, time and also in their profitability" (Jiang, & Prater, 2002). It is also necessary to distinguish that physical distribution transfers products as opposed to commercial distribution that transmits ownership. These objectives overlap since both try to satisfy customers in the right place, at the right time and at a minimum cost, a basic reason why distribution logistics and marketing channels must be considered together (Reeves et al., 2010).

Distribution is often used as a synonym for logistics, although it is that part of logistics that refers to the external movement of products, from the seller to the customer or buyer; that is, the logistics related to commercial activities or commercial logistics, not taking into account the rest of its content. That is why it is also given the qualification of distribution logistics as it is also known in specialized literature, which is defined by Bramel, & Simchi-Levi, 1997 as the set of activities that deal with the flow of

finished products and information associated with it from the end of the manufacturing process until these products are in the hands of customers. For his part, Lam in *Fundamentals of Marketing* (2006), points out that they are all business activities related to the storage and transportation of raw materials or finished products.

Kotler, & Lee 2008, agree that the functions or activities of physical distribution are: transportation, storage, orders processing, division, financing and inventory. These authors indistinctly take into account other functions such as customer service (Bolumole, et al., 2003) and delivery of the product to the customer (Kotler, 2008). For their part, Wen-hui, X. I. A. (2010) incorporate reverse or return logistics into physical distribution activities, both suggest that the physical distribution process does not end when the item reaches the customer. Sometimes it is necessary to collect defective merchandise that is in the possession of the customer, either to send him another in good condition, to repair the defects and send it back, or other times it is necessary to remove the products that have expired.

And the path followed by a product to go from production to acquisition and consumption is called the distribution channel (Wilkinson, 1996). The distribution or marketing channels, for their part, are the interdependent set of organizational units, institutions or agencies both internal and external to the



company with which it is possible that a product is available to a consumer. These can include: buying, selling, transporting, storing, financing, promoting, assessing risks and providing market information among others (Murphy and Wood, 2008). The fact that these processes are concentrated in a few actors generates value for the final consumer, since it minimizes the number of commercial contacts, allowing them to acquire services and a great variety of products in the same place under efficient search, purchase, payment and refund if applicable. Hence, the physical distribution takes place within one or more distribution channels, so that the management of the marketing channels and the physical distribution activities present a considerable number of interrelations, however the distribution activities under the responsibility of the manufacturer They have been classified within the physical distribution, while those that are the competence of the distributors (wholesalers, retailers, etc.) are part of the commercial distribution. (Bramel, & Simchi-Levi, 1997).

On the other hand, commercial distribution is one of the subjects that have received the greatest treatment in the literature on business management and marketing, as a consequence of its capital importance in the effectiveness and efficiency of any economic system (Shapiro, 2004). According to Elsinger, et al., (2005), commercial distribution is the

set of operations carried out so that the product travels the path that is distant from its point of production to that of consumption, satisfying to the maximum the market demand in the different aspects of term, cost, quality and opportunity

Logically, the marketing efforts made by organizations are ineffective if, ultimately, the product is not at the point of sale where the consumer can purchase it (Kotler, 2000). Hence, Shapiro, (2004), considers distribution, as an instrument that relates production to consumption, has as its main mission to make the product available to the final consumer in the quantity demanded, at the time they need it, in the place you want or can buy it, and all this at the lowest possible cost, enabling the link between supply and demand.

That is why commercial distribution is configured as a possible source of competitive advantage, insofar as it helps companies secure a better position in the market in a sustainable way. As basic aspects of this discipline, it should be noted that its epicenter, as in marketing, is exchange. In addition, as a marketing instrument, it requires adequate planning and control, as well as a strategic design (Kotler, 2000). To this must be added that, due to the constant changes produced in supply and demand, it has a dynamic character and, properly managed, constitutes a source of competitive advantage at the service of the organization (Shapiro, 2004).

Thus, commercial distribution is a



strategic decision area, with an impact on the long term, given its complexity, since decisions must be made on multiple aspects related to each other, keeping a close relationship with other decision areas and with the general objectives of the company. Likewise, from the perspective of the strategic analysis of the company, Cohen, & Lee, (1988) and He, P., et al., (2020) suggest that commercial distribution is configured as one of the marketing disciplines that can contribute to competitive differentiation, and a greater effectiveness and efficiency in commercial management.

Kotler, & Lee 2008, state that commercial distribution has as fundamental functions or activities: storage, transportation, assumption of risk, buying and selling, financing, fractioning, services and information, although other authors consider other functions such as: creation of demand, promotion, contact and negotiation.

From the previous analyzes it is concluded that there is a close relationship between physical distribution and commercial distribution, this relationship is framed in that both perform identical tasks such as storing, transporting, financing, dividing, order processing, inventory and information. For this reason, it is often difficult to identify where physical distribution ends and commercial distribution begins.

However, there are great differences between commercial distribution and physical distribution, one transmits

property and the other transfers product. According to Cohen-Davidyan, et al., (2020), and Santesmases (1999) consider the former as a commercial system, which has the purpose of discovering the most satisfactory solutions for the activities, forms of sale and (or) intermediaries that constitute a unitary and coherent whole, necessary to get the goods from the producer to the consumer, with the lowest possible cost and maximum performance. The second is defined as the set of activities that enable the movement of the correct quantity of products from the origin to the correct place, in the necessary time and at the minimum possible cost. This allows you to represent the commercial layout as the shape; and, the physical distribution, like the content, resulting in several authors granting the characteristics of strategic decisions to the first and operational decisions to the second. Thus inserting the physical distribution, in the distribution channels, marketing channels or marketing as referenced in the specialized literature for its realization.

### **Distribution channel**

The marketing channels (also called distribution channel) according to Ballou (1991) summarize it as the path followed by a product or service to go from the production phase to the acquisition and consumption phase.

According to Anderson, et al., (2020), the path of a channel that is formed by a variable number of more or less autonomous organizations, internal and /

or external to the company, which maintain structures, behaviors and social relations in general, which result in the performance, with greater or lesser success, of the various distribution functions. The organizations that make up the channel are called intermediaries, being distribution companies located between the producer and the final consumer.

In accordance with the foregoing, it is summarized that distribution channels are the routes or paths that allow the mobility of products from manufacturers to the final consumer. It is generally made up of people and companies (intermediaries) that circulate through them until they reach the end customer. Every distribution channel performs a certain number of activities or functions necessary to carry out the exchange of products.

Anderson, et al., (2020), exposes the functions of the channel through flows: merchandise order, property, payment, physical, negotiation, financing, promotion and risk. For his part, Lambin (1987) includes four flows: physical, property, economic and financial and information, that is, the distribution channel can be considered as a network of flows that directs and justifies the needs of customers who may have ascending, descending or both inclusive orientations, which will be carried out along the entire length of the channel and the width of the channel. For their part, Wilkinson, I. F. (1996) state that the functions allow

generating a forward flow that goes from the company to the client, such as ownership, physical possession and promotion, a backward flow from the client to the client. Company, such as orders and payment and mixed flows move in both directions (information, negotiation, financing and risk assumption).

For Brown, et al., (2020) there are inverse flows of products in the distribution channels that have different natures: flows of reusable packaging, flows of products for repair, flow of defective products, flows of recyclable used products, flow of products for their review or update.

Brown, et al., (2020) argue that every distribution channel has two dimensions, one vertical and the other horizontal. These dimensions are interrelated and together determine the structure of the canal. The vertical dimension refers to the availability of commercial intermediaries in the different combinations to constitute the channel, that is, the length of the channel. Distribution channels are classified according to length, buying and selling technology, their form of organization or nature and type of product to be marketed.

Depending on the length of the distribution channel, it can be considered: level zero or direct marketing channel, level one or short indirect channel, level two or long indirect channel, and level three or extra-long indirect channel.

According to the type of product Peng, et al., (2020) there are three types of channels: industrial products, consumer goods and services. Both the channel of industrial goods, services and consumption are part of the direct and indirect short and long channels, although mainly the first two use the short and long channels respectively.

According to buying and selling technology, there are traditional channels, automated channels and electronic channels. Those channels where technology is present, the distribution channels are getting shorter and shorter.

Another important part of the distribution chain are the distribution intermediaries, also known as intermediaries or marketing intermediaries, they are individuals or companies that make it possible for the product to arrive from the manufacturer to the end user, essentially facilitating the sales process, achieving of it a utility or benefit, thereby providing the buyer with various services. These services are of great importance because they help to increase the efficiency of distribution. According to the Business Dictionary, the four basic types of marketing intermediaries are agents, wholesalers, distributors, and retailers.

Wholesale or wholesale trade includes all activities that have to be carried out in the sale of goods and services directed to those who buy them to resell them or use them in their businesses (Kotler, 2000). Therefore,

wholesale trade could be defined as the activity carried out by the person or organization that buys the products from the manufacturer or another wholesaler and sells them to the retailer, another wholesaler or to the manufacturer, but never to the final consumer (Cuesta, 2001).

Retail trade, also called retail trade, is defined as the set of activities associated with the sales of products that are offered to individuals or organizations for their final use or consumption (Peng, et al., 2020). The activity of selling the products to the final consumer is precisely the characteristic note of the retail trade. The person or organization that performs this activity is called a retailer or retailer. If the manufacturer or the wholesaler sells to the final consumer, they will be performing the functions of the retail trade (Santesmases, 1999). According to Cuesta (2001), the retailer is the member of the distribution channel that is in direct contact with the final consumer.

The retail trade is the most expensive link in the commercial distribution channel. This is because retailers perform a range of functions that are truly important to commerce and the economy. It is not, only the exercise of the sale, behind it activities that support this action are covered, such as price setting, advertising and promotion, provision of the product offer, the assortment to choose, the design and setting of the points of sale, merchandise display, after-sales service, warehousing and many

grant credit to consumers. It also offers services depending on the purchase and sale channel chosen by the end consumer. There are, in addition, other intermediaries such as: the agents or representatives of the manufacturers and the sales agents.

Trade has been an inherent activity of the human being since time immemorial and its evolution has been coupled with the changes that have occurred in the environment. Globalization and the accelerated development of technologies are unleashing changes and transformations in commerce, consumer habits and in sales formats. Developing multiple forms of distribution, such as: establishment with contacts, without contact, without establishment with contact and without establishment without contact.

These changes have led to the gradual disappearance of traditional commerce (seller offers the customer the products behind the counter) that gave rise to free service (consumer who freely chooses the products he wants without the intervention of the seller until the moment of payment) and that today It is migrating to the e-commerce or internet commerce as one of the new trends in commerce.

Proper distribution management allows to improve customer service through an optimal logistics system, enabling an improvement in distribution, which will promote better performance of this activity for its customers. Reduces distribution costs through proper

management of physical distribution activities. Generates additional sales volumes, if there is an adequate and planned logistics system, which allows minimizing the conditions of lack of inventories resulting in the seller expanding their market geographically. Create benefits of time, place in production and consumption. Stabilize prices if there is good management of the facilities and products. Determines the selection of distribution channels and location of intermediaries. Use traffic management to ensure low costs considering the fastest routes and lowest rates. Also benefiting the marketing mix of any organization or company. Therefore, it is necessary to carry out adequate distribution management as a source of competitive advantage for companies.

### **The management of commercial distribution in the Retail store, Division, Uttarakhand: main contradictions for its development**

The business sector in recent decades has been subjected to a set of transformations and changes in order to achieve greater efficiency and effectiveness in the business sector, for which the Indian state puts Law into force, approving the legal regime of Business Improvement for an integral management of organizations, where the achievements of science, technique and technological innovation are made available to the business sector, as key elements in increasing efficiency and

increasing the contributions to socialist society. Regarding Trade Policy, the need arises to satisfy the demand of the different segments of the population, to diversify the products offered as a consumer development policy, to create or structure offers of goods and services in correspondence with the demand. Solvent of consumers and carry out an effective control of purchase and inventory management in order to minimize losses.

As a result of the previous analysis and research carried out in the Retail store, Garhwal Division, Uttarakhand, which have the social responsibility of selling food and non-food products in a retail way in convertible pesos, according to the nomenclature approved by the Ministry of Internal Commerce, contributes annually more than 70 million CUC to the country. It is concluded that even when they have norms and procedures that regulate and govern their actions, the decision-making process is carried out empirically, far from the use of argued scientific tools that allow to reduce uncertainty and, in the same way, risk.

What has been raised so far allows us to notice a contradiction and that it is one of the most recurrent in social analyzes focused on commerce since: on the one hand, the need to satisfy the expectations of increasingly growing customers, and on the other hand the economic, political, and social conditions that are manifested and that directly affect the management of this process.

**Based on this contradiction, what**

**happens from the social and economic point of view is analyzed:**

From the socio-economic point of view (because in this aspect the author considers that it is very difficult to separate both edges, due to their importance and impact for society and the human being), a political will towards the achievement of efficient business management is recognized, and effective through business improvement. On the other hand, a tightening of the blockade that makes it impossible to buy products of all type in the international market, causing high transportation freight costs to be paid due to the geographic location of the suppliers to which India has access. For the development of retail trade India imports more than 70% of the products it offers at the store level. The incongruity between the policy and the practice was advocated for decentralization and at the business level, increasingly mutilating decision-making at the business level. Business and the little preparation of company managers.

1.2% economic growth in 2018, accounts receivable abroad, foreign investment with a discreet behavior when it comes to negotiating, non-compliance with production plans, payment of foreign debt, these have been some of the problems that the country's economy has had, which is reflected in the population and business sectors. The decrease in the country's imports and the loss of commercial partners such as Brazil, frame the country in a complex scenario.

Despite these limitations, plans at business levels have remained unchanged, under the principle of doing more with less. This has brought with it a shortage of the store network and in commerce in a general sense due to lack of financing, generating at a social level; hoarding, speculation, social unrest, customer dissatisfaction and uncertainty in the population. On the other hand, the Chain of Stores, have given greater importance, to make their main investments in the marketing of seduction, that is, beautiful stores, with modern designs and not to guarantee an infrastructure that allows them to support the amount of merchandise that the population demands, storage and transportation being key processes of trading companies.

There are a large number of deficiencies diagnosed in distribution management that are consequences of the contradictions explained in this work, such as:

- Predominance of empiricism for the development of distribution management and the need for a management model that adapts to the real conditions of retail trade. Even though the entities have procedures that regulate their activities, they do not adjust to the actual conditions of the entities. An example of this, the plans grow annually between 2% and 5%, but the infrastructure that the plan must support does not. The migration from traditional commerce to specialized stores, self-service stores and the creation of electronic commerce in its first steps demands an increasingly efficient distribution.
- Distribution times and the need to satisfy society's demand. The division has a distribution program, which specifies the store, the variety of products, as well as the transport to be used, a program that is dispatched and reconciled in advance, and yet the schedule is not met. Due to the preparation of the order out of time or there is no area for it, the fleet does not rotate even once, the process of loading and unloading the merchandise lasts more than 6 hours and the insufficient use of capacity static, causes failure to meet deadlines order - delivery, shortage of stores, as well as dissatisfaction of customers who visit the store.
- Contradiction between planning, programming and control between the different areas involved in logistics processes and empiricism in decision-making that occurs in the supply, storage, distribution and reverse logistics processes.
- Business actors with conceptual gaps and restricted training offered by the parent company. The Retail Store Chain, Garhwal Division, Uttarakhand, has a graduate school, which is in charge of training workers as teacher instructors, who train the rest of the staff, not demanding postgraduate courses what the



university offers.

In the literature consulted, it is revealed that there is an epistemological contradiction due to the fact that business management suffers from investigations that relate distribution with a logistics and marketing approach, since they are analyzed interchangeably in the specialized literature. If distribution is analyzed from logistics, physical distribution appears, to which dissimilar models of transportation, physical distribution and commercial distribution are associated with a marked logistics focus. And if distribution is analyzed from marketing, commercial distribution is visualized, where the associated models are Just in Time, total quality, logistics models, restructuring of distribution channels. Thus confirming the existence of a gap in this science, which gives way to using an integrated logistics and marketing approach that allows an improvement of commercial distribution management through the use of tools, indicators that allow a more efficient response to market demands.

**From the socio-economic point of view, the benefits of process improvement are reverted to**

- Decrease in the order-delivery cycle that allows the elevation of the satisfaction of the client's needs whose concatenation makes it possible for a client satisfied attracts others, enabling an improvement in the financial situation of the entity.
- Creates competitive advantages as it promotes the reduction of the order - delivery cycle, and ensures product availability by reducing the chances of stock breakages and a distribution in the plant that guarantees adequate distribution.
- System of indicators to support distribution management and control.
- Promotes the development of aspects of reverse logistics such as: processing of waste and waste for disposal or reuse, treatment of waste and breakdowns that could contaminate the environment, the reduction of returns of merchandise from customers and excess inventories.
- Adequate balance of storage capacities, inventory levels, internal and external transportation as a basis to ensure proper management.
- Materializes in organizations the social benefits of development in terms of improvement in the quality of services and customer satisfaction.
- Values science and technology in the national context and promotes the identity and cultural relevance of the retail trade.

The fact of being able to introduce new ways of doing business in the economic sphere, allow entities to better adapt to changes in the market and the environment in which it takes place.



## Conclusions

1. This research presents distribution as a strategic variable and source of competitive advantage, which links logistics and marketing.
2. The fundamental contradiction that this research reveals is the need to satisfy the expectations of the increasingly growing clients, and on the other hand, the economic, political, and social conditions that are manifested and that directly affect the management of this process.
3. Insufficient distribution management in trading companies constitutes a social problem that slows down the development of this activity and with it that of society itself.
4. The application of an adequate distribution management as a business management philosophy provides models, standards and procedures that contribute to the greater performance of trading companies, requiring mastery of its conceptual and methodological elements.

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