

Tactful Management

ISSN: 2319-7943

Impact Factor : 2.1632(UIF)

Volume - 4 | Issue - 5 | Feb - 2016



fglnh mi U; kl ka ea nfy ukjh



gfj.kh jkuh vlxj

I gk; d i k/; ki d] fglnh foHkkx] 'kkl dh; fcykl k dU; k LukrdkRj egkfo | ky;] fcykl ij ¼N-x:½

I fki dk

nfy "kks'kr ukjh dk thou l eL; k , oavHkkoka eavVdk gvk gSHkxorh id kn "kpy th dsmiU; kl ^[kks ty dk xkp' txnh" k plnz th fyf[kr & 'kjr h/ku vi uk'] enu nhf'kr dh 'ekjh dh bV' , oajke/kkjh fl og fnokdj ds'vix i kuh vkdk" k' eaukjh ds foHkku Lo: i k] l eL; kvka , oaukjh ds "kks.k ij idk" k Mkyk gA ukjh ijEi jkx : lk ea "kks'kr u jgdj fontgh tkx: d f"kf'kr dkedt djusokyh vkRe fuHkj gksx; h gA nfy "kCn dh 0; i fRr l ddr dh 'ny" /kkrql sgpZg\$ ftl dk vFkzrkMuek] fgLI k djuk] dpyuk gA bl dsfoHkku vFkz g& nfy Vvk gvk] dgk gvk] fi l k gvk] [kyk gvk] OSyk gvk nfy&nyk x; k] efnr "kCn dk vFkz gsel yk gvk] jknh gvk] nckdj j [kk x; kA vkt dy nfy oxLiz kx l ekt 0; oLFk ds vUrxr ijEi jkx : lk l s "kmzekuh tkus okyh tkr; kadsfy, iz kx fd; k tk jgk gSMKW Hkhejko vEcMdj usvaxsth eafMi LV o ejkBh ea'cfg'dr* rFkk vLi"; "kCn ftu ykxka; k ftu l kffk; kadsfy, bLreky fd; k x; k l kfgR; eamLga'nfy* dgk tkrk gA bl nk; jsea0; kogkfjd : lk l s; gh ykx vf/kd vkrs g\$ ftUgaHkj rh; l io/kku eavud npr tkr dk ntkzfn; k x; k gA

nfy "kCn l svud idkj dsckk gksrgSt\$ snq[k cskk] vi eku cskk] nB; &nkl Ro cskk] tkr o.kzckk] fo"oclu/kqo cskk vls Økar cskkA
MKW/kebh Hkkjrh; usnfy l kfgR; ds l nHkZ eafy [kk gSpnfy l kfgR; og g\$ ftl snfy y[kd fy[krk gA nfy l kfgR; esi hMk l sydj eLdku rd gA bl eajksusdctk; eLdku dh [kst ds }kjk l exrk vls i wkr dh vls euq; dk iz kl gA ; g detkjh ughacfYd "kDr g\$; g xykeh ughacfYd l ek/kku gA



I Lrkouk

nfy "kCn dh 0; i fRr l ddr dh 'ny" /kkrql sgpZg\$ ftl dk vFkzrkMuek] fgLI k djuk] dpyuk gA bl dsfoHkku vFkz g& nfy Vvk gvk] dgk gvk] fi l k gvk] [kyk gvk] OSyk gvk nfy&nyk x; k] efnr "kCn dk vFkz gsel yk gvk] jknh gvk] nckdj j [kk x; kA vkt dy nfy oxLiz kx l ekt 0; oLFk ds vUrxr ijEi jkx : lk l s "kmzekuh tkusokyh tkr; kadsfy, iz kx fd; k tk jgk gSMKW Hkhejko vEcMdj usvaxsth eafMi LV o ejkBh ea'cfg'dr* rFkk vLi"; "kCn ftu ykxka; k ftu l kffk; kadsfy, bLreky fd; k x; k l kfgR; eamLga'nfy* dgk tkrk gA bl nk; jsea0; kogkfjd : lk l s; gh ykx vf/kd vkrs g\$ ftUgaHkj rh; l io/kku eavud npr tkr dk ntkzfn; k x; k gA
nfy "kCn l svud idkj dsckk gksrgSt\$ snq[k cskk] vi eku cskk] nB; &nkl Ro cskk] tkr o.kzckk] fo"oclu/kqo cskk vls Økar cskkA²
MKW/kebh Hkkjrh; usnfy l kfgR; ds l nHkZ eafy [kk gSpnfy l kfgR; og g\$ ftl snfy y[kd fy[krk gA nfy l kfgR; esi hMk l sydj eLdku rd gA bl eajksusdctk; eLdku dh [kst ds }kjk l exrk vls i wkr dh vls euq; dk iz kl gA ; g detkjh ughacfYd "kDr g\$; g xykeh ughacfYd l ek/kku gA³
nfy l kfgR; nfy thou ds; FkFkz dks; Fkor-l keusykrk gA nfy l kfgR; ds lk'k ea; g dguk xyr ughaglsk fd vuqfr dh i kcf.kark bl l kfgR; eavi fkkdr vf/kd g\$ D; kAd nfy y[kd] ?kvuk] ij f?kvukvka dk Lo; al kFh gA vuqfr vls

i ekf. kdrk rksLoa nfyf }kjk l ftr l kfgR; eagh l Etko gA veſj dk dk ^uhxstl kfgR; * vYhdk dk ^v"or l kfgR; * Hkkj rh; i fjoſk eanfyr l kfgR; gA bl dh mtktzdk L=kr nfyf tkr; kacdk thou {ks= gA⁴

ekuo l ekt eauj&ukjh nksi zku vax gS, d dsfcuk ml jk v/kyk gA Hkkj rh; l k dfr eakrnokshko%fi rnokaHko% vkpk; l nokshko% dgdj fir rk vks vkpk; l si gyk LFkku fn; k gA ^; = ukjh i ml Ursjellr } r= norK" dgdj norK ds l eku LFkku ukjh dks fn; k x; ka tuuh ekrk l ikyd l fodk l i e] R; kx] eerk l ei zk okR l Y; dk i rhd ukjh jgh gS rksdbz vkypkdkausek; k] ekq] ck/kk dkfeuh dgdj mi {kk Hkh dh gSukjh l g/kepkfj . kh gksusdsdkj . k i q 'k dk fodkl djrh gSMKW"; keckyk dgrh gA pi kxSrgkfl d ; q l sl H; rk dsvk/kfud ; q rd ukjh l oñk vknj dh ik= jgh gS i R; {k vFkok vi R; {k fd l h : lk eauj ukjh dsfcuk rFkk ukjh&uj ds chuk vi wkz gB⁵

eakh i epluzsvi usdFkk l kfgR; }kjk ft l ukjh "kksk. k dsfo:) vfhk; ku dk l =i kr fd; k Fkka eakh i epluzus, d LFkku ij dkg gA ptc dkbz ygj nsk eamBrh gS rks l kfgR; dkj dsfy, ml l svfopfyf jguk vl Etko gks tkrk gS vks ml dh fo"ky vkRk vi usns&cl/kw/ka dsd' Bkal sfody gksmBrh gS vks ml rhozfodyrk eaog jksmBrk gS ij ml ds: nu eahk 0; ki drk gksrh gA og Lonsk dk gkdj Hkh l koHkbed gksrk gA⁶

ukjh Hkkj rh; l ekt dk , d egroi wkz vax jgh gA ; qka&; qka l si hfMf vR; kpkj vukpkj dh "kdj , oaokl uk rflr dk l kku cudj thou 0; rhr djusokyh ukjh ca: "k] ypkj , oavi ekfur ftaxh th jgh gA pfdl kuka vks etnjka ds ckn Hkkj rh; l ekt dk , d ogn "kks'kr l eog Hkkj rh; ukjh vfkz vks vf/kdkj l soipr jgus ds dkj . k ml dk dkbz pjkk ugha vkfFkd vks l keftd l rj ij ml dk cjkcj "kksk. k gksjgk gA⁷

; g dFku nfyf ukjh ij Hkh ykxwgsjgk gksrk gA i k" pkr; l H; rk dk vkOe. k l kfkzdrk dk vHkko] vf"kk /kezd dk cjk i Hkko] : f< i j E i j k vkfn ds dkj . k ukjh dk thou l eL; kvka l sf?kjk gA vk"kkj kuh Cgskj k Pukjh usfy [kk gB ukjh l eL; kvkadsey, ea vdkfo"okl fuj {kjr k vks vKku dk sekurh gA B Lkkeftd vkfFkd] /kkfezd l eL; kvkaeavVdh nfyf ukjh dk fofo/k : i ka ea "kksk. k gks jgk gA

ukjh

	ukjh dk Lo: i	l eL; k	"kksk. k ds : lk
	thou		fookg
1	"kks'kr ukjh	fo/kok thou	cky fookg Tkehmkja }kjk "kksk. k
2	cyRdkfjr ukjh	voSk ekrRo	fo/kok fookg lkfy l }kjk "kksk. k
3	Hkkk; k ukjh	voSk ekrRo	fo/kok fookg Lkjdkjh vQl j }kjk "kksk. k
4	j [kSy ukjh	vf" k{k	vuesy fookg /kkfezd 0; fDr }kjk "kksk. k
5	oks' ; k ukjh	vkRegR; k	cgf fookg : f< i Fkk ds }kjk "kksk. k
6	tkxr ukjh	voSk l eak	ngst lkfj l j }kjk "kksk. k

ukjh ds foHkku : i		
Ukjh ds : lk	ikfjokfd l eak	V/rsfcxMfs l eak
1- ek	ifr&i Ruh l eak	ifr&i Ruh l eak
2- cg	Hkb&cg l eak	l kl &cg l eak
3- i Ruh	l kl &cg l eak	Hkb&cg l eak
4- i < h fy [kh ukjh	HkkHkh&uun l eak	"ol j &cg l eak

mi ; Dr rkydk }kjk Hkkj rh; ukjh rFkk nfyf ukjh ds fofo/k : i Li 'V gksrsgSHkxorth i ð kn "kDyk us^ [kkjsty dk xkp* ea ukjh ds fofo/k : lk vks "kksk. k ds vk; kaka i j izdk" Mkyk gA pudh] efV; k] i fu; k "kks'kr vks cyRdkfjr ukjh ds i rhd gS Bkdj dju fl g }kjk prjh dk dRy djuk] Luku dj ds vk; h vks r kadk }kjk fi vkbz djuk] egok yusvk; h pudh] efV; k] i fu; k i j > Bk bYtke yxkdj i fy l ds gFk eal ks uk] fd l l wfl g }kjk pudh dh vLer ywusdk iz k l djuk vkfn dbz ukjh "kksk. k ds: lk fn [kkbz nrsgA i j l r pudh fd l l wfl g ds vl; k; dk fojksk djrh gA fontgh ukjh ds n"ku ; gk gksrsgA fookg ds vol j ij ?kh dh eVdh fxjus l spfl ; k dk fookg ughagksrka : f<+dsuke ij ukjh dk "kksk. k gksjgk gA Bkdj kads vl; k; ds dkj . k naxp vks cngkj xkp dh ukfj ; k vkRegR; k djrh gS vkfn ukjh ds: lk ; gk fn [kkbz nrsgA

txnh" k panzir mi U; kl ^ky rh /ku u vi uk* eaj Ygu xkp ds l keftd i' BHkfe dks Li 'V dj rsg ukjh ds fofo/k : i kai j

i dkk" k Mkyk gA ogk; dh ukjh "kkf{kr} fontggh , oai hfMf Hkh gA Kkukai fjokj vks : f<+}kjk "kkf{kr ukjh gA Kkukapkskh }kjk i hVsx; s thrwck gky i Nusdsfy, tkrh gSrc ml dk Hkkbzexwml sQVdkj rsgg dgrk gS rw; gk; D; k dj jgh gA rw?k; i ggp rjsVpMsdj ds tehu eaxkM+nwka⁹

tc pkBkh gjnø fl g yPNksdh vLer yWusdk iz; kl djr k gSrc yPNkaml dsi kp i dMf h gSvkfn "kkf{kr ukjh ds: lk ea mnkgj .k gSpkSkjh }kjk thrwcksi hVusi j Kkukadh ek; xkyh nadj ml dk fojksk djrh gS rFkk Kkukadh fi VkbZdj usokys Hkkbzexwck fojksk djusokyh rkbZfugkyh dgrh g& pdS k c nntz gS d l kbZdh rjg ekjrk gA¹⁰

mi U; kl dkj usukjh dh [kjh&Qjks{r ij Hkh i dkk" k Mkyk gA ukjh fl QZ "kksk. k dk : lk ugh cfYd [kjh&Qjks{r dh ; k fcdkA pht gA ukjh dsbl vekuoh; : i ij txnh" kplnz th usl kpk gA fel=h l ark fl g i pkl : i ; seaukjh dks [kjh nuk pkgrk gA l jnkj i wZfl g usHkh , d vks r dks [kjh fy; k Fkk i jUrqmudsl kFk l kr fnu jgdj og vks r l c l keku yd j Hkkx xBA ckd dsykyk cukj l hnl ukjh dh [kjh&Qjks{r dk /kalk djr k Fkk¹¹ dkyh vks Kkukadh foog i nZvoSk ; kA l æk gkus l sml dh dks{ k Hkj tkrh gA i fj .kker%Kkukadh ek; ml sl rhz k nok nadj ekj Mkyrh gA ukjh dk ukjh ds}kjk gh "kksk. k ; gk; fpf=r fd; k x; k gA enu fnf{kr usvi usmi U; kl "ekjh dh bM" esukjh dsfofo/k : i ka dks fpf=r fd; k gA ft l dk MKDVJ i k. Ms }kjk voSk ; kA l æk j [kdj "kkjhfd "kksk. k Hkh fd; k tkrk gA ifr >jxfn; k dsthfor gkus i j Hkh ifr l snj jgdj l kgc dh dkbh dsi kl jguk i Mf k gA i pk; r ds }kjk l uk; sx; sQs yds vud kj i fr >jxfn; k dks [kku&i husdsfy, vk/kh ru [okg nrh gSbl eam l dh ifrfu Bk Li V gkrh gS jUrqi fj l Fkfr l s "kkf{kr gkus dsdkj .k og dkbh eajgrh gA >jxfn; k; dh eR; qdsckn daku QkM dj cSkO; dks Lohdkj djrh gS jUrqdkBh eavkdj pM+ k vks vkhk. k i gurh gA i fjofr ukjh dsn "kA ; gk; gkrsgA pæh dsgYFk fMi kVæA/ dsyks vks teknj ghjkyky [kæ l j r fn [k bz nusokyh egrj kfu; kadk "kksk. k d jrsgS, d s; pfr; kadksvQl j kackq/kads i kl Hkst dj vkuk dk; Z i jk dj yrsgA egrj tkr dh jai ; k jf/k; k vks eix; k i <h&fy [kh ukjh gA vks ; srhuka vl; k; dsf [kykQ l æk'z djusdsfy, ?k?kfj; k i YVu" cukrh gA ml dsek; e-l svks rka i j gksj gsvr; kpj dsf [kykQ vkokt mBkdj ml gal; k; fnyokus dk; Z djrh gA ofontggh ukjh dsi rhd gA

jke/kkjh fl g fnokdj us\vx i kuh vcdk" k mi U; kl dsi kjEHk eaf>Vdh ceuxlek xkp ds tehnikj ckwHki fr ukjk; .k fl g i fjokj dsfuth /kksch ft l dk og [kq dks xkp ds vl; /kks; kal svyx l e>rk gSD; kkd og fl QZ tehnikj vks jkti w i fjokj dsgh di Ms/kksk gA cCcu dh Nks/h cfgu >pdh cgn [kæ l j r gS ft l dsdkj .k xkp Hkj ds; pdkadh vk [kæ eam l dh [kæ l j r h xMte syxrh gA jkti rkg dsn i jsBkdj Hkh ml dh vks vkdf'kr gkrsgA Hki fr ckwusi fjokj ds/kksch ij vi uk gd l e>rsq >pdh dks [kSy dsrks futh l Ei FRr cukdj ml sxqj cl j dsfy, nl , dM tehu vks jgusdsfy, vyx l si Ddsdk Nks/k l k edku nsfn; k; tehnikæej [kSy j [kusdh i Fkk fn [k bz nrh gA vNr] nfyf] ghu tkr dsLi "kzvi fo= gkusokyste hnikj ml h tkr dh l qnj L=h dks [kSy j [kusdh l Fkfr eamudh NqkNir dh Hkkouk dgk; pyh tkrh gA bl ij dkbZ tehnikj l kprk rd ugh ckwHki fr ukjk; .k dh vkf'kd l Fkfr fcxM+tkrh gA c/suky; d fudysrksyMfd; k; vkokj cu x; hA i fj .kker%Hki fr ckwcdsi kxy cuusl si kxykads vLi rky eaHkst fn; k x; kA ?k; eac/væaxg&; "kq gksx; kA , d c/susurZdh l srksn i jsusos; k l s "kkn dhA Nks/h i Ruh dks ukftj dsl kFk ns kus i j c/susxkyh ekj nhA vLi h cjl dsckwuj ukjk; .k fl g bu ckrkal svkRel arki d jrsgg ckck fo"oukFk dh xgkj dj rsgg dgrsgfd ^; g dS k dy; q fn [k jsgskckcA tkr&i kr dQ ugh j [kA Nks/k&cM] Åp&uip D; k dkbZHsn ugh gksk; , d k vi ekuA l ksydlg /kkupl ft l dk cki jkt"; ksh dk tBu [kkrk Fkk ml dk c/vk jeftrok] jkt"; ksh dh Qy l h l pækj h c/vh dksydj Hkkx x; k vks dpgjh dsgkde dsl keus

"kknh dj yhA QkV vks/kjrh\ l ek tkbz, gh ea-----A¹² jke/kkjh fl g fnokdj us\vx i kuh vcdk" k eaj [kSy ukjh] i hfMf ukjh f"kf{kr ukjh vkfn fofo/k : i kai j i dkk" k Mkyk gA Hkkxorckwdh f"kf{kd k i Ruh ch, l -fmxb dkwyst eaxk ki ky cudj dk; Z djrh gA jkel thou dh fo/kok cfgu cpuh Vsyfjak dk dkl Zdjrh gafi ykbZdh næku "kq djds vi uh thfodk pykrh gSHki fr ckwuscCcu /kksch dh cfgu >pdh dks [kSy ds: lk eafuth l Ei FRr dsrks i j j [k FkkA nq kFk Vksyh dh l Hkfx; k cykRdkj dh f"kdj ukjh gA l ksydlg Vksydh eYyfgu yMfd; kadksQa kdj ystkdj] Hkkxor ckwusl jdkjh vQl jkads i kl nksfnu j [k vks vi uk dke i jk djok; kA bl rjg mi U; kl esfofo/k ukjh ds: i fn [k bz nrsgA

vkylk; mi U; kl kæa, d sukfj; kadk fp=.k Hkh fd; k gA tehnik kadksQVdkusokyh ^[k jsty dk xko" dh pudh] Ykrh /ku vi uk" dh Kkukækh dh bM" dh eix; k bl ds mnkgj .k gA fo/kok i u dk nq [k Hkydj vi usi ko i j [kMh jgusokyh "ekjh dh bM" dh eix; k ukfj; kadksfy, vkn"z gA ?k?kfj; k i YVu" dh LFkki uk ukjh l æBu dk vks ukjh , drk dk irhd jgk gA bl i dkkj ukjh i j jkx r : lk ea "kkf{kr u jgdj fontggh tkx: d f"kf{kr} dkedt djusokyh] vkRefuHki ukjh gA

I UnHkZ xJFk

- 1- j tr jkuh "ehu" & uoan"kd dh fglnh nfyf dfork i dkk"kd fnYyh i 'B 02
- 2- ckwjko cxy & nfyf l kfgR; mnas; vks opkfj drk l kfj dk ebZ1975 i 'B 76
- 3- t; i dkk"kd dn" & nfyf l kfgR; okf'kZdh 1999 i 'B 39&40
- 4- j tr ukjh ehuv & uoan"kd dh fglnh nfyf dfork i dkk"kd fnYyh i 'B 04
- 5- MKW"; kecky xki ky & jke rFkk d".k dko; eaukjh Hkkouk i wtk i fcyds'ku dkuij i 'B 12
- 6- ga & vi sy 1932
- 7- MKWukf"r dækj & l ektoknh fglnh mi U; kl kadk pfj=kadu 1967 tokgj i qrdky; eFkjk i : 86

- 8- vk'kk jkuh Cgkjk & Hkkj rh; ukjh n"kk vkj fn"kk 1983 uskuy i fcyf"ka gkAI fnYyh i "B&8
- 9- txnh"k pinz & /kjr h/ku vi uk 1981 jkedey i dkk"ku ubzfnYyh i : 64
- 10- txnh"k pinz & /kjr h/ku vi uk 1981 jkedey i dkk"ku ubzfnYyh i : 85
- 11- txnh"k pinz & /kjr h/ku vi uk 1981 jkedey i dkk"ku ubzfnYyh i : 106
- 12- jke/kkj h fl g fnokdj & vkx i kuh vkdk"k 1961 uskuy i fcyf"ka gkAI fnYyh i "B 136



gfj.kh jkuh vkxj

I gk; d i k/; ki d] fglnh foHkkx] 'kkI dh; fcykl k dU; k LukrdkRj
egkfo | ky;] fcykl i j ¼N-x-½