

**ବିଦ୍ୟା ପରିବହନ ଓ ଶକ୍ତିକାରୀ ମୂଳବିଦ୍ୟା**

*Principles of Educational Administration and Management*

**EDM 2351**

**ବିଦ୍ୟା ପରିବହନ ଓ ଶକ୍ତିକାରୀ ମୂଳବିଦ୍ୟା**



**ବିଦ୍ୟା ପରିବହନ ଓ ଶକ୍ତିକାରୀ ମୂଳବିଦ୍ୟା**

**ikyv cÖmb I e^e^-icbvi gj-bwz**

EDM 2351

**GgGW tcÖMög**

**iPbvq**

**cÖdmi iwk`r teMg**

**cÖdmi tgv: ZeviK Dj Bmj vg**  
-ž Ae GWZKkb, evDne/

**mñúv` bvq**

**AaïcK W. Gg G Inve ugTv**  
-ž Ae GWZKkb, evDne/

**cÖdmi tgv: ZeviK Dj Bmj ug**  
-ž Ae GWZKkb, evDne/

**tmyj bv Av³vi**  
mnKvi x AaïcK, -ž Ae GWZKkb, evDne/

**-ž Ae GWZKkb**



**eisj u^k Dgŷ wekje^''ij q**

# ***ikjv ckm̄b / ēē - icbvi gj-bwz***

**EDM 2351**

## ***GgGW tc̄M̄g***

### ***c̄kkkj***

***c̄g ḡY: M̄tm̄t, 2000***

***c̄y: ḡY: 2004, 2005***

***c̄y: ḡY: R̄bḡm̄i, 2012***

***c̄y: ḡY: Ḡc̄j̄, 2014***

### ***c̄Q̄***

***KvRx m̄Bd̄x b&Avēym***

### ***KipúDUvi K̄xúR Ges M̄llic***

***tgv: R̄m̄Ki tn̄tmb***

***© evsj vt̄k D̄ḡȳ wek̄tē v̄j q***

**ISBN 984-34-0060-7**

### ***c̄kkb̄q***

***c̄kkb̄v, ḡY I weZi Y wef̄M***

***evsj vt̄k D̄ḡȳ wek̄tē v̄j q***

***M̄R̄xc̄j̄- 1705 |***

### ***ḡȲY***

***evsj v evRvi tc̄m̄ ḠU c̄v̄ej t̄Kkb***

***53 b\_@K nj ti w̄, evsj v evRvi***

***X̄Kv- 1100 |***

## tKm©eB Abiyi Y Kivi KihRi ciygk©

### İc̄ı İk̄ıvıx©

Dḡy wklb cxiZ wbfp GgGW ik̄ıvı tc̄M̄gi fiZnI qvi Rb̄ -ğ Ae GWKKb AvcbıtK Avşti K Awfb̄ b RvbıtQ/ ik̄ıvı c̄kmb I ēē vc̄bri gj-bmZ (EDM 2351) tKm©eBıU GgGW tc̄M̄gi wZxq ch̄qı metklıqb t̄ȳt̄i GKıU tKm©eB/ GB tKıtmP D̄t̄i k̄ nj ik̄ıvı c̄kmb I ēē vc̄bri m̄ūtK̄c̄l̄igK avi Yv j̄t̄ AvcbıtK mnvqZv Kiv/ Avkv Kiv h̄q, Avcib GB eBt̄q Dc̄ mcZ cW, t̄j vi grātg wēl qiu m̄ūtK̄m̄WK avi Yv j̄f Kitz mȳg n̄eb Ges ik̄ıvı c̄kmb I ēē vc̄bri t̄ȳt̄i bZb̄ P̄slavı v I `p̄fiw AR̄b̄ mȳg n̄eb/

G tKm©eBıU cW wēl q gj-Z: ik̄ıvı c̄kmb I ēē vc̄bri t̄ȳt̄i , iazc̄ȳc̄l̄i c̄l̄iqvRbxq et̄j wēlq PZ K̄t̄qKıU t̄ȳt̄iK t̄K̄t̄i wēlfbacvıVi gvātg Dc̄ vc̄b Kivi tPov Kiv nt̄qtQ/ Avkv Kiv nt̄qtQ Avcib h̄v G, t̄j v gt̄bıthW mnKıt̄i cW K̄t̄i b Zte GZ wēl t̄q GKıU mḡm̄WK I -"Q avi Yv j̄f mḡ\_n̄eb/

### EDM 2351 tKm©eB

#### cW I Abiyi tbi t̄ȳt̄i Avcbıt̄i KiYıq wK?

- -wklb cxiZ gj- K̄vB nj wb̄tR wb̄tR c̄to tklv Ges wb̄tRi tPovq tklv/ Ab̄ K̄vq, G cxiZi gvātg ik̄ıvı\_x̄bR `wqtZiwb̄tRi mȳear gjZv mḡtq tklv K̄t̄R wb̄tqWZ nb/ ēȳ G D̄t̄i k̄t̄K mvgtb tīLB -ğ Ae GWKKb-Gi wēlfbacvıtmP eB, t̄j v iPZ/ Ḡt̄Z fveMZ HK̄ īyv K̄t̄i c̄t̄Vi wēlqēt̄K KZ, t̄j v BD̄bıtU fW Kiv nt̄qtQ/ Arevi BD̄bıtU, t̄j v KZ, t̄j v c̄t̄V fW Kiv nt̄qtQ/ c̄ZıU cW c̄l̄igKfıte GKeri cōtZ Avcbri 40-45 mḡbU mḡq j̄m̄te et̄j at̄i tbıqv nt̄qtQ/ c̄ZıU BD̄bıtUi t̄k̄t̄i Avcib wb̄tRB wb̄tRi cW AM̄m̄Z gj̄vqb Kitz c̄t̄i teb/ G Rb̄ c̄t̄Vi t̄k̄t̄i c̄t̄ViEi c̄k̄ḡȳv īt̄q̄t̄Q/
- tKm©eB covi mḡq wK K̄t̄Ri Ici , iazj̄t̄Z n̄te?
  - c̄t̄Vi gj̄vqb c̄k̄ḡt̄j vi D̄Ei wb̄tR wb̄tR K̄iab/ Avcbri D̄Ei, t̄j v m̄WK nj wK bv, Zv c̄t̄Vi wēlqēt̄ch̄ēȳ K̄t̄i wb̄tRB wb̄tR Y K̄iab/
  - c̄t̄ViEi gj̄vqb c̄k̄ḡt̄j vi D̄Ei wb̄tR wb̄tR K̄iab/
  - Avcbri D̄Ei, t̄j v m̄WK bv nt̄j v cW, t̄j v cob/ cov tkl nt̄j c̄t̄ViEi gj̄vqb c̄k̄ḡt̄j vi D̄Ei K̄iab/ D̄Ei m̄WK nt̄j ci ci c̄t̄V ḠM̄tq h̄v/
  - t̄k̄t̄b c̄t̄V me, t̄j v c̄k̄t̄b D̄Ei m̄WK bv nt̄j tm c̄t̄Vi wb̄t̄R Ask Arevi cob/ Gfıte c̄ZıU BD̄bıtUi cW, t̄j v tkl K̄iab/

eBıUtz th mḡ-l̄b̄t̄Rb̄v gj̄-K̄p̄y ēeyZ nt̄qtQ tm, t̄j v nj :



Dx̄Z



c̄t̄ViEi gj̄vqb



cW wēlZ



m̄WK D̄Ei

- cW-mnvqK Kḡm̄px
  - GB eBıU Qrovı -ğ Ae GWKKb-Gi m̄nēR Z̄jeantb AvfqWZ t̄bıq GgGW ÷wW tm̄ūt̄i Avcbri Rb̄ c̄Z gj̄tm (2q-4\_A-ev 1g-3q īmūevi) `BıU wUDtUwıqyj tmk̄tbi ēēt̄ M̄Y K̄t̄i t̄Q/ Gme tmk̄tbi thW w̄t̄q Avcib eBıU t̄k̄t̄b Ask ev cW cōtZ w̄t̄q t̄k̄t̄b mḡm̄vq cōtj tm wēl t̄q c̄l̄iqvRbxq c̄vıgk̄i wb̄t̄Rb̄v M̄Y Kitz c̄t̄i b/
  - t̄i wW I w̄t̄fz c̄Z m̄b̄vtn Avcbri Rb̄ cW wēlqēt̄w̄t̄EK mnvqK tmk̄tbi ēēt̄ īt̄q̄t̄Q/ Avcib wb̄t̄Z mḡtq N̄ti et̄m Gme tmk̄tbi Ask M̄Y K̄t̄i msıkk̄o t̄ȳt̄i Avcbri mḡx Kitz c̄t̄i b/

*cW*

<i>BDibU 1</i>	<i>ik̥yv ck̥mb I eːe⁻rcbvi gj bñZ I avi Yv</i>	01
1	<i>ck̥mb I eːe⁻rcbvi avi Yv I msÁv</i>	02
2	<i>ik̥yv ck̥mb I eːe⁻rcbvi A_, msÁv I gj bñZ</i>	06
3	<i>ik̥yv ck̥mb I eːe⁻rcbvi msJvší Kihv̥ej</i>	10
4	<i>ne`v̥j q cwi Pvj bvq ik̥yv ck̥mb I eːe⁻rcbvi , i aZ,</i>	14
<i>BDibU 2</i>	<i>ik̥yv ck̥mb I eːe⁻rcbvi HuZnumK cUfug</i>	17
1	<i>PIv̥qZ msMVb ZĒ</i>	18
2	<i>mgwRK msMVb ZĒ</i>	22
3	<i>Dg<sup>3</sup> mt÷g ZĒ</i>	26
<i>BDibU 3</i>	<i>ik̥yv ck̥mb I eːe⁻rcbvi AMÖZ</i>	29
1	<i>g̥v̥ tf̥tei (1864-1920): Avgj vZši AMÖZ</i>	30
2	<i>tdWni K DBYtj v tUj i (1856-1915): eÁmbK eːe⁻rcbvi RbK</i>	33
3	<i>tnbix d̥vqj (1841-1925) Ges j yvi , v̥j K: ck̥mibK cñuqvi c̥<sup>3</sup>v</i>	37
4	<i>Gj Ub tg̥tqv (1880-1949): gibneK m¤úK<sup>2</sup>ZtĒi c̥<sup>3</sup>v</i>	41
<i>BDibU 4</i>	<i>msMVbK Kvñtgv: tcñyZ eisj vt̥ki gvañgK ik̥yv</i>	45
1	<i>ik̥yv gšyv̥j q: msMVb, `mqZj I Kihv̥ej</i>	46
2	<i>gvañgK I D"Plk̥yv Aia`Bi</i>	50
3	<i>AiÁv̥j K ik̥yv cwi `Bi I tRj v ik̥yv Avid̥mi `mqZj I Kihv̥ej</i>	54
<i>BDibU 5</i>	<i>Kgr<sup>2</sup>eːe⁻rcbvi</i>	57
1	<i>Kgr<sup>2</sup>eːe⁻rcbvi A_, i aZj I cñqvRbñqZv</i>	58
2	<i>ik̥yv_x<sup>2</sup>ik̥yK I mnvqK Kgr<sup>2</sup> i eːe⁻rcbvi</i>	61
3	<i>Kgr<sup>2</sup>eːe⁻rcbvi nñZqvi I tKškj</i>	64
<i>BDibU 6</i>	<i>cñumtb tbZZ</i>	67
1	<i>tbZtZj A_, msÁv I avi Yv</i>	68
2	<i>tbZtZj UvBc ev ai b</i>	71
3	<i>`tj i tbZv nm̥te cñZóvb cñutbi `mqZj KZ<sup>2</sup> I , Yv̥ej</i>	76

	<i>Cōv</i>	
<b>BDibU 7</b>	<b>cōumt̄b m̄xvš̄MōY</b>	79
1	m̄xvš̄Mōt̄Yi A_®, iaz̄i Ges cōqyRbxqZv	80
2	m̄xvš̄Mōt̄Yi weifbaavc Ges m̄xvš̄ t̄kYmeb̄im	83
3	we`v̄j tqi m̄xvš̄Mōt̄Yi t̄ȳt̄l cōub̄lk̄ȳt̄Ki figKv	88
<b>BDibU 8</b>	<b>t̄Kw`FZ I wēt̄Kw`FZ cōumb</b>	91
1	t̄Kw`FZ I wēt̄Kw`FZ cōumb	92
2	t̄Kw`FZ cōumt̄bi myear-Am̄yeav	97
3	wēt̄Kw`FZ cōumt̄bi myear-Am̄yeav	101
<b>BDibU 9</b>	<b>KZ̄Ac̄P</b>	105
1	KZ̄Ac̄P̄Yi msĀv I tk̄v̄ȳef̄M	106
2	KZ̄Ac̄P̄Yi myear, cōZeÜKZv I b̄w̄Zgv̄j v	109
3	-ibxq lk̄ȳv KZ̄t̄ȳi figKv	113
<b>BDibU 10</b>	<b>eisj v̄t̄k lk̄ȳv cōumb I ēē-icbv̄i mgm̄v̄</b>	117
1	lk̄ȳv cōumb I ēē-icbv̄i mgm̄v̄eȳj	118
2	lk̄ȳv cōumb I ēē-icbv̄i mgm̄v̄ mḡavt̄bi Dc̄v̄q	124

# **ИКПЛ cќлмб | е"е" вcbvi gj-bwZ | avi Yv**

## **FigKv**

ИКПЛ гва"тг `¶ Rbm"ú` ^Zni, ИКПЛtZ eiv' KZ.e" MZ | гвбexq m"út` i mte" Eg  
е"енvi Ges mte"ci t`tki mme"R ИКПЛ e"e" vi DbqtbI Rb" GKU KvhRi | dj c"n-  
cќлмб | е"е" вcbvi GKvsl c"qyRb | м"зGes mysnZ cќлмб | е"е" вcbvi ИКПЛt¶t  
MwZkxj Zv m"Avi Kti Ges ИКПЛ c"Z"rbtK B"l"Z j"¶" tc"l"vZ mnvqZv Kti | eZ@ib  
ne"t"ki me"¶ ИКПЛt¶t ne"cy c"i eZ"m m"iaZ n"qt"Q Ges n"Q | ИКПЛ DbqtbI j"¶"  
AvRtKi Db"Z Ges Dbqbkxj t"kmgr ИКПЛ cќлмб | е"е" вcbviK ne"Avb"fi"EK Ges  
MYgvb"j i Kj "Y"fi"EK Kivi j"¶" mtP" | evsj v"t"ki ИКПЛt¶t th Db"b |  
c"i eZ"b aviv m"pZ n"qt"Q, Zv"Z c"Z"rbtK ch"q t"tK i"i"Kti ИКПЛ e"e" vi mte"pP  
"li ch"l cќлмб | е"е" вcbviK dj c"n-Ava"bK Ges h"l"v"t"h"m" Kivi c"qyRbxqZv  
Mfxi fv"te Abf"Z n"Q | ИКПЛt¶t M"p"Z mi K"t"i i ne"fbac"t"¶"tci mdj ev"evqtbI  
Rb" m"z mg"t"qi c"qyRb | ИКПЛ cќлмб | е"е" вcbvi w"Z hZ gRe"y nte,  
c"t"¶"c"y i ev"evqbi ZZ mnR nte | eZ@ib BDibU"tZ ИКПЛ cќлмб | е"е" вcbvi  
gj-bwZ Ges avi Yv m"u"K" Av"j vPb" v"b tct"qt"Q |

BDibU"tK Pri"U c"t"V f"m Kiv n"qt"Q | c"l"g c"t"V cќлмб | е"е" вcbvi avi Yv | msAv;  
w"Zxq c"t"V ИКПЛ cќлмб | е"е" вcbvi avi Yv, msAv | gj-bwZ; ZZxq c"t"V ИКПЛ cќлмб  
| е"е" вcbvi msju"sl Kvh"ewj Ges PZ"Z"t"V ne"v"j q c"i"Pyj brq ИКПЛ cќлмб |  
е"е" вcbvi , i"Z"j m"u"t"K"Av"j vPb" Kiv n"qt"Q |

- c"V- 1: cќлмб | е"е" вcbvi avi Yv | msAv
- c"V- 2: ИКПЛ cќлмб | е"е" вcbvi A\_ ©msAv | gj-bwZ
- c"V- 3: ИКПЛ cќлмб | е"е" вcbvi msju"sl Kvh"ewj
- c"V- 4: ne"v"j q c"i"Pyj brq ИКПЛ cќлмб | е"е" вcbvi , i"Z"j

**cW 1**

## **cikumb I e"e"icbvi aviYv I msAv**

### **Dtik"**

GB cV tkI Avcib—

- cikumb Ges e"e"icbvi kā `yli A\_@ej tZ Ges e"lvi I wetki Y KitZ cviteb;
- kā `yli eyciE məútK@ej tZ cviteb Ges
- cikumb I e"e"icbvi cvi "ūli K məúK@bjcY KitZ cviteb/

### **cikumb- A\_@ msAv**

cikumb kāU eū cōpb/ hLb t\_tK gvbly `j ex ntq emevm KitZ nkLj , ZLb t\_tKB cikumbi cōqvRbxqZv cwi j wZ nj / thLvtbB tKvb `j ev msMvb we`gvb, tmLvtbB cikumbi DcwiZ j ¶ Kiv hvq / cikumbi BstiwR cikumbi Administration / Ad t\_tK newQbaKti Ministration kāUi ejcimEMZ At\_@w tK ZvKitj Avgiv t`Ltz cve Gi A\_@nt"Q Kitiv Rb" gtbvthM t`qj ev ohZaKiw/ GB At\_@cikumbtK Avgiv tmevgj-K KivR ev cijqv ej tZ cwi / tKvb cikumbi msMvb i j ¶ ev Dtik" AR@bi Rb" Kiv KivtK terSvq/ Aciw tK, ersj v cikumb ktaí A\_@Kitj `wvq cō+ kumb/ GLvtb kumb kāU kw"l cōvibi BwZ enb Kti / hwi cikumbi qbqg, bwiZ I k;Ljvi cikumbi RiwZ, Z\_wc Avgibk At\_@cikumbi tmevgj-K wKwUB cikumbi tctq AvgitQ/ msMvb gviB Dtik" gyl/ cikumbi msMvb wKoybwi j ¶ i w tK avegbv/ j ¶ ev Dtik" AR@bi Rb" MpxZ mbyqisZ I mgwi Pwv Z e"e"vi bigB cikumb/

### **e"e"icbvi A\_@ msAv**

The International Encyclopedia of Higher Education Vol-6 G e"e"icbvi th msAv t`qj ntqjQ Zvjn, "Management may be defined as the process of activating and integrating the capacities of an enterprise to attain optimum results with a minimum expenditure of resources."<sup>1</sup> A\_@t\_@Zg məút`i mwnvth" mteFg djvdj cveri j t¶ tKvb cikumbi mgw@K Ktg@x@b I mgwšZ Kiv/ e"e"icbvi g@j i tqjQ e"i3 ev personnel Ges Dtik" nt"Q mteFg e"i3 ev Kg@i wbtqM Ges mteFg e"i3 ev Kg@i wku t\_tK me@K dj j vf/ The World Book Encyclopedia, Vol- 8 G ejv ntqjQ, "Management is the art and practice of managing a business or industry . . . It may be described as "making do" or making the best of available resources."<sup>2</sup> e"Zct¶ e"emv, emYR" Ges nkít¶tB e"e"icbvi kāUi cikumbi Ameffle/

<sup>1</sup> The International Encyclopedia of Higher Education, Vol-6. p-1692

<sup>2</sup> The World Book Encyclopedia, Vol-8, P-73

## cikumb I e՞e՞icbv

cikumb I e՞e՞icbv avi Yv məútK KLbI KLbI ԱկՊա՞մ` Ges gbxlxt`i gta” cI\_R t`Lv hvg/ eisj vq eyciEMZ At\_ օcikumb nt”Q KvDtk cikó. ev DrKoi,fc KvR KitZ eva” Kiv Ges cikvRtb kw`l wearb Kiv/ GLvtb kumb kālU AwaKZi clavb” cvt”Q/ Bstir Administration kālU eyciEMZ At\_ օtmev ev Kj ՚Ygj-K Dfik” mbq tKib ԱԿՈյ möye”e՞icbvK tevSq/ GLvtb tmev ev Kj ՚Y kālUi clavb” AwaK/ Aay eutqitB cikumb AtcՊv e՞e՞icbv kālU e՞enit i cik cöYZv j Պ Kiv hft”Q/ tKib tKib ԱկՊա՞մ` cikumK kālUi cni etZqmeK kālU e՞enit i cՊcմZ/

avi Yv սոմե cikumb kālU AtbK cikPxb/ myi- AZxZ t\_tKB i vó”cni Ppj bv, tmbvennbx ev agdq cikZövb cni Ppj bv tptk kālU e՞eüZ ntq AvmtQ/ Aciw`tK e՞e՞icbv kālUi D”m n tqt0 Ակ- ամ տեi cti/ GB kālU Ակ cikZövb, e՞emv Ges Private Sector ev temi Kvix ms”i m”i AwaKZi məú”3/ Պz”e՞emvq ev ewYK məú”vq i ԱԲR ԱԲR e՞emv cni Ppj bv cxiZ t\_tK e՞e՞icbv kālUi Awefie/ “The methods of management have developed from the comparatively simple, direct way of running a business that merchants and owners of small factories practised in the 1700’s”.<sup>3</sup>

e՞e՞icbv kālU Drcv`bgly (Production Oriented) Ges Kggyx (Activity Oriented)/ Aciw`tK cikumtbi ՚պ առ աbqg ev AvBb Kibly cikvimi Ակ AwaKZi Աbex (Application of Rules and Regulations)/ cikumtbi KvR bxiZ աbaY, cni Kí bv cikqb, Ամxvši MōY, cni Ppj b Ges աbqšy/ e՞e՞icbv KvR աbeñhx ՚mZi cij b/ cikumb tKib աb”θ j Պ ARtbi Rb” bxiZ աbaY I cni Kí bv cikqb Kti, e՞e՞icbv KvR tmB bxiZ I cni Kí bv ev”evqb Kiv/ e”ZctՊ cikumb I e՞e՞icbv kā ՚ Ակ Acit i myt\_ Նմbօfite məú”3/ cikumtbi thgb cni Kí bv cikqb, Ամxvši MōY, աb”Rb, աbqšy I mgšq mab KitZ nq; e՞e՞icbvKtI tZgib GB GKB cikvq q KvR KitZ nq/ cikumb nj cni Kí bv I Ամxvši MōY Kti Ակ KitZ nte Ges e՞e՞icbv nj cni Kí bv I Ամxvši MōY Kti Ակfite Zv məú”b ev ev”evqb KitZ nte/ Ակ ՊtI Zv KLbI ՚aycikumb, KLbI ՚aye՞e՞icbv Averi KLbI cikumb I e՞e՞icbv GKm”i e՞eüZ ntq AvmtQ/

eisj vt`tki gva”igK ԱկՊv tptk mtePP bxiZ աbaY Ահ սոմե ԱկՊv gšyj tqi Ae”b/ Gici chqmutg gva”igK I D”PԱկՊv Awa`Bi, AvAյ K cni`Bi, tRj v ԱկՊv Awdm I ԱկՊv cikZövb, յi tqtQ/ ԱկՊv gšyj q th bxiZ I cni Kí bv MōY Kti ԱկՊv Awa`Bi, cni`Bi, tRj v Awdm Ges mefkl arfc ԱկՊv cikZövb, յi tmB bxiZ I cni Kí bv ev”evqtb i ՚mZi աb”qRZ/ tmB Ակ t\_tK mtePbv Kitj ԱկՊv gšyj tqi KvRtK cikumibK Ges Awa`Bi, cni`Bi, tRj v ԱկՊv Awdm Ges Ա”ij q, յi ՚mZtK e՞e՞icbv KvR սոմե AvL ՚mZ Kiv hvg/ Ակ’GKU աb”θ Ա”ij tqi clavb hLb Zv ԱԲR Ա”ij q cni Ppj bv Rb” cni Kí bv cikqb I Ամxvši MōY Ktib, ZLb ԱZib cikumibK

<sup>3</sup> The World Book Encyclopedia, Vol-8, p-73.

‘mqZB cij b Kti \_v̄Kb/ GZ¶tYi Av̄j vPbv t\_ tK c̄Zxqgib nq th, c̄Zôv̄tbi D”PZi ch̄q c̄kmb AmaKZi , iazcY® Aciw` tK, c̄Zôv̄tbi vbgæchq e”e”icbv AmaKZi , iazcY® we` ij tqi GKRb lk¶K hLb av̄c av̄c ct` vbaZ c̄B ntq c̄vb lk¶K ct` AmaôZ nb, ZLb Zu c̄kmbK `vq` mqZi AtbK tetö hvq/ lkš’ cwi Kí bv Ges m̄xvšl er”bvqtbi t¶t̄ lk¶KMYB , iazcY® v̄gKv cij b Kti \_v̄Kb/

dimx lk̄ciZ I c̄kmb tnbix tdqj (1841-1925) Zu Mš’ Administration Industrielle et Generale (1916) Mš’ Dtj L Kti tQb “Management process consists of planning, organisation, command, co-ordination and control.” e”e”icbv msjuvšl AmaKisk cytK tdqj i G avi Yr Abyi Y Kiv nt”0/ tdqj i g‡Z cwi Kí bv, msMvb, vbt` R, mgšq Ges v̄bqšY e”e”icbv c̄uqvi AŠMZ/ c̄kmb msjuvšl Av̄j vPbv t\_ tK / úóZ c̄wYZ nq th, c̄kmbK KgRvU/ GKB c̄uqvi AvenZ/



## c̄tV̄Ei gj̄-vqb: 1

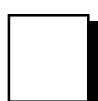
### A) eū vbePbx c̄kæ

mW̄K D̄Ei wb̄t`Rgj̄-K AΠiW̄K eĒm̄qZ Kiab/ (D̄vni Y: Avcbvi vbePZ D̄EiW̄ K ntj̄ Gt̄K (K) eĒm̄qZ Kiab)

1. wb̄tPi tKvb ^eikóW̄ c̄kmbi tΠ̄t̄ AwaKZi c̄h̄R?  
K. c̄kmb GKU Kḡȳ c̄uqv  
L. c̄kmb GKU Drcr̄ bḡȳ c̄uqv  
M. c̄kmb GKU ēw̄tK̄`K c̄uqv  
N. c̄kmb GKU D̄t̄iK̄ ḡȳ c̄uqv/
  
2. wē `yj q c̄iPyj bvi tKvb ch̄q c̄kmb AwaKZi iazcY?  
K. D̄PZi ch̄q  
L. wb̄ḡz̄i ch̄q  
M. gā ch̄q  
N. mKj ch̄q/
  
3. ēē `vc̄bvi ḡt̄j wb̄tPi tKvb w̄RibmW̄ wē `gvb?  
K. Drcr̄b  
L. kḡ  
M. ēw̄ ev Personnel  
N. msMVb/

### Aiv) iPb̄gj̄-K c̄kæ

1. Avcbvi wē `yj tqi c̄iPyj bv msjuvšl̄ b̄b Kvh̄ej̄ mḡtni msuP̄B weei Y w̄b/  
G mKj Kvh̄ej̄ i tKvbW̄ c̄kmb Ges tKvbW̄ ēē `vc̄bvi m̄t̄½ AwaKZi m̄xu³?  
m̄yúóf̄te w̄P̄yZ Kiab/



## mW̄K D̄Ei

- A) 1| N, 2| K, 3| M/

**cW 2**

## **lkPv c̄kmb I ēē-icbvi A\_©msÁv I gj-bwZ**

### **Df̄ik"**

*GB cW tk̄l Avcib—*

- **lkPv c̄kmb I ēē-icbvi msÁv c̄vb KitZ cvīteb;**
- **lkPv c̄kmb bi Ameff̄e m̄áutK̄avi Yv c̄vb m̄g n̄teb;**
- **lkPv c̄kmb I ēē-icbvi eukó̄mḡ Df̄ LceR Ab̄ib̄ c̄kmtbi m̄½ lkPv c̄kmtbi cv\_R̄ wbifcY KitZ cvīteb Ges**
- **lkPv c̄kmtbi gj-bwZ, ij Df̄ L KitZ cvīteb /**

## **lkPv c̄kmb I ēē-icbvi A\_©**

*ce@Z® cīV c̄kmb I ēē-icbv m̄áuK® Avtj vPvci tc̄n̄tZ lkPv c̄kmb I ēē-icbvi mgAt\_©ēenvi Kiv AmaKZi h̄pMñ | Ávtbi GKU c\_ K kvLw m̄tm̄te lkPv c̄kmb I ēē-icbvi weKvKkj Ly tevk w̄tbi bq | Eb̄esk kZvñxi tkl w̄tK GKU "qsm̄uYñelq m̄m̄te lkPv c̄kmtbi Ameff̄e NtUQ | ēemv c̄kmtbi m̄vdj " I AMWñZ wesk kZvñxi i ītZ h̄iñtó i lkPv ēt i DrmwnZ K̄ti tZitj | Zuñ ēemv c̄kmtbi tP̄tI cP̄y Z ZEj āib-avi Yv I bwZgvj v̄tK lkPv tP̄tI c̄qvtM m̄Pó nb /*

*lkPv c̄kmb I ēē-icbv ej tZ lkPv LvtZ c̄B m̄áut` i m̄teEg ēen̄t i m̄vn̄t h̄ lkPv i j P̄ I Df̄ik" AR̄bi c̄uqvtK terSvq | A\_P̄ lkPv i j P̄ I Df̄ik" ev̄-evqvtbi Rb̄ m̄neR th Kvheg ZitKB lkPv c̄kmb I ēē-icbv ej v nq | th tKv b c̄Zövtbi gE" Df̄ik" nt"Q c̄Zövtbi m̄m̄t i wqZj I Kvheg i m̄zmgšq m̄ab Kiv h̄tZ c̄Zövbi U Zvi BñáZ j tP̄ tc̄n̄tZ cvi | lkPv c̄Zövtbi tP̄tI GB gE" Df̄ik" lkLb-tkLvtbi c̄uqvtK m̄ti AveñZ® | AZGe lkPv c̄Zövtbi tP̄tI lkPv c̄kmb I ēē-icbvi gj-DcRxe" nj , lkLb-tkLvtbi c̄uqvtDbaqtbi / "The central purpose of administration in any organization is that of coordinating the efforts of people toward the achievement of its goals. In education these goals have to do with teaching and learning. Thus, administration in an educational organization has as its central purpose the enhancement of teaching and learning."<sup>4</sup>*

*lkLb I tkLvtbi KvR Z\_v c̄Zövtbi lkPv Dbaqtbi j tP̄ GKRb c̄Zövb c̄vvtbi h̄ Ki Yxq Zv nj :*

1. *c̄Zövtbi Rb" j P̄ I bwZ ibafY Kiv,*
2. *j P̄ I Df̄ik" AR̄bi Rb" m̄uK KḡexwZ ibYq,*

<sup>4</sup> Introduction to Educational Administration, 5<sup>th</sup> Edition, Roald F. Campbell, Edwin M. Bridges, Raphael O. Nystrand, chapter 4, Page 102.

3. *c̄m Kí b̄v c̄Nqb I ev̄-b̄vqb K̄tRi mḡšq m̄vab Kiv,*
4. *Af\_ P ms̄v b̄v Kiv Ges*
5. *Dct̄ir³ KvhF̄ij ms̄uv̄`tbi t̄¶t̄i c̄Zōitbi `¶Zv I KvhR̄wi Zv gj̄-vqb Kiv/*

*t̄Kib GKRb lk̄¶me`t̄ i ḡtZ, "The purpose of educational administration is to enable the right pupils to receive right education from the right teachers at a cost within the means of the state, under conditions which will enable the pupils to profit from their training." A\_ P i v̄olq A\_ ¶nZK mḡt\_ P ḡta" Dch̄y lk̄¶tKi Øviv GKRb Dch̄y lk̄¶l\_ P Ggb GKU Ae` ev c̄m̄t̄ek Dch̄y lk̄¶l M̄tY mḡ-n̄te th Ae` ev c̄m̄t̄ek Zvi lk̄¶l M̄tYi Rb̄ m̄teEg n̄te Ges th lk̄¶l ḡvātg tm Zvi R̄etbi m̄teEg dj jvf Kite/*

*lk̄¶l c̄kvm̄tbi gj̄-DcRx̄e" gv̄by/ e"v³ gv̄by i Db̄Zi ga" w̄tq mḡi Db̄Z Z\_v mgM̄ t̄ k I Rv̄Zi Db̄Z lk̄¶l c̄kvm̄b I e"e"vcv̄i j ¶| `¶ lk̄¶l c̄kvm̄b I e"e"vcv̄i m̄yp lk̄¶l e"e"vi m̄vñt̄h" t̄t̄ki Rb̄tM̄ot̄K Rbk̄³tZ ifcv̄šiZ K̄tZ c̄t̄i, th Rbk̄³ meiKg Db̄q b̄ KgR̄tU i b̄qvgK/*

*G h̄er Av̄j vPb̄q "úóZB tev̄Sv t̄Mj lk̄¶l j ¶| I D̄t̄iK" ev̄-b̄vqtbi Rb̄ m̄teEg th KvhF̄ig Zv̄KB lk̄¶l c̄kvm̄b ev e"e"vcv̄i ej v th̄t̄Z c̄t̄i | lk̄¶l c̄kvm̄b gj̄-Z we`v̄j q msM̄v, c̄m̄Pv̄ b̄v I v̄b̄t̄ Rb̄v i m̄t̄½ m̄u"³/ Gi D̄t̄iK" Rv̄Zq ch̄q t̄t̄K i iæK̄t̄i ḡv̄ ch̄q ch̄ši lk̄¶l ḡvātg gv̄byt̄K Zvi mḡve×Zv t̄t̄K gj̄³ t̄ I qv lk̄¶l c̄kvm̄tbi KvR/*

*t̄ Lv h̄q, K̄t̄j i c̄v̄tn mḡt̄qi c̄m̄eZ̄tbi aviv̄q Db̄esk KZv̄x̄i t̄kI w̄t̄K GKU c̄m̄K kv̄j nm̄t̄e lk̄¶l c̄kvm̄tbi Aw̄eff̄e/ t̄j v̄K c̄kvm̄b, e"em̄v c̄kvm̄b I lk̄¶l c̄kvm̄b t̄t̄K D̄t̄iZ lk̄¶l c̄kvm̄tbi ^en̄ko"v̄ej t̄Z G mKj c̄kvm̄tbi KQycf̄ve we`"gv̄b \_vKv weP̄t̄ bq/ GZ m̄t̄Ej weq nm̄t̄e lk̄¶l c̄kvm̄b GKU "Zši ^en̄ko"gv̄UZ/ lk̄¶l c̄kvm̄tbi jvf¶v̄Zi c̄k̄l t̄MSY/ Acim̄t̄K e"em̄v ev lk̄¶l c̄kvm̄tbi jvf¶v̄Zi c̄k̄l gL̄/ lk̄¶l c̄kvm̄tbi j ¶| AR̄b m̄jycävix/ e"em̄v c̄kvm̄tbi b̄vq Zv̄P̄WYK dj weP̄t̄i lk̄¶l c̄kvm̄tbi , iazj Ab̄yeb m̄æb bq/*

## **lk̄¶l c̄kvm̄b I e"e"vcv̄i gj̄-b̄w̄Z**

*th t̄Kib Kḡm̄uv̄`tbi Rb̄ KQybqg Kvb̄tbi c̄qgRb i t̄q̄t̄Q/ m̄P̄s̄Z I ms̄v̄v̄ae× GB b̄qgKvb̄ly Kḡm̄uv̄`b̄t̄K Zj m̄s̄Z K̄t̄i Ges w̄K v̄b̄t̄ K̄t̄i lk̄¶l c̄kvm̄b I e"e"vcv̄i t̄¶t̄i t̄Zḡb KQybqgbw̄Z i t̄q̄t̄Q/ G mKj b̄qg b̄w̄Zt̄K lk̄¶l c̄kvm̄b I e"e"vcv̄i gj̄-b̄w̄Z nm̄t̄e weP̄b̄v̄ Kiv h̄q/ GB gj̄-b̄w̄Z, v̄j lk̄¶l c̄kvm̄b I e"e"vcv̄i K̄t̄R M̄Z c̄l̄b K̄t̄i Ges c̄Zōitbi j ¶| I D̄t̄iK" AR̄b i b̄qvgK nm̄t̄e K̄t̄i lk̄¶l c̄kvm̄K ev e"e"vc̄t̄K i Rb̄ G mKj b̄qg b̄w̄Z Rv̄b̄v̄ Acim̄n̄h³ gj̄-b̄w̄Zi m̄WK Ab̄yij Y c̄kvm̄tbi K̄t̄Rt̄K mnR K̄t̄i Ges msM̄v b̄v c̄Zōitb̄K B̄w̄Z j t̄¶t̄i w̄t̄K v̄b̄t̄q h̄q/ v̄b̄t̄P Gifc KQygj̄-b̄w̄Z Zt̄j aiv̄nj:*

1. c̄k̄m̄t̄Ki Rb̄ AZ̄vek̄K th c̄k̄mb GK̄U D̄t̄i K̄ḡȳ c̄l̄q̄v̄/ msM̄t̄bi D̄t̄i K̄ AR̄bi Rb̄ msM̄b ev c̄Z̄ōvb ms̄k̄o m̄m̄t̄ i `v̄qZ̄j I Kḡm̄b̄`@ Kiv Ges c̄Z̄ōt̄bi ēMZ Dc̄r̄ v̄t̄bi c̄b̄s I m̄tēEg ēenvi b̄b̄ōZ Kiv c̄l̄q̄Rb̄/
2. c̄k̄mb GK̄U AZ̄vek̄Kxq mḡw̄RK Ges ḡb̄neK c̄l̄q̄v̄/ Kv̄t̄RB c̄Z̄ōt̄bi ḡb̄ȳ Z̄\_v̄ `j m̄ūt̄K̄Rb̄ c̄k̄m̄t̄Ki Ab̄Zg Kv̄R̄/ ḡb̄ȳt̄K Kv̄t̄R j v̄M̄t̄b̄vi Kv̄R̄Ūt̄K mnR Kivi Rb̄ ḡb̄ȳt̄K Rb̄v̄ Z̄\_v̄ `t̄j i ḡb̄ȳt̄i ēw̄Z̄j Av̄PiY I P̄w̄n̄v̄ m̄ūt̄K̄ mR̄M t̄t̄K c̄k̄mb Kv̄h̄C̄i P̄ȳj bv̄ Kiv D̄Eḡ/
3. th̄tnZz̄i k̄P̄v̄ c̄Z̄ōvb GK̄U mḡw̄RK Bb̄w̄: UDkb, GL̄t̄b Superordinate-Subordinate Relationship ev Eāzb Aāb m̄ūt̄K̄P̄ c̄k̄Ū weiv̄Rḡv̄b/ c̄Z̄Ū M̄c ev `t̄j i KḡP̄ev̄ m̄m̄t̄ i Rb̄ m̄b̄`@ KḡC̄x̄W Ges b̄w̄Zḡj v̄\_v̄Kv̄ ev̄Ab̄xq̄/
4. Dch̄ȳ ēw̄t̄K Dch̄ȳ `v̄qZ̄j c̄ōvb D̄Eḡ ēēv̄ic̄b̄vi ēl̄kō/
5. c̄Z̄Ū KḡP̄ev̄ m̄t̄m̄i Rb̄ Kv̄t̄Ri h̄\_vh̄\_ gj̄\_ b̄ifc̄Y ev̄ Y neP̄t̄i i ēēv̄\_v̄\_v̄Kv̄ c̄k̄m̄b̄K b̄w̄Zḡj vi Anēt̄Q̄ A½/
6. c̄Z̄ōt̄bi mKj m̄t̄m̄i Rb̄ KḡZ̄Bi ēēv̄ Kv̄t̄R Av̄b̄` t̄q Ges Kv̄t̄Ri , YMZ ḡb̄ ev̄w̄t̄Z mn̄v̄qZ̄v̄ K̄t̄i /
7. ik̄P̄K̄t̄` īt̄K GK̄t̄W̄gK -v̄axbZv̄ c̄ōvb ik̄P̄v̄i ḡt̄b̄v̄b̄t̄bi mn̄v̄qK̄/
8. c̄Z̄ōt̄bi Rb̄ Dch̄ȳ I mȳP̄ ik̄P̄K̄ b̄t̄q̄M c̄k̄m̄t̄bi Ab̄Zg Kv̄R̄/ m̄tēC̄wi,
9. c̄Z̄ōt̄bi KḡC̄en GK̄U m̄b̄`@ b̄qḡ I ēēv̄ 0v̄i v̄ci P̄w̄j Z n̄l̄qv̄ ev̄Ab̄xq̄/ ḠZ j P̄ AR̄b̄ mnR nq̄/ "The management must lay down an efficient system for getting the work done."<sup>5</sup>

<sup>5</sup> The World Book Encyclopedia, Vol-8, P-73.



## cvtvEi gj-‐vqb: 2

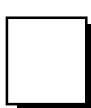
### A) eū vbePbx ckkæ

mVK DĒi mbt`Rgj-K A¶iUtk eEwqZ Kiab/ (D`vni Y: Avcbvi vbePZ DĒiU K ntj GtK (K) eEwqZ Kiab)

1. ¶k¶v ckkmbi gj-DcRxe tKvbU?  
K. we`yjq  
L. gwby  
M. ¶k¶vug  
N. ¶k¶K/
  
2. ¶k¶v ckkmb I e-e-vcbvi hveZxq KgRvU tKvbUtk mti AveZZ nq?  
K. ¶k¶v\_P  
L. ¶k¶K  
M. ¶kLb-tkLvtbri cñrqr  
N. ¶kLb mgM/
  
3. ¶k¶v ckkmb I e-e-vcbvi gj-bmZ ej tZ tKvbUtk tevSvq?  
K. ^b^b Ktk iab cñqb  
L. mPvšZ I mswevae xibqg Kvby Abji Y  
M. Avt`k mbt`R Rvi x  
N. cix¶v MøY/

### Aiv) iPbvgj-K ckkæ

1. we`yjq cwiPvj bvi t¶t¶t¶k¶v ckkmb I e-e-vcbv msjušl th mKj gj-bmZ Avcib Abji Y Kti \_vtKb, Zvi GKU msuPvZ cñvb Kiab/ GB m‡z gj-bmZ msukø th mKj `wqZj Ges Kvhevij Avcib cvj b Kti b Zvi weei Y w b/



## mVK DĒi

- A) 1/ L, 2/ M, 3/ L/

**cW 3**

## **IkPv cKumb I e`e` icbv msprvši KvhFeyj**

### **Dtik**

*GB cV tkI Avcib—*

- *newbankPme` Ges gbxIx KZR.cō Ě ikPv cKumb cūqvi newbank K Dtj L KitZ cviteb;*
- *ikPvme` ev gbxIx i cō Ě ikPv cKumb cūqvi msprvši KvhFeyj e`L`i KitZ cviteb;*
- *ikPv cKumb msprvši KvhFeyj i msrPbz cwiPbz cōvb KitZ mPq nteb/*
- *ikPv cKumb msprvši KvhFeyj i e`bz ev cwi mi Dtj L KitZ cviteb/*

## **IkPv cKumb I e`e` icbv msprvši KvhFeyj**

*e`icK At\_`Ab`ib` cKumtbi mt½ ikPv cKumb msprvši KvhFeyj i tZgb tKib cI\_R` tbB/ 1916 mvj tnbiX tdqj "Elements of Management" ej tZ th KqU cūqvi K\_v Dtj L KitQb, tgUvgyfite cKumb RMz AvRI tm avivB Ae`nZ itqtQ/ tDqj Zui ikí cōZonibi AwfÁZv t\_`k th cūqvi, i K\_v Dtj L KitQb, tm, i nt"0 cwiKibv, msMVb, wbR, mgšq Ges wbqšY (Planning, Organizing, Commanding, Co-ordinating and Controlling) / GB cūqvi, i tK wZib cKumbK `wqZj ev KvR mmvte AvL`wqZ KitQb/ Zui gtZ, "Together these activities constituted the administrative function."*

*tdqj tK AbgiY Kit ci eZiZ j yvi Mij K (Luther Gulick) th dskb ev KvRi Dtj L KitQb tm, i Av`vPi wbq wZib ^Zvi KitQb POSDCORB/ h̄i vto tcmWbUi `wqZj m̄utK wZib ckeetiLQb, "What is the work of the chief executive? ZviB D̄eti POSDCORB Gi Awefie/ POSDCORB e`L`i Kitj `wq Planning, Organizing, Staffing, Directing, Co-ordinating, Reporting, Budgeting.*

*Gi AvU eQi ci mvBgb (Aerbert A. Simon) tdqj Ges Mij tKi KvRi m̄utvli Y Kitb Ges Zd`i Dij L Z KvhFeyj tK m̄xvšM̄Y KvVitgvi gta` nePePvri cōvm cvb/ msMVtbi m̄xvši M̄Y cūqvi nektiYKvij tDqj Ges Mij tKi b̄vq mvBgbI Planning, Budgeting, Controlling Ges Co-ordinating tK nePePvq Avtbb/ e`Ztcf tDqj Ges Mij K cō Ě cōZiU dskbKB wZib m̄xvši M̄tYi Avl Ziq nektiYi tPov KitQb/*

*cieZiZ i Pidì (Edward H. Litchfield) tDqj, Mij K Ges mvBgtbi KvRtK AbgiY Kit cKumbK cūqvi GKU aviYi ^Zvi i cōPov tbb/ GB cūqvtK wZib `y Ptu Ztj atib/ Gt`i GKU nj m̄weR ev epr Pμ (Administrative Process as a*

Totality) Ges Aci<sup>ii</sup> U পৰা পু হৰ মেকল মেকল কৃতিৰি বিলৰে এন্ব কৃতি / যি প্ৰদত্তি ই কৰিবক চৰুণিষ ইতোৱা- Decision Making, Programming, Communicating, Controlling Ges Reappraising / যি প্ৰদত্তি ই গতিৰে রেঅপ্ৰাইভ মেন্টেশন মধ্য চৰুণিষক প্ৰতিপু জিস তাৰে চৰুণিষতৰি দেই মন্তব্য কৃতি কৃতিৰি কৃতিৰ চৰুণিষ চৰুণিষ ইতোৱা হৰি আৰেই / মেন্টেশন মধ্য ইতো ই ই অন্ধা /

এম্ব কৰিব, কি-কৰিব, ইভো-কৰিব গেস মৱাই কৰিবতৰি তপ্তি থ মক্ষজি কৃতিৰে এ কগেলুণ্ব নে গুব, কিৰি কৰিবতৰি তপ্তি গ মক্ষজি কগেলুণ্ব নে গুব ইতোৱা শৰ্ম, কিৰি কৃতিৰি গক্ষিলৰ-১ কিৰি এম্ব থগৰ একক ই নেকুজ, কিৰি কৰিবতৰি চৰিব একক / ইভো চৰুণ তক্ষি ই ই কৃতি চৰিবক চৰুণ চৰিব কিৰি জ পি ই দত্তক অৱৰি রৰ চৰুণৰ ভৰ্তাৰ কৃতিৰে ব কিৰি কৰিব ই এ-একবি আশিষ / কিৰি কৰিব মসুব্রি কৃতিৰে ই মন্মে গক ক-বি ই ই কু ম-ৰে বৰ্গ /

কিৰি জ পি ই দত্তক মুগতি তি তল কিৰি কৰিব ই এ-একবি মসুব্রি কৃতিৰে ই গক মন্মে চৰি পৰি তি কু তহৰ চৰি / কিৰি বি কৃতি ই দত্তক ইতোৱা গক মুজিচৰ্বি দত্তক, আচি<sup>ii</sup> শৰ্ম পি কৃতিৰে দত্তক / কিৰি কৰিব ই এ-একবি কৃতিৰি নতুন গ বৈতৰি দত্তক ই গতা মগশ মৱাব কীৰি তকি রৰম্বল বি কৃতিৰে গুৰুত্ব চৰিবক চৰুণ কিৰি কু ই তজ লি-কোৰি গুব নৰোক কীৰি কিৰি মুজিচৰ্বি গেস শৰ্ম পি কৃতিৰে দত্তক ই অব-জগ / গ বি দত্তক অৱৰি জ পি মৰ্পৰ হৈছিঙ কৃতিৰে কিৰি কৰিব ই এ-একবি অব-জগ চৰি / L.D. Gupta-ই গতি "Anything done to improve the quality of education at any stage - may be ranging from the supply of physical needs to the highest cultural or academic needs - comes under the area of educational administration."<sup>6</sup> Gj মন্ম তৰি দৰ্শনি অবজ বি কিৰি কৰিব ই এ-একবি মসুব্রি কৃতিৰে ই গক মন্মে চৰি পৰি কীৰি তহৰ চৰি :

- চৰিব তফসি মজুম মেআৰি হ-বি মুৰুৰুৰি য, পি যৰে পি য ই চৰি পৰি বি / গৰ চৰুণ তক্ষি কৃতি, মেআৰুৰি, মেআৰুৰি, মেআৰুৰি ই অ, মেআৰুৰি বৰ্গ বৰ্গ, তল বি গুৰুত্ব মুৰুৰুৰি য, পি যৰে পি য ই চৰি পৰি বি কৃতিৰে সৰি /
- কিৰি চৰিব মুৰুৰুৰি পৰি বৰি রৰ হত বি চৰি কিৰি বি তৰুণ কৰিবক কৃতিৰে ই অব-জগ / থৰ্ম কিৰি কৃতি দেই নে বি জ-বি কিৰি গুব নৰোক কৃতি ই কিৰি বি তৰুণ মি কৃতি তজ ই তেজ বি মি কৃতি মন্মক বি গেস তেমি কৃতি তজ ই তেজ বি গুৰুত্ব কৃতিৰে ই অব-জগ /
- তকেজ গুৰুত্ব থৰ্ম কিৰি বি বি তৰুণ কিৰি গুব নৰোক কৃতি রৰ হত বি বৰ্গ / কিৰি কৃতি ই পি শৰ্ম এক্ষে কৃতি জৰি বি রৰ চৰি পি যৰে এ-একবি কীৰি কিৰি কৰিবক কৃতিৰি আচি<sup>ii</sup> আৰে /
- কিৰি কৃতি রৰ কৃতিৰি অবক্ষে চৰি তেক জৰি কৃতি ই ই কু নে বি চৰিব অব-জগ মেজি গেস গক আচি<sup>ii</sup> আচি<sup>ii</sup> চৰিবক কৃতিৰি ফৰ্ম মুৰুৰুৰি কৃতি হত বি তৰুণ কৃতিৰি কৃতি চৰি বি তৰুণ কৃতি জ পি ই লি জৰি অব-জগ মেজি / "The administrator

<sup>6</sup> L.D. Gupta, Educational Administration, Oxford & IBH Publishing Co. Pvt. Ltd, Delhi, Bombay, Calcutta, P-39.

should see that there is no unnecessary encroachment of their academic rights and personal liberty."<sup>7</sup>

- *IkPK Ges ikPli\_P Dftqi Rb* " mŷzCode of Conduct er AvPi Y nena \_vKv evÃbixq /
- *IkPliHtgi mdj ev-krqb GKU AiiZ , iazcY©ckvmbK KvR / tkvYKtji cvb- cibcL cLqvi Dci m`v RvMz `yó tiL ne` ij q cbvb G `wqZpU mubxKiteb /*
- *IkPliHtgi mdj ev-krqtbi Rb* " GKvWigK Kvh®ej thgb , iazcY© tZgb mn- cVlHgK Kvh®ej i mdj ev-krqb I Acwi nh®
- *ne` ij tqi Rb* " At\_ P ms\_ib Ges ne` ij tqi Avq-e-tqi mŷznmvei ¶tYi t¶tI ne` ij q cbvbtk Aek'B mRvM Ges mZK© vKv evÃbixq /
- *IkPli vi e`mB thgb e`vcK I nekjy , ikPli ckvmb msjuši Kvh®ej i e`mB I tZgb mìyj ne`Z / GKU bw`@ ibqfgi ewnti I GKRB ikPli ckvmbtk nwfbaAcZ`ikZ `wqZj cyj b KitZ nq /*

*Dcti v<sup>3</sup> Avtj vPvri tcMtz ne` ij q ckvmb I e`e`vcbv msjuši Kvh®ej i GKU mvi- msf¶c cbvb Kiv thtZ cifti :*

- *ne` ij q cmi Pyj bv msjuši nwfbael q mubtK©buz wafY I cmi K1 bv cibq /*
- *mvxši MôY I mxvši ev-krqb Ktj c`t¶c MôY /*
- *AiiR e`e`vcbv msjuši `wqZj cyj b/Avq-e-tqi mnme ivLv/cB mubt`i h\_vh\_ e`envi bñòZKiY /*
- *KgRikPK ibtqM I Zit`i tckvMz Dbqtb mfhM Ges mnqZv cibv /*
- *GKvWigK e`e`vcbv Z\_v ikPli Kvh®ig Dbqtb I ev-krqtbi Rb` hvéZxq c`t¶c MôY /*
- *ikPli R`i Pmn`v ciY I Zit`i tj Lvori mnqK cmi tek ^Zwi /*
- *EaÝZb KgRZmsiukø `Bi I mgvRi gubj i m½ thvMvthM I mubK©`cb /*

*eZob cmi emZQ mgwRK tcMvctU GKv`tk thgb nwfbaemgmvi D™e nt"Q, tZgb ikPli¶tI Dtbt NUtQ be be fveavivi / ne` ij q cbvb `wqZj I KZ®e`i gvI v e`vcK t\_tK e`vcKZi nt"Q/ G , iazwqZj cyj bKtj ckvmbK Avb I `¶Zv Acwi nh® ne` ij tqi j ¶` I DtI'k` ev-krqtbi gvatg t`tki mnwR ikPli e`e`vi j ¶` I DtI'k` ev-krqtbi t¶tI GKRB cibv cbvb `wqZj I KZ®e`i , iazj Acwi mg/ G mZiU gtb titL cibv ne` ij q cbvbtk ^~^ `wqZj cyj tbi e`vcvti mtPó ntZ nte /*

---

<sup>7</sup> L.D. Gupta, Educational Administration, Oxford and IBH Publishing Co Pvt Ltd, Delhi, Bombay, Calcutta, P-39.



### c̄tV̄Ei gj̄-vqb: 3

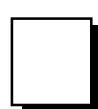
#### A) eū vbePbx c̄kæ

mWK D̄i m̄bt̄ Rgj-K AΠi m̄t̄K eĒmqZ Kiab/ (D`vn̄i Y: Avcbvi vbePZ D̄i m̄U K nt̄j Gt̄K (K) eĒmqZ Kiab)

1. c̄k̄m̄bK c̄l̄uqvi t̄Π̄t̄ POSDCORB-Gi c̄t̄ 3v t̄K?  
K. j̄yvi Myj K  
L. t̄dqj  
M. m̄Bgb  
N. ij̄ P̄d̄i /
  
2. c̄k̄m̄bK c̄l̄uqvi t̄Kvb m̄t̄kI Á P̄μvKv̄i Dc̄-vcb Kt̄i t̄Qb?  
K. j̄yvi Myj K  
L. t̄dqj  
M. m̄Bgb  
N. ij̄ P̄d̄i

#### Aiv) iP̄b̄v̄gj-K c̄kæ

1. m̄kΠ̄i c̄k̄mb I ēē-vcbv ms̄μvši Kvh̄eij m̄aúr̄ t̄bi ḡvāt̄g m̄Kf̄v̄te wē ij̄ t̄qi j̄Π̄ I D̄t̄i k̄ er̄-vqb Kiv h̄vq? D`vn̄i YmnKv̄i ij̄ L̄y/



### mWK D̄i

- A) 1/ K, 2/ L/

**cW 4**

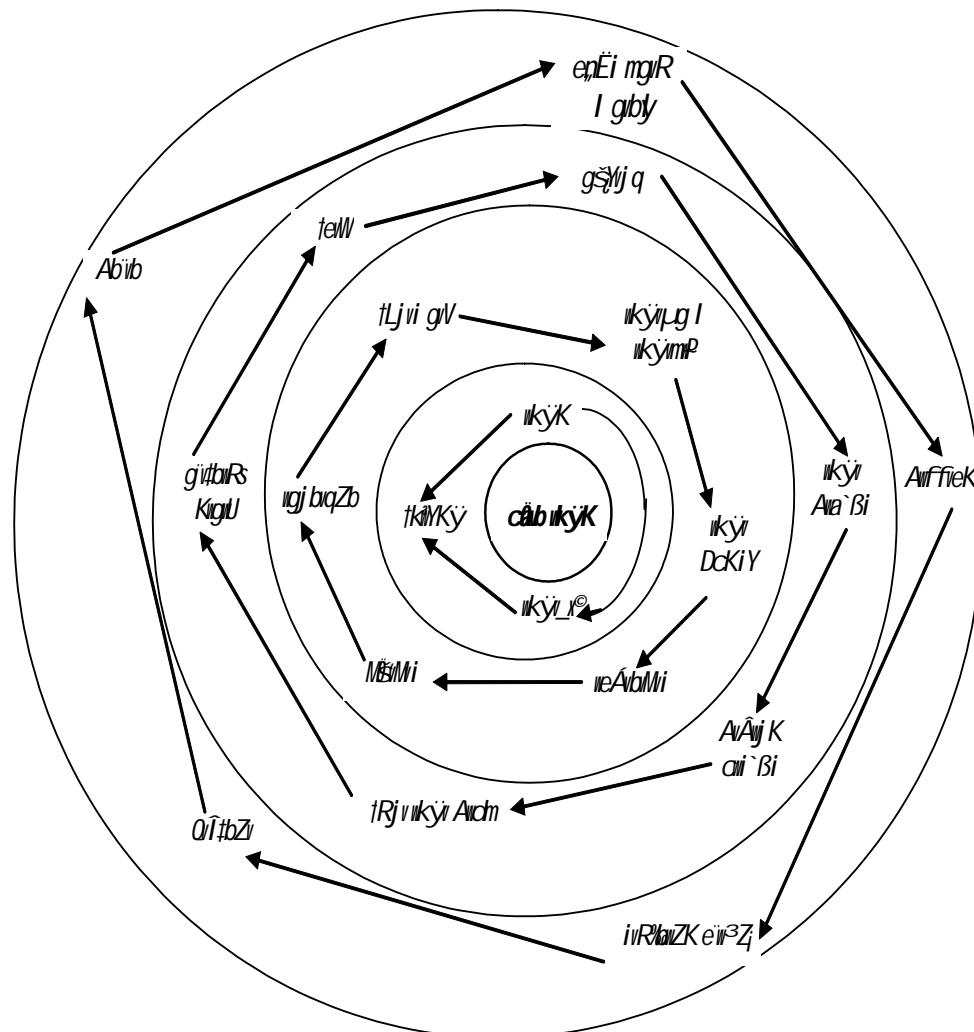
**we`ij q cniPij bvg lkPv cikmb I e`e`icbvi , iaz**

**Dtik**

*GB cV tkI Avciib—*

- *we`ij q cniPij bvg lkPv cikmb I KZfe`i cniia mautKAvtj vKciZ KitZ cviteb Ges*
- *lkPv cikmb I e`e`icbvi Avb lkfite GKRb lkPv cikmKtK lk K lbt`Rb cib  
KitZ veteckl Y KitZ cviteb /*

*we`ij q cniPij bvg lkPv cikmb I e`e`icbvi , iazj Avtj vPbvi cib`itj GKRb we`ij q  
cniPij bvg lkPv cniia Dci mgvib Avtj vKciZ KitZ cviteb / we`ij q  
cniPij bvg lkPv cniia tKej gvit we`ij q cib`itj i gta`B mgvex bq, we`ij q  
PZtji ewntiil Zui KZfe`i cniia we`ij / GB `wqzj I KZfe`i cniia gUj tK  
lbgvij LZfite t`Lvtbi thitZ cviteb :*



cō Ē IP̄ t\_‡K GKRb we` ij q cāv̄bi `m̄qZj I KZ̄e i c̄i iai tḡl̄iḡ GKIU avi Yv  
c̄i l qv h̄q/ we` ij q cāv̄bi `m̄qZj ev K̄tRi c̄i ḡŪj we īRZ īqt̄o-

- we` ij tqi ēntc̄i tek Z\_v ewnti i mḡiR Ges mḡtRi m`m̄e, Awf̄fveK,  
Q̄t̄bZv, īR%̄ZK ēW̄ZjBZ̄w̄ /
- ḡšYj q, Āia`Bi, c̄i`Bi, tRj v Awdm, teW̄ḡt̄b̄Rs K̄giU BZ̄w̄ /
- Af̄ši x̄Y c̄i tek Z\_v tk̄iYK̄, ik̄iK Ges ik̄iY /
- ik̄iYμg, ik̄iYμP, ik̄iY DcKiY /
- tf̄SZ K̄V̄t̄ḡ Z\_v K̄t̄j R feb, mḡj b̄qZb, we Ávb̄Mvi, M̄šiMvi, tLj vi ḡV /
- we` ij tqi Ab̄ib̄ KḡPi xe, /

we` ij q c̄k̄im̄bi c̄īb̄ m̄m̄te GKRb c̄īb̄ ik̄iK̄t̄K GB c̄īḡUj m̄ūt̄K̄m̄R̄M \_vK̄Z  
n̄te/ GKRb c̄īb̄ ik̄iK̄t̄K īR̄ / G c̄īk̄ D̄Ei c̄īb̄ L̄ mnR bq/ we` ij tqi  
c̄īv̄i c̄ī "Ob̄v I k̄Lj v īP̄ t\_‡K īīz̄K̄t̄i ewnti i mḡtRi m̄t̄z̄ th̄M̄t̄h̄M eR̄q  
īL̄v I wēfb̄P̄c Ges mḡm̄vi tḡiK̄t̄ej v A\_ P̄ we` ij tqi w̄Zi I ewni GB Df̄q w̄K  
m̄ūt̄K̄B Z̄t̄K m̄R̄M I Zrci \_vK̄t̄Z nq/ c̄īb̄ ik̄iK̄t̄K̄ mēt̄c̄P̄, īaz̄c̄Ȳc̄ m̄qZj n̄t̄o  
we` ij tqi GK̄t̄W̄ḡK ḡib eR̄t̄qi ēvc̄t̄i m̄v Zrci \_vK̄v I ik̄iK̄t̄K̄ c̄īV̄b̄, ik̄iY /  
c̄īV̄ M̄b̄Y, ik̄iYμg I ik̄iYμP̄ mdj ev̄ēv̄qb, c̄īP̄v I M̄b̄Y I c̄īP̄v bv, M̄šiMvi Ges  
wēÁvb̄M̄t̄i i h̄t̄v̄ch̄y ēenvi ib̄īZK̄i Y, mnc̄v̄μḡK K̄h̄ēij i mdj ev̄ēv̄qb BZ̄w̄  
c̄īZU t̄P̄t̄B c̄īb̄ ik̄iK̄t̄K̄ m̄v R̄M̄Z̄ `ȳo \_vK̄v ev̄ēb̄q / AZGe t̄L̄v h̄t̄"Q, `m̄qZj I  
KZ̄e i ēvc̄K I wēkvj c̄īḡŪj m̄\_R̄ I mdj f̄t̄e wēPi YK̄t̄ we` ij q cāv̄bi Rb̄  
ik̄iY c̄k̄mb I ēēv̄cb̄v I Ávb GKRb c̄īb̄ ik̄iK̄t̄K we` ij q c̄īP̄v bv h̄\_vh̄\_ w̄K

ik̄iY c̄k̄mb I ēēv̄cb̄v I Ávb GKRb c̄īb̄ ik̄iK̄t̄K we` ij q c̄īP̄v bv h̄\_vh̄\_ w̄K  
ib̄t̄R̄v c̄īb̄ K̄t̄e / ik̄iY c̄k̄mb I ēēv̄cb̄v Awf̄A GKRb we` ij q c̄īb̄ ib̄aj w̄Z  
t̄P̄t̄mḡt̄n Z̄i Ávb I c̄īĀt̄K K̄t̄R j w̄M̄t̄q mdj K̄g n̄Z c̄īb̄ t̄

- K. c̄īK̄t̄v c̄īq̄b /
- L. m̄x̄v̄š̄i M̄b̄Y /
- M. c̄īq̄v̄R̄b̄q Ges Ki Yq K̄h̄ēij P̄īyZK̄i Y /
- N. K̄h̄ēt̄gi t̄k̄iM̄eb̄v̄m /
- O. mḡm̄ m̄b̄v̄³K̄i Y I mḡv̄avb ib̄Yq /
- P. we` ij tqi GK̄t̄W̄ḡK ḡit̄b̄v̄b̄q̄t̄bi j t̄P̄ K̄h̄ēḡ M̄b̄Y /
- Q. we` ij tqi m̄ēR̄ ḡit̄b̄v̄b̄q̄t̄bi j t̄P̄ K̄h̄ēḡ M̄b̄Y /
- R. K̄h̄ēḡ gj̄v̄qb /
- S. gj̄v̄qb c̄īēZ̄P̄ēēv̄ M̄b̄Y /

likPv RvZxq Dbqtbi ceRZ<sup>o</sup> th RvZ hZ teik likPZ, Zvi Av\_ ḡmigwRK wfZI ZZ gRey/ likPvi Dbqb wfP Kti m̄yZl ejj ô likPv c̄kmb I ēē vcbvi Dci / likPvi Dbqtbi j tP c̄lexi DbaZ I Dbqbkjy t̄ k, yj likPv ēē vcbvi K weÁvb wfEK I MYgbty i Kj vYwfEK Kivi j tP Avshii Kfite mtPó/ Avgit` i we` yj q, yj i c̄kmb I ēē vcbvi gj- j P nte likPv\_P likPvK, likPv c̄Zôvb Z\_v t̄ tki mneR likPv ēē v̄i Dbqb mvab/

t̄ tki likPv ēē v̄i gV ch̄q Avgit` i we` yj q, yj i Aēib/ GB c̄kmb I ēē vcbvi mteP P ch̄q i tqfQ likPv gšyj q Ges Gici ch̄qmuigKfite i tqfQ Ama` Bi, c̄wi` Bi, tRj v Amdm BZ w/ likPv gšyj q t̄ tK i iæ Kti we` yj q ch̄q ch̄sl c̄ZôU tPfU B mgwi Pvj bvi Rb" wbw@ AvBb Kvbjy I wbqgbwZ i tqfQ/ G mKj AvBb Kvbjy I wbqg bwZi h\_vh\_ Abgj Y, mdj c̄qvm Ges ev̄evqfbi gta" weÁvb wfEK ēē vcbvi wfZ bwZ/

### **c̄vEi gj- iqbi: 4**

#### A) eû wbepbx c̄kœ

mWk D̄Ei wb̄t` Rgj-K A¶i wUk eEwqZ Kiab/ (D`vnY: Avcbvi wbewPZ D̄Ei wU K ntj GtK  eEwqZ Kiab)

1. we` yj tqi ewntc̄i tek ej tZ tKb ai tbi c̄i tek tKfbi tevSvq?
  - K. we` yj tqi AwZ wbKtUi c̄i tek
  - L. we` yj tqi Pvi t̄ qvij i ewnti i c̄i tek
  - M. tkiKtj i ewnti i c̄i tek
  - N. we` yj tqi tLj vi gV/
  
2. we` yj q c̄avtbi mePcPv i aZcY<sup>o</sup> wqZi tKb wU?
  - K. QrÍlikPvK m¤úK@Rvi `vi Kiv
  - L. c̄Zôvfb i ēMZ m¤út` i ēenvi wbwZKiY
  - M. we` yj tqi GKtWgK gvb erVq i vLvi ēvcvji mtPó \_vKv
  - N. likPvKt` i mt½ m¤úK@Rvq i vLvi/

#### Ay) iPbvgj-K c̄kœ

1. we` yj q c̄wi Pvj bVq likPv c̄kmb I ēē vcbvi , i aZj ēvL v Kiab/ likPv c̄kmb I ēē vcbvi Avb likPfite GKRb we` yj q c̄avtK mnvh" KiZ c̄i?

### **mWk D̄Ei**

- A) 1/ L, 2/ M/

**figKv**

ne`"ij q mgvtRiB A½/ mgvtRi Ab"vb" A½ ev msMVtbi Zjbvq ne`"ij q m¤eZ metPtq teuk RvUj ciitetk cwiPvj Z nq/ ne`"ij tqi KgRvÛ cwiPvj bvi Rb" gvbe m¤u` I e"MZ m¤ut`i GK RvUj mgstqi cÖqvRb nq Ges Ab" th tKvB AvbgnbK cÖZövbi gZB Gmtei KvtVtgv webim, e"e"vcbvi I vbt`Rbv m¤uMKZ KvR m¤uv`b KitZ nq/ ne`"ij tqi gj-j ¶" nj gvbeam¤u` myó KvI GvK t\_kK ne`"ij q mgvtRi Ab"vb" msMVb t\_kK "ZSj\_ enkógvÛZ Ges Gi cÖkmbK I e"e"vcbvi m¤uMKZ mgm"vevj I wfbaegP KvI Y ne`"ij tqi j ¶", Dfik" I mweK KgRvÛi e"e"vcbvi mvt\_ mgvtRi mKj Rbmwavi Y RvUZ/ IkPvK, AwffvleK, ivRbmwZne` Ges mKj tkvYi kJ I tckvRvne gibjli Avkv AvKv·Lv I -¶\_P cÖzdj b NvUjq ne`"ij q cwiPvj bvi KitZ nq/ GRb" IkPv cÖkmb, IkPvK, MteIK cÖjy mKtj iB cÖkmb e"e"vcbvi wfbaZÈj I aviYv m¤utK©I qmKenij \_vKv cÖqvRb/ wfbaZÈj mgšq I msdkd Y wfP avi Yvi Avtj vtK Zuiv ne`"ij tqi A\_‰vZK, ivR‰vZK, mgvRK I gtbr‰ÁwbK wbqvgKmgn chqj vPbv Kiteb Ges mv\_R I MvZkj cÖkmb e"e"vcbvi -¶\_Gme wbqvgK A\_€YFvte msMvZ KitZ m¶l nteb/

msMVb I e"e"vcbvi m¤utK©Dbz t`kmgtn cÖqvMK MteIYv I tj LvjtL ntqtQ/ Gme MteIYv I wfbaZ iitqf0/ Gme ZvÈK gj-avivi tKvB bvi tKvB GKvUi Mfxti tcÖZ iitqf0/ Gme ZvÈK gj-avivtK e"e"vcbvi m¤utZ" (K) wfPvZ msMVb ZÈj (Classical Organisation Theory), (L) mgvRK msMVb ZÈj (Social System Theory) Ges Dgjy msMVb ZÈj (Open System Theory) m¤utMte AwfunZ KvI ntqtQ/ KLb KLb G\_tj vtK School of Thought ev Tradition m¤utMte AwfunZ KvI ntqtQ/ gj-Z Gme ZÈj tKvB msMVb wfPvte KvR Kti ev wfPvte KvR KvI DvPZ tm m¤utK©e"vL"v cÖvb KvI ntqtQ/ AtbK mgvtj vPK ZÈj, tj vtK Holistic ejj wetePbv Kti tQb/ KvI G\_tj ev vCK ne"Z. `þršejj i evL"v cÖvb Kti Ges msMVbK NUbvevj i þgmeb vtm HKmT I AšlbmZ thšv³Zv cÖkØ Kti / evv³ ci"úti i cÖtKb AvKo.nq Ges GKmt\_ vtK, wfPvte evv³ úo ev A"úo j ¶" ARfbj Rb" Kg ev teuk thš\_ cÖPovq wfqvRZ nq Gme m¤utK©ZÈj, tj v Aek" wfbawfbaAbgzb ev Assumption Gi Dci cÖvZvZ/ GB BDibU ZÈj, tj v m¤utK©wtgv³ vZbU civ Dc"vcb KvI ntqtQ/

cIV- 1: wfPvZ msMVb ZÈj

cIV- 2: mgvRK msMVb ZÈj

cIV- 3: Dgjy m¤utg ZÈj

**cW 1**

## **PivqZ msMVb ZEj**

### **Dtik**

*GB cW tkI Avcib—*

- *PivqZ msMVb ZEj ej tZ lk terSrq Zv e"l"v KitZ cviteb;*
- *PivqZ ZEj neKvtki tc"l"vcU eYv KitZ cviteb;*
- *PivqZ ZEj emko"veij Dtj L KitZ cviteb Ges*
- *lkPvtPti PivqZ ZEj c"l"qMK w Kmgm Dtj L KitZ cviteb /*

### **figKv**

*PivqZ msMVb ZEj AmaKvsk c"l"3vB thgb g"v tftei, tnbwi d"vqj Ges tdvvi K tUj i lkí nektei dtj nesk kZvaxi i iatZ th AfZce<sup>o</sup>cnieZ<sup>o</sup>bi aviv mPZ ntqiqj Zv c"l"l KtiiQjtj b/ Zuv c"l"l KtiiQjtj b e"vck Drcv`b m"tebvgq c"l"p i "lZ c"l"vi Ges ZrKij xb mgvRi c"l"p j Z mij e"e"vcbr i"l"Zi mv"t\_ be D"vneZ c"l"p i msNvZ/ Gidtj c"l"p j Z e"e"vcbr cx"l"Zi th A`"l"Zv (Inefficiency) Zuv Abye KtiiQjtj b Zv Z"l"i KvQ, vBQK AcPq I AKibxq gtb ntqiqj / G mgvqB PivqZ ZvEKMV Drcv`b tK"l"tj vtZ nevRZ mgm"veij Abg"Ub I ch"tj vPbv KitZ i"l"Z Ktib Ges c"l"vmbK I e"e"vcbr m"u"l"KZ "l"Zv "l"Kt"l"Yi j t"l" Z"l"i "l"ofw Ztj atib/ Z"l"i AtbtKi e"e"vcbr m"u"l"KZ a"l"b avi YitK meRbxb e"Am"bK ZEj (Universal Scientific Principles of Management) ej msAmqZ Kiv nq/ h"l"p c"l"k"l" Kiv nq th Gme ZEj th tKib msMVtbi e"e"vcbr i"l"t"l" c"l"qM Kiv ntj Zv AmaKvsk t"l"t"l" B mgq, m"u"l" Rbetj i "l" (Efficient) e"envi vB"l"Z Kite/*

### **PivqZ msMVb ZEj emko**

*PivqZ ZvEKMV nekjm Ktib th, Avgj vZv"l"K KvVitgv, Kvhe"l"Z I vBqSY Ovi msMVb c"l"vPj bvq h"l"p m"u"l"Z, "l" I k;Lj vcY<sup>o</sup>A"l"Pi Y ij b I eaB Kiv hvq/ dtj msMVb ev c"l"Ov"l"bi c"l"l myúoj "l" AR"l" Kiv m"e nq/ "l"Zv ew"l"i Rb" msMVtbi DaZb-Aa"l"b mu"l"vby"l"ti c"l"i web"l"m, c"l"l"l" c"l"i Kvhe"l"na vba"l"Y Ges KZ"l"j.k;Lj (Chain of Command) \_Kv c"l"q"l"Rb/ KZ"l"j.k;Lj i kx"l"t"l" Ama"l"Z KgRZA Dci "l"gZv b"l" KitZ nte/ G Qov v"l"b m"u"l"Z i"l"Z Abg"l"Y Ktii Kvhe"l"n"t"l"tbi m"te"l"eg Dc"l"q ev c"l"l"R tei KitZ nte Ges k"l"K KgPv"l"t"l" i"l"Rb" v"l"va v"l"avb c"l"q"l"b KitZ nte hv"l"Z Zv"l"v"l" i"l"Z ev avi Abg"l"q K"l"R m"u"l"b KitZ cv"l"i / msMVtbi c"l"q"l"Rb g"l"wdK "l"KgP ev ne"l"k"l" A vBqM KitZ nte Ges KgP"l"t"l" i"l"t"l" ne"l"k"l"vq"l"t"l" w"l"v"l"t"l" KgP"l"t"l" i"l" j"l"ef"l"m KitZ nte/ tg"l"U K\_v h"l"p m"u"l"Z KvVitgv I Kvhe"l"Z e"envi Kiv ntj msMVtbi v"l"b m"u"l" Z Kg"l"t"l" m"u"l" nte Ges m"te"l"p "l"Zv AR"l" m"e nte/*

**PivqZ ZEj** Ges **আবিষ্ফার্ক** e-e-icbv cxiZ 1930 Gi `kK chS<sup>l</sup> **চেজি** Rb<sup>l</sup>c<sup>l</sup>Zv AR<sup>l</sup> K<sup>l</sup>iZ m<sup>l</sup>g n<sup>l</sup>q<sup>l</sup>Qj | cieZ<sup>l</sup>K<sup>l</sup>i jek<sup>l</sup>evx A<sup>l</sup>W<sup>l</sup>R g<sup>l</sup>vi K<sup>l</sup>i<sup>l</sup>Y Ges k<sup>l</sup>gK e-e-icK b<sup>l</sup>ne<sup>l</sup>k<sup>l</sup>i m<sup>l</sup>K<sup>l</sup>i g<sup>l</sup>a MYZw<sup>l</sup>S<sup>l</sup>K `k<sup>l</sup>bi c<sup>l</sup>Z `p Av<sup>l</sup> m<sup>l</sup>o<sup>l</sup>i K<sup>l</sup>i<sup>l</sup>Y PivqZ Zt<sup>l</sup>Ej c<sup>l</sup>Z AvK<sup>l</sup>Y n<sup>l</sup>m t<sup>l</sup>c<sup>l</sup>Z \_<sup>l</sup>K| G mg<sup>l</sup>t<sup>l</sup>Q tek <sup>l</sup>K<sup>l</sup>Oy, i<sup>l</sup>Z<sup>l</sup>C<sup>l</sup>Y<sup>l</sup>M<sup>l</sup>e<sup>l</sup>I Y<sup>l</sup>, <sup>l</sup>e<sup>l</sup>k<sup>l</sup>i K<sup>l</sup>i Hawthorne M<sup>l</sup>e<sup>l</sup>I Y<sup>l</sup>, Ggb <sup>l</sup>K<sup>l</sup>Oy<sup>l</sup>d<sup>l</sup>j <sup>l</sup>d<sup>l</sup>j Z<sup>l</sup>j a<sup>l</sup>i h<sup>l</sup>v g<sup>l</sup>b<sup>l</sup>e<sup>l</sup>K m<sup>l</sup>u<sup>l</sup>K<sup>l</sup>bf<sup>l</sup> MYZw<sup>l</sup>S<sup>l</sup>K c<sup>l</sup>l<sup>l</sup>mb I e-e-icbv Zt<sup>l</sup>Ej m<sup>l</sup>P<sup>l</sup>b<sup>l</sup> K<sup>l</sup>i Ges e-e-icbv t<sup>l</sup>q<sup>l</sup>l<sup>l</sup>b<sup>l</sup>Z<sup>l</sup>GK<sup>l</sup>U avivi m<sup>l</sup>sthvRb K<sup>l</sup>i | Zt<sup>l</sup>e Gi dt<sup>l</sup>j PivqZ Zt<sup>l</sup>Ej Av<sup>l</sup>K<sup>l</sup>Z J<sup>l</sup>3<sup>l</sup>j " n<sup>l</sup>m t<sup>l</sup>c<sup>l</sup>j I Gi c<sup>l</sup>l<sup>l</sup>ve m<sup>l</sup>sM<sup>l</sup>V<sup>l</sup>b<sup>l</sup>K K<sup>l</sup>iW<sup>l</sup>tg<sup>l</sup> I K<sup>l</sup>i<sup>l</sup>h<sup>l</sup>Y<sup>l</sup> x<sup>l</sup>ba<sup>l</sup>ft<sup>l</sup>Y A<sup>l</sup> `v<sup>l</sup>ea<sup>l</sup>A U<sup>l</sup>it<sup>l</sup>q<sup>l</sup>Q D<sup>l</sup>vn<sup>l</sup>iY<sup>l</sup>fc D<sup>l</sup>t<sup>l</sup>j L K<sup>l</sup>i h<sup>l</sup>q th, GLb h<sup>l</sup>v K<sup>l</sup>iD<sup>l</sup>K<sup>l</sup>t<sup>l</sup>K<sup>l</sup>b c<sup>l</sup>Z<sup>l</sup>ovb <sup>l</sup>K<sup>l</sup>f<sup>l</sup>te m<sup>l</sup>sM<sup>l</sup>V<sup>l</sup>Z K<sup>l</sup>i n<sup>l</sup>q<sup>l</sup>Q Ges <sup>l</sup>K<sup>l</sup>f<sup>l</sup>te Zv c<sup>l</sup>w<sup>l</sup>P<sup>l</sup>j bv K<sup>l</sup>i n<sup>l</sup>"Q GB c<sup>l</sup>l<sup>l</sup>or<sup>l</sup>Am K<sup>l</sup>i nq, Zvn<sup>l</sup>t<sup>l</sup>j Zvi K<sup>l</sup>iQ t<sup>l</sup>tk<sup>l</sup>GK<sup>l</sup>U Av<sup>l</sup>g<sup>l</sup>mb<sup>l</sup>K c<sup>l</sup>Z<sup>l</sup>ov<sup>l</sup>bi Da<sup>l</sup>Zb- Aa<sup>l</sup>-b<sup>l</sup> μig<sup>l</sup>b<sup>l</sup>lyq<sup>l</sup>x c<sup>l</sup> web<sup>l</sup>im, K<sup>l</sup>i<sup>l</sup>h<sup>l</sup>c<sup>l</sup>l<sup>l</sup>a, KZ<sup>l</sup>Ej k<sup>l</sup>Lj BZ<sup>l</sup>w` PivqZ Zt<sup>l</sup>Ej k<sup>l</sup>av<sup>l</sup>ij i K<sup>l</sup>vB tk<sup>l</sup>bv<sup>l</sup> h<sup>l</sup>te |

### **PivqZ msMVb Zt<sup>l</sup>Ej c<sup>l</sup>l<sup>l</sup>q<sup>l</sup>M**

eZ<sup>l</sup>eb<sup>l</sup> mg<sup>l</sup>t<sup>l</sup> <sup>l</sup>K<sup>l</sup>l<sup>l</sup> c<sup>l</sup>l<sup>l</sup>mb I e-e-icbv t<sup>l</sup>q<sup>l</sup>l<sup>l</sup> PivqZ Zt<sup>l</sup>Ej c<sup>l</sup>l<sup>l</sup>q<sup>l</sup>M KZUKz, i<sup>l</sup>Z<sup>l</sup>C<sup>l</sup>Y<sup>l</sup>Zv -<sup>l</sup>ó K<sup>l</sup>i v<sup>l</sup>l<sup>l</sup>g<sup>l</sup>t<sup>l</sup>E<sup>l</sup> <sup>l</sup>bt<sup>l</sup>P<sup>l</sup> <sup>l</sup>K<sup>l</sup>OyZ<sup>l</sup>j b<sup>l</sup>g<sup>l</sup>j-K Z<sup>l</sup>ven<sup>l</sup> Dc<sup>l</sup>icb<sup>l</sup> K<sup>l</sup>i nj :

#### **PivqZ msMVb <sup>l</sup>K<sup>l</sup>l<sup>l</sup> c<sup>l</sup>l<sup>l</sup>mb I e-e-icbv t<sup>l</sup>q<sup>l</sup>l<sup>l</sup> c<sup>l</sup>l<sup>l</sup>q<sup>l</sup>M**

1. ct<sup>l</sup>i μt<sup>l</sup>gr<sup>l</sup>P<sup>l</sup> web<sup>l</sup>im (Hierarchy) Ges KZ<sup>l</sup>Zj -<sup>l</sup>i <sup>l</sup>ef<sup>l</sup>M/
2. K<sup>l</sup>t<sup>l</sup>Ri **আবিষ্ফার্ক** c<sup>l</sup>w<sup>l</sup>g<sup>l</sup>c Ges m<sup>l</sup>adj " g<sup>l</sup>l<sup>l</sup>v <sup>l</sup>ba<sup>l</sup>Y/
3. D<sup>l</sup>t<sup>l</sup>tk<sup>l</sup>i HK<sup>l</sup> (e-e-icK I Kg<sup>l</sup>i)
4. ^eA<sup>l</sup>nbK b<sup>l</sup>mZm<sup>l</sup>z K<sup>l</sup>t<sup>l</sup>Ri ch<sup>l</sup>q<sup>l</sup>ug <sup>l</sup>^-i K<sup>l</sup>iY/
5. K<sup>l</sup>t<sup>l</sup>Ri tk<sup>l</sup>Y<sup>l</sup>ef<sup>l</sup>MK<sup>l</sup>iY/
6. ht<sup>l</sup>vh<sup>l</sup>^3 <sup>l</sup>bq<sup>l</sup>Y t<sup>l</sup>q<sup>l</sup>l<sup>l</sup> <sup>l</sup>bi<sup>l</sup>c<sup>l</sup>Y/
1. Q<sup>l</sup>t<sup>l</sup>i Dci <sup>l</sup>K<sup>l</sup>l<sup>l</sup>Ki KZ<sup>l</sup>j I <sup>l</sup>bq<sup>l</sup>Y Ges ch<sup>l</sup>q<sup>l</sup>μt<sup>l</sup>g <sup>l</sup>K<sup>l</sup>l<sup>l</sup>Ki Dc<sup>l</sup>i mnKvix c<sup>l</sup>l<sup>l</sup>b <sup>l</sup>K<sup>l</sup>l<sup>l</sup>Ki Ges mnKvix c<sup>l</sup>l<sup>l</sup>b <sup>l</sup>K<sup>l</sup>l<sup>l</sup>Ki Dci c<sup>l</sup>l<sup>l</sup>b <sup>l</sup>K<sup>l</sup>l<sup>l</sup>Ki KZZj. I <sup>l</sup>bq<sup>l</sup>Y/
2. <sup>l</sup>elq<sup>l</sup>f<sup>l</sup>ÉK Q<sup>l</sup>t<sup>l</sup>i K<sup>l</sup>l<sup>l</sup>Zj, c<sup>l</sup>l<sup>l</sup>YZv BZ<sup>l</sup>w` c<sup>l</sup>w<sup>l</sup>g<sup>l</sup>c Ges <sup>l</sup>K<sup>l</sup>Lb g<sup>l</sup>l<sup>l</sup>v Ab<sup>l</sup>lyq<sup>l</sup>x <sup>l</sup>j <sup>l</sup>ef<sup>l</sup>Rb/
3. <sup>l</sup>K<sup>l</sup>l<sup>l</sup>K, c<sup>l</sup>l<sup>l</sup>b <sup>l</sup>K<sup>l</sup>l<sup>l</sup>K, Z<sup>l</sup>E<sup>l</sup>ea<sup>l</sup>q<sup>l</sup>K, c<sup>l</sup>l<sup>l</sup>vmK m<sup>l</sup>K<sup>l</sup>i B D<sup>l</sup>t<sup>l</sup>K<sup>l</sup> GK I Aw<sup>l</sup>fb<sup>l</sup> Q<sup>l</sup>t<sup>l</sup>i Rb<sup>l</sup> h<sup>l</sup>v K<sup>l</sup>j v<sup>l</sup>Y<sup>l</sup>Ki ZvB K<sup>l</sup>i/
4. ZZxq tk<sup>l</sup>Wi <sup>l</sup>K<sup>l</sup>l<sup>l</sup>\_R<sup>l</sup>i Áv<sup>l</sup>bi c<sup>l</sup>w<sup>l</sup>m<sup>l</sup>g<sup>l</sup>v<sup>l</sup>K c<sup>l</sup>Ag tk<sup>l</sup>Wi <sup>l</sup>f<sup>l</sup>É <sup>l</sup>nt<sup>l</sup>m<sup>l</sup>t<sup>l</sup> <sup>l</sup>et<sup>l</sup>ePb<sup>l</sup>vK<sup>l</sup>iY BZ<sup>l</sup>w`/
5. B<sup>l</sup>Zn<sup>l</sup>t<sup>l</sup>mi <sup>l</sup>K<sup>l</sup>l<sup>l</sup>K, B<sup>l</sup>st<sup>l</sup>iR<sup>l</sup>i <sup>l</sup>K<sup>l</sup>l<sup>l</sup>K, Z<sup>l</sup>E<sup>l</sup>ea<sup>l</sup>q<sup>l</sup>K, Aw<sup>l</sup>dm mnKvix, BZ<sup>l</sup>w` KZR<sup>l</sup>. <sup>l</sup>f<sup>l</sup>ba<sup>l</sup>f<sup>l</sup>b<sup>l</sup>Kv<sup>l</sup>h<sup>l</sup>q<sup>l</sup>u<sup>l</sup>v`b/
6. c<sup>l</sup>Z <sup>l</sup>K<sup>l</sup>l<sup>l</sup>Ki Rb<sup>l</sup> <sup>l</sup>f<sup>l</sup>k Rb c<sup>l</sup>l<sup>l</sup>g<sup>l</sup>K <sup>l</sup>t<sup>l</sup>i <sup>l</sup>K<sup>l</sup>l<sup>l</sup>R<sup>l</sup> c<sup>l</sup>Z <sup>l</sup>K<sup>l</sup>l<sup>l</sup>Ki Rb<sup>l</sup> <sup>l</sup>f<sup>l</sup>i <sup>l</sup>K<sup>l</sup>l<sup>l</sup>R<sup>l</sup> c<sup>l</sup>Z c<sup>l</sup>l<sup>l</sup>b <sup>l</sup>K<sup>l</sup>l<sup>l</sup>Ki Rb<sup>l</sup> <sup>l</sup>f<sup>l</sup>R<sup>l</sup> Rb mnKvix c<sup>l</sup>l<sup>l</sup>b <sup>l</sup>K<sup>l</sup>l<sup>l</sup>K, BZ<sup>l</sup>w`/

7. *KZLj k•Lj* (Chain of Command) *gvb^KiY/*
8. *AvPi Y mma cibqb/*
9. *KgP i gta" k•Lj v cibZoKiY/*
10. *Kwi Mi x Ávb I "Pzvi wñEz  
ibqM cibvb/*
11. *KvR m¤úv` tbi Rb" GKU mteEg  
Dcvq ibaYi/*
7. *cibv ikPtki ibKU hvI qvi cte<sup>c</sup>  
ikPki AekB mnKvix cibv  
ikPtki mt\_ K\_v ej te/*
8. *ikPtki nñUeK: ñmKj ikPK  
mKj 8:00 Uri gta" -dij Avmteb  
Ges weKvij 3:30 Ur chSj -dij  
\_VKteb/ KvK iiæKivi cte<sup>c</sup>Qñt`i  
Assembly tZ mKj ikPK DcW-Z  
\_VKteb . . . /00*
9. *Qñtiv -dij i ibqg bñZ Ges  
m`vPi tYi Av`k<sup>c</sup> tgtb Pj te/  
ikPKMY tkvij Av`k<sup>c</sup>mgbñZ ivLteb  
Ges ikPv AváBti i ibt`R tgtb  
Pj teb/*
10. *ibtqvMi Rb" weGW/GgGW  
Ges/A\_ev ikPK intmte AwfAZv  
\_VKtZ nte/*
11. *MwYZ, weÁvb, BiZnvm BZw`  
ikPv`tbi Rb" mteEg cxiZ ev  
Dcvq ibaYi j tP" ibiewQbadMtei Yv  
cwi Pij bvKiY/*



## cvtvEi gj-icb: 1

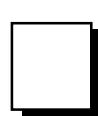
### A) eu ibePbx cökæ

mWK DÉi wb̄t`Rgj-K A¶i iWtK eEwqZ Kiab/ (D`vn iY: Avcbvi ibenPZ DÉi iU K ntj GtK (K) eEwqZ Kiab)

1. **¶ivqZ ZwEKMtYi** wbKU tKvb weIqU wbOK AcPq etj gtb ntqQj ?  
K. cÖyßi `ñZ cÖvi  
L. eee-icbv cxiZi A`¶Zv  
M. eee-icbv ixZi mvt\_ cÖyßi msNvZ  
N. Drcr`b tK`\_tj vi mgm'vej x/
  
2. **¶ivqZ ZwEKMtYi** g‡Z msMVtb Kg¶vn myó Ges mtePP `¶Zv ARØ KLb m¤e nté?  
K. wetkIÁ wbqvtMi gva tg  
L. Kg¶i `j wefvvtMi gva tg  
M. weva-weavb cVqtb i gva tg  
N. hÿßm¤Z KvVtgv I Kvhe×xZi gva tg/
  
3. **¶gZv tKv\_vq b^-íKi‡Z nté?**  
K. wetkIÁ Kg¶ Dci  
L. `¶ Kg¶ Dci  
M. KZßj,k;Ltj i kxle¶t`i Dci  
N. Kg¶i `j wefvM,tj vi Dci /

### Ai) msu¶B DÉi cökæ

1. tKvb tcÖvctU ¶ivqZ ZwEKMtYi `wpfW Ztj atib?
2. ¶ivqZ msMVb ZEjtK meRbx b `eÁmbK ZEj mtmte AvfinZ Kivi -ct¶ hÿß Ki?
3. ¶ivqZ ZEj Abgvit `¶Zv eyxi Rb` WK Kiv cÖqvRb?
4. ¶ivqZ ZtEj AvKI ¢ tKb nrm cvq?



## mWK DÉi

- A) 1/ L, 2/ N, 3/ M/

**cW 2**

## **mvgwRK msMVb ZEj**

### **Dt̄iK<sup>..</sup>**

GB cV tkI Avcib—

- mvgwRK msMVb ZEj D<sup>7</sup>tei cUfig Dtj L Ki<sup>2</sup>Z cvi<sup>3</sup>eb;
- mvgwRK msMVb ZEj ^eikó<sup>..</sup> t<sup>1</sup>j v eY<sup>2</sup> K<sup>3</sup>i<sup>2</sup>Z cvi<sup>3</sup>eb;
- ne<sup>1</sup> ij tq mvgwRK msMVb wKfite K<sup>2</sup>R K<sup>3</sup>i Z<sup>1</sup> eY<sup>2</sup> K<sup>3</sup>i<sup>2</sup>Z cvi<sup>3</sup>eb Ges
- mvgwRK msMVb ZEj I wPivqZ msMVb ZEj gta<sup>..</sup> c<sup>1</sup>\_R<sup>2</sup> wbi<sup>3</sup>CY K<sup>3</sup>i<sup>2</sup>Z cvi<sup>3</sup>eb/

### **figKv**

wPivqZ msMVb ZEj klgK ev Kgl<sup>1</sup>K wBQK GKU e<sup>2</sup>i Zj<sup>3</sup> gtb Kiv nq, Avgj vZ<sup>1</sup>šK htšj tm GKU Ask gv<sup>1</sup> | G ZEj klgK<sup>1</sup> i e<sup>2</sup>z<sup>3</sup> Zj<sup>3</sup> | AvteM Abf<sup>1</sup>Z<sup>2</sup>K D<sup>3</sup>C<sup>1</sup> Kiv nq Ges kgnefvRb, wtkl<sup>1</sup>vqY I KZ<sup>2</sup>.k.;L<sup>3</sup>j i wf<sup>1</sup>E<sup>2</sup>Z Drcv<sup>1</sup> t<sup>2</sup>b<sup>3</sup>i t<sup>1</sup>q<sup>2</sup>t<sup>3</sup> mte<sup>3</sup>P<sup>1</sup> `¶Zv AR<sup>1</sup>bi Dci ,iaZj Avtivc Kiv nq| G mKj µdli Kvit<sup>1</sup>YB e<sup>2</sup>e<sup>3</sup>vcvri t<sup>1</sup>q<sup>2</sup>t<sup>3</sup> AvPi<sup>1</sup>YK weAv<sup>1</sup>bi wf<sup>1</sup>E<sup>2</sup>Z gvbe m<sup>2</sup>u<sup>3</sup>K<sup>1</sup> w<sup>1</sup>q<sup>2</sup>u w<sup>2</sup>e<sup>3</sup>Pbri K<sup>1</sup> v Atbt<sup>1</sup>Ki gtb Dw<sup>1</sup>Z nq| Elton Mayo I Zu mnKg<sup>1</sup>MY KZR. 1920 Gi `k<sup>2</sup>K c<sup>1</sup> Pw<sup>1</sup> Z n<sup>2</sup>Y<sup>3</sup> mgm<sup>1</sup> (Hawthorne Studies) G<sup>1</sup>q<sup>2</sup>t<sup>3</sup> AM<sup>1</sup>x figKv cvj b K<sup>1</sup>i |

n<sup>2</sup>Y<sup>3</sup>mgx<sup>1</sup>l<sup>2</sup>q c<sup>1</sup>mbZ nq th Drcv<sup>1</sup> t<sup>2</sup>b<sup>3</sup> klgK<sup>1</sup> i tc<sup>1</sup>Y<sup>2</sup> m<sup>1</sup>o<sup>2</sup>i Rb<sup>3</sup> gRj<sup>1</sup> Ges K<sup>1</sup>t<sup>2</sup>Ri kZ<sup>1</sup>e<sup>2</sup>j x GKgv<sup>1</sup> gE<sup>2</sup> wbgvK b<sup>3</sup>q<sup>1</sup> klgK<sup>1</sup> i wBQK Gme ,iaZ<sup>2</sup>C<sup>1</sup>ne<sup>3</sup>t<sup>1</sup>PZ nt<sup>2</sup>j I G<sup>1</sup>i ^ib wZ<sup>2</sup>q<sup>3</sup>t<sup>1</sup>b<sup>2</sup>| ,iaZ<sup>2</sup>C<sup>1</sup>Y<sup>3</sup>e<sup>1</sup>l<sup>2</sup>q wnt<sup>3</sup>mte c<sup>1</sup>g<sup>2</sup> t<sup>3</sup>b<sup>1</sup> i t<sup>2</sup>q<sup>1</sup> mvgwRK m<sup>2</sup>u<sup>3</sup>K<sup>1</sup> w<sup>1</sup>q<sup>2</sup>u h<sup>2</sup>K Mayo-Gi K<sup>1</sup>v ej v hvq "A method of living in a social relationship". klgK<sup>1</sup> i ^t<sup>2</sup>j i AF<sup>1</sup>Š<sup>2</sup>i w<sup>1</sup>ivRgvb mvgwRK-gtbv<sup>1</sup>%ÁwbK Dcv<sup>1</sup> vbmgn<sup>2</sup>Drcv<sup>1</sup> b c<sup>1</sup>uq<sup>2</sup>t<sup>3</sup>K c<sup>1</sup>FZ c<sup>1</sup>igv<sup>2</sup>Y wbgvK K<sup>1</sup>i, GB ,iaZ<sup>2</sup>C<sup>1</sup>Y<sup>3</sup>Awe<sup>1</sup>vi wPivqZ e<sup>2</sup>e<sup>3</sup>vcvri ZEj AtbK tgšj K a<sup>2</sup>ib ari Yt<sup>1</sup>K Pžgv<sup>2</sup>i K<sup>1</sup>i t<sup>2</sup>q<sup>3</sup> Ges GKU bZb msMVb ZEj m<sup>2</sup>cv<sup>1</sup>Z K<sup>1</sup>i | c<sup>1</sup>kvmb I e<sup>2</sup>e<sup>3</sup>vcvri m<sup>1</sup>unt<sup>2</sup>Z<sup>3</sup> GB bZb wPšlav<sup>1</sup>iK mvgwRK msMVb ZEj (Social Systems Theory) et<sup>2</sup>j AwfinZ Kiv nq| KL<sup>1</sup>t<sup>2</sup>b<sup>3</sup> G ZEj<sup>1</sup>K gibweK m<sup>2</sup>u<sup>3</sup>K<sup>1</sup>ZEj (Human Relations Theory) et<sup>2</sup>j I AwfinZ Kiv nq|

### **mvgwRK msMVb ZEj ^eikó<sup>..</sup>**

mvgwRK msMVb ZEj klgK ev Kgl<sup>1</sup>i<sup>2</sup>K msMV<sup>3</sup>bi mv<sup>1</sup>\_ GKvZ<sup>2</sup>v teita D<sup>3</sup>y Kiv<sup>1</sup> Dci ,iaZ<sup>2</sup>j Avtivc Kiv nq| GL<sup>1</sup>t<sup>2</sup>b<sup>3</sup> klgKiv wBQ<sup>1</sup>t<sup>2</sup>i msMV<sup>3</sup>bi Ask wnt<sup>3</sup>mte gtb K<sup>1</sup>i Ges msMV<sup>3</sup>bi j ¶ AR<sup>1</sup> wBQ<sup>1</sup>t<sup>2</sup>i Ae<sup>2</sup>ib i<sup>1</sup>L<sup>2</sup>Z Mef<sup>1</sup>era K<sup>1</sup>i | GRb<sup>1</sup> msMV<sup>3</sup>bi D<sup>2</sup>i<sup>1</sup>K<sup>2</sup>vej<sup>3</sup> Aek<sup>2</sup>B Ggb ntq \_w<sup>1</sup>K th e<sup>2</sup>e<sup>3</sup>vcvri MwZ c<sup>1</sup>K<sup>2</sup>z<sup>3</sup>i Dci klgK<sup>1</sup> i c<sup>2</sup>Y<sup>3</sup>Ai<sup>1</sup> m<sup>1</sup>o<sup>2</sup>nq Ges Z<sup>1</sup>t<sup>2</sup>i gta<sup>..</sup> Ggb w<sup>1</sup>kjm R<sup>2</sup>M<sup>3</sup> nq th D<sup>1</sup>t<sup>2</sup>i<sup>3</sup> t<sup>1</sup>j v Rb<sup>2</sup> K<sup>1</sup>R K<sup>1</sup>i Z<sup>1</sup>t<sup>2</sup>i c<sup>1</sup>Z<sup>2</sup>t<sup>3</sup>K mgj<sup>1</sup> cv<sup>2</sup>e<sup>3</sup> I mštoj v<sup>1</sup>f K<sup>1</sup>t<sup>2</sup>Z cvi<sup>3</sup>e<sup>1</sup> | gibweK m<sup>2</sup>u<sup>3</sup>K<sup>1</sup>Dci c<sup>1</sup>Z<sup>2</sup>o<sup>3</sup>Z GB gZer<sup>1</sup> th `yof<sup>2</sup>w<sup>3</sup>t<sup>1</sup>K

Dta<sup>©</sup>Ztj ați Zv nj GB th, mte<sup>®</sup>P cwi ZB msMVbB nj metP tq `¶ msMVb/ msMVtbi AbvbgbK `j ev Dc`j ,tj vtK `gb ev webó bv Kti G,tj vi tgšij K Pwn`v ,tj vi -KwZ. t`I qv nq Ges msMVtbi DfītK`i mt\_ G,tj vi mgväm<sup>m</sup>ab Kiv nq/ GKvR Kivi Rb<sup>m</sup>gbweK m¤úK<sup>©</sup>Kvhptg `¶ mgvi fVBRvi MYtK `wqZi cōvb Kiv nq/ gbweK m¤úK<sup>©</sup>ZtEj mw "Qv I mnthwMZvi wfE<sup>t</sup>Z e<sup>®</sup>tcK I klgKt`i gta" Ø` ev tf vtF<sup>m</sup>ibimtbi Rb<sup>m</sup> e<sup>®</sup>vcbvi tPit MYZwšK i wZbxwZ Abkjx b Ges klgKt`i AskM<sup>©</sup>tY Kg<sup>©</sup>cwi tek myó I Dg<sup>®</sup> thwMthwM cZovKtYi Dci vtkl tRvi cōvb Kiv nq/

### ve` yj q I mgvRK msMVb

Ab<sup>m</sup> th tKvb msMVtbi gZB ve` yj tqI AMwYZ mgvRK mt÷tgi Aw-Zj i tqtQ/ Gme mt÷tgi tKvb tKvbU AbvbgbK thgb veAvb wKPKt`i Kt, Averi tKvb tKvbU AbvbgbK thgb Pv cvtbi AvCv-Pμ/ G,tj v -f vq nZ cvt, Averi `xN<sup>©</sup>vqI nZ cvt / mgvRK mt÷g ,tj vtK KZK ,tj v mgvRK-gtbv%AwbK Dci`vb thgb veKjm, Acti i wbKU cL<sup>®</sup>kv, tcYi, gtbvfe BZ w AUt eÜtb Averi i vtL /

mgvRK mt÷tgi Aw-Zj Rb<sup>m</sup> Kgc<sup>¶</sup> B ev ZtZwak e<sup>®</sup>w<sup>3</sup>i cōqRb nq hv<sup>®</sup> i gta<sup>m</sup> ig\_w<sup>®</sup>q NtU Ges hv<sup>®</sup> i tgwvgy GKB i Kg j ¶ I AvPi<sup>®</sup>YK aviv \_vtK/ mgvRK mt÷tgi cōvb enkó<sup>m</sup>,tj v nj : (1) eúZ; (2) ig\_w<sup>®</sup>q, (3) j ¶, (4) AvPi<sup>®</sup>YK aviv I c<sup>®</sup>Uv<sup>®</sup>Ges (5) mgq ev tgqv Kyj / Gme enkó<sup>m</sup> vePbv Kti tKvb evm÷vtU evtm Rb<sup>m</sup> Atc¶gib 8 Rb e<sup>®</sup>w<sup>3</sup>tK GKwU mgvRK mt÷g etj Awf<sup>®</sup>z Kiv hvte Kx? Gw<sup>®</sup>tK Aek<sup>m</sup>B mgvRK mt÷g ej v hvte bv, Kvi Y Gt`i gta<sup>m</sup> tKvb ig\_w<sup>®</sup>q nqib Ges Gt`i GKt Ae`vbI tKvb tgqv x NUbr bq/ Zviv wbQK KtqKRb e<sup>®</sup>w<sup>3</sup>i GKwU mgvtek gw<sup>®</sup> hviv tKvb GKK j ¶ i tc¶tZ Averi bq/ Ggwbvfe 10 Rb Qv<sup>®</sup> hviv c<sup>®</sup>g w<sup>®</sup>b evtm Kti -tj hv<sup>®</sup>Q Zviv tKvb mgvRK mt÷g Mto tZtj bv/ wK<sup>®</sup>S<sup>®</sup>KtqKevi GKt<sup>®</sup> evtm hv<sup>®</sup>vi ci Zv<sup>®</sup> i gta<sup>m</sup> eÜtZj bv bv aviv Mto DVte Ges GKmgq -fieZB Zviv mgvRK mt÷tgi eÜtb Averi ntq hvte /

ve` yj tq AmsL<sup>m</sup> mgvRK mt÷g \_vKtZ cvt, GK\_v AvtMB ej v ntqfQ/ ve` yj tqi mgvRK mt÷gtK Ggb GKwU Dc-mt÷g (Sub System) mtmte vePbv Kiv thtZ cvt, hv Ab<sup>m</sup> Avi GKwU Dcm<sup>m</sup>t÷tgi Ask Ges H ep<sup>®</sup>Ei Dcm<sup>m</sup>t÷g U Averi Z`tc¶v Avi I ep<sup>®</sup>Ei GKwU Dcm<sup>m</sup>t÷tgi Ask/ D`vn<sup>®</sup>Y mtmte ej v hvq, -tj i `B<sup>®</sup>Rb evsj v wKPK GKwU Dc-mt÷g Mto ZjtZ cvt, hv nte fvlv wKPKt`i Dcm<sup>m</sup>t÷tgi GKwU Ask, hv nte gvweK veFw Dcm<sup>m</sup>t÷tgi GKwU Ask hv nte -tj i Dcm<sup>m</sup>t÷tgi GKwU Ask, hv nte Ama`Btii Dcm<sup>m</sup>t÷tgi GKwU Ask/ GB Dcm<sup>m</sup>t÷g ,tj vi th tKvb GKwUi Kt<sup>®</sup>Ri aviv ev cKwZ es<sup>®</sup>tZ ntj GwU AwtMi I ct<sup>®</sup>i Dcm<sup>m</sup>t÷g m¤úK<sup>®</sup> es<sup>®</sup>tZ ntj/ D`vn<sup>®</sup>Y<sup>®</sup>f D<sup>®</sup>P gva<sup>®</sup>gK -tj i BwZnm veFw Mi NUbvewj es<sup>®</sup>tZ ntj ve` yj q KZR.H veFw Mi Dci AwtimcZ veFwbtia I Pwn`v A\_ev wKPKt`i veFbae<sup>®</sup>tj i Pwn`v I cL<sup>®</sup>kv tKgb Zv Aek<sup>m</sup>B tevSv `i Kvi / ve` yj tqi cL<sup>®</sup>kmKMY AtbK mgq wKPKt`i tKvb tKvb KtRtK AwKPKmjt KtR ej gtb Ktib/ wKPKt Ktib KLtbv KLtbv Qv<sup>®</sup>t<sup>®</sup>i At<sup>®</sup>hšw<sup>3</sup>K I k;Lj v cwi cšk AvPi<sup>®</sup>Yi K\_v Dtj L Ktib/ wK<sup>®</sup>S<sup>®</sup>msMVb<sup>®</sup>K GKwU wfbaetc<sup>®</sup>Z ntZ Aetj vKb Ktj Gme AvPi<sup>®</sup>Y nqZ ht\_ó thšw<sup>3</sup>K, k;Lj vc<sup>®</sup>Ges wKPKt`i tej vq

Aek`B lkPKmjyf etj cZxqgb nte/ GLvtb cv\_R nj GB KvitY th eWZμagagP AvPiY, tji vi g tj i tqfQ tKvb GKU mgwRK mt÷g, c jiv msMVbU bq/ we`ij tqi newfbadrm ntZ th me bvbv aitbi msMVbK k<sup>3</sup>i D<sup>m</sup>e nq tm, tji v mVKfvte DcJ wā KitZ bv cvitj ckvmtb nZikvi myo nq hiv f j mgmvi tPjt f j mgvarb etq AvbtZ cti/

## **PiqZ ZEj I mgwRK ZtEj gta" cv\_R"**

PiqZ msMVb ZEj I mgwRK msMVb ZtEj gta" AtbK weI tq tgšy K avi YmZ cv\_R" itqfQ/ wbtp Gme cv\_FK i KtqKU K Dc`vcb Kiv nj:

- | <b>PiqZ ZEj</b>  | <b>mgwRK ZEj</b>  |
|--|---|
| 1. Aa`b t_tK DaZb c`μtg KZ <sup>o</sup> I<br>`wqZj cwy Z nq/                             | 1. KZ <sup>o</sup> I `wqZj cyj tbi tPjt<br>AbgmbK, mt÷tgi eiBti newfb<br>mgwRK, iR%wZK j exZv KvR<br>Kti/                                 |
| 2. TgZv cib KgRZP ev wbefxi<br>wbKU tKw`FZ _vtK/   | 2. TgZv newfbœ`j ev `j tMwōi KvQ<br>Qovtbr _vtK/  |
| 3. AvbgnbK j P_ _vtK hv t_tK newfb<br>KvitRi wb`Rbv Avtm/                                | 3. AvbgnbK Ges AbvbgmbK j tPj i gta"<br>cQkb msNvZ nq AvbgnbK j tPj i<br>Rb" bvbvglx wb`Rbv Avtm/   |
| 4. thMvhM cZnōZ gva'g Abjyi Y<br>Kti Pj/   | 4. thMvhM msikó `j mgtni ^_t_Abjyi Y<br>Kti Pj/   |
| 5. cZvib i wbqgKvbj Øviv Drcv`b<br>e'e`v (lkLb-tkLvbtv Kvhpig)<br>wbqwsZ nq/             | 5. newfbœ`tj i AbvbgmbK ev Av`kib<br>Øviv Drcv`b e'e`v (lkLb-tkLvbtv<br>KvhPig) wbqwsZ nq/  |
| 6. DaVZbir Aa`bt`i Pvj tq tbq/   | 6. Aa`biv cQkb DaVZbt`i Pvj tq<br>tbq/  |
| 7. ØØ ev msNvZ AKvhRi hv bgj Kiv<br>cQvRb etj gtb Kiv nq/                                | 7. ØØ ev msNvZ KtihCthM (Mvbgj K)<br>Ges Acwinih <sup>o</sup> etj gtb Kiv nq/   |
| 8. Aw_R Pvñv Aa`bt`i gta" tcñYi<br>myo Kti/  | 8. Aw_R weIq Qov Abib" weIq/<br>Aa`bt`i gta" tcñYi myo Kti/   |
| 9. gvbj ^fveZ KvR KitZ Pvq bv,<br>mživs wbneo cwi`k <sup>o</sup><br>(Supervision) Riaix/ | 9. KvR KitZ bv PvI qvUv gvbj i Pmjt i<br>AšibñZ ^enko" bq, GiU Zvi AwR <sup>z</sup><br>^enko" (Learned Behaviour)/                        |
| 10. cQvRbxq `PZv I bcY _vtj<br>GKRbtK AvtiKRtbi ^itb KvR<br>wbqwm Kiv hvq/               | 10. cZK eW <sup>3</sup> KgPjt i Abb" mgwRK<br>I gtbv%AbibK ^enko" wbq Avtm Ges<br>wbR wbR Ae`b ev fvgkv t_tK<br>Drcv`b e'e`tK cfwieZ Kti/ |



## cüV̄Ei gj̄-vqb: 2

### A) eū ibePbx c̄kæ

mWK D̄i mbt̄ Rgj̄-K AΠiUJK eĒmqZ Kiab/ (D`vn̄i Y: Avcbvi ibePZ D̄iU K nt̄j Gt̄K (K) eĒmqZ Kiab)

1. nPivqZ Zt̄Ei tKvbU Dci , iaz̄i Av̄tivc Kiv nq?  
K. eW̄Zj̄  
L. Av̄teM Abf̄W̄Z  
M. Drcv̄ b  
N. ḡvbe m̄xúK̄j̄
  
2. nLȲnḡt̄l̄ Abḡnt̄i k̄lgKt̄ i tc̄l̄ Yv m̄p̄i Rb̄ metP̄t̄q , iaz̄cȲneIq tKvbU?  
K. KZ̄Zj̄.k;Lj̄  
L. mḡwRK m̄xúK̄  
M. Kv̄tRi kZ̄ej̄ x  
N. gRj̄ȳ/
  
3. mḡwRK msM̄tbi t̄t̄t̄t̄ tKvbU c̄hvR̄ bq?  
K. msM̄tbi Abv̄b̄wB̄K̄ `t̄j̄ i Aēv̄b  
L. k̄lgKt̄ i AskM̄t̄Y  
M. msM̄tbi m̄t̄ k̄lgKt̄ i GKvZ̄Z̄teva  
N. ēēv̄cbvi M̄Z c̄K̄Z̄.m̄xút̄K̄k̄lgKt̄ i Abv̄v̄/

### Aiv) msM̄tB̄ D̄i c̄kæ

1. mḡwRK Z̄Ei D̄t̄tei t̄t̄t̄t̄ n\_ Ȳnḡt̄vi f̄lgKv Ki?
2. mḡwRK msM̄v̄b Z̄t̄Ei K̄t̄qKŪ `ēlk̄ō D̄t̄j̄ L̄ Kiab/
3. ēēv̄cK I k̄lgKt̄ i gtā Ø̄ `ibim̄tbi Rb̄ m̄K̄mi Dci t̄Rvi t̄ I qv nq?
4. D`vn̄i Ymn mḡwRK m̄t̄÷t̄gi `ēlk̄ō , t̄j̄ v D̄t̄j̄ L̄ Kiab/
5. wēv̄yj̄ t̄q m̄K̄ aītbi mḡwRK m̄t̄÷ḡ wēv̄R̄ K̄t̄i Z̄vi GKŪ eȲB̄v̄ w̄b/

## mWK D̄i

- A) 1/ M, 2/ L, 3/ N/

**cW 3**

## Dgjy mt÷g ZEj

### Dtik

GB cV tkI Avcib—

- Dgjy mt÷g ZEj ej tZ lk eSvq Zv eVLv KitZ cviteb;
- Dgjy I ex mt÷tgi gta" cl\_R" bfcY KitZ cviteb Ges
- PivqZ ZEj I Dgjy mt÷g ZEj avi YMZ cl\_R" Dtj L KitZ cviteb /

### figKv

1960 Gi ` ktk bZb clyb wfP mgitR Dgjy mt÷g ZEj Dm e nq / PivqZ I  
 migwRK ZEj ` ltZ msMVbtk Zvi Pvcitki cmitek ntZ newQbaGKU ex mt÷g  
 (Closed System) intmte Kibv Kivi cLYZv t`Lv hvq / Dgjy mt÷g ZEj msMVbtk  
 GK "0 ci "ui mpuKqy A% intmte Kibv Kiv nq th\_tjv cmitetki mt\_ GKU  
 Rxeši cMxi gZ puv-cZpuv Kti | A\_ Dgjy mt÷g ZEj cmitetki mt\_ Nibofite  
 mpuKQ Ges cmitek wtbqB Gi KvRKvri evi | GLvib msMVb cmitek ntZ gvbe I e-MZ  
 mpuK© gj-teva, mgitRi Avkv-AvK-Lv, Pwn`v BZ`v thvMv (Input) intmte cvq;  
 G\_tj vtK Drcv`b clyvqi (thgb- tkly lkPY Kvhqig) gva tg ifciši Z Kti Ges  
 Drcw`Z cY` (thgb lkly Z e"v, bZb Ávb, bZb gj-teva) clyvq e"emv, lkly, Mv I  
 tmevgj-K cZövib Z\_v cmitetk weZiY ev iBvbx Kti | cZövib G KtRi Rb" mgitRi  
 lkU t\_k K Avv\_R mnthwMZv ga" v tq cZ`v cvq hv ZtK lkK \_vKtZ I Dbqtbi  
 ct\_ Pj tZ mnvqZv Kti | GfiteB cZövib Kiv PuvKt i Pj tZ \_vtK /

### ve` vj q I Dgjy mt÷g ZEj

tKv b cZövibB mnvK At\_clyvci Dgjy ev ex bq / GKU clyvci ex mt÷g Zv  
 Drcv`b e"e"vi Rb" tKv gvbe ev e-MZ mpu` thvMv intmte crite bv Ges cmitetk  
 tKv Drcw`Z cY` weZiY KitZ cvite bv | AZGe, G ai\_tbi mt÷tgi tKv Av-Zj  
 \_vKtZ ctti bv | clyvci Dgjy mt÷tg tKv wbePbx ev evQvB clyvq \_vKte  
 bv etj Gwji Kvh©cvi Pij bv AZvavK Z\_ " Ges AcqvRbxq KvPvgyj vri vriušl nte /  
 AZGe tKv b cZövib clyvci Dgjy bv ex Gfite Pši bv Kti cZövibU tKv wekti  
 m×všl ev Püci gyl lk cmitetk Dgjy ev ex Zv wefePbv KivB AvvK hq mZ /  
 D`vniY-tfc ejv hvq, GKU "j nqZ lkPvug mpuKQ weftq AvffvKt`i cingk©  
 MötYi tejvq ht\_ó Dgjy ntZ ctti | Averi Qit`i k;Ljv weIqK wbgqKvbjbi tejvq  
 cingk©MötY 0ex0 ntZ ctti | AZGe bvbv ai\_tbi weftq m×všl MötYi cökœGKU "j  
 newfbægvv Dgjy ev ex ntZ ctti | Zjvbj-K wePüti tKv tKv b cZövib ev msMVbtk  
 Dgjy-ex0 gvv t- tji tKv GKU tK GKUzv S2K coZ t`Lv hvq | Avgit`i t`tki  
 miKvix "j tji AtbkUv ex mt÷tgi Abjyc | G\_tj vtK Qit`i Rb" Ab" cZövib  
 mt\_ cZövibZv KitZ nq bv, lkK \_vKv Rb" tKv msMögl KitZ nq bv | G\_tj vi

Aw-Zi GK i Kg bñðZB ej v hvq/ G, t̄j vi A-fqbI Kg©¶Zv ev mvd̄tj i miñ  
 Nñbófite mñúKZ bq/ A-¶ G, t̄j vi Qñi iv cieZñZ tKvb nekje` ij q ev Kt̄j tR fñZ  
 nñZ crij Kbv, bñK teKvi Ae-ñq ct\_ ct\_ Nñj teorj ZñZ KQyAvñm hvq bv/  
 G, t̄j v eQi eQi tgñUrgy GKB i Kg Aw-R eiví ev thñMv tctq hvñQ/ AbñtK  
 teñki fñM temiKvi x cñZñv b I -ž nñQ eñkóMZfite Dgñ cñKñZi | G, t̄j vi Aw-Zi  
 bñðZ bq, NñK vKvi Rb G, t̄j vñK msMñg KitZ nq/ G, t̄j v bñtRt` i cñqvRb  
 Abñwqx MñK ev Qñi bñePb Kt̄i | Gt` i A-fqb I mnñthñMZv bñfP Kt̄i Kg©¶Zv I  
 Drcv t̄bi , Yv, tñYi Dci | G, t̄j v mñú Avñi Y I wecYt̄bi Rb ci-ñui cñZñthñMZvq  
 ij ß nq Ges KLt̄bv KLt̄bv G, t̄j vi Aw-Zi wecbñev wej xb nq/ -ñveZB teñP vKvi Rb  
 Gme cñZñvbt̄K cñi teñki cñieZñkxj Pñn` vi miñ mgšq Kt̄i Pj t̄Z nq/

## PivqZ ZEj I Dgñ Zt̄Ej gta" cv\_R"

PivqZ ZEj Ges Dgñ mñt÷g Zt̄Ej gta" avi YñMZ cv\_R", t̄j v bñtP Dñj L Kiv nj :

### PivqZ ZEj

1. msMVt̄bi eñkó" nj Aa-ñb t̄tK DañZb c` µtg KZñ" I `ñqZi Afñšti Ges ci-ñt̄i gta" bvbr ai t̄bi cij b Kiv nq/
2. ¶gZv cñv KgnZP ev bñeñxi 2. ¶gZv Dcñmñt÷g, t̄j vi gta" Qovt̄bv \_ñtK/ bñKU tKñ`ñZ \_ñtK/
3. AvbññbK j ¶ t̄tK NUbv ev KñRi wñK bñt`Rbv Avñm/
4. thñMñthñM cñZñvZ gva"ñg Abñwqx 4. thñMñthñM mgMñmñt÷geñcvx Pñj hvñZ Dcñmñt÷g, t̄j vi KñRi mgšq Kiv hvq Ges cñi teñki miñ msñhñM mñab Kiv hvq/
5. msMVt̄bi bñqgKvbt̄bi Qñi v Drcv`b eñe-ñi Dci bñqšY 5. Dcñmñt÷g, t̄j vi miñ cñi teñki mñ\_R msñhñM mñabt̄bi gva"ñg Drcv`b eñe-ñi Dci bñqšY cñZñvZ nq/
6. ØØ msMVt̄bi Rb ¶ñZKi hv bñgjñKiv cñqvRb/ 6. ØØ Acññvhñ" hvi myókxj eñe-ñcbv msMVt̄b Abñkj cñieZñbñ Avbñt̄b mnñqK/
7. tKvb KñR mñúñt̄bi GKñUB gññ 7. tKvb KñR mñúñt̄bi Rb mgfite mñšñl RbK bññfbñcññ iñqt̄Q/
8. msMVt̄bi Kñfite KñR Kiv DñPZ tm mñúñtKññj vKcvZ Kt̄i | 8. msMVb Kñfite KñR Kt̄Q tm mñúñtKññj vKcvZ Kt̄i |
9. ex Ges cñi teñki nñZ weñQbñ 9. Dgñ Ges Input-Output cñuqvi ga"ñq cñi teñki miñ mñq Kt̄i |
10. mñúñKññGKB i Kg Ae-ñq ev -ñei Ae-ñq \_ñtK/ 10. mñúñtKññZgqZv \_ñtK/
11. Povš KZñZi I `ñqZi gL" KgñZñK Ggb AñbK NUbvi KZñZi I KgñZñA nñtZ \_ñtK/ 11. gL" KgñZñK Ggb AñbK NUbvi KZñZi I `ñqZi bñtZ nq hv Zvi bñtRi mó bq Ges bñqšYI bq/



## citvEi gj-icb: 3

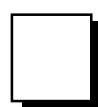
### A) eū ibePbx cikæ

mVK DĒi vt`Rgj-K AΠi vt`K eEwqZ Kiab/ (D`vn i Y: Avcbvi ibePZ DĒi vt`K ntj GtK (K) eEwqZ Kiab)

1. Dgj` vt`g ZtEi tKvbvt`K GK, "Q ci -ui msúKjy A½ vt`mte Kibv Kiv nq?  
 K. Rxeš/ciYitK  
 L. cmitekitK  
 M. mupqv cizmupqvitK  
 N. msMVbtk/
2. cijvcij Dgj` vt`g msMVtbi tPjtI tKvbvt`K NtU?  
 K. cmitek ntZ thwMtb cvq br  
 L. AZmaK Z\_ Øviv fviupušnq  
 M. Drcw` Z cY cmitek weZiY KitZ citi br  
 N. ibePbx ev evQvB cijvcij KvR Kti/
3. Avgit` i t`tki miKwi -j, tj v ex cKZi, KvY G, tj v-  
 K. vt`Rt` i cijvcij Abjwqz QvI ibePb ev fWZKti  
 L. Ab -j, tj vi mt\_ cizthwMZv Kti  
 M. cmitekki Pwn` vi mt\_ mgšq KvItK DtcPv Kti  
 N. Aw-Zi Rb` ibišli msMg Kti/

### A) msMvB DĒi cikæ

1. msMVb cmitekki mt\_ Kfite PjuKiti KvR Kti?
2. tKvb cizobB cijvcij Dgj` ev ex bq- evlv Kiab/
3. Avgit` i t`tki temiKwi -j, tj v Dgj` br ex cKZi? evl v Kiab/



## mVK DĒi

- A) 1| N, 2| L, 3| M/

**figKv**

ИКПИ cikumb Piж - тki `kK t\_tK гиKи h3 iнtо ÁvbPPA GKиU иетki tПtI иntme  
 cи MiYz n tq AmtQ/ иeMZ KtqK `kK `j I иekpe`ij tqi ИКПИK Ges ИКПИe`MY  
 иеrfbaAvbyиK kvLv n tZ bvbv avi Yv I ZEj Pqb Kti ИКПиtПtI e"enitii gva"tg ИКПИ  
 cikumbtK GKиU kri иntme cиZиoZ KitZ mПg ntqtQb/ ИКПИ cikumb gjZ tj иK  
 cikumtbi Dci иfIE KtiB иeKirk jvf Kti tQ/ GRb" ИКПИ cikumtbi ifCKvi ei  
 AMÖи\_ Kt`i m¤útK®RvbZ ntj Avgit`i cõtg Hme gbxl xt`i m¤útK®RvbZ nte  
 h4`i Kg®i иPšiavi cikumb иeÁvtbi иfIEfig Mto ZjtZ Ae`vb ti tLtQ/ GB BDibtU  
 PviиU ciV mibteиKZ ntqtQ/ ciV tjtZ AMÖиb" gbxl xt`i ga" t\_tK KtqKRtbi cikumb  
 m¤úиKZ ZEj I Kg@i Avtj vPbv Kiv ntqtQ/

ciV- 1: g"r· tftei: Avgj vZtšj AM"Z

ciV- 2: tdiWni K DBYtj v tUj i: ^eÁmbK e"e^-icbvi RbK

ciV- 3: tnbix d"vaj Ges j yvi .ij K: cikumbK cõuqri cõ³v

ciV- 4: Gj Ub tg tqv: гибиеK m¤úK®ZtEj cõ³v

**cW 1**

## **ḡv̄ t̄f̄tei (1864-1920): Avgj vZtšj AMÖZ**

### **Dt̄iK̄**

GB cW tk̄l Avcib—

- ḡv̄ t̄f̄tei-Gi Avgj vZtšj b̄mZ, tj v eYDv KītZ cvīteb Ges
- Avgj vZtšj myav I Am̄yav Dt̄j L KītZ cvīteb/

### **figKv**

ḡv̄ t̄f̄tei t̄K (Max Weber) Avgj vZtšj c̄kmb Zt̄Ej AMÖZ in̄tm̄te MȲ Kiv nq/ Rvḡb mḡvRZ̄Eje` ḡv̄ t̄f̄tei c̄l̄g nekhy cēZ̄Kt̄j mīKw̄i, mḡwi K Ges ēem̄qK c̄Z̄Ovbmgt̄ni Kv̄h̄e x̄Z I KZ̄j. Kv̄ltgv̄ ibt̄q M̄tel Yv̄ Kt̄ib Ges Avgj vZtšj Z̄Ej̄q neKv̄k mwab Kt̄ib/ Avgj vZtšj m̄útK̄Zui gl̄ avi Yv̄, tj v w̄Zib Zui "The Theory of Social and Economic organization" b̄igK M̄šDc̄ v̄cb Kt̄ib/

### **Avgj vZtšj b̄mZguy v**

t̄f̄tei GK, "Q̄ 0̄msM̄VbK b̄mZī ūsAv̄ c̄l̄v̄b Kt̄ib Ges G, tj v̄tK c̄q̄M̄th̄M̄Zvi w̄ K t̄tK meRbx̄b etj Dt̄j L Kt̄ib/ Zui ḡtZ G b̄mZ, tj v Aej x̄b Kiv nt̄j t̄Kv̄b msM̄Vb m̄teP̄P̄ `¶Zv̄ AR̄b KītZ m̄¶g n̄te/ b̄mZ, tj v nt̄j v:

### **c̄ tm̄cib Kv̄ltgv̄ (Hierarchical Structure)**

msM̄Vt̄bi KZ̄j. D̄P t̄tK μgȳšt̄q ibt̄Pi w̄tK w̄cīnḡt̄Wi Av̄Kt̄i b̄-̄l̄nt̄e/ Gi A\_øj Avgj vZtšj me, tj v c̄ ḡbμḡb̄v̄q̄x̄ Dci t̄tK ibt̄Pi w̄tK m̄wi ex Kiv nq/ GL̄t̄b Kḡt̄i ḡtS w̄m̄bqi R̄b̄qi m̄útK̄i t̄qt̄o, c̄Z̄t̄KB R̄t̄b t̄K Kvi Kv̄R Z̄Ej̄eavb I ibq̄šY Kt̄e Ges t̄K ibt̄R Zvi Kt̄Ri Rb̄ Kvi Kt̄Q Review̄nx Kt̄e/ dt̄j G ēe-̄l̄q̄ msM̄Vt̄bi t̄Kv̄b c̄B ibq̄šY ev̄ Z̄Ej̄eavt̄bi ev̄B̄t̄i \_v̄t̄K b̄v̄

### **k̄gi nef̄Rb (Division of Labour)**

msM̄Vt̄bi mKj Kv̄R `¶Zv̄ I nek̄l̄vq̄t̄bi w̄f̄Ēt̄Z f̄M Kt̄i m̄úbaKt̄Z n̄te/ msM̄Vt̄bi b̄v̄wea Kv̄R c̄Z̄K ēw̄³i c̄t̄¶ mḡvb `¶Zvi m̄t̄\_ AvqZj Kiv m̄e bq/ mz̄ivs msM̄Vt̄bi Kv̄R, tj v̄tK KZ, tj v nek̄l̄vq̄b t̄¶t̄i in̄tm̄te f̄M Kt̄i Kḡt̄i c̄k¶jY, `¶Zv̄ I Aw̄fÁZv̄ Ab̄v̄q̄x̄ Hme t̄¶t̄i ibt̄q̄wRZ Kt̄j Aw̄KZi `¶Zv̄ AR̄b Kiv m̄e n̄te/

### **ibq̄g I nev̄eavb (Rules and Regulation)**

Avgj vZtšj GK, iaz̄c̄Ȳeukó n̄j th, GJU GK, "Q̄ ibq̄g I nev̄eavb Øv̄i v c̄wi P̄w̄j Z nq/ msM̄Vt̄bi Kv̄h̄eij I Kḡt̄i Av̄Pi Y ibq̄št̄Yi Rb̄ Awdm KZR. GK, "Q̄ ibq̄g,

নেতৃত্ব করা হবে। একে কানেক্ট করা হবে। এইভাবে আপনি আপনার প্রতিক্রিয়া পেতে পারবেন। এটি আপনার ক্ষমতা ও কৌশলের সুবিধা।

### ‘be@WZv’ (Impersonal Relationship)

স্মিলিং করা হবে। একে কানেক্ট করা হবে। এইভাবে আপনি আপনার প্রতিক্রিয়া পেতে পারবেন। এটি আপনার ক্ষমতা ও কৌশলের সুবিধা।

### Kg©PZv (Expertise)

ব্রাইট ক্ষেত্রে কানেক্ট করা হবে। একে কানেক্ট করা হবে। এইভাবে আপনি আপনার প্রতিক্রিয়া পেতে পারবেন। এটি আপনার ক্ষমতা ও কৌশলের সুবিধা।

তুলনামূলকভাবে কানেক্ট করা হবে। একে কানেক্ট করা হবে। এইভাবে আপনি আপনার প্রতিক্রিয়া পেতে পারবেন। এটি আপনার ক্ষমতা ও কৌশলের সুবিধা।

“The most efficient form of administrative organization, because experts with much experience are best qualified to make technically correct decisions and because disciplined performance governed by abstract rules and coordinated by authority hierarchy fosters a rational and consistent pursuit of organizational objectives.”

### Argj vZtši gj-icb

‘i evU©gU© Argj vZtši , Y eY© KtZ thtq Dfj L Kti tQb,’ “The chief merit of bureaucracy is its technical efficiency, with a premium placed on precision, speed, expert control, continuity, discretion and optimal returns of input.”

ব্রাইট ক্ষেত্রে কানেক্ট করা হবে। একে কানেক্ট করা হবে। এইভাবে আপনি আপনার প্রতিক্রিয়া পেতে পারবেন। এটি আপনার ক্ষমতা ও কৌশলের সুবিধা।



## cvtvEi gj-ivqb: 1

### A) eū ibePbx ckkæ

mWK DĒi vt` Rgj-K AΠi mWK eEwqZ Kiab/ (D`vn i Y: Avcbvi ibewPZ DĒi mU K ntj GtK (K) eEwqZ Kiab)

1. Avgj vZtšj msMVtbi KZQj mKfite web^-Inq?  
K. GK, "O msMVtbi bmxZi wfieZ  
L. Dci t\_tK μgvštq vtPi vtK  
M. tgavi wfieZ  
N. `ΠZv I vtckl vqtbgi wfieZ/
  
2. msMVtbi `ΠZv ARØ m=ē nte mKfite?  
K. mKj c` gvbμgvblywqz web^-IKivi gva^tg  
L. thšw³K wfieZ m×vši MvtYi gva^tg  
M. vtckl vqbt t¶t mte Kgti` i vtqM Kti  
N. KtVvi fite vtqg k;Lj v cvj b Kti /
  
3. Kgti` i Review` nZvi Rb` tKvb mKfite?  
K. msMVtbi be¶³KZv  
L. k̄gi wfivRb  
M. vtqg I veva veavb  
N. c` tmvcib KvVitgv/

### Aiv) msMΠB DĒi ckkæ

1. Avgj vZtšj msMVtbi tKvb c` B vtqštYi evBti \_vtK bv, evL v Kiab/
2. msMVtbi be¶³KZv ej tZ mK tevSvq? Gi dj vdj mK?
3. Avgj vZtšj vtckl AvfthvM mK?



## mWK DĒi

- A) 1/ L 2/ M, 3/ N/

## CH 2

### tdWwi K DBYtj v tUj i (1856-1915): eÁmbK e"e "icbvi RbK

#### Dtik"

GB cW tkI Avcib—

- eÁmbK e"e "icbvi cxiZi `pofilz Dtz L KitZ cviteb;
- eÁmbK e"e "icbvi bWZgyj v Dtz L KitZ cviteb Ges
- eÁmbK e"e "icbvi t vI lalU Dtz L KitZ cviteb/

#### figKv

tdWwi K DBYtj v tUj i (Frederick Winslow Taylor) wekjm KitZb tfSZ weÁvtbi tPfI thgb cKwZK wbqg ev mF AvtQ tZgb KitRi tPfI cKwZK wbqg ev mF itqtQ/ A\_F eÁmbK `pofilz tKvb KitRi cKwZ chqj vPbr Kti H KvRwU mawr` tbi GKwU mtePKó.cxiZ wbY@ Kv mawr tUj tii AvtM KgrvB wbaY KiZ GKwU KvR mawbeKivi Rb" KZ mgq j wte Ges wK cxiZtZ Zv mawbeKiv nte/ tUj iB meCg eÁmbK cxiZ cQwM Kti Rvbz Drmvnx nb GKRb Kgr KZUKzKvR Kv DWPZ/ wZwbB cQg etjb, e"e "icbvi `wqZj nt"Q Kgr` i KvQ wK cLrkv Kv nt"Q tm mawtKZt` i Dct` k t` Iqv Ges wKfite Zv KvR mawr` b KitE tmwUJ wbi @ Kti t` Iqv/ GRB" B tUj itK eÁmbK e"e "icbvi cxiZi RbK ej v nq/ (The Father of Scientific Management)

#### eÁmbK e"e "icbvi bWZgyj v

tUj i 1911 mib cKwZ Zu M "The Principles of Scientific Management-G Zu gZvgZ e"3 Ktib/ Zu gZvgZi Dtz LthwM" wK, tji vi msuBmvi Villers wbgiw3 ifc Ztj atitQb:

#### 1. mgq-mgtv bwZ (Time-study Principle)

GKwU KitRi wefbaw K, tji wb@ubeKivi Rb" KZUKzngtqi cQwRb Zv cwi gvc KitZ nte Ges GKRb Kkjx Kgr Kvhwaw` tbi Rb" cQZ mgqmigv (Standard Time) mWKFite wbifcY KitZ nte/

#### 2. wcm-tiu bwZ (Piece-rate Principle)

cwi klgK nte Drcv` tbi AvbgwZK Ges cwi klgK nvi wbfP KitE mgq-mgtv Øviv wbY@Z ÷ wUwG Gi Dci/ GKRb Kgr K mtePP tii i th KvRwU tm KitZ mlg nte tmwUB wZ nte/

### 3. *Kvh<sup>©</sup> ntZ c̄iKíbv c̄iKvKiY bñZ* (Separation-of-Planning-from-Performance Principle)

*Kḡi KvtRi c̄iKíbv m̄úMKZ tKvb `m̄qZj\_vKte bv, Zv̄t` i `m̄qZj n̄te iayKvtRi m̄yrm̄úv` b v̄el̄tq/ ēē-icK I mgvi fvBRi MY KvtRi c̄iKíbv Kite Ges KvtRi MñZ ZjwšZ Kivi Rb` m̄xvšl̄btZ cvi te|*

### 4. *eÁmbK c̄iZtZ Kḡm̄úv` b bñZ* (Scientific-Method-of-Work Principle)

*Kḡv bq eis ēē-icbvB vbañY Kite KvtRi c̄iZ Kifc n̄te| ēē-icbv eÁmbK c̄iZtZ m̄teP Kó. KvtRi c̄iZ vbañY Kite Ges Z`vbyñti Kḡi c̄ikP̄tYi ēē-i Kite|*

### 5. *ēē-icK KZR mbqšY bñZ* (Managerial-Control Principle)

*ēē-icKM̄tYi c̄ikP̄tYi ēē-i KitZ n̄te hñtZ Zuv ēē-icbv I mbqštYi tP̄t̄ eÁmbK bñZ c̄iqM KitZ c̄itib|*

### 6. *Kvh<sup>©</sup> thMñx-ēē-icbv bñZ* (Functional-Management Principle)

*mgwi K bñZi gZ KtVvi bñZ c̄iqM KitZ n̄te Ges Kí msMVtbi c̄iKíbv Ggbfñte KitZ n̄te thb Zv wñfbñetklvqb tP̄t̄, t̄j vi mgštq KvtR DrKI ñvab Kti|*

### *eÁmbK ēē-icbv c̄iZi gj-vqb*

*tUj ti i eÁmbK ēē-icbv c̄iZtZ gvblytK `P̄ Ges Drcv`bkij m̄u `intmte netkl iZj c̄vb Kiv ntqñQ/ KvtRi c̄iZ netkl Y, Kvh<sup>©</sup>m̄úv`tbi c̄igZ mgqmkgv vbañY, DrKó. Kḡc̄iZ vbañY, KḡP̄c̄ikP̄Y BZ`v` Kḡi Drcv`bkij Zv ēx̄tZ mnvqK n̄te ej gtb Kiv nq/ G c̄iZtZ D'P Drcv`bkij Zv Kḡi D'P c̄iKigK ARtbi Ges `P̄Zv neKvtki c̄tK m̄yg Kti|*

*eÁmbK mbqg c̄Ztbi cvkvcmk ēē-icK I Kḡi gta` `m̄qZj myg ēEb A\_ñ c̄iKíbv c̄iqtbi `m̄qZj ēē-icK Dci AcP̄ Ges Kḡm̄úv`tbi `m̄qZj Kḡi Dci AcP̄ Kivi dtj m̄ut`i AcPq I Drcv`b ēq nñm cvq Ges Kḡi D̄t`v̄3v I mgvR j vfeib nq|*

*tUj ti i gZevt`i weiatx ht\_ó hñp̄ DñwçZ ntqñQ/ ej v nq G gZevt` gvblytK mgwñMK `ñpfñtZ Aetj vKb bv Kti Zv̄tK i agv̄t A\_ññZK vñrḡE intmte netePbv Kiv ntqñQ/ ēē-icbñtK gvbñeK I mgwñRK `ñotKv bñtK Avj v v Kti t`Lv ntqñQ/ Kḡc̄iKíbv ntZ KḡtK Avj v v Kti iay Kḡm̄úv`tbi `m̄qZj c̄vb Kti Kḡi D̄t`v̄M I mRbkij Zv̄tK eñZ Kiv ntqñQ/ mcm-tiU bñZi dtj Añak KivR Kiv ntEjI KḡP KvtRi c̄igZ gib Ablyqñ c̄iKigK tctq \_tK, dtj tm c̄ññZ teva Kti | KvtRi c̄igZKiy I*

‐ž Ae GWtKKb

nečkIvqb KvRtK huišK, GKtNtq I AvKIΨnxY Kti tZtj Ges Kgř`i gta AZB.  
teřtai myo Kti |

ieifc mgvčj vPbv mřEjl GK\_v Argit`i ſitY iLtz nte th eÁwbK eēe vcbv cxiZi  
mvdj i AtbKUvB vbfP Kti eēe vck I Kgř`i Pši | `vófWz cweZbi Dci | G  
cwieZD mwaZ ntj AtbK mgvčj vPbvi Actbv`b nte etj gtb Kiv nq/ hvB tnvK, GUv  
Ab ÁKvhčh, eēe vcbv I cwicKí bv mraúKZ Argit`i AtbK AvavbK fvebvi vfiEgtj  
i tqtQ tUj ti i Drci`bkxj Zv eyx i `vófWz/



## c̄tV̄Ei gj̄-vqb: 2

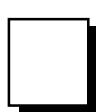
### A) eū ibePbx c̄kæ

mVK D̄i m̄bt` Rgj-K AΠi mUk eĒmqZ Kiab/ (D`vn i Y: Avcbvi ibePZ D̄i mU K ntj GtK (K) eĒmqZ Kiab)

1. tUj i meC̄l g tKibmU Rvbz Drmvnx nb?  
K. c̄KmZK ibqg ev m̄f  
L. GKmU KvR KiZ KZUKzmgq c̄qvRb  
M. GKRb KgR KZUKzKvR Ki v DmPZ  
N. tfsZ weAvtbi ibqg ev m̄f/
  
2. c̄wi k̄igtKi nvi ibamZ nte mgq-mgrPv Øviv, GiU tKib bñZ?  
K. Kit̄hC̄thmMx e-e-icbv bñZ  
L. mcm-tiU bñZ  
M. mgq-mgrPv bñZ  
N. e-e-icK KZR. ibqšY bñZ/
  
3. Kit̄nZ c̄wi Kí b̄v c̄\_KxKi Y bñZ Abjyqk KgR i `mqZj nte tKibmU?  
K. iayKitRi m̄ymxuv`b  
L. iayKitRi c̄wi Kí b̄v c̄Vq b  
M. iaynterKó. KitRi c̄xZ ibamY  
N. iayKitRi c̄gZ mgq ibamY/

### Aiv) ms̄mPZ D̄i c̄kæ

1. tUj i tK eAm̄bK e-e-icbv RbK ej v nq tKb?
2. eAm̄bK e-e-icbv bñZ, t̄j v D̄tj L Kiab/
3. eAm̄bK e-e-icbv m̄d̄j wePvi Kiab/
4. eAm̄bK e-e-icbv t̄vI-μmU eYb̄v Kiab/



## mVK D̄i

- A) 1/ M, 2/ L, 3/ K/

cW 3

**tnbix d'vqj (1841-1925) Ges jywi , yj K: cikumbK  
cikuqvi cθ³v**

### Dtik

GB cW tkI Avcib—

- eē-icbv māútK°d'vqj i avi Yv, tj v e³ KitZ cviteb;
- d'vqj cō Ŋ KtqKU cikumbK bñZi Dtj L KitZ cviteb;
- cikumbK cikuqvi māútK°j ywi , yj tKi avi Yv e³ KitZ cviteb Ges
- POSDCORB kāU eñL v KitZ cviteb/

### fayKv

dimix ikicIZ tnbix d'vqj (Henry Fayol) cikumb I eē-icbv kxI°KvVtgv i avi YvMz nelqewj i Dci metkl gtbvthM t'b/ eē-icbv Dcvvb māútKZ avi Yv, tj v nj Zui metPtq eo Ae`vb/ Zui cikumbK cikuqvi RbK etj I AñfñZ Kiv nq/ Zib Zui Administration Industrielle et Ge'nerale bvgK myL vZ Mōš eē-icbv cikuqvi māútK°h nelq, tj vi Dtj L Ktib tm, tj v nj : To forecast and plan, to organize, to command, to coordinate, and to control. Gmtei eñL v cñt½ Zib Dtj L Ktib:

To forecast and plan means examining the future and drawing up the plan of action. To organize means building up the dual structure, material and human, of the undertaking. To command means maintaining activity among the persons. To coordinate means binding together, unifying and harmonizing all activities and efforts. To control means seeing that everything occurs in conformity with established rule and expressed command.

### cikumbK cikuqvi bñZgyj v

cikumbK cikuqvi māútK°d'vqj DciiD³ th msAv cñvb Ktib Zv cieZKtij i eē-icbv i PšlavivtK DĒtivEi cfmeZ Ktib Ptj tQ/ G Qvor d'vqj GK , "Q bñZgyj v ev Precepts-Gi msAvI cñvb Ktib/ G, tj vi KtqKU GLtib Dtj L Kiv nj :

eē-icK KZzjKiteb Ges Zib—

1. Zui eñ³emāútK°cñvciy AeñZ nteb;
2. AñtñMñt'i Acñvi Y Kiteb;
3. cñZñvb I Kgñt'i eÜb māútKñng'K avi Yv j vf Kiteb;

4. GKU DĘg `óvšl `vcb Kiteb;
5. cÖZövtbi chqumgK wbixPY cwi Pij bv Kiteb Ges msMvBmvti i PvU<sup>o</sup>Zvi Kiteb;
6. cÖvb mnKvi xt` i gta" bKU" `vcibi j tP" mtqj b Abgwb Kiteb Ges KvRi Dci Avtj vKvZ I wb` Rbv cÖvb Kiteb;
7. cLbgy L wltq Av"Qbanteb bv Ges
8. Kg<sup>o</sup>i GKZv, k<sup>o</sup><sup>3</sup>, D<sup>o</sup> M I AvbMZ" weKvRi cÖZ j P" ivLteb /

d"qtj i cÖvmbK cÖuqvi wektk Y Abgji Y Kti j yvi ,ij KI cÖvmbK cÖuqvi KtqKU ,iaZCY<sup>o</sup>Dci` vtb i K\_v Dtj L Ktib/ wZb cÖvmbK cÖuqvi wefbaDci` vb ev KvRi Av" vPi wltq 'POSDCORB' bvgt GKVU kā Zvi Ktib/ wZb P wltq Planning, O wltq Organization, S wltq Staffing, D wltq Directing, C wltq Coordination, R wltq Reporting Ges B wltq Budgeting tevSvtZ tPqtQb/ wbP G KvR, tjtvi eYDv t` I qv nj :

- **cwiKíbv (Planning)**

cÖZövtbi j P" AR<sup>o</sup>bi Rb" cVvZ wek` Kvhpig I Kg<sup>o</sup>šv nj cwiKíbv/ KLb, tKv\_vq, Kvi Øviv, wKfite wK KvR KitZ nte Zvi bKvB n"Q cwiKíbv /

- **msMVb (Organizing)**

tKv b cÖZövtbi cwiKíZ D<sup>o</sup> k<sup>o</sup>ej AR<sup>o</sup>bi Rb" Gi Rbk<sup>o</sup><sup>3</sup> tK msMVZ KitZ nq/ msMVb ej tZ tevSq cÖZövtbi D<sup>o</sup> k<sup>o</sup> AR<sup>o</sup>bi j tP" cÖZövtbi Kvhpig i wefvRb / tkiYe<sup>o</sup>KiY, `wqZmgtni msAv wbifcY Ges KZ<sup>o</sup>j. I P<sup>o</sup>gZvi KvVtgv cÖZövKiY h<sup>o</sup>Z Kg<sup>o</sup>v wbR wbR `wqZmgtni h\_vh\_ cij tb m<sup>o</sup>lg nq /

- **Kg<sup>o</sup>ns - ib (Staffing)**

Rbk<sup>o</sup><sup>3</sup> ev Kg<sup>o</sup>vi xt` i ØvivB Zvi nq cÖZövtbi msMVb KvVtgv/ mzivs cÖqyRb<sup>o</sup>q Rbk<sup>o</sup><sup>3</sup> wb<sup>o</sup>qM, Kg<sup>o</sup>i cÖkPY I KvRi Abgj cwi tek Zvi Kiv Avek<sup>o</sup>K /

- **wb` Rbv (Directing)**

mWk wb` Rbv Qvor tKv b cÖZövtbi j P" AR<sup>o</sup> m<sup>o</sup>e bq/ KvRB cÖZövtbi wbefnix Kg<sup>o</sup>Z<sup>o</sup>MYtK wb<sup>o</sup>evQb<sup>o</sup>ftve m<sup>o</sup>v<sup>o</sup>S<sup>o</sup>M<sup>o</sup>Y KitZ nq Ges Z`vbyqz Kg<sup>o</sup>vi xt` i m<sup>o</sup>aviY I wekti Avtj k ev wb` Rbv cÖvb KitZ nq /

- **mgšqmab (Co-ordinating)**

cÖZövtbi Kg<sup>o</sup>es` Ges wefbaefM-DciefutMi gta" mnthwMZv I thwMthwM `vcibi gva"tg hveZiq KvRi mgÄm" weavb KivB nj mgšqmab/ mgštqi d<sup>o</sup>j mKj KvRi gta" HK" cÖvZ nq Ges mgwMKfite cÖZövtbi Kv<sup>o</sup> M<sup>o</sup>Z eRvq \_vtK /

- **WicURiY (Reporting)**

j ¶' Ablyqz cÖZöritbi KvitRi MwZ mPj ivLvi Rb' wi tcvURiYi cOqvRb itqfQ/bi\_cI, MteiYi I ZEyearitbi gva'tg cÖZöritbi Kvhewj MKfite GwMtz Pj tQ, tKvb KvRiU Kvi Øiv KZUKzngFvte mæubanf'Q, mæu` I DcKiYi e'envi h\_vh\_nf'Q wKbv BZ'w` weItq KgRZP I KgPvi k' i AewZ KivB nft'Q wi tcvURiY/ wi tcvURiY Øiv cÖZöritbi mKtj i KvitRi Reveri nXv ibiØZ Kiv mæe nq/

- **eitRU cVqb (Budgeting)**

cÖZöritbi migMK e'e'vcvri mvt\_ eitRtUi mæuK©AZ'ši, iazcy® GKwU ibi`@ mgqKvitj i gta' cÖZöritbi hveZxq Kvhewj cwiPyi bvi Rb' mæe' Avq-e'tqi unmvie / ibqSY mæuK©cÖZU cÖZöritbi GKwU Aw\_R cwiKíbvi eitRU Zwi Kiv cOqvRb/

### **cükmbK cüqvi gj-ub**

tUj ti i gZ d'vqtj i I ZEj I aviYi, tj v Kí e'e'vcvri mvt\_ mæuK©/ Zuiv DftqB wekjm KitZb th, Drcv`tbi mvt\_ msukó cüqvtK eAwbK cxwZtZ wekti Y Kiv mæe/ tUj i Zuiv ZEyearj tZ klgKt`i Dci Ges d'vqj e'e'vcKt`i Dci gtbwbték KtjwQtj b/ wKS' Drcv`tbi tPjt`i Zvi weKvk mwabB wQj DftqiB j¶/ GQvor DftqB cÖZöritbi cükmb I e'e'vcvri cüqvgj-K wK,tj vi w'tK `wp w'tqfQb, gwbeK w'K,tj vi cÖZtKvb iazj cÖvb Ktib w/



## cvtvEi gj-ib: 3

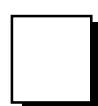
### A) eū ibepbx ckkæ

mWK DĒi mbt`Rgj-K A¶iUtk eEwqZ Kiab/ (D`vni Y: Avcbvi ibewPZ DĒiU K ntj GtK (K)eEwqZ Kiab)

1. d'vqtj i gtZ e"e"vcK tKibU Ki'eb?  
K. DĒg `gvšl "vcb Ki'eb  
L. AþhMf i Acmii Y Ki'eb  
M. cþibgyL wltq Av"Qban'eb bv  
N. Dcti i me, tj v/
2. jyvi ,ij K ckkmbK cþuqvi KqU Dcv`vb ev KifRi K\_v Dtj L Kti'ob?  
K. 5  
L. 6  
M. 7  
N. 8/
3. d'vqj Zvi ZEyej xtZ Kvi Dci gtbwbtek Kti'ob?  
K. e"e"vcK  
L. wtkiÁ  
M. klgK  
N. Aa"b Kgþrix/
4. POSDCORB kaiU R A¶i w'tq mK teiSvþbv nq?  
K. Reminding  
L. Recommending  
M. Reporting  
N. Recording

### Aiv) msmtB DĒi ckkæ

1. d'vqtj i KtqKU ckkmbK bñZ ev Precept Dtj L Kiab/
2. POSDCORB kaiU e"vL"v"b/
3. tUj i I d'vqtj i gta"ugj -Asgj Dtj L Kiab/



## mWK DĒi

- A) 1/ N, 2/ M, 3/ K, 4/ M/

## cW 4

# Gj Ub tḡtqv (1880-1949) ḡbileK m̄úK©ZtEj c̄θ̄3v

## Dt̄iK"

GB cW tk̄l Avcib—

- ḡbileK m̄úK©ZtEj weKt̄ki cUfig Dt̄j L KīZ c̄v̄teb;
- ḡbileK m̄úK©ZtEj ej t̄Z M̄K tevSvq Zv ēvL v KīZ c̄v̄teb Ges
- ḡbileK m̄úK©ZtEj `M̄f̄w I c̄xMZM Z K, tj v Dt̄j L KīZ c̄v̄teb/

## f̄igKv

lesk kZvāxi c̄g Kt̄qK `KK at̄i c̄k̄mb I ēē-vcbvi t̄P̄t̄i ḡbe-m̄úK©I `j xq c̄P̄ovi Dci tKb iaz; c̄vb Kiv nZ bv/ KZC̄i vqY c̄k̄mb KMY Kt̄wi f̄te Aā-bt̄ i b̄qšY KiZ Ges Zt̄ i Av̄ i mn̄thwM Zvi tKb tZvq̄v bv Kt̄i īayDrci`b ēx̄i w̄t̄K bRi w̄Z/ meP̄t̄i Kwi Mwi `bc̄t̄y i Dci cl̄avb̄ t̄qv nZ/ G Aē-vq nvi f̄W© wek̄tē ij tqi AāvCK Gj Ub tḡtqv (Elton Mayo)-Gi M̄KOM̄teI YikG©bZb M̄šlavivi mP̄bv Kt̄i / Zui M̄teI Yv, tj v hv cieZKt̄j n\_Y©mgxq̄v bv̄t̄ c̄m̄x j v̄f̄ Kt̄i, ēē-vcbvi KgRit̄U AvPi M̄YK `M̄f̄w weKt̄ki c\_Db̄t̄ Kt̄i / n\_Y©mgxq̄v, tj vi j P̄i Qj Drci`b ēx̄i Dci klgKt̄i Kg©c̄w̄tek, Kws̄i, kws̄i weiZ, KgN̄Ei, Drmvn fvZv, tbZZ; BZw̄i c̄f̄ve KZUKzv w̄bi fcY Kiv/ ēZ tḡtqv Ges Zui mnKgRv Av̄t̄v, kā BZw̄i tf̄sZ c̄w̄tek MZ Dci`b c̄weZb Kt̄i cixq̄v w̄bi xq̄v Pv̄j tq̄ w̄t̄j b/ īīt̄Z w̄bi GB Abḡb Kt̄i w̄t̄j b th, Av̄t̄vi J3/4j, t̄f̄ kā ev tKv̄ v̄nj Ges Kg©c̄w̄tek Kt̄i Db̄q̄b Drci`t̄bi ev AvDUct̄ui ēx N̄v̄te/ M̄Kš cixq̄v t̄Lv tMj GB Abḡb m̄iV K bq, klgKt̄i w̄bKU Gme, iazc̄Y©wet̄i PZ nt̄j I Gt̄i t̄b w̄Zxq̄ t̄t̄b/ iazc̄Y©wet̄i q̄ int̄m̄te c̄g t̄t̄b īt̄q̄t̄Q mḡwRK m̄út̄K© w̄l q̄iU hv klgKt̄i AbvbḡwB K `t̄j i Af̄ši weiRgvb mḡwRK-ḡt̄b̄%ÁwbK Dci`b vbmgt̄ni m̄t̄\_ ms̄k̄o/ A\_P̄ ZvchēY th Z\_w̄i D`N̄w̄UZ nj Zvnj GB th, Drci`b c̄l̄uq̄i m̄t̄\_ ēw̄3 bq eis AbvbḡwB K `t̄j i m̄úKθvB wēt̄ki, iazc̄Y© Kvi Y klgKiv ēw̄3 int̄m̄te w̄uq̄v c̄Zw̄uq̄v Kt̄i bv, eis c̄Zt̄KB GKU AbvbḡwB K `t̄j i m̄m̄ int̄m̄te w̄uq̄v-c̄Zw̄uq̄v Kt̄i \_v̄K/ tKw̄t̄q̄ KZS; I Kv̄v̄t̄ḡv̄ex w̄ēāv̄t̄bi ev̄t̄ti t̄t̄K klgKt̄i AbvbḡwB K `j Drci`b c̄l̄uq̄i w̄qšY M̄Y Kt̄Z c̄t̄i, GB Zt̄Ej Am̄e®vi M̄pi v̄qZ ēē-vcbvi Zt̄Ej M̄f̄w̄-t̄k̄ t̄t̄K P̄zgv̄ Kt̄i t̄q̄ Ges ēē-vcbvi t̄P̄t̄i Human Relations ev ḡbileK m̄úK©Zt̄Ej m̄P̄b Kt̄i/

## ḡbileK m̄úK©Zt̄Ej `ēn̄k̄o"

ḡbileK m̄úK©Zt̄Ej KḡP̄ev ēw̄3 i mḡwRK-ḡt̄b̄%ÁwbK Pv̄n`v, tj vi Dci AāK, iaz; Av̄i vc Kiv nq/ dt̄j ZEJU c̄k̄mb, ēem̄v I M̄P̄vi m̄t̄\_ m̄úK©Z mKj m̄sM̄vB K KgRit̄U `az c̄h̄vi j v̄f̄ Kt̄i/ ḡbileK m̄úK©Zt̄Ej c̄t̄t̄w M̄Wbvi (Burleigh B. Gardner)-Gi w̄t̄ḡw̄3 AwfgZ ZEJU M̄f̄w̄ Zt̄j at̄i t̄Q:

Employees should have a feeling that the company's goal is worth their effort; they should feel themselves part of the company and take pride in their contributions to its goal. This means that the company's objectives must be such as to inspire confidence in the intentions of management and belief that each will get rewards and satisfactions by working for these objectives.

metP̄q c̄wi ZB msMVb metP̄q `¶ msMVb, GB Awf gZiU gibneK m̄úK°ZtEj EtaI°Ztj  
 aiv ntq̄Q/ AbvbgmbK `j ,tj v̄tK nej xb ev `gb Kivi c̄wi etZ°G, tj vi tḡij K  
 P̄n`v, tji v̄tKvi Kti ubtq c̄Zōv̄bi j t¶i mv̄\_ Zv mḡäm̄cY°Kiv nq/ m̄avi YZ  
 gibneK m̄úK°leItq Awf Á I `¶ mḡvi fvBRvi MY G `m̄qZj cvj b Kti \_v̄tK/ G ZEj  
 Abgv̄ti c̄wZMZ w̄K t̄tK ēe `vcv̄i t¶t̄ MYZwšK i w̄ZbwZ Abgv̄j b Kiv ntj Ges  
 Kḡewi tek msMVtb I Dbȳ thwMthwM `vcv̄bi t¶t̄ Kḡi AskMȫtYi Dci tRvi  
 t̄lqv ntj KZc¶ I Kḡi tm̄šn̄v̄cI mn̄thwMZvi ga" w̄tq AtbK mgm̄v I ØtØi  
 ubimb NUtZ c̄ti /

### **lik¶v c̄kmtb gibneK m̄úK°ZtEj c̄fie**

t̄vbi Gd K̄v̄utetj i gZ we`ij q c̄kmtb thme bwZtZ gibneK m̄úK°ZtEj  
 c̄Zdj b NtUtQ Zv ubgiſc:

- c̄vb lik¶K/Aa"¶ D̄eg gibneK m̄úK°eRv̄q t̄tL lik¶Kt̄i mv̄\_ GKKfite  
 Avj vc-Avtj vPbri cvkvcmk m̄sij Zfv̄te I Avj vc-Avtj vPbri Kit̄eb/
- gibneK m̄úK°leqK lik¶KQyKQymgm̄v̄ i iZ Zd̄o etj ḡtb ntj I cieZqZ , iZcY°  
 ntq t̄Lr t̄q/
- c̄vb lik¶K/Aa"¶ MYZwšK tbZZj c̄v̄t̄b AwaK `m̄qZkjy nt̄eb, Kvi Y Abt̄i  
 Zjbv̄q w̄Zib myavRbK Ae`v̄t̄b i t̄qt̄Qb/
- lik¶KMY GKUJ Rv̄uj mḡRK `j weavq we`ij q c̄vbtk mZKfite Zt̄i mv̄\_  
 Avj vc Avtj vPbri Kit̄Z nt̄e/
- c̄vb lik¶K/Aa"¶ lik¶KMtYi ḡta" ug\_w̄t̄vi m̄thwM myó Kit̄eb hv̄tZ lik¶tYi  
 t¶t̄ m̄teP̄P mḡj cvlqv̄ m̄e nq/
- th m̄xv̄tši c̄fie thme lik¶K ev̄ v̄tdi Dci cōe etj ḡtb nq tm̄B m̄xv̄šiU  
 M̄tYi t¶t̄ Hme lik¶K ev̄ v̄dt̄K m̄ú" Kit̄Z nt̄e/

## গবেষক মানুক ক্ষেত্রে গবেষণা

মোকাবেলা করা হচ্ছে এই গবেষক মানুক ক্ষেত্রে আর্থিক অবস্থা ও পরিবেশ সম্পর্ক এবং তাদের পরিবেশ পরিবর্তনের প্রভাব। এই গবেষণার উপর আর্থিক পদ্ধতি ও পরিবেশ পরিবর্তনের প্রভাব পরিচয় করা হচ্ছে। এই গবেষণার ফল পরিবেশ পরিবর্তনের প্রভাব ও আর্থিক পদ্ধতির পরিবেশ পরিবর্তনের প্রভাব পরিচয় করা হচ্ছে।



## c̄tV̄Ei gj̄-vqb: 4

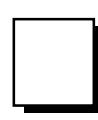
### A) eū vbePbx c̄kæ

m̄VK D̄Ei v̄bt` Rgj-K AΠi v̄tK eĒm̄qZ Kiab/ (D̄vn̄i Y: Avcbvi vbePZ D̄Ei v̄U K n̄tj GtK (K) eĒm̄qZ Kiab)

1. v̄esk kZvāxi c̄l̄g w̄tK c̄kmb I ēē-vc̄bvi Ab̄Zḡ ēikó v̄Qj tKvbiU?  
K. Aā-b̄t` i Av̄-v I mn̄thwMZvi Dci , iaz̄jAv̄tivc Kiv  
L. `j xq c̄Póvi Dci , iaz̄jAv̄tivc Kiv  
M. Aā-b̄t` i K̄V̄i fv̄te v̄bqšY Kiv  
N. Kv̄iMix̄ b̄cYtK D̄tc̄l̄v Kiv/
2. n̄\_Ȳngx̄v̄i D̄t̄i k̄ v̄Qj tKvbiU?  
K. k̄lgKt` i Kḡc̄wi tek Db̄z̄ Kiv  
L. k̄lgKt` i Drmn̄ fv̄Zv̄ ēix̄ Kiv  
M. k̄lgKt` i Drcv̄` b̄ ēix̄ Kiv  
N. Drcv̄` b̄ ēix̄ i c̄f̄veK̄, t̄j v̄v̄bifcY Kiv/
3. tKvbiU ḡvbiE K m̄úK̄Z̄t̄Ej c̄x̄ZMZ ēikó?  
K. Kḡc̄wi tek Mv̄tb Kḡt` i AskM̄bY  
L. Ab̄vbḡwK̄ `j mḡt̄K̄ `gb ev̄ v̄ej xbKiY  
M. th̄M̄th̄M̄ -v̄ctbi t̄Π̄t̄t̄ t̄M̄c̄b̄qZv̄ i Π̄v̄KiY  
N. mḡm̄v̄ I Ø̄ v̄bim̄tb KZ̄t̄Π̄i `v̄qZj M̄bY/

### Av) ms̄v̄B D̄Ei c̄kæ

1. n̄\_Ȳngx̄v̄i m̄K D̄t̄i t̄k̄ c̄w̄ Pw̄j Z n̄t̄q̄v̄Qj ?
2. Gj Ub t̄gtq̄v̄ tKib v̄elq̄, t̄j v̄tK tK̄-`K̄t̄i M̄teI Yv̄ K̄t̄i v̄Qt̄j b?
3. Gj Ub t̄gtq̄v̄ M̄teI Yv̄q̄ m̄K Z\_- D̄N̄Ub n̄t̄q̄v̄Qj ?
4. ḡvbiE K m̄úK̄Z̄t̄Ej k̄lgK ev̄ Kḡt̄ f̄igKv̄ KZUk̄2 eȲv̄ Kiab/
5. ḡvbiE K m̄úK̄Z̄t̄Ej Kt̄qKv̄U c̄x̄ZMZ ēikó D̄t̄j L Kiab/



## m̄VK D̄Ei

- A) 1/ M, 2/ N, 3/ K/

**BDibU 4**

**musMVibK KvVtgv: tc  Z eisj vt`tki gva igK ik v**

### **figKv**

Avgiv Rmb, c kmb gvt B D i k gjx Ges msMVb K K | j   I D i k  AR bi Rb   
mvsMVibK Kih ej i m wi Pij b tK c kmb ej v th Z ci i | eisj vt`tki m eR ik v  
e e v GKiU mvsMVibK KvVtgv Avl Zvq M o D VtQ| GQvor c igK, Dcib ibK,  
gva igK I D P gva igK Ges Kwi Mwi ik v e e v Rb  c \_K c \_K mvsMVibK KvVtgv  
i tqtQ| eZ vb BD b tU eisj vt`tki gva igK ik v i tc  Z ik v e e v mvsMVibK  
KvVtgv m u tK Avtj vPbv Kiv ntq tQ| BD b U tK tg U  Zb U ci V f M Kiv ntq tQ| c g  
ci V ik v g Yij q m u K  Avtj vPbv  ib tc tq tQ|  Zxq ci U Z gva igK I D P ik v  
A a Bi Ges ZZxq ci V Av ij K ik v c i `Bi Ges tRj v ik v A dm m u tK Avtj vPbv  
Kiv ntq tQ|

ci V- 1: ik v g Yij q: msMVb, `m Zj Ges Kih ej

ci V- 2: gva igK I D P ik v A a Bi

ci V- 3: Av ij K ik v c i `Bi I tRj v ik v

A d mi `m Zj Ges Kih ej

**cW 1**

## **likPv gŠYyj q: msMVb, `wqZj Ges Kvhøy**

### **Dt̄ik**

*GB cW tk̄l Avcib—*

- t̄tki mweR likPv ēēvi msMVbK KvVtgv Āb KīZ cvit̄eb;
- likPv gŠYyj tqi Ai M̄tbM̄g m̄ut̄K̄ej t̄Z Ges tevSv̄t̄Z cvit̄eb;
- likPv gŠYyj tqi `wqZj I Kvhøy ēL̄i KīZ I ēL̄i KīZ cvit̄eb Ges
- likPv gŠYyj q I Gi Avl Zvaxb msMVb, y i cwi wPvZ w̄t̄Z cvit̄eb/

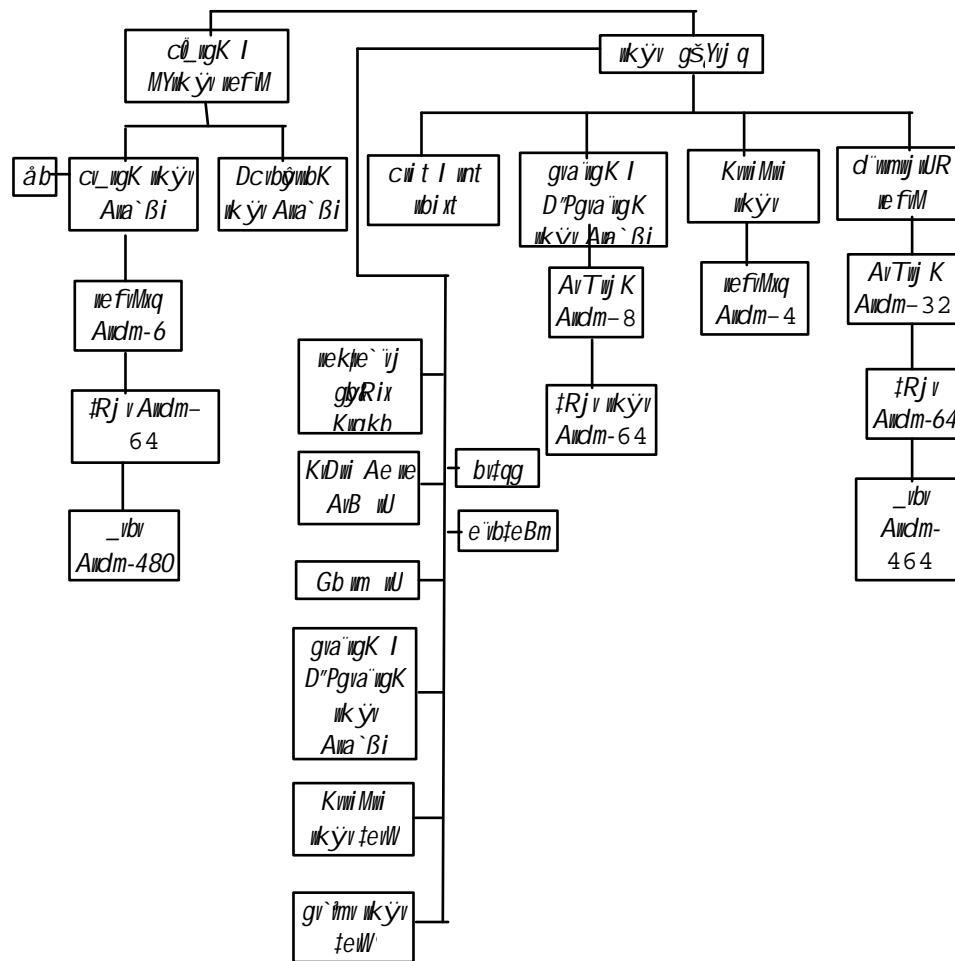
## **likPv gŠYyj q: msMVb**

t̄tki mweR likPv ēēvi mtePP ch̄fq likPv gŠYyj tqi Aēb/ likPv gŠYyj tqi c̄vb ibefn̄ n̄t̄j b likPvgšy Zt̄K mnvqZv K̄t̄b likPv m̄Pe/ likPv gšy GKRb iR%wZK ēw̄Zj Aciw̄t̄K likPv m̄Pe nt̄j b c̄kvmbK K̄v̄h̄t̄i i mtePP ch̄fq i GKRb miKvix KgRZP GQovI likPv gŠYyj tq iqt̄Qb GKRb AwZw̄3 m̄Pe, wZbRb hM̄m̄Pe, Qq Rb Dc-m̄Pe, t̄vj Rb mnKvix m̄Pe Ges Ab̄b̄ KgPvixew̄/ likPv gŠYyj tqi m̄t̄z msuk̄ iqt̄Q GKU cwi K̄b̄ t̄KvI / GB cwi K̄b̄ t̄KvI i wqZj Avt̄Qb GKRb c̄vb, `J̄b̄ Dc-c̄vb Ges `J̄b̄ mnKvix c̄vb/ GQovI iqt̄Qb Ab̄b̄ ÷vd/ cwi K̄b̄ t̄KvI likPv gŠYyj tqi Aaxb̄ ñewfbæms̄ KZR.tckKZ.Dbqb c̄K̄mg n PovšKīt̄Yi ci tm̄y gŠYyj tqi Ab̄fgr̄t̄bi ēēvi K̄t̄i / evsj vt`k b̄vkbyj Kugkb di BDt̄bt̄ v mst̄P̄t̄c we.Gb.wm.BD bvgK c̄ZôvbuU likPv gŠYyj tqi KvVtgv m̄t̄h̄y/ c`wakvietj likPvgšy GB c̄Zôvbi tPqviḡb Ges likPv m̄Pe Gi gnvmlPe/ we.Gb.wm.BDi Awdm c̄vbi c̄ex nt̄Q m̄Pe/ GB c̄ZôvbuU BDt̄bt̄ v KZR M̄pZ ñewfbæKgñP ev̄bvqb K̄t̄i / likPv gŠYyj tqi mweR Kvhøygi Ab̄y½ ñnm̄t̄e Avi I iqt̄Q cwi `k̄b̄ I ñm̄ve ibixPv cwi `Bi Ges d̄wm̄j wR ñefwM/ cwi `k̄b̄ I ñm̄ve ibixPv Awa`B̄ti i c̄vb `wqZj nt̄Q temiKwi likPv c̄Zôvbi teZb fvZw̄ I Ab̄b̄ L̄t̄Z ēw̄Z miKwi At̄P m̄t̄envi ibw̄ZK i G Dt̄ik Awa`B̄ti K̄t̄K cwi `k̄b̄i `wqZj cij b KīZ nq/ likPv gŠYyj tqi Avl Zvq ñewfbækPv c̄Zôvib ibgñY I ms̄v̄t̄i i `wqZj d̄wm̄j wR ñefwMi Dci b̄v̄/

## **`wqZj Ges Kvhøy**

t̄tki mweR likPv ēēvi bñZ ibaR̄K ñm̄t̄e likPv gŠYyj tqi Aēb/ likPv m̄uñKZ ñewfbæAvBb, ñewa, cñea c̄qb Ges Avt̄`k ibt̄R Rñwi Kiv likPv gŠYyj tqi KvR/ likPv m̄t̄z m̄uñKZ ñewfbæAvs̄t̄gŠYyj q ms̄vñs̄ñel qvñj i ib̄w̄ñE Ges t̄L̄t̄kvb̄ KvI likPv gŠYyj tqi Ab̄Zg `wqZj

*eisj ut` tki i<sup>k</sup>ṇv cikumb I e`e` icbvi mneR Kṇtigv*



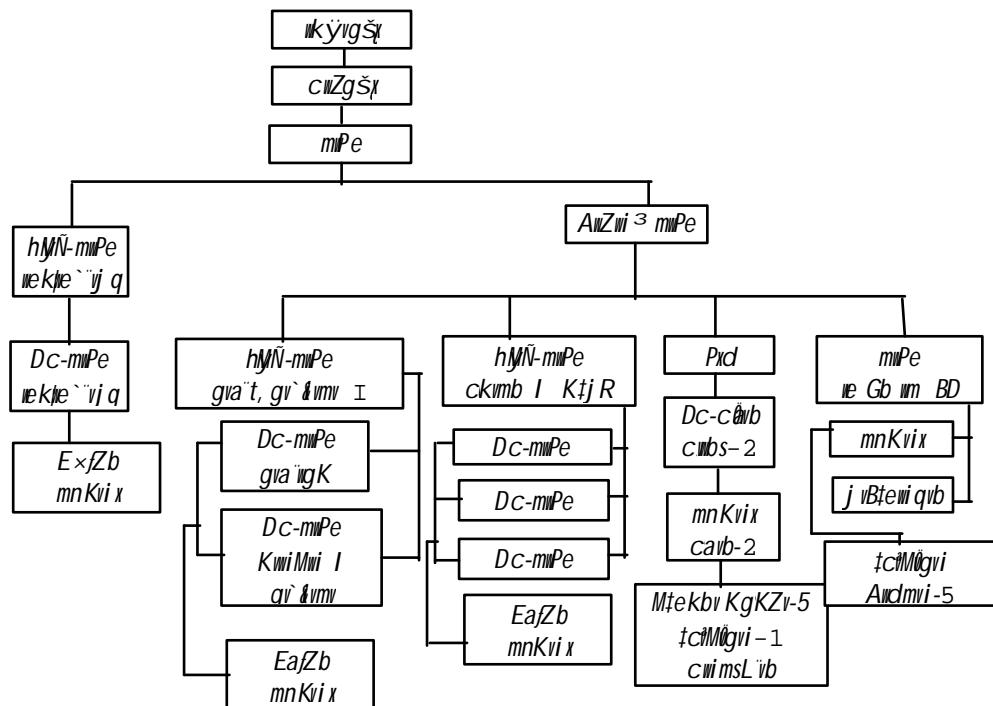
*mst<sup>¶</sup>t<sup>¶</sup>c i<sup>k</sup>ṇv gśYij tqi ` m<sup>q</sup>Zj Ges K<sup>ih</sup>reij tK i<sup>b</sup>gi iLZ f<sup>t</sup>e t<sup>¶</sup>Lutbi th<sup>¶</sup>Z ci<sup>¶</sup>t<sup>¶</sup>:*

1. *b<sup>v</sup>Z i<sup>b</sup>a<sup>v</sup>Y;*
2. *i<sup>k</sup>ṇv ms<sup>f</sup>urš<sup>v</sup>f<sup>t</sup>baAvBb c<sup>v</sup>qb Ges ne<sup>v</sup>nealb R<sup>v</sup>ni;*
3. *t<sup>¶</sup>tki mneR i<sup>k</sup>ṇvi Rb<sup>¶</sup>i<sup>k</sup>ṇvbZ c<sup>v</sup>qb Ki<sup>v</sup>;*
4. *K<sup>v</sup>ni f<sup>z</sup> Kg<sup>r</sup>Z<sup>f</sup>i i<sup>b</sup>tiqM, e<sup>v</sup>j x I c<sup>f</sup>v b<sup>v</sup>Z Ges Aemi M<sup>h</sup>tYi Povši Abg<sup>v</sup>Z c<sup>v</sup>vb;*
5. *i<sup>k</sup>ṇv ms<sup>f</sup>uk<sup>v</sup> Kg<sup>r</sup>Z<sup>f</sup>i Kg<sup>v</sup>ri x`i teZb-f<sup>v</sup>Zvi t<sup>¶</sup>j i<sup>b</sup>a<sup>v</sup>Y;*
6. *tckvMZ Dbq<sup>v</sup>bi j<sup>f</sup>¶ i<sup>k</sup>ṇK Ges ne<sup>v</sup>baKg<sup>r</sup>Z<sup>f</sup>i Rb<sup>¶</sup>t<sup>¶</sup>tk I met<sup>¶</sup>tk c<sup>k</sup>¶tYi e`e`i<sup>v</sup> Ki<sup>v</sup>;*

7. **likPvi Dbqtb i j tP` newfbakigkb Mvb;**
8. **Dbqb cKímgtni Abtgv` b I ev-évgqtb i c` tPc MöY;**
9. **likPvi newfbæ-lli i Rb` likPvug cVqtb i bñZgvj vibañ Y Ges likPvug ev-évgqtb i j tP` Avt`k, wb`R I mnthwMZv cÖvb;**
10. **D"p likPvi tPfT evE cÖvtbi e"e-`v MöY;**
11. **Aaxb` Awa`Bi, cwi`Bi Ges ms-`vngtni Kvhpg Abtgv` b Ges ev-évgqtb mnthwMZv cÖvb;**
12. **RvZq likPvi evtRU cVqtb (gšYij tqi Aaxb` newfbæAwa`Bi, ms-`v I cÖZöv b KZR. cVZ evtRU likPv gšYij tqi mfvq Avtj wPZ I Abtgv` Z nevi ci Povšl Abtgv` tb i Rb` Zv A\_ gšYij tq tcjY Kiv nq) /**
13. **bw` Ø mgq Ašli t`tki mweR likPv e"e-`v Dbqb I cÖMvtbi Rb` Df` `vM MöY /**

## AMQbWö

### likPv gšYij q





## citV̄Ei gj̄-vqb: 1

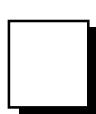
### A) eū ibePbx c̄kæ

mWK D̄Ei mbt`Rgj-K AΠiWtK eEwqZ Kiab/ (D`vn iY: Avcbvi ibewPZ D̄EiWU K ntj GtK (K) eEwqZ Kiab)

1. **likΠv gšyij tqi c̄vb ibePnx tK?**  
K. ivocuZ  
L. c̄vbgšy  
M. likΠvgšy  
N. likΠv m̄Pe/
  
2. **c̄wi `kθ I m̄mve ibixΠv Ama`Bti i c̄vb `wqZj tKvbiU?**  
K. miKwi c̄Zōvb, yj tZ ēwqZ At\_Φ m̄envi ibwōZKiY  
L. temiKwi c̄Zōvb, yj tZ ēwqZ miKwi At\_Φ m̄envi ibwōZKiY  
M. temiKwi c̄Zōvb, yj tZ ēwqZ miKwi I temiKwi dvtUi At\_Φ m̄envi ibwōZKiY  
N. c̄wi `kθ Kv̄h̄m̄xúr` b/

### Aiv) iPbvgj-K c̄kæ

1. **likΠv gšyij tqi `wqZj Ges Kv̄h̄eij D̄tj L Kiab/ t̄t̄ki m̄meR likΠv ēēv̄i Db̄eb I c̄m̄t̄i i Rb" G mKj `wqZj I Kv̄h̄eij i tKvbiKg c̄wieZθ I c̄wgvR̄bi c̄qyRb AvtQ lik? Avcbvi m̄P̄šZ gZvgZ ē³ Kiab/**



## mWK D̄Ei

- A) 1/ M, 2/ L/

**cW 2**

## **gva<sup>ü</sup>gK I D"PkPv Aua`Bi**

### **Dt<sup>i</sup>K<sup>..</sup>**

*GB cV tkI Avcib—*

- *gva<sup>ü</sup>gK I D"PkPv Aua`Bti i msMVbK KvVtgv A½b I eYv Kitz cviteb;*
- *gva<sup>ü</sup>gK I D"PkPv Aua`Bti i Aaxb ~ wewfbakvLvi `mqZj I Kvheij msútk<sup>o</sup>e jtz  
cviteb Ges*
- *Aua`Bti i `mqZj Ges Kvheij i Zwj Kv clqz Kitz cviteb /*

### **msMVb**

*gva<sup>ü</sup>gK I D"PkPv Aua`Bti i mtePP ct` itqzQb GKRb gnici Pij K | Zib  
Aua`Bti i cib | gva<sup>ü</sup>gK I D"PkPv Aua`Bi gva<sup>ü</sup>gK lkPv, gr`lvmv lkPv Ges  
Ktj R lkPv cikmb I e`e`vcvri mweR `mqZj wbzqWZ | Aua`Bti i msMVbK  
KvVtgv tgvU cibU kvLv wbzq WZ | kvLv, ij nj :*

1. *Ktj R I cikmb kvLv |*
2. *gva<sup>ü</sup>gK lkPv kvLv |*
3. *cii Kibv I Dbqz kvLv |*
4. *cikPv Y kvLv |*
5. *kvixi K lkPv kvLv |*

*Ktj R I cikmb kvLv cib ntj b GKRb cii Pij K | Zlk mnvqZv Kivi Rb<sup>..</sup> itqzQb  
ZbRb Dc-cii Pij K, Pvi Rb mnKvix cii Pij K, Pvi Rb lkPv Awdmvi, GKRb cikmbK  
KgRZP GKRb mnvei PjY KgRZP Ges Abzb mnvqK vd | Ktj R I cikmb kvLv  
gj-Z mi Kwi Ktj tRi lkPkt*i* wbzqM, e`ij, c`tbZ, Qj, tcbmb Ges temi Kwi  
Ktj tRi lkPkt*i* Gg.wc.I f<sup>3</sup> I Ktj tRi KkZ cib msuvši KvR Kti \_vtK |*

*gva<sup>ü</sup>gK kvLv cib mnvqz GKRb cii Pij K itqzQb | Zlk mnvqZv Kti b `Rb Dc-  
cii Pij K, Pvi Rb mnKvix cii Pij K, Pvi Rb lkPv Awdmvi Ges Abzb mnvqK vd |  
gva<sup>ü</sup>gK kvLv gva<sup>ü</sup>gK ~qj i lkPkt*i* wbzqM, e`ij, ct`vbZ, Aemi M<sup>o</sup>Y Ges  
temi Kwi gva<sup>ü</sup>gK ~qj i KkZ cib I lkPkt*i* Gg.wc.I f<sup>3</sup> i KvR wbzqWZ |  
GQvor gva<sup>ü</sup>gK kvLv gr`lvmv lkPkt*i* Gg.wc.I f<sup>3</sup> Ges gr`lvmv, ij i KkZ cib  
Kti \_vtK |*

*cii Kibv I Dbqz kvLv cib ntj b GKRb cii Pij K | Zui Aaxb itqzQb GKRb Dc-  
cii Pij K, `Rb mnKvix cii Pij K, `Rb MteI Yv Awdmvi Ges lkQymnqK vd |*

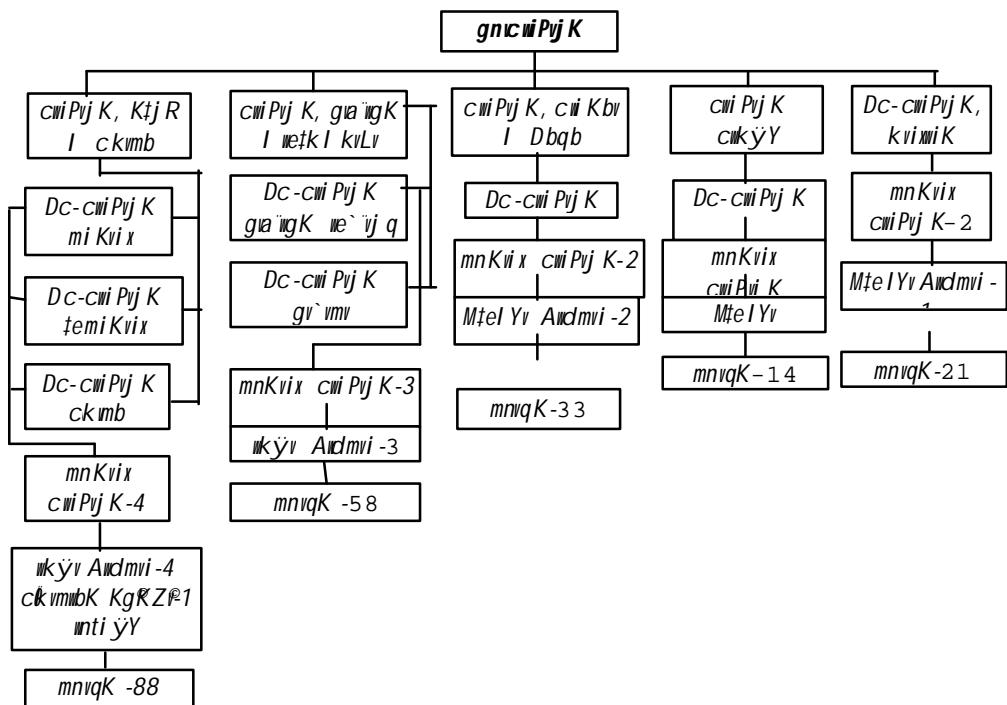
ગન્યુની પ્રય ક મિ કિફિ ઇ થ મક્ક ક્રિં વિભાગ, ગ્રામ ક્રિં તમબ્રમે ક્રિં  
એ રેવાબ મસ્ફુલ્શી ક્રિં કિ વિક્રિ |

ક્રિં ક વિક્રિ ક્રિં ક્રિં વિભાગ નિય બ ગ્રામ ડ્રેચ-ચ્રિં પ્રય ક | જી મન્યુન્ય વિભાગ કિં બ રીબ  
મન્યુન્ય ચ્રિં પ્રય ક, રીબ મારો અંડમ્બી ગેસ ગ્રામ મેલ યિ ક્રિં રીબ ગ્રામ વિભાગ  
વિક્રિ વિભાગ વિભાગ મારો લ કિં પ્રેપ્રે મસ્ફુલ્શી વેલ ક ટ્રિં બિ કિ ગેસ એવિ ર અસ્ત જ  
મારો વિભાગ વિભાગ વિભાગ કિ વિક્રિ |

આં બિ વિક્રિ વિભાગ મેલ ચ્રિં બિં બિં | ગ્રામ વિભાગ નિય બ ગ્રામ ડ્રેચ-ચ્રિં પ્રય ક | જી  
આં બિ વિભાગ ગ્રામ ડ્રેચ-ચ્રિં પ્રય ક, ગ્રામ મન્યુન્ય ચ્રિં પ્રય ક ગેસ ગ્રામ મેલ યિ  
ક્રિં રીબ વિક્રિ વિભાગ વિભાગ વિભાગ કિ ટ્રિં બિ ગેસ અબિં વિભાગ વિક્રિ વિભાગ  
વિક્રિ વિભાગ વિભાગ વિભાગ કિ ટ્રિં બિ |

## અમદાવાદ

### ગ્રામીંગક ઇ ડ્રેપ વિક્રિ આં બિ



### ગ્રામીંગક ઇ ડ્રેપ વિક્રિ આં બિ વિક્રિ ગેસ કિં રીય

બિગમસ્ટ ટ્રિં ગ્રામીંગક ઇ ડ્રેપ વિક્રિ આં બિ વિક્રિ ગેસ કિં રીય અંત વિભાગ કિ ની :

1. ગ્રામીંગક ઇ ડ્રેપ ગ્રામીંગક વિક્રિ મસ્ફુલ્શી મિ ક્રિં બિં વિક્રિ એ રેવાબ;

2. **WkPv msjušibwZ cñqtb i e`vcvti WkPv gšyv j qtK mnvqZv Kiv;**
3. **WkPv cñZôvb,ij i GKvWigK Kvhsenj i e`e`vcbv I Z`viWk;**
4. **temiKwi WkPv cñZôrb miKwi wb`R ev`evqtb i cñqyRbxq e`e`v MôY;**
5. **Dbaqb cKtři Avl Zvq miKvti i Dbaqb KvRi Z`viKx;**
6. **mvavi Y WkPvi gvtbvbqtb e`e`v MôY;**
7. **t`tk Ges met`tk -ž I Ktj R WkPkt`i cñkPti Yi e`e`v Kiv;**
8. **miKvti i newfbarefvitMi m½ thvMvhvM i Pv Kiv;**
9. **WkPv cñZôvb,ij i mKj KvRKtg mgšq mvab Kiv;**
10. **miKwi WkPv cñZôrb bZb tKmRe lq cñZbi Rb AñZv 3 c` mpo Ges tfšZ myear evxi c`tPc MôY;**
11. **temiKwi WkPv cñZôvb cñPv bri Rb AveZR gÄyx cñvb;**
12. **temiKwi WkPv cñZôrb i WkP/KgPvi k`i teZb LvtZ miKwi Abyb cñvb;**
13. **bZb temiKwi WkPv cñZôrbtK miKwi Abyb cñvbi e`e`v;**
14. **WkPv Ges WkPv cñZôvb,ij i gvtbvbqtb i jtP cKt`i Zv;**
15. **Ara`Bivaib Andm/WkPv cñZôrb i vR^-^I Dbaqb LvtZi evRU cñqb, e`q gÄyx I mmvei PvY/**



## cિદ્વાણી ગ્રંથાંક: ૨

### A) એન્બેપ્બ્રોક્લો

મન્વક દેશ નબત્તેરગ્રજીક અનીનૃત્તક એણ્ણાંક કિંદ / (દાનિય: અચબ્રિ નબેન્પ્રે દેશનું કન્ત્તુ ગ્રજીક (K) એણ્ણાંક કિંદ)

1. ગ્રાંગ્ક િ દાન્પ નક્કાન આના`ભાતી િ મસ્વન્નબ્ક ક્રવિત્તગ્રંથ તગ્વુ ક્રગુ ક્રલ્વ આંત્રો?  
K. 3 નુ  
L. 4 નુ  
M. 5 નુ  
N. 2 નુ/
2. નબત્તેપ્રિ તક્બ ક્રલ્વ િ આના`ભાતી િ ગ્રાંગ્ક ક્રલ્વી આની જીવન્ન?  
K. ગ્રાંગ્ક ન્જી નક્કાન િ એણ્ણે ક્રાંબ  
L. ગ્રાંગ્ક ન્જી નક્કાન િ ક્રાંક્રિયા આંત્રોર્બ  
M. તેમિક્વા ગ્રાંગ્ક ન્જી ગેસ ગ્રાંવન્ન નક્કાન િ ગ્રાંગ્ક ફીઝ  
N. તેમિક્વા ન્જી ક્વા`ક્રાં/

### B) ઇપ્બ્રાગ્જીક ક્લો

1. ગ્રાંગ્ક િ દાન્પનક્કાન આના`ભાતી િ મસ્વન્નબ્ક ગેસ ક્રહેણ્ણ માંત્રક્રમણ્ણિન્ન િ લાં/ ગ્રાંગ્ક ને`ન્જી ન્જી િ ડબ્બુક્રિ ગ મક્જ ન્નાંક્રાંજિ િ ક્રહેણ્ણ ક્રમેન્પ્રોબ્રિ તક્બ આક્રિક આંત્રો ન્ક? નબર્ન ન્ગ્રાંગ્ક ન્ન/



## મન્વક દેશ

- A) 1/ M, 2/ M/

**cW 3**

## AvÄij K lk¶v cwi`Bi I tRj v lk¶v Andtmi `wqZj Ges Kih¶ej

### Dtik

GB cW tk‡l Avcib—

- AvÄij K lk¶v cwi`Bi Ges tRj v lk¶v Andtmi msvMvbK iftiLr cÖvb KitZ cvi‡eb Ges
- AvÄij K lk¶v cwi`Bi Ges tRj v lk¶v Andtmi `wqZj I Kih¶ej eYer I eYLr KitZ cvi‡eb/

## AvÄij K lk¶v cwi`Bi: `wqZj Ges KivR

graügK I D"PiK¶v Awa`B‡i i Aax‡b bqiU AvÄij K cwi`Bi Av‡O/ AvÄij K cwi`Bi ij XvKy, gqgbu§sn, PÆMög, Kugj, ivRkvnx, iscj, Ljybr, mtj U Ges ewi kij Aew-Z/ cwi`B‡i i cÖv‡bi c`ex nt"Q Dc-cwiPij K A\_F Dc-cwiPij K ntj b AvÄij K Andtmi cÖvb/ Zui Aax‡b i tq‡Qb GKRb we`ij q cwi`kR, GKRb we`ij q cwi`lkR, GKRb mnKvix we`ij q cwi`kR, GKRb mnKvix we`ij q cwi`lkR, GKRb mnvei ¶Y KgRZPI Ab"vb mnvqK ÷vd/ AvÄij K lk¶v cwi`B‡i i `wqZj Ges Kih¶ej ibgi‡c:

1. we`igb nena neavb Abjyqrx ibgegvaügK we`ij q vc‡bi ce¶gjZ cÖvb;
2. ibgegvaügK we`ij tqi GKifWigK -KuZ. cÖv‡bi Rb" we`ij q cwi`kD, cwi`kD cÖ‡te`b graügK I D"PiK¶v Awa`B‡i tcÖY Ges Awa`B‡i i Abfgv`b MÖtYi ci -KuZ. cÖvb;
3. EaÝb KZet¶i ibt`k beg I `kg tkNY tLyvi AbgjZ cÖv‡bi Rb" lk¶v cÖvb cwi`kD Ges Awa`B‡i I terWœivei cÖ‡te`b tcÖY;
4. EaÝb KZet¶i ibt`k graügK I D"PiK¶v we`ij tqi -KuZ. cÖv‡bi Rb" cwi`kD Ges cÖ‡te`b msukö`B‡i cÖvb;
5. nena Abjyqrx ibgegvaügK we`ij tqi -KuZ. bevq‡bi e"e -v MÖY;
6. nena Abjyqrx graügK we`ij q I `mLj gr`&vmvi g"v‡bRs KugUj we`ibjyMx m`m" gtbvbqb;
7. ibgegvaügK we`ij tqi GWnK/lbqügZ g"v‡bRs KugUj Abfgv`b;
8. tRj v lk¶v Andtmi KvtRi Z`vi Kx;
9. msukö AÄtj i ibgegvaügK I graügK ch‡qi lk¶v cÖv‡bmgtni lk¶vi , YMZ gib DbqBktí cÖqyRbxq Kih¶ig MÖY;

10. *mi Kwi I temi Kwi gvāigK I ibḡegvāigK Ges `wLj ch̄iqi ik̄l v c̄Zōitbi GKv̄WigK Ges c̄k̄mibK c̄wi`k̄θ I msik̄ `Bi mḡn (Aia`Bi, ibixl v Aia`Bi, teW̄Ges Gb̄mūlue) c̄wi`k̄θ c̄Z̄te`b tc̄Y;*
11. *mi Kwi A\_řtib Dbq̄tbi Rb̄ ibugZ ik̄l v c̄Zōibmḡni Dbq̄b KifRi Z`vi Kr;*
12. *Dc-eřE c̄v̄b KifRi Z`vi Kr I wiřc̄Uc̄v̄b;*
13. *Rib̄qi eřE cixl v c̄wi Pij b̄/*

### **tRj v ik̄l v Awdm: `wqZj I K̄R**

*t̄t̄ki 64l U tRj vq 64l U tRj v ik̄l v Awdm iřq̄tQ/ tRj v ik̄l v Awdm, ij gvāigK I D"PiřK l v Aia`B̄ti i Avl Z̄q Aia`B̄ti i ibqš̄yvarb/ tRj v ik̄l v Awdm i c̄v̄b nt̄j b tRj v ik̄l v Awdm i / Z̄t̄K mn̄qZv K̄tib GKRb mn̄Kvix tRj v ik̄l v Awdm i, GKRb mn̄vei l K I ik̄Qymn̄qK KgPvix/*

*tRj v ik̄l v Awdm, ij c̄v̄bZ ibḡij l Z `wqZmḡn cyj b K̄ti \_t̄K:*

1. *mKj temi Kwi ik̄l v c̄Zōitbi teZb, fvZw̄ c̄v̄bi j t̄l c̄q̄vRbxq K̄MRc̄t cixl v t̄šl ik̄l v gš̄yv̄j q, gvāigK I D"PiřK l v Aia`Bi Ges AvAij K Dc-c̄wi Pij t̄K i `Bi tc̄Y;*
2. *c̄wi`k̄θ I ibixl v c̄wi`Bi KZR.AwNU Avc̄Ei Reve c̄v̄b ik̄l K KZR.c̄v̄tbi ci gš̄e mn̄ EařZb KZetl l KifQ tc̄Y;*
3. *temi Kwi ik̄l v c̄Zōitbi Awf̄thitMi wfiřt̄Z Z`šKi Y;*
4. *‐vDU I MvBW Kih̄utg gš̄yv̄j t̄qi ibt̄`Rmgn̄ ev̄ ěvqb c̄wi exl Y;*
5. *eřt̄ivcY Kih̄utgi AMMlZ c̄wi exl Y Ges eřt̄ivcY I msi l t̄Yi Rb̄ ik̄l v c̄Zōib c̄v̄b t̄K D̄yK i Y;*
6. *mi K̄ti i ibt̄`Rb̄ tḡvZvteK MpxZ mn̄cW̄muigK Kih̄utgi ev̄ ěvqb ḡbūnis;*
7. *RvZxq ik̄l v mB̄vnmn w̄rfbař em I Kḡn̄P cyj tb̄ iban̄i Z `wqZj cyj b;*
8. *RvZxq ‐ž I gr̄v̄m̄v̄ muov̄ m̄iḡz i \_v̄b̄ t̄t̄K tRj v ch̄sl msMVb, c̄wi Pij b̄ I ibqš̄y Ges tRj wfiřEK muov̄b̄t̄bi t̄l t̄l c̄q̄vRbxq mn̄qZv c̄v̄b;*
9. *Rib̄qi eřE cixl v c̄wi Pij b̄q mn̄qZv c̄v̄b;*
10. *mi Kwi I temi Kwi ibḡegvāigK I gvāigK ‐ž Ges `wLj ch̄iqi gr̄v̄m̄v̄ GKv̄WigK I c̄k̄mibK c̄wi`k̄θ;*
11. *w̄rfbařKifR AvAij K ik̄l v Aia`Bi t̄K mn̄qZv c̄v̄b/*



### cvtvEi gj-icb: 3

#### A) eu ibePbx cökæ

mVK DEi vt`Rgj-K A¶i mVK eEwqZ Kiab/ (D`ni Y: Avcbvi ibenPZ DEi mVK  
ntj GtK (K) eEwqZ Kiab)

1. t`tk Kq mVK AivAij K lk¶v cwi `Bi AvtQ?  
K. 5 mVK  
L. 6 mVK  
M. 7 mVK  
N. 9 mVK/
  
2. vtPi tKvbi mVK gji-Z tRj v lk¶v Andtmi `wqZj?  
K. vbgvavagK ve`ij tqi -KwZ. cÖvb  
L. vbgvavagK ve`ij tqi -KwZ. bevqb  
M. -vDU I MvBW Kvh¶utg gšYij tqi vt`Rmgm er`evqb cwi ex¶Y  
N. gr`lvmv lk¶Kf`i GgwcI f¶B/

#### A) iPbjgj-K cökæ

1. mst¶tc tRj v lk¶v Andtmi `wqZj I Kih¶ej eYor Kiab/ G mKj `wqZj  
cij tbi t¶t¶t tRj v lk¶v Andtmi KZUkz -vaxbZv itqtQ? Avcbvi gZvgZ  
ij Lbj/



### mVK DEi

- A) 1/ N, 2/ M/

**FigKv**

th tKvb msMvb ev cÖZölb `y Dcv`vbi mgštq MwZ/ GKU nj e^-MZ Dcv`vb,  
 AciU guberq Dcv`vb/ G `y Dcv`vbi mte®g e^enitii ga`` w` tq GKU cÖZöb Zvi  
 BñáZ j†¶i w`tk awæZ nq/ GK\_v ej vi Atc¶v ivtLbv th cÖZövbi mte®g m¤ú`  
 nt"Q gwby/ gwbyB Acivci m¤ú` tk wqvkxj Kti tZitj | thLvtb gwby wbR®, tmLvtb  
 e^-MZ Dcv`vbI wb®fq/ gwbytk KvR j wMfq cÖZövbi j ¶` I Dfik'' AR®bi Aci  
 bvg cÖkmb e^e^-icbv| cÖZövbi gwbeamú` ej tZ Zvi Kg®, tKB tevSvq/ D®g Kg®  
 e^e^-icbv cÖZövbi DbñZ Ges AMMñZi wbqvgK| eZg®b BDibUñU Kg® e^e^-icbv  
 m¤útk®Pbv Kiv ntqtQ/ BDibUñUtk tgvU wZbiU ci®V fM Kiv ntqtQ/ cÖg ci®V Kg®  
 e^e^-icbvi A\_®, iazj I cÖqvRbxqZv/ wZxq ci®V wK¶v\_®, wK¶K I mnvqK ÷vd  
 m¤úKZ e^e^-icbv Ges ZZxq ci®V Kg®e^e^-icbvi nwZqvi I tKškj m¤útk®Aitj vPbv  
 Kiv ntqtQ/

cW- 1: Kg®e^e^-icbvi A\_®, iazj I cÖqvRbxqZv  
 cW- 2: wK¶v\_®, wK¶K I mnvqK Kg®, i e^e^-icbv  
 cW- 3: Kg®e^e^-icbvi nwZqvi I tKškj

**cW 1**

## KgPe e^-lcbvi A\_ © , iazj I cÖqvRbxqZv

### Dtik

GB cW tkI Avcib—

- KgPe e^-lcbvi ej tZ K tevSvq Zv neeZ Ki tZ cvit eb Ges
- cÖZövibi j ¶ I Dtik ARfb KgPe e^-lcbvi , iazj e^L v Ki tZ cvit eb /

### KgPe e^-lcbvi A\_ ©

h\_vh\_ vbt`R, cwiPyj bv I vbgšYi gva tg cÖZövibi KgPe, tK ^-^ ^-^ wqZi cvj tb DrmwnZ KivtK KgPe e^-lcbvi ej v thtZ cvti | GKRb cÖvmb ev e^-lctki vbt`R hLb KgPe, i gts cÖvetKi Kvr Kti, ZLbB Zvt`i gvtS tcØYv mpo | Kg©úv RvMÖ nq/ KvtRB ej v hvq, vbt`R cÖvibi , YMZ `enkto`i Dci msMVb Z\_v KgPe, i Kg© Zrci Zv vbfP Kti /

¶¶ cÖvmbi t¶¶t gvbexq m¤ú kaiU AwaKzi Zvch©enb Kti | Kvi Y ¶¶ cÖZövibi hvexq Kvhewj B gvbexq mštbi Dbzv j t¶¶ vbtew Z | ¶¶ cÖZövib msukó e^w3etMP gvtS Dchj vbt`Rbv, tcØYv I KgZrci Zv mpo gva tg ¶¶ cÖZövib Z\_v ¶¶ vi Dbqib ¶¶t¶¶t KgPe e^-lcbvi Ab Zg j ¶|

"Human management includes the employment of suitable persons with adequate motivation to put in their best, living up of the payment of their salaries, providing of in-service training, formulating policies and methods to unite the entire body of workers in an attitude of enthusiasm to achieve the best possible results.<sup>1</sup>

BstiuR Abgyo`u t\_tK KgPe e^-lcbvi KtqKuU `enkó`j ¶ Kiv thtZ cvti :

1. chB tcØYv m¤uj Z Dchj KgPvbtqM hviv h\_im¤é kg`vb ev KgPe úv` tb Dgjy;
2. KgPe, i cwi klgK ev teZb cÖvibi h\_vh\_ e^e^-v MÖY;
3. KgRij xb c¶¶tYi e^e^-v;
4. mteFg dj j vtfi j t¶¶ KgPe, tK Dlxcvgj-K `wofW mnKvti GKvZ Kiv Ges GRb h\_vh\_ bWZ I cxWZ cÖqb Kiv /

GKuU ¶¶ cÖZövibi KgPe e^-lcbvi Avl Zvq ¶¶ K¶¶K Ges Ab`v mnvqK ÷ vtdi bvg Dtj L Kiv hvq/ Gt`i tK ¶¶tB ¶¶ cÖZövibi hvexq KgPe v AvewZ |

<sup>1</sup> L.I. Gupta, Educational Administration, P-68.

## KgРеe-icbvi , iazj

АнтиМБ ej v ntqto KgРеe-icbvi ej tZ Ggb GKиU ee-icbviK tevSvq hv cÖZövbi  
KgРеt`i gvtS-

(К) тcöYv myö Kti

(Л) Drmn I Döxcbv myö Kti Ges

(М) Kg©úpv RmMz Kti A\_ß/

KgРе, `tK cÖZövbi Dbqib Ges j ¶ ARtbi AbZg nuzqvi unmité Zvi Kti |

cÖZövbi m`m` unmité GKRb eW3i `y mEj j ¶ Kiv hvq| GKиU Zvi eW3 mEj,  
AciU `j xq mEj| Dëg KgРеe-icbviq GKRb cÖZöv cÖvb eW3i GB Dfq mEj  
cÖZ mgvb , iazj t`b| KtRB GKи tK thgb eW3i Pvn`v ciY nq, tZgb `tj i Pvn`v  
ciY nq| G `y mi mgzngšq cÖZömbK j ¶ ARtK ZjwšZ Kti |

msMVb gvtB `y ciw gÜj weivR Kti | GKиU cÖZömbK ciw gÜj, AciU eW3MZ  
ciw gÜj | cÖZömbK ciw gÜtj itqto cÖZövb, fvgKv Ges cÖvkv| fvgKv oviv fvgKv  
AvaKvix eW3i AvPi YtK tevSvq| A\_ß eW3 th fvgKv ev ct` itqto, tm c` ev fvgKv  
msukö AvPi tYi ga" Wtq fvgKv i fc ciw üU nt"Q| G Qrov cÖZöU fvgKv mt½ wKQy  
`vq `wqZj ev eva"evaKZv \_vtK| G, y tK ej v hvq cÖvkv| eW3 wR wR fvgKv ciy tbi  
ga" Wtq GB cÖvkv ciY Kti \_vtK| GB cÖvkv wrea- cÖZömbK cÖvkv Ges  
eW3MZ cÖvkv| eW3MZ ciw gÜtj itqto eW3 wR, Zvi eW3MZ Pvn`v Ges Zvi  
eW3Zj| tMURj m Gi gtZ eW3i Pvn`v ciYi wR^-aib I ciw cwkRZvi cÖZ Zvi  
cÖZljqvB nt"Q eW3Zj| cÖZömbK ciw gÜj Ges eW3MZ ciw gÜj mnthtM we`vq ev  
wKQy cÖZövb bvgK mgwRK wmt÷g Mto I tV| wKQy cÖZövb bvgK mgwRK wmt÷tgi  
Avl Zvq th mKj eW3emcev KgРе, `itqto, Zvt`i eW3Zj Pvn`v, cÖvkv Ges fvgKv  
ciw üjb I KvhRi ev`evqb mgzKgРe-icbvi gva"tq A\_én ntq I tV| GKRb AvfA  
wKQy cÖvmbK wR AvPi YtK wqSY Kti b, mtKSkj wR cÖvbi ga" Wtq cÖZövbi  
m`m` Z\_v KgРеt`i gvtS tcöYv I Kg©úpv RmMz Kti b Ges cÖZövbiK Cwaz j ¶  
ARtbi WtK GmMq wbtq hvb|



## citvEi gj-icb: 1

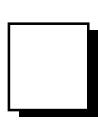
### A) eū ibePbx cikæ

mWK DĒi vt`Rgj-K AΠiUtk eEwqZ Kiab/ (D`vni Y: Avcbvi ibewPZ DĒiU K ntj GtK (K) eEwqZ Kiab)

1. DĒg KgP eēvcbvi `eukō'' tKvbU?  
K. vt`Rbv I ibqšY  
L. vt`Rbv I cFveb  
M. cwiPj b I ibqšY  
N. cwiPj b I Avt`k cōvb/
  
2. GKU cōZōtbi Kgret`i KgZrciZv Ktmi Dci vt`fP Kti?  
K. cōZōvb cātbi eyx I Kkj Zvi Dci  
L. cōZōvb cātbi KgZrciZvi Dci  
M. Kgret`i `ΠZvi Dci  
N. vt`R cōtbi , YMZ `eukto'i Dci /
  
3. vt`Pi tKvb KvRtU cōZōwbK j Π ARfb mnvqK?  
K. eW3i Pwn`v ci-Y  
L. `j xq Pwn`v ci-Y  
M. eW3MZ I `j xq Pwn`vi mgšq  
N. cōZōvb cātbi eW3MZ `eukō'/

### Aiv) iPvgj-K cikæ

1. KgP eēvcbvi , iazj I cōgvRbxqZv DfjLceK DĒg KgP eēvcbvi `eukō'mgn Ztj aiab/



## mWK DĒi

- A) 1/ K, 2/ N, 3/ L/



msf¶t c ej v hvq, we` vj tqi fuz©c xuz GKU mybw Ø bñZgyj v Ges weÁvbm¤z I  
MYZwšK c xuz tZ nI qv evAbxq/ tkvYKt¶i eú w¶¶i gvtS mevi cÖZ mgvb bRi  
t` l qv w¶¶tKi ct¶ m¤e bq/ w¶¶i\_¶ i‡K weifbæ¶¶i\_¶ i‡j fW Kti GK GKRb  
w¶¶tKi AIV Zvq bv` Ktj w¶¶K-QvI m¤utK® wfZ `p nq/ i ayZvB bq/ MÉc weifbæ  
cÖZfv I gb-gvbtm i Rb" GKU AIV DÉg ugjb t¶¶i / GKvtWigK Ges bb-  
GKvtWigK Dfq t¶¶i bøqigZ gj-vqtb i e`v w¶¶i\_¶ i‡K mRvM I mZK©ivLte/  
Kvi Y Zvi v Rvbte th, w¶¶Kt` i m`v RvMZ `p Zv` i Dci bex/ w¶¶K-AvffiveK  
m¤utK® me¶c¶v KvhRi w¶¶K nt"Q GiU w¶¶i\_¶ i bøt` Rbv KtRi Rb" AZŠl  
DcthMx/

### w¶¶K e`e` vcbr

w¶¶v c¶kumtbi me¶c¶v bvRK w¶¶K nt"Q w¶¶K e`e` vcbr/ GLvtbB w¶¶v c¶kumtbi m¶%  
Abvb" c¶kumtbi `yli e`earb i‡qtQ/ GKRb we` vj q c¶vibi Aarib Ggb me w¶¶K  
\_vtKb hvv Ávb I cvi `w¶¶v Zv mgK¶/ G mKj w¶¶KtK Avt`k bøt`R c¶vibi  
t¶¶i ht\_ó mvearbZv ev mZKZv Aeja b Kiv evAbxq/ "... The zone of acceptance,  
that is the uncritical adoption of rules and orders from superiors, is much  
narrower in the case of college teachers than in the case of other types of  
employees. Procedures and means of communication with the teachers  
therefore will be different from those of other personnel."<sup>3</sup> GLvtb Ktj tRi  
w¶¶Kt` i vtq hv ej v ntqz, Zv me t¶i i w¶¶Kt` i t¶¶i B c¶hvR/ w¶¶K I  
cÖZöb c¶vibi m¤uK©Two Way Traffic Gi gZ/ cÖZöb c¶vib w¶¶Kt` i‡K gh®v  
w¶¶t eb/ Zv i‡K wekjm Kiteb/ w¶¶K tZvibfite w¶¶KMYI Zv` i cÖZöb c¶vibi Dci  
Av`v ivLteb, ZvK m¤yb Kiteb/ Dfq Zid t‡K Av`v I m¤yb Afve AtnZK fž  
esvies Ges DfOM I DrKEvi Rbvt` q hv c¶kumbtK wech©/ KtZ eva/

### mnvqK ÷vd e`e` vcbr

w¶¶v c¶Zövibi mnvqK ÷vd i‡di gta" hvv i‡qtQb, Zv v ntj b:

- (K) **Aidm ÷vd-** c¶vib mnKvix, D"Pgzb mnKvix, wbgzb mnKvix, mnvlei ¶K, UvBicó  
c¶vib/
- (L) **QvÍvem ÷vd-** ZEyearqK, mnKvix ZEyearqK, evenP©MwW©mPcv, Avqv c¶vib/
- (M) **Gg.Gj.Gm.Gm-** `v‡ivqzb, gwj , mPcv /
- (N) **Abvb"-** w¶¶v c¶Zövib t‡j vtZ AtbK mgq NEv ev ^`vKb w¶¶tZ ivRvg`y,  
KvVig`y, w¶¶bgRy, Btj KUJK ug`y c¶vZ. Kgfe,` KvR Kti \_vtKb /

mnvqK ÷vd i e`e` vcbr i t¶¶i bøqigZ w¶¶i\_¶ i cÖZ `w¶¶vZ Kiv c¶qvRb:

- cÖZvU M‡ci ÷vd i Rb" KtRi mybw Ø bñZgyj v \_vKtZ nte/
- th th KtRi Rb" AivKzi Dchj, ZvK tm KtRi `w¶¶Zj w¶¶tZ nte/
- wbgigZ KvR ZEyearvibi e`e` \_vKtZ nte/

<sup>3</sup> L.D. Gupta, Educational Administration, P-70.

- cÖZU ÷ v̄di Kv̄Ri h\_vh\_ gj̄vq̄bi ēēv\_ v̄KtZ n̄tē
- mevi Rb̄ KḡZB̄i ēēv\_ v̄KtZ n̄tē | Kv̄R Avb̄ Kv̄Ri , YMZgvb ēv̄tZ mn̄qZv K̄ti |

iē v̄ij q̄ cÖv̄bi c̄t̄l̄ memgq̄ mevi Kv̄R Z̄yeavb Kv̄ m̄ē b̄l̄ n̄t̄Z c̄t̄i | D̄Eg n̄q̄ h̄v̄ PZz̄t̄k̄W̄i KḡPv̄ix̄i Z̄yeav̄bi `m̄qZ̄U t̄K̄b̄ D̄ch̄ȳ lk̄t̄Ki D̄ci b̄v̄l̄ Kv̄ h̄q̄| cÖZU ev̄ cÖZ M̄t̄ci KḡPv̄ix̄i Rb̄ KḡZw̄j Kv̄ ev̄ Job Description Z̄wi K̄ti Z̄t̄i t̄K̄ Aew̄nZ Kv̄ t̄M̄t̄j KḡPv̄ēv̄l̄cb̄v̄i Kv̄R Āt̄b̄K mn̄R n̄q̄| GQov̄ cÖZöv̄bi Kḡm̄aúv̄t̄bi Rb̄ m̄j̄p̄v̄l̄ mḡq̄ l̄bN̄Ē Z̄wi Kv̄ c̄qv̄Rb̄|



### c̄t̄v̄Ēi gj̄vq̄b̄: 2

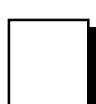
#### A) eū l̄bePbx c̄k̄æ

m̄V̄K D̄Ēi l̄b̄t̄`Rḡj̄-K Āt̄i l̄t̄K ēĒm̄q̄Z Kiab̄ | (D̄v̄ni Y: Av̄cb̄v̄i l̄bePZ D̄Ēi l̄U K̄nt̄j̄ Ḡt̄K̄ (K̄) ēĒm̄q̄Z Kiab̄)

1. lk̄t̄l̄\_P̄ēv̄ēv̄l̄cb̄v̄q̄ lk̄t̄l̄\_Āt̄i Rb̄ Āk̄ lk̄t̄l̄\_μḡ Z̄wi i Dr̄m̄ t̄K̄b̄l̄U?
  - K. t̄K̄W̄K̄l̄
  - L. M̄s̄m̄v̄i
  - M. t̄L̄j̄ vi ḡv̄
  - N. iē v̄j̄ t̄qi m̄v̄eR̄ c̄w̄i t̄ek̄ |
2. lk̄t̄l̄\_K̄-Āw̄f̄v̄eK̄ m̄ūt̄K̄ m̄ēt̄c̄t̄l̄ Kv̄h̄R̄i l̄K̄ t̄K̄b̄l̄U?
  - K. ḠU lk̄t̄K̄ I Āw̄f̄v̄eK̄t̄i ḡt̄ā Dr̄m̄t̄ni m̄Āv̄i K̄ti
  - L. lk̄t̄l̄\_Āt̄i ĀM̄M̄Z̄ Z̄j̄ w̄š̄Z̄ K̄ti
  - M. lk̄t̄l̄\_Āt̄i l̄b̄t̄`Rb̄ Kv̄t̄R mn̄qZv̄ K̄ti
  - N. lk̄t̄l̄\_K̄t̄i ḡt̄ā m̄t̄PZbZv̄ m̄j̄p̄ K̄ti |
3. c̄v̄b̄ lk̄t̄K̄ Ges Ab̄v̄b̄ lk̄t̄K̄t̄i ḡt̄S lk̄t̄c̄t̄ m̄ūK̄n̄l̄ q̄v̄ ev̄Ab̄x̄q̄?
  - K. eǕz̄ ḡZ̄
  - L. GKZid̄v̄
  - M. Df̄q̄ Zi d̄v̄
  - N. Dj̄ ām̄ūK̄ø̄

#### Aiv̄) iPb̄v̄ḡj̄-K̄ c̄k̄æ

1. t̄K̄b̄ lk̄t̄l̄\_Āt̄i c̄Z̄öv̄bi m̄ēt̄c̄t̄l̄ gj̄v̄evb̄ m̄ū ej̄ v̄n̄q̄? lk̄t̄l̄\_P̄ēv̄ēv̄l̄cb̄v̄i t̄P̄t̄l̄ c̄v̄b̄ lk̄t̄K̄i `m̄qZ̄ȳej̄ m̄ēt̄k̄d̄Y Kiab̄ |
2. lk̄t̄l̄\_K̄ ēēv̄l̄cb̄v̄t̄K̄ t̄K̄b̄ c̄k̄v̄m̄t̄bi m̄ēt̄c̄t̄l̄ b̄v̄R̄K̄ l̄K̄ ej̄ v̄n̄q̄? lk̄t̄l̄\_K̄ ēēv̄l̄cb̄v̄i l̄ēv̄fb̄v̄ K̄ m̄ūt̄K̄Av̄t̄j̄ v̄Pb̄v̄ Kiab̄ |
3. mn̄qK̄ ÷ v̄dt̄i ēēv̄l̄cb̄v̄i t̄P̄t̄l̄ t̄K̄b̄ t̄K̄b̄ m̄ēt̄q̄i c̄Z̄ `m̄c̄iZ̄ Kv̄ c̄qv̄Rb̄?



### m̄V̄K D̄Ēi

- A) 1/ N, 2/ M, 3/ M/

**cW 3**

## Kg<sup>2</sup>e<sup>3</sup>e<sup>1</sup>vcvri nwZqvi I tKškj

### Dtik

GB cV tkI Avcib—

- Kg<sup>2</sup>e<sup>3</sup>e<sup>1</sup>vcvri tKškj I nwZqvi m<sup>2</sup>utK<sup>2</sup>ej tZ cvit eb Ges
- GKRb lk<sup>1</sup>v c<sup>2</sup>kmK lk<sup>1</sup>fite nwZqvi ,ij e<sup>3</sup>envi Kit eb Zv e<sup>1</sup>L v Ki tZ cvit eb |

ce<sup>2</sup>Z<sup>2</sup>cvitV lk<sup>1</sup>v lk<sup>1</sup>K Ges mnqK  $\div$ rd e<sup>3</sup>e<sup>1</sup>vcvri m<sup>2</sup>utK<sup>2</sup>Avt j vPbr Kiv ntqtQ / GB Avt j vPbr t<sup>2</sup>K myuó tevSv hvq th, Kg<sup>2</sup>e<sup>3</sup>e<sup>1</sup>vcvri Kv<sup>2</sup>m<sup>2</sup>uv<sup>1</sup>tbi Rb<sup>2</sup> GKRb c<sup>2</sup>Z<sup>2</sup>rb c<sup>2</sup>rbtK Aek<sup>2</sup>B<sup>1</sup> f<sup>2</sup>k<sup>1</sup>P I AvfA n<sup>2</sup>Z nte/ thbtZb fite wZib e<sup>3</sup>e<sup>1</sup>vcvri Kv<sup>2</sup> mgvav KitZ cvit b v| Zt<sup>1</sup>K Aek<sup>2</sup>B<sup>1</sup> myw<sup>1</sup>θ lk<sup>1</sup>QytKškj I nwZqvi e<sup>3</sup>envi KitZ nte/

1. Avgiv Rwb e<sup>3</sup>e<sup>1</sup>vcvri Ab<sup>2</sup>Zg j <sup>1</sup>nj - To get the best man and to get best out of that best man. ev<sup>1</sup>leKc<sup>1</sup>t<sup>1</sup> MYZwšK Ges gy<sup>3</sup> mgvR e<sup>3</sup>e<sup>1</sup>q c<sup>2</sup>Z<sup>2</sup>U gvb<sup>1</sup> iB Zv<sup>1</sup> e<sup>1</sup>l<sup>3</sup>mE<sup>1</sup> Ges thM<sup>1</sup>Zv<sup>1</sup> I <sup>1</sup>Zv<sup>1</sup> mte<sup>2</sup>P mgvq tc<sup>2</sup>l<sup>1</sup>vevi Av<sup>1</sup>aKv<sup>1</sup> i<sup>1</sup>qtQ / GK<sup>1</sup> lk<sup>1</sup>v c<sup>2</sup>Z<sup>2</sup>rbtbi Kg<sup>2</sup>e<sup>3</sup>, Zv<sup>1</sup>i <sup>1</sup>^<sup>1</sup>c<sup>2</sup>Z<sup>2</sup>fvi tkI mgvq tc<sup>2</sup>l<sup>1</sup>vevi Rb<sup>2</sup> KZU<sup>1</sup>Kzm<sup>1</sup> myav cv<sup>1</sup>Q Zv<sup>1</sup> Dci c<sup>2</sup>Z<sup>2</sup>rb<sup>1</sup>Ui Dch<sup>3</sup>Zv<sup>1</sup> wbf<sup>1</sup>Kt<sup>1</sup> / Avt j vPbr t<sup>2</sup>K <sup>1</sup>úoZ tevSv hvq, evni t<sup>2</sup>K Pvc c<sup>2</sup>q<sup>1</sup>M Kt<sup>1</sup> bq, eis c<sup>2</sup>Z<sup>2</sup>U Kg<sup>2</sup>K <sup>1</sup>Zt<sup>1</sup>Z<sup>2</sup>fite wR wR thM<sup>1</sup>Zv<sup>1</sup> ey<sup>1</sup>i mthw<sup>1</sup>M Kt<sup>1</sup> w<sup>1</sup>tZ nte/ GiU ZLbB m<sup>2</sup>é hLb Ktg<sup>2</sup> c<sup>2</sup>w<sup>1</sup>tek nq Avb<sup>1</sup> `vqK I Drmvne<sup>2</sup>ÄK / GB c<sup>2</sup>w<sup>1</sup>tek <sup>1</sup>Zw<sup>1</sup> i <sup>1</sup>vwqZj c<sup>2</sup>Z<sup>2</sup>rb c<sup>2</sup>rbtbi / Kg<sup>2</sup>e<sup>3</sup> i<sup>1</sup>K Kv<sup>2</sup> Kiv <sup>1</sup>raibZv w<sup>1</sup>tZ nte/

2. lk<sup>1</sup>v c<sup>2</sup>km<sup>1</sup>Ki Rb<sup>2</sup> hv Aek<sup>2</sup> c<sup>2</sup>q<sup>1</sup>Rbxq Zv nj :

- (K) my<sup>1</sup>i, wbg<sup>2</sup> gvb<sup>1</sup>eK m<sup>2</sup>uK<sup>1</sup> Zt<sup>1</sup>K GB gvb<sup>1</sup>eK m<sup>2</sup>utK<sup>1</sup>gb <sup>1</sup>Ej Rvb<sup>1</sup>tZ nte/
- (L) <sup>1</sup>Zt<sup>1</sup>Z<sup>2</sup>fite Kg<sup>2</sup>m<sup>2</sup>uv<sup>1</sup>tbi t<sup>1</sup>q<sup>1</sup>t<sup>1</sup> tc<sup>2</sup>l<sup>1</sup>Yi ,i<sup>1</sup>Zj m<sup>2</sup>utK<sup>1</sup> Zt<sup>1</sup>K I q<sup>1</sup>ktKdnij <sup>1</sup>lk<sup>1</sup>tZ nte/ A<sup>1</sup> wZib Zv<sup>1</sup> mnKg<sup>2</sup>i wFzi Kv<sup>2</sup>ri tc<sup>2</sup>l<sup>1</sup>Yi my<sup>1</sup> Kit eb/
- (M) Zt<sup>1</sup>K MYZwšK i<sup>1</sup>Z c<sup>2</sup>x<sup>1</sup>Z Abgy<sup>1</sup>Y KitZ nte/
- (N) Kg<sup>2</sup>e<sup>3</sup> i wFzi Av<sup>1</sup>Z<sup>2</sup>Db<sup>1</sup>tbi mei Kg mthw<sup>1</sup> myav wZib my<sup>1</sup> Kit eb/

3. Zt<sup>1</sup>K gtb ivL<sup>1</sup>Z nte tKej gr<sup>1</sup> KZ ,ij AvBb Kv<sup>2</sup>b<sup>1</sup> c<sup>2</sup>q<sup>1</sup>M KitZ B fij dj Avk<sup>1</sup> Kiv hvq b v| Gi Rb<sup>2</sup> c<sup>2</sup>q<sup>1</sup>Rb my<sup>1</sup>i gvb<sup>1</sup>eK m<sup>2</sup>uK<sup>1</sup>vcv| Kv<sup>2</sup>RB, c<sup>2</sup>Z<sup>2</sup>rb c<sup>2</sup>rbtK <sup>1</sup>Avt<sup>1</sup>k c<sup>2</sup>rb<sup>1</sup> I Avt<sup>1</sup>k cvj b<sup>1</sup>b<sup>1</sup>Z c<sup>2</sup>invi Kt<sup>1</sup> my<sup>1</sup>, wbg<sup>2</sup> gvb<sup>1</sup>eK m<sup>2</sup>uK<sup>1</sup>vc<sup>1</sup>tbi w<sup>1</sup>tK bRi w<sup>1</sup>tZ nte/ lk<sup>1</sup>v hv<sup>1</sup> mgvR c<sup>2</sup>w<sup>1</sup>ebi nwZqvi nq, Zvntj Kg<sup>2</sup>e<sup>3</sup> tK Aek<sup>2</sup> ne<sup>1</sup>ij q Z<sub>v</sub> lk<sup>1</sup>v c<sup>2</sup>Z<sup>2</sup>rbtbi m<sup>2</sup>l<sup>1</sup> GKvZ<sup>1</sup> n<sup>2</sup>Z nte/ c<sup>2</sup>Z<sup>2</sup>rb c<sup>2</sup>rb Ges Kg<sup>2</sup>e<sup>3</sup> i gvtS my<sup>1</sup>utK<sup>1</sup> eÜbB tKej GB GKvZ<sup>1</sup>v my<sup>1</sup> KitZ cvit |

4. my<sup>1</sup>Kg<sup>2</sup>e<sup>3</sup>e<sup>1</sup>vcvri Ab<sup>2</sup>Zg nwZqvi n<sup>2</sup>Q MYZwšK i<sup>1</sup>Z c<sup>2</sup>x<sup>1</sup>Z I <sup>1</sup>wf<sup>1</sup>/ MYZwšK <sup>1</sup>wf<sup>1</sup> m<sup>2</sup>ub<sup>1</sup>eGKRb c<sup>2</sup>kmK tKej c<sup>2</sup>kmKB bb, GKRb tbZv<sup>1</sup> e<sup>1</sup>U/ mevi c<sup>2</sup>Z

mgvb `ы́ Ges thM'Zibjyqz mnKg¶`i gvtS `wqZi eÈb I mshM myav cÖvb MYZwšK cÖvmtKi Ab'Zg `emkó`/ wbRi gZigZ Atb`i Dci Pvciþbv bq, eis mevi gZigtZi wñEþZ wñxvšI Kvhþug MþY, mnKg¶`i cÖZ cÖZövb cÖvbi m¤ybtertai cwiPq enb Kti | MYZwšK cwiþek cÖZövb m¤zKg¶ eë`icbvi mnvqK | MYZwšK cwiþek we`yj q cÖvb KZzj | ¶gZv mnKg¶`i mþ½ fM Kti tbb| hvtk `wqZi t`l qv nq, ZitK `wqZi cij tbi DcthwMx KZzj.Ges ¶gZvI cÖvb Kiv nq|

5. m¤zKg¶ eë`icbvi Rb` cÖZövb cÖvb Ges Zu mnKg¶`i gvtS myúK®thgb , iazcY®tZgb mnKg¶`i ci úti i gvtS myúK®Ges m¤ybteral mgvb , iazcY® mnKg¶`i ci úti i gta" ØØ I weþiva cÖZövb KvhþgtK eëvnZ Kti | GB ØØ- weþiva Govtbvi Ab'Zg Dciq cÖZövb msMVibK KvVitgvi mýúó web'vm Ges cÖZU Kg¶ `wqZi | fügKvi h\_yh\_ eëvL`i A\_Fr cÖZövb m`m'f`i gta" Avštm®úK® Ges KZ®Zj -li wba®Y| KZ®Zj GB -li wba®YtK c`tmvcvbI ej v hvq| -li wñEK c`tmvcvb Øviv msMVtbi `wqZi Ges Kvhþej AZ"šimj;Lj füte cwiZ ntZ ciþi |
6. KZ®Zj -li wba®tYi mþ½ wbqþtYi cÖvi miwmwi m¤úKZ| cÖZövb cÖvb meðq ¶gZvI AmaKvix ntj I Zu ct¶l GKv cÖZövb me KgþixtK miwmwi wbqþY Kiv m¤e nq bv| ZtK GB `wqZj Aaxb - wmbqi wKQyKgRZ® wKU Ac® KtZ nq| tmB mþ½ GKRb KgRZ®KZRb KgþixtK wbqþY Kiteb Zvi GKvI wK wb®Rbv \_vKv cÖqvb| GvI wbF® Kti cÖZövb cÖvb KvtRi cwigvc I aib Ges Kg¶`i thM'ZvI AwfÁZvI Dci | KvtRB t`Lv hvþ"Q th, DÈg Kg¶`e`icbvi Rb`-
7. cÖZövb mKj KgRZ® I Kgþixi gta" `wqZi | ¶gZvI myw®Ø eÈb GKvšI cÖqvb| `wqZi | KZ®e`i GB myw®Ø eÈb cÖZövb Kvhþej m¤zvte m¤úv`tb mnvqK |



### citvEi gj-qb: 3

#### A) eū ibepbx cikæ

mVK DĒi vt`Rgj-K AΠiUtk eEwqZ Kiab/ (D`vn iY: Avcbvi ibewPZ DĒiU K ntj GtK (K) eEwqZ Kiab)

1. KgP`i Rb" Avb" `vqK I Drmne"ÄK KitRi cmitek myoi j tΠ-  
K. wZib `f`kPngeb  
L. KgP`i KihPΠt`vaxbZv cÖvb Kiteb  
M. KgP`i gvtS `wqZj fW Kti t`teb  
N. KgP`i Rb" cikΠtYi e"e"v Kiteb/
  
2. vtPi tKvbU mgzKgPe"e"vcbvi mnvqK?  
K. vt`R cÖvb  
L. mybi @ AvBb Kvbly cikqb  
M. mybi @ `wqZj eEb  
N. myi gvbwmK m¤úK"vcb/
  
3. mgzit e KgPnúv`tbi Rb" tKvb vtRbmu mePcΠv cikvRb?  
K. `ΠZv  
L. Avb  
M. tcÖYv  
N. cikΠY/

#### Aiv) iPbvgj-K cikæ

1. KgPe"e"vcbvi nWZqyi I tKškj m¤útK"GKU myagPe"vL"v cÖvb Kiab/



### mVK DĒi

- A) 1/ L, 2/ N, 3/ M/

**BDibU 6**

## **cñkumtb tbZZj.**

### **figKv**

*tbZZj kñU bZb KQybq/ mÿi AZxZ t\_tKB msMVb ev `tj i Kg©m¤ú`tbi m¤½ tbZtZj avi Yv bñeoñte m¤ú³/ tbZZj cñkumtbK cñlqvi GKñU Aek" Abg½/ mdj tbZZj cñZôvþbi j ¶" ARþbi t¶tÎ Pwj Kv kw³ mnñte KvR Ktj | cñZôvþbi Afjó j ¶" I Dñl'k" ARþbi Rb" tbZtZj cñlqvRb/ KvþRB GKRb wK¶v cñkumK cñZôvþbi j ¶" I Dñl'k"tK mgþb títLB tbZZj t`þeb ev tbZv figKv cij b Kiþeb/ eZgþb BDibþU cñkumtb tbZZj m¤úKZ Avþj vPbv ~þb tcþqþQ/ BDibUwUþK wZbñU cñþV fñM Kiv nþqþQ/ cñl'g cñþV tbZtZj A\_© msAv I avi Yv m¤úþK©Avþj vPbv Kiv nþqþQ/ wZxq cñWñU iñPZ nþqþQ tbZtZj UþBc ev aib m¤úþK©ZZxq cñþV iþqþQ `j tbZv mnñte w`ij q cñvþbi `wqZj KZ@" I , Yveij m¤úKZ Avþj vPbv/*

*cñW- 1: tbZtZj A\_©msAv I avi Yv*

*cñW- 2: tbZtZj UþBc ev aib*

*cñW- 3: `tj i tbZv mnñte cñZôvþb cñvþbi `wqZj KZ@" I , Yveij*

**cW 1**

## ***tbZtZj A\_©msĀv I avi Yv***

### ***Dtīk***

*GB cW tkI Avcib—*

- *tbZZjej tZ nK tevSvq Zv e'vL v Ki tZ cvi teb;*
- *tbZv ev tbZtZj msĀv cōvb Ki tZ cvi teb Ges*
- *tbZZj.m̄útKm̄yúo avi Yv cōvib m̄lq n̄teb/*

*Avgi v Rwb, ØtbZZj kāU msMVb, `j ev cōZōtbi Kḡm̄úv b cōuqvi m̄t½ n̄bneofvte m̄úv<sup>3</sup> / GiU Ggb GKU kw<sup>3</sup> hv cōZōtbi Kḡet` i gvtS cōfretKi KvR Kti Ges Zv t` i tK KtgDī xB Kti / tbZZjK GKU cōuqv etj AvfinZ Kiv hvq / GiU Ggb GKU cōuqv hví gva tg tbZv Zvi n̄b t` Rbv, civgk, tKSkj Ges m̄tecvni Zvi Pwi w̄K `eikó Øviv `tj i m`m̄t` i AvPvi AvPiY I ḡbvfitei Dci cōfve ne`li Kti b/*

### ***tbZtZj msĀv***

*tbZZjK neifbank¶me` ev neifbadMteIK neifbaefite msĀvqZ Kti tqb/ R.M. Stoghill Gi filq “Leadership is a process of influencing the activities of an organised group in the tasks of goal setting and goal achieving.”<sup>1</sup> A\_ ØtbZZj. nt”Q j ¶“ baY I j ¶“ ARbi Rb“ GKU msNeX Kḡtj i Kvhfewj tK cōfweZ Kivi cōuqv/0*

*Harold Koontz Ges CO Donnell; Hollander; M.J. Gannon Ges Keith Davis cōP nK¶me` t` i cōE msĀv t` tK cōxqgvb nq th tbZZj. nt”Q GKU cōfve ne`li Kvix cōuqv hv t` tji m`m̄t` i tK Kvhm̄úv t` DrmnwZ Kti / Good Gi Dictionary of Education G tbZZjAt\_ ©ej / ntqtQ, “Leadership is the ability and readiness to inspire, guide, direct or manage others.”<sup>2</sup> neL vZ MteIK KvUqti i gtZ “Leadership is the process of influencing the activities of an organised group toward goal setting and goal achievement.”*

*tbZtZj neifbaemsĀv netk- I Y Ki tj t` Lv hvq, Kv̄iv gtZ tbZZj. nt”Q n̄b t` Rbv cōvb Ges Kv̄iv gtZ tbZZj. nt”Q cōfweZ Kiv/ Averi, Kv̄iv gtZ tbZZj. nt”Q j ¶“ baY Avi Kv̄iv gtZ tbZZj. nt”Q j ¶“ ARb/ gtB ivL tZ n̄te cōZ. tbZv n̄bB, n̄b msMVb ev `tj i ewnti nevQb̄tKvD t̄tK tcvI Y Kti b bv/ Zui Kv̄Q msMVtbi m̄neR D t̄tK B cōvb/ GB m̄neR D t̄tK i m̄sL e'v3MZ ev `j xq D t̄tK nej xb n̄tq hvq/*

<sup>1</sup> L.D. Gupta, Educational Administration, P-89.

<sup>2</sup> L.D. Gupta, Educational Administration, P-89.

## tbZtZj avi Yv

tbZtZj mbvZb avi Yv c̄Z `p̄ciZ Kitj Avgiv t`L̄Z cve tbZZj.n̄tQ GKJU mnRvZ  
Y A\_ P̄ tKvb tKvb ḡbly tbZv ntqB Rb̄q, Zt̄ ītK ^Zui Kiv hvq bv| G avi Yv  
Abjyvix̄ ītK ḡtZ w̄Koyḡbly `j tK kmb Kivi gZ P̄wi w̄K ^eikō̄v̄ij w̄b̄qB Rb̄M̄b̄Y  
Kt̄ib| Rb̄M̄Zf̄te K̄Zc̄ q̄etkI ,t̄Yi AwaKvix ēw̄MYB tbZv f̄igKv c̄ij b Kit̄Z  
m̄l̄g| GB avi Yv Abjyvix̄ w̄etkI ,Y h\_v- Ávb, Kíbvk̄^3, ^ah, mnbkxj Zv, ^īw̄k̄v̄  
Ges ḡbwmKf̄te m̄ȳi ēw̄MY tbZv nevi th̄M̄|

mgtqi c̄i eZ̄bi m̄t̄v tbZtZj mbvZb avi YvI c̄i eZ̄ n̄tq̄tQ| tbZtZj Dci M̄teI Yv  
I w̄P̄/f̄vebri d̄t̄j tbZtZj mbvZb avi Yv f̄j ev w̄g\_ v̄ et̄j c̄ḡw̄YZ n̄tq̄tQ| Avajp̄K  
avi Yv Abjyvix̄ c̄k̄p̄Y Ges D̄g I Ar̄k̄c̄k̄v̄mbK ev c̄Z̄om̄bK tbZv m̄t̄v Nub̄o  
mn̄th̄tMi ḡvāt̄g tbZtZj ,Yv̄ij AR̄ Ges tbZZj. MVb m̄x̄e| w̄etkI AMY `jaītbi  
c̄k̄p̄Yi K\_v D̄t̄j L̄ Kt̄it̄ob- c̄Z̄om̄bK c̄k̄p̄Y (Institutional Training) Ges  
KḡRv̄j xb c̄k̄p̄Y (On-the-Job Training)| c̄Z̄om̄bK c̄k̄p̄Yi ḡvāt̄g tbZtZj  
w̄f̄be ,Yv̄ij , tbZtZj Kvh̄v̄ij Ges tK̄sk̄j m̄ūt̄K̄Z̄ĒK Ávb I avi Yv Rb̄q|  
KḡRv̄j xb c̄k̄p̄Yi d̄t̄j Z̄ĒK Ávb̄t̄K ēen̄wi K t̄q̄t̄i c̄q̄ut̄Mi Rb̄ ḡbly m̄P̄o nq|

Kīt̄RB t`Lv hv̄t̄Q th, GKRb Avajp̄K tbZv tKej c̄Z̄ov̄b c̄av̄bB bb, Zui w̄f̄Zi Avajp̄K  
tbZtZj ,Yv̄ij | P̄wi w̄K ^eik̄t̄ōi c̄Z̄d̄j b ev AvP̄i w̄K c̄K̄k Aek̄B NŪt̄Z n̄te|  
tKvb Aēt̄ZB w̄Zb GKKf̄te w̄bR w̄m̄x̄v̄s̄ mevi Dci P̄wct̄q t`teb bv| A\_ P̄ GKRb  
Avajp̄K tbZv n̄teb MYZw̄šK īw̄Zb̄w̄Zt̄Z w̄ek̄pm̄x| `t̄j ī mKt̄j ī mn̄th̄w̄MZvq w̄Zb  
c̄Z̄ov̄b̄t̄K j p̄ AR̄bi w̄t̄K ḠM̄t̄q w̄b̄t̄q hv̄teb| L.D. Gupta-ī ḡt̄Z, "Leadership  
infact is not something magical or mystical but is a set of skills that people  
can learn and develop."<sup>3</sup>

tKej gr̄īt̄ wēv̄j q ev c̄Z̄ov̄b c̄av̄b th tbZZj. t`teb Zv bq, c̄Z̄ov̄b̄t̄ī Ab̄v̄b m̄m̄  
h\_v Dcvāp̄, mnKvix c̄av̄b w̄k̄p̄K, w̄f̄Mxq c̄av̄b, w̄k̄p̄KḡUj x c̄Z̄t̄KB w̄bR w̄bR  
c̄w̄ḡUj tbZZj. `v̄bi AwaKvix| Z̄t̄i c̄Z̄t̄KB w̄bR c̄w̄ḡUj w̄Koyb̄r̄θ j p̄ Ges  
w̄bR w̄bR AvI Zvq tQvU `j ev Dc̄j \_v̄Kt̄z c̄v̄i | GB tQvU `j ev Dc̄j tK̄ w̄b̄θ j t̄p̄  
ameZ Kiv ev c̄f̄meZ Kivi gāw̄t̄q Zui tbZv f̄igKv c̄ij b Kt̄i \_v̄Kb|

w̄k̄p̄v̄ c̄Z̄ov̄b, j̄t̄Z Avgiv `jaītbi tbZZj. t`L̄Z c̄v̄B- (1) Avb̄ḡmbK I (2)  
Avb̄ḡmbK| Avb̄ḡmbK tbZZj. bēnx Av̄t̄t̄ki ḡvāt̄g n̄t̄q \_v̄K| h̄v̄ KLbI tKvb Kvi t̄Y  
Avb̄ḡmbK tbZZj.ē\_Zvq ch̄ew̄mZ nq, ZLb Avb̄ḡmbK tbZZj. Avc̄K̄k Kt̄i |

<sup>3</sup> L.D. Gupta, Educational Administration, P-89.



## c̄tV̄Ei gj̄-vqb: 1

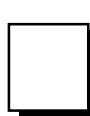
### A) eū vbePbx c̄kæ

m̄VK D̄Ei n̄bt` Rgj-K AΠi n̄tK eĒm̄qZ Kiab/ (D̄vn̄i Y: Avcbvi vbePZ D̄Ei n̄U K n̄tj GtK (K) eĒm̄qZ Kiab)

1. AvagbK avi Yr Abḡvqz m̄Kf̄te tbZtZj , Yveij AR̄ Kiv hvq?  
K. mnRvZ c̄tV̄Ei Өri v  
L. tj Lvcovi gva tg  
M. c̄kΠtYi gva tg  
N. KgZrciZvi gva tg/
  
2. n̄btPi tKvbU tbZtZj msAvi Avl Zvq c̄to?  
K. Kḡm̄uv` b  
L. mȳ uK̄-lc̄b  
M. c̄f̄meZ Kiv  
N. Dt̄iK̄ n̄bi/cY/

### Ai) iPbvgj-K c̄kæ

1. tbZZj.ej tZ m̄K tevSvq? tbZtZj msAvi Dtj LceR G m̄u tK̄GKU myúó avi Yr c̄ib Kiab/ tbZtZj mbvZb Ges AvagbK avi Yr gta m̄K cl\_R̄ m̄e ` "gvb?



## m̄VK D̄Ei

- A) 1/ M, 3/ M/

চৰ 2

## tbZtZj UbC ev aib

### Dtik

GB cW tkI Avcib—

- tbZtZj newfbuBc ev aib netkI Y KiZ cviteb I newfbuBtci tbZtZj enko Ztj aiZ cviteb Ges
- gb-NEK, migRK I AvPiYK `pKvY tK tbZtZj eIL'v cib Kitz cviteb/

G hiver Avtj vPbv tK cZqgib nh th, tbZZjeW3i PwimK, Yewij i mtv Nubofite mpu3/ erheKctI eW3i PwimK MVb Ges enko nj eW3tZj AbZg Drm/ t'Lv tMto KQyletkI , tYi Awakvix eW3MY thM tbZv etj netenPZ nb h-v- Avb, cAv, `fip, mZZv, KgOpv, Dicbv, Drmn, `mqZteva, myi eW3Zj BZw` , Y, ej tbZZtK DrmnZ Kti / mavi YZ G mKj , tYi Awakvix eW3MY thM tbZv etj netenPZ nb/

mruoZK KQymtei Yr tK tbZvi `y AvPiYK `tKi cwiPq cvlqr hvq/ GKU misMVbK Dt`M (Initiating Structure) AbiU newfveb (Consideration) / cItgr3 tI tI th , Y, ej t'Lv hvq tm, ej nj :(K) newfbekR Dt`M MhY; (2) `tj i m'mt` i cZotbi newfbekR myuq AskMhY D0xKiY; (M) mnKgpi i mtv myuK`icb; (N) cvi -umi K thMthMi myu`@ wfiE -icb Ges (N) `jxq Kgariv mpuK`mKj tK AewnZKiY/

newfvebj-K AvPiYi tI tI tbZv mnKgpi i cZ mü`q Ges mnvbyZkj nb/ tbZv Ges mnKgpi i cvi -umi K kxirterai dtj KjR mnR Ges ZjwSZ nq/

tbZtZj tkMyebim KitZ Mtq ej v ntqto, "Some one born great, some achieve greatness and others have greatness thrust upon them."

GB Dw3i Avtj vK tbZZtK cibZ wZbu tkMytZ fM Kiv thtZ cvi:

### (K) Kwik tguk tbZv

hob RbMZfiteB tbZtZj mgyp enkti Avakvix/ A\_F GB tkMyi tbZv tbZtZj ciquRbxq , Yewij ubtqB RbMhY Ktib/ Zviv mnRB `tj i m'mt` i wfZi tcYi myo KitZ cvi b Ges `tj i Av- ARfb mPq nb/

## (L) Aib̄ubK I c̄witekMZ tbZv

GB aītbi tbZv `j, tM̄t̄ ev esk cīx̄uīq AwaKvsk t̄P̄t̄ Rb̄l̄m̄t̄ tbZZj.c̄B nb | Zte gtb īL̄t̄Z n̄te G aītbi tbZv̄t̄K tbZt̄Zj , Yvej̄ AR̄t̄ K̄t̄Z n̄q |

## (M) K̄hRi tbZZj.

`j ev msM̄t̄bi Āw̄l̄Zj ūl̄K̄t̄q īL̄vi Rb̄ Dch̄ȳ , Yvej̄ m̄úb̄eK̄t̄īv Dci G aītbi tbZZj.b̄-t̄K̄īv n̄q | m̄avi YZ mḡth̄M̄Zm̄úb̄eK̄t̄qKR̄t̄bi gā t̄t̄K̄ G aītbi tbZv̄ m̄eP̄b K̄īv n̄q | tbZv̄ m̄m̄t̄e GKRb nē v̄j̄ q c̄w̄b G aītbi tbZt̄Zj ch̄q̄ c̄t̄ob |

M̄teI K̄ ÷vBj Abb̄yq̄x tbZZf̄K̄ tbZv̄ L̄Zf̄t̄e P̄iȳZ K̄t̄īt̄Qb:

- ^-t̄Zm̄šK̄ tbZZj.
- MYZm̄šK̄ tbZZj.
- Avgj̄ v̄Zm̄šK̄ tbZZj.
- K̄wī k̄t̄ḡūl̄K̄ tbZZj.
- Aeva tbZZj.

^-t̄Zm̄šK̄ tbZt̄Zj mēP̄t̄t̄ Ges memq̄ tbZv̄ l̄b̄t̄R̄ m̄x̄v̄š̄ M̄b̄Y K̄t̄īb | G aītbi tbZt̄Zj At̄bK̄ mgq̄ `t̄j ī t̄D̄t̄c̄ūl̄Z nt̄q̄ \_v̄t̄K̄ | Avaȳb̄K̄ nēt̄k̄ G aītbi tbZv̄ Āw̄l̄Zj nēij ev b̄v̄B ej̄ t̄j P̄t̄j | eZ̄ȳb̄ nēt̄k̄ī P̄w̄n̄v̄ Abb̄yq̄x MYZm̄šK̄ tbZZj.mēP̄ -t̄K̄Z | Avgiv R̄w̄b, G aītbi tbZt̄Zj tbZv̄ mn̄Kḡ-ī m̄t̄v̄ Avgj̄ v̄P̄b̄v̄ I mḡt̄S̄v̄Zv̄ī gvāt̄ḡ m̄x̄v̄š̄ M̄b̄Y K̄t̄ī \_v̄t̄K̄b | Avgj̄ v̄Zm̄šK̄ tbZv̄ c̄w̄K̄īv̄ et̄j̄ tbZZf̄c̄B nb | GKRb nē v̄j̄ q c̄w̄b G aītbi tbZv̄ ch̄q̄ c̄t̄ob | m̄avi YZ Avgj̄ v̄Zm̄šK̄ tbZt̄Zj ^-t̄Zm̄šK̄, MYZm̄šK̄ I Aeva tbZt̄Zj̄ GK̄ l̄ḡk̄īc̄ t̄P̄t̄L̄ c̄t̄o | K̄wī k̄t̄ḡūl̄K̄ tbZv̄ Rb̄M̄Zf̄t̄e tbZt̄Zj , Yvej̄ l̄b̄t̄q̄ Rb̄l̄b̄ | G aītbi Abb̄ m̄avi Y ēW̄t̄Zj̄ AwaKvix tbZv̄ Avgv̄-ī w̄k̄P̄v̄ c̄Z̄ôv̄b̄, v̄j̄ t̄Z b̄v̄B ej̄ t̄j B P̄t̄j | Aeva tbZt̄Zj̄ AvI Zv̄q̄ `t̄j ī m̄m̄ē, h̄w̄ I Acvī -t̄axbZv̄ t̄f̄M̄ K̄t̄īb, msM̄v̄b ev̄ c̄Z̄ôv̄t̄bī D̄t̄l̄K̄ m̄āt̄bī Rb̄ G aītbi tbZZj̄ K̄v̄ḡ b̄q̄ | ḡt̄b̄ īL̄v̄ c̄q̄Rb, mdj̄ tbZZj̄ G m̄Kj̄ t̄K̄b̄ ÷vBt̄j īB P̄iḡ nē v̄j̄Z̄ Āē-v̄b̄ K̄t̄ī b̄v̄ |

tbZZf̄K̄ nēt̄k̄I ÁMȲ l̄Zb̄ aītbī `w̄t̄Kv̄Y t̄t̄K̄ Āet̄j̄ v̄Kb̄ K̄t̄īt̄Qb̄- (1) gb̄-w̄ĒK̄ (2) mḡv̄RZm̄šK̄ Ges (3) AvP̄īw̄YK̄ |

## gb̄-w̄ĒK̄ `w̄t̄Kv̄Y

gb̄-w̄ĒK̄ `w̄t̄Kv̄Y tbZv̄ l̄KQy, Y ev̄ ēw̄k̄óv̄ēj̄ ī Dci , īāZj̄ Av̄t̄īv̄c K̄īv̄ n̄q̄t̄Q̄ | Ralph M. Stoghill 124 l̄ tbZt̄Zj̄ Dci M̄teI Yv̄ K̄t̄īt̄Qb̄ | Z̄ū ḡt̄Z̄ GKRb ēW̄t̄ t̄Kej̄ ḡv̄l̄ tbR̄-^M̄KQy, Y ev̄ ēw̄k̄óv̄ēj̄ l̄b̄t̄q̄ mdj̄ tbZv̄ n̄Z̄ c̄t̄īb̄ b̄v̄, tbZv̄ l̄b̄R̄-^

*Pwii w̄K c̄iUvba©Ges Abjwixt`i Pwii w̄K `einko”, Kvhewij, j ¶ I Dti tk`i gay  
m̄utK® Dci tbZtZj i m̄dj “ibf® Kti | ÷Minj tbZvi tKvB netkl `einko”i Dci  
iazjAvtivc Ktib ib |*

### ***mgvRZwEK `wp̄tKvY***

*mgvRZwEK `wp̄tKvY Abjwqx wZibB tbZv ihib `tj i m`m̄t`i Norm tK eS̄tZ cvtib  
Ges Zv‡`i mvt\_ ibtRtK GKvZ® Kti t`tLb| `tj i m̄t% GKvZ®v ZtK mggvbti D”P  
Avmtb AvaiôZ Kti hvi dtj wZib mntr `j tK ibqsj Kitz cvtib| mgvRZwEK gtZ tbZZj.n”Q  
Abjwqx tbZv `tj i tmwUtgjU Ges Pwii`v mntr eS̄tZ cvtib Ges `j tK Ggbfite  
cwi Pwii Z Ktib hvtZ Zviv j t¶`tCv‡Z cvtib | mgvRZwEK gtZ tbZZj.n”Q  
tbZv Ges mnKg®ev `tj i gta” cvi “uwiiK Av`vb-c®vb/ GB Av`vb-c®vb `tj i cÖZU  
m`m̄ ibR ibR fvgKv cvj b Ktib| wKs’ cÖZU m`tm”i fvgKvB GKvU AciU t\_tK  
c\_wK| . . . . Leadership is truly a process of interaction each participant in  
the interaction may be said to play a role and these roles must be in some  
way differentiated from each other.”<sup>4</sup>*

### ***AwPiwK `wp̄tKvY***

*AwPiwK `wp̄tKvY tbZvi e”w³MZ Pwii w̄K `einko” Atc¶v Zui ewn”K AwPi tYi Dci  
AvakZi , iazjAvtivc Kiv nq| AwPiwK `wp̄tKvY-*

1. *tbZv `tj i m̄t% Avtj wPbvtšibwZ Ges msMvbtbi Rb”j ¶`ibañY Ktib|*
2. *hvt i tK wZib tbZZj.t`b, Zv‡`i m̄t% AbvbgwibK, Dò Ges m̄yibRbK m̄utK®Mto  
tZv‡j b|*
3. *wZib `tj i Avkv-Avkv-Lv, thwM”Zv, k”w³ Ges `y®Zv m̄utK® qvtKdnv j \_vKb|*

*MteI Kt`i MteI Yij ä Z\_”t\_tK Avi I KtqK aitbi tbZtZj ciwPq cvl qv hvq/ wZer.  
tbZZj. Ggb GKvU tbZZj| ÷vUvm j xWvi (Status Leader) Aci GKvU D`vniY|  
÷vUvm j xWvi mvariYZ tbZvi c` gh®v tR”ôZv Ges KZ®Zj Dci ibf® Kti /  
Avigt`i t`tki wK¶v cÖZövb, yj tZ tbZZj. mvariYZfite ÷vUvm tKv`K| cÖZövbti  
cÖvb mnvite tnWgv÷vi A\_ev Aa”¶ ÷vUvm j xWvi i fvgKv cvj b Ktib| cÖZövb  
cÖvbti ibefñx Avt`k Povši ejt netewPZ nq| ÷vUvm j xWvi EaÝZb KZ®¶ KZR.  
ibtqwmCØB nb|*

*÷vUvm j xWvi tK Avgiv Avdumqij ev AvbgbwibK tbZv ev wV-Rj De-Jure tbZv ej tZ  
cwi | wV-Rj tbZv AvBbZ ev neavbZ tbZZcØB nb| G QvoI itqtQb De-Facto tbZv/  
wV-d`v‡t tbZv KvhZ tbZZj.t`b/ GKRB ne`yj q cÖvb ev Ktj tRi Aa”¶ KZ®¶ KZR.  
ibtqwmCØB nb hv AvtMB ejr ntqtQ| Zuiv th `tj i m̄t% KvR Ktib, tm `j KZR.*

<sup>4</sup> Gordon, Group Central Leadership, P-51.

ibtqMcB nb bv| tmRbB Zviv `vBwi K cib nti I mZKvi tbZv bvI ntZ ctib| mZKvi whib tbZv, ZtK ej v nq De-Facto tbZv| W-dvtv tbZv ntZ ntj hv cibRb, Zv nj ZtK `j KZR. MhYthwM ntZ nte| Zlb hvt`i Rb Ges hvt`i mtz KvR Kiteb, Zviv tbh eStZ cti Zlb einiMZ tKD bb, Zlb Zt`iB GKRb| Zntj t`Lv hvt"Q, GKRb ÷ vUm ev Avdumqij tbZv W-Ryj I ntZ cti b, Avevi W-dvtv ntZ ctib| hLb Zlb `tj i mtz GKvZ ntq KvR Ktib, mnKgi`i wfZi `j xq tPZbv I cti uwi K kxvteva RvMZ Ktib, ZLb Zlb W-dvtv tbZv| Avevi hLb AvBbz ibtqMcB ntq `j tK kvmb Ktib, ev `tj i tKqvi-tUKvi (Care Taker) mmite KvR Ktib, ZLb Zlb De-Jure tbZv|

GLvtb mcZer. ev Fatherly Leadership mxutK©KQyej v hvq| mavi YZ cievi whib etqvtRô ev cievi cib ZtKB tbZv mmite gvb" Kiv nq| cievi i mKj m'm ibtkZPte Zui KZj. Ges Avt`k-ibt`R tgfb tbb| `tj i cib Zui `wfvl wKQy mcZmjf| Zlb ibtRt gtb Ktib cievi etqvtRô weavq Zlb mefc¶l Ávbx Ges Zlb hv Ktib Zv cievi gvtj i RbB Ktib| Avgut`i wk¶l cib i tZi G ai`bi cib i tqfQb, hvv ibtRt i tK mcZer. tbZtZj Avakvix etj gtb Ktib| mcZer. tbZZtK mZKvi At\_©W-dvtv tbZZj. ej v hvq bv| Kvi Y G ai`bi tbZtZj tbZvi AvZgvq AvacZ Ges `tj i m`m`i tbZvi Dci AvZgvq ibf¶kxj Zv Zt`i -fmeK weKvki c\_tK iax Kt i t`q|



## cvtvEi gj-icb: 2

### A) eu ibepbx cikæ

mVK DÉi mbt`Rgj-K A¶i iUtk eÈmqZ Kiab/ (D`vnY: Avcbvi ibenPZ DÉi iU K ntj GtK (K) eÈmqZ Kiab)

1. tbZvi msvMvbK Df` M ej tZ tKvb Utk tevSvq?  
K. Avt`k mbt`R cÖvb  
L. cvi -úmi K thMvthvMi mþr Ø mfiE -vcb  
M. mnvbfjZkjy gtbvfvé cÖkØ  
N. Dct`k cÖvb/
  
2. GKRb we`yj q cÖvb tKvb tkVi tbZtZj Avl Zvq ctob?  
K. AvbønbK tbZZj.  
L. K`wi RtgUK tbZZj.  
M. Avgj vZmšK tbZZj.  
N. MYZmšK tbZZj/
  
3. mgvRZmE K `yótkvY Ablyqz tbZvi tKvb emktó i Dci tbZtZj mvdj "ibfP Kti?  
K. tbZvi mnRvZ , Yvej  
L. tbZvi Ges `tj i gta" cvi -úmi K Av`vb cÖvb  
M. tbZvi emn'K AvPi Y  
N. tbZvi Avt`k cÖvbi ¶lgZv/
  
4. M-d'it+ (De-Facto) tbZv ej tZ tKvb aitbi tbZitK tevSvq?  
K. ihib AvBbZ tbZZcØ nb  
L. ihib mnRvZ , Yvej i Øviv tbZZcØ nb  
M. ihib `j KZR.MØYthvM" ntq tbZZcØ nb  
N. ihib etqvR"o weavq tbZZcØ nb/

### Av) iPbvgj-K cikæ

1. tbZtZj UvBc ev aib m¤útk©GK iU hþibfP I Mvbgj-K e³e" tck Kiab/ Avgv`i we`yj q, yj i Rb" tKvb aitbi tbZtZj cÖqvRb?



## mVK DÉi

- A) 1/ L, 2/ M, 3/ L, 4/ M/

**cW 3**

‘**tj i tbZv nm̄te c̄Zōib c̄ātbi ‘mqZ; KZ@ I , Yewij**

**Dt̄ik**

GB cW tk̄l Avcib—

- tbZv nm̄te we` ij q ev c̄Zōib c̄ātbi `mqZ; I KZ@ mgn D̄tj L KītZ c̄it̄eb;
- tbZv nevi Rb" th mKj , tYi c̄qRb Zv ej tZ c̄it̄eb Ges
- nKf̄te tbZtZj c̄qRb xq , Yewij AR̄t Kiv hvq tm m̄utK@e^3e" ivL̄tZ c̄it̄eb/

**we` ij q c̄ātbi ‘mqZ; I KZ@**

we` ij q c̄ātbi we` ij q c̄ātbi kxI @e` tZ Ae` ib Kt̄ib/ Zt̄K GKvaīti c̄kmK Ges tbZv GB Df̄q̄ea `mqZ; cij b KītZ nq/ c̄kmK nm̄te nZib c̄Zōtbi m̄neR c̄iPj bvi `mqtZ; nbtqRZ/ mnKg@` i gntS Kt̄Ri `mqZ; ēEb, Zt̄` ītK Kt̄R D̄y Kiv, Kt̄Ri m̄zcm̄tek Zwi I eRvq ivL̄v BZw` newfbæ`mqZ; cij b KītZ nq/ GmKj `mqZ; cij b KītZ M̄tq Zt̄K m̄nae× nbqg Ges AvBb-Kvbj AbjY KītZ nq/ tbZv nm̄te we` ij q c̄ātbi Ab`Zg `mqZj - `tj i tm̄UtgU, n̄f̄w` I Pwn` v̄tK m̄gtb t̄tL Zt̄` ītK Ggbf̄te c̄iPj bv Kiv ht̄Z Zuv c̄Zōib Ges c̄Zōib c̄ātbi m̄t̄ K̄n̄tq c̄Zōtbi j ¶ I Dt̄ik AR̄t nbtq Z n̄tZ c̄it̄i / GB Df̄q̄ea `mqZ; cij b KītZ M̄tq GKRb we` ij q c̄ātbi K ēmea , tYi AmaKvix n̄tZ nq/

GKRb n̄t̄i c̄kmK ev we` ij q c̄ātbi th c̄igU t̄j K̄R Kt̄ib, Zvi ēm̄B thgb ēu` īt̄ Z, tZgib Zui `mqZ; Ges KZ@e`i c̄iwal ēvcK I nekyj / GKRb we` ij q c̄ātbi K̄R n̄K? G c̄k̄ie D̄Ei c̄ib Lg mnR bq/ c̄Zōtbi c̄i@vi c̄i "Ob̄v I k;Lj v i ¶ t̄tK ītKt̄i ewnti i newfbæPv I `vei tgvKvjej v meB Zt̄K KītZ nq/ GKRb n̄t̄i c̄km̄ki me@ak , iazcy@ mqZ; c̄Zōtbi n̄t̄i YMZ gvb eRvq ivL̄v ēvcit̄i m̄v Zrci \_vKv/ n̄t̄i Kt̄i c̄iV vb I n̄t̄i c̄iV M̄t̄Y, n̄t̄i c̄iV M̄t̄Y mdj ev̄evqb, cix¶v M̄t̄Y I c̄iPj bv Ges M̄t̄i M̄t̄i I neAvbM̄t̄i i m̄z ēenvi nb̄OZKiY, mnciVμugK Kt̄Ri ev̄evqb BZw` c̄ZiU t̄t̄iB we` ij q c̄ātbi Kt̄Ri Zt̄K EāyZ KZ@t̄i m̄t̄i thvM̄t̄hM i ¶v Kt̄Z nq/ we` ij t̄qi ewnti mgvt̄ri newfbæm̄ h\_v- AwffiveK, Qv̄t̄bZv, ivR%ZK ēw^3Zi I Ab̄vib`i m̄t̄i m̄y@uK@eRvq ivL̄tZ nq/ Dij n̄t̄Z `mqZ; I KZ@ cij b KītZ M̄tq Zt̄K m̄nae× AvBb-Kvbj I nb̄t̄i nbqgveij tḡtb Pj t̄Z nq GK\_v Av̄MB D̄tj L Kiv ntqf̄Q/ GL̄t̄b we` ij q c̄ātbi th c̄iPq Avgiv c̄iB, Zt̄Z ej v hvq nZib GKRb n̄t̄i c̄kmK/ n̄t̄i Avgiv Rwb GKRb n̄t̄i c̄kmK t̄Kej c̄kmKB bb, nZib GKRb tbZv/ GL̄t̄b c̄keAv̄tm tbZv nm̄te we` ij q c̄ātbi K̄R n̄K? G c̄k̄ie D̄Ei ce@Z@ c̄it̄V t̄qv ntqf̄Q/ tbZv n̄tZ t̄M̄t̄j GKRb c̄Zōib c̄ātbi n̄FZi ¶v Ap̄i n̄K , tYi c̄k̄k \_vKt̄Z n̄t̄- (1) misM̄t̄bK D̄t̄ iM̄ (Initiating Structure) Ges (2) nef̄veb (Consideration) / c̄t̄gv^3 t̄t̄iZt̄K newfbæKt̄R m̄p̄q AskM̄t̄Y D̄y

Kiteb/ ॥ZxqZt ॥Zib mnKg<sup>¶</sup> i cÖZ mü`q Ges mnvb<sup>¶</sup>Zkxj nteb/ Zui Ges mnKg<sup>¶</sup> i g<sup>¶</sup>S cri -úwi K k<sup>¶</sup>xvteva mKj tK ibovi m<sup>¶</sup>½ `wqZj cyj tb DØy Kite/

c`wakvi etj tKD hLb cÖZib cÖvtbi `wqZcÖB nb, ZLb ॥Zib tmB c`msukó mKj `wqZj I KZ<sup>¶</sup> cyj b Ktib Ges ¶gZv I cÖZcÖE tfWM Ktib/ ॥Zib Aaxb t<sup>¶</sup>i tK Avt`k ibt R cÖvb Ktib Ges Zv<sup>¶</sup>i tK ibqšy I cwi Pvj bv Ktib/ GLv<sup>¶</sup>b ॥Zib tKej g<sup>¶</sup>I GKRb ik<sup>¶</sup>l cÖkmK, tbZv bb/ tbZv nevi Rb<sup>¶</sup>AwZ<sup>¶</sup> ³ Avi I wKOjy cÖqvRb i tq<sup>¶</sup>Q/ Zv nj - mnKg<sup>¶</sup> i k<sup>¶</sup>xv-fvj evmv, -KwZ. Ges -ZtùZ<sup>¶</sup>AvbwZ ARØ/

### **tbZv unmitre we` yj q cÖvtbi , Yvej**

tbZv unmitre we` yj q cÖvtbi , Yvej Avtj vPvri cÖ°vtj ibgvj wZ melq, yj we<sup>¶</sup>ePvri Kiv cÖqvRb:

- tbZZj.mvavi YZ `tj i AvI Ziq cÖqvM Kiv nq/ -t<sup>¶</sup>weKfiteB we` yj q cÖvb GKRb `j tbZv unmitre `j tK mnvh<sup>¶</sup> mnthwMZvi e<sup>¶</sup>ci<sup>¶</sup>t KvhRi f<sup>¶</sup>gKv i<sup>¶</sup>Lb/
- tbZtZj gb -wE<sup>¶</sup>K we<sup>¶</sup>k<sup>¶</sup>Y tbZvi RbMZ -t<sup>¶</sup>weK , Yvej tK cÖvb t` I qv ntq<sup>¶</sup>Q thgb- `ah<sup>¶</sup>mnbkxj Zv, gvbmK my<sup>¶</sup>i Zv, `i`w<sup>¶</sup>Zv, mnwmKZv BZ<sup>¶</sup>w/
- tbZtZj mgvRZwE<sup>¶</sup>K we<sup>¶</sup>k<sup>¶</sup>Y e<sup>¶</sup>w<sup>¶</sup> A<sup>¶</sup>c<sup>¶</sup>l cwi tek I cwi cwkRZvi Dci , i<sup>¶</sup>Z Avtvc Kiv ntq<sup>¶</sup>Q/ cwi cwkR Dci`vb h<sub>v</sub>: cÖZövtbi Kv<sup>¶</sup>Ri g<sup>¶</sup>Iv, tbZvi `¶Zv, mnKg<sup>¶</sup> i m<sup>¶</sup>½ m<sup>¶</sup>úK<sup>¶</sup> cÖZövtbi cwi tekMZ Ae<sup>¶</sup>v BZ<sup>¶</sup>w i Øviv tbZvi mvdj "iba<sup>¶</sup>i Z nq/
- tbZZj.Ggb GKU cÖqv thLvtb tbZv `tj i D<sup>¶</sup>l<sup>¶</sup>K<sup>¶</sup> ARØ I Kvh<sup>¶</sup>m<sup>¶</sup>úv<sup>¶</sup>tb mnvqZv Ktib Ges `j tK j ¶<sup>¶</sup>ARØbi w<sup>¶</sup>tK G<sup>¶</sup>Mtq ibtq hvb/
- tbZv `tj i m`m<sup>¶</sup>t`i AvPi<sup>¶</sup>Yi ibqšK I cÖveK unmitre KvR Ktib/

Dctiv<sup>3</sup> melq, yj tK mgv<sup>¶</sup>tb ti<sup>¶</sup>L tbZv unmitre we` yj q cÖvtbi , Yvej i GKU Zwj Kiv cÖvb Kiv hvq:

- tgvnbxq e<sup>¶</sup>w<sup>¶</sup>Zj
- MYZwSK `¶f<sup>¶</sup>W
- AvtZ<sup>¶</sup>cj wä Ges AvZ<sup>¶</sup>cÖq  
`i`w<sup>¶</sup>Zv
- M<sup>¶</sup>Zkxj Zv (Dynamism) ev cwi eZØ tK tg<sup>¶</sup>tb tbvri kw<sup>¶</sup>
- mnKg<sup>¶</sup> i m<sup>¶</sup>½ m<sup>¶</sup>úK<sup>¶</sup> cri -úwi K k<sup>¶</sup>xvteva
- mgm<sup>¶</sup>vi tgvKvtej vi kw<sup>¶</sup>
- mgm<sup>¶</sup>vi mg<sup>¶</sup>q<sup>¶</sup>PZ mgvavtbi ¶gZv
- K<sub>v</sub> I Kv<sup>¶</sup>Ri w<sup>¶</sup>j (-^QZv)
- thwM<sup>¶</sup>h<sup>¶</sup>u<sup>¶</sup>Mi `¶Zv
- mgvR g<sup>¶</sup>vb<sup>¶</sup> i m<sup>¶</sup>½ m<sup>¶</sup>úK<sup>¶</sup>

## **Wfite tbZtZj , Yvej AR̄ Kiv hq?**

Avgiv Rwb, we` ij q c̄vb GKvaīti c̄kvmK Ges tbZv GB Dfqua f̄igKv cyj b K̄ti b / c̄kvmK unmvte Zui `wqZj we` ij tqi wkpvi ḡtgbvqtb m̄Pó nI qv / tbZv unmvte Zui `wqZj msuk̄o m̄k̄j i Rb wkpvi c̄i t̄ek Zw̄ K̄ti t̄ I qv / Kv̄RB ZuiK tbZtZj ew̄AZ , Yvej Aek̄B AR̄ K̄tZ n̄te / wbgij wLZ weI q, ij i c̄Z `wocvZ Kiv th̄Z cv̄i /

1. we` ij q c̄vb Zui `wNp̄ tbi AwfÁZvi Av̄tj v̄tK tbZtZj ew̄AZ , Yvej mḡn AR̄ K̄tēb /
2. Zui tj Lvcov, Ávb, I c̄Avi m̄½ mnRvZ , Yvej I ēw̄tZj msugkY Nulq wZib tbZtZj ew̄AZ , Yvej mḡn AR̄b m̄Pó n̄teb /
3. mḡq wētktl c̄qvr̄t̄b ZuiK UvKuUKk ev t̄Kškj Aej x̄b K̄tZ n̄te /
4. mnKḡi wFZi h̄vh `wqZj I KZZj Ac̄q Ges Kv̄Ri wKuZ c̄v̄tbi gvātg tbZtZj , Yvej weKv̄t̄k mnvqZv K̄tēb /
5. ZuiK Aek̄B c̄k̄p̄Y wbtZ n̄te / AvR̄tKi c̄i ewZZ wētki tbZtZj , Yvej weKv̄t̄k i Rb c̄k̄p̄Yi GKv̄sl c̄qvRb /

### **c̄V̄Ei gj̄-wqb- 3**



#### **A) ēu wePbx c̄k̄e**

m̄W K D̄Ei wbt`Rgj̄-K Atpi wutK ēEwqZ Kib / (D`vni Y: Avcbvi wePZ D̄Ei wU K n̄tj GtK (K) ēEwqZ Kib)

1. tbZv unmvte we` ij q c̄v̄tbi mētCp̄v iazcȳ wqZj t̄KvbiU?
  - K. `j t̄K mḡwi Pvj bv Kiv
  - L. `j t̄K my i f̄ite wbḡsY Kiv
  - M. wkpvi ḡtgbvqtb m̄Pó nI qv
  - N. `tj i mḡwqZv AR̄b m̄q̄g nI qv /
2. tbZv unmvte c̄vb wkp̄t̄i Ab̄Zg , Y t̄KvbiU?
  - K. Av̄t`k-wbt`R c̄v̄tbi p̄gZv
  - L. wbḡsY I c̄i Pvj t̄bi p̄gZv
  - M. mnKḡi AvbMz AR̄b t̄bi p̄gZv
  - N. AvBb Kibly c̄qvt̄Mi p̄gZv /

#### **Av) iPbvgj-K c̄k̄e**

1. tbZv unmvte c̄vb wkp̄t̄i `wqZj KZ̄ / , Yvej i GKu msuP̄B c̄i wPz c̄vb Kib /

### **m̄W K D̄Ei**

#### **A) 1/ N, 2/ M/**

***FugKv***

imxvší MöY cökumb I eē-icbv cökumti Awt"Q" Ask/ eW3 Rxetbi newfbet¶† cökq gvbjtk thgb imxvší Avkq wbtZ nq/ tZgb cÖzöb cwiPij bvi t¶††I GKRb cÖzöb cökumtbK cÖzibqZ imxvší MöY KitZ nq/ tKvb tKvb retkIA imxvší MöY Ges cökumb I eē-icbvtk mgv\_R imvñte weñePbv Kti tqb/ Zq`i gtZ cökumb I eē-icbvKvh©imxvší MöY w tq i iæntq Averi imxvší MöY Gtm tkI nq/ mVK mgtq mVK imxvší MöY cÖzöbti j ¶ ARtbi c\_tK mnR Kti / Averi imxvší mgvib" GKUz fžj i Rb" cÖzöbti mgv ¶ nZ cítV / KvRB imxvší MöY eWZtitiK cökumb I eē-icbv msfvvší KvR AmxúY©Ges A\_ñxb/ eZgib BDibUJU cökumtb imxvší MöYi Dci tj Lv ntqtQ/ BDibUJtK wZbUJ cítV fVM Kiv ntqtQ/ cÖg cítV imxvší MöYi A\_,© iazj Ges cÖqvRbxqZv msútK©Avtj vPbv Kiv ntqtQ/ wZxq cítV itqtQ imxvší MöYi newfbœavc Ges imxvší tkMieb"m msfvvšíAvtj vPbv Ges ZZxq cWU iPbv Kiv ntqtQ imxvší MöYi t¶††I cökumtbK fñgKv msútK©

cW- 1: imxvší MöYi A\_,©, iazj Ges cÖqvRbxqZv

cW- 2: imxvší MöYi newfbœavc Ges imxvší tkMieb"m

cW- 3: we`ij tqi imxvší MöYi t¶††I cökumtbK fñgKv

**cW 1**

## **im×všíMötYi A\_ © , iaz;Ges c̄qvrbxqZv**

### **Dt̄ik**

GB cW tk̄l Avcib—

- im×všíMötY ej t̄Z uK tevSvq Zv ij uLZ ev tḡLKf̄te c̄kvk Kitz cvit̄eb Ges
- c̄Zövb c̄vi Pij bvi t̄P̄t̄i im×všíMötYi , iaz; I c̄qvrbxqZv ēvL i Kitz cvit̄eb /

## **im×všíMötYi A\_ ©**

t̄tki mneR uK̄v ēēv Dbqb, c̄vni ev c̄vi Pij bv msprvši mi Kwi im×všímavi YZ  
newfbœAv̄t̄k, uft̄R ev c̄vi c̄t̄i gvātg Avgiv Rvb̄Z c̄vi | c̄ZövbK ch̄qI GKRb  
c̄Zövb c̄avbt̄K newfbœel tq im×všíMötY Kitz nq/ wēv̄j q c̄vi Pij bv Kitz M̄tq  
c̄qk newfbœc̄vi w̄w̄zi D̄m̄e nq hLb im×všíMötY Ac̄vi nvh̄tq c̄to/ im×všíMötY Ggb  
GKU c̄uqv hv c̄Zövtbi ^bb̄b Kvit̄ri Awet̄Q A½/ GRb̄B ej v nq c̄kumt̄bi KvR  
im×všíMötY w̄tq i iæntq Averi im×všíMötYB t̄kl nq/

wēv̄j tqi GKvit̄WigK gvb Dbqb Ges tm̄ j t̄P̄ c̄vi K̄v bv ^Zvi Ges ev̄kvqbc̄ši ubiſcy;  
uK̄v, uK̄v, uK̄v, uK̄v, msprvši wēlqvev̄; mnc̄v̄muigK Kvhs̄v̄j c̄vi Pij bv; Eāv̄z  
KZet̄P̄i m̄t̄½ th̄M̄t̄h̄M; mgv̄t̄Ri m̄t̄½ m̄x̄ū³Zv I th̄M̄t̄h̄M i P̄v; tf̄SZ AeKvit̄Vit̄gv̄i  
Dbqb; c̄ixP̄v c̄vi Pij bv; A\_‰w̄ZK ēēv̄cbv̄ BZ̄w̄ ēūmea t̄P̄t̄i GKRb wēv̄j q  
c̄avbt̄K Anin im×všíMötY Kitz nq/ G mKj t̄Kv̄ t̄Kv̄ wēl tq wēv̄j q c̄avb KLbI  
GKv im×všítbb/ Zte Awakvsk t̄P̄t̄i msuk̄o ēw̄ēt̄M̄P mn̄th̄w̄MZv I gZvgtZi w̄f̄Ēt̄Z  
im×všíMötY Kvhs̄mgvar nq/ gt̄b ivL̄t̄Z nte m̄v̄K Ges h̄v̄pc̄ȳm̄x̄t̄ši Dci c̄Zövtbi  
newfbœKvit̄ri mdj Zv uft̄P̄ K̄ti /

vet̄ki ÁMY im×všíMötYt̄K GKU c̄uqv̄ et̄j Dt̄j L K̄ti t̄Qb/ im×všíMötYi w̄FZi w̄tq  
c̄Zövtbi m̄m̄t̄i AvP̄i w̄K̄ ēūk̄t̄o i c̄vi Pq c̄v̄l qv̄ hvq/ im×všíMötY c̄kumt̄bi  
mēt̄c̄P̄v̄, iaz; c̄ȳKvR/ c̄Zövtbi h̄v̄Zxq KvR im×všíMötYi Dci uft̄P̄ K̄ti /

## **im×všíMötYi msAv**

c̄Zövb c̄vi Pij bvi Rb̄ c̄qvrbxq c̄t̄P̄c MötY, c̄vi K̄v bv MötY I ev̄kvqbs Ges D̄m̄Z  
mgm̄v̄ev̄j i mgv̄at̄bi uft̄ḡt̄E ēūmea wēK̄ c̄s̄ri gāt̄t̄K mēt̄c̄P̄v̄ D̄Eg c̄s̄w̄ui m̄t̄PZb  
ev̄QvBt̄K im×všíMötY ej v hvq/ GB m̄t̄PZb I th̄s̄³K ev̄QvB Gi m̄t̄½ msuk̄o ēw̄ēt̄M̄P  
PP̄f̄v̄ebv̄ Z\_v gvbimK PP̄f̄v̄ebv̄ Z\_v gvbimK PP̄f̄v̄ebv̄ Z\_v gvbimK Ges ḡw̄P̄ P̄P̄f̄v̄ ebv̄ Z\_v gvbimK  
iif̄ci ev̄ntc̄Kv̄ Nt̄U im×všíMötY c̄uqv̄q/ Kv̄RB im×všíMötYt̄K gvbimK c̄uqv̄l ej v  
hvq/

## im×všÍMȫtYi , iazj I cōqvrbxqZv

Avtj vPbvi cōitB ej v ntqtQ tKvb tKvb wētkl Á im×všÍMȫY Ges cōkvmbtK mgv\_R etj MY Kti tQb | Zuiv im×všÍMȫtYtK cōkvmbtbi tK`le`tz cōZ vcb Kti tQb | Zt i gtZ cōkvmbtbi Ab`vb KvhFwj im×všÍMȫtYi Dci wbFPkj | wētkl ÁMȫtYi G aītbi gZvgZ t\_tK im×všÍMȫtYi , iazj Dcj wä Kiv hvq | AvRtKi Dbz wētkl hq̄cYm×všÍ , iazj Acwi mgx | tmRb`B wētkl AMY meiKg Z\_ m̄utK AeMZ ntq cōB Zt\_i Avtj vtK im×všÍMȫtYi cPcwZ | hq̄c I Z\_mg\_x im×všÍ tP̄t j P̄ I Df̄tK` baf̄tYi ci thwMifhtMi tPBb w̄i Kiv nq Ges GtKK t̄t i GtKK aītbi im×všÍMȫtYi `mqZj AcY Kiv nq | Gf̄tē AZ`sl m̄ozl wbqgZwšK Dcv̄tq cōkvmbtbi KvR Gm̄tq hvq | wēvij q GKU mgvRK msMVb / mgvRi c̄Zvkv I cōB wēvij tqi m̄wēR KgRvtUi m̄t½ RwoZ / tmRb`B im×všÍMȫtYi DrKI QvI , YMZ gvb GKvſlf̄te Kig |

hq̄cYm×všÍthgb GKU w̄tP̄ cōZovbtK j P̄ ARtbi w̄tK wbq hvq, tZgbv̄te f̄j im×všÍ cōZovbtbi Rb` mgvR wec` tWtK Avb̄tZ cv̄ti | w̄ib cōZovbtbi c̄vb, ZtK m̄vmēr G wētq mZK`vKtZ nte | m̄wK I hq̄cYm×všÍ gvātg w̄zb cōZovbtbi gwberq Ges ēMZ Dcv̄tbi m̄tēEg ēenvi w̄b̄DZ Kiteb Ges cōZovbtK j P̄ ARtbi w̄tK Gm̄tq wbq hvteb | im×všÍMȫY c̄uqvi m̄t½ m̄sko w̄tP̄Kes` Ges ḡtbiRs KigUj AskMȫY w̄b̄DZ Kiv wēvij q c̄vbtbi Ab`Zg `mqZj GRb` ÷vd KvDwYj Ges ḡtbiRs KigUj m̄vq mēwZjtg G m̄wKZ GKU m̄w w̄b̄Zgj v c̄qb Kiv thtZ cv̄ti | Q̄t̄ f̄wZ cixP̄v MȫY, dj vdj c̄Kik, w̄tP̄K I Ab`vb Kgv̄t̄ i wēfb̄ePw̄n`v c̄tY I mgMȫbim̄tbi tP̄t̄ Zpor im×všÍMȫY ew̄AZ dj etq Avtj | w̄tP̄K s̄t̄ iL̄tZ nte, D̄tj L̄Z tP̄t̄ w̄j t̄Z c̄vb w̄tP̄K i c̄tP̄ GKv Zuonio Kti im×všÍ tbI qv tKvbµt̄gB Kig` ntZ cv̄ti bv |

im×všÍMȫY m̄wKZ wēfb̄e wētkl t̄Ai gZvgZ wētkd Y Kitj Gi , iazj h̄vh\_f̄te Ab̄veb Kiv hvq | mvBgb cōkvmbK `mqZj I KvRtK im×všÍMȫY KvWtgi gtā t̄tL wētePb̄ Kti tQb | Zuiv ḡtZ cōkvmbK c̄uqvi meUvB im×všÍ m̄wKZ | Gi Df̄tK` nj `tj i KvRtK mnRzi Kivi Rb` `j xq c̄P̄v̄tK Kv̄tR j w̄tP̄v̄ | w̄zb cōZU cōkvmbK c̄uqitKB im×všÍMȫtYi Avtj vtK ēvL̄ i Kti tQb | tdqtj i wbqS̄Y ev Controlling Gi A\_ ēvL̄ i KitZ M̄tq w̄zb etj tQb, c̄t̄tg im×všÍ , Y, Y w̄bYq KitZ nte | AZtci µ̄wcy m̄všÍ , w̄j m̄stkvabceR Aaxb` mnKḡt̄ i mg\_ Ø Av̄vq KitZ nte hv̄tZ Zuiv th im×všÍtb̄eb, Zv thb KZ@t̄q i im×všÍ t̄q m̄t½ m̄wZcYq̄q |

w̄j Pwd̄ (Litchfield) cōkvmbK c̄uqitK GKU wēvU P̄mu etj Aw̄vlnZ Kti tQb hv̄i gtā AtbK, w̄j P̄z̄P̄mu i tqtQ | GB P̄z̄P̄mu, w̄j i c̄ZKU GK GKU wētkl `mqZj cv̄tbi tKskj ēwZqvi t̄fc | GB P̄mu im×všÍMȫY w̄tq i iæntqtQ Ges tkl n̄tq̄tQ Reappraisal ev , Y wēPv̄i w̄tq | Reappraisal Gi Avtj vtK c̄iv̄q im×všÍMȫY w̄tq P̄muKt̄i cōkvmbK c̄uqvi Av̄vZØ nt̄O |

Mȫd\_m (Griffiths) im×všÍMȫtYtK cōkvmbK c̄uqvi tK`le`tz cōZ vcb Kti tQb | . . . . . Griffiths asserted that the decision making process is the central process

of administration and that the central function of administration is directing and controlling the decision-making process."<sup>1</sup>

ne` ij q cwi Pij bvq m̄xvšl M̄tYi , iazj I c̄qyRbxqZv Dcji n̄t i c̄zil c̄zib  
c̄nb̄tKB m̄xvšl M̄tY I ev` b̄qtb̄i t̄q̄t̄ Kkj x f̄gKv i vL̄tZ n̄t e|

## **c̄t̄v̄Ei gj̄-vqb: 1**

### A) eū ibePbx c̄kæ

m̄VK D̄i n̄t` Rgj-K Aq̄i n̄tK ēEwqZ Kiab/ (D̄vni Y: Avcbvi ibewPZ D̄i n̄t K  
n̄tj GtK (K) ēEwqZ Kiab)

1. *th̄šl̄3K m̄xvšl ej t̄Z n̄tPi t̄Kibn̄tK tevSvq?*  
 K. Z\_ "msM̄, Z\_ "nekt̄d Y, neKí c̄sl̄ h̄PvB, gj̄-vqb  
 L. mgm̄v w̄lyZKi Y, Z\_ "msM̄ I nekt̄d Y, neKí c̄sl̄ h̄PvB, m̄teF̄g c̄sl̄  
 M̄Y  
 M. mgm̄v w̄lyZKi Y, Z\_ "nekt̄d Y, dj v̄dj h̄PvB, gj̄-vqb  
 N. mgm̄v w̄lyZKi Y, mgm̄v mgvar̄tbi newf̄bæc̄sl̄ D̄m̄eb, dj v̄dj h̄PvB,  
 gj̄-vqb/
2. *t̄Kib nekt̄lA c̄kmbK `w̄qZj I KvRtK m̄xvšl M̄tYi gta" ti t̄L ne tePbv  
 Kt̄i t̄Qb?*  
 K. tdqj  
 L. w̄j Pwd̄i  
 M. mvBgb  
 N. M̄d\_m/
3. *t̄Kib nekt̄lA c̄kmbK c̄uqnt̄K m̄xvšl M̄tYi Pμ et̄j Awf̄inZ Kt̄i t̄Qb?*  
 K. tdqj  
 L. w̄j Pwd̄i  
 M. mvBgb  
 N. M̄yj K/

### Aiv) iPb̄igj-K c̄kæ

1. *m̄xvšl M̄tY ej t̄Z n̄K tevSvq? D̄vni Y mnKt̄i ēSt̄q w̄b/*
2. *ne` ij q cwi Pij bvq m̄xvšl M̄tYi , iazj I c̄qyRbxqZv ēvL̄v Kiab/*

## **m̄VK D̄i**

- A) 1/ L, 2/ M, 3/ L/

---

<sup>1</sup> Roald F. Campbell, Edwin M. Bridges and Raphael O. Nystrand, Introduction to Educational Administration, 5<sup>th</sup> edition, P-164.

## cW 2

### imxvšíMȫtYi newfbœvc Ges imxvtší tkv̄neb̄im

#### Dt̄ik̄

GB cV tk̄l Avcib—

- imxvšíMȫtYi newfbœvc Dt̄j L Kitz cviteb;
- cÖZU avtc Kiyq Kitz Ri netkdl Y Kitz cviteb Ges
- imxvtší tkv̄neb̄im Dt̄j LceR newfbœcKvi imxvšleYD I eilv Kitz cviteb/

#### imxvšíMȫY cüuqv

Avgiv Rwb, mgm̄v mgvaibKt̄i eū weKí cšri ga” t\_łK mPZbfite hivB-erQvB-Gi ci mtePKó.cšwutK MȫY Kivi bvg imxvší MȫY/ imxvši thši³K nt̄Z c̄ti, Averi Athši³KI nt̄Z c̄ti | GiU wbfp Kti imxvší MȫY cüuqvq Abyz iWZ cWZi Dci | eZgwb c̄tiV thši³K imxvtší Dci Avgj vKcvZ Kiv nt̄qfQ/

mPZb evQvB Gi `y ce®itqfQ- (1) GKU nt̄Q mgm̄v netkdl Y, AciU (2) imxvší MȫY/ mgm̄v netkdl Y gva”tg mgm̄v Kvi Y LjR tei Kivi tpov Kiv nq/ Aciw tK imxvtší gva”tg mgm̄v wbimbKt̄i mWk cWZtK LjR tei Kiv nq/ mgm̄v netkdl Y c̄g c̄tłc mgm̄v newfbœw tKi Dci Avgj vKcvZ Kti mgm̄wU eYD I eilv Kiv nq/ GB chq wimxvší MȫYKvix LjR tei Kitz tpov Ktib fž ev Mj ` tKv\_vq, mgm̄wU Avgj tKvb weiu iKtgi mgm̄v Kbv/ WZq chq Kvi Y mbv³ Kivi tpov Kiv nq/

mgm̄v Kvi Y wPiyZ nt̄q hvei ci imxvší MȫYKvixi `y mgm̄v mgvaibbi newfbœweKí cšri cÖZ wbex nq/ GK GKU weKí cšri GKwaK dj ev Consequences nt̄Z c̄ti | tKib dj vdj MȫYthwM Averi tKvbU MȫYthwM bq/ imxvší MȫYKvixi `wqZi nj Ggb cšri MȫY Kiv hvi dj vdj MȫYthwM nt̄e/

weiqU D`vnitYi mnvñth eSvibv thtZ c̄ti: aiv hvK, tKvb GKU we`yj q m¤ułtK® AwffveK Ges mPZb RbtMvôr c̄keZjzj we`yj qnUtz BstiwR netqfci cVvb tgifUB Avkvbjfc nt̄Q bv A\_ř we`yj qnU wkpq\_ř iłK h\_v\_Pvte BstiwR tkLvtZ e\_”nt̄Q/ mgm̄wU netkdl YKtj mWk AmjeavU wbv@ Kivi j tP iłKvzb c̄vzb th c̄keqj Zt̄j aiteb, tm\_wj nj:

- tKvb tKvb wkpq\_řBstiwR c̄tV Amjeavi m¤ułab nt̄Q?
- tKvb aitbi wkpq\_řv mgm̄v m¤ułab nt̄Q bv?
- Amjeavi c̄KwZ. wK aitbi?
- th mKj wkpq\_řBstiwR wkltZ Mfq Amjeavi m¤ułab nt̄Q, Zviv tKv\_vq A\_ř Zviv tKvb tkv̄tZ Aa”qb Kitz?
- c̄g KLb mgm̄wUi m̄fcvZ nq?
- Ab” tKvb netkx fviv wkpq\_ř tPit̄ wkpq\_řv G aitbi Amjeavi m¤ułab nt̄Q Kbv?

Dcti v̄<sup>3</sup> c̄k̄q̄v̄ i DĒi L̄R tei KitZ cvitj we`v̄j q c̄v̄tbi ct̄l̄ mgm̄vi m̄V̄K c̄K̄Z  
I Kvi Y R̄b̄v̄ mnR n̄te |

ai v̄h̄K, t̄L̄v̄ t̄M̄j me w̄k̄P̄l̄ R̄ Bst̄i R̄ w̄k̄L̄t̄Z Am̄ȳav nt̄"Q b̄v̄ | t̄Kej ḡv̄l̄ K̄Zc̄q  
w̄et̄k̄l̄ v̄b̄ I w̄et̄k̄l̄ c̄Z̄v̄b̄ t̄t̄K ĀM̄Z w̄k̄P̄l̄ R̄ i Bst̄i R̄ w̄k̄L̄t̄Z K̄ nt̄"Q | ZLb c̄k̄e  
KitZ n̄te, w̄k̄P̄l̄ R̄ i cēZ̄P̄ v̄d̄j t̄Kv̄b̄ c̄x̄Z̄t̄Z Bst̄i R̄ t̄Kl̄v̄b̄ n̄Z Ges Bst̄i R̄t̄Z  
Zv̄t̄ i Áv̄b̄ I `P̄Zv̄i ḡv̄b̄ KZUk̄Z w̄k̄P̄l̄ R̄ i cēZ̄P̄ v̄d̄j, v̄j t̄Z (A\_ R̄ th̄ v̄d̄j t̄t̄K  
Zv̄i v̄eZ̄v̄b̄ v̄d̄j Ḡm̄t̄Q Bst̄i R̄ w̄k̄P̄l̄ v̄t̄b̄i ḡv̄b̄ Ges c̄x̄Z̄ h̄v̄l̄ v̄l̄ m̄V̄K w̄Q̄b̄?  
h̄v̄ t̄L̄v̄ h̄v̄q th̄, cēZ̄P̄ v̄d̄j, v̄j t̄Z t̄Kej ḡv̄l̄ c̄V̄b̄, v̄j Lb̄ I ḡȳ` k̄w̄<sup>3</sup>i Dci , iaz̄j  
t̄Iqv̄ n̄Z h̄v̄ eZ̄v̄b̄ we`v̄j t̄q Ab̄ḡv̄l̄ Z Ges eZ̄v̄b̄ we`v̄j t̄q Bst̄i R̄ ej t̄Z cvi v̄,  
Bst̄i R̄t̄Z ḡt̄b̄i K̄v̄ c̄K̄k̄ Kiv̄ Ges Communicative Approach of Teaching-t̄K  
(K̄v̄ Av̄v̄b̄ c̄Ōv̄b̄) Āw̄K̄Zi , iaz̄j t̄Iqv̄ nt̄"Q, Zv̄t̄j mgm̄v̄U t̄ḡv̄Uv̄ḡU m̄V̄Kf̄t̄e  
P̄v̄ȳZ n̄t̄q t̄M̄j |

Gi cieZ̄P̄āt̄c we`v̄j q c̄v̄b̄ KZK, v̄j w̄eK̄i c̄s̄i w̄eP̄i w̄et̄k̄l̄ Y Kit̄eb:

(K) w̄Z̄b̄ c̄j̄i v̄ mgm̄v̄U Bt̄c̄P̄l̄ KitZ cvitib;

(L) mgm̄v̄ mgv̄at̄b̄i Rb̄" GKv̄B c̄B̄ Z̄t̄\_ i m̄v̄n̄h̄ v̄b̄t̄Z cvitib;

(M) mgm̄v̄ ms̄P̄v̄s̄i Z̄\_ Z̄i mnK̄ḡe` i t̄K R̄b̄t̄Z cvitib |

c̄l̄g w̄eK̄i c̄s̄i w̄i t̄P̄t̄l̄ v̄b̄v̄āv̄q ej v̄h̄q, ḠU mgm̄v̄ mgv̄at̄b̄i t̄P̄t̄l̄ GK̄U t̄b̄v̄ZevPK  
c̄t̄P̄c | G āt̄b̄i c̄t̄P̄c ev̄ v̄p̄f̄v̄ M̄t̄Yi ḡv̄t̄g mgm̄v̄i mgv̄at̄b̄i Av̄v̄ Kiv̄ h̄v̄q b̄v̄ |  
w̄Zxq c̄s̄i w̄i t̄P̄t̄l̄ d̄j v̄d̄j f̄j ḡ` Df̄qB nt̄Z cvitib | we`v̄j q c̄v̄b̄ GK̄i w̄m̄v̄s̄i v̄b̄t̄j  
n̄qZev̄ `Z w̄Z̄b̄ w̄m̄v̄s̄i v̄b̄t̄Z cviteb, Z̄t̄e cieZ̄P̄Z mnK̄ḡe` i ḡt̄S w̄eifc c̄Z̄v̄p̄q  
m̄ȳi m̄āt̄eb̄i v̄t̄K | ZZxq w̄eK̄i c̄s̄i w̄i t̄P̄t̄l̄ GK̄i t̄K w̄Q̄v̄ S̄K, Aci w̄t̄K mḡj  
cv̄i m̄āt̄eb̄i v̄t̄q̄t̄Q | c̄l̄gZt mnK̄ḡe` ḡt̄b̄ KitZ cvitib ḠU t̄Kv̄b̄ mgm̄v̄B bq | t̄Kbb̄v̄  
ĀiZ Āi msL̄K w̄k̄P̄l̄ GB mgm̄v̄i Av̄i Zv̄q c̄t̄o | w̄ZxqZ: Z̄\_ ch̄q̄v̄P̄b̄ I mgv̄at̄b̄  
tc̄s̄i v̄t̄Z w̄t̄q mnK̄ḡe` Ah̄v̄ Kvj t̄P̄cb̄ KitZ cvitib | Zey GBUKzAv̄v̄ Kiv̄ h̄v̄q th̄,  
th̄t̄nZ ZZxq c̄s̄i v̄t̄Z mnK̄ḡe` i t̄K w̄m̄v̄s̄i M̄t̄Yi m̄t̄h̄M̄ t̄Iqv̄ nt̄q̄t̄Q, Z̄i v̄ GB w̄m̄v̄s̄i  
ev̄ v̄b̄t̄eb̄i v̄b̄t̄e` Z c̄Ōv̄b̄ c̄v̄t̄b̄i Rb̄" Ki Yv̄q nj, w̄Z̄b̄ c̄Z̄i w̄eK̄i c̄s̄i  
dj v̄d̄j w̄K nt̄Z cvitib Zv̄ Ab̄ḡv̄t̄b̄i t̄P̄v̄ Kit̄eb Ges t̄Kv̄b̄ c̄s̄i w̄t̄K KZUk̄Z, iaz̄j t̄t̄eb̄  
Zv̄ w̄bāt̄ Y Kit̄eb |

h̄v̄ I c̄Z̄v̄b̄ c̄v̄b̄ v̄b̄t̄RB P̄ōs̄i w̄m̄v̄s̄i t̄b̄t̄eb̄, Z̄i w̄i ms̄i k̄o ēw̄<sup>3</sup>ēt̄M̄ AskM̄Y mgm̄v̄  
w̄b̄v̄t̄e m̄b̄v̄<sup>3</sup>Ki t̄Y m̄n̄v̄Zv̄ Kit̄eb Ges w̄K v̄b̄t̄Rb̄ t̄t̄e | c̄l̄q̄v̄R̄t̄b̄ m̄f̄v̄ t̄W̄K w̄Z̄b̄  
ms̄i k̄o ēw̄<sup>3</sup>ēt̄M̄ m̄t̄v̄ w̄eifc w̄eK̄i c̄s̄i, v̄j m̄āt̄K̄t̄L̄v̄i v̄L̄v̄f̄t̄e Av̄t̄j v̄P̄b̄ Kit̄eb |  
Ḡf̄t̄e mevi mḡt̄eZ c̄P̄v̄ Ges Av̄i vc Av̄t̄j v̄P̄b̄i gā" w̄t̄q m̄V̄K w̄m̄v̄s̄i tei nt̄q̄  
Av̄m̄t̄e | GB t̄P̄t̄l̄ c̄Z̄v̄b̄ c̄v̄b̄ th̄ w̄m̄v̄s̄i t̄b̄t̄eb̄, Zv̄ KLb̄B Z̄i GKK w̄m̄v̄s̄i nt̄eb̄v̄,  
ḠU nt̄e ms̄M̄t̄b̄i w̄m̄v̄s̄i "Only after analyzing all of the cues supplied by the involvement of these various people in the organization, does the chief

administrator make the decision. In a real sense, the decision is an organization one.”<sup>2</sup>

### ***মানবিক মোত্যি সের্বিসের উপর পৰিচয়***

*Dcti v<sup>3</sup> Avtj vPbvi tcitZ mānabīk mōtYi sevfbœavc, ij AwZ mn̄RB mbv<sup>3</sup> Kiv thtZ c̄ti:*

- *mgm” iPiýZKi Y (GLitb mgm”vi Dci”iZ tevSvbtv n̄”Q) /*
- *Z\_” msM̄ /*
- *Z\_” v̄etki Y /*
- *mWk mgm”WU mbv<sup>3</sup>Ki Y /*
- *mgm” mgvar̄bi sevfbareKí c̄si ch̄tj vPbvi ev h̄iPvB evQvBKi Y /*
- *mgvar̄bi m̄tev̄Eg c̄si v̄bePb ev v̄baR Y /*
- *v̄bePZ c̄si KvhRixKi Y ev mānabīk v̄ebq /*
- *mānabīk KvhRvni Zv gj̄”vqb /*

### ***মানবিক স্বত্ত্বালন***

*mānabīk m̄uñKZ Avtj vPbvi t̄tK Avgiv mānabīk th̄šv<sup>3</sup>K ev Rational Ges Āth̄šv<sup>3</sup>K ev Irrational GB `B fv̄M fv̄M KitZ c̄wi | GQrov, mvBgtbi tk̄NKi Y Abjwqx Avgiv Programmed ev v̄bqngZ ev iñUb mānabīk Ges Non-Programmed ev AwbqngZ ev AwbañiZ mānabīk c̄wi Pq cvB / Programmed ev iñUb mānabīk n̄”Q tmB mānabīk hv̄e`v̄y q c̄v̄btk c̄Z̄v̄b c̄wi Pvj bvi Rb” c̄Z̄v̄bqZ KitZ n̄”Q / G RvZxq mānabīk v̄Zib mv̄ari YZ hv̄e`v̄y tqi Rb” c̄v̄kZ m̄eaib ev v̄bqg Abjwqx M̄oY K̄ti \_v̄tKb / thgb̄-k̄qK̄t̄i v̄aqZj eÈb, K̄k iñUb c̄v̄qb, cixq̄v c̄wi Pvj bv, mnciñmuñgK KvhRewj c̄wi Pvj bv BZ”W | G mKj t̄q̄T QrovI KLbI KLbI hv̄e`v̄y tq Ggb c̄wi v̄Zi D”e nq, hLb hv̄e`v̄y q c̄v̄btk Zv̄rñvKfite Riaix w̄f̄Ez mānabīk M̄oY KitZ n̄”Z c̄ti | G aītbi mānabīk AwbañiZ mānabīk ch̄tq c̄to | D”vni Y”fc ej v thtZ c̄ti Qv̄T Am̄t̄šiI ev ewiñMZ m̄šyñm̄t̄i nv̄gj v | GB t̄q̄T hv̄e`v̄y q c̄v̄btk `F̄ñKZv I mRbkij Zvi gva”tg mgm”vi mgvar̄bi GñMñq AvmtZ n̄te |*

*v̄etki Āt̄i gZvgZ ch̄tj vPbvt̄ši Avgiv Avi | K̄tqK aītbi m̄xv̄t̄ši m̄t̄v̄ c̄wi PZ n̄”Z c̄wi | G, ij n̄”Q Muddling Through, Mixed Scanning Ges AwakZi M̄oYñhvM̄ A\_ñ Askx`vix mānabīk / Muddling Through mānabīk M̄oY c̄xiñZtZ tbZv mānabīk tbb, Zv ewñZj K̄ti b Ges c̄yv̄q bZb K̄ti mānabīk M̄oY K̄ti b | G aītbi mānabīk M̄oYi m̄ear*

<sup>2</sup> Introduction to Educational Administration, P-168.

ersj vt`k Dggy nekle` ij q

GB th AbeiZ MōY I eWZtj i dtj mntrB fž m×všl cWetq Averi bZb Kti m×všl  
tbI qv hvq| Zte G aitbi MōY I eWZj m¤úY©nizto chq cto Ges G t\_tK tKvb  
fij dj Avkv Kiv hvq bv| Mixe Mixed-Scanning m×všl MōY c×WZ m¤úY©thši³K  
Ges nvZto c×WZi ga“eZ®GKU cši| GB c×WtZ thši³K Ges nvZto c×WZi myear  
Ges fij wK,ij MōY Kiv nq| Askx`vix m×všl Ggb GK aitbi m×všl hv  
we`ij q,ij tZ euj c®wZ| whib cÖZöntbi cÖwb, wZibB th DÉg m×všl MōY Kitj m×všl AiaKZi e~ibô I  
mWk nevi m¤tebr \_vtK|

GK\_v gtb ivLtz nte m×všl MōtYi tPitk tkI etj tKvb K\_v tbB/ wk¶v wb‡q thgb  
wbix¶v cix¶v wbix¶v Ges MteI Yv Pj tZB \_vKte, tZgb m×všl MōY wb‡qI cix¶v  
wbix¶v Pj tZB \_vKte|



## cǖv̄Ei gj̄-vqb: 2

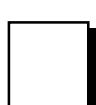
### A) eū vbePbx c̄kæ

mWK D̄i wb̄t`Rgj-K AΠi wtk eĒmqZ Kiab/ (D`vn i Y: Avcbvi vbePZ D̄i wK n̄tj GtK (K)eĒmqZ Kiab)

1. th̄š̄K m̄mxv̄š̄wb̄tPi tKvbui Dci wb̄fP Kti?  
K. Z\_ msM̄ni Dci  
L. Z\_ wētkd̄tYi Dci  
M. m̄mxv̄š̄M̄Y c̄l̄uq̄q Ab̄yZ i wZ c̄xwZi Dci  
N. weKí c̄š̄ evQvB Gi Dci/
  
2. m̄mxv̄š̄M̄Y c̄l̄uq̄q tKb mgm̄i wētkd̄tY Kiv c̄l̄qvRb?  
K. `h̄Z m̄mxv̄š̄M̄tYi Rb"  
L. mn̄tR mgm̄i mgvavtbi Rb"  
M. mgm̄i c̄KZ.Kvi Y L̄tR tei Kivi Rb"  
N. mn̄tR Z\_ wētkd̄tYi Rb"/
  
3. m̄mxv̄š̄M̄Y c̄l̄uq̄q wēfbareKí c̄š̄ h̄PvB Gi Kvi Y wK?  
K. mWK m̄mxv̄š̄M̄Y mnR nq  
L. mgq Kg j vtM  
M. LiP Kg j vtM  
N. Ab̄vqitm m̄mxv̄š̄tbI qv h̄vq/

### Av) iPbv̄gj-K c̄kæ

1. D`vn i Y mnKt̄i wēfbarec D̄tj L̄ceR m̄mxv̄š̄M̄Y c̄l̄uq̄v ēvL̄v Kiab/
2. wēfbareKvi m̄mxv̄š̄i D`vn i Y w b/



## mWK D̄i

- A) 1/ M, 2/ M, 3/ K/

**cW 3**

## we` yj tqi m̄xv̄ši M̄tYi t̄P̄t̄ c̄vb ik̄tKi figKv

### Dt̄t̄K

GB cW tk̄l Avcib—

- m̄xv̄ši M̄tYi t̄P̄t̄ c̄vb ik̄tKi figKv Dt̄j L KītZ cīteb Ges
- m̄WK I KvhRi m̄xv̄ši M̄tYi t̄P̄t̄ Zib ik̄fite Zu `m̄qZj cyj b Kīteb Zv eYv I ēL v̄ KītZ cīteb /

GK\_v Ab `Kvhq̄h, m̄xv̄ši M̄tYi t̄P̄t̄ c̄vb ik̄tKi Kkj Zvi Dci we` yj tqi m̄vdj " ibfP Kti / Avgi v AvfMB tR̄tbiQ m̄WK mḡtq m̄WK m̄xv̄ši M̄Y we` yj tqi m̄Kj KvhRt̄ḡthgb M̄Z I c̄t̄Yi m̄Avi Kti, tZḡib GKvU f̄j m̄xv̄ši KvhY we` yj tqi m̄gr̄ P̄Z n̄tZ cīti / th̄nZae` yj q c̄vb we` yj q c̄k̄m̄tbi kxL qe` jZ Ae` v̄b Kti b, m̄xv̄ši M̄tYi t̄P̄t̄ Zu `P̄Zv Ges Kkj ZitK mef̄cP̄v Am̄aKvi w̄tZ n̄te /

### c̄vb ik̄tKi figKv

t̄t̄ki m̄weR ik̄v̄ m̄el̄t̄q m̄xv̄ši M̄tYi , iæ`m̄qZj ik̄v̄ ḡSYyj tqi Dci b̄v̄ / GKv̄R ik̄v̄ Aua`Bi , ij ik̄v̄ ḡSYyj qt̄K mn̄qZv Kti \_v̄tK / c̄ZōmbK ch̄t̄q m̄xv̄ši M̄tYi t̄P̄t̄ mef̄cP̄v̄ , iæ`c̄Yc̄ēw̄ n̄tj b c̄Zōvb ev we` yj q c̄vb / Zu m̄xv̄ši M̄tYi Kkj Zvi Dci tM̄v̄v̄ we` yj tqi m̄vdj " ibfP Kti / cēZP̄c̄t̄V ej v n̄qt̄Q, we` yj q c̄vb GKv m̄xv̄ši M̄Y bv Kti ms̄ik̄o mn̄Kḡt̄ i mn̄qZv I gZvgtZi wf̄ĒtZ m̄xv̄ši ibt̄j tm̄U AuaKZi KvhRi wēt̄PZ n̄te / c̄vb ik̄t̄Kt̄K gtb ivL̄tZ n̄te m̄xv̄ši M̄Y we` yj tqi wēQb̄t̄Kv NUbv b̄q / we` yj tqi wēfb̄emgm̄v, NvZc̄ZvZ Ges cī ūi KvhRi AvI Zvq GiU AueiZ Pj t̄Z \_v̄tK /

m̄xv̄ši M̄Y h̄t̄Z th̄s̄w̄ K I KvhRi nq, tm̄Rb c̄vb ik̄t̄Kt̄K KvhZcq m̄el̄q m̄xūtK̄j P̄ i vL̄tZ n̄te / m̄xv̄ši M̄tYi c̄t̄v̄t̄j Zib ibt̄ḡw̄ c̄k̄qyj i c̄Z `w̄t̄ teb:

1. t̄K m̄xv̄ši M̄Y Kīteb?
2. t̄Kvb m̄el̄t̄q Dci m̄xv̄ši M̄Y Kiv n̄te?
3. ik̄t̄mi Dci wf̄Ē Kti m̄xv̄ši tbI qv n̄te? (GL̄t̄b m̄xv̄ši M̄Y ms̄ik̄o wēfb̄eZ\_ m̄xūtK̄Zib ip̄s̄fvebv Kīteb) /
4. t̄Kvb c̄Z Aej x̄b Kti m̄xv̄ši M̄Y Kiv n̄te?
5. m̄xv̄ši m̄xē dj v̄dj ik̄ n̄te?

m̄xv̄ši M̄tYi m̄WKZv h̄PvB Gi t̄P̄t̄ m̄xv̄ši M̄Y ms̄juv̄ši GB tPKij -v̄U c̄vb ik̄t̄Ki Rb m̄n̄qK n̄te /

ie` ij q GKU mgwRK msMVb | ie` ij tqi MYZvšK cwi tek eRvq ivLvi Rb" m×vši MōtYi KvR cāv b kPK Zvi mnKg, tK m¤ú, Kiteb GiUB vmeK| Zte GK\_vl mZ" th me kPK ev me KgPrix mKj aitbi m×vši MōtYi mt½ RwoZ ntZ Pv b v| Zviv gtb Ktib GiU cāv b kPK tKi GLvZvvi | vZvb G KvRi Rb" ht\_ó| GtPK tPK Zviv nev evK e"tq cāv b kPK tKi m×vši tgfb tbb| tP÷vi evbWvPKPK ev KgPrix i GB gtbvfvetK tRvb Ae BbWvdti Yv ev D` vmbZvi ej q etj Dtj L Kti tQb| Aek" tP÷vi evbWvP GB gZvgZ kí ckm̄tbi tPK tPK Zu AwfÁZv cñZ|

GKRb AwfÁ ckm̄tbi cāv b kPK tLqyj ivLtz nte tKb aitbi m×vši MōtYi tPK tPK vZvb mnKg, tK m¤ú, Kiteb Ges m×vši MōtYi tKb chq vZvb KvR tK m¤ú, Kiteb cāv b kPK tKi i kZv I Kkj Zvi Dci G KvRi mdj Zv bfp Kti | m×vši MōtYi KvR kPK ev mnKg, i gvi vZvi AskMöY m×vši MōtYi KvR tK e"vZ KtZ cvti | ZvB etj , iazpxb ev AtcPKvKZ.Kg , iazcy m×vši MōtYi tej vq vZvb mnKg, tK m¤ú, Kiteb Ges AtcPKvKZ.Awak , iazcy m×vši MōtYi tPK tPK vZv i tK DtcPK tKiteb GiU ntZ cvti bv|

ie` ij q tKej gvi GKU mgwRK msMVbB bq, GiU GKvai tK GiU Rvuj Ges Aciv tK GKU bvRj msMVb | ie` ij q cāv b tK Ggb me gvb gtb Pvn, cikv I Avkv-AvKv-Lvi mt½ mgAm" neavb Kti gwbtq Pj tZ nq hviv Ávb, cikv Ges nePvi evx tZ mbR mbR tPK tPK Ae`v b ivLvi e"vci t AMÖx fvgKv cvj b KtZ cvti b| m×vši MōtYi tPK tPK G mKj e"v3eMP m¤ú, Zv AZ"šimZKZvi mt½ nePbv Kiv cikvRb| KvRB-

- th mKj m×vši MōtYi tPK tPK kPKMY Zv i tckMZ Ávb Ges AwfÁZvi Ae`v b ivLtz cvtib, tm mKj m×vši tPK tPK Zv i tK m¤ú, KtZ cvtj fij dj Avkv Kiv hute| GQovl ,
- th mKj m×vši kPK tK tK Rb" e"v3MZ tKb j vfPK vZ etq Avbtebv, tm mKj m×vši MōtYi KvR m¤ú, ntZ Zviv AwMöR bb| Dci Š,
- ckm̄tbi kQy kQytPK tK thgb, ie` ij q evtRU ev A\_kZK bZgj v cikv, KgPrix e"vcbv, feb bgvY ev ms"vi BZ"v tPK tZ m×vši MōtYi tej vq kPKMY ZZv m¤ú, ntZ Pv b v| GKvWgK e"vci t m×vši MōtY m¤ú, ntZ Zviv Awak c0` Ktib cāv b kPK tK G v KU Aek" B nePbvq AvbZ nte|

KvRB t`Lv hvt"Q, m×vši MōtYi gZ , iaz"vqZj Awaksk KvRB cāv b kPK tK Dci b"v"l Zu mdj Zv ev wedj Zvi Dci bfp Kite m×vši KZUKZKvhRi nte|



### c̄t̄v̄Ei gj̄-vqb: 3

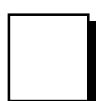
#### A) eū v̄bePbx c̄k̄e

m̄V̄K D̄Ei v̄b̄t̄ Rḡj-K ĀP̄i v̄Ūt̄K ēĒm̄qZ Ki ab/ (D̄v̄ni Y: Av̄cbvi v̄bePbx D̄Ei v̄Ū K n̄t̄j Ḡt̄K (K) ēĒm̄qZ Ki ab)

1. th̄š̄l̄K I Kv̄hR̄i m̄xv̄š̄l̄M̄b̄YK̄t̄í c̄v̄b v̄k̄P̄t̄Ki Ki Yq v̄K?  
K. mn̄Kḡt̄i m̄K̄t̄j i ḡZvḡt̄Zi v̄f̄l̄Ēt̄Z m̄xv̄š̄l̄tb̄t̄eb  
L. t̄Kej gv̄l̄ m̄m̄b̄qi mn̄Kḡt̄i ḡZvḡZ v̄tePbv Ki t̄eb  
M. Z\_ msM̄n̄i Dci , i āZ̄j̄t̄t̄eb  
N. m̄xv̄t̄š̄l̄ t̄PK̄ij ÷ Ab̄ȳi Y Ki t̄eb/
  
2. t̄K̄b ai t̄bi m̄xv̄š̄l̄M̄b̄t̄Yi t̄P̄t̄l̄ v̄k̄P̄t̄KMY Av̄aKgv̄l̄v̄q Av̄M̄b̄x?  
K. th̄ m̄Kj t̄P̄t̄l̄ m̄xv̄š̄l̄M̄b̄Y Āt̄c̄P̄v̄KZ.mn̄R  
L. th̄ m̄Kj m̄xv̄t̄š̄l̄ t̄P̄t̄l̄ mgq Kg j v̄t̄M  
M. th̄ m̄Kj m̄xv̄t̄š̄l̄ t̄P̄t̄l̄ v̄k̄P̄t̄KMY t̄ck̄v̄M̄Z Ávb / Av̄f̄ÁZvi Ae`vb iv̄L̄t̄Z c̄t̄i b  
N. th̄ m̄Kj m̄xv̄t̄š̄l̄ Rb̄ Z\_ msM̄b̄ Āt̄c̄P̄v̄KZ.mn̄R/

#### Ay) iPb̄v̄ḡj-K c̄k̄e

1. ve` ij t̄qi m̄xv̄š̄l̄M̄b̄t̄Yi t̄P̄t̄l̄ c̄v̄b v̄k̄P̄t̄Ki f̄igKv v̄et̄k̄d Y Ki ab/



### m̄V̄K D̄Ei

- A) 1/ N, 2/ M/

**FigKv**

c\u2022exi e\u2022t`tk \u2022Pi\u2022wi Z aviv Ab\u2022yq\u2022 m\u2022u\u2022KKij ch\u2022i\u2022ki i Zi\u2022Y mg\u2022tRi \u2022k\u2022vi  
 m\u2022u\u2022Y\u2022tKw`Ki Y i \u2022b\u2022q\u2022Y c\u2022p\u2022j Z i\u2022t\u2022q\u2022Q/ Eb\u2022esk kZ\u2022v\u2022tZ c\u2022exi At\u2022bK t`tkB  
 RbmsL\u2022i\u2022Qj me\u2022P Qor\u2022bv Ges e\u2022ti BZ-\u2022Z \u2022e\u2022t\u2022B/ th\u2022M\u2022t\u2022h\u2022tMi tKw\u2022 ch\u2022B e\u2022-\u2022i\u2022Qj  
 bv/ \u2022bxq \u2022qZ\u2022k\u2022m\u2022tbi e\u2022-\u2022i ZLb M\u2022to I\u2022V \u2022b/ ZLb i\u2022t\u2022o\u2022i c\u2022P t\u2022K tKw\u2022 qf\u2022te  
 \u2022i\u2022j t\u2022qi m\u2022t\u2022h\u2022M my\u2022av \u2022ki i Zi\u2022t\u2022i Kt\u2022Q c\u2022h\u2022wi Z Kiv n\u2022Zv/ Gf\u2022teB c\u2022exi  
 Ab\u2022ib\u2022 t`tki gZ evsj \u2022t\u2022kI \u2022axbZvceR\u2022tj Jc\u2022b\u2022te\u2022K Avg\u2022tj \u2022k\u2022vi tKw`Ki Y i  
 \u2022b\u2022q\u2022Y e\u2022-\u2022i M\u2022to I\u2022V/ Kij \u2022tg \u2022k\u2022vi tKw`Ki Y i \u2022b\u2022q\u2022Y Avg\u2022j vZ\u2022s\u2022K n\u2022q I\u2022V Ges  
 \u2022tgk \u2022k\u2022vi c\u2022k\u2022m\u2022tbi t\u2022P\u2022t\u2022 D\u2022vi I b\u2022gbxq b\u2022wZ M\u2022t\u2022Yi t\u2022P\u2022t\u2022 c\u2022e\u2022j wet\u2022i\u2022v\u2022i\u2022f\u2022c  
 AvZ\u2022c\u2022Kv Kt\u2022i/

\u2022axbZv DEi Kt\u2022j 1974 m\u2022t\u2022j M\u2022wZ evsj \u2022t\u2022ki c\u2022g \u2022k\u2022vi Kugkb w\u2022tc\u2022t\u2022U \u2022k\u2022vi t\u2022P\u2022t\u2022  
 c\u2022k\u2022m\u2022bK \u2022gZv i KZ\u2022Zj tKw`Ki Y\u2022tK \u2022k\u2022vi c\u2022k\u2022m\u2022b e\u2022-\u2022i GKw\u2022 c\u2022v\u2022b \u2022au etj  
 Dt\u2022j \u2022Kiv nq/ Kugkb \u2022c\u2022k\u2022m\u2022bK \u2022gZv, \u2022wqZj i KZ\u2022tK \u2022ef\u2022wq i tRj v Ges  
 gva\u2022igK \u2022t\u2022i Dct\u2022i ch\u2022q\u2022i \u2022k\u2022vi c\u2022Z\u2022obmg\u2022t\u2022i t\u2022P\u2022t\u2022 h\u2022v c\u2022q\u2022Rb i h\u2022w\u2022p \u2022k\u2022vi  
 c\u2022Z\u2022ob \u2022f\u2022E\u2022tZ wetKw`Ki Y Kt\u2022Z n\u2022t\u2022o etj Z\u2022wM` c\u2022v\u2022b Kt\u2022i / evsj \u2022t\u2022k GKw\u2022  
 MYg\u2022yx, c\u2022wZk\u2022xj i ht\u2022Mv\u2022t\u2022h\u2022Mx \u2022k\u2022vi e\u2022-\u2022i M\u2022to tZyj vi j \u2022t\u2022i mi Kwi i temi Kwi  
 ch\u2022q\u2022 wetKw`Ki Y c\u2022h\u2022t\u2022% e\u2022 t\u2022m\u2022g\u2022bvi \u2022m\u2022t\u2022u\u2022Rq\u2022g n\u2022t\u2022Q Ges \u2022w\u2022fb\u2022eMYgva\u2022t\u2022g we\u2022-\u2022i  
 Av\u2022j vPv n\u2022t\u2022Q/ mi Kt\u2022i i Zid t\u2022tK G e\u2022v\u2022c\u2022t\u2022i B\u2022Zv\u2022gta\u2022 tek \u2022KQy, i \u2022Z\u2022c\u2022Y \u2022m\u2022x\u2022s\u2022  
 tbqv n\u2022t\u2022Q Ges tm\u2022tj vi ev\u2022-\u2022v\u2022q\u2022b i n\u2022t\u2022Q/ GB BDib\u2022t\u2022i c\u2022g c\u2022t\u2022V tKw`Ki Y i  
 wetKw`Ki t\u2022Yi ms\u2022Av i \u2022b\u2022q\u2022gK m\u2022u\u2022tK\u2022Av\u2022j vPv Kiv n\u2022t\u2022Q/ \u2022Zxq i ZZxq c\u2022t\u2022V  
 h\u2022w\u2022p \u2022tg tKw`FZ c\u2022k\u2022m\u2022tbi wetKw`FZ c\u2022k\u2022m\u2022tbi my\u2022av-Amy\u2022av m\u2022u\u2022tK\u2022Av\u2022j vPv Kiv  
 n\u2022t\u2022Q/

- cW- 1: tKw`FZ | wetKw`FZ cikumb
- cW- 2: tKw`FZ cikumbi my\u2022av-Amy\u2022av
- cW- 3: wetKw`FZ cikumbi my\u2022av-Amy\u2022av

**cW 1**

## **tKw`FZ I neKw`FZ c̄kmb**

### **D̄t̄K"**

GB cW tk̄l Avcib—

- c̄kmbi tKw`KiY I neKw`KiY ej tZ n̄K tevSiq Zv ēL̄ KīZ c̄viteb;
- n̄K n̄K Kv̄tY c̄kmbi tKw`KiY I neKw`KiY N̄U Zv eYn̄ KīZ c̄viteb Ges
- ersj n̄t̄ki n̄Kq̄v c̄kmb ēē tKw`FZ br neKw`FZ Zv h̄p̄mn ēL̄ KīZ c̄viteb/

### **f̄igKv**

c̄kmb I PgZv I r̄tc̄Zf̄te R̄oZ | PgZv Qrov c̄kmb P̄ši Kiv h̄q bv̄ Averi c̄kmb Qrov PgZv Kí bv̄ Kiv h̄q bv̄ ZvB c̄kmbi K\_v Avmtj B Zvi m̄t̄ Ḡm c̄to PgZv K\_v Av̄m PgZv ēĒtbi K\_v Gv̄B n̄t̄O tKw`KiY ebv̄ neKw`KīYi mbv̄Zb mgm̄v A\_ c̄kmb m̄ūt̄K@m̄xv̄S̄ M̄t̄Yi mKj PgZv c̄vb er tKw`q̄ Kv̄h̄f̄ tqi n̄t̄Z\_vKt̄, b̄n̄K Zv t̄P̄t̄ neKt̄l Av̄n̄oZ Kv̄h̄f̄ q,ij i n̄t̄Z b̄-i Kiv n̄t̄e n̄K c̄v̄gr̄Y n̄bq̄šY PgZv c̄vb Kv̄h̄f̄ tqi n̄t̄Z tKw`FZ \_vKt̄ Ges n̄K c̄v̄gr̄Y -vbxq Kv̄h̄f̄ q,ij tK c̄vb Kiv n̄t̄e, tm̄UB nj c̄k̄ G c̄k̄i mgv̄av̄ tct̄Z n̄t̄j tKw`KiY I neKw`KīYi msAv̄, Zw̄EK I c̄t̄q̄MK w̄K t̄t̄K DF̄t̄qi c̄Kw̄l I myav̄-Am̄yav̄ m̄ūt̄K@R̄t̄b tb̄l qv̄ c̄q̄Rb/

### **tKw`KiY I neKw`KīYi msAv̄**

hw̄ PgZv GK nēt̄Z tKw`FZ \_vK Zvntj Zv̄t̄K et̄j tKw`FZ c̄kmb G aītbi c̄kmbi mḡ-i PgZv mvaviYZ c̄kmbi m̄teP̄P ch̄t̄qi Kv̄Qv̄Kw̄Q tKw`FZ \_vK tKw`FZ c̄kmbi Dci -i Aindtm̄ n̄t̄t̄ R̄ I m̄xv̄S̄ Kv̄h̄R̄ixKv̄Y Qrov Aā-b Aindm̄,ij i n̄t̄Z ē-Z tKv̄ PgZvB \_vK bv̄ ej tZ tM̄t̄j Zviv i aȳ b̄-b̄ i aub ḡndK Kv̄RB Kt̄i h̄q̄/ tKv̄ neI t̄q̄ D̄t̄v̄M̄ tbqvi PgZv Zv̄t̄i \_vK bv̄ Ggb n̄K n̄b̄t̄R̄t̄i Af̄ši xb c̄kmbi Rb̄l Zv̄t̄i t̄K Dct̄ii n̄t̄t̄ R̄ tP̄t̄q̄ c̄v̄t̄Z nq̄/ G Qrov tKv̄ neI t̄q̄ tKv̄ mgm̄v t̄L̄ w̄t̄j Zv ḡgv̄sm̄ ev Zrmsūt̄Kv̄b m̄xv̄S̄ M̄Y Kivi Rb̄-tKw`q̄ ev Zv̄ m̄bKUeZP̄b̄w̄t̄ Aindtm̄ Zv c̄v̄t̄Z nq̄/

Ab̄w̄t̄K PgZv hw̄ c̄kmbi m̄teP̄P ch̄t̄q̄ ev Zv̄ Kv̄Qv̄Kw̄Q tKw`FZ bv̄ t̄t̄K nēv̄fb̄e Aā-b ms̄v̄mḡt̄n̄ ev c̄kmbiK -t̄i ev -vbxq ev Av̄Aij K KZet̄q̄i n̄bKU n̄t̄ši Z n̄t̄q̄ \_vK Zv n̄t̄j Zv̄t̄K neKw`FZ c̄kmb et̄j / G aītbi c̄kmbi PgZv gj̄-i ep̄Ēi Ask -vbxq ev Av̄Aij K KZet̄q̄i n̄bKU b̄-i nq̄/ b̄-i PgZv c̄q̄M̄ I Zrmsūk̄o mgm̄v tḡv̄Kv̄t̄ej vq nēv̄fb̄em̄xv̄S̄ M̄Y BZ̄w̄ neI t̄q̄ msūk̄o c̄kmbB m̄tef̄ef̄ tKv̄ n̄b̄t̄ R̄ ev m̄xv̄t̄ši Rb̄-Zv̄t̄K tKt̄-i w̄t̄K Zv̄Kt̄q̄ \_vKt̄Z nq̄ bv̄/

Dchq Avtj vPbvi cwi tcitZ Avgiv tKw`KiY I metKw`KiY e'e vi gta" ci\_R" K'i mkgvli Lv UvbZ cwi | tKw`KiY nj miKvli i bgeli t\_tK D"p"ti PgZv n-lsli i cjuqv, Avi metKw`KiY nj WK Gi weci xZ A\_F miKvli i D"p"li t\_tK bgeli PgZv n-lsli i cjuqv Aavck Gj W tnqvBU Abjfc gše" Kti tmQb Dftqi gta" ci\_R" bYq KiZ Mtq/ "The process of transfer of administrative authority from a lower to a higher level of government is called centralization, the converse decentralization." Puj fl qqt\_P gtZ, PgZv metKw`KiYi cibv I AcwinvhDci`vb nj mxxvslMöY Kvhewj i AcY ev n-lsli /

PgZv tKw`KiY I PgZv metKw`KiYi gta" ci\_R" nj GKU cwi grY ev gvtMZ nelq hv PovšlKQybq eis AvtciPK | hiv Avak cwi grY mxxvslMöY-PgZv tKt"i nltZ tKw`FZ \_vk ZLb Zv PgZv tKw`KiY tevSq, Avi hLb Avak cwi grY mxxvslMöY PgZv vbxq ev tPf chqiqi Kvhf tqi nltZ tKw`FZ \_vk ZLb Zv PgZv metKw`KiY tevSq /

### tKw`KiY-metKw`KiYi KviY ev vbgvqKmgn-

GKU ms-v Zvi PgZtK tKw`FZ Kite, bv metKw`FZ Kite Zv bftP Kti KZ, ij weI tqi ev cwi wzi Dci | Ggb KZK, ij KviY AvtQ hv metKw`KiY mnvqK, Avevi Ggb KQyKviY AvtQ hv metKw`KiY mnvqK Kti \_vk | tR tdmj vti i (J. Festler) gtZ, tKw`KiY I metKw`KiY mbañtYi weI tqi Pvi ai tbi KviY, iazcYfugKv cij b Kti | G, ij h\_vptg- `vqZj KviY, ckmibK KviY, KvhMZ KviY Ges ewn'K KviY /

#### vqZj KviY

vqZj bñZ Abgvli cÖZK wefimq cibv Zvi nefitMi mKj muqvKj vc thgb cikmb, Avq-e"q, mnmve i PY I mnmve vbiqPY BZ"i Rb EaZb KZEtPi bKU vqe x \_vk | dtj wefimq cibv tKvgtZB vbxq KZEtPi KZt"i we-Z.t"QvaiK KZQ, AcY Kitz B"QK bb | PgZv I vqZj A½vñfite RvZ | hZ"b tKw`q KZEtPi tKv muqvKj vti Rb vqZkxj \_vk, ZZ"b Zv vbxq KZEtPi ev KgRZt"i nltZ PgZv mgc" ev Z"m KitZ mawM"ntev BZ-Z Kite /

#### ckmibK KviY

ej x^cwi nvi, A\_ñZK cÖqvrB Ges ^Z Kvh^máúr`tbi Pvc PgZv metKw`KiYtK AcwinvhDkti tZtj Ges tKw`KiYi cÖvb mPbv Kti | Z\_mic t`Lv hvq ctjvibv ms-v, ij mavi YZ vbxq chqiqi mPg KgRZt"i nltZ PgZv AcY Kitz BZ-tZ fve ev D`vñkbZv cKvK Kti \_vk /

#### KvhMZ KviY

PgZv tKw`KiY-metKw`KiYi weI qiu KvhMZ KvitYi Dci I bftP Kti \_vk KvhP cKuZB mbañY Kti vte t`tki -t"t PgZv tKw`FZ nte, bv metKw`FZ nte | th mKj weI tq RvZxq HtK'i cÖqvrB mgifcZv ev GKB iKg bñZ cÖqvrB, thgb cÖZi Pi, cwi Kibv BZ"t"tmLvtb tKw`KiYi cÖZ cÖYZv t`Lv vte | KŠ'hv` Kvh^mij wevfbZv cÖqvrB teva Kti, thgb- Kwl, ebmáúr, Kdji ikí, tmLvtb metKw`KiYi cÖZ tSiK cÖj ntq DVte /

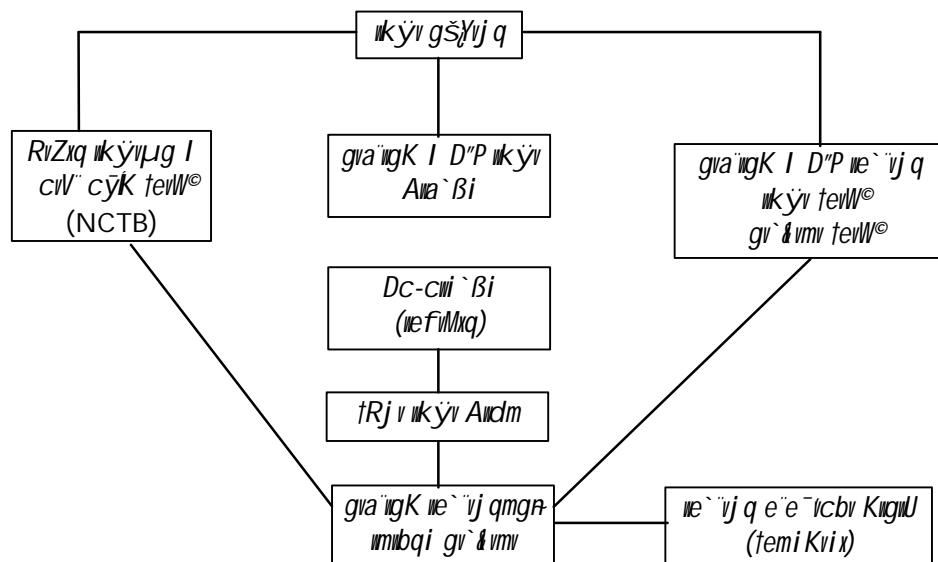
## ewn K KviY

ewn K KviY i gta cto ckmib RbMtiYi AskMtiYi cqqRbxqZv, RbMtiYi mjeav-  
Amjeav mꝝútKmPZbZv Ges -vbxq Ae -v I i vR%wZK Pvci mft bmxZ I KgñPi  
mgfSvZvKiY BZw | Gme weIq t\_tK DmZ mgm'v, wj mvavi YZ -vbxqfvteB myvn  
Kivi cqqRb nq/ G mKj tPitP PgZv netKw`KiY Qvor tKviKg Dcivq \_vtK bv/

## euſj uſt kti ikPv ckmib: tKw`FZ bv netKw`FZ?

Avgit i ikPv ckmib mtePP I mebgachq chSf newfbœavc ev -f i tqtQ/ Avgit i  
graingK ikPv ckmibi cOZ `mocvZ Ki tj Avgiv ibgij wLZ ckmibK -f mgm tLZ  
cIB/

## euſj uſt kti graingK ikPv ckmib

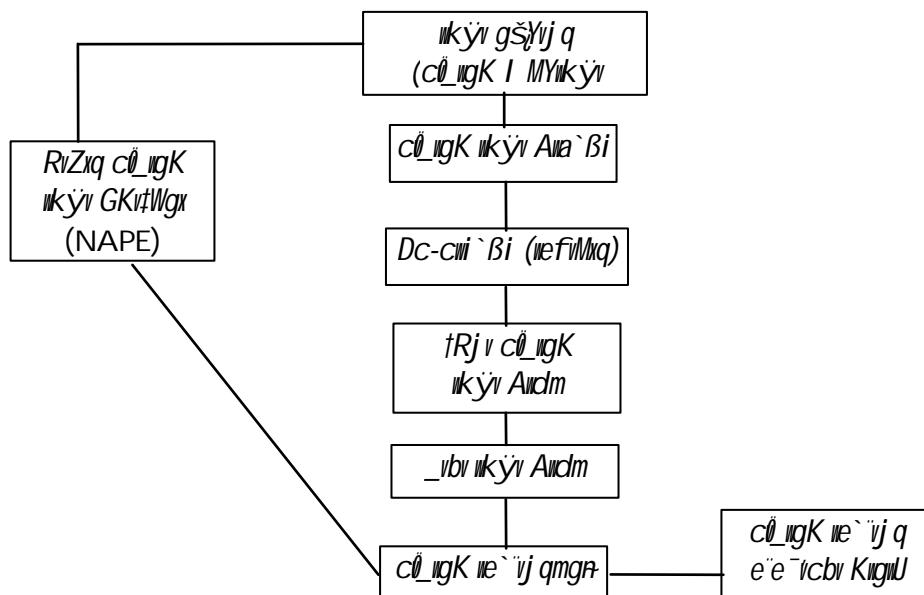


Avgit i t\_tki graingK ikPv ckmib tKw`FZ bv netKw`FZ Zv w-i Ki tZ ntj  
Avgit i tLZ nte ikPv mꝝuKZ newfbœPgZv ckmib tKvb -f cqqM Ki tQ/ ikPv  
cwi Kiv Ges ikPv evtRU tK cjqb Ki tQ? Gme ikPv gsyij qB cjqb I KvRix  
Kti | GRb tKvb tKvb mgq netkl tKvb ms -v MvB Kiv ntj I Zv ikPv gsyij tqiB  
ibqsjY KvR Kti \_vtK cW'mP I ikPvug cjqb, cjk cKvkb I mieivn BZw  
KvRI ikPv gsyij tqi ibqsjYaxb RvZiq ikPvug I cW cjk teW Kti \_vtK | KvWwi  
mwfM (ikPv) cèZbi ci ckmib Eazb `wqZcyc mgm ntZ mnKvi cèv kPJK  
chSf c mgm tj vK ibtqvM, PvKvnewa BZw meiKQB Kti ikPv gsyij q| Zv ntj tL  
hvtQ th cjq me PgZvB gsyij q mi vwni A\_ev Aaxb -v Ab'v mD''P ms -v I cwi Bi i  
graingB cqqM Kti \_vtK | GgbvK newfbœe ij tqi MÛU-Bb-GBW, ikPv fvZv, D''PZi  
ikPvi Rb AvMg teZb ewx BZw th mKj KvR G hveZ newfbœ cwi Bi i `wqZi  
Qj tm me KvR AvRKyj XvKv`Aa Bi i Aaxb ibtq hvtq nqtQ| ZvB newfbœ ikPv  
cwi Bi t\_tK Avi aKti ibgeZg -f chSf newfbœ ckmibK avc, wj i ay`bw b i ab

KuRB Kti hvf'Q/ Gme mtePbv Kti t`Lv hvq evsj nf`tki gva'gK nk'v c'kumb  
tKw`FZ nk'v c'kumbiB DrKo.D`vn iY/

ubtgaecö E PritU©cö\_igK nk'v c'kumb KuWtgvi c'Z j'v Kitj I t`Lv hvq mtePp nk'v  
gšYvj q t\_#K mebgane`yj q chSIAtbK,ij -i i tqfQ/

### evsj nf`tki cö\_igK nk'v c'kumb



GLvtbI gj- PgZv nk'v gšYvj q I cö\_igK nk'v Aia`Bi mgve×/ gva'gK nk'v  
gZ cö\_igK nk'v i tPfT I evtRU c'qb, ciiKibv I c'Kf c'qb, c'V'mP I nk'v ug  
c'qb, c'V'c'yb c'kvbv I mieivn, c'kumbi Ea'zb -ti tj vK ubtqM I Zif'i PvK  
neva c'qb BZ'w` mKj PgZvB c'Z'P ev ctivPfite nk'v gšYvj tqi nifZ/ G Ae`v  
mtePbv Kti AiaKZi PgZv neKw`Ki`Yi j'tP' 1981 mifj GK Aa'if`tk ZrKw' b  
gnKgv chf'q -ibxq -ঝ KZেP' MVb Kivi K\_v nQj / cieZPchf'q c'kumbiB K PgZv  
neKw`Ki Y Kiv ntj beMwZ DctRj v cii I`tKB -ibxq cö\_igK nk'v `mQzj Ac'P  
Kivi K\_v w`i Kiv nq/ K'S'DctRj v cii I`mgn AvR chS'h\_vh\_fvte MwZ bv nI qifZ  
G e'e`v mWk ifc cii Mh Ki`Z cvitQ bv/ G Kiv fY cö\_igK nk'v c'kumbiB GLbI euj  
c'Z'nkZ neKw`Ki Y h\_vh\_fvte msNwUZ nifZ cvitQ bv/



## c̄tV̄Ei gj̄-vqb: 1

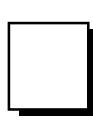
### A) eū vbePbx c̄kæ

mVK D̄i vbt` Rgj-K AΠiJtK eEwqZ Kiab/ (D`vn iY: Avcbvi vbePZ D̄iJU K ntj GtK (K) eEwqZ Kiab)

1. tKbiU v̄tKw` FZ c̄kvm̄bi ^eukó?  
K. Aa-b Awdm KZR.Dci -'Awd̄mi m̄xvši KvhRixKiY  
L. ΠgZv c̄kvm̄bi m̄tePP -ti b--KiY  
M. ΠgZv -vbxq KZetΠi v̄bKU b--KiY  
N. tKt`i m̄xvši ev vbt` fki Rb c̄lxΠiKiY/
  
2. Pyj m̄ I qvt\_PgtZ v̄tKw` KīYi c̄vib Dcv` v̄b tKbiU?  
K. m̄xvši M̄Y  
L. c̄kvm̄b  
M. mgm̄v tgvKvtej v̄KiY  
N. `v̄qZj AcP/
  
3. tKbiU ΠgZv v̄tKw` KīYtK Acwi nvhKtj tZvtj?  
K. EaYb KZetΠi v̄bKU `vqe×Zv  
L. `v̄Z Kvhm̄xv̄` tbi PvC  
M. RvZxq HtKt c̄qvRb  
N. GKB iKg b̄Zi c̄qvRb/

### Aiv) msinP̄B D̄i c̄kæ

1. tKw` FZ c̄kvm̄b ej tZ mK tevSvq?
2. tKw` KīY-v̄tKw` KīYi m̄t\_ m̄xvši M̄Y ΠgZvi m̄xúK@Kifc?
3. tKw` KīY-v̄tKw` KīY v̄bañtYi tP̄t̄ , iazcY@KviY, t̄j v̄mK?
4. c̄kvm̄b v̄tKw` KīYi ewn̄K KviY, t̄j v̄mK?



## mVK D̄i

- A) 1/ M, 2/ K, 3/ L/

## cW 2

### tKw`FZ cikumbi myav-Amav

#### DtiK

GB cW tkI Avcib—

- tKw`FZ cikumbi myav eYor KitZ cviteb Ges
- tKw`FZ cikumbi Amav DtiL KitZ cviteb/

#### figKv

tKib tKib tPit thgb Riai Kij xb Ae~vq ev Dbaqbj-K KgRitU tKw`FZ cikumbi i f cive j P Kti AtbtK Gi , iZtK EtaYcZtj atitQb, Averi AtbtK GtK GKu MYZwSK t`tki cikumb e~vq Agvij Ki bq etj AwfgZ w tqtQb/ GtPit UtKwftj i (De Tocqueville) gšeW j P Yiq/ Wzb Zui e~te tKw`FZ e~vi RqMbi tMtqfQb, mvt\_ mvt\_ Averi mgvtj vPbvl Kti tMtQb/ Zui gZ kiv3kujx tKw`FZ e~v e~Ziz RwiZi DbiZ I cWZ mze bq Ges RwiZi AvZi WtK \_vKtZ cvti bv/ Averi GI mZ th tKw`FZ cikumb RwiZtK `gj KitZi mgwak mPig/ "Indeed I can not conceive that a nation can live and prosper without a powerful centralization of government. But I am of opinion that a centralized administration is fit only to enervate the nation in which it exists by incessantly diminishing their local spirit . . ." Avgiv eZgjb ciV tKw`KitYi, ietki Kti ikPv cikumb tKw`KitYi myav-Amav muztKRibtZ tPov Kie/

### tKw`FZ cikumbi myav

tKw`FZ ikPv cikumbi tPit ibgij WLZ myav, ij i K\_v DtiL Kiv hvq:

#### 1. RvZiq ikPvbaY

ikPv GKIu RvZiq iZcyelq/ G weitq ZvB GKB RvZiq bWZ MjY tMuU RwiZi ~t\_B cikumb/ tKib tKib tPit ikPvK RvZiq HtK i evn bnmite t`Lv nq/ RvZiq HtK i ~t\_cRvZiq ikPvbaY Kiv tKw`FZ ikPv cikumbi ctPb mnR/ Kvi Y tKw`FZ ikPv cikumbB mvi t`tki ikPvi GKgi ibqsk I G weitq GKgi imxvsl MjYKvi x/

#### 2. Øømetiva ibimb

tKw`FZ ikPv cikumb ikPv weitqK mKj PgZv GK Ges mtePP ~ti \_vK/ dtj cikumbK HK ~bDZ nq/ tKw`AAtj ev mewfbæAAtj i gta bWZ ibaY I tmme KihRixKitY gZ%ZZvi AeKik Ly Kg/ PgZv AvI Zv I GLWZqui ibtqI WgZ ev metivtai tKib AeKik \_vK bv/ PgZv GK tKw`\_vK etj tKw`FZ cikumb mKj A~uóZv, Øømetiva I Svtgjv gj/

### 3. mḡšq m̄ab

c̄k̄m̄bK th tKib K̄tR ĀbK KḡZP I Ādm -i R̄oZ \_v̄K| h̄vh\_ f̄ite KvR  
m̄úv̄ tbi Rb̄ ms̄k̄o mK̄j i ḡta" K̄tR i mḡšq c̄q̄Rb| GK̄U kx̄l̄ib̄q tK̄` t̄K  
G KvR tek mnR nq| AZGe tKw`FZ ik̄l̄v̄ c̄k̄mb G ēv̄cti mȳav̄ `vex KitZ ct̄i |

### 4. `¶ c̄iK̄b̄ I m̄xv̄šiM̄Y

tKw`FZ ik̄l̄v̄ c̄k̄mb `¶Zv̄ I AwfÁZmḡx| Kvi Y Avḡt`i gZ Db̄qbkij t̄tk  
nētkl̄A-`¶Zv̄ -i Zv̄nZzZv̄ cv̄l̄ qv̄ ēqm̄va" ēv̄cv̄i | t̄kx̄-nētkl̄t̄A i c̄v̄gk̄  
i aȳK̄`i c̄t̄l̄B cv̄l̄ qv̄ m̄ē | tK̄`a Qov̄ Av̄Aij K Ādm̄mḡn ZvB nētkl̄t̄A i Nv̄uZ  
t̄t̄K̄ hv̄q| AZGe, GK̄ḡl̄ tKw`FZ ik̄l̄v̄ c̄k̄mbB `¶ I AwfA nētkl̄t̄A i c̄v̄gk̄@b̄t̄q  
D̄Eg c̄K̄i I c̄iK̄b̄ c̄l̄q̄b̄ Ges m̄xv̄šiM̄b̄t̄Y m̄l̄ḡ |

### 5. ēq ms̄tK̄Pb̄

tKw`FZ ik̄l̄v̄ c̄k̄mb m̄xv̄šiM̄b̄Y I Zrm̄uK̄Z K̄tR i aȳK̄`q Ādm KḡZP@iB  
R̄oZ| Zv̄v̄ msL̄v̄q Kg| GKB -i b̄ KḡPZ et̄j åḡYf̄v̄Zv̄, gn̄N@v̄Zv̄I w̄t̄Z nq bv̄|  
Ab̄w̄t̄K̄ c̄k̄mb nētk̄`FZ nt̄j Aēv̄ `w̄v̄q ĀbK Ādm, ĀbK tj̄v̄K, Am̄evec̄T̄  
BZ̄w̄| ZvB tKw`FZ ik̄l̄v̄ c̄k̄mb Zj̄b̄v̄ḡ-K̄f̄ite ēq ms̄tK̄Pb̄ nq|

### 6. c̄f̄ieḡȳ c̄k̄mb

c̄k̄m̄b̄i Dci ĀbK mḡq bv̄v̄ -i t̄t̄P̄ t̄j̄v̄K I t̄M̄ôx t̄t̄K Pvc Av̄tm Zv̄t̄`i c̄t̄l̄ m̄xv̄ši  
M̄b̄Y K̄t̄b̄v̄ Rb̄| tKw`FZ c̄k̄mb tK̄`t̄k̄³kij x̄v̄t̄K nēav̄q ĀbK t̄t̄l̄t̄ Zv̄v̄ Pvc  
c̄Z̄t̄i v̄ta m̄l̄ḡ| tKw`FZ ik̄l̄v̄ c̄k̄mb ĀbK̄i bv̄M̄t̄j i ev̄B̄t̄i et̄j I Zv̄v̄ nēfb̄ē  
i vR%uZK, m̄gv̄RK, ēem̄v̄qK, Av̄Aij K, -ib̄q| Ab̄v̄b̄ t̄M̄ôxi Pv̄t̄ci ev̄B̄t̄i \_vK̄t̄Z  
ct̄i |

### 7. `¶ m̄xv̄šiM̄Y

tKw`FZ ik̄l̄v̄ c̄k̄mb `¶Z m̄xv̄šiM̄b̄t̄Z m̄l̄ḡ| Kg t̄j̄v̄K i m̄t̄\_ Av̄t̄j vPb̄v K̄t̄Z nq et̄j  
Ges tKw`FZ c̄k̄mb̄i tK̄`t̄t̄ki i vRav̄b̄t̄Z \_vK̄v̄ nēfb̄ēaīt̄bi mȳav̄ t̄f̄W K̄t̄i  
et̄j `¶Z m̄xv̄šiM̄b̄Y K̄t̄Z ct̄i |

## tKw`FZ c̄k̄mb̄i Am̄ēav̄

tKw`Ki Y ēēv̄i muU-neP̄Z m̄út̄K̄@WnfW Uȳv̄t̄bi Bst̄iR ḡš̄ē nj th, G ēēv̄q̄  
`vq̄-`wq̄t̄Zj f̄vi Am̄b̄q ḡv̄v̄ -c̄K̄Z.nq et̄j msKUK̄t̄j P̄t̄ci ḡt̄L āt̄m c̄t̄o| "...  
.A centralised administration heaping on itself intolerable measure of responsibility, invites collapse in periods of stress." tKw`FZ c̄k̄mb̄i Av̄i I  
K̄t̄K̄U Am̄ēav̄ m̄út̄K̄@GL̄t̄b̄ D̄t̄j L K̄v̄ nj |

### 1. f̄im̄ḡb̄w̄Z j̄Nb̄

m̄l̄R c̄k̄mb̄i Rb̄ nēfb̄ēc̄k̄m̄K I c̄k̄mb̄K -i i ḡta" f̄im̄ḡ" eRv̄q i vLv̄ GK̄v̄ši  
Av̄eK̄K| f̄im̄ḡ" eRv̄q t̄t̄LB c̄k̄mb̄ `¶Zv̄ I b̄w̄Zb̄oZv̄ i ¶v̄ K̄v̄ hv̄q| c̄k̄mb̄  
f̄im̄ḡ" ej t̄Z nēfb̄ēĀdm I KḡZP Ḡt̄K Ab̄t̄K c̄l̄`¶ ev̄ c̄t̄i v̄f̄ite w̄q̄š̄y ev̄ i vK̄

tUtb ai vtKB eSvq/ G e..e ..\_vKtj tKDB LvgLqvj xcY@l `wqZpxb KQyKti emtZ  
cvti bv/ tK`FZ lkPv ckmtb , iazcYGB fvi mvg`bxZ j NZ nq/

## 2. t-<sup>~</sup>QvPwiZv

ckmtb fvi mvg` bxZ j NZ nq etj tK`FZ lkPv ckmtb t-<sup>~</sup>QvPwiZv t`Lv t`qvi  
Avk/v t\_tK hvq/ G ai tbi ckmtb gptgq tj vKtK `i t\_tK m...xvši b...tZ nq etj Ges  
m...xvši Ab`vb t` i ctP Aek" gib" etj G AvksKv Avi I te...o hvq/

## 3. AMYZvšKZv

tK`FZ lkPv ckmtb RbM...Yi c...P ev ctivP AskM...Y b...bz bq/ G ai tbi  
ckm...b m...avi YZ Avgj vZtšj Ea...Zb m...m...vB m...xvši M...Y Kti \_vKt/ Rbc...Zb...ai  
`GKRb \_vKtj I Zv...i clavb" \_vKt bv, SibyAvgj vi v ...efbaeKt...Kštj Zv...i Dci  
clavb" ne...i Kti m...xvši P...ctq w...tZ m...lg nq/

## 4. GKtc...k ev Ac...q...Rb...q m...xvši

tK`FZ lkPv ckmtb mKj m...xvši tK...tK tbqv nq/ t`tki ...efbaA...tj m...gv...RK  
m...s...ZK ...efba...v \_vKt/ tK...etm gptgq ckm...tKi ctP ...efbaA...tj i mKj L...b...u  
Z... R...v me mgq m...e bq/ G Kvi...Y tK`FZ m...xvši m...W...K I m...te...g bvI n...Z cv...i  
i...ayZ...B bq, ckm...Kt` i m...i R...gb A...f...A...Zv bv \_vKtj G ai tbi m...xvši tK...b tK...b mgq  
GKtc...k ev Ac...q...Rb...q G...b lk...Z...K...i I n...Z cv...i /

## 5. RvZ...q A...b...tK...i m...p

tK`FZ lkPv ckm...bi tK...b m...xvši t-<sup>~</sup>QvP...ig...K I AMYZvšK n...j I Ges  
RbM...Y Zv c...v...v bv Kt...j I Zv Zv...i Dci tP...c etm/ Ave...i G ai tbi ckm...tK t`tki  
...efbaA...tj i m...gv...RK-m...s...ZK cv...R...ete...P...v bv Kti mKtj i Rb GKB b...Z m...a...i Z  
nq etj ...efbaA...tj i tj vK Zv...K ...efba...v M...Y Kti \_vKt/ G...Z A...tj A...tj Ges  
tK...tK A...tj f...j e...S...v...S m...p...i m...te...v...v \_vKt/ d...j tK`FZ lkPv ckm...tK RvZ...q  
A...b...K... m...p...i Ae...K...b \_vKt/

## 6. j...j v...dZ...i t`Š...v...Z

mg`P...g...Zv tK`FZ etj tK...tK Dci Kt...Ri Pv...c t...k \_vKt/ Zv...b ...efba...el...tq  
c...q...Rb...q m...xvši M...Y I b...t...R c...v...b w...j x...N...t...U/ d...j tK`FZ lkPv ckm...tK j...j  
v...dZ...i t`Š...v...Z...t...o hvq/ Gi m...t...h...v... `b...Z th...M nq Zv...t...j RbM...Yi `t...L `y...R...v...i Avi  
m...gv...\_vKt bv/

## 7. -Zt...Z...m...t...h...M...Z...i Af...e

tK`FZ lkPv ckm...tK Aa...b A...dm...ij i...aytK...tK b...t...R...g...Z K...R K...t...j / Zv...v tK...b  
Kt...R D...t...M...Y Kt...Z cv...i bv/ mKj Kt...Ri Rb...Zv...v tK...tK Dci G...K...š...f...i...e...B  
b...f...P...k...j, d...j tK`FZ lkPv ckm...tK b...t...q...A...d...m...m...g...t...n...i Kt...Ri b...t...x...b...Z...v \_vKt...b  
G...R...b...A...t...b...K... mgq tK`FZ m...xvši ev...b...q...t...b Zv...v -Zt...Z...m...t...h...M...Z...v b...t...q G...M...t...q A...t...m  
bv/

### 8. Taucyamxvtsi matebv

ej v n tq \_v tK th tKw`FZ lkPv ckmmb `az m x v s i b tZ m P g nq / Kvi Y G we l tq tK`tK A t b i g y t c P x n tq \_v K tZ nq bv / Ks ev te `az m x v s i me w tK i L y b w m Kj we l q m w K f v t e w t e P b v q A v b t Z m P g nq bv / dtj tKw`FZ lkPv ckmmtbi K w Z `az m x v s i a w s i t tK th tZ c v t i /

### citvEi gj uqb: 2



#### A) e u ibePbx c kae

m w K D E i b t R g j K A P i w t K e F w q Z K i a b / (D v n i Y: A v c b v i ib e P Z D E i w K n t j G t K (K) e F w q Z K i a b )

1. tKw`FZ ckmmb j yj w dZvi t`SivZ te to h v q tKb?  
 K. m Kj m x v s i tK`t tK tb l q v nq e t j  
 L. c v q v R b x q m x v s i M o Y I b t R c v t b w e j x N t U e t j  
 M. f v i m v g b w Z j w N Z nq e t j  
 N. -Z t u Z m n t h w M Z v i A f v e \_v t K e t j /
2. tKw`FZ ckmmb b v b v -t \_P t j v K I t M w o i P t c i e v B t i \_v t K e t j t K v b w m a e n q?  
 K. c v e g y c k m b  
 L. `az m x v s i M o Y  
 M. Ø -w e t i v a w b i m b  
 N. e v q m s t K v P b /
3. tKw`FZ ckmmb t -^Q v P w i Z v t`L v t`q v i A v k v v \_v t K t K b?  
 K. S v b y A v g j v i v m x v s i M o Y K t i e t j  
 L. i v R % w Z K, m g w R K e v b v b v t M v o x i P t c i e v B t i \_v t K e t j  
 M. tK`^ b w Z g y b q e t j  
 N. tK t i m x v s i A b v b t i c t l A e k g v b e t j /

#### A v) ms w P D E i c kae

1. tKw`FZ ckmmb e v q m s t K v P b n q tKb?
2. tKw`FZ ckmmb ^P c w i K i b v I m x v s i M o Y m a e n q tKb?
3. tKw`FZ ckmmbi c v b K t q K w A m y e a v i D t j L K i a b /



### m w K D E i

- A) 1/ L, 2/ K, 3/ N/

## cW 3

### uetKw`FZ cķvmtbi myear-Amjeav

#### Dtīk"

GB cW tk̄l Avcib—

- cķvmb uetKw`KīYi myear Dtj L KīZ cīteb Ges
- cķvmb uetKw`KīYi Amjeav P̄yZ KīZ cīteb/

#### figKv

th me t̄tk uK̄vi tKw`q uqšY cP̄y Z tm, t̄j vi uK̄vi M̄Zavi ch̄j vPbv K̄ti t̄L  
hvq th uK̄vi t̄q̄t̄i tḡij K cwi eZD̄t̄K t̄k, t̄j vi uK̄vi cķvmb I msMVb tḡt̄b uB̄Z  
cīti uB̄/ dt̄j Gme t̄tk tKw`q uqšYi gvātg uK̄vi Z̄Ej Avar̄K āv̄b avi Yv I  
Av̄k̄ḠM̄t̄q uB̄t̄q hv̄l qv̄ m̄e nq̄ uB̄/ ZvB ĀtbK uK̄vi Gme t̄tki uK̄vi cķvmb I  
ēēvcbvq h̄M̄vct̄huMx M̄Zkjy Zv Av̄bq̄t̄bi Rb̄ cķvmbK uetKw`KīYi Dci Āak̄  
īz̄j̄ Āt̄īc̄ K̄tīt̄Ob̄/ uK̄S̄ uetKw`FZ cķvmb RbM̄t̄Yi Av̄Kw̄LZ ev̄ K̄ḡ nt̄j I Gi  
md̄j ev̄ b̄vq̄t̄bi t̄q̄t̄i uK̄ym̄ḡv̄x Zv īt̄q̄t̄j̄ GRb̄ Eāzb cķvmbKMY cūq̄k̄B cķvmb  
uetKw`KīYi uetq̄ Ab̄n̄i ev̄ msk̄ cūk̄ K̄t̄ib̄/ eZ̄q̄b cīt̄V Avḡiv uetKw`FZ  
cķvmtbi myear-Amjeav Df̄q̄B Av̄t̄j vPbv Kie/

### uetKw`FZ cķvmtbi myear

#### 1. MYZwšKZv

uetKw`FZ uK̄vi cķvmbi Dtīk̄ nj RbM̄t̄Yi t̄vi t̄M̄v̄oq cķvmbt̄K tc̄t̄Q t̄q̄ hv̄t̄Z  
cķvmb RbM̄t̄Yi AskM̄t̄Yi m̄b̄D̄Z nq̄ Ges v̄bxq Db̄q̄b cwi K̄bi v̄c̄q̄t̄b I ev̄ b̄vq̄t̄b  
thb Z̄t̄i gZ̄v̄Z c̄v̄b mnRZi nq̄/ P̄gZv uetKw`KīY Rbm̄avi Ȳt̄K thgb v̄bxq  
v̄q̄Z̄k̄v̄m̄t̄bi m̄j̄h̄w̄M K̄ti t̄q̄, t̄Z̄ḡb ^-^Z̄t̄š̄j̄ n̄Z t̄t̄K MYZ̄š̄K īv̄ K̄ti / P̄gZv̄  
tKw`KīY NUt̄B Acēen̄vi I ^-^Z̄t̄š̄j̄ c\_ c̄k̄ ^-^nt̄q\_ v̄t̄K | AZGe uetKw`FZ uK̄vi  
cķvmb tKw`FZ cķvmb t̄t̄K Āak̄Zi MYZ̄wš̄K/

#### 2. ^P̄Zv

uetKw`FZ uK̄vi cķvmb th tK̄b cwi K̄bi v̄bxq RbM̄t̄Yi AskM̄t̄Yi gvātg cūq̄b  
K̄v̄ nq̄ et̄j Zv m̄ȳv̄ nq̄/ K̄vi Y v̄bxq RbMY uB̄t̄Riv th tK̄b ^-^eZ̄P̄t̄j̄ v̄t̄K̄ t̄P̄t̄q̄  
uB̄t̄R̄t̄i mḡm̄v̄ I Zv̄i mḡv̄āb m̄ūt̄K̄v̄j̄ Rv̄t̄bb/ uetKw`FZ cķvmb hLb m̄t̄i R̄ḡt̄b  
uB̄t̄R̄v̄B cwi K̄bi cūq̄b K̄ti ZLb tKw`FZ cķvmbt̄K Ātb̄i t̄q̄v̄ K̄M̄t̄R Z̄Ej I Z̄t̄i  
Dci uB̄t̄P̄ K̄t̄Z nq̄/ ZvB uetKw`FZ uK̄vi cķvmb tKw`FZ uK̄vi cķvmb t̄t̄K Āak̄Zi ^P̄ nq̄/

#### 3. K̄h̄P̄vi n̄m̄

tKw`FZ uK̄vi cķvmb t̄t̄K̄ ^-^th K̄t̄Ri ^-^c R̄t̄g uetKw`FZ uK̄vi cķvmb Zv w̄w̄fb̄ē  
ĀAj ev̄ ms̄v̄q̄ n̄-̄s̄h̄i Z n̄q̄ hv̄q̄/ dt̄j t̄K̄b̄i Dci K̄t̄Ri P̄v̄c Ātb̄K K̄t̄g hv̄q̄ Ges

~ibxq Kvhq q, ij k̄w̄³ kij x n̄tq I tV| GtZ mi Kt̄ti i KgRw̄³ I ~PZv ēpx cvq| Avi I c̄wi ~vi f̄te ej t̄Z t̄Mj "It removes the danger of apoplexy at the top and anaemia at the extremities." A\_P t̄K, t̄K mb̄v̄m t̄v̄M t̄t̄K Ges c̄l̄s̄l Kvhq q, ij t̄K i³k̄b̄Zvi wec` t̄t̄K i P̄v Kt̄i |

#### 4. j yj wdZvi t̄ ŠivZ¥n̄m

nētKw̄`Ki t̄Yi d̄tj t̄Kt̄`i KvR thgb Kt̄g h̄q t̄Zgb c̄l̄Z K̄U AĀj t̄K i aybR Gj v̄Kv̄ Kt̄Ri `m̄Zj cv̄b Kt̄Z n̄q ētj Zv̄t̄ i I KvR Kg \_v̄K| m̄xv̄S̄l M̄Y I ev̄b̄v̄q̄tbi KvR c̄t̄o \_v̄K bv̄| d̄tj c̄k̄m̄t̄b j yj wdZvi t̄ ŠivZ¥ Kt̄g h̄q| ~b̄ZI Kgvi m̄v̄ebv̄ \_v̄K|

#### 5. b̄w̄ZK k̄w̄³ I gtb̄vej ēpx

nētKw̄`FZ w̄kP̄v c̄k̄m̄t̄b P̄gZv c̄q̄M I ~m̄Zj cv̄b AĀj K KgP̄vi x̄t̄`i ~v̄axbZv̄ \_v̄K| Zv̄iv w̄bR ~D̄t̄ v̄t̄M KvR Kt̄Z cv̄t̄| At̄b̄i ḡȳt̄cP̄v n̄tq \_v̄Kt̄Z n̄q bv̄| Kt̄Ri I D̄t̄ v̄t̄Mi ~v̄axbZv̄ Ges AĀj m̄v̄uK̄Z m̄t̄Ri ḡb̄ Ávb AĀj K KgP̄vi x̄t̄`i ~b̄w̄ZK k̄w̄³, AĀZv̄h̄s̄ȳb I gtb̄vej ēpx Kt̄i |

#### 6. mgw̄RK AM̄m̄Z

P̄gZv nētKw̄`Ki Y mgw̄RK AM̄m̄Z Zj w̄š̄Z Kt̄i \_v̄K| b̄M̄i KMYt̄K c̄k̄m̄bK m̄q̄v̄Kj v̄t̄c cixP̄v-b̄ixP̄v Kivi m̄sh̄M w̄tq \_v̄K| d̄tj b̄v̄b̄v̄i Kg m̄Rbk̄j c̄l̄f̄v̄i nēKv̄ Nt̄U \_v̄K| nētKw̄`Ki Y thgb w̄ef̄b̄ēms̄ vi ev̄ GKt̄Ki cixP̄v-b̄ixP̄v t̄K mnRZi Kt̄i \_v̄K, t̄Zḡb Gt̄ i w̄b̄t̄R̄t̄`i ḡta" ~r̄`Ki c̄l̄Zth̄w̄MZvi I m̄sh̄M c̄v̄b Kt̄i \_v̄K|

#### nētKw̄`FZ w̄kP̄v c̄k̄m̄t̄bi Am̄ȳav

c̄k̄m̄bK ēe ~v̄int̄m̄te nētKw̄`Ki Y Gt̄Kēt̄ mi j I mūgḡȳ mḡv̄avb bq| nētKw̄`Ki Y i v̄R̄b̄w̄ZK Av̄`k̄v̄int̄m̄te i f̄ nēt̄eP̄Z n̄tj I ev̄b̄v̄t̄t̄ Gw̄U KZ, ij Am̄ȳav m̄ȳo Kt̄i \_v̄K| Gme Am̄ȳav c̄l̄t̄% GLb Avḡv Av̄t̄j v̄P̄v̄ Kie|

#### 1. Rv̄Zxq b̄w̄Z ibañt̄Y c̄l̄ZeÜKZv̄

nētKw̄`FZ w̄kP̄v c̄k̄m̄t̄b P̄gZv AĀj mḡt̄ni w̄bKU n̄v̄š̄i Z \_v̄K| w̄ef̄b̄eAĀj Zv̄t̄`i w̄b̄t̄R̄t̄`i nēt̄eP̄v̄ gZ b̄w̄Z ibañt̄Y Kt̄i| Zv̄t̄Z b̄v̄b̄v̄ w̄f̄b̄z̄v̄ I ~ēP̄T̄ m̄ȳo n̄q| A\_P GKv̄ Rv̄Zi Rxēt̄b w̄kP̄v b̄w̄Z I c̄wi Kí b̄v̄i , iaz̄j Ac̄wi m̄xḡ| w̄Qȳw̄Qȳel̄q Av̄t̄Q thL̄t̄b Rv̄Zxq ~t̄B mgM̄t̄`t̄ki Rb̄ GKB b̄w̄Z I Kḡm̄P̄ c̄l̄q̄v̄Rb n̄q| nētKw̄`FZ w̄kP̄v c̄k̄m̄b Rv̄Zxq Rxēt̄b G ait̄bi c̄l̄q̄v̄Rb w̄gU t̄Z m̄l̄g bq| AiaK̄S̄ Av̄Aāj KZv̄ I msKxȲc̄t̄b v̄f̄tei gZ Ait̄bK Ac̄l̄q̄v̄Rb̄q I P̄ZKi mgm̄vi m̄ȳo Kt̄i cv̄t̄i |

## 2. mgš̄tqi Afie

newfbøAĀj bbR bbR weI tq ~vaxb/ wetKw`FZ lkPv c̄kumb Zviv i ay~q ~it\_ P Abkj  
Kgm̄P M̄Y Kti \_vtK, newfbøAvĀj K Kgm̄P I KḡxZi gta" mgš̄tqi Afie  
cwi j wZ nq/ Kvi Y GK\_v meRbM̄n" tKw`q ms~v Qvor Ab" Kvi I ctP GKvR Kiv  
mnR bq/

## 3. A`P I SyKcYḡm̄P

wetKw`Ki Y ZLbB mdj I mv\_R ntZ ci|i hLb AvĀj K Kvhfj q, wZ `P I AwfA  
tj vtK tKv Afie \_vtK bv/ cwi Kí bv c̄qb I Zv ev~evqb eo RiuJ I tUKlbKvij  
KvR/ AwfÁZv bv \_vtKj, wetkI Á bv ntj G KvR mgvav Kiv KvWb ntq `woeq/ Avgit`i  
gZ Dbqbkjy t`tk wetkI tÁi tek Afie itqtQ/ Gt`i teZb I Ab"b" `vevl tevk/  
GKgv̄ tKb`i ctPb nqZ AwfÁ tj vK I D"Pe~q t`kv wet`kv wetkI Á ivLv m¤e ntZ  
ci|i, AvĀj K ms~v ctPb bq/ ZvB AvĀj K ms~v KZR. MpxZ cwi Kí bv I Kgm̄P  
A`P I SyKcYnevi AvkVv \_vtK/

## 4. tMvôx~it\_ P ukKvi

AvĀj K ms~v, tj v mKtj i nvZi KvtQB \_vtK/ G, tj v tKb`i gZ AZ~ti bq, AZ  
kv³kij xl bq/ Averi tKb`i gZ newfbø~t\_ P I tMvôxi PvC t\_tK c̄Zi Pvi DcvqI  
Zv`i Kg/ ZvB ~vbxq c̄kumb mn̄RB kv³gvb tMvôx I `tj i Pvci wKvti cwi YZ ntZ  
ci|i / G Kvi tY wetKw`FZ lkPv c̄kumb AtbK mgq Rb~it\_ P cwi etZc̄tMvôx~it\_ KvR  
KtZ eva" nq/

## 5. e"qeūj

wetKw`FZ lkPv c̄kumb gvtb GK tKb`i cwi etZc̄eu tK>~, eu Awdm Ges eü Kḡvix/  
Gt`i Rb" `i Kvi AtbK UvKv, teZb fivZv, Ni fvor, t\_kbvix LIP BZ~w` / AZGe  
wetKw`FZ lkPv c̄kumb ~FieZB GKvU e"qeūj KvR/

## 6. wej wZ m̄xvsi

RvZxq Rvetb AtbK mgq bvbv Riai mgm~v t`Lv t`q/ AtbK mgq RvZxq AM̄M̄Zi ~it\_  
Riai wfiEtZ Kgm̄P M̄Y Kiv `i Kvi ntq cto/ wetKw`FZ lkPv c̄kumb G aitbi  
cwi w~Z tgvKvtej v KtZ mg\_~nq bv/ Kvi Y PgvZv I `wqZi AtbK tKb`~wef³ \_vtK  
etj Zv`i mKj tK ~Z KvtR D0x Kti, Avtj vPbv Kti cwi Kí bv M̄Y Kiv mnR nq bv/



## c̄tV̄Ei gj̄-vqb: 3

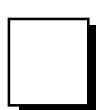
### A) eū ibePbx c̄kæ

m̄VK D̄i ibt` Rgj-K AΠiUtk eĒm̄qZ Kiab/ (D̄vni Y: Avcbvi ibePZ D̄iU K ntj GtK (K) eĒm̄qZ Kiab)

1. t̄kbilUtk wetKw` FZ c̄km̄bi myav nm̄te wetPbv Kiv h̄q bv?  
 K. b̄lZK k̄w<sup>3</sup> I ḡbvej ejx  
 L. MYZm̄šKZv  
 M. mḡšq m̄ab  
 N. KvhFvi nm̄/
2. wetKw` FZ c̄km̄b RvZiq b̄m̄Z ibafitY c̄ZeÜKZv t`Lv t`q tKb?  
 K. wefboAĀj ibtRt i wetPbv gZ b̄m̄Z ibafitY Kti etj  
 L. AvĀij K KgRZP i -rakbZv \_vtK etj  
 M. b̄bvr tMōx -t\_ P uKvri nq etj  
 N. A`Π I SjKCYKgm̄P MōY Kti etj /
3. wetKw` FZ c̄km̄b mḡwRK AMm̄Z Zj m̄šZ nq tKb?  
 K. KgRZP KgPvixt` i b̄lZK k̄w<sup>3</sup> I ḡbvej ejx cvq etj  
 L. j vj wdZvi t`ŠivZn̄m cvq etj  
 M. KvhFvi nm̄ cvq etj  
 N. ciχΠv ibixΠvi gva tg mRbkxj c̄Zfvi weKvk NtU etj /

### Av) msuΠB D̄i c̄kæ

1. wetKw` FZ ikΠv c̄km̄bi mdj eYbvi Kiab/
2. wetKw` FZ ikΠv c̄km̄bi Kd̄j vj Lb/
3. t̄Kw` FZ ikΠv c̄km̄b I wetKw` FZ ikΠv c̄km̄bi gta t̄KbU Avcbvi wetPbvq AvakZi MōYthM? h̄p w` b/



## m̄VK D̄i

- A) 1/ M, 2/ K, 3/ N/

***figKv***

cikkmbK mukqKj vtC KZΞjAcΨ (Delegation) GKU euj Avtj wPZ weIq/ th tKvb  
 epr msMVtb cikkB KZΞj.AcΨ ev n̄ši ntZ t`Lv hvq/ ¶ž msMVtb ¶gZv  
 wefRtb (Division of Labour) ev KZΞj.AcΨi cikkRbxqZv Lg GKUv tbB  
 ej tj B Ptj / KŠ' msMVbU hri wekij Kv evi Y Kti Ksev Zvi ciwia wēZ j vF  
 KitZ \_vK ZLb KZΞj.AcΨi weIqU iazcYontq ItV/ Kv iY, wekij msMVtb  
 KYavi wntmte GKrb ēw³ ev wU KtqK ēw³i ct¶ mKj weIq wmxvši MōY Kv i  
 Zv ev -évqb Kv Am̄e ntq cto/ KlBb me weIq wmxvši MōY Kv `xNRij ati Zvi  
 ct¶ m̄e nq bv/ dj kñZtZ, KZfei mi‡ ¶gZv I `wqZj Aek'B wefWZ ntq  
 cto/ KZΞj.AcΨB nj tmB ¶gZv I `wqZj eÈtbi Dchj Dcvq ev gva"g/ wekij  
 GKU msMVtb ZrciZvi mi‡ cikkmb Kv h̄Pij vtZ ntj I msMVbK DbñZ weavb  
 KitZ ntj tmLvbt Aek'B KZΞj.AcΨ ēē vi cikkM ev Abij iY \_vKte/

GB BDibU KZΞj.AcΨi wefbañ K m̄utK̄avi Yv cikkbi jt¶ wZbU ciV m̄btek  
 Kv ntqtQ/ ciV, tj i nj wbgieC:

ciV- 1: KZΞj.AcΨi msAv I tkwYiefwM  
 ciV- 2: KZΞj.AcΨi myav, cikkZekZv I bwZgyj v  
 ciV- 3: vbxq ik¶v KZet¶i figKv

**cW 1**

## **KZΞ;AcΨ Yi msĀv I tkWnefM**

### **Dt̄iK**

*GB cW tkI Avcib—*

- *KZΞ;AcΨ ej tZ K tevSvq Zv ej tZ cviteb;*
- *KZΞ;AcΨ I vtKw`Ki tYi gta" cv\_R" bifcY Ki tZ cviteb Ges*
- *KZΞ;AcΨ Yi tkWnefM Dt̄iK tZ Ki tZ cviteb/*

## **KZΞ;AcΨ Yi msĀv**

*GKU we-Z.I RvUj msMVbtk `¶Zvi mvt\_ KvR Ki tZ ntj tmLvbt KZΞ;ev ¶gZv AcΨ Yi c¶qvRbxqZv t`Lv t`q/ tKvb msMVtbi EaYzb KgRZP KZR. Aa-b KgPvi t`i gta" Kvhpmaúr`tbi c¶qvRbxq `wqZj I ¶gZv AcΨ Kivi cxZtK KZΞ; AcΨ ej v nq/ gyo (Mooney) i fvlvq KZΞ;AcΨ nj EaYzb KZEP KZR. Aa-b KZEPtji wbKU mybr`@ KQyKZΞ; AcΨ/ "Delegation means conferring of specified authority from a higher to a lower authority." Gi dtj Aa-b KgRZPer KgPvi x Zvi wbKU n-íšli Z ¶gZv c¶qvM ev tfM Kivi AvBbMZ AbgvZ cib nb hr I wbEaYzb KZEPtji Aaxtb ZLb KgPZ\_vtKb/ tUwi (G.R. Terry) Aek" gyo-i e"l vi mvt\_ wfbgZ tcvY Ktib/ tUwi-i gZ KZΞ;AcΨ nj 00GK wbefn ev msMVb-BDwbU ntZ Ab" Avi GK wbefn ev msMVb-BDwbUj wbKU KZΞ; cib/ "Delegation means conferring authority from one executive or organisation unit to another."*

*msMVtbi KZΞ;AcΨ Kvhpmaúr`tbi c¶qvMwbK bmvZgyj vi wbqšY cwiwað (Span of Control) bmvZ Abgyi Y Kti Pj / KZΞ;AcΨ Yi A\_GB bq th AcΨKvix KZEPtji c¶ t\_tK mKj `wqZj ZWM Kiv ntqtQ ev Povši ¶gZv n-íšli Kiv ntqtQ/ cKZ. At\_ KZΞ; AcΨ Yi t¶tI KZΞ;AcBkvix KZC¶ Zui ¶gZv I `wqZj KQybw`@ Ask AcΨ Kti \_vtKb/ wbZb Zui Aaxtb KZΞ;MÖYKvix KZEPtK cwi`k®, ZEjeavb, wbqšY Ges chfe¶tYi ¶gZv ati ivLb/ Ggb wK wbZb Zui KZΞ;AcΨ th tKvb mgq emZj ev cLvnvi Kti wbZ cvtib Ges wbtrI ntZ clyivq mg-í ¶gZv b-í Ki tZ cvtib/ KvRB KZΞ;AcΨ Yi `y`eukó" j ¶ Kiv hvq/ GKU nj, EaYzb KZC¶ wbtrI B"Qvblyqz th tKvb KvthP `wqZj Aa-b KZEPtji wbKU b-í Kiv Ges AcimU nj Aa-b KZEPtK ZEjeavb I cwi`k® Kiv/*

## **KZΞ;AcΨ I vtKw`Ki tYi gta" cv\_R"**

*vtKw`Ki Y I KZΞ;AcΨ AvciZ`votZ GKB iKg etj gtb ntj I Dftqi gta" ht\_ó cv\_R" itqtQ/ Aek" GB cv\_R" w cvigvYMZ/ vtKw`Ki Y nj Kvhpmaúr`tbi Rb` ¶gZvi cYc n-íšli Ki Y/ Avi KZΞ;AcΨ nj ¶gZv ev `wqZj KQybw`@ Astki*

n̄l̄sl̄ Ki Y| A\_ট GLv̄b Aa\_ট b KZেপি Eāl̄b KZেপি GtRlU ev c̄l̄Zl̄bna m̄ntm̄te  
KvR K̄ti \_v̄K| Eāl̄b KZেপি Aa\_ট b KZেপি Dci v̄b̄t̄ R I Ait̄k Rvix Kivi I  
m̄xv̄sl̄ cb̄tcixপি Kivi ॥gZv m̄Kj mgqB āti īv̄L| ms̄পি t̄c ej̄v nq, "What is  
ceded is merely functions and not authority and responsibility." ॥  
লেটKl̄`Ki Y nj KZl̄.AcΨ Ait̄cপি teনk ॥gZv I `॥qZi AcΨ|

## KZl̄.AcΨ Yi tkv̄nefM

KZl̄.AcΨ īayEāl̄b KZেপি v̄bKU t̄t̄K Aa\_ট b KZেপি v̄bKU nq bv, v̄bḡēl̄  
t̄t̄K D'P̄t̄i KZেপি v̄bKU n̄Z cv̄i, Arevi mḡt̄i i KZেপি gtāl̄ n̄Z  
cv̄i | myiis KZl̄.AcΨ l̄Zb tkv̄i n̄Z cv̄i, h\_v (1) v̄bḡfgl̄ (Downward),  
(2) Dāv̄fgl̄ (Upward) Ges (3) cik̄fgl̄ (Sideward) | v̄bḡfgl̄ KZl̄.  
AcΨ Yi t̄t̄i Eāl̄b KZেপি v̄bKU KZl̄.AcΨ K̄ti \_v̄K, thgb  
c̄l̄b ॥K̄t̄K Zū Aaxb̄ l̄mnKvix c̄l̄b ॥K̄t̄K v̄bKU KZl̄.AcΨ K̄ti b| Eāv̄fgl̄  
KZl̄.AcΨ ej̄t̄Z ēsv̄q v̄bḡb KZেপি KZR. Zū Eāl̄b KZেপি v̄bKU KZl̄.  
AcΨ, thgb- ॥K̄t̄Ke, Zū i KZl̄.AcΨ mḡv̄zi m̄fici Zi v̄bKU AcΨ K̄ti  
\_v̄Kb| cik̄fgl̄ KZl̄.AcΨ Yi tej̄v̄q KZl̄.mgch̄t̄qi KZেপি gtāl̄ n̄l̄sl̄ Z  
n̄t̄q \_v̄K, thgb Aāv̄B̄t̄i i Dc-c̄l̄Pi j K c̄l̄mb-Gi KZl̄.Dc-c̄l̄Pi j K c̄l̄t̄Y-Gi  
v̄bKU AcΨ|

KZl̄.AcΨt̄K gv̄l̄ ev c̄l̄giYMZ l̄ K t̄t̄KI K̄t̄qKl̄U tkv̄nt̄Z fM Kiv hvq| G, t̄j v  
nj, (1) Avb̄ḡmbK ev Abv̄ḡmbK (Formal or Informal), (2) c̄Ȳev Avisl̄K (Full  
or Partial), (3) KZl̄.Ax̄b ev v̄btkZ (Conditional or Unconditional) Ges (4)  
c̄l̄p̄l̄ ev gāeZP (Direct or Intermediate) | Avb̄ḡmbK KZl̄.AcΨ Yi t̄t̄i KZl̄.  
AcΨ m̄uūKZ n̄na, c̄l̄a I Ait̄k v̄ewj v̄j l̄Z AvK̄ti m̄b̄tek Kiv n̄t̄q \_v̄K|  
c̄l̄v̄sl̄i Avb̄ḡmbK KZl̄.AcΨ c̄l̄v̄j Z l̄m̄Z, c̄l̄v̄ I mḡt̄Sv̄Zv̄i v̄f̄Ēt̄Z msNl̄UZ n̄t̄q  
\_v̄K| Eāl̄b KZেপি hLb t̄Kv̄b Aa\_ট b KZেপি t̄K Ggb̄f̄t̄e KZl̄.AcΨ K̄ti th  
Aa\_ট b KZেপি t̄Kv̄b Kv̄h̄m̄p̄uv̄`b, P̄l̄m̄uū`b ev Aij vc Ait̄j v̄Pv̄i c̄Ȳ॥gZv i c̄l̄qM  
K̄ti t̄Z m̄qg nq, ZLb Zv̄t̄K c̄ȲKZl̄.AcΨ ej̄v n̄t̄q \_v̄K| ॥K̄š̄ Aa\_ট b KZেপি t̄K  
hv̄ Kv̄h̄m̄p̄uv̄`b, P̄l̄m̄uū`b ev Ait̄j v̄Pv̄i t̄Kv̄b ch̄t̄q Eāl̄b KZেপি Dct̄k I  
v̄b̄t̄ Rbv M̄t̄Yi Rb̄`v̄qex \_v̄Kt̄Z nq, ZLb Avisl̄K KZl̄.AcΨ Kiv n̄qt̄Q ej̄  
Avf̄inZ Kiv hvq| KZl̄.AcΨ KZl̄.Ax̄b nq hLb Aaxb̄ l̄KZেপি ॥qv̄Kj vc Eāl̄b  
KZেপি ch̄t̄p̄Y I Abt̄gr̄t̄bi Ait̄cপ̄v̄xb \_v̄K| ॥K̄š̄ Aaxb̄ l̄KZেপি hv̄ Zvi  
॥qv̄Kj vc t̄Kv̄bi Kg msi ॥Y ēw̄Zt̄i t̄KB ḡf̄t̄e m̄uū`b K̄ti cv̄i, ZLb Zv̄t̄K  
v̄btkZ KZl̄.AcΨ ej̄v n̄t̄q \_v̄K| c̄l̄p̄l̄ KZl̄.AcΨ Yi t̄t̄i KZl̄.AcΨ m̄uūKZ  
c̄l̄ ॥ui gv̄t̄S t̄Kv̄b ZZq c̄l̄ ev ēw̄Z \_v̄K bv ev n̄t̄l̄c K̄ti bv| gāeZP KZl̄.  
AcΨ K̄w̄Pr n̄t̄q \_v̄K| Avḡt̄i t̄t̄k RbM̄t̄Yi t̄f̄t̄U v̄bePZ m̄sm̄MY KZR.  
c̄l̄v̄ḡs̄ I īv̄c̄l̄v̄b v̄bePb Gi c̄l̄Ko.D̄v̄ni Y|



## c<sup>4</sup>lV<sup>1</sup>Ei gj<sup>1</sup>qb: 1

### A) eū ibePbx c<sup>4</sup>kæ

mWK D<sup>1</sup>i vt`Rgj<sup>1</sup>K A<sup>1</sup>ti u<sup>1</sup>tK e<sup>1</sup>mqZ Kiab/ (D`vn<sup>1</sup>i Y: Avcbvi ibePZ D<sup>1</sup>i u<sup>1</sup>K ntj G<sup>1</sup>K (K) e<sup>1</sup>mqZ Kiab)

1. g<sup>1</sup>b-i gtZ KZ<sup>1</sup>j.Ac<sup>1</sup> ej tZ mK tevSvq?  
 K. ¶gZvi c<sup>1</sup>Yn<sup>1</sup>-ls<sup>1</sup> KiY  
 L. m<sup>1</sup>b<sup>1</sup> @ m<sup>1</sup>0y¶gZv Ac<sup>1</sup>  
 M. GK ibePbx KZR.Ab<sup>1</sup> ibePbx K ¶gZv c<sup>1</sup>vb  
 N. GK BD<sup>1</sup>bU KZR.Ab<sup>1</sup> BD<sup>1</sup>bU tK ¶gZv c<sup>1</sup>vb/
2. KZ<sup>1</sup>j.Ac<sup>1</sup> tKb c<sup>1</sup>km<sup>1</sup>bK b<sup>1</sup>mZgij v Ab<sup>1</sup>Y Kt<sup>1</sup>i?  
 K. k<sup>1</sup>g m<sup>1</sup>fvRb b<sup>1</sup>mZ  
 L. Av<sup>1</sup>t<sup>1</sup>ki HK<sup>1</sup> b<sup>1</sup>mZ  
 M. m<sup>1</sup>bq<sup>1</sup>ŠY c<sup>1</sup>wa b<sup>1</sup>mZ  
 N. mg<sup>1</sup>šq b<sup>1</sup>mZ/
3. tKb -<sup>1</sup>g<sup>1</sup> i m<sup>1</sup>Avb m<sup>1</sup>fv<sup>1</sup> Mi c<sup>1</sup>vb Z<sup>1</sup>u KZ<sup>1</sup>j. M<sup>1</sup>YZ m<sup>1</sup>fv<sup>1</sup> Mi c<sup>1</sup>vt<sup>1</sup>bi m<sup>1</sup>KU Ac<sup>1</sup> Ki<sup>1</sup>jt<sup>1</sup>b/ G<sup>1</sup>U tKb ait<sup>1</sup>bi KZ<sup>1</sup>j.Ac<sup>1</sup>?  
 K. c<sup>1</sup>kv<sup>1</sup>fgyx  
 L. Ea<sup>1</sup>Y<sup>1</sup>fgyx  
 M. c<sup>1</sup>L<sup>1</sup>¶  
 N. Ab<sup>1</sup>b<sup>1</sup>gb<sup>1</sup>bK/
4. KZ<sup>1</sup>j.Ac<sup>1</sup> KLb kZ<sup>1</sup>axb nq?  
 K. Ea<sup>1</sup>Y<sup>1</sup>b KZ<sup>1</sup>et<sup>1</sup>¶i Dc<sup>1</sup>t<sup>1</sup> k I vt`Rbv M<sup>1</sup>ft<sup>1</sup>Yi Rb<sup>1</sup> `vqe<sup>1</sup>x \_vKt<sup>1</sup>j  
 L. KZ<sup>1</sup>j.Ac<sup>1</sup>Yi m<sup>1</sup>ea, c<sup>1</sup>ea I Av<sup>1</sup>t<sup>1</sup> kveij ij m<sup>1</sup>LZ AvKv<sup>1</sup>ti \_vKt<sup>1</sup>j  
 M. KZ<sup>1</sup>j.Ac<sup>1</sup>Yi t<sup>1</sup>¶t<sup>1</sup> `B c<sup>1</sup>t<sup>1</sup>¶i g<sup>1</sup>t<sup>1</sup>S tKb ZZxq c<sup>1</sup>¶ ev e<sup>1</sup>W<sup>3</sup> \_vKt<sup>1</sup>j  
 N. KZ<sup>1</sup>j.Ac<sup>1</sup> c<sup>1</sup>D<sup>1</sup>ij Z i<sup>1</sup>mZ, c<sup>1</sup>l<sup>1</sup>v I mg<sup>1</sup>t<sup>1</sup>SvZvi w<sup>1</sup>f<sup>1</sup>É<sup>1</sup>t<sup>1</sup>Z n<sup>1</sup>t<sup>1</sup>q \_vKt<sup>1</sup>j/

### Av) ms<sup>1</sup>¶B D<sup>1</sup>i c<sup>4</sup>kæ

1. tU<sup>1</sup>i -i gtZ KZ<sup>1</sup>j.Ac<sup>1</sup> ej tZ mK tevSvq?
2. KZ<sup>1</sup>j.Ac<sup>1</sup>Yi e<sup>1</sup>nk<sup>1</sup>o<sup>1</sup> mK?
3. KZ<sup>1</sup>j.Ac<sup>1</sup> I m<sup>1</sup>et<sup>1</sup>K<sup>1</sup> `Ki<sup>1</sup>Yi g<sup>1</sup>ta<sup>1</sup> c<sup>1</sup>l<sup>1</sup>R<sup>1</sup> mK?
4. g<sup>1</sup>v<sup>1</sup> i ev c<sup>1</sup>ni g<sup>1</sup>Y<sup>1</sup>MZ w<sup>1</sup>K t<sup>1</sup>t<sup>1</sup>K KZ<sup>1</sup>j.Ac<sup>1</sup>Yi t<sup>1</sup>ki<sup>1</sup>Y<sup>1</sup>ef<sup>1</sup>M<sup>1</sup>, t<sup>1</sup>j v e<sup>1</sup>Y<sup>1</sup>or Kiab/



## mWK D<sup>1</sup>i

- A) 1| L, 2| M, 3| K, 4| K|

## cW 2

# KZŁjAcPJi myear, cŁeÜKZv I bñZgij v

## Dt̄ik

GB cW tk̄l Avcib—

- KZŁjAcPJi myear, tj v eYb Ki‡Z cvit̄eb;
- KZŁjAcPJi t¶t̄i weimRZ cŁeÜKZv, tj v Dt̄j L Ki‡Z cvit̄eb Ges
- KZŁjAcPJi K‡qKU mvar i Y bñZ Dt̄j L Ki‡Z cvit̄eb /

## KZŁjAcPJi myearmgn

### 1. KvhRix tbZZj.

KZŁj. AcPJi eē̄v \_vKvi dt̄j msMVtbi gL cŁimK Zui Aaxb-`i nv‡Z Kg iazCY®elq, yj ev KvhFewj tQto w‡Z ci‡ib/ dj k‡ZtZ w‡Zb c‡vb c‡vb iazCY®elq, yj tZ Mfxi gtbvthM, mgq I kwi³ wbqM Ki‡Z cvit̄ib/ G‡Z cŁimibK KvhFewj `¶Zvi mv‡\_ cwiPwz I m¤uw`Z n‡Z cvit̄i Ges mv‡\_ KvhRix tbZZj Mto I ‡V /

### 2. wk¶wZ gj

Dbał KZŁj. AcPJi eē̄v weivu wk¶wZ gj i tq‡Q/ th tKvb msMVtbi cwiPwj tKi c‡vb `wqZj nj, Zui Aaxb-`i ^Zvi K‡i tZyj v, `wqZM‡Yi wkíKj vq wk¶Z Kiv Ges wmxvši M‡tYi Dc‡thwMx K‡i tZyj v/ GKgv̄ KZŁj. AcPJi gva tgB GiU AR® Kiv m¤e/ KZŁj. AcPJi Aaxb-`i ^bwZK gtbvzej Ges AvZwekjm ejx K‡i Ges KvhRix `tb Zv‡`i evowZ tcijv I Drmin thwMq /

### 3. Kwltb i gta bgbxqZv

KZŁj. AcPJi eē̄v Øiv K‡Vi weiae x cxiZi gta bgbxqZv Avbqb Kiv m¤e n‡q \_vtK/ cwiw`iZi c¶qvRb Abjynti KZŁj. AcPJi c¶wj Z cxiZi mv‡\_ mg‡SiZv Ki‡Z mnvqZv K‡i \_vtK /

### 4. `¶Zv I wZew`iZv

KZŁj. AcPJi wmxvši M‡Y I KvhRix `tb wej x^nwm K‡i Ges KZmgn‡K KvhRix, wZew`iZv I `¶Zv K‡i tZv‡j / KZŁj. AcPJi I k‡i wefvR‡bi dt̄j B G, tj v m¤e n‡q \_vtK/ KZŁj. AcPJi msMVtbi `¶Zv AR®b AZvši mnvqK/ KviY, Gi ØivvB msMVtbi gta j MZ msnwZ I Ašli½ mL`Zv j vf Kiv m¤e n‡q \_vtK /

## KZ<sup>Q</sup>jAc<sup>Y</sup>i c<sup>Ü</sup>ZeÜKZv

KZ<sup>Q</sup>jAc<sup>Y</sup>i t<sup>¶¶¶</sup> KZK<sub>ij</sub> c<sup>Ü</sup>ZeÜKZv t`Lv w<sup>¶</sup>tZ c<sup>¶</sup>i th<sub>ij</sub> v c<sup>¶</sup>ubZ `B ai<sup>¶</sup>bi n<sup>¶</sup>q \_vtK, thgb- msMVbK c<sup>Ü</sup>ZeÜKZv Ges e<sup>¶¶</sup>MZ c<sup>Ü</sup>ZeÜKZv |

**msMVbK c<sup>Ü</sup>ZeÜKZv** msMVbK c<sup>Ü</sup>ZeÜKZv bvbvfite t`Lv w<sup>¶</sup>tZ c<sup>¶</sup>i | c<sup>¶</sup>gZ, tKvb msMVt<sup>b</sup> c<sup>¶</sup>l<sup>¶</sup>Z c<sup>¶</sup>xZ I Kvhe<sup>¶</sup>y xi Afve \_vtK<sub>ij</sub> KZ<sup>Q</sup>jAc<sup>Y</sup>i KvR mnR I Zj w<sup>¶</sup>SZ n<sup>¶</sup>Z c<sup>¶</sup>i bv| w<sup>¶</sup>ZxqZ, mg<sup>¶</sup>q I thM<sup>¶</sup>h<sup>¶</sup>M gva<sup>¶</sup>rgi Afve \_vtK<sub>ij</sub> I KZ<sup>Q</sup>jAc<sup>Y</sup>i ct\_ c<sup>Ü</sup>ZeÜKZv myó n<sup>¶</sup>q \_vtK| ZZxqZ, msMVt<sup>b</sup> AvKvi I Ae<sup>¶</sup>lbI KZ<sup>Q</sup>jAc<sup>Y</sup>i ct\_ GKU c<sup>Ü</sup>ZeÜK| msMVb ep<sup>¶</sup> vKvi Ges A<sup>¶</sup>Aj w<sup>¶</sup>EK w<sup>¶</sup>z. bv n<sup>¶</sup>j KZ<sup>Q</sup>jAc<sup>Y</sup>i we<sup>¶</sup>qU we<sup>¶</sup>kI i<sup>¶</sup>Zj cvq bv Ges Ac<sup>Y</sup>i KvR<sup>¶</sup>U mnR nq bv| G<sub>ij</sub> t<sup>b</sup> v Qrov Avi I GKU we<sup>¶</sup>q KZ<sup>Q</sup>jAc<sup>Y</sup>i c<sup>Ü</sup>ZeÜK w<sup>¶</sup>ntme KvR K<sup>¶</sup>i \_vtK| tKvb tKvb c<sup>¶</sup>km<sup>t</sup>Ki ex<sup>¶</sup>gj avi Y<sup>¶</sup> \_vtK th, KZ<sup>Q</sup>jib<sup>t</sup>Ri n<sup>¶</sup>tZ a<sup>¶</sup>i bv i<sup>¶</sup>L<sup>¶</sup>tj mgM<sup>¶</sup>msMVbU L<sup>¶</sup>weL<sup>¶</sup>n<sup>¶</sup>q hv<sup>¶</sup>e| D<sup>¶</sup>PZi c<sup>¶</sup>km<sup>t</sup>K<sup>¶</sup>i g<sup>¶</sup>tb GB ai<sup>¶</sup>bi Pig thM<sup>¶</sup>Zi<sup>¶</sup>eva Ges Aaxb<sup>¶</sup> i thM<sup>¶</sup>Zv m<sup>¶</sup>ú<sup>¶</sup>tK<sup>¶</sup>mskq KZ<sup>Q</sup>jAc<sup>Y</sup>i ct\_ GKU we<sup>¶</sup>c<sup>¶</sup>abK c<sup>Ü</sup>ZeÜK|

**e<sup>¶¶</sup>MZ c<sup>Ü</sup>ZeÜKZv** e<sup>¶¶</sup>MZ Kvi YI KZ<sup>Q</sup>jAc<sup>Y</sup>i ct\_ c<sup>Ü</sup>ZeÜKZv myó K<sup>¶</sup>i \_vtK| Gme e<sup>¶¶</sup>MZ Kvi Y<sub>ij</sub> v nj h<sup>¶</sup>vtg- KZ<sup>Q</sup>jK a<sup>¶</sup>i i<sup>¶</sup>L<sup>¶</sup>tZ AvZ<sup>¶</sup>C<sup>¶</sup>ksmv, RbM<sup>¶</sup>Yi `w<sup>¶</sup>i mg<sup>¶</sup>tb we<sup>¶</sup>g<sup>¶</sup>vb \_vtKvi Ges mg<sup>¶</sup>l<sup>¶</sup>KQy Rb<sup>¶</sup> ab<sup>¶</sup>er<sup>¶</sup> I c<sup>¶</sup>ksmv cvl<sup>¶</sup>qui tbkv, Aaxb<sup>¶</sup> i c<sup>¶</sup>¶ t<sup>¶</sup>K Avb<sup>¶</sup>M<sup>¶</sup>nx<sup>¶</sup>bZvi fq, mn<sup>¶</sup>th<sup>¶</sup>M<sup>¶</sup>t<sup>¶</sup>i e<sup>¶</sup>ry I thM<sup>¶</sup>Zv m<sup>¶</sup>ú<sup>¶</sup>tK<sup>¶</sup>Av<sup>¶</sup>ri Afve Ges RbMY I D<sup>¶</sup>PZi KZ<sup>Q</sup>j<sup>¶</sup>i b<sup>¶</sup>KU Review<sup>¶</sup>w<sup>¶</sup>Zv I `vqe<sup>¶</sup>Xv<sup>¶</sup> fq BZ<sup>¶</sup>w<sup>¶</sup> |

Dch<sup>¶</sup> msMVbK I e<sup>¶¶</sup>MZ we<sup>¶</sup>qve<sup>¶</sup>j KZ<sup>Q</sup>jAc<sup>Y</sup>i ct\_ c<sup>Ü</sup>ZeÜKZv myó K<sup>¶</sup>i t<sup>¶</sup>j I th tKD<sup>¶</sup>btm<sup>¶</sup>t<sup>¶</sup>tn<sup>¶</sup> Kvi K<sup>¶</sup>teb th, msMVt<sup>b</sup> `¶Zv e<sup>¶</sup>p<sup>¶</sup> I M<sup>¶</sup>Zkj<sup>¶</sup>Zv Avbq<sup>¶</sup>t<sup>¶</sup>bi Rb<sup>¶</sup> KZ<sup>Q</sup>jAc<sup>Y</sup>i e<sup>¶</sup>e<sup>¶</sup> v<sup>¶</sup>Kvi ev<sup>¶</sup>Ab<sup>¶</sup>q| G Rb<sup>¶</sup> KZ<sup>Q</sup>jAc<sup>Y</sup>i ct\_ D<sup>¶</sup>3 evav we<sup>¶</sup>E<sup>¶</sup>, t<sup>¶</sup>j vtK h<sup>¶</sup>vm<sup>¶</sup>é<sup>¶</sup> h<sup>¶</sup>fZ Kiv c<sup>¶</sup>qvRb|

## KZ<sup>Q</sup>jAc<sup>Y</sup>i b<sup>¶</sup>Wgyj v

KZ<sup>Q</sup>jAc<sup>Y</sup>i h<sup>¶</sup>vh\_ c<sup>¶</sup>w K<sup>¶</sup>i bv c<sup>¶</sup>km<sup>t</sup>bi Kvg<sup>¶</sup> Dbq<sup>¶</sup>b Avbqb K<sup>¶</sup>i t<sup>¶</sup>Z m<sup>¶</sup>nvh<sup>¶</sup> K<sup>¶</sup>i \_vtK| K<sup>¶</sup>i<sup>¶</sup>RB KZ<sup>Q</sup>jAc<sup>Y</sup> h<sup>¶</sup>tZ K<sup>¶</sup>hR<sup>¶</sup>i I m<sup>¶</sup>v<sup>¶</sup>R nq tm<sup>¶</sup>tK we<sup>¶</sup>kI `w<sup>¶</sup>o t<sup>¶</sup>qv c<sup>¶</sup>qvRb| KZ<sup>Q</sup>jAc<sup>Y</sup>i t<sup>¶¶¶</sup> ibai<sup>¶</sup>fc w<sup>¶</sup>KQybv<sup>¶</sup> Ø m<sup>¶</sup>avi Y b<sup>¶</sup>WZ Ab<sup>¶</sup>Y Kiv ev<sup>¶</sup>Ab<sup>¶</sup>q|

- KZ<sup>Q</sup>jAc<sup>Y</sup> my<sup>¶</sup>ir<sup>¶</sup> Ø I w<sup>¶</sup>j w<sup>¶</sup>Z n<sup>¶</sup>I qv DiPZ |
- Aic<sup>¶</sup> KZ<sup>Q</sup>jAc<sup>Y</sup> gv<sup>¶</sup>rv ev c<sup>¶</sup>w gvY, KZ<sup>Q</sup>jAc<sup>Y</sup> c<sup>¶</sup>qv<sup>¶</sup>tMi b<sup>¶</sup>WZ, ibqg-Kivbly I Kvhe<sup>¶</sup>y x m<sup>¶</sup>yuófite D<sup>¶</sup>tj w<sup>¶</sup>Z n<sup>¶</sup>I qv DiPZ h<sup>¶</sup>tZ Aic<sup>¶</sup> KZ<sup>Q</sup>jAc<sup>Y</sup> e<sup>¶</sup>vL<sup>¶</sup>ri e<sup>¶</sup>vc<sup>¶</sup>i msMVt<sup>b</sup> gta<sup>¶</sup> mgifcZv I g<sup>¶</sup>ZK<sup>¶</sup> we<sup>¶</sup>g<sup>¶</sup>vb \_vtK |
- KZ<sup>Q</sup>jAc<sup>Y</sup> ibKUZg Aa<sup>¶</sup>t<sup>¶</sup>bi Dci Aic<sup>¶</sup> n<sup>¶</sup>I qv DiPZ | ibKUZg Aa<sup>¶</sup>b e<sup>¶¶</sup>tK Gwo<sup>¶</sup>q ev w<sup>¶</sup>W<sup>¶</sup>tq Ab<sup>¶</sup> tKvb e<sup>¶¶</sup>i ibKU KZ<sup>Q</sup>jAc<sup>Y</sup> Kiv n<sup>¶</sup>j D<sup>¶</sup>3 ibKUZg Aa<sup>¶</sup>b e<sup>¶¶</sup>i g<sup>¶</sup>tb ev msMVt<sup>b</sup> t<sup>¶¶¶</sup>fi myó n<sup>¶</sup>Z c<sup>¶</sup>i |

- KZŁj.AcĘYi mgq wętePbv KitZ nte th, eńń<sup>3</sup> wętktli wbKU bq eis ct`i wbKU KZŁj.AcĘ Kiv nt"Q/
- tKvb ct`i wbKU wK cwigvY `wqZj I KZŁj.AcĘ Kiv ntqtQ Zv cwi -vi fvęe Dwij nLZ \_vKv DnPZ Ges msMVtbi mKj tKB AewnZ Kiv DnPZ hvłZ tKvb KZĘZj eaZv wbłq mgmvi myó bv nq/
- tKej gwł KZĘZj tmB Ask wbgełti AicZ nIqv DnPZ hv Zvł`i thwM"Zv i DcthwMx nte Ges dj cñl-1 wbivct` PPĘKitZ cvi te/
- KZŁj.AcĘYi ci Zv KvħRixKitYi eńcvit Aa-tbi KvłR n-łłc Kiv DnPZ bq/ EańZb KZĘtłi AhwPZ n-łłtci dtj Aa-b KZĘłi wmxvšl MłtYi Kj vtKšk j I thwM"Zv AqZj KitZ eń-ontel Zte Aa-b KZĘłi KZR.AicZ KZĘZj Aceenvi hvłZ bv nq tm eńcvit EańZb KZĘłi AekBj łi iLłeb/



## cvtvEi gj-icb: 2

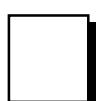
### A) eū ibepbx cikæ

mVK DĒi vt`Rgj-K A¶i Utk eEwqZ Kiab / (D`vni Y: Avcbvi ibepbx DĒi U K ntj GtK (K) eEwqZ Kiab)

1. KZj.Ac<sup>3</sup>Aaxb-`i Rb" mK mgav etq Avtb?  
K. Zvt`i bWZK gtbvej I AvZt<sup>1</sup>ekjm ejx Kti  
L. Zviv, iazcY<sup>1</sup>elq, tj vtZ Mfxi gtbvthM w tZ cvti  
M. Zvt`i oviv KvhRix tbZZj.Mto I tV  
N. Zviv cÖvb cÖvb, iazcY<sup>1</sup>elqi `wqZcB ntZ cvti /
2. tKvbU KZj.Ac<sup>3</sup>Yi ct\_ msMVibK cÖzeÜKZv?  
K. Rbm<sup>1</sup>Yi `m<sup>1</sup>i mgtb \_vKvi tbkv  
L. Aaxb-`i c¶ t\_tK AvbMZ<sup>1</sup>nbZvi fq  
M. msMVtb*i* ep`vKvi I Ae`v  
N. mnthM<sup>1</sup>t`i Dci Av`v Afve /
3. KLb KZj<sup>1</sup> eaZv vtq mgm vi m<sup>1</sup>o nq?  
K. KZj.cÖqutMi bWZi Dtj L bv \_vKtj  
L. tKvb ct`i bKU mK cÖg<sup>1</sup>Y KZj.Ac<sup>3</sup>Kiv ntq<sup>1</sup>Q Zvi Dtj L bv \_vKtj  
M. KZj.cÖqutMi KvhC<sup>1</sup>Y xi Dtj L bv \_vKtj  
N. KZj.Ac<sup>3</sup> vj LZf<sup>1</sup>e bv ntq \_vKtj /

### Aiv) msM<sup>1</sup>B DĒi cikæ

1. KZj.Ac<sup>3</sup>Yi m<sup>1</sup>¶MZ gj- ej tZ mK tevSvq?
2. KZj.Ac<sup>3</sup>Yi msMVibK cÖzeÜKZv, tj v mK?
3. KZj.Ac<sup>3</sup>Yi e<sup>1</sup>MZ cÖzeÜKZv, tj v mK?
4. KZj.Ac<sup>3</sup>Yi KtqKU m<sup>1</sup>avi Y bWZi Dtj L Kiab /



## mVK DĒi

- A) 1/ K, 2/ M, 3/

### cW 3

## ‐ibxq ɯkΠv KZ€tΠi figKv

### Dt̄iK̄

GB cW tk‡l Avcib—

- ɰewfbǣl̄ ev ch̄fq i ɯkΠv KZ€tΠi m¤útK⁹ej tZ cvi teb;
- gvāigK ‐ti i ‐ibxq ɯkΠv KZ€tΠi KZΣj.I `m̄qZjDtj L Ki‡Z cvi teb Ges
- c̄l̄igK ‐ti i ‐ibxq ɯkΠv KZ€tΠi KZΣj.I `m̄qZjDtj L Ki‡Z cvi teb/

### figKv

Avgit̄ i ɯkΠv ēe‐vi c̄k̄vmbK KvWtgv̄ kxl̄ ōti i tqtQ ɯkΠv gšYij q/ GQvor i tqtQ ɯKQyRvZxq ms‐v th, tj v ɯkΠv gvtvbaqt̄b A‐ev ɯkΠv ēe‐v m̄l̄qKitY KvR Kti h̄t”Q/ RvZxq ms‐v tj vi gtā KtqKvU , iazcY⁹ms‐v nj RvZxq ɯkΠvμg I cWcȳK teW⁹(NCTB), D”P gvāigK I gvāigK ɯkΠv teW⁹(BISE), RvZxq ɯkΠv ēe‐vcbv GKvtWgx (NAEM), RvZxq c̄l̄igK ɯkΠv GKvtWgx (NAPE) BZ”w̄ / ɯkΠv c̄k̄vmb KvWtgv̄ tkl̄ ‐ti i tqtQ mvi v t‐tki AmsL̄ wē‐vij q thLvtb ɯkΠv gj‐Kvh̄pg A\_ř ɯkLb‐tKLuvtb̄ Kvh̄pg cwi Pvj Z nq/ ɯkΠv gšYij q I wē‐vij q GB ‐BvU c̄l̄šq ‐ti i gvSLvtb i tqtQ ɯKQygāeZP ‐ti ev ch̄fq, thgb AvAvj K, ɯRj v, \_vbu I ‐ibxq ch̄fq i ɯkΠv KZ€tΠmgn/ wē‐vij tqi m̄yzc̄k̄vmb I ēe‐vcbvi ‐t̄t̄ ō wē‐vij q KZ€tΠtK mg‐l̄ch̄fq i ɯkΠv KZ€tΠi thMvtthM iΠv Ki‡Z nq/ ‐ibxq ɯkΠv KZ€tΠi figKv Gt̄Πt̄LgB , iazcY⁹ ‐ibxq KZ€tΠi gvātgB wē‐vij qtK Eāvzb KZ€tΠi m̄t̄ ɰewfbǣvci tthMvtthM Ki‡Z nq/ GRb̄ ‐ibxq ch̄fq i ɯkΠv KZ€tΠi Dci KZΣj.I `m̄qZj ɯKf̄te I KZUKzAicZ ntqtQ tm m¤útK⁹wē‐vij q KZ€tΠi m̄yúó avi Yv \_vKv evAbxq/ GQvor ‐ibxq ɯkΠv KZ€tΠi m̄t̄\_ thMvtthM c̄l̄qvRbxqZv I cxiZ m¤útK⁹ wē‐vij q KZ€tΠi mḡK avi Yv \_vKv c̄l̄qvRb/

### ‐ibxq ɯkΠv KZ€tΠ (gvāigK ‐i)

gvāigK ‐ti ‐ibxq ɯkΠv KZ€tΠ nt”Q tRj v ɯkΠv `Bi / tRj v ɯkΠv `Bt̄i i c̄avb nt”Qb tRj v ɯkΠv KgRZP̄ Zui mnvqZvKvix m̄tm̄te i tqtQb mnKvix tRj v ɯkΠv KgRZP̄I `Bi KgPvixiv/ gj‐Zt tRj v KgRZP̄I G ch̄fq gvāigK ɯkΠv ēe‐vcbv, cwi`kđ I Dbøbgj‐K KvR ev‐kvqb I ZEyeavb Kti \_vKb/ tRj v ɯkΠv KgRZP̄K thme wēl̄tqi KZΣj.I `m̄qZj c̄l̄vb Kv n̄tqtQ Zv nj :

- 1) ɯbR `Bt̄i i k;Lj v weavb I ZEyeavb Kv;
- 2) ɯbR AvI Zvavb wē‐vij tqi ɯkΠKeđ̄i teZb evē miKvix Abjyb (Salary Support) m¤útK⁹ hveZxq KvMRc̄I cixΠv Kti t̄Lv I Dāvzb KZ€tΠi KvQ tc̄Y Kv/

- 3) -qj i bZb lkPjK vtqM vtqgibM Kivi Rb" Ges Salary Support cÖvtbi Rb" vtqM m¤úKZ neÁiB I Resolution-Gi Kicmn cÖqRbq KMRcI gnvcwi Pij tKi KvQ tcÖY Kiv/
- 4) me ai`tbi gva"igK lkPjv cÖZövb cwi`kD Kiv/
- 5) Dc-cwi Pij tKi vt`R gZ thme gva"igK we`ij q -KZ. I Awafrz i Ait'e b Kti Zv cwi`kD Kiv/
- 6) gva"igK lkPjv cÖZövb cÖqbgj-K KgMIP ev"evqb I ZEjeavb Kiv/

Dchj` `wqZj, tj v cij b Kivi mvf\_ mvf\_ AivAij K Dc-cwi Pij K KZR. AicZ temi Kvi x -j msprvši th tKv b wqZj tRj v lkPjv KgRZPcij b Kti \_vtKb/ tRj v lkPjv KgRZP -j KZCjtK -j cwi`tek m¤utK©Dct`k-vt`Rbv cÖvb, -qj thM"Zm¤ubabZg msL"K lkPjK I bzbZg vtPjvK iY AitQ lkPjv tm m¤tÜ tLUR-Lei tbIqv, cixPjv djvdj chPjvPbv Kiv BZ" `wqZj cij b Kti \_vtKb/ G cwi`tcÖtZ -j KZCjtK -vbxq lkPjv KZCjtPjv mvf\_ tmšnv`€Y©m¤úK©iPjv Kti Pj tZ nq/

### -vbxq lkPjv KZCjt (cÖigK -i)

cÖigK lkPjv -i mvf\_ tK 481 u\_vbv lkPjv Andm -vbxq lkPjv KZCjt intmte KvR Kti \_vtK/ \_vbu lkPjv Andmvi (TEO) Zui vB R \_vbu cÖigK lkPjv e"e"vcbv I ZEjeavb `wqZj cij b Kti \_vtKb/ \_vbu AŠMZ mKj cÖigK we`ij qtK KZK, tj v Kt÷vti nef³ Kiv nq/ mvavi YZ GKU Kt÷vti 20 t\_tK 30 u -j AŠfZ \_vtK Ges GKRb mnKvi x \_vbu lkPjv Andmvi (ATEO) GKU Kt÷vti i `wqZj vtqM RZ \_vtKb/ vZb cÖigK lkPjv , YMZ gvtvbaqtbi j tP" Kt÷vti i AŠMZ mKj cÖigK lkPjK cÖqY Kvhqig cwi`kD I ZEjeavb Kti \_vtKb/ \_vbu lkPjv Andmvi i Dci thme KZQj. I `wqZj AcP Kiv ntqfQ Zv nj :

- 1) cÖigK we`ij qmgtni cwi`kD I ZEjeavb Kiv;
- 2) Avqb-e"qb KgRZPintmte KvR Kiv;
- 3) lkPjK I KgPjv tK e`j x, Aemi, tcbkb I AibjZv K msikó cÖfe I KMRcI tRj v cÖigK lkPjv Andmvi (DPEO)-Gi vB KU tcÖY Kiv;
- 4) Thana Education Committee (TEC)-Gi m`m" m"Pe intmte KvR Kiv/ TEC-Gi m¤xvši tgvZvteK AMmáKvi m¤vEz Dbaqbgj-K KvQ Rb" cÖigK we`ij qmgtni Zv Kiv cÖZ Kiv/
- 5) cÖigK -j m¤úKZ hveZxq Z\_w` msMö Kti tRj v cÖigK lkPjv `Bti ev Awa`Bti tcÖY Kiv;
- 6) thme Gj vKvq tKv b -j tbB tmme Gj vKvq bZb -j -vcfb i mgwík Kiv;
- 7) lkPjKej`i m¤vneK cÖZ Kiv I nvj bMv` Kiv/

ȝ KZ@P I lkPKe, tK ȝ i ȝtB RbmsthvMi wifbægva g I ms vi, lkPK-  
AfffveK migiZ, e e ȝtcbv Kigiu I ȝvbxq lkPv KZ@P m¤utK®RbtZ nte| Zd` i  
ȝúó avi Yv \_vKtZ nte G mg -i ms -vi h\_y\_ ȝfigKv I Kvh@xwZ m¤utK® G mg -i  
ms -vi mv‡\_ mym¤úK®Rvq titL, Gt` i gva ȝtgB ȝtK Zvi Aw-ZjwKtq ivLtZ nte  
Ges DbnZi w tK GwM‡q th‡Z nte| Zd` i tK D‡` wMx n‡q G e ȝvcit i AM@y figKv  
cij b Ki tZ nte|



## citvEi gj-icb: 3

### A) eū ibePbx cikæ

mWK DĒi vt`Rgj-K A¶i utK eEwqZ Kiab | (D`vni Y: Avcbvi ibePZ DĒi u K ntj GtK (K) eEwqZ Kiab)

1. tKvbiU i gva`tg gva`ngK ie`ij q KZC¶ DaYb KZCt¶i mvt\_ thvMthvM Kti?  
 K. RvZxq ms~  
 L. AvAij K ik¶v `Bi  
 M. tRj v ik¶v `Bi  
 N. \_vbu ik¶v `Bi |
2. ik¶vi gj- Kvhøg tKv-vq cwi Pwj Z nq?  
 K. ie`ij tq  
 L. Ama`Bti  
 M. RvZxq ms~vngt  
 N. ik¶v gŠYj tq |
3. tKvbiU tRj v ik¶v KgRZA KvR bq?  
 K. ~tj i bZb ik¶K vtqvtMi ieAvB gnvcwi Pwj tKi KvQ tcØY Kv  
 L. ~tj i ~KvZ. cØvb Kv  
 M. gva`ngK ik¶v cØvbtbi cwi `kØ Kv  
 N. ik¶Kt`i teZtbi miKvix Abývb m¤úKZ KvMRcI ci¶v Kti t`Lv |
4. cØngK ~ti ~vbxq ik¶v KZC¶ tKvbiU?  
 K. tRj v cØngK ik¶v KgRZP  
 L. \_vbu ik¶v KgRZP  
 M. \_vbu ibePbx KgRZP  
 N. mnKvix \_vbu ik¶v KgRZP |

### Aiv) msuPZ DĒi cikæ

1. ie`ij tqi mvt\_ ~vbxq ik¶v KZCt¶i m¤útK©Kifc Zv Dtj L Kiab |
2. tRj v ik¶v KgRZA`i `vqZj I Kvhøj x Dtj L Kiab |
3. \_vbu ik¶v KgRZA`vqZj I Kvhøj x Dtj L Kiab |



## mWK DĒi

- A) 1| M, 2| K, 3| L, 4| L|

**figKv**

ikPv ēē̄t̄K msnZ I Kv̄hRixKīYi Rb̄ mgzukPv c̄kmb I ēē̄cbvi , iaz  
 Acwi mg/ ēZ m̄y p c̄kmbK w̄f̄t̄K D̄g ikPv ēē̄vi c̄v̄b ēirkó̄ w̄tm̄te w̄Pw̄Z  
 Kiv nq/ eZ@ib n̄t̄k Db̄ t̄ kmgt̄n ikPv cīwa I Kḡv̄i q thgb ēcKZ; I Aw̄beZ;  
 Ḡtm̄Q t̄Zḡb Gme t̄t̄k ikPv c̄kmbK w̄f̄E I ēē̄cbvi t̄P̄t̄I , YMZ Db̄q̄b  
 m̄waZ n̄t̄q̄Q/ Ab̄w̄t̄K eisj n̄t̄ki gZ Db̄q̄b kij t̄ kmgt̄n Av̄\_Rw̄ḡw̄RK Pw̄n̄vi  
 tc̄P̄t̄Z ikPv cīgiYMZ w̄f̄Z. NUt̄j I Gi , YMZ gvb īP̄vi Rb̄ c̄q̄iRb̄q̄ c̄kmbK  
 I ēē̄cbw̄MZ ms̄vi mwab Kiv m̄e n̄q̄b/ h̄jMi cīi μḡv̄q̄ eisj n̄t̄k ikPv GKw̄  
 w̄f̄Z. m̄sMw̄bK I c̄kmbK Kv̄Vw̄gv M̄o D̄t̄V̄t̄Q, mgM̄t̄t̄k Gi Kv̄hP̄t̄I cīē̄B n̄t̄q̄Q  
 Ges eū miKw̄i -temiKw̄i c̄Z̄v̄b I KḡZ̄P̄KḡP̄ix Gi m̄t̄ c̄Z̄P̄f̄te m̄sik̄  
 it̄q̄t̄Qb/ iK̄S̄bvbwea Av̄\_Rw̄ḡw̄RK I iKOw̄ H̄Znwm̄K Kv̄t̄Y c̄kmb I ēē̄cbvi w̄f̄Z  
 k̄3 I , v̄q̄x n̄t̄q̄ M̄o bv I V̄q̄ m̄Kj t̄P̄t̄I B mgm̄v D̄t̄i v̄Ei ēw̄x t̄ct̄q̄ R̄w̄j Zi n̄t̄q̄  
 ct̄ot̄Q/

eZ@ib BDibU īv̄ c̄v̄V eisj n̄t̄ki ikPv c̄kmb I ēē̄cbvi t̄P̄t̄I w̄i w̄RZ K̄t̄qKw̄  
 , iazcȳmgm̄vi Dci Av̄t̄j v̄Kv̄Z Kiv n̄t̄q̄Q Ges mgm̄v̄, t̄j v̄ `H̄K̄īYi Dcv̄q̄ m̄ūt̄K̄  
 Av̄t̄j v̄Pb̄v I mgw̄i k̄v̄b Kiv n̄t̄q̄Q/

c̄V- 1: ikPv c̄kmb I ēē̄cbvi mgm̄v̄ew̄j

c̄V- 2: ikPv c̄kmb I ēē̄cbvi mgm̄v̄ mgw̄at̄bi Dcv̄q̄

**cW 1**

## **ukPv c̄kumb I ēē-vcbvi mgm̄veij**

### **Dt̄ik**

GB cW tk̄l Avcib—

- ersj v̄t`ki ukPv c̄kumbi m̄vari Y mgm̄veij eȲ Kitz cvit̄eb Ges
- ukPv c̄kumb t̄q̄t̄i m̄uñZ D̄m̄Z mgm̄veij Dt̄j L Kitz cvit̄eb/

### **figKv**

„RaxbZv j̄t̄fi ci t̄ki ukPv ēē-t̄K `Z Dbq̄tbi evnbiſc c̄M̄b I c̄ȳēv̄t̄mi c̄q̄R̄t̄b 1974 m̄t̄j ðersj v̄t`k ukPv Kugkb w̄t̄cvŪ c̄Kw̄kZ nq/ KživZ-G-Ljv Kugkb w̄t̄cvŪb̄t̄g c̄w̄iPZ GB w̄t̄cvŪ gvāt̄g mēl̄g GKŪ m̄oz̄l m̄weR ukPv c̄w̄iKíb̄ c̄q̄tbi m̄teb̄v m̄PZ nq/ Gici 1979 m̄t̄j ðAšeZKv̄xb ukPv Kugkb w̄t̄cvŪ I 1988 m̄t̄j ðḡndR D̄m̄b ukPv Kugkb w̄t̄cvŪ c̄Kw̄kZ nq/ Gme Kugkb w̄t̄cvŪukPv c̄kumb I ēē-vcbvi t̄q̄t̄i weiñRZ mgm̄v̄t̄j v̄ myúófite Dt̄j L Kiv n̄q̄t̄Q Ges GKŪ MYḡy c̄w̄iKv̄ I h̄jMv̄t̄h̄Mx ukPv ēē-v̄ M̄o t̄Zv̄i Rb̄ ukPv c̄kumb I ēē-vcbvi ms̄vi m̄at̄bi mȳb̄ m̄gv̄i k̄t̄ck Kiv n̄q̄t̄Q/ m̄gv̄i k̄t̄j vi ukQy KQyAvsukK ev̄-éw̄qZ n̄t̄j I AvakskB AvR ch̄s̄ev̄-éw̄qZ n̄q̄b/ GLv̄t̄b ukPv c̄kumb I ēē-vcbvi c̄v̄b c̄v̄b mgm̄v̄t̄j v̄ Dt̄j L Kiv nj /

## **ukPv c̄kumb I ēē-vcbvi mgm̄veij**

### **K) figZv I KZ̄Zj t̄Kw̄`KiY**

i v̄Ravbxt̄Z c̄kumbK PgZv, `w̄qZj I KZ̄Zj AZ̄w̄aK t̄Kw̄`KiY ukPv c̄kumb ēē-v̄i GKŪ c̄v̄b μ̄Ū/ eZ̄ḡt̄b ukPv gš̄yj t̄qi Aax̄t̄b c̄l̄gK ukPv Awa`Bi, gvāngK I D̄P ukPv Awa`Bi Ges KwiMwi ukPv Awa`Bi, GB w̄ZbuU Awa`Bi īt̄q̄t̄Q/ c̄l̄t̄gv̄³ Awa`B̄ii Aax̄t̄b Oq̄iU w̄f̄Mxq `Bi Ges w̄Zxq̄iU Aax̄t̄b bq̄iU AvǞyj K `Bi īt̄q̄t̄Q/ Gme w̄f̄Mxq I AvǞyj K `Bi t̄K c̄kumbK I Aw̄\_R ēv̄cīt̄i th PgZv c̄v̄b Kiv n̄q̄t̄Q Zv AZ̄š̄i m̄w̄gZ Ges Zv Zv̄t̄i `w̄qZj m̄t̄½ m̄w̄gǞm̄c̄Ȳbq/ dt̄j `Bi ,t̄j v̄t̄K -̄j ch̄t̄qi c̄kumb I A\_ñs̄p̄v̄š̄i Avaksk w̄t̄q Xv̄Kv̄- Awa`B̄ii Abt̄gr̄`t̄bi Atc̄P̄v̄ \_v̄Kt̄Z nq/ Gt̄Z At̄bK t̄q̄t̄i Kt̄Ri AM̄w̄Z ēv̄nZ nq Ges ms̄uk̄o ukPv c̄z̄v̄b Ges Rbm̄avi Ȳt̄K Am̄jeavi m̄s̄ȳb n̄t̄Z nq/ GQov̄ gvāngK I D̄P ukPv Awa`B̄ii AvI Zvaxb bq̄iU AvǞyj K `B̄ii `w̄qZj īaȳ-̄j ch̄t̄qi (10g t̄Kw̄ ch̄s̄) ukPv I ukPv c̄z̄v̄bmḡni ḡtā m̄w̄ḡv̄ex īt̄q̄t̄Q w̄eavq Kt̄j Rmḡni c̄kumbK I Aw̄\_R ēv̄cīt̄i `w̄qZj Awa`B̄it̄K enb Kitz nq/ Kt̄j Rmḡt̄K c̄kumbK I Aw̄\_R ēv̄cīt̄i th PgZv Ac̄y Kiv n̄q̄t̄Q Zv m̄w̄gZ et̄j Gme w̄t̄q̄i AwaKsk t̄q̄t̄i Kt̄j Rmḡt̄K I Awa`Bi Ges Zv̄i gvāt̄g ukPv gš̄yj t̄qi Abt̄gr̄`t̄bi Atc̄P̄v̄ \_v̄Kt̄Z nq/ Gt̄Z Kt̄j Rmḡni Kt̄Ri AM̄w̄Zt̄Z er̄av c̄to Ges Ḡt̄j vi c̄w̄iPyj bv̄ Kvh̄m̄ḡfite AM̄hi n̄t̄Z cv̄i bv̄ t̄ki

*KwiMwi I cōKškj -ž I Ktj Rmḡn cōkmbK I Aw\_R ēvc̄f̄i miwmwi KwiMwi ɯkPv Awa`B̄ti i m̄t\_ mshy | G mKj ɯkPv cōZōv̄bi I cōkmbK I Aw\_R wētq Aic̄Z ɻgZv m̄wZ etj Gme wētq AwaKsk t̄P̄t̄ KwiMwi ɯkPv Awa`B̄i I Zvi gvāt̄ ɯkPv gšyj t̄qi Ab̄gv̄b ɯbtZ nq| dtj m̄ḡf̄te c̄wiPij bvi t̄P̄t̄ G mKj ɯkPv cōZōv̄bmgn̄K Am̄yari m̄wZ n̄t̄Z nq Ges Zv̄t̄ i AM̄MZI ēvnZ nq| G me Kvi t̄Y ɯkPv t̄P̄t̄ cōkmbK ɻgZv I KZ̄Zj t̄K̄`Ki Y ɯkPv cōkmb ēēvi GK̄U wētkl̄ p̄iJ etj c̄wiMwZ n̄t̄q Awmt0|*

### **L) ɯkPwēt̄ i gtZi Ac̄l̄ab”**

*ɯkPvbmZi t̄P̄t̄ ɯkPv wētkl̄ Át̄ i c̄ivgk®Afc̄Pv GK̄šf̄te cōkmbK m̄ear I m̄jv̄t̄Mi cōZ AwaKZi iaz̄cōvb Ges ɯkPv m̄uñKZ c̄wiKí bv c̄Vqtb Z̄bvgj-Kf̄te ɯkPwēt̄ i gtZi Ac̄l̄ab” eZ̄gv̄b ɯkPv cōkmb ēēvi Ab̄Zg p̄iJ ɯkPv cōkmbKt̄K mbf̄j m̄xv̄š̄ DcbxZ n̄t̄Z nt̄j , Zv̄ tckv̄MZ t̄P̄t̄B tn̄K ev̄ cōkmb t̄P̄t̄B tn̄K, th ɯkPv ēēvi Aaxt̄b ɯZ̄b KivR Kít̄Qb tm̄m̄út̄K°Ges Ab̄v̄b” t̄t̄ki ɯkPv i xZ̄-bxZ̄ I mgm̄v̄ m̄āt̄Ü Z̄i M̄xi Áv̄bi c̄q̄v̄Rb| t̄Kv̄b ēw̄³ i wēfb̄aīt̄bi ɯkPv KḡR̄P m̄uñt̄K° ev̄t̄ Áwf̄ÁZv̄ bv̄v̄t̄j Ges ɯkPv m̄uñt̄K°M̄xi Aāqb Ges Gi m̄t̄½ R̄oZ mgm̄v̄ej̄ i mgv̄av̄t̄bi c̄P̄oq̄ Z̄i KḡR̄eb ĀZ̄ew̄nZ n̄t̄q bv̄v̄t̄j Z̄i ct̄P̄ Gme Y I thw̄M̄Zv̄ mn̄m̄ AR̄b Kiv AZ̄š̄ Kib̄| G Aāqb I Áwf̄ÁZv̄ m̄t̄½ Z̄i `F̄ p̄i v̄gj b nt̄j Z̄t̄B ɯkPv cōZōv̄bi cōkmbt̄Ki ct̄P̄ ev̄t̄ Ges ɯkPvMZ m̄ḡb̄mZ D̄v̄eb Ges c̄wiKí bv c̄Vqtb Kiv m̄āt̄| m̄PiñPi t̄Lv̄ hv̄q th, Avḡt̄ i ɯkPvbmZ ɯbañt̄Yi tej̄v̄q Ges ɯkPv m̄uñKZ Pov̄š̄ c̄wiKí bv c̄Vqtb t̄t̄ki ɯkPwēt̄ i Ges wētkl̄ Kt̄i wēfv̄M̄xq ɯkPv KḡR̄Z̄t̄ i gtZi Dci ĀZ̄ ĀB̄ iaz̄cōvb Kiv nq| dtj th bZ̄b ɯkPvbmZ ɯbañt̄Z̄ nq Ges th ɯkPv c̄wiKí bv c̄Vqtb Kiv nq Zv̄ cōkmbK w̄K t̄t̄K D̄Eg nt̄j I m̄ḡz̄kPvbmZ I ɯkPv c̄wiKí bv c̄Vqtb i w̄K t̄t̄K AwaKsk mḡt̄ h̄t̄ó p̄iJc̄Ȳh̄q| ḠZ̄ ɯkP̄t̄t̄ AM̄MZ ēvnZ nq Ges ɯkPv i ḡt̄b̄v̄b̄q̄b̄ m̄āt̄ nq bv̄|*

### **M) cōkmbt̄ i i¶Ykj̄ ḡt̄b̄v̄f̄ie**

*cōkmbt̄ i i¶Ykj̄ ḡt̄b̄v̄f̄ie Ges cōkmbK ḡt̄bi Aeñb̄Z Avḡt̄ i ɯkPv cōkmb ēēv̄t̄K c̄h̄yKivi Rb̄ eñj̄v̄t̄k̄ `v̄q̄| G ch̄š̄hv̄ t̄Lv̄ t̄M̄t̄Q Zv̄t̄Z ej̄v̄ hv̄q th ɯkPv gšyj t̄qi m̄teñP̄ c̄mn D̄Pc̄`m̄ḡn̄ m̄v̄avi Y cōkmb wēfv̄t̄Mi ēw̄³iñB c̄i-Y Kt̄i t̄Qb̄| ɯkPv wēfv̄t̄Mi ēw̄³t̄ i Dc̄t̄iñv̄³ c̄`m̄ḡt̄n̄ wētkl̄ t̄Kv̄b̄ t̄b̄ nqñb̄| dtj ɯkPv t̄P̄t̄ hv̄v̄ Pov̄š̄ m̄xv̄š̄ tbb m̄v̄avi YZ̄ Z̄iñv̄ ɯkPv t̄P̄t̄t̄ tckv̄MZ Áwf̄ÁZv̄ I ɯkPv cōkmbt̄bi ev̄t̄ Áwf̄ÁZv̄m̄uñb̄eñw̄³ bb| Zv̄b̄ ɯkPv cōkmb ēēvi t̄P̄t̄t̄ Añb̄K mḡq Ggb̄ m̄xv̄š̄t̄b̄l̄ q̄ nq hv̄ tḡt̄UB ɯkPv i mn̄qK nq bv̄ eis cōkmbt̄ i i¶Ykj̄ ḡt̄b̄v̄f̄iei c̄wiPvqK nq|*

### **N) cōkmbt̄bi ɯbt̄Pi -t̄i i cōZ Aeñj̄v̄**

*ɯkPv t̄P̄t̄t̄ cōkmbK ēēvi t̄Kej D̄P ch̄q̄t̄K h̄v̄h̄\_ gh̄P̄v̄ `v̄b̄ I Avb̄ḡw̄ZKf̄te ɯbt̄Pi -t̄i i cōZ Aeñj̄v̄ c̄k̄b̄ ɯkPv cōkmbt̄bi Ab̄Zg c̄ñb̄ p̄iJ ɯkPv gšyj t̄q̄ ɯkPv m̄Pe I Awa`B̄im̄ḡt̄ni gn̄v̄c̄wiPv̄j KMY I Z̄t̄`i Av̄l Zv̄axb Kt̄qK̄U c̄ Qvor eZ̄ḡt̄b̄*

teZb I gh̄vi w̄K w̄tq w̄k̄l̄v w̄fvt̄Mi wb̄Pi -̄mḡtni c̄ t̄j vi mḡM̄K c̄k̄mb  
ēē-̄v̄q t̄Kb , iazc̄Ȳ-̄v̄b tbB| d̄t̄j Kvh̄l̄t̄ Zuv Dch̄ȳ -̄b̄ c̄b̄ b̄ et̄j Zd̄ i  
w̄nk̄o f̄igKv̄ c̄v̄ t̄bi m̄th̄M̄ N̄t̄U b̄| -̄f̄veZB w̄k̄l̄v̄ c̄k̄mb ēē-̄v̄i Dci Gi c̄ZKj  
c̄Zdj b N̄t̄U|

## 0) mḡš̄t̄qi Af̄ve

w̄k̄l̄v̄ ēē-̄v̄q w̄ewfb̄w̄ef̄M̄ Ges GKB w̄fvt̄Mi w̄ewfb̄ē-̄t̄i i ḡtā mn̄th̄w̄M̄z̄v̄ I mḡš̄t̄qi  
Af̄ve īt̄q̄t̄0| -̄j̄ I c̄w̄ī `k̄θ̄ w̄f̄īM̄ Ges K̄t̄j R̄ w̄fvt̄Mi ḡtā mn̄th̄w̄M̄z̄v̄ I mḡš̄t̄qi  
w̄ek̄l̄ t̄Kb̄ ēē-̄v̄b̄ t̄Zgb̄ -̄j̄ c̄w̄ī `k̄θ̄ Ges GKB w̄fvt̄Mi w̄ewfb̄ē-̄t̄i i ḡtā I  
m̄īZ̄K̄t̄ ī mn̄th̄w̄M̄z̄v̄ I mḡš̄t̄qi Af̄ve īt̄q̄t̄0| -̄j̄ I c̄w̄ī `k̄θ̄ GB GKB w̄fvt̄Mi ḡtā  
c̄l̄igK̄ I ḡvāigK̄ -̄t̄i i ḡtā mn̄th̄w̄M̄z̄v̄ I mḡš̄t̄qi Af̄ve c̄k̄mb̄K̄ ēē-̄v̄ī m̄ḡz̄  
c̄w̄īP̄ȳ b̄vī c̄w̄īc̄š̄ī|

## P) c̄k̄mb̄K̄ c̄k̄l̄t̄Yī Af̄ve

w̄k̄l̄v̄ c̄k̄mb̄ ēē-̄v̄q Dch̄ȳ c̄k̄l̄Yc̄B̄ th̄M̄ c̄k̄mb̄ c̄k̄l̄Y ēē-̄v̄ī Af̄ve  
īt̄q̄t̄0| eZ̄@t̄b̄ w̄k̄l̄v̄ w̄fvt̄Mi c̄k̄mb̄K̄ t̄q̄t̄ī wb̄q̄t̄Mi Rb̄ t̄Kb̄ c̄k̄l̄t̄Yī c̄l̄q̄Rb̄ n̄q̄  
b̄v̄ w̄k̄l̄K̄t̄ ī 0v̄ī m̄v̄avi YZ̄ c̄k̄mb̄K̄ t̄q̄t̄ī c̄ t̄j̄ v̄ c̄t̄Y K̄v̄ n̄q̄| GB w̄k̄l̄K̄t̄ ī  
c̄k̄mb̄K̄ w̄el̄t̄q̄ c̄k̄l̄t̄Yī t̄Zgb̄ t̄Kb̄ ēē-̄v̄b̄ | Ggb̄ w̄k̄l̄v̄ c̄k̄mb̄ w̄fvt̄Mi wb̄Pī  
-̄t̄ī m̄īv̄m̄ī f̄v̄tē wb̄q̄w̄Mc̄B̄ KḡRZ̄@̄ī I c̄k̄l̄t̄Yī t̄Kb̄ ēē-̄v̄b̄ | Gī d̄t̄j̄ w̄k̄l̄v̄  
c̄k̄mb̄ ēē-̄v̄ī c̄t̄l̄ h̄Zuv̄ Kvh̄R̄ī c̄š̄ī M̄b̄Y K̄v̄ D̄PZ̄ ZZuv̄ Kvh̄R̄ī c̄š̄ī Aēj̄ āb̄ K̄v̄  
m̄ē n̄t̄q̄ I t̄V b̄v̄|

## 0) Rv̄Zxq w̄k̄l̄b̄w̄Z̄ī Af̄ve

-̄v̄axbZv̄ j̄v̄t̄fī `xN̄P̄b̄ c̄t̄ī t̄Kb̄ Rv̄Zxq w̄k̄l̄b̄w̄Z̄ c̄v̄x̄Z̄ n̄q̄īb̄| Rv̄Zxq w̄k̄l̄b̄w̄Z̄ī  
AēZ̄@t̄b̄ mḡt̄q̄ mḡt̄q̄ c̄k̄mb̄K̄ Āt̄` k̄ et̄j̄ w̄k̄l̄b̄w̄Z̄ ībān̄īZ̄ n̄t̄q̄ Āv̄m̄t̄0| GB c̄ēYz̄v̄  
Āv̄ḡt̄` ī w̄k̄l̄v̄ c̄k̄mb̄ ēē-̄v̄ī GK̄l̄Ū , īazc̄Ȳ@̄l̄Ū | Rv̄Zxq w̄k̄l̄b̄w̄Z̄ n̄t̄j̄ v̄ h̄v̄eZxq w̄k̄l̄v̄  
Kḡm̄īp̄ī Dr̄mḡj̄-̄t̄ K̄t̄RB̄ Rv̄Zxq w̄k̄l̄b̄w̄Z̄ī Āv̄t̄j̄ w̄t̄K̄ h̄Z̄w̄b̄ w̄k̄l̄v̄ Kvh̄p̄ḡ c̄w̄īP̄w̄j̄ Z̄ b̄v̄  
n̄t̄ē Z̄Z̄w̄b̄ w̄k̄l̄v̄ Kvh̄p̄t̄ḡ āv̄īv̄ēw̄n̄K̄v̄ I m̄ȳnḡǞm̄ ēRv̄q̄ īv̄L̄v̄ m̄ē n̄t̄ē b̄v̄| Gūv̄ AZ̄@̄S̄l̄  
Āv̄b̄t̄` ī K̄v̄ th̄, `xN̄P̄t̄b̄ī c̄Z̄w̄l̄Z̄ Rv̄Zxq w̄k̄l̄b̄w̄Z̄ 1998 m̄t̄j̄ c̄v̄x̄Z̄ n̄t̄q̄t̄0| Rv̄Zxq̄  
msm̄` KZ̄R̄. Ab̄t̄ḡw̄ Z̄ n̄l̄q̄ī cī ḠŪ k̄NB̄ Kvh̄R̄ī n̄t̄ē et̄j̄ Āv̄v̄ K̄v̄ h̄v̄q̄|

## c̄k̄mb̄ I ēē-̄t̄cbv̄ī m̄v̄ūñZ̄K̄ mḡm̄v̄ēij̄

Dc̄w̄īD̄ȳ@̄L̄Z̄ m̄v̄avi Ȳ mḡm̄v̄ēij̄ `xN̄P̄b̄ at̄ī Āv̄ḡt̄` ī w̄k̄l̄v̄ c̄k̄mb̄ I ēē-̄t̄cbv̄ī t̄q̄t̄ī  
w̄ē-̄ḡv̄b̄ īt̄q̄t̄0| mḡv̄t̄R̄ī c̄w̄īēñZ̄ c̄w̄īw̄ñZ̄ī m̄v̄t̄ mḡǞm̄ñx̄b̄ c̄j̄Zb̄ c̄k̄mb̄ ēē-̄v̄īP̄j̄ ȳ  
\_̄v̄K̄v̄ K̄v̄t̄YB̄ GL̄b̄ ch̄S̄l̄Ḡmē m̄v̄avi Ȳ mḡm̄v̄ī w̄b̄im̄b̄ m̄ē n̄q̄īb̄| m̄v̄ūñZ̄K̄t̄j̄ Āv̄ī  
b̄Z̄b̄ w̄k̄Q̄ȳmḡm̄v̄ī D̄m̄ē n̄t̄q̄t̄0| h̄v̄ c̄w̄īw̄ñZ̄t̄K̄ Āv̄aK̄Z̄ī R̄l̄Ūj̄ K̄t̄ī Z̄t̄j̄t̄0| Ḡ, t̄j̄v̄ī gā  
t̄t̄K̄ K̄t̄q̄K̄l̄Ū , iazc̄Ȳ@̄nḡm̄v̄ī K̄v̄ w̄b̄t̄P̄ D̄t̄j̄ L̄ K̄v̄ n̄j̄ |

## K) ɯkΠv `Bimq̄n Rbeťj i Afve

ɯkΠv Aua`Bi, AvAui K Awdm I tRj v ɯkΠv Awdtmi Rbej c̄q̄Rtbi Zjbvq AZ̄ši Kg/ m̄wZ msL̄K KgRZP I KgPrix ubtq m̄z̄ite ɯkΠv ēē-vcbv I c̄wiPuj bv m̄e bq/ ɯkΠvq ēvcK ms̄vi I m̄uñviti Yi th KvR n̄tZ tbI qv ntqtQ GB m̄wZ Rbej w̄tq Zv c̄wiPuj bv Kiv m̄e nt̄Q bv/ dtj AuaKvsk t̄t̄t̄ `xNññZvi Rb̄ w̄t̄Q, Rbm̄Yi t̄f̄MññS̄evotQ Ges ē-Zvi `w̄q̄ w̄q̄Z; ɯkΠv Aua`Bti i lci eZ̄t̄Q/

GQvor miKwi ɯkΠv c̄Zōt̄b Qv̄t̄ ɯkΠK Abgv̄tZ ZZxq I PZZ̄t̄kññi KgPrix i c̄q̄Rbxq msL̄K c̄` bv \_vKvq Aua`Bi, AvAui K Awdm, tRj v ɯkΠv Awdmn miKwi ɯkΠv c̄Zōt̄b t̄j v̄tZ APj vēvi m̄ó ntqtQ/ G Qvorl ZZxq I PZZ̄t̄kññi KgPrix i tgav I thMññZvi w̄f̄ĒtZ ct̄vbuZi tKvb ēē-v bv \_vKvq Zviv `xNññb GKB ct̄ KgPZ Av̄tQ/ dtj Zv̄t̄ i gtā nZvkv I Kv̄tRi c̄Z Abxnvi gtbv̄fve weivR KitQ/ m̄zcl̄kmb ēē-vi -t̄t̄\_Gi Aemv̄b nI qv evAbxq/

## L) miKwi I temiKwi ɯkΠv c̄Zōt̄bi gtā-eIḡ

miKwi I temiKwi ɯkΠv c̄kmb I ēē-vcbvq eIḡ weivR KitQ/ temiKwi wēij q, Kt̄j R, gr̄vññvñi ɯkΠKē` miKvi KZR. Abv̄ib tc̄tq \_vKt̄j I miKwi ɯkΠv c̄Zōt̄bi gZ tcbkb, MÖPBU BZññ m̄jññM myav cib bv/ ZvQvor weivfbæ temiKwi ɯkΠv c̄Zōt̄bi gtā Qv̄t̄ teZt̄bi ēvcK Zv̄iZḡ i tqtQ/ m̄zcl̄kmbK ēē-vcbv i -t̄t̄\_G Aē-vi w̄bimb nI qv c̄q̄Rb/

## M) ɯkΠv c̄Zōt̄b miKwiKītYi weZññKZ bññZgyj v

ɯkΠv c̄Zōt̄b miKwiKītYi tKvb m̄zññZgyj v bv \_vKvq RvZxqKi YKZ. ɯkΠv c̄Zōt̄bi ɯkΠKt̄ i m̄t̄z̄ miimvñi c̄ZthññZvgj-K weimGm cixΠvi gvātg ubtqMKZ. ɯkΠKt̄ i tR̄oZv, tMññWkb Zvñj Kv̄q bvg AšññP, ct̄vbuZ BZññ weI t̄q bv̄v aītbi RvUj Zv m̄ó nt̄Q Ges AtbK t̄t̄t̄ AvBbmZ RvUj Zv I gvgj v tgvKv̄i gvi m̄ó nt̄Q/ m̄zcl̄kmb ēē-vi -t̄t̄\_G Aē-vi w̄bimb nI qv evAbxq/

## N) temiKwi ɯkΠv c̄Zōt̄bmq̄n i c̄kmbK RvUj Zv

temiKwi ɯkΠv c̄Zōt̄b ɯkΠK, KgRZP I KgPrix ubtqvtMi t̄t̄t̄ tZgb tKvb KZ̄ēt̄ tbB/ GKnU PvKññvñi I bññZgyj vi Av̄tj v̄tK -^ -^ c̄Zōt̄b Kngññi gvātg Zv̄t̄ i Bt̄QgwññK c̄q̄Rbxq ɯkΠK KgPrix ubtqvtMi t̄t̄t̄ ēvcK Avbqg I wek;Lj v j Π Kiv hñq Ges G ubtq c̄p̄z gvgj v tgvKv̄i gvi nt̄q \_vK hv c̄kmbK RvUj Zv m̄ó Kt̄i / GQvor ɯkΠKt̄ i ct̄vbuZi tKvb ēē-v tbB/ Dchññ tgav I thMññZvññubæ ɯkΠK ubtqvtMi RvUj Zv m̄ó nq/

## 0) ct` vbuZi tPfī `Nām̄Zv I AmgZv

eZḡitb Ktj R lkPkt` i ct` vbuZi tPfī mgZv i Piv Kiv m̄ē n̄t"Q bv| Kvi Y eZḡitb  
 n̄lqwf̄EK ct` vbuZ cōvb Kiv nq| dtj cōZthwMZygi-K newmGm ci xPvi gva"tg GKB  
 m̄t½ PKi tZ thwM`vb Kti tKvb n̄lq tqi lkPKMY D³ n̄lq c` kb" \_vKvi Kvi tY  
 ZivoZmo ct` vbuZ tctq hvt"Qb| cPvšti lkQyKQy n̄lq lkPKMY ct` vbuZ cvl qvi  
 Rb" meir tK thwM" nI qv m̄tEj n̄lq c` kb" bv \_vKvq m̄wK mgfq ct` vbuZ ci t"Qb bv|  
 dtj wZib Ryqj n̄tq \_vKtQb| GtZ mgzckmb I e"e" vcbvi tPfī GK RwUj Ae"i  
 myó n̄t"Q|

## P) Acn̄Kv Zfute lkPv cōZōvb "vcb

tKvb cōKvi "ḡmcs Kvhf̄ig bv \_vKvq t̄tki n̄wfbae"tib bvbmea Kvi tY cōqRt̄b I  
 Acn̄qRt̄b lkPv cōZōvb M̄o DVt̄Q hv lkPv e"e" vcbvi tPfī "bivR" myó Ki tQ Ges  
 lkPvi I ci AtnZK PvC evotQ| h̄Z̄t̄ n̄e"ij q M̄o I Vvq lkPvi , YMZ gvb μgvst̄q  
 wbtpi w tK tbtg hvt"Q| lkPv cōkmb I e"e" vcbvi tPfī GiU GKU , iazcYqiuU|

## 0) vbgšy emf̄z lkPv cōZōvb

ersj n̄t` tki lkPv e"e" vcbvi bvbvft̄e n̄f³| mi Kvi, temi Kvi, "vqEkwimZ I  
 Avav "vqEkwimZ mi Kvi vbgšyvaxb lkPv cōZōtbi evBti I e"i³| tMvōx gwj Kvbxaxb  
 n̄wfbae"tbi i n̄wfbaeai tbi lkPv cōZōvb i tqtQ| thgb- lkUvi M̄tU, Bst̄i R gva"g I -  
 tj t̄fj Ges G-tj t̄fj lkPv cōZōvb, lkCōK"tWU, tKwPs tmvUvi BZ"v` hvt` i I ci  
 mi Kvi i tZgb tKvb KZQj.tbB| lkPvi cōkmbK tPfī bvbmea RwUj Zv myó ci vkvcmk  
 Gme cōZōvb GKU mgZwfwEK RvZxq lkPv e"e" i M̄o tZvji ct\_ cōzeÜKZvi myó  
 KitQ|



## cિદ્વાદી ગ્રંથબ: ૧

### A) મસ્તિષ્ક દેશ ચિહ્નો

1. નીકળું કાવ્યમંત્રિ તણ્ઠિ નીગરા, વાર્ષિક કાર્યક્રમની રાખાની તક કિયું નાની કાલું એવા કાબુલિ
2. નીકળાની તણ્ઠિ નીકળે તું ગતિ કાવ્યાનું તું પ્રાપ્ત તકબ?
3. કાવ્યમંત્રિ નીચે ગતિ બિનફાની તું લાંબા તું કાબુલિ
4. આવાની ગતિ નીકળું કાવ્યમંત્રિ એવી આવાની તણ્ઠિ માપાની કાંઈ નીકળું કાવ્યમંત્રિ એવા કાબુલિ

### B) અભિગ્રન્થ ચિહ્નો

1. એસ્ટ્રીયાની નીકળું કાવ્યમંત્રિ એવી આવાની માવાની કાંઈ મગમાની તજ નીક?
2. નીકળું કાવ્યમંત્રિ એવી આવાની તણ્ઠિ માપાની ડાની મગમાની તજ એવા કાબુલિ

**cW 2**

## **lkPv c̄kumb I ēē-icbvi mgm̄v mgvatbi Dc̄q**

### **D̄t̄K̄**

*GB cW tk̄l Avc̄b—*

- **lkPv c̄kumbK PgZv, `wqZj I KZ̄tK vefMq, tRj v I \_vb ch̄q ch̄s v̄tKw` KiY KitZ c̄v̄teb;**
- **lkPv c̄Z̄tK Rbej ēx i c̄qvRbxqZv ēvL v KitZ c̄v̄teb;**
- **miKwi I temiKwi lkPv c̄Z̄tK gta" ēlg" `h̄KitYi KtqKwU Dc̄q eYv KitZ c̄v̄teb;**
- **ØGWZKb tKwØ-Gi c̄qvRbxqZv ēvL v KitZ c̄v̄teb Ges**
- **lkPv c̄kumb I ēē-icbvi Dbatbi Rb" c̄qvRbxq c̄t̄qC, t̄j v eYv KitZ c̄v̄teb/**

### **figKv**

*Avgit` i t̄t̄ki lkPv c̄kumb eZ̄v̄tb bvbmea RvUj, ēvCk I , iaz̄i mgm̄vi m̄s̄ub/ G tc̄n̄tZ KtqKwU , iaz̄Cv̄mgm̄vi Dci Av̄tMi c̄v̄V Av̄tj vPbv Kiv ntq̄tQ/ G K\_v Ab t̄Kvh̄th lkPv ēē-v Gme mgm̄v I , ḡZv wRBtq tiL tKib Aē-t̄ZB Avgit` i lkPv CwāZ j P ARØ m̄s̄ n̄tZ c̄v̄ti bv/ ZvB evsj v̄t̄ki lkPv c̄kumb I ēē-icbvi ms̄-v i c̄v̄teb Gkv̄šfite c̄qvRb/ G c̄t̄t̄ Kz̄vZ-G-Ljv Kugkb w̄t̄ciU (1974), ḡdR Dv̄i b Kugkb w̄t̄ciU (1988) I RvZxq lkPv bMz KugU w̄t̄ciU (1998) thme mgw̄ik c̄v̄b Kt̄t̄Q Zvi Av̄tj v̄t̄K Ges eZ̄v̄b c̄v̄teb I c̄v̄v̄-v̄zi tc̄n̄tZ ibtgr̄b c̄v̄le, t̄j v̄etePbv Kiv thtZ c̄v̄ti /*

## **lkPv c̄kumb I ēē-icbvi mgm̄v mgvatbi Dc̄q**

### **1. lkPv c̄kumbK PgZv, `wqZj I KZ̄tK vefMq, tRj v I \_vb ch̄q ch̄s v̄tKw` KiY KitZ n̄t̄**

*gvāigK I D"p lkPv Awa` B̄t̄i i Aax̄b eZ̄v̄tb t̄t̄k bq̄U Dc-vefMq ev Av̄Aij K `Bi i t̄qt̄Q/ GB Av̄Aij K `Bi , t̄j v̄tK AvctMw KitZ n̄t̄ Ges c̄qvRbxq msL^K KgRZP KgPvix qbqM KitZ n̄t̄/ Av̄Aij K `Bimgr̄ni Z̄yeav̄tb ^-^AAt̄j gvāigK lkPv, D"p gvāigK I Kt̄j R lkPv Ges gr̄v̄m̄v lkPv `wqZj \_vKte/ Av̄Aij K `Bi bZb vē-v̄j q c̄Z̄tK tMac̄qvRbxq ^KwZ `vb, ^KwZ. berqb, ^KwZ. emZj, ḡv̄tbiRs KugUj Abt̄gr̄b c̄v̄b, lkPv c̄Z̄tK gta" miKwi A\_©v̄ej ēEb, vbR vbR Gj vKvi gta" miKwi -j̄ I Kt̄j Rmḡni lkPv KgRZP I KgPvix t̄i ēj xKiY, tcbkb, MØBvU, bW\_ c̄qvKv BZw̄ c̄kumbK `wqZj cv̄b Kite/ t̄t̄ki µgeaḡb lkPv \_A , YMZ ḡvbm̄vba lkPv ibn̄ZKitYi Rb" v̄tKw` FZ c̄kumb ēē-v̄i v̄tKw` tRj v lkPv Avdm̄i c̄v̄ BDibU- 10*

tRj vi Ab"v" KgRZP m½ mvgÄm" weavb Kti Dc-cwi Puj K chq DbZ Ki‡Z nte/ **lik¶v** cÖZörtbi ZEyeavb I cwi ex¶Y tRvi`vi Kivi j¶¶ we`yj tqi msL"vbym¶i we`yj q cwi`kR/cwi`ikRvi c` myó Ki‡Z nte, thb cÖZU we`yj q wZb gvtm AŠZ GKeri cwi`kD Kiv m¤e nq/ we`yj q cwi`kRMY GKvtWigK ZEyeavtbi m½ m½ Aw\_R I cÖkvmibK ZEyeavtbi `wqZiI cij b Ki‡eb/ tRj vi we`yj q cwi`kRMY Zd`i cwi`kD cÖZte`b I cwi`kDZ. we`yj qmgtni µiU wePäZ chqj vPbvi Rb" cÖZ gvtm GKeri AvÄij K cwi Puj tKi m½ wqj Z nteb Ges we`yj tqi µiU `hKi‡Yi Rb" KvhKi e`e`v MÖY Ki‡eb/

eZgvtb gva"igK chqqi cÖZövbmgn (mavi Y gva"igK -ž, gr`&vmv I e¶Egj-K gva"igK cÖZöv) ZEyeavb I t`Lvtkvbvi Rb" \_vbu chq tKv b cÖKvi e`e`v tbB/ gva"igK chq q ik¶v cÖZöv t`Lvtkvbvi Rb" \_vbu chq GKvU mnKvix cwi Puj K I GKvU we`yj q cwi`k¶Ki c` myó Ki‡Z nte/ Gfite ik¶v ZEyeavb I cÖkvmibK e`e`v eZgvtbi ivRavbx t\_tK we‡K`Ki Y Kti \_vbu chq ch¶ibtq thtZ nte/

## 2. **lik¶v`Bimgtni cye¶im I Rbej e¶x Ki‡Z nte**

lik¶v Ama`Bt, AvÄij K Awdm I tRj v lik¶v Awdtm KgrZP I KgrPvxi msL`v AZ"ši mwgZ/ GB mwgZ Rbej wbq mvi v evsj vt`tk mKj miKwi I temiKwi lik¶v cÖZöv cwi Puj bv Ges lik¶vi ev`evqb m¤Zvte m¤ubækiv m¤e bq/ mvi vt`tk j ¶j ¶i lik¶K I KgrZP KgrPvxi KgrPZ itqtQb/ Z`gyi t`tki lik¶vi m½ m¤ú³ temiKwi lik¶v cÖZörtbi AeKvVitgv I teZb fvZv LvtZ wecy A¶vA A\_¶e"q Kiv nq/ Gi cij Kvh¶igB gyl`Z Ama`Bt i gva"ig cwi Puj Z nt"Q/ gnvcwi Puj K -qs Avqbe"qb KgrZP m¤mtte temiKwi lik¶K KgrZP KgrPvxi`i teZb fvZv cÖvibi `wqZi cij b Ktib/ G wecy cwi grY A\_¶e"e`vcbv, ev`RU cÖqb I mnmve msi ¶¶Yi Rb" tKv b Rbej tbB/ dtj cÖkmbtK bvbwea mgmvi m¤ubækiv ntZ nt"Q/ Gbvg KugvUi m¤wv k tgvZvteK -ž I Ktj tR ZZxq I PZZ¶tKvI KgrPvxi msL`v ht\_ó cwi gvtY nm Kiv ntqtQ/ dtj mvi vt`tk miKwi -ž, Ktj R, gr`&vmv, Kwi Mvi lik¶v cÖZöv, tRj v lik¶v Awdm, AvÄij K Awdm I lik¶v Ama`Bt i ZZxq I PZZ¶tKvI KgrPvxi Afite m¤Zvte KvR m¤ubækiv hv"Q bv| AmaKš' miKwi -ž wZxq likdU cÖZD Kti QvÍQvÍxi msL`v I lik¶Kt`i msL`v wY Kiv ntqtQ/ miKwi Ktj R, tjtvtZ hÍZÍ m¤yb I gr`&vm¶tKv m¤ZD Kti QvÍ-QvÍxi msL`v eü, tY e¶x Kiv ntqtQ, tmB m½ lik¶tKi msL`vI e¶x tctqtQ/ µgeag¶v b QvÍ-lik¶tKi Pvn`v tgvZvteK ZZxq I PZZ¶tKvI KgrPvxi tKv bZb c` myó Kiv nqib eis Gbvg KugvUi wítcvU¶ev`evqb Kti ct`i msL`v Kugtq t`l qv ntqtQ/ dtj -ž Ktj tR APj Ae`v i myó ntqtQ/

G Ae`v wbimtbi Rb" QvÍ/QvÍx I lik¶tKi msL"vbgytZ miKwi -ž, Ktj R, wUu Ktj R, gr`&vmv I Kwi Mvi lik¶v cÖZövbmñ tRj v lik¶v Awdm, AvÄij K Awdm I Ama`Bt i cÖqvRbixq Rbej e¶x i Rb" wZxq/ZZxq/PZZ¶tKvI c` myó Ki‡Z nte/

### 3. KvtRi clyveř I Kyj tPcY tva KitZ nte

t̄ tk̄i eZḡib lk̄l v̄e ē-vcv̄ I c̄k̄m̄bi w̄fbā B̄ti i ḡtā tZgb tKv̄ mḡš̄q̄i ēē-v̄tbB̄ lk̄l ḡš̄yj q I lk̄l c̄m̄ Bi GKB KvtRi clyveř Emn GKwaK ms̄-v̄q GKB KvtRi clyveř Ei v̄Z I v̄ḡȳ ēē-vcv̄ d̄t̄j Kyj tPcmn c̄k̄m̄b̄ -le i Zvi myó ntq̄tQ̄ d̄t̄j v̄qe×Zv̄ lk̄l j nt̄Q̄ Ges Revew̄ mZv̄ tj vc c̄t̄Q̄/

### 4. c̄m̄ ` k̄b̄ ēē-vi AvajbKxKiY KitZ nte

c̄m̄ ` k̄b̄ ēē-vi eZḡib Kv̄tWḡ GKv̄U mḡš̄Z Kḡm̄Pi AvI Zv̄q Ḡb̄ GK aviv̄ c̄k̄m̄b̄K I GKv̄tWḡK c̄m̄ ` k̄b̄ Kv̄tWḡ Mv̄b K̄ti AvAñj K, tRj v I \_v̄b̄ ch̄S̄l m̄úñv̄i Z Kiv̄ ` i Kvi | G KvtR mnvqZv̄ v̄t̄bi j t̄P̄ Auā B̄ti i eZḡib EMIS K̄p̄úDUv̄i tm̄j t̄K m̄úñv̄i Y K̄ti AvajbKxKiY Kiv̄ c̄q̄v̄Rb̄ / c̄Z̄om̄b̄K Z\_ w̄ msi P̄t̄Yi ēē-v̄b̄ōZ K̄ti v̄bixlk̄l I cixP̄Y Kv̄R mnRZi Kiv̄ th̄Z c̄t̄i | GQvor̄ -ž̄, K̄t̄j R I gv̄ ` lvn̄i lk̄l Kvh̄ug I c̄m̄ exP̄Y KvtR mnvqZv̄ v̄t̄bi Rb̄ K̄p̄úDUv̄i i ēenvi v̄b̄ōZ Kiv̄ c̄q̄v̄Rb̄ /

### 5. c̄k̄mb I ēē-vcv̄ lk̄lmē-t̄ i m̄úñz̄ KitZ nte

-ž̄ I K̄t̄j R ch̄q̄i lk̄lvi m̄t̄v̄ Rv̄oZ lk̄lmē-t̄ i ēē-vcv̄q AuaK n̄t̄i m̄úñz̄ KitZ nte | tgav̄, ` P̄Zv̄ I AwfÁZv̄ w̄f̄Ēt̄Z c̄k̄P̄t̄Yi ḡvātḡ w̄b̄ēP̄Z ēw̄3t̄ i lk̄l v̄c̄k̄m̄b̄ w̄b̄ȳ Kiv̄ th̄Z c̄t̄i | lk̄l K̄v̄Wt̄i th̄M̄Zv̄ I AwfÁZv̄ Abj̄v̄qx mēt̄i ct̄ ` v̄b̄q̄t̄bi Rb̄ w̄t̄ēP̄Z n̄l qv̄ m̄t̄h̄M̄ \_v̄K̄t̄Z nte |

### 6. lk̄l c̄k̄m̄K̄t̄ i c̄k̄P̄Y c̄ȫt̄bi ēē-v̄M̄Y KitZ nte

lk̄l w̄f̄t̄Mi Awdm̄it̄ i c̄k̄m̄b̄K c̄t̄ ` w̄b̄q̄w̄RZ Kiv̄ c̄t̄ēc̄k̄P̄Y c̄l̄v̄b̄ KitZ nte | ē-Zct̄P̄ lk̄l v̄i mK̄ -t̄i lk̄l Kgv̄ZP̄ i c̄k̄m̄b̄K c̄t̄ ` w̄b̄q̄t̄Mi Aēēn̄Z c̄t̄i Ges c̄t̄ v̄b̄Zi c̄t̄ēc̄k̄P̄ lk̄l c̄k̄mb̄ I ēē-vcv̄ w̄l̄t̄qi c̄q̄v̄Rb̄q̄ c̄k̄P̄Y c̄l̄v̄b̄ w̄b̄q̄ Kiv̄ m̄ȳz̄lk̄l c̄k̄mb̄ ēē-v̄ M̄to t̄Zij v̄i Ab̄Zg c̄ēRZP̄ -ž̄ i c̄l̄v̄b̄ lk̄lK, AāP̄, c̄m̄ ` k̄R, w̄t̄k̄l Á Ges Kḡv̄ZP̄ i c̄k̄m̄b̄K I tck̄v̄M̄ ` P̄Zv̄i DrKI w̄ēavbK̄t̄i w̄f̄bā tgq̄v̄x c̄k̄P̄Y tKv̄m̄Av̄t̄q̄v̄R̄t̄bi Dci , iaz̄i t̄ i qv̄ c̄q̄v̄Rb̄ /

### 7. miKwi I temiKwi lk̄l c̄Z̄ȫt̄bi ḡtā ` elḡ ` b̄imb̄ KitZ nte

t̄ tk̄i lk̄l ēē-v̄q miKwi I temiKwi GB ` ȳ aviv̄ i t̄q̄tQ̄ / miKwi lk̄l c̄Z̄ȫt̄bi gZ temiKwi lk̄l c̄Z̄ȫt̄bi lk̄lK w̄b̄q̄t̄Mi Rb̄ GKv̄U w̄b̄q̄M̄ w̄ea | m̄ȳz̄b̄w̄Zḡv̄j v̄v̄Kv̄ ev̄Ab̄xq̄ | G Qvor̄ -ž̄ ḡv̄t̄b̄Rs Kgv̄U Ges M̄f̄ub̄ēw̄ Mv̄b I Zv̄t̄ i P̄gZv̄i h̄v̄h̄ ēenvi v̄b̄ōZ Kiv̄ Rb̄ m̄ȳs̄Z b̄w̄Zḡv̄j v̄v̄Kv̄ ev̄Ab̄xq̄ / miKwi I -v̄q̄Ēk̄w̄M̄ lk̄l c̄Z̄ȫt̄bi m̄t̄v̄ temiKwi lk̄l c̄Z̄ȫt̄bi lk̄lK I Kḡv̄xi teZb̄ ` elḡ ` GLb̄I w̄i v̄Rḡv̄b̄ / Zv̄Qvor̄ G mK̄ c̄Z̄ȫt̄bi ḡtā Qv̄t̄ teZt̄bi I ēvcK ZviZḡ i t̄q̄tQ̄ / G mK̄ ` elḡ ` i Kiv̄ c̄q̄v̄Rb̄ Ges miKwi I temiKwi c̄Z̄ȫt̄bi Qv̄t̄-Qv̄t̄x̄ i Awf̄bā

teZb cÖvib i e“e”v \_vKv cÖqvRb/ temi Kwi lk¶v cÖZövib i AeKvVitgMZ Dbq b I ms“v‡i i `vq `wqZj mi Kvi MÖY Kti QvI teZbw mn Ab“b” Av`vqKZ. A\_©mi Kwi tKvIvM‡i Rgv t`l qvi e“e”v Kitj mi Kv‡i i e“tqi thgb mvkq NUte tZgwb lk¶‡Ki teZtbi 100% mi Kwi fute cÖvb Kiv m¤e nte/ GtZ lk¶v cÖZövib i `vq `wqZj e„x ci‡e Ges fgv lk¶v cÖZövib i ej yB NUte/ Zte lk¶K I KgPvi‡i Review`vnZvi e“e”v ibiÖZ KitZ nte/

### 8. lk¶v cÖZövib mi Kwi KitYi t¶‡T myb® bñZgyj v Abiyi Y KitZ nte

temi Kwi lk¶v cÖZövib mi Kwi KitYi Rb“ myb® bñZgyj v \_vKv evÄbraq/ GB bñZgyj vq RvZxqKi YKZ. lk¶v cÖZövib i lk¶K, KgRZP I KgPvi‡i PvKzimsfuvši ve„aveavb \_vK‡Z nte hv‡Z cvevj K m¤fñ Kigkb KZR. ib‡qMÖB‡i my‡\_ ‐‡P msNvZ myó bv nq/ m¤e ntj `y -Zši tMÖWkb Zvij Kiv Zwi Kiv th‡Z ci‡i /

### 9. e“w³ gwyj Kibvaxb lk¶v cÖZövib i Review`vnZv ibiÖZ KitZ nte

e“w³ gwyj Kibvaxb lk¶v cÖZövib tK GKwU my‡Lj e“e”vcbvq Avbv`i Kvi/ cÖqvRtb G mKj cÖZövib i t¶‡T Review`vnZv ibiÖZ KitZ nte/ mgZvi wfiEtZ GKwU myb® bñZgyj vi gva‡g G mKj cÖZövib cwi Pyj bvi e“e”v Kiv DIPZ/

### 10. ‐ž g“wcs Ges lk¶K tiR‡÷kb e“e”v Pyj yKitZ nte

h†Z† lk¶v cÖZövib M‡o tZyj vi cÖYZ‡tK ibqšY Kiv cÖqvRb/ Gj vKv wfiEtZ ‐ž g“wcs Kti cÖqvRtb i bwi‡L lk¶v cÖZövib tctbi Ab‡gv`b t`l qv th‡Z ci‡i/ t`tk eZ@v‡b lk¶K‡i tiR‡÷k‡bi tKv b e“e”v tbB/ c‡lexi cÖq AwaKvsk Db‡z I Dbqbkjy t`tk lk¶K tiR‡÷kb cxiZ Pyj yAvtQ/ Avgut`i t`tkI G e“e”v Pyj yKiv th‡Z ci‡i/ fiel‡Z lk¶K n‡Z B”Oj Dch‡y tgav I thwM“Zvm‡úbae“w³ mvavi Y lk¶v I cÖqvRbraq cÖKjY tk‡I mb` jvf Kiteb/ cÖB mb‡i Kicmn Z‡i bvg tiR‡÷k‡bi Rb“ eQ‡i i iba‡iZ mg‡q AvÄij K cwi Pyj tKi ei‡eti Av‡e`b Kiteb/ AvÄij K cwi Pyj K ibR ibR AA‡j i Dch‡y tgav I thwM“Zvm‡úbae“w³ i bvg tiR‡÷kb Kiteb/ Gifc tiR÷w³eM‡mi Kwi ev temi Kwi ‐ž, Kitj R I gr`&vni lk¶‡Ki Rb“ Av‡e`b KitZ ci‡eb Ges thwM“ etj we‡ewPZ ntj ib‡qM ci‡eb/

### 11. lk¶K ib‡q‡Mi Rb“ GKwU c„K lk¶v KgKigkb cÖZöv KitZ nte

t`tki lk¶v e“e”vq mi Kwi Ges temi Kwi cÖugK I gva‡gK we“yj q, gr`&vni I Kitj tR lk¶K ib‡q‡Mi t¶‡T th Ambgq I AmgbwZ Pj t0 Zvi ibimbK‡i lk¶v cÖugK ‐ž t`tk D”P gva‡gK ‐ž ch‡i (gr`&vni) lk¶K ib‡q‡Mi Rb“ GKwU c„K lk¶v KgKigkb MvB Kiv Avek“K/

## 12. ԱկՊԽ մասնակթեալ բնակչության և բնակչության տեղաբաշխության պահպանի և մասնակցության ազգային գործակություն է Հայաստանի Հանրապետության կազմության մասնակի մասունք՝ Կառավարության տեղապահություն գործակությունը:

ԱկՊԽ մասնակթեալ բնակչության և բնակչության տեղաբաշխության պահպանի և մասնակցության ազգային գործակությունը կազմակերպվել է 1974 թվականի դեկտեմբերի 16-ին Հայաստանի Հանրապետության օրենսդրության մեջ՝ Հայաստանի Հանրապետության գործադրության մասին օրենսդրության մեջ հայտնված բարեկարգությունների համար:

ՕԿՊԽ մասնակթեալ բնակչության և բնակչության տեղաբաշխության պահպանի և մասնակցության ազգային գործակությունը պահպանության մեջ մասնակցությունը սկսվել է 1974 թվականի դեկտեմբերի 16-ին Հայաստանի Հանրապետության օրենսդրության մեջ հայտնված բարեկարգությունների համար:

### Ա) Ապահովագրական գործությունների առաջնահատիք

#### A) Ապահովագրական գործությունների առաջնահատիք

1. ԱկՊԽ մասնակթեալ բնակչության և բնակչության տեղաբաշխության պահպանի և մասնակցության ազգային գործակությունը ի՞նչ է ավագանական առաջնահատիք:
2. ԱկՊԽ մասնակթեալ բնակչության և բնակչության տեղաբաշխության պահպանի և մասնակցության ազգային գործակությունը ի՞նչ է ավագանական առաջնահատիք:
3. ԱկՊԽ մասնակթեալ բնակչության և բնակչության տեղաբաշխության պահպանի և մասնակցության ազգային գործակությունը ի՞նչ է ավագանական առաջնահատիք:
4. ԱկՊԽ մասնակթեալ բնակչության և բնակչության տեղաբաշխության պահպանի և մասնակցության ազգային գործակությունը ի՞նչ է ավագանական առաջնահատիք:
5. ԱկՊԽ մասնակթեալ բնակչության և բնակչության տեղաբաշխության պահպանի և մասնակցության ազգային գործակությունը ի՞նչ է ավագանական առաջնահատիք:
6. ԱկՊԽ մասնակթեալ բնակչության և բնակչության տեղաբաշխության պահպանի և մասնակցության ազգային գործակությունը ի՞նչ է ավագանական առաջնահատիք:

#### B) Ապահովագրական գործությունների առաջնահատիք

1. ԱկՊԽ մասնակթեալ բնակչության և բնակչության տեղաբաշխության պահպանի և մասնակցության ազգային գործակությունը ի՞նչ է ավագանական առաջնահատիք: