

**MLIS-3**

**प्रबंधन सिद्धांत व प्रयोग: पुस्तकालय  
व सूचना केन्द्रों में**

**(Management Principles & Practices in Library and Information Centre)**

**Madhya Pradesh Bhoj(Open) University, Bhopal**

**(Cover Page)**

प्रबंधन सिद्धांत व प्रयोग:पुस्तकालय  
व सूचना केन्द्रों में

(Management Principles & Practices in Library and Information Centre)

विषय सूची

खंड-1

- इकाई-1 प्रबंधन के सिद्धांत, प्रबंधन की विचारधारा का विकास एवं निर्माण  
इकाई-2 प्रबंधन नियोजन प्रक्रिया, संगठन एवं उसके प्रकार

**(First Page)**

2008

सर्वाधिकार, म0प्र0भोज मुक्त वि0वि, कोलार रोड, चूना भट्टी, भोपाल

### पाठ्यसाग्रगी निर्माण

संपादक डा0 संजीव सराफ,डिप्टी लाइब्रेरियन,काशी हिन्दू वि0वि0,वाराणसी

इकाई लेखक

खंड-1

इकाई-1 डा0 विनय विछोतिया, हरदा

इकाई-2 डा0 विनय विछोतिया, हरदा

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**bdkb7-1 iĉĉku dsfl )kr] iĉĉku dh fopkj/kjk dk fodkl , oafueĉĉk**  
(Principles of Management, Evolution and Foundation of Management)

**1.0 fo'k; iĉĉk (Introduction)**

**1.1 mnns; (Objectives)**

**1.2 iĉĉku dh ifjHk'k (Definition of Management)**

**1.3 iĉĉku dsfl )kr (Principles of Management)**

**1.4 iĉĉku ds rRo (Components of Management)**

**1.5 iĉĉku dsy{k.k (Features of Management)**

**1.6 iĉĉku dsdk;l (Functions of Management)**

**1.7 iĉĉku dh iz-fr (Nature of Management)**

**1.8 iĉĉku dsLrj (Levels of Management)**

**1.9 iĉĉku dh fopkj/kjk dk fodkl , oafueĉĉk (Evolution and Foundation of Management Theories )**

**1.10 l kjk (Let Us Sum Up)**

**1.11 Lo&tĉp vH;kl (Self-Check Exercise)**

## 1-0 fo'k; i dSk (Introduction)

fdl h Hkh l xBu ds dkedkt dks l pk# #i l spykus dsfy, l {ke vls dk; h{ik izaku dh vko'; drk gkrh gA vk/kud ; x ea izU/k 0; kol kf; d txx eaviuk egRo i wZ LFku j [krk gA oraku l e; ea izU/k l } pks og l LFkk dk gks vFkok fdl h xFky; dk rhoxfr l sfodkl gks jgk gA xFky; , d l keftd l LFkk gks gsftuds l pk# #i l sl pkyu dsfy, izU/k dk fo'ksk egRo gksrk gA izU/k djus okys 0; fDr dks izU/kd dgk tkrk gA xFky; ds l nHkZ ea xFky; h gh izU/kd dgykrk gA bl bdkbz ea ge fdl h l xBu ds y{; ka rFkk mnas; k fo'kdj i qrdky; izU/ku ds l nHkZ ea izU/ku ds vFkZ mnas; , oa foLrkj & {ks= dk v/; ; u djxkA

### 1.1 mnas; (Objectives) %

bl bdkbz ds v/; ; u ds fuufyf [kr mnas; g&

1. izaku dk vFkZ , oa rkrI ; Z l e>ukA
2. izaku ds l keku; fl ) kurka dks l e>ukA
3. izaku dh fopkj /kkjk dk fodkl , oa fuekZk dk v/; ; u djukA
4. izaku ds foHkUu Lrjkj rFkk izaku l s vi {kr dqkyrkvka dks l e>ukA
5. izaku ds rRok; izakdh; dk; k; , oa mudh egRrk dks igpkuukA

### 1.2 izU/ku dh ifjHkk (Definition of Management)

izU/k dk vFkZ vU; 0; fDr; ka l s dk; Z djkus dh ; fDr l s gA fdl h Hkh l LFkk vFkok xBFky; ea vud 0; fDr feydj l eog ds : i eadk; Z djrs gA tc fdl h l LFkk ea y{; (Targate) ; k mnas; ka dks i kr djus dk izu i nk gksrk gsrks; g vko'; d gks tkrk gSfd l kefigd iz kl ka dks fu; kstr] l xBr] fun'kr] l eflor rFkk fu; f=r fd; k tk; A l kefigd iz kl ka dks mnas; i wZ cukus dh bl i fdz; k dks gh izU/k dgrs gA 0; ol k; dh Hkk'kk eabl dsh; , tBl h ds iz kl dks gh izU/k (Management) dh l Kk nh tkrh gA

, p- Qks ky (H. Foyol) ds vuq kj

“izU/k dk vk'k; i wkuqlu yxkus , oa ; kst uk cuku; l xBu dh 0; olFkk dju; fun'k nsi; l elb; djus rFkk fu; l=.k djus l sgA”

izU/k dks fuU izkj Hh ifjHkk'kr fd; k x; k gS&

“izuku dsfl )kr (Principles of Management)

### 1.3 izuku dsfl )kr (Principles of Management)

okLro eafdl h Hkh dk; Z ds djus dh jhfr vls izkkyh ds vuq kj gh dk; Z ds ifj .kke fudyrs gA bl hfry, iR; d l xBu eamlgal qkkjus dk fujarj iz kl pyrkJgrk gA bl h mnns; l sfu; e ; k fl )kr cuk, tkrsgA tks depkfj; ka dk ekxzn'ku djrsgA bl h rF; dks j[ kadr djrsgq fgDI vls X; fyV usd gk gsf d fl )kr izu/kdh; dk; Z dks fof'kV fn'kk ea djus dk vkns k nrs gSA vud izuku' kfl=; ka us izuku ds vud fl )kr vi us vuqko vls n'v dks ds vuq kj ifrikfnr fd, gA dN ey fl )kr fuEufyf[kr g&

#### d- Qk; ky dsfl )kr

l o7 Eke gujh Qs ky us izuku dsfl )kr ka dk ifriknu fd; k FkA mudk dguk Fk fd ^os fl )kr fuf'pr , oa i wZ ugha gA\* bl dk vk'k; ; g gkrk gsf d l xFk dh ifjLFkr vls depkfj; ka dh idfr; k l xdr ds vuq kj cny l drsgA budspkshg fl )kr bl izkj g&

#### 1- Je foHktu (Division of work)

Je foHktu vFkr~dk; Z foHktu l xBu ds izuku dk eq; fl )kr gA bl dk dkj .k ; g gsf d dkbZ Hkh euq' ; cMs l scMk dke dj l drk gA i jarqog l jk dke vdsyk ugha dj l drkA l xBu ds dk; Z dks muds xqka ds vuq kj Nks/Nks/s dk; k ea chV dj ; kX; depkfj; ka dks l ki uk vko'; d gA bl ds vud ykHk gA ts &

- 1- ckj&ckj , d gh dke djus l s dke djus okyk ml dke ean{k gks tkrk gA ft l s mRi knu@l ok ea o' f) dh l Hkkouk c<+ tkrh gA
- 2- l k/ku&l qo/kvka dk nq i ; kx ugha gks i krkA
- 3- ifr bdkbZ mRi knu ykxr ds ?kVus dh l Hkkouk vf/kd gks tkrh gA

#### 2- iF/kdkj (Authority)

l xBu ea iR; d izukd dks ml ds in vls Lrj ds; kX; vls pkfjd vf/kdkj , oa' k fDr inku dh tkuh pkfg, ] rkfd og vi us v/khuLFk depkfj; ka dks vkns k nrs vls mudk i kyu djokusea l oFk l eFkZ jg l dA ml ds; Fkkspr vkns k dk mYyaku djus okys dks l efpn nM nusdk vf/kdkj Hkh ml sin ku fd; k tkuk pkfg, A , d svf/kdkj ds l kFk gh ml dk drD;

vkj nlf; Ro Hkh i wZfuf' pr gskuk pkfg, A i kf/kdkj vkj mrjnlf; Ro eageskk , d: i rk cuk, j [kus ds Qs ksy fgek; rh Fla os ekurs Fks fd bu nkska ea , d: i rk u jgus ij l xBu ds dk; ka ea f<ykbz vk tkrh ga mlgkus vkj pkfjd vkj vukj pkfjd i kf/kdkj ds egRo dk mYys[k fd; k ga l xBu ea tc izaku dksml dsin vkj Lrj dsvuq lk 'kMkLFk izaku }kj vkf/kdkj inku fd; k tkrk gS rks , d s i kf/kdkj dks ^vukj pkfjd i kf/kdkj\* dgrsga bl ds foijhr tc izaku Lo; a vius Kku] vuho food vkj 0; ogkj ds cycurs ij v/khuLFk depkfj; ka l s dk; i kyu djokrk gS rks , d s vf/kdkj dks ^vukj pkfjd i kf/kdkj\* dgk tkrk ga l p rks ; g gS fd vkj pkfjd i kf/kdkj dh rnyuk ea vukj pkfjd i kf/kdkj vf/kd i Hkkodkjh fl ) gsrk ga

### 3- vuqkl u (Discipline)

dkbZHkh l xBu vuqkl u dsfcuk i ui ughal drkA Qs ksy dk ; g fl ) kar gj i fjLFkr ea ykxwgrk ga bl fl ) kar ds vuq kj l xBu ds i R; d 0; fDr dks pgs og fdl h Hkh in ; k Lrj dk dk; Z djrk gk l xBu ds dk; Z vkj 0; Ogkj l adkh fu; eka dk dMkbz l s i kyu djuk pkfg, A ; fn izakd Lo; a vuqkl u dk i kyu u dja rks os vll; depkfj; ka dks vuqkl r djusdk ufrd vf/kdkj [kk nrs ga bl h rjg ; fn osvuqkl ughu depkjh dh fdllgha dkj . ka l s mi k dk djrs gS rks l xBu ea vuqkl ughurk QSyus yxrh ga

### 4- vnsk dh , d: i rk (Unity of Command)

bl fl ) kar }kj Qs ksy us ; g Li ^V fd; k gafd fdl h Hkh depkjh dks , d gh l e; ea nks vf/kdkfj; ka l s vnsk i klr ugha gkus pkfg, D; kad og , d gh l e; nkska vnska dk vkerk ij i kyu ugha dj l drkA nls 'kOnka ep depkjh doy , d gh vf/kdkjh ds ifr tokng gk l drk gS nks vf/kdkfj; ka ds ifr ugha , d izakd vius v/khuLFk vud depkfj; ka dks , d ; k flku vnsk ns l drk gS fdrq , d s vnsk xg.k djus okyk i R; d depkjh , d gh izakd ds ifr vius dk; i kyu dsfy, mRrjnk; h gsrk ga

### 5- fn'kk dh , d: i rk (Unity of Direction)

i R; d Nks/s l s Nks/s dk; Z dh fn'kk ml ds mnas ; l s fu/kkZr gsrh ga bu Nks/s Nks/s dk; ka ds mnas ; ka l s feydj foHkkxh; mnas ; rFkk vud foHkkxka ds mnas ; feydj l xBu dk mnas ; curk ga vr% i R; d dk; Z i wZfuf' pr mnas ; dh fn'kk ea fd, tkus

ij gh fn'kk dh , d: i rk cuh jgrh gA ; fn dkbZ i cAkd fdl h vl; y{; dh vksj deþkjh  
l s dk; Z djokrk gS rks bl ds i frdw i Hkko l aBu ij i Mfucuk ughajg l drA

### 6- Lofgr dk mnrhdj.k (Sublimation of individual interest)

l aBu dk fgr l oki fj jguk pkfg, A deþkjh ds 0; fDrxr fgr dk egRo l hfer jguk  
pkfg, A deþkjh l aBu ds fy, gsrk gS deþkjh ds fy, l aBu ugha gsrkA l aBu geskk  
0; fDr l scMk gsrk gA vr, o l aBu dks l pk: : i l spykus ds fy, i R; d deþkjh dks  
vi us Lofgr dk R; kx djuk i Mfk gA

### 7- ikjJfed (Remuneration)

bl fl ) kr ds vuq kj i R; d deþkjh dks ml ds dk; Z ds , ot ea l epr i kjJfed  
fn; k tkuk pkfg, A ; Fkl e; ; Fkspr i kjJfed dk Hkqrku u gkus l s l aBu dk dke  
l pk: : lk l sughapy l drkA ; Fkspr i kjJfed D; k gkus pkfg, ] bl dk fu. k; fu; kDrk  
vksj deþkjh nka feydj djrs gA

### 8- dndj.k (Centralization)

fu. k; yus dh fo/kk ea deþkj; ka dh Hkfiedk dks de djrs jguk ^dndj.k\* dgykrk gS  
vksj bl ds foijhr mudh Hkfiedk ea o' f) djuk ^fodndj.k\* ekuk tkrk gA bl l mHkZ ea  
Qs ksy dk fl ) kr ; g gSfd vire : i l i R; d i cAkd gh mRrjnk; h Bgjk; k tkrk gS fQj  
Hkh dN l hek rd v/khLFk deþkj; ka dks fu. k; yuseafgLI nkj cuk; k tkuk pkfg, A muds  
vuq kj] dndj.k ; k fodndj.k dh l hek i fjLFkr; ka da vuq i gkuh pkfg, A

### 9- j{kh; Ja [kyk (Scalar Chain)

l aBu ea egki cAkd l sdfu" B i ; bskd rd vf/kdkj & 'kfDr , d j{kh; de eaforj r  
gkuh pkfg, A inkupte ds vuq kj vf/kdkj & 'kfDr l ka us ij l aBu ea l gh < x l s dk; Z kyu  
gk l drk gA in vksj vf/kdkj & 'kfDr ea fol afr gkus l s dk; Z i kyu ea [kyy i nk gsrk gA  
bl l fy, Qs ksy us bl fl ) kr ea Li " V fd; k gSfd in ftruk cMk gksk] vf/kdkj & 'kfDr  
vksj mRrjnkf; Ro Hkh mrnk gh cMk gkus pkfg, A

### 10- 0; oLFk (Order)

l aBu ea i R; d 0; fDr vksj oLrqdsfy, l gh LFku gkus pkfg, A bruk gh ugha os geskk  
vi us fu; ktr LFku ij mi yC/k gkus pkfg, A , d h 0; oLFk u gkus l s oLrqdsnq i ; kx gkus



dh vls 0; fDr ea vuqkkl ughurk vkus dh l hkkouk jgrh gA iR; sd ds LFkku dk papko ml dh vko'; drk vls i fjfLFkfr; ka dks /; ku ea j [kdj fd; k tkuk pkfg, A

### 11- I enf'V (Equity)

Qs ksy dk ; g fl ) kar crkrk gSfd l aBu ds iR; sd i zalkd dh nF'V deplkj; ka ds i fr l eku vls fe=rki wkZ gksuh pkfg, A ml dk iR; {k vls i jksk 0; ogkj fu"i {k vls l nHkko i wkZ gksuk pkfg,] rHkh og mlga dk; Z ds fy, i fjr dj l dus ea l eFkZ gks l drk gA

### 12- deplkj; ka dk LFWf; Ro (Stability of Staff)

; fn fdl h l aBu ea ckj&ckj deplkj h fudy tkrsga vls muds LFkku ij ckj&ckj u, deplkj h fu; Dr gksr's ga rks bl l s u doy l aBu ds dk; Z ea ck/kk mRi l u gksr'h gS cfYd l aBu dh l k [k Hkh ?kVus yxrh gA bl fy, Qs ksy us ; g fl ) kar i frikfnr fd; k gSfd l aBu ea deplkj; ka dk ; Fkk l Hko LFWf; Ro cuk jguk pkfg, A

### 13- igy'fDr (Initiative)

l k/kj .kr; k deplkj; ka ea fdl h dke da igy djus dh 'fDr ugha ds ckj gksr'h gA Hk; vls vk'ka dk ds dkj .k os vksx vldj dke djus es fgpfdpkr's gA bl fy, i zalkd ka dks pkfg, fd os vi us v/khu LFk deplkj; ka dks NW nar'kd muea dk; Z ds i fr mRl kg c<+l dA l hfer Lorark mlga l 'tu'khy vls mrjnk; h cukr'h gA

### 14- I nk'k; rk (Esprit de corps)

Qs ksy dk vi re fl ) kar ; g gSfd l aBu ea l nk'k; rk dk okrkj .k gksuk pkfg, A deplkj; ka ea vki l h vfo'okl ] }sk vls dyg l s l aBu ds l pkyu ea vuko'; d ck/kk, W mRi l u gksr'h gA iR; sd dk [kyk 0; ogkj] eks [kd okrkzyki vkfn l s l aBu ea l nk'k; rki wkZ okrkj .k cukus dk i zalkd ka dk iz kl gksuk pkfg, A

### 1/2 tkkZVjh ds fl ) kar

l u-1953 ea tkkZVjh us; g dgrsgq fd 'fl ) kar os i zkku vuq'sk g' tks dk; k dks fn'kk nrs gS fuEufyf [kr fl ) kar i Lr' fd, g&

### 1- I ok dk fl ) kar (Principle of Service)

muds erkuq kj iR; sd l aBu dk e[; y[; l ok gA ; g , d okLrfod 0; ki d vls l 'kDr fl ) kar gA tc rd l aBu mfr eW; ij l ekt dks vi uh l ok, Wi nku djrk gS

rc rd ml dk vflrRo dk; e jgrk gÅ ml ds l eLr dk; Zfer0; ; rk vLš n{krki wDl gka  
bl dsfy, l æBu ds izalkda dks vuqkkl u l nHko , oaf0'okl j [kdj deþkfj; ka l sdke  
ysuk iMfk gÅ

## 2- mnas; dk fl )kr (Principle of Objective)

l æBu dk mnas; Li "V vLš i wLz gskuk plfg, A l æBu ds l eLr deþkfj; ka dks bl dk  
Kku gskuk plfg, A l æBu ds mnas; ; ka l sHkyHkKlR voxr gkus ij gh deþkjH vi us dk; Z  
dh fn'kk rFkk uhr fuf'pr dj l drk gÅ l æBu ds fgRk eam l s dks l k dk; Z djuk plfg,  
; k ugh bl dk mnas; ; ka l s ifjpr gkus ij gh og , d k dj l drk gÅ

## 3 usRo dk fl )kr (Principle of Leadership)

tktZVjh usvi usbl rhl jsfl )kr }kjk bl ckr ij cy fn; k gSfd l æBu dk l pyu  
vLš fodkl rHkh l Hko gks l drk gS to ml sn{k vLš dqky us' Ro ikr jgrk gÅ l eLr  
deþkfj; ka dks l æBu ds y{; ka dks ikr djus grqifjr djuk usRo dk drD; gS vLš bl ds  
vHko ea l æBu {kr&fo{kr gks tkrk gÅ

## (x) X; fyd vLš vfoD ds fl )kr

izalku dks izkkl u dk foKku ekuusokysX; fyd vLš vfoD ds vuq kj izalku ds iæ[k  
fl )kr fuEufyf[kr gÅ

- 1- l æBu dh jpuk ea ; kL; deþkfj; ka dks fu; Ør djuka
- 2- ofj" Bre izalkd dks l æBu dks i wLz l Ykk inku djuka
- 3- vknsk dh , d: irk dk ijk&ijk ikyu djuka
- 4- fof'k"V vLš l kekl; deþkfj; ka dk l gh mi ; l x djuka
- 5- y{; ] ifdz kj 0; fDr vLš LFku ds vk/kkj ij foHkxhdj.k djuka
- 6- viokn ds fl )kr dk gj Lrj ij vi ; l x djuka
- 7- mrjnkf; Ro vLš vf/kdkj&'kDr ea , d#i rk cuk, j [kuka
- 8- iR; d vf/kdkjh ds fu; æ.k dh l hek r; djuka

bl rjg vud vuqkoh , oal Qy izalkdkausvi u&vi usfl )kr ifri kfnr fd, gÅ bl  
l eLr foopukval s; gh fu"d"Z fudyrk gSfd tks izalkd vi us l æBu dk okroj .kj eW;  
vLš deþkfj; ka dh eukofr igpkudj ftu fl )krks dk ikyu djus l s y{; ka dks ikr dj

yrk g\$ ogh ml dsfy, izaku ds fl ) kar cu tkrsga izaku fd fl ) kar] tks foKku ds fu; eka ds l eku fuf'pr ugha gwk djrj yphys vlsj vko'; drk ds vuq i gkrsga izakd fdl rjg mudk iz, lxx djrk g\$ ; gh ckr egROI wKz gA

#### 1.4 izaku ds rRo (Components of management)

xifkky; izu/k ds {ks= ea fu; kstu , d iedk , oa egROI wKz dk; Zgkrk gA izu/k ds l Hkh dk; ka l sfu; kstu vlrj ed/kr gkrk gA xifkky; dk l oZ fke dk; Z xifkky; ds dk; ka dh ; kst uk cukuk gA fdl h Hkh dk; Z dks djus l si gys ml dsckj sea l kp&fopkj dj , d ; kst uk r\$ kj djuk rFkk ml h ds vk/kj ij dk; Z djus l s l Qyrk feyus dh vr; f/kd l EHkkouk gkrh g\$ vlsj Bhd bl dsfoi jhr fcuk ; kst uk cuk, fdl h dke dks djuse adf Bukb; ka dks l keuk djuk i M+l drk gA dke djus l si gys dke dh ; kst uk cukuk fu; kstu dgykrk gA izu/k ds l UnHkZ ea fu; kstu dh egrk dks l Hkh fo}kuka us Lohdkj fd; k gA fu; kstu ds iedk rRo ; k ?kVd fuEu gkrsg&

1. **mIs; (Objectives)** & fu; kstu dk i fke dk; Z vFkok rRo mIs; vFkok y{; fu/kkZjr djuk gkrk gA blgha mIs; ; ka dh i firZ grq gh l Hkh 0; kol kf; d dk; & dyki fd; s tkrsg\$ vlsj vxj gea ; kst uk cukuh g\$ rks blgha mIs; ; ka , oa y{; ka dh i kfir grq cukuh gkschA bl ds vlr xZ iedk y{; ka ds fu/kkZ .k ds l kFk&l kFk l gk; d y{; ka dks Hkh fu/kkZjr fd; k tkuk pfg, A budka fu/kkZjr djrs l e; y{; ka es vki l ea l keatL; LFkkfir djus dk iz kl Hkh djuk pfg, A
2. **uhfr; k; (Policies)** & uhfr; k; Hkh ; kst uk, j gh gkrh gA fu; kstu ds vlr xZ uhfr; ka dks Hkh fu/kkZjr fd; k tkuk pfg, A uhfr; k; okLro ea izu/k eavi uk; s tkus okysosfl ) kur g\$ ftUga l LFkk ds mPp vf/kdkjh x.k cukrsg rFkk tks oä0; ka ; k funZ kka ds : i ea0; Dr fd; s tkrsgA uhfr; k; foHkUu foHkxka ea v/khu LFkka ds fu.kZ yus ds fpUru ds fdz kUo; u ea ekx&n'kU dk dk; Z djrh gA uhfr; k; l keU; , oafof'kV nksuks gh i zkj dh gks l drh gA ; s dk; ka ds fdz kUo; u ea ekxZ n'kU dk dk; Z djrh gA fu.kZ yus ea l gk; rk i nku djrh g\$ rFkk ml dh l hek Hkh fu/kkZjr djrh g\$ rFkk dk; Z ea, d: i rk ykusea Hkh l gk; rk djrh gA uhfr; k; cukr l e; ; g Hkh /; ku j [kuk pfg, fd muea vko'; drk i Meas ij i fjoRZ dh l EHkkouk Hkh jguh pfg, A uhfr; k; fu; eka l sfHkUu gkrh gA okLro ea uhfr; ka

ds fdz kUo; u ds fy, gh fu; e cuk; s tkrk gA vk/kkj Hkur uhfr; k; I u.Fkk ds mPp vf/kdkfj; ka dk iFk in'ku djrh gA

3. **dk; Zfof/k; k; (Procedures)** & dk; Zfof/k; ka dk rkrRi ; Z mu fdz kvka rFkk fof/k; ka I s gSftudsek/; e I suhfr; ka dks fdz kflor fd; k tkrk gA dk; Zfof/k; k; Hkh ; kst uk, ; gh gkrh gA D; kfd buea dk; bkgh dh , d fn'kk dk papko djuk gkrk gA dk; Zfof/k; ka ds ek/; e I s gh I u.Fkk ds mIs ; ka dh i fir Z I EHko gkrh gA bl ds vUrxr mu I Hkh dk; ka dk foLr' r foj .k nsuk gkrk gSftUga ijk djuk gA ; s dk; Z dk ex&n'ku djrs gA fdl h Hkh I u.Fkk ds fy, ml ds mIs ; dks i fj Hkf" kr dj nsuk rFkk uhfr; ka dk fuekZk djuk gh i ; kr ugha gS cfYd dk; Z ds I aknu ds fy, dk; Zfof/k fuf'pr djuk vko' ; d gkrk gSft I I s dk; Z Hkh fuf'pr I e; ea ijk fd; k tk I dA I Ei wkZ dk; Z dks dbZ fdz; kvka ea foHkftr fd; k tk I drk gS rFkk foHku 0; fDrvka dks mukjnkf; Ro I ka k tkrk gA I u.Fkk ea fdl h dk; Z dh fof/k fuf'pr djus I s ml ij fu; æ .k , oa funku dh vko' ; drk de gks tkrh gS vkj xyfr; k; de gkrh gA

4. **fu; e (Rules)** & ik; %fof/k; ka rFkk fu; eka dks i ; k; okph eku fy; k tkrk gS yfdu okLro ea buea Hkn gA fu; e dk; ka dk dæ fu/kkZjr djrk gSu fd iFk&in'kuA i fof/k dk {ks= foLr' gkrk gS rFkk fu; e bl ds vax gks I drs gA fu; e dh eq; ckr ; g gS fd fo'ksk i fj LFkr; ka ea i zU/kd }kj k fuf'pr dk; bkgh fd; s tkus I s i wZ os fu. k; dks i zV djrs gA

5. **dk; Dæ (Programme)** & dk; Dæ uhfr; ka , oæ i fof/k; ka dk , d I eug gkrk gS ftl dk rkrRi ; Z dke ds , d fuf'pr ; k fof'kV ; kst uk ; k : i j s k I s gkrk gS ftl ds vuq kj dk; Z dks fd; k tkrk gA dk; Dæ ds vUrxr mIs ; ] uhfr; kj dk; Zfof/k; kj fu; e] dk; Z dk foHktu] dk; Z ds fy, fu; kstr I k/ku] dk; Z dh fof/k vkfn ckrka dk I eko k fd; k tkrk gA fdl h Hkh dk; Z dks djus I s igys ; fn dk; Dæ cuk fy; k tk; rFkk ml h ds vuq i dk; Z fd; k tk; rks dk; Z ds I e; I s , oa fuf'pr : i I s i wkZ gks us dh I EHkouk vf/kd jgrh gA

6. **ctV (Budget)** & I Hkh izkj ds dk; ka ea/ku vko' ; d gkrk gS ftl ds fy, ctV cukuk vko' ; d gkrk gA ctV r s kj djuk fu; kstu dk , d i eq k dk; Z gA ctV dk

rRri ; Zml fooj.k l sgSftl ea l d; kRed 'kCnka ea 0; Dr i R; kf'kr i fj .kka d k oDr0;  
fn; k jgrk gA ctV okLor eafu; kstu dk , d egRoi wkZ vax gSD; kAd bl eamís; ka dh  
i kfr grqI Hkh l k/kuka dk rFkk fu/kkZjr y{; ka dk C; k k fn; k tkrk gS tksgea i klr djus  
gkrs gA ctV eq; r%fu; U=.k dk l k/ku gkrk gS vFkkZr ctV og l k/ku gSftl dk iz kx  
Hkfo"; ds dk; ka dk fu; kstu djus eafd; k tkrk gA ctV i R; kf'kr vk; , oa 0; ; dk  
vuoku gkrk gA

7. **dk; Bkky (Strategies)** & fdl h Hkh dk; Zdh l Qyrk dsfy, ; g vko'; d gkrk  
gSfd ml l Ecl/k es igysl sgh l Hkh igy vka ij fopkj djds ml ds dk; Bkky dks fu/  
kkZjr dk fy; k tk; A dk; Bkky l kekl; r; k rks viukuk gh pfg, yfdu fo'kSk  
i jfLFkr; ka eabl sviukuk vR; Ur vko'; d gkrk gA i frLi/kkZ ds bl ; x ea dk; Bkky  
dk i R; d l l Fkk ea vR; f/kd egRo gkrk gA

8. **l e; (Time Factor)** & fu; kstu ea l e; , d vk/kkHkr , oa egRoi wkZ rRo gkrk  
gSD; kAd i fjorZka dk egRo l e; ds foLrkj ij fuHkj djrk gA vYi dkyhu fu; kstu dk  
l Ecl/k fudV Hkfo" ; l sgkrk gS tcf d ni?kZkyhu ; kst ukvka ea l e; dh vof/k dsfy,  
fLFkr; ka dk igysgh vuoku yxldj dk; Zdk dæ fuf'pr fd; k tkrk gA l e; ds l nHkZ  
ea fu; kstu dh l Qyrk bl ckr ij fuHkj gSfd nksuka izdkj dh ; kst ukvka dks l æfBr  
djus ea vf/kdkjh fdrus ; k k; gA vYi dkyhu ; kst uk; j rHkh l Qy gk l drh gS tc mlga  
i ; klr ni?kZkyhu ; kst ukvka ds l UnHkZ ea ykxwfd; k tk; A

9. **vkadMka dk l xg , oa fo'ySk.k (Collection and Analysis of Data)** &  
fu; kstu dh ifdz k ea vxyk egRoi wkZ rRo vFkok dkjd l puvkva rFkk vkadMka dk l xg  
djuk rFkk mudk fo'ySk.k djuk gA fu; kstu dh i Hkko' khyrk bu l puvkva rFkk vkadMka  
ds izdkj ek=k ij fuHkj djrh gA bl fy, l puvkva ds fo'olr LkSrka dk i rk yxkuk rFkk  
l kef; d : i l l puvkva dks i klr djuk pfg, A

## 1.5 izUk dsy{k.k ; k fo'kkrk, W(Features of Management)

izUk , d ifd; k gS & izUk og egRoi wkZ ifdz k gSftl ds i d[k vax & fu; kstu]  
fdz k lo; u rFkk fu; æ.k gA ; g ifdz k rc rd tkjh jgrh gS tc rd i wZ fu/kkZjr

y{; ka , oa mnæs ; ka dh i kflr ugha gks tkrhA bl ifdz k dks I Eilu djus okys  
izU/kd dgykrs gA

izUk ,d iskk gS & ftl izkj MkDVj] odhy] bltifu; j] y{ki ky vkn ds  
0; ol k; eku; iska gA ml h izkj izU/k Hkh /kh&/khs isks dk : i yrk tk jgk gA  
izU/k iskk bl fy, gSD; kfd bl eal apr Kku mi yC/k gSrFkk 0; ogkj eal Qyrk i kus  
dsfy, ml Kku dks i klr djuk Hkh vko'; d gA

izUk dsfl ) klr l od; ki h gA & izU/k dsfl ) klr ka dk mi ; ks dny 0; ol k; ds {ks=  
eagh ughafd; k tkrk cfd I Hkh {ks=ka eafd; k tkrk gStgkllfeyty dj l ew ds  
: i eadk; Zfd; k tkrk gA

izUk ,d oKkfud <x gkrk gS & l LFkk ea izU/k dk vlRro vyx gkrk gSD; kfd  
og vl; 0; fDr; kads }kjk rFkk vuds l kfk feydj dke djokusdk , d oKkfud <x  
gA

izUk ,d vLi'; 'kDr gS & fdl h l LFkk ea izU/k dh l Qyrk vFkok vl Qyrk dh  
tkudkj ml ds }kjk fd; sx; s iz kl ka ds ifj . kkeka l s gkrh gA

izUk dsfy, l xBu dh vko'; drk gkrh gA & fdl h l LFkk dsfu/kkZjr y{; ka dks i klr  
djus dsfy, izU/k] l xBu : i h ræ dk mi ; ks djrk gA

izUk l kfgd iz kl gkrk gS & izU/k fu/kkZjr y{; ka dh i kflr grq, d l ew ds  
iz kl ka dh vkj baxr djrk gS 0; fDrxr iz kl dh vkj ughA

izUk dsfl ) klr xfr'khy gkrk gA & izU/k dsfl ) klr xfr'khy gkrk gA izU/k  
l kelftd ifjorZ ds vuq i gh vi us dks ugha cukrk oju-ml ea uohurk ykus dk  
Hkh iz kl djrk gS bl izkj fl ) klr xfr'khy gkrk gA

izUk i o&fu/kkZjr mnæs ; kads i klr djrk gS & i R; d izU/k dh; fdz k dk dN u dN  
mnæs ; vo'; gkrk gS tksLi " V ; k xfkZr gks l drk gA bu mnæs ; ka dk fu/kkZj . k  
izkl u }kjk fd; k tkrk gS ftl ugha izU/k ijk djrk gA

i zU/k dyk , oafokku nks l gS& pld i zU/k ds dN fuf' pr fl ) kUr gavr%; g dyk gS rFkk ; g fokku Hkh gSD; kfd 0; ogkj eabu fl ) kUr kadk mi ; ksx dj ds gh fu/kkzj r y{; ka dks i klr fd; k tkrk gA

### 1.6 xBFkky; i zU/k ds dk; Z (Functions of Library Management)

xBFkky; , d l BFkk gsrh gAbi fy, vc xBFkky; dk i zU/k djuk i kphu dky tS k l jy dk; Z ugha gA vr% xBFkky; h dk fo}ku gksuk gh i ; kUr ugha gS vfi r qml dks xBFkky; h&f' kyi ds l Ecu/k ea i wZ 0; kol kf; d rFkk rdudh Kku gksuk Hkh vko'; d gS l kFk gh ml dk , d dqky i z kkl d Hkh gksuk vko'; d gA bl oSkkfud ; q eadk; Z dh xfr' khyrk cgr vf/kd egRo j [krh gA rFkk xBFkky; ea xfr' khyrk ykus ds fy, l {ke i zU/k vfr vko'; d gA xBFkky; i zU/k ds nks i {k gksr; gA l ) kfu rd , oafd; kRedA l ) kfu rd i {k ds l Ecu/k ea l epr fopkj & foe' kZ gkrk jgrk gA xBFkky; ea l pk: : i l i zU/k ds fy, i zU/k ds l ) kfu rd i {k dk fo' k egRo gkrk gA ; fn xBFkky; ds i zU/k dks oSkkfud < x l spyk; k tk; rks ml l s xBFkky; dh dk; Z dqkyrk ea of) gsrh gA xBFkky; ds okfu nr y{; ka dks i klr djus ds fy, xBFkky; ds dk; kZ ea , d: i rk ; fn yk; h tk l drh gS rks xBFkky; ea i zU/k dk fdz kUo; u Hkh Hkayh i z kj fd; k tk l drk gA xBFkky; ea i zU/k dks fdz kRed djus ds fy, i zU/k dks dN dk; Z djus i MfsgA tS s & xBFkky; ds mnas ; ka dk fu/kkzj .k djuk] de p kfj ; ka ds dk; kZ dk foHkktu djuk] de p kjh dk funz ku , oa fu; a .k vkfnA i zU/k' kkl= ds fi rkeg **gsujh Qs ky** us i zU/k ds i kfu dk; & fu; kstu] l xBu] funz ku] fu; u= .k , oa l elb; vkfn fu/kkzj r fd; s FkA bl h i z kj **yfkj xfyd** us Hkh i zU/k dh; dk; kZ dks Lefr ea j [kus dh nfv l s **ikMdmZ** (POSDCORB) 'kcn dk i z ksx fd; k gA

bl 'kcn ds i R; d v {kj l s i zU/k ds dk; kZ dk i nZ ku fd; k tkrk gS ftl ds vk/kkj ij i zU/k ds fuEu dk; Z crk; s x; s g] ftUga i zU/k ds rRo Hkh dgk tkrk gA

- P – Planning                      **fu; kstu djuk**
- O - Organisation                **l xBu djuk**
- S – Staffing                        **de p kfj ; kadh 0; LFk djuk**
- D - Direction                      **funz ku**
- CO – Coordination              **l elb; hdj .k**
- R – Reporting                     **i fronu**

**B – Budgeting ctV**

bl izdkj ge n[krsgafd ywjk xyfd }kjk i k.MdkcZ **POSDCORB** uked 'kcn ds iR; d v{kj l si Fkd&i Fkd izU/k dstitkdk; Zinf'kr fd; sx; sgsmueal sdN vfk/d egRo iwZ ughagatcfd dN vR; Ur gh egRo iwZ gA tS &fu; kstu l xBu] depkj h 0; oLFkk] ifronu , oa ctV vkfnA

**P - (Planning) l fu; kstu & xBFkky;** ds izkkl u dk vko'; d rRo xBFkky; dsy{; rFkk vkn'kzdk fuf'pr djuk gkrk gA bu mnas; kadks i ltr djusdsfy, vko'; d fof/k; karFkk l k/ kuka dks i kjEHk djus l s i wZ mudk fu; kstu djuk vko'; d gkrk gsfu; kstu dk eq; mnas; de l s de 0; ; ea vfk/d l svfk/d dk; Z l Ei Uu fd; k tk l dA xBFkky; dk fu; kstu djusea LFKuh; fLFkfr] LFKku] Hkk'kk] f'k{kk dk Lrj] xBFkky; dk vkdkj rFkk eny mnas; vkfn ij i wZ fopkj djuk vko'; d gkrk gsf t l l s xBFkky; dh 0; oLFkk l fu; kstr <x l s gks l ds rFkk l UrksktUkd <x l s dqky xBFkky; l ok inku dh tk l dA

**O - (Organisation) l xBu & xBFkky;** l xBu dk mnas; izkkl u ds Lo: lk dks bl izdkj l s 0; ofLFkRk djuk gkrk gsf t l l s xBFkky; dh l xBuRed i) fr , d h gksuh pkfg, fd xBFkky; ds l elr depkfj; kadks l eflor volFkk ea l w=c) fd; k tk l ds tksoKkfud i) fr; ka ij vk/kkfjr gsf t l l s dk; Z vfk/d dqkyrki wZ <x l s l Ei Uu gks l dA xBFkky; l xBu ds vUrxr , d l q<+ l xBu i) fr dh vko'; drk gkrh gA

**S - (Staffing) LVIQ 0; oLFkk & l Hkh l LFkkyka dh HkkMr gh xBFkky;** dh dk; Zdqkyrk ml ds depkfj; ka ij gh iwZ: i l s vk/kkfjr gkrh gA vr% depkfj; ka dh fu; qDr ds l e; dkbZ fu/ kZjr fu; qDr uhr ij vey djuk vko'; d gA fu; qDr depkfj; ka ea vius fu; qDr in ds vuq kj dk; Z i) fr ean{krkj {kerk rFkk dk; Z djusdh i; kZr vfhk: fp dk gksuk vko'; d gA depkfj; ka ea bu l Hkh fo'ks' krkvka dk gksuk vko'; d gsf t l l s xBFkky; ea , d mRre izdkj dk okrkoj .k fodfl r gks l ds gA

**D - (Direction) funZku & izkkl fud l Qyrk i ltr djusdsfy, xBFkky;** ea dqky funZku vR; Ur vko'; d gA depkfj; ka dh dk; Zdqkyrk rFkk l keltL; cgr dN xBFkky; ds us' Ro vFkZr xBFkky; h (Librarian) ij gkrk gA depkfj; ka ea vkrre fo'okl ] mRl kg rFkk usrd vkpj .k dk fodkl djuk l Qy funZkd dk dk; Z gA xBFkky; ea mfpr l e; ij mfpr



fu.kz; y suk vlsj mudk fdz kldo; u djuk xBfky; h dk dk; ZgA vr%l Qy funz ku dsfy, ; g vko'; d gsf d xBfky; h (Librarian) ea funz ku djus dh {kerk gksuh pkfg, rFkk xBfky; h ea deplkj; ka ds l Eedk , d vkn'kz iLr djus ds fy, vius 0; fDrxr ykHka rFkk l qk dk ifjR; kx djus dh {kerk gksuh pkfg, ftl l sfd xBfky; h dsfy, bl fy, ; g vko'; d gsf d deplkj; ka dk usRo djus dk xqk ml ea vo'; gksuk pkfg, A

**CO - (Coordination) l elb; & xBfky;** ea l ello; dk rRi ; Znks rjg l sfy; k tkrk gA deplkj; ka ea vki l ea l ello; rFkk nB jsxBfky; ds iR; d foHkx ea l ello; A xBfky; ds iR; d depljh rFkk foHkxka ea vki l ea l ello; rHh LFkfr fd; k tk l drk gS tc iedk izkkl fud vf/kdkjh dks iR; d izkij ds dk; Z rFkk mudh i fdz; kvka dk i wkZ Kku gks vlsj vius iHko l s izkkl u ru= dks bl <x l sl pkfyr djsfd fdl h Hkh foHkx ea vuko'; d gLr{ki u djuk iMA ; g cgr dN l xBu dh izfr rFkk Lo: lk ij fuHj djrk gS tS & l xBukRed Lo: lk l = id' frj l = rFkk LVkQ vFkok dk; kRed izfr ij vk/kfjr gsrk gA dgus dk rRi ; Z; g gsf d i Fkd&i Fkd-foHkxka ds iHkfj; ka dks vf/kdkjka dk gLrKUrj.k (Delegation of powers) gksuk pkfg, vlsj ftlga vf/kdkjka dksfn; k x; k gsrk gSmUgha dk ml dk; Z dk nkf; Ro gksuk pkfg, A vlr ea l Hkh ykx iedk izkkl fud vf/kdkjh ds i fr mRrjnk; h gka l Hkh foHkxka dh l el; kvka dk funku iedk izkkl fud vf/kdkjh dk dk; Z gksuk pkfg, A

**R - (Reporting) ifronu & xBfky;** ds iedk izkkl fud vf/kdkjh dk ; g dRrD; gsrk gsf d og l e; & l e; ij l Hkh foHkxks ds iHkfj; ka l si fronu i kr djrk jgsftl l s deplkj; ka , oa foHkxka }kj k l Ei lu fd; s x; s dk; Z dh ek=k , oa xqkoRrk dk vuoku yx l dA i kr ifronuka l siR; d depljh ds dk; Z djus dh {kerk , oan {krk dk vkdyu djuseaHkh l gk; rk i kr gkschA vlr ea ijs o'kz ea xBfky; }kj k fd; s x; s fdz; k&dyki ka dk , d i wkZ ifronu xBfky; h dks vius vf/kdfj; ka ds l e{k voykdukfz fufeR djuk i Mrk gA

**B - (Budgeting) ctV ilrhdj.k & xBfky;** ds l pk# #i l sl pkyu dsfy, /ku dh vko'; drk gsrh gS bl fy, i; klr /ku dh 0; oLFk djuk vR; Ur vko'; d gsrk gA dHkh&dHkh cgr l sykx xBfky; ds vkfkd igyqka dh mi {kk djrs gA vr%; g cgr dN izkku xBfky; h ij fuHj djrk gsf d og xBfky; dh vkfkd fLFkr dksfdl izkij l q<+djA bl fn'kk ea vf/kdfj; ka dk l eFkz rFkk l g; kx rHkh l gyHk gls l drk gsf d tc xBfky; h blga xBfky; ds

mnas; ] mi; kfxrk] ykdfiz rk rFk vko'; drk ds ifr l ger djuseafuiqk gkA l kA[; dh;  
fooj.k (Statistics) vf/kdkfj; ka dks i hkkfor djus ds fy, , d mRre fof/k gA ftl dk iwz  
fooj.k xBFky; h dks Kkr gluk pkfg, A

ctV r\$ kj djus dk nw jk iedk mnas; iklr /ku dk mi; Dr en eami; kx djuk gkrk  
gA vuko'; d 0; ; ij fu; U=.k j [kuk vks vko'; d oLrq/ka vFkok dk; k ij fer0; f; rki wZ  
0; ; djuk gA i kB; & l kexz ka dk p; u cMh l ko/kkuh l s djuk pkfg, ftl l s vko'; d , oa  
mi; kxh l kexh gh xBFky; ka ea vk l dA dz; ulfr hkh bl <x l sfu/kkjr dh tkuh pkfg, fd  
fdl h idkj dk vi0; ; u gk l dA ijUrqvko'; d l okvkarFk fl ) kurka dk ifjR; kx djds, d k  
djuk mfpr ugha gkrkA

## 1.7 **icaku dh idfr** (Nature of Management)

icaku , d viz Dr 'kkl= (Applied Science) gA bl ds fuEufyf[kr eny rRo gA  
mnas; & ifjLFkr ds vuq i fu/kkjr Li'V l dYi]

fo'k; & i pth] l kexh] l a a] izkkyh vks depkjh]

dk; l & fu; kstu] fu.kz u] l ello; u] fu; a.k vkfn]

dk; kx= & l xBu]

dk; l idfr & ekuf l d , oa vHkkr dA

mi; Dr rUokads vk/kkj ij icaku dh id' fr dk foopu djus l sigys 'icaku' 'kCh ds  
fofHkuu vFka dks tkuk vko'; d g\$ tks bl idkj gA

1. icaku , d 'kkl= ; k dyk]
2. icaku fdl h l xBu ds 'krkLFk vf/kdkjh x.k]
3. icaku , d 0; ol k;]
4. icaku 0; oLFk] izkkl u] l rgyu]
5. icaku , d ifdz k vkfnA

l xBu ds fofo/k l k/kuka dh mi yC/krk vks mi; kx] ml ds dk; ka ds y{; vks ifj.kke rFk  
depkfj; ka ds fu" i knu vks ikfjJfed l adkh l eLr dk; l icaku ds dk; kx= ea gh vkrs gA  
bl dk vk'k; ; g gsf d , d vks l xBu ds l eLr l k/kuka dk fu; kstu] funzku] fu; a.k vkfn  
rFk nw jh vks l xBu dh fdz kvka t\$ & mRi knu] foi .ku vkfn dk fu" i knu vks rhl jh vks

depkfj; ka dks dk; ZdjusgrqvfHki fjr djuk i zaku dk eq; dk; ZgA ; s l kjs dk; Z; FkSpr vls  
l e; kSpr gksu plfg, vU; Fk l xBu ds l pkyu ij mudk foijhr ij .kke gksu yxrk gA bu  
dk; ka dk l a wZ mRrjnkf; Ro i zaku ij gh jgrk gA i zaku dh bl h egRrk dks n[krs gq ihVj  
Mdj i zaku dks l xBu dk i k.k ekurs gA (Management is the soul of Organisation)

### **1/2 i zaku l ekoskh ifdz k gS**

l xBu ds iR; d dk; Z ea i zaku dh Nki jgrh gS D; kfd iR; d dk; Z dk mnxe  
vrrksRok i zaku l s gh gsrk gA ; g l p gSfd fofo/k dk; ka dks l pk: #i l spykus dsfy,  
dk; ka dk foHktu fd; k tkrk gA dk; Z foHktu dk; Z izkkyh dh , d jhr gS vare mrjnkf; Ro  
i zaku gh ogu djrk gA bl hfy, i zaku dks 'l ekoskh ifdz k' ekuk x; k gA

volFk ea cnyko ykus okyh dæc) vls dky) fdz k dks 'ifdz k' dgrs gA i zaku  
dk dk; Z l nk dæc) gsrk gA mnkj .kkFz fu; kstu ds mi jkr gh fdl h Hkh dk; Z dk fdz k lo; u  
gsrk gA ; fn igysdke vls fQj ml dh ; kstuk cukbz tk, rks, d h ; kstuk dk dkbZeryc ugha  
gkskA bl h rjg iR; d dk; Z dky) gsrk gA ; fn fu; kstu] fu.kz u] fu; æ.k vfn ds dk; Z  
Bhd l e; ij u fd, tk, i rks bl l su dpy l k/kuka dk vi 0; ; gsrk gS cfYd l xBu dh  
mRi kndrk ?Vusyxrh gA l xBu ea ; s l kjs dk; Z vuojr : i l spyk djrs gA

### **1/2 i zaku dsdk; Zfo'o0; kih gA**

l xBu dh dfr] idfr] vkdfr vls l dfr fdl h Hkh izkj dh gks ml ds 'kFkFk  
i zaku ds dk; Z l eku dh jgrs gA bl l nHkZ ea vkskVM dk dFku mYy[kuh; gSfd 'i zkdh;  
fLFkr ea jgdj dk; Z djus okys v/; {k} foHkxh; v/kh{kd} i; b{k} egkfo |ky; ds i kpk; ]  
eBkf/ki fr] 'kkl u l fpo] ea h vfn ogh l eku dk; Z djrs gA gj l xBu ds 'kFkFk i zkdka dks  
fu; kstu] fu.kz u] l xBu] l ello; u] fu; æ.k vfn ds dk; Z djus gh i Mrs gA D; kfd l xBu ds  
l eSpr l pkyu dk mrjnkf; Ro mu ij jgrk gA i zaku ds dk; Z l eku gksu l senyHkr l eL; k, j  
Hkh i k; %, d l eku jgrh gA vr, o i zaku ds fl ) kr] /kkj .kk, j 'kSy; k; vfn fo'o0; kih cu tkrh  
gA mnkj .kkFz fujdtk usRo dgha Hkh vls fdl h Hkh l xBu ea ik; k tk l drk gA

### **1/2 i zaku viz Dr 'ML= gS(Applied Science)**

i zaku ds fl ) kr] /kkj .kk, j 'kSy; k; vfn] ftudk v/; ; u bl 'ML= ea fd; k tkrk gS  
fdl h u fdl h l xBu ea iz Dr jgrh gA ; s veRZ dYi uk, j ugha gsrh QMfjd Vsyj] gujh

Qs ksy vkfn] ftllgkaus oSkkfud izaku dh uho LFkfr dh Fkh] vuttkoh vks dqky batlfu; j izakd Fks fopkj d ugha vks] ksd l xBu ds iHkkodkjh l pkyu vks fodkl dsfy, izakdka dks fdu&fdu fu; eka ; k fl ) karka dk ikyu djuk pkfg,] bl dk mtlgkaus vius vuttko vks rRdkyhu ifjLFkfr; ka ds vk/kkj ij o.ku fd; k gA vkfFkZd ifjLFkfr; ka vks ekuoh; idfr; ka ds cnysr ifjosk ea izaku ds fl ) kar] Lo: i] /kkj.k vkfn eacnyko vkusyxA bl dk eryc ; g ugha gksrk fd l eLr fl ) kar] /kkj.kk, j 'kSy; k vkfn vokLrfod , oa vuq; Dr gA dgha dgha fdl h u fdl h l xBu ea budk iz kx fn [kkbz nrk gA bl hfy, izaku dks ^viz Dr 'kkL=\* ekuk x; k gA

### **1/2 izaku , d dyk gS**

oSkkfud izaku ds tud QMfjd Vsyj dgrs Fksfd ^izaku fof'kV fl ) karka dk ; a-or- iz kx gA\* fdrq mudk mDr dFku foodi wkZ izhr ugha gksrkA bl dk dkj.k ; g gSfd izaku ds l eLr dk; Z ifjLFkfr; ka ds vuq i gksrkA bl dk dkj.k ; g gSfd izaku ds l eLr dk; Z ifjLFkfr; ka ds vuq i gksrsgq 0; fDr l ki sk gksrsgA mnkj .kkfZ fdlgha Hkh nks izakdka dsfu.kZ ifjLFkfr; ka ds l eku jgrsgq Hkh , d l eku ugh gksr ifjLFkfr; ka dks n[ kus vks l e>us dh mudh nf'V vks foods vyx&vyx gksrsgA bruk gh ugha izaku dk , d l keU; fu.kZ dbZ fofHku ifrfdz kvka dks tle nrk gA l xBu dh ifjLFkfr] l idfr vks ekuoh; 0; ogkj ml ds izaku ds fdl h Hkh dk; Z ds ifj .kke dks fuf'pr Lo: i ugha ns i krA izaku ds l kpus dk rjhdk ; k dk; Z djus dh fof/k oSkkfud gks l drh gS i jarqu gh izaku ds dk; Z vks u gh muds ifj .kke oSkkfud gks l drs gA oSkkfud mi dj .kka ds mi ; kx l s dkbZ Hkh 'kkL= foKku ugha cu tkrkA izaku ea oSkkfud jhfr; ka dk iz kx dkQh c<+x; k gA

### **1/2 izaku izkl u ugha gS**

gsjh Qs ksy ds l e; l sgh izaku vks izkl u ea Hkar pyh vk jgh gA dbZ fo}kuka us izkl fud izaku dh ckr dgdj bl Hkar dks vks vf/kd c<k fn; k gA okLro ea izkl u dk vFkZ l xBu ds depkfj; ka l s fu; eka dk l gh&l gh ikyu djkrsgq mudh Hkfedk ds vuq i mul s dke djokuk gA ekuoh; 0; ogkj dks fu; fer djuk gh izkl u dgykrk gA izaku dk dk; Z izkl u l s vf/kd 0; ki d vks cgyk; keh gksrk gA

### **1/2 izaku cghrjh; dk; Z gS**

fdl h Hkh l aBu ea icaku dk dk; Z dny , d gh Lrj ij ugha gvk djrka ; g dk; Z vud Lrjka ij cVkj jgrk gA l aBu eadk; ka dk , d k Lrj ml ds vdkdj vks QSyko ij fuHkj jgrk gA vkerks ij icaku ds rhu Lrj gkrs g&dfu"B] e/; Lfk vks 'khr'LFkA ts & ts s icaku dk Lrj Apk mBrk gsoS & os s l pkyu (Operations) dk dk; Z ks = ?kVus yxrk gS vks icaku dk dk; Z ks = c<us yxrk gA 'kh" kLFk Lrj dk vf/kdre l e; icaku dk; Z ea vks dfu"B Lrj dk vf/kdre l e; l pkyu dk; Z ea 0; rhr gkrs gA

; fn 'khr'LFk icaku viuk egroi wZ l e; ifrfnu ds l pkyu dk; Z ea 0; rhr dj nrs gA rks muds ikl ckjgh vks Hkfo" ; dkyhu ifjLFkfr; ka ij euv vks fpru djus ds fy, l e; ugha jg ikrka ; g , d nksk gA bl rjg icaku l od; kih gA iHkkodkjh icaku ds vHkko ea 0; kol kf; d l aBu eafuEufyf[kr nksk mRiUu gkus yxrs gA &

1. l aBu kRed vks 0; fDrxr y{; ka dks l jyrki wZ iklr ughafd; k tk l drka ykjd , i ysdsvud kj ^icaku dk cju; knh dk; Z dh y{; ka dh iklr djus ds fy, l aBu ds l nL; ka l s dk; Z djokuk gSrFkk , d s dk; Z ds fy, tks 'kDr vko'; d gS ml s icaku gh inku dj l drk gA
2. ijLij fojkskh y{; ka vks dk; ka ea l rnyu LFkfi r ugha gks ikrka
3. l aBu viuh {kerk (Efficiency) vks iHkko'khyrk (Effectiveness) [kks cBrk gS ; gkV{kerk dk vk'k; de&l & de bui v ij vf/kd l s vf/kd vkmVi v iklr djuk gSrFkk iHkko'khyrk dk vk'k; dny l gh dk; Z djus l sgA iHvj M' dj dk ; g ekuuk gSfd iHkkodkjh , oan{k icaku l s l aBu dh iHkko'khyrk c<rh gA

### 1-8 icU/k ds Lrj (Levels of Management) :

fdl h l LFk ds icU/k ds Lrj l srkRi ; Z icU/k l s l Ecu/k j [kusokys foHkUu i nkf/kdkfj ; ka dsoxh' dj .k l sgA ; |fi icU/k ds Lrj ka dh dkbZfu; r l f; k ugha gA fdlUrql keU; r ; k blugarhu oxk ea foHkDr fd; k tk l drk gA tks fuEu gA

1- l oBp ; k 'khr'Z icU/k (Top Management) & iR; d l LFk dh 'khr'Z ij tks icU/k gkrs gS ml s 'khr'Z icU/k ; k l oBp icU/k dgrs gA 'khr'Z icU/k gh l LFk ds dny icU/k] l pkyu rFkk utfr fuelZ k ds fy, mRrjnk; h gkrs gS bl ea l LFk ds l pkyd e. My] icU/k l pkyd rFkk e[;

i zU/kd vkrsgA bu vf/kdkfj; ka dk vf/kdkak dk; Z fu.kz kRed] fopkj kRed rFkk fo'yS. kRed  
i dfr dk gkrk gSA 'khr' i zU/k dk dk; Z fu.kz ysk gkrk gA

2- e/; **i zU/k** (Middle Management)& ;g i zU/k 'khr' l s fuEu Lrj dk gkrk gA  
' 'khr' i zU/k ds l eLr funz kka dk ;g v{kj 'k%' ikyu djrk gA i ; b{k.kh; i zU/k ds fy, ;g  
mPPLrjh; vf/kdkjh oxZ dgk tk l drk gA l kedu; r; k i zU/k ds bl Lrj ds vLrxr fuEu vf/  
kdkfj; ka dk l eko k fd; k tk l drk gA i zU/kd] mi i zU/kd rFkk l gk; d i zU/kdA budk i d[k  
dk; Zfnu&i frnu dh fdz kvka dk l pkyu djuk gkrk gA e/; i zU/k dks l cl svf/kd egROI wZ  
HkRedk fuHkuh i Mfrh gS D; kfd , d vLj rks mUga 'khr' i zU/k }kjk fu/kkZjr ufr; ka dk Hk  
fdz kUo; u djuk i Mfrk gS vLj nLj h vLj fdz kUo; u djus okys oxZ dh Hkkoukva , oe-  
i frfdz kvka dk Hk [; ky j [kuk i Mfrk gA

3- i ; b{k.kh; **i zU/k** (Supervisory Management)& i zU/k dk ;g l cl sfuEu Lrj gkrk  
gA i ; b{k.kh; i zU/k ds vLrxr fuEu vf/kdkfj; ka dk l eko k fd; k tkrk gA v/kh[kd] i ; b{k.kd  
rFkk Qkj euA bu vf/kdkfj; ka dk de p[kfj; ka l sfudVre l Ecu/k gkrk gS rFkk blgha dsek/; e l s  
os vi us fopkj] l pko vkrn 'khr' i zU/k rd i g pkrsgA

## 1.9 i zU/k dh fopkj/kjk dk fodkl , oafueZk (Evolution and Foundation of Management Theories )

i zU/kd ftu fl ) kar ksd ikyu djrk gS os l kjs fl ) kar ml dh fopkj/kjk ds vuq kj jgrs  
gA fopkj/kjk euq; dh , d , d h eku; rk gft l dsek/; e l sog fd l h Hk fdz k ds i fj . kke  
dh dYi uk djrk gS tS s QMfjd Vsyj dh ;g eku; rk Fkh fd euq ; LoHko l s gh vky l h  
jgrk gA bl fy, ml l svf/kd mri knu djokus fd fy, vuq kkl u dh vko' ; drk gkrh gA  
i zU/kdka dh vke /kjk . kvka us vuq fopkj/kjkvka dks tle fn; k gA bu fopkj/kjkvka ea  
fuEufyf [kr fopkj/kjk, Wi d[k g&

1. i j j koknh fopkj/kjk (Classical theory)
2. i fØ; koknh fopkj/kjk (Process theory)
3. 0; ogkjoknh fopkj/kjk (Behavioural theory)
4. i z kky hfu" B fopkj/kjk (System theory)
5. i d akRed fopkj/kjk (Contingency theory)

## 1. i jā jkolnh fopkj/kkj (Classical theory)

i zalku'kkL= d st ud **QMfjd Vsyj] gsujh Qs sy] xycsk nā rh** vkfn egku-i zalkda dh /kkj .kk, Wi jā jkolnh fopkj/kkj ea l ekfo" V gkrh gā Vsyj }kjk ifrikfnr ^oSkkfud i zalku\* ea mRi knu dks ekuoh; ifjJe l s l h/ks tkMūs dk iz kl jgk gā mudh nīV oSkkfud fo'ys' k.k djrs gq Jfedka dk oSkkfud puko fd;k tkuk pkfg, A mudh {kerk vls dkyrk dk ; Fkl Hko Hkji j mi ; ks fd;k tkuk pkfg,] rkfd vf/kdre mRi knu gks l dā i jā jkolnh fopkj/kkj ds iē[k rRo bl izkj g&

**d-** fdl h Hkh dk; Z ds l okRe ifj .kke i klr djus ds fy, ml dk fujrj fo'ys' k.k fd;k tk, A

**[k** dk; Z dh izdfr dks ns[krs gq ; kx; 0; fDr; ka dh fu; qDr dh tk, A

**x-** dk; i kyu ds fy, vko'; d l k/ku&l qo/kk, Wmi yC/k dj; h tk, W

**?k** mfpr etnjjh vls vfrjDr dk; Z ds fy, i kRl kgu etnjjh dh l eqpr 0; oLFkk dh tk, A

**M-** dk; Z dh fu; kstu vls fu; æ.k dks ml ds fu" i knu l s vyx j [kk tk, A

**p-** Jfedka dks oSkkfud if'k{k.k fn; k tk, A

## 2. i fØ; loknh fopkj/kkj (Process theory)

bl fopkj/kkj dh tMaokLro **eagsujh Qs sy** ds fopkjkaefn [kkbZnrh gā ; | fi ml gkaus ^i zalku dh i fØ; k\* dh ctk; ^i zalku ds ?kVd\* 'kcnkadk iz ks fd;k Fkk] fdr qml gkaus i fdz k ds: i ea i zalku dk sekuk FkkA , d ycsvrjky ds ckn **fofy; e u; qsu** vls **tM ZVjh** usi zalku dks , d i fØ; k ekudj ml dk foopu fd;k A bl fopkj/kkj ds eq; rRo fuEufyf [kr g&

**d-** i zalku , d , d h i fØ; k g§ ft l ea fu; kstu] fu. kē u] funē ku] fu; æ.k vkfn ds dk; Z dēc) jgrs g§

**[k** i R; d dk; Z dk , d fuf'pr mnās; ] LFkkv vls Lo: i gkrk g§

**x-** i fØ; k ea ifj .kke l s bui v/ vls iz kkyh] nksuka ds y{k.kka dh igpku gkrh g§

**?k** i fØ; k ea dk; Z dkj .kj ifj .kke & ; srhuka igyw, d&nī jsl stMj jgrs g§ vls bl hfy, buea vki l h l zalk Hkh xf.kr dh nīV l s LFkkfir fd;k tk l drk gā

### 3. 0; ogkjoknh fopkj/kjk (Behavioural Theory)

i Eke egk; 0) dsckn **b7Vu eslsdsifl** ) **gkFkuzi jh(k.kaus**; g iækf.kr dj fn; k Fkk fd mRiknu eao' f) djusdsfy, d0y etnjih] fu; e] fu; æ.k vkfn mrusegRoi wkZ ugha gš ftrusfd Jfedka eal gHkfxrk] ifjp; ] l nHkoi wkZ l æk BR; kfn ?kVd egRoi wkZ gš bl fopkj/kjk dh e[; ekU; rk, W0; ogkjoknh fopkj/kjk dk l w=i kr gq/kA bl fopkj/kjk dh e[; ekU; rk, WfuEufyf[kr gš

d- iR; d l æBu , d l keftd bdkbz gš ftl dk y{; l ekt dh l ok djuk gš [k ; g , d ekuoh; l epk; gš tgkaiR; d in ij euq' ; gh viuh Hkfedk ds vuq i dk; Z djrk gš

x- l æBu eaiR; d euq' ; vukš; fdz kvka l svi us v[ l æBu dsy{; ka dks i klr djusds fy, dk; jr jgrk gš

?k- euq' ; mRiknu dk l fdz l k/ku gš

M- izaku dsdk; Zifj.kkedkj d gausdsfy, iR; d l nL; ds l g; l x] fo' okl ] fu" Bk v[ i frc) rk dh vko' ; drk gksh gš

p- l æBu dk fodkl izaku ij de v[ us' Ro ij vf/kd fuhkj djrk gš

### 4. izkkyfu" B fopkj/kjk (System Theory)

**yMfox ou cnaUQh** bl fopkj/kjk ds izkrk gš ftudk dguk Fkk fd iR; d vflRro , d izkkyh gš izkkyh vius l kjsfglI ka dk d0y tkM+ ugha gksh cfYd ml l s dQ v[ vf/kd gksh gš bl izkkyh dks iwZ i ean[kk tkuk plfg, D; kkd bl dk , d fuf'pr edl n v[ eryl jgrk gš bl dk viuk okrkoj.k jgrk gš ftl l s ml dk fujrj vknku&inku pyr k jgrk gš izkkyh dh 0; k[; k djrs gq **dsik cSYMx** dgrsgafd dkbZ Hkh izkkyh ftruh vf/kd [kyyh gksh ml dk vflRro mrug gh LoLFk v[ l 'kDr cuk jgrk gš os; g Hkh ekurs Fkafd iR; d vi us okrkoj.k eaLFk; h : i l s l rnyu cuk, j [kusdsfy, iz kl jr jgk djrh gš blgha y{k. ka dks n[krsgq **l helj VkbYl** us0; kol kf; d l æBu dks izkkyh eku fy; k FkkA

izkkyfu" B fopkj/kjk ftl stkk l u] d&V] jks> ufox vkfn usifj" d' r fd; k Fkk] us izaku dks tks , d n"Vdks k fn; k gš ml l suhpsfn, x, rRo mtkxj gkrs gš



- 1- I aBu , d i w k i z k k y h g s f t l d k , d f u ; k f t r y { ; j g r k g s t k s m l d s v f l r R o d k d k j . k c u k j g r k g a
- 2- i R ; d 0 ; k o l k f ; d I a B u v i u s o k r k o j . k I s f u j r j v k n k u & i n k u d j r k j g r k g & l k e x h ] A t k z I p o k j J e b R ; k f n o k r k o j . k I s x g . k d j r s g q I o k ; k m R i k n i n k u d j r k g a
- 3- I a B u L o ; & l p k f y r i z k k y h g a
- 4- I a B u e a H k k s r d I k / k u k a r F k k e k u o h ; I d k / k u k a e a ? k f u " B I a d k c u k j g r k g a

### 5. **i l a R e d f o p k j / k j k** (Contingency Theory)

i l a l o k i f j g a i l a g h o L r q v l s 0 ; f D r d h m i ; k f x r k ] e W ; ] y { ; v k f n r ; d j r k g a t k s d n H h i l a f o g h u g k s t k r k g s o g v i u k v F k z [ k k s n s r k g a v r , o i R ; d I a B u d k s v i u k v f l r R o c j d j k j j [ k u s d s f y , i l a k u o j k j v i u s y { ; v l s d k ; Z I t u f ' p r d j u s g k r s g a i z a k u d k s v i u s l e l r d k ; Z f u ; k s t u j f u . k z u j f u n i k u j f u ; a . k v k f n i l a d s v u o p h y d j u s p k f g , A ; f n i z a k d k a e a i l a d k s l e > u s d k f o o d s u g h a g k s k r k s I a B u e a v u o d I e L ; k , W m R i U u g k s t k r h g a

b l i z k j i k l i x d r k d h f o p k j / k j k ] f t l d e y r R o u h p s f n , x , g s u s I a B u d s i z a k u d k s e g R o i w k z n f " V d k s k i n k u f d ; k g &

- 1- I a B u d s y { ; ] L o : i v l s d k ; Z i z k k y h i l a d s v u o i g k u s p k f g , A
- 2- i z a k u d s l e l r d k ; Z i l a d s v u o p h y g k u s p k f g , A
- 3- I a B u e a v k r f j d i f j f L F k r ; k a e a v u o p h y i f j o r z u r s k j d j u s l s d k ; Z k e r k e a o ' f ) d h t k l d r h g a

p k Y I Z f i a y s t f l V u y k k u o d j v k f n u s b l f o p k j / k j k d h v k y k p u k d h g a m u d k e r ; g j g k g s f d f d l h H h i l a d h i j s r k s i j i g p k u u k I h k o u g h a g a i R ; d i z a k d m l s v i u h n f " V v l s f o o d s l s l e > u s d k i z k l d j r k g a b l I s i l a d k L o : i 0 ; f D r f u " B g k s t k r k g a

### 10.10 **I k j l a k** (Let Us Sum Up)%

1. b l b d k b z e a g e u s i z a k u d k v F k z r F k k x f i k y ; e a b l d s e g R o d k s L o h d k j d j r s g q b l d k v / ; ; u f d ; k a

2. geus tkuk fd iɔɔku , d dec) ifdz; k gsf t l eafu; kst u] fu. kɔ u] funɔku] l ello; u] fu; æ. k vkfn dsdk; Zvuojr #i l siɔɔkdkæ }kjk fdz; kflor fd, tkrs gæ
3. ; glageus iɔɔku dsfl )kr] iɔɔku ds rRokɔ iɔU/ku dh fo'ks' krkvkɔ iɔU/ku dsLrjɔ iɔU/ku dsdk; Z, oaml dh iɔɔfr dk v/; ; u fd; kA
4. geus; gh iɔɔku dh fofHku fopkj /kjkvka dk Hkh v/; ; u fd; kA

### 1.11 Lo&tlɔ vH; kl (Self-check Exercise)

1. iɔɔku dks ifjHkɔ'kr djrs gq iɔU/ku dsfl )karks dh 0; k[; k dhft; s?
1. iɔɔku dh fofHku fopkj /kjkvka dks l e>kb; A
2. iɔɔku ds D; k dk; Z gS foLrkj l s crkb; S
3. gujh Qk; ky dsfl )karks dk mYyɔk dhft; S
4. iɔɔku dsLrj l s D; k rkr i; Z gS
5. "iɔɔk dyk rFk foKku nkuks gS bl rF; ij vius fopkj ixV dhft; S
6. iɔɔrdky; iɔɔku ds rRokɔ dh 0; k[; k dhft; A

**b2k2 2 i2ku fu;ktu if0;k l xBu ,oaml ds idkj**  
(Management Planning Process, Organization and type of Organization)

**2.0 fo'k; idsk (Introduction)**

**2.1 mnas; (Objectives)**

**2.2 i2ku fu;ktu if0;k (Management Planning Process)**

**2.3 l xBu %vfk ,oafjkkk (Organisation : Meaning and Definition)**

**2.4 l xBu ds idkj (Types of Organization)**

**2.5 xkky; l xBu dsfl )kr (Principles of Library Organisation)**

**2.6 l jkk (Let Us Sum Up)**

**2.7 Lo&tkp vH; kl (Self Check Exercise)**

## 2.0 fo'k; i DŠk (Introduction)

fu; kstu i dkkk h fu.kz u dh , s h i fØ; k gš ftl ds }kjk l æBu ds okrkoj .k dh  
vfuf'prrkvka dksennu tj j [krsqg y{; ka ds l mHkZ ea dk; Øe LFKfi r fd; s tkrs gÅ fu; kstu  
fujrj pyusokyh i fØ; k gš bl ea l æBu ds vkrfjd , oackgjh okrkoj .k dk ckjhdh l sv/; ; u  
gkrk gÅ foHkU foHkxkaeal ello; LFKfi r djusdh dyk dksgh l æBu dgrsgÅ bl izdkj fdl h  
l hFk ea l æBu ml ds foHkU foHkxka dk funžku rFk mu ij fu; æ.k djuk gÅ d(N fo) kuka us  
dk; Z dks foHkU bdkbz; ka ea cM/usdh ifdz; k dks l æBu uke l sl Eck/kr fd; k gÅ vr% l æBu  
fdl h l hFk ea og ra= gs tks 0; fDr; ka dks , d l kFk jgus o dk; Z djusdh l keF; inku djrk  
gÅ fdl h l æBu ds y{; ka rFk mnš; ka dh i kflr dsfy, ml l æBu dh l jpkuk fof/kor dh  
tkuh plfg, A

l æBu dks ekuo 'kjhj ds mnkgj .k ea Li"V l e>k tk l drk gÅ ekuo 'kjhj ea vusd  
NkV&Cms vax (Organ) gkrsgÅ rFk muea i R; sd vax dk , d fu'fpr dk; Z Hkh gkrk gs tŠ &gkFka  
dk dk; Z djuk eij dk dk; Z Hkstu o ckra djuk] vkk/ka dk dk; Z ns[kuk] dkuka dk dk; Z l uk  
bR; kfnA ; fn 'kjhj ds l Hkh vax vi uk&vi uk dk; Z Bhd <æ l sdjrs jgar ka ekuo 'kjhj Hkh Bhd  
cuk jgsxk vkj pyrk jgsxka 'kjhj dk l pkyu Bhd <æ l sgkrk jgsbl dsfy, ; g vko'; d gs  
fd 'kjhj ds foHkU vax , d ml js ds l kFk l keatL; j [krsqg dk; Z djrs jgÅ bl h izdkj ekuo  
'kjhj dh Hkār gh xBFky; Hkh foHkx : ih vax ka ea foHkft r gkrk gs tks l Hkh , d ml js l sl Ecfl/  
kr gkrsgÅ xBFky; l æBu dk dk; Z xBFky; l æBu dgykrk gÅ vr% ge dg l drs gÅ fd  
xBFky; l æBu okLro ea og ra= gkrk gs tks de p kfj; ka dks , d l kFk feydj dke djus dh  
l keF; i šk djrk gÅ

### 2.1 mnš; (Objectives)

bl bdkbz ea ge i qrdky; fu; kstu ml ds mnš; ] fu; kstu i fØ; k] l æBu l jpkuk  
(Organizational Structure) dh ifdz; k vkj fl ) kar ka rFk bl l sl cā/kr igyqka dk v/; ; u  
djāā bl bdkbz ds v/; ; u ds i'pkr-ge l {ke gkx&

- izalku fu; kstu i fØ; k] vFl; ij Hk'kk tkuusej

- vks pkfjd , oavuks pkfjd l xBu (Formal and Informal Organisation)
- fu; kstu ds fl ) kar]
- l xBukRed l j puk ds vfkZ rFkk dk; k dk o. kZu djus e]
- l xBukRed l j puk dh vks pkfjd rFkk vuks pkfjd dk; i z kkyh dks l e>us ea
- i qrdky; dh l xBukRed l j puk r\$ kj djus ds fy, i f0; k rFkk fl ) karka dk iz kx djus ea
- foHkkxhdj .k dh vk/kkjHkar vko'; drk dks l e>us ea rFkk
- l xBu dh bdkbz; ka dse/; varl a kstu] varl adk rFkk ijLi j&fuHkj rk ij izdk'k Mkyusokys l xBukRed pkVka dks i f]xf. kr djus ea l {ke glkaA

## 2.2 izaku fu; kstu i f0; k (Management Planning Process)

**fu; kstu dk vfkZ , oai fjHkk** (Meaning and Definition of Planning)

**vfkZ** Meaning % fu; kstu l srkri ; Z fu/kkfjZ y{; ka dh i kflr ds fy, mi yC/k odfYi d uhr; k] fof/k; ka , oadk; Zlaka ea l oZSB dk p; u djuk gA fu; kstu fu. kZ u dh ifd; k gSftl ds vlrxZ izakd Hko" ; eaf d; s tkus okys dk; k ds fofHku fodYi ka dk eY; ka du djrs gq , d l okRe fodYi dk pukko djrk gA l aki e] fu; kstu y{; ka rFkk mudh i kflr grq dk; Zof/k dk i wZ fu/kkj .k gA

**ifjHkk**, i Meaning % fu; kstu dh dN egRo i wZ i fjHkk" kk, i fuEu izdkj gA %

**dt** , oavks Misy Koontz and O' Donnell ds vuq kj] pfu; kstu , d cks) d ifdz k gS dk; Zof/k dk l pr fu/kkj .k gS fu. kZ; ka dks mnas ; k] rFkk i wZ fopkfj r vupekuka ij vk/kfj r djuk gB

**gkVZ** Hart ds 'kCnka ea pfu; kstu dk; k dh Jajkyk dk vfxe fu/kkj .k gSftl ds }kj k fuf' pr i fj. kke i klr fd; s tk l drs gAB

**, e- bl gyZ** M. E. Hurley ds 'kCnka e] PD; k djuk gS bl dk i wZ fu/kkj .k fu; kstu gA bl eaf ofHku odfYi d mnas ; k] uhr; k] i ) fr; ka , oadk; Zlaka ea l sp; u djuk fufgr gAB

mi jkd r i fjHkk" kvka ds v/; ; u l sLi " V gSfd fu; kstu Hkkoh i fjLFkr; ka dk eY; ka du djrs gq i wZ fu/kfj r y{; ka dh i kflr grq l okRe odfYi d dk; & i Fk dk p; u djus dh cks) d ifdz k gA ; g eny : i l sfu. kZ; yus dk dk; Z gS tks i wZ upku ij vk/kfj r glrk gA

## **fu; kstu dh idfr vFlak fo'kkrk, j Nature or Characteristics of Planning**

fu; kstu dh id' fr vFlak fo'kkrkvka dks fuEu fclnq/ka }kjk Li"V fd; k tk l drk gS%

### **1- iZak dk iKfed dk; Z Primary Function of Management**

l oki fj , oa i kKfed dk; Z gA fu; kstu dsfcuk vU; i Zakh; dk; kZ dk fu" i knu djuk l Hko ugh gkrk gA oLrr% i Zakh dh ifdz, k fu; kstu l sgh i kjk gkrh gA fu; kstu ds vHko eau rks l d k/kuka dk , d=hdj .k fd; k tk l drk gS vkj u gh fd l h dks fu; f=r] funi'kr vFlak vfHki fj r fd; k tkuk l Hko gA fu; kstu gh vU; l Hkh iZak dk; kZ dh vk/ kkj f'kyk , oa i kjk fHkd fclnq gA

### **2- cK) d ifdz k Intellectual Process**

food} njnf"V] fpLru o fu. kZ {kerk dk gkuk vko' ; d gkrk gA bl ds vrfjDr ] ; kstuk ds fuek.kZ ea i Zakh dks dbZ ekuf l d dk; Z djus i MfsgA tS & rF; ka dk fo' ysk. k] Hkkoh n'kkvka dk eV; ka du] fodYi ka dh [kkt o puko] mnas ; ka dk fu/kkZ .k vkfnA vr% fu; kstu , d dEc) fpLru dh ifdz, k gA

### **3- vlxns{ kus dh ifdz k Process of Looking Ahead**

xrfof/k; ka dks fu/kkZ .k l sghkrk gA gHt , oa tH l u fy [krsgafd fu; kstu vPNsifj . Hela dh iKfr gsrqHkoh ifjflKfr; ka dk iokZeku yklus dk iZak dk; Z gA Li"V gS fd fu; kstu ds }kjk iZakh vi uh Hkkoh vko' ; drkvk] l eL; kvk] xrfof/k; ka , oa l k/kuka dh : i jS [kk rS kj djrk gA

### **4- eyr% , d p; u ifdz k Basically a Choosing Process**

fu" i knu gsrq i gysfofHku fodYi ka dh [kkt dh tkrh gSrRi ' pkr-muea l s, d l okRe fodYi dk puko fd; k tkrk gA bl iZkj JSB fodYi dk p; u dj ds gh ; kstukvka dk fuekZk fd; k tkrk gA

### **5- l oD; ki h dk; Z Pervasive Function**

vko' ; drk iZak ds l Hkh Lrjka & mPp] e/; ] , oa i ; bSkdh; ij gkrh gS rFk l Hkh foHkkxk&mRi knu] foRr] foi .ku] depljh vkfn ea fu; kstu dk dk; Z fd; k tkrk gA iZak ifdz, k ds vU; dk; kZ & l xBu] l ello; ] vfHki j .kk o fu; a .k vkfn dks Hkh fu; kst r

djus dh vko'; drk gkrh gA bl ds vfrfjDr thou ds vl; {ks=k& f'k{kk} izkkl u}  
jktuhr] [ksydin] pfdRI kj vkfn eaHkh fu; kstu dk mi; ks fd; k tkrk gA

6- **y{; ifrZea; kxnku** 1/2Contribution to Objectives1/2&fu; kstu l xBu ds y{; ka dh  
i firZdk , d egROI wkZ l k/ku gA fu; kstu u dny y{; ka ds fu/kkj .k ij tlg nrk gA oju-  
fofHku uhfr; kj dk; A ) fr; ka o dk; Zeka dk fu/kkj .k djds y{; & i firZea; kxnku nrk gA

7- **ijLij vkJr ifdzk** 1/2Interdependent Activity1/2 iR; d l xBu eafHkxh; Lrj ij  
Hkh ; kstuk; j cuk; h tkrh gA tS & mRi kn ; kstuk] fodz ; kstuk] foRr ; kstuk vkfnA ; s  
fofHkxh; ; kstuk; j ijLij fuHkj gkrh gArFkk mi de dh foLr' r ; kstuk 1/2Master Plan1/2dk  
vax gkrh gA ; si Fkd&i Fkd-gkrsgg Hkh , d nI jsij vkJr gkrh gA bl idkj fu; kstu  
fofHku fdz kvka ds l ello; eaf d; k tkrk gA

8- **dqkyrk dk ekin.M** 1/2Measurement of Efficiency1/2& fu; kstu dk mnas; tglj , d  
vlg mi de dh dk; Zdqkyrk eao' f) djuk gA ogh fu; kstu dks izalkdka dh dk; Zdqkyrk  
, oa ; kstuk dk ekin.M Hkh ekuk tkrk gA fu; kstu izalkdh; dk; ka dh dqkyrk dh  
dl k/h gA fu; kstu l si klr gausokysykhka dh rnyuk ml dh vkfFkd o l kelftd ykxrka  
l sdh tk l drh gA os ; kstuk, a JSB l e>h tkrh gA tks u dny de ykxr okyh gA  
uju tks deplfj; ka ds eukcy , oa l rfi" V dks Hkh c<krh gA

9- **lrr~ ,oa xfr'khy ifdzk** 1/2Continuous and Dynamic Process1/20; ol k; dh  
ifjLFkr; ka , oa l k/ku ka ds cnysrjgus ds dkj .k bl ds y{; kja uhfr; ka , oa dk; Zeka eaHkh  
ifjorZu djuk vko'; d gks tkrk gA QyLo: ij 0; ol k; eafu; kstu dk dk; Z fujrj  
pyrk jgrk gA fu; kstu Hkko h fdz kvka ds l cak eaf d; k tkrk gA tksfd vupekfur rF; ka  
ij vk/kfjr gkrk gA fdUrqn' kvka ea ifjorZu ds dkj .k i mZ dh ; kstukvka ea l e; & l e;  
ij l qkkj , oa l ek; kstu djrs jguk i Mrk gA

10- **fu.kZ u ,d vfHku vax** 1/2Decision Making as an Essential Part1/2& izalkdka dks  
fu; kstu djrs l e; fofHku fu.kZ yus gkrsgg fu.kZ yus dh ifdz k&vFkZ~fofHku  
fodYi ka dh [kkst] eW; ka du , oa JS' B fodYi ds p; u ds vk/kkj ij gh izalkd ; kstuk  
dk fuelZk djrs gA

11- **inlupula ij v/wjr** /Based on Forecasts/ fu; kstu Hkfo"; dk eW; kdu  
djus, oaml dsfy, 0; oLFk djusdk dk; ZgStksfd inlupula ds v/wkj ij fd; k tkrk  
gA **gsjh Qs ky** us fy [kk gs fd fu; kstu fofHku idkj ds inlupula dk l astu  
gA

12- , **drk** /Unity/ & **gsjh Qs ky** fy [krs gafd p, d l e; eadoy , d ; kstuk ykxwdh tk  
l drh gA , d gh l e; ea , d l s vf/kd ; kstuk, j ykxw djus l s v0; oLFk , oa Hkdr gks  
l dhr gb Qs ky us ; g l q-ko fn; k Fkk fd , d foLrr ifdz; k gS tk fofHku l akVdka  
vFkr-mi ; kstukvka t\$ sy { ; ] uhfr] dk; Zi ) fr] fu; e] ctV] 0; wjpuk] dk; De] i aki  
vkrn dk ; ksx gks-h gA

## **fu; kstu dh vlo' ; drk egRo , oaynk** /Need, Importance and Advantages of Planning/

fu; kstu dh vlo' ; drk , oa egRo dks fuEu fclnq/ka ds v/wkj ij Li " V fd; k tk l drk gS %

1- **icdkh; dk; k dk v/wkj** /Basis of Managerial Functions/ fu; kstu vU;  
i cdkh; dk; k dks i Hkoh cukus ds fy, vlo' ; d gkrk gA bl dsfcuk fd l h Hkh i cdkh;  
dk; Zdk fu" i knu ughafd; k tk l drk gA **tktzvkj- Vjh** /George R. Terry/ fy [krs  
gafd p fu; kstu **icU/k ds vU; dk; k t\$ & l xBu] vfHkj.k** , oafu; a.k dk v/wkj gAB  
vU; i cdkh; dk; k ea fu; kstu dh Hkredk fuEu fclnq/ka l s Li " V gS %

- i) **iHkoh l xBu** /Effective Organisation/
- ii) **vPNk l elb;** /Primary Better Coordination/
- iii) **vfHkj.k ea l gk; d** /Helpful in Motivation/
- iv) **fu; a.k dk v/wkj** /Basis of Control/
- v) **I gh fu. k u** /Proper Decision Making/
- vi) **vf/kdfj; k ds i R; k; kstu dh d qh** /Key for Delegation of Authority/
- vii) **d qy l Ei k.k** /Effective Communication/
- viii) **depkjh 0; oLFk dk v/wkj** /Basis of Staffing/
- ix) **iHkoh usRo dk; Z** /Effective Leadership/

2- **vfuf' prrvkval sj {k** /To Offset Uncertainties/



- 3- y{; la ij /; ku dshh djuk ¼To Focus Attention on Objectives½
- 4- iz; kl la ea fer0; f; rk ¼Economy in Operations½
- 5- miy0/k l k/luak dk J\$' B mi; lx ¼Better Use of Available Resources½
- 6- l q<+if rLi/Red 'kDr ¼Sound Competitive Power½
- 7- nckolal seDr ¼Relief from Pressures½
- 8- iz; dh; ; k; rk dk fodkl ¼Development of Management Ability½
- 9- fodkl , oal dkj ¼Growth and Improvement½
- 10- u; s , oal 'tu'ky fopkjla dks i k l lgu ¼Promotes Innovative and Creative Ideas½
- 11- jk'Vh; l ef) ¼National Prosperity½
- 12- l ek; kst u ; k; rk ¼Ability to Cope with½
- 13- if'k(k.k vk/kj ¼Training Ground½
- 14- Hfo"; k; k nf'Vdsk ¼Forward looking Attitude½
- 15- ykx r eadeh ¼Minimises Cost½
- 16- l dVlak i nkuaku ¼Crisis can be Anticipated½

### fu; kst u ds izdkj ¼Types of Planning½

fu; kst u ds fofHku i izdkjka dk oxhZj.k fuEu vk/kkjka ij fd; k tk l drk g%

- 1- egRo ds vk/kkj ij]
- 2- vof/k ds vk/kkj ij]
- 3- ekpkZnh ds vk/kkj ij]
- 4- fdz; kvka ds vk/kkj ij]
- 5- mnH\$; ds vk/kkj ij]
- 6- izdk Lrj ds vk/kkj ij]
- 7- {k= ds vk/kkj ij rFkk]
- 8- mi; lx ds vk/kkj iJA

### I. egRo ds vk/kkj ij ¼On the basis of Importance½ & egRo ds vk/kkj ij tkW th

kyloj us fu; kst u dks fuEu rhu Hkkxka es fofHDr fd; k gS%

1- izkkl dh; fu;ktu ¼Administrative Planning½

2- l pkydh; fu;ktu ¼Operative Planning½

3- ifj;ktuk fu;ktu ¼Project Planning½

II. vof/k dsvk/kj ij ¼On the basis of Period½& ; kstuk dh vof/k ds vk/kkj ij

fu; kstu ds rhu izkj gksrsg

1- nlf?dkyhu fu;ktu ¼Long-Term Planning)

2- e/; dkyhu fu;ktu ¼Medium-Term Planning

3- vYidkyhu fu;ktu ¼Short-Term Planning)

III. epl?lhh dsvk/kj ij ¼On the basis of Strategy½& bl vk/kkj ij tktZVsh

us fu; kstu dks nks Hkkxka ea cka/k g

1- ;qulfrd fu;ktu ¼Strategic Planning½

2- fuiqk fu;ktu ¼Tactical Planning½

IV. fdzk dsvk/kj ij ¼On the basis of Activity½& bl oxhdj.k ea tktZVsh ds

fu; kstu ds rhu izkj crk;sg

1- l e; &pdz fu;ktu ¼Schedule Planning½

2- ykk fu;ktu ¼Profit Planning½

3- mRi ln fu;ktu ¼Product Planning½

V. mnas; ka dsvk/kj ij ¼On the basis of Objectives½& mnas; ka ds vk/kkj ij

fu; kstu dks rhu Jf.k; ka ea cka/k tk l drk g

1- uokkj fu;ktu ¼Innovative Planning½

2- l dkjRed fu;ktu ¼Corrective Planning½

3- uR; d fu;ktu ¼Routing Planning½

VI. Lrj dsvk/kj ij (On the basis of levels) & izl/k ds Lrj dsvk/kj ij fu; kstu

ds rhu izkj gksrsg

1- mPp Lrjh; fu;ktu (Top Level Planning)

2- e/; Lrjh; fu;ktu (Middle-Level Planning)

3- i ; b?kdh; fu;ktu (Supervisory Planning)

VII- **foLrR fu;ktu** (On the basis of Scope) & **foHkxh; fu;ktu** (Departemental Planning)

1- **foLrR fu;ktu** (Comprehensive or Master Planning)

2- **foHkxh; fu;ktu** (Departemental Planning)

VII- **mi;ks ds vFkZ ij** (On the basis of Use) & **mi;ks ds vFkZ ij** ; kst uk, a nks i dKj dh gkrh gS %

1- **Lfk; h fu;ktu** (Standing Planning)

2- **,dy mi;ks fu;ktu** (Single Use Planning)

### 2.3 I xBu %vFkZ ,oa ifjHkk (Organisation : Meaning and Definition)

I xBu dsfcuk ekuo thou I Hko ugha gA ge I xBuka vFkZ~ifjokj] Lohy&dKwst] Dyc] jktufrd ny] dk; & I Lfk] I ekt vkn eagh vius lElr dk; Dyki ijs djrs gA euq ; dk tle] f'k{kk&nh{kk} fookg] ukdjh 0; ol k; ] eukjat u] I ekt I ok vkn I Hkh dN dk; ZI xBuka ea vFkok I xBuka dsek/; e lsl Eikfnr gkrsgA dkb Hkh \*I kelftd euq ; \* I xBuka dsfcuk vi uk thou&fuokZ ugha dj I drka vaxth Hkkk ds "Organisation" 'kcn dh mRi fRr "Organism" I sgpZ ftI dk vk'k; fdl h , d h bdkb (Entity) I sgsftI ds fofHku Hkkxka dk ijLij rFkk I awkz bdkbz ds l kfk , d tfVy I Ecu/k gkrk gA tc nks ; k nks I s vf/kd 0; fDr feydj fdl h y{; dh ifirZ dsfy, dk; Zdjrs gArks muds chp LFkfi r I ca/ka, oavUr-%f0; kvka dh I j puk dks BI xBuP dgk tkrk gA I xBu dh rnyuk ekuo 'kjh dh I j puk I s dh tk I drh gSftI ds fofHku vax vUr] Ecu/kr gkrsgA rFkk , d I kedu; y{; dh ifirZ dsfy, f0; k'khy gkrsgA

BI xBuB ds vFkZ dks Hkyh i dKj I e>us dsfy, bl dh ifjHkk" kvka dks fuEu rhu Jf.k; ka ea ckV dj v/; ; u fd; k tk I drk g&

- I. I xBu p0; fDr; ka ds l egB ds : i ep
- II. I xBu bdk; ZI Ecu/ka ds <kpB ds : i ep rFkk
- III. I xBu p, d dk; Z ; k if0; kb ds : i ea

#### I. 0; fDr; kads l eg ; k l hFk ds : i ea (As a group of Persons or an Instiution)

BI xBuB 'kcn , d I Lfk ds : i ea 0; fDr; ka ds fdl h l eg ; k I Lfk dh vkj I dsr djrk gA ; g , d , d k l eg gkrk gSftuea 0; fDr; ka ds vki l h I Ecu/k gkrsgA rFkk bl ds l nL; I kelfgd

mnæs ; ka dh i firZ dsfy, fdl h , d urk dsfunz ku ea dk; Z djrs gA pl aBuß dks 0; fDr; ka ds : i ea ifjHkkf'kr djus okyh dN ifjHkk'kkvka bl izdkj gS &

**eslQkjySM (McFarland)** & pl aBu 0; fDr; ka dk , d fof'k'V I eug gS tks mnæs ; ka dh i kflr ea vi us iz kl ka dk ; kxnku nrk gAß

**iks vj- Mfol (Prof. R. Davis)** & pl aBu 0; fDr; ka dk , d I eug gS tks , d urk ds funz ku ea I kekl; mnæs ; dh i firZ grwl g; kx inku djrs gAß

**ptVj vblZcsuMZ (Chester I. Barnard)** & pl aBu nks ; k vf/kd 0; fDr; ka }kjk I kp I e>dj dh xbZ I eflor fØ; kvla ; k i Hkkoka dk ra= gAß

**bVft ; ksu (Etzioni)** & pl aBu fof'k'V mnæs ; ka dh i klr dsfy, LoBNk I sfufeZ , oa i pfufeZ I kekt d bdkb; k %ekuoh; I eug ½ gAß

bl izdkj I aBu 0; fDr; ka dk , d k I eug gS tks I kekl; mnæs ; ka (Common Obectives) dh i kflr dsfy, I eflor : i I s dk; Z djrk gA

## **II. I aBu %dk; Z I Ecu/kadk <kps ds : i ea (Organisation : As a Structure of Work Relations)**

dbZ ys[kdka us I aBu dks dk; k vf/kdkj k nkf; Roka rFkk i kj Li fj d dk; Z I Ecu/kadk , d <kpk ekuk gA I aBu dks bl : i ea ifjHkkf'kr djus okyh dN ifjHkk'kk; a fuEu izdkj gS %

**dt rFk vksMksy (Koontz and O'Donnell)** & pl aBu vki I h I Ecu/kadk , d k <kpk gS ftl ds }kjk mi Øe dks, d I = eackdk tkrk gS rFkk ftl ds vlr xZ 0; fDr xr iz kl ka dk I ello; fd; k tkrk gAß

**gkt rFk tkul u (Hodge and Johnson)** & pl aBu ekuoh; , oa Hkksrd I k/ku rFkk dk; Z ds chp I Ec/kadk dlnz gS tks , d ra= ds vlr Ztky ; k <kps ds : i ea cuk; k tkrk gAß

bl izdkj I aBu fuf'pr mnæs ; ka dh i kflr dsfy, vki I h dk; Z I Ecu/kd mRrj nkf; Roka , oa vf/kdkj ka dh I j puk gA

## **III. I aBu , d dk; Z ; k i fØ; k ds : i ea (Organisation as a Function or Process)**

fØ; k ds : i ea I aBu pl aBu djuß dh i fØ; k dks n'kkZk gA bl vFkZ ea I aBu fuf'pr y{; ka dh i firZ dsfy, vko' ; d I d k/ku dks , df=r djuß 0; fDr; ka ea dk; Z vf/kdkj o

nlf; Roka dk foHkktu djus rFkk vki l h dk; Z l ECU/kka dks fuf'pr djus dh i fØ; k gA l fki eþ  
l æBu ds fuelZk grq fuEu dk; Z fd; s tkrs gA

- (i) fd; s tkus okys dk; kã dk fu/kkZ .k djukA
- (ii) dk; kã dk l eghdj .k djuk rFkk foHkxka dh LFkki uk djukA
- (iii) 0; fDr; ka ea vf/kdkjka , oankf; Roka dk forj .k djukA
- (iv) vki l h dk; Z l ECU/kka dk fu/kkZ .k djukA

bl nf'Vdksk dks izdV djus okyh dN iæqk ifjHkk'kr; a fuEu izkj gA

**kyul (Glueck)** & Bl æBu og izl/k i fØ; k gsft l ds }kjk bdkb; ka foHkxka rFkk deþkfj; ka  
dschp dk; kã dk foHkktu fd; k tkrk gSrri 'pkr~bu bdkb; ka o dk; kã dks , d , dh~r ræ ds  
fuelZk dsfy, l Ec) fd; k tkrk gA

**gësu (Haimann)** & Bl æBu fdl h mi Øe dh fØ; kvka dks ifjHkk'kr , oaxh~r djus rFkk  
mudse/; vf/kdkj l ECU/k LFkfi r djus dh i fØ; k gA

**mfozl (Urwick)** ds vuq kj] Bfdl h mnas; dh i firZ ds fy, vko'; d fØ; kvka dks  
foHkft r djuk rFkk 0; fDr; ka dks l kã h xbZ fØ; kvka dks l egh ea 0; ofLFkr djuk l æBu gA

**,yu (Allen)** ds erkuq kj] Bl æBu fd; s tkus okys dk; kã dks fuf'pr , oal eghc) djuþ  
nlf; Roka , oavf/kdkjka dks ifjHkk'kr rFkk i R; kst r djus vjg mnas; ka dh i kfir grq 0; fDr; ka dks  
l okZ/kd i Hkko'kkyh <æ l s dk; Z djus nus dsfy, l ECU/k LFkfi r djus dh i fØ; k gA

mi; Dr rhuka izkj gh ifjHkk'krvka dk i Fkd&i Fkd~egYo gA , d l keW; 0; fDr dsfy,  
l æBu 0; fDr; ka dk , d l egh ; k l h Fkk gA izl/k ds {ks= ea dk; Z djus okys 0; fD; ka dsfy, l æBu  
Bvf/kdkjka nlf; Roka , oafØ; kvka dh l j puk gA i fØ; k ds: i ea l æBu , d xfr'khy dk; Z gA  
oLrq% l æBu dks fdl h Hkh nf'V l s ifjHkk'kr fd; k tk; sfdUrqml dk l kj&rYo , d gh gA

fu"d'Z eþ l æBu l keW; mnas; ka dh i kfir dsfy, dk; Z khy 0; fDr; ka dk , d , d k l egh  
gsft l dk fuelZk dk; kã vf/kdkjka nlf; Roka rFkk dk; Z l ECU/kka ds fu/kkZ .k dh i fØ; k }kjk glrk gA

## **l æBu dh iz-fr ; k y{k.k (Nature or Characteristics of Organisation)**

- 1- l æBu 0; fDr; ka dk l egh gA
- 2- ; g fdl h usk ds funZku ea dk; Z djrk gA
- 3- ; g izl/k dk l k/ku , oami dj .k gA

- 4- bl ea iz kl ka dks l eflor djus , d B, dh—r bdkb dk fuekzk fd; k tkrk gA
- 5- bl ea dk; kj vf/kdkj kj nkf; Roka , oa dk; Z l Ecu/ka dk fu/kkj .k fd; k tkrk gA
- 6- ; g vki l h l Ecu/ka dks i fHkf" kr djrk gA
- 7- ; g l keku; mnas ; ka dh i firZdsfy, dk; Z djrk gA
- 8- og BHKir d kvka dh l j puk gA
- 9- ; g mRi knu dk fof'k" V l a k/ku gA
- 10- ; g fofHku bdkb; kj fofHkxkj mi & fofHkxka , oa fO; kvka l s feydj cuh , d B, dh—r izkkyh gA
- 11- ; g ; ka=d fO; k ughj cfYd Bekuoh; 0; oLFkk gA
- 12- ; g i d&fufeZ ughagks l drka
- 13- ; g l g; kxj l Ei sk.k , oa i kjLi fd vlurfO; kvka dh izkkyh gA

## **l xBu ds rYo (Elements of Organisation)**

l xBu izkkyh fofHku l BkVdka l sfufeZ gsrh gA bl dh l j puk eafofHku fuoskka dk ; ksnku gsrk gS ftlga bl xBu ds rYob dgk tkrk gA ; s i e[ k rYo fuEufyf[ kr gA %

- 1- **mnas** ; (Objectives) & mnas ; p l xBu l j puk dk i Eke i e[ k rYo gS ft l dh i firZds fy, l xBu dk fuekzk fd; k tkrk gA mi Oe dsmnas ; ka rFk muds vk/kkj ij cuk; h xbz ; kst ukvka dh i firZdsfy, gh dk; & l Ecu/ka ds < kps dks LFkki uk dh tkrh gA mnas ; ka ds vHko ea fofHku fO; kvka dk fu/kkj .k djuk l Ehko ughagsrk gA
- 2- **Je fohktu** (Division of Work) & l xBu dk nit jk rYo dk; ka , oafO; kvka dk mfpr fohktu djuk gA 0; fDr; ka , oafohkxka ds }kj l Ei uu dh tkusokyh fO; kvka dk mfpr fu/kkj .kj Li "Vhdj .k , oai FkDdj .k fd; k tkuk pkfg, A rRi ' pkr~dk; ka dk forj .k 0; fDr dh #fp , oa ; kx; rk ds vk/kkj ij fd; k tkuk pkfg; A bl l s dk; Z fu"i knu ea nkjjo l ekr gsrk gS rFk iz kl i Hkoi wkZ cu tkrh gA
- 3- **Ekuo & l enj** (Human Group) & ekuo l enj l xBu dk l okZ/kd egYoi wkZ rYo gA fO; kvka ds l enhdj .k o l Ykk ds forj .k ea 0; fDr; ka dh l hekvka o {kerkvka dk i wkZ fopkj fd; k tkuk pkfg, A dnt , oa vksMkasy fy [krsgfd ftl izkj bat hfu; l Zvi uh

; kstuk ea iz, þr l kexh dh fu"i knu {kerk , oanq;yrkvka dh tlp djrs gâml h izdkj  
l æBudrkãvka dks vi uh l kexh&ð0; fDrþ ij fopkj djuk pkfg; A

4- **Hkðrd l k/ku** (Physical Resources)&l æBu ij l hek ij Hkðrd l d k/kuk&int;h  
e'khuþ ; æ] l kexh] Hkfe vkfn dk l æy , oa l a kstu Hkh gâ ; s 0; fDr; ka dks muds  
dk; &fu"i knu ea l gk; rk i gpkrs gâ

5- **l ækkadk <kpk** (Set of Relationships)&l æBu dk; &l ækkadk tky , oa <kpk gâ  
dk; kã ds forj .k l s deþkfj; ka ds e/; fofHku Hkfedkvka o fLFkr; ka dk fueZk gkrk gS  
tks mlga ij Lij : i l s l EcfU/kr djrh gâ

6- **vf/kdkj l Ýkk** (Authority)&vf/kdkj l Ýkk dk; Z fu" i knu ea vko' ; d gkrh gâ ; g  
vU; 0; fDr; ka dks funðk nus o mudk ikyu djokus grq ck/; djus dh 'kDr gâ  
deþkfj; ka dks i klr gkus okyh l Ýkk l æBu ea mudh fLFkr] oðkkfud fu; ekþ l fgrkvkþ  
Kku] vutþko o i Fkkvka ij fuHkj djrh gâ

7- **l þkj 0; oLFk** (Communication System)&l þkj 0; oLFk ds ek/; e l s l æBu ea  
vknðkk&funðkkþ uhfr; kþ dk; Z i ) fr; kþ fu; ekþ i xfr fooj .kkþ deþkj h l eL; kvka o  
l þkoka dk i ðkg gkrk gS; g rÿo l æBu ea jDr i ðkg ds l eku gS tks bl ds l eLr vaka  
dks xfr inku djrk gâ

8- **Okroj .k** (Environment)&fu; kstu dh Hkðfr i R; d l æBu l jpuk dk , d vkfFkð]  
rduhdh] jktuðrd] l kekftd vFkok uðrd okroj .k gkrk gS tks dk; Z fu"i knu ea  
l gk; d gkrk gâ

9- **vU; rU=** (Other Elements)&l æBu ds vU; rRoka ea uhfr; kþ dk; Z i ) fr; kþ fu; e]  
fu; æ .k folrkj] i R; k; kstu vkfn rÿo 'kkfey gâ

## 2.4 l æBu ds izdkj (Types of Organization)

l Ýkk , oa i kjLifjd l Ecl/ka ds vk/kkj ij l æBu ds nks izdkj gkrk g&vkð pkfjd , oa  
vukð pkfjd l æBuA izl/k ea bu nks izdkj ds l æBuka dk vR; Ur egro gâ ge budk ; gk  
folrkj i ðd o .kþu djæA

### vkð pkfjd l æBu (Formal Organisation)

**vFKZ , oai f j H k k % v k s** p k f j d I a B u I s r k R i ; Z , d , s I a B u I s g s f t I e a i R ; d L r j i j i c h /  
k d k a , o a d e p k f j ; k a d s d k ; k s v f / k d k j k n k f ; R o k a r F k k v k i I h I E c U / k k a d h L i " V , o a v k s p k f j d  
0 ; k [ ; k d j n h t k r h g a

**f g D I , o a x y s** (Hicks and Gullett) d s v u d k j B , d v k s p k f j d I a B u d k I q f j H k k f " k r  
< k p k g k r k g s t k s b l d h I R r k j ' k f D r ] f g l k c n s r k r F k k m R r j n k f ; R o d s I E c U / k k a d k s n ' k k z k g a p

**V j h** (Terry) d s e r k u d k j B i w & f u / k k z j r y { ; k a d h i k f r g r q ' k k l d h ; v u e f r d s } k j k c u k ; k  
x ; k I a B u g h v k s p k f j d I a B u g a

L i " V g s f d v k s p k f j d I a B u e a v f / k d k j & I R r k j n k f ; R o k a d r d ; k a f l F k f r ; k a r F k k d k ; Z  
& I E c U / k k a d k L i " V f u / k k z j . k g k r k g a

### **y { k . k**

v k s p k f j d I a B u k a d s i e d [ k y { k . k b l i z d k j g a %

- 1- ; g I p r : i I s (Consciously) c u k ; k x ; k I a B u g a
- 2- ; g ' k k l d h ; L o h - f r (Official Sanction) d s v k / k k j i j c u k ; k x ; k I a B u g s A
- 3- ; g i w k z % v 0 ; f a x r (Impersonal) g k r k g a
- 4- b l d h j p u k v f / k d k j k a d s i R ; k ; k s t u d s v k / k k j i j g k r h g a
- 5- b l d s i R ; d L r j i j d e p k f j ; k a d s v f / k d k j k a d r d ; k a r F k k i n & f l F k f r d h L i " V , o a  
v k s p k f j d 0 ; k [ ; k g k r h g a
- 6- b l e a I a B u p k v k a d k i z l s x f d ; k t k r k g a
- 7- b l e a v k n s k k a d k ; & f o H k k t u , o a I p k j d h , d f o f o / k i z k k y h g k r h g a
- 8- b l e a v f / k d k j m P p L r j I s f u E u L r j k a d h v k j i R ; k ; k s t r g k r s g a
- 9- b l e a i z k k f y ; k a f u ; e k a u h f r ; k a , o a f o f u ; e k a d s } k j k f u / k k z j r e k u o h ; v l r I E c U / k k a d h  
, d v k s p k f j d I j p u k g k r h g a
- 10- ; g I a B u , d b v k s p k f j d e ' k h u b g k r k g s r F k k b l d s d e p k j h ; a e d s i q t k a d h H k k a r d k ; Z  
g k r h g a
- 11- v k s i p k f j d I a B u d q f u f ' p r f l ) k u r k a d s v k / k k j i j d k ; Z d j r k g a ; s f l ) k u r  
g a d k ; Z f o H k k t u j v k n s k k a d h , d r k j f u n z k u d h , d r k j f u ; a . k d k f o L r k j ] m n e s ; k a d h  
, d r k j v f / k d k j , o a n k f ; R o ] i R ; k ; k s t u ] f o d l n h d j . k v l f n A



## **vís þjfd I æBu ds ykk (Advantages):**

vís þjfd I æBu ds iæðk xqk fuEufyf[kr g&

- 1- bl eamns ; ka dks i klr djuk I jy gks tkrk g\$ D; kfid I Ei wkZ dk; ã z kkyh i w&fu/kkZjr gksrh g&
- 2- vf/kdkjka , oanf; Roka dh Li“V 0; k[ ; k gkus ds dkj .k vki I h erHksn I ekir gks tkrsg&
- 3- dk; ka dk nkgjko ugha gks i krk g&
- 4- I EÁsk.k iz kkyh fu/kkZjr gkus I s l eL; kvka dk fuokj .k rRdky gks tkrk g&
- 5- dk; ka ds iæki , oa ekun.M fuf’pr fd; s tk I drs g&
- 6- Vky&eVky (Buck-passing) dh Hkkouk dk fodkl ugha gks i krk g&
- 7- i {ki kr ds vol j I ekir gks tkrsg&
- 8- fuf’pr fl ) klrka ds dkj .k I æBukRed dk; ðdqyrk ea o’ f) gksrh g&
- 9- fu; ec) rk ds dkj .k 0; fDr dk fu“i {k eiv; ka du gksrk g& os fädrk I ekir gks tkrh g&
- 10- mÿkjnkf; Ro fuf’pr gkus ds dkj .k ijLi j nkskkjki .k ugha gks i krk g&

## **vís þjfd I æBu ds nsk (Demerits)**

vís þjfd I æBu ds iæðk nsk fuEufyf[kr g&

- 1- ; æor gkus ds dkj .k bl I æBu ea 0; fDr; ka dh igy ‘kfDr u“V gks tkrh g&
- 2- , ð s l æBu ea vf/kdkjka dk n#i ; ks Hkh gksrk g&
- 3- , ð s l æBu ea I kelftd Hkkouk, ; , oa ekuoh; 0; ogkj I ekir gks tkrk g&
- 4- ; g l æBu ; hf=d gks tkrk g& ; g fu; ekj dk; ã ) fr; k fofu; eka , oa vís þjfd rkvka dk <kpk cu tkrk g&
- 5- , ð s l æBu ea I elo; dh I eL; k cuh jgrh g&
- 6- bl ea I ‘ tu’khyrk o fopkj’khyrk I ekir gkus yxrh g&
- 7- ; g vukþjfd I Ei s’ k.k ea ck/kd gksrk g&
- 8- mnns ; ka , oa fgrka ea I æk’kz mRi lu gkus yxrk g&
- 9- dBkj fu; æ .k , oa cl/kuka ds dkj .k deþkj; ka ea dqBk , oa fujk’kk dh Hkkouk i ðk gksrh g&

## **vukþjfd I æBu (Informal Organisation)**

i R; d l xBu ea vks pkfjd l ECU/kka dh tfvy , oa ; ki=d i) fr ds ihNs l kelftd , oa ekuoh; l ECU/k Hkh fo |eku jgrs gA l xBu ds vks pkfjd <kps ds l kFk&l kFk de|pkfj; ka ea vks pkfjd oS fDrD l ECU/k Hkh curs , oafodfl r gkrs gA tc 0; fDr , d l kFk feydj dk; l djrsgarKs os , d nll jsds l Ei dz ea vkrsgarFkk mueaeakuoh; Hkouklj l kelftdrk rFkk ikjLifjd l g; kx ds vk/kkj ij oS fDrD l ECU/k cu tkrsgA blgha oS fDrD l ECU/kka ds vk/kkj ij vks pkfjd l engka ds l xBu dk fuelzk gkrk gA

### **vFZ , oai fjhkk %**

vks pkfjd l xBu vks pkfjd l xBu l sfoijhr iz-fr dk gA bl dk fuelzk l eku fopkjkl l e&i z-fr] 0; fDrxr l ECU/kkl l eku fgrkl l kelftd ?kfu"Brk , oaeakuoh; Hkoukvlka ds vk/kkj ij gkrk gA

budh jpuk i n&fu; kstr ugha oju-Lokkkfod f0; kvka ds vk/kkj ij gkrh gA

**Mbol (Davis)** ds vuq kj Bvks pkfjd l xBu , d s 0; fDrxr , oa l kelftd l ECU/kka dk tky ra= gS tks vks pkfjd l xBu }kjk LFkfr ugha fd; k tkrk gAp

**cuMZ (Barnard)** ds vuq kj Bog l xBu vks pkfjd gS ftl ea vki l h l ECU/k vKuo'k l a Dr mnas ; ka dsfy , curs gAp

**vyz ih LVk (Earl P. Strong)** ds vuq kj Bvks pkfjd l xBu , d h l kelftd l LFk gS ftl dk fuelzk 0; fDrxr vko' ; drkvka dh i firZ dsfy , fd; k tkrk gAp

### **vks pkfjd l xBu dsy{k.k (Characteristics) %**

- 1- , d sl xBu Lor%gh l kelftd l ECU/kka l sfodfl r gkrs gA
- 2- , d sl xBu fu; kstr <x l sugha cur} cfYd , dk, d rFkk Lokkkfod : i l sfodfl r gkrs gA
- 3- budk fuelzk 0; fDrxr , oa l kelftd vko' ; drkvka dh i firZ dsfy , gkrk gA
- 4- , d sl xBu ka dk dksZ Bl xBu pkVl ugha gkrk gA
- 5- ; sicU/k ds l Hkh Lrjka ij ik; s tkrsgA
- 6- , d sl xBu ka dh viuh dk; & izkkyh] fu; e] ekun.M o ijEi jk; a gkrh gA
- 7- , d sl xBu ka dk fuelzk l kelftd l engka ds jhfr&jokt kl l hekvkl l ECU/kka rFkk vknrka ds }kjk gkrk gA

- 8- , s l xBu vks pkfjd l xBu ds Hkrj rFkk ckj l kFk&l kFk curs , oafcxMfjsjgrsgA
- 9- buds fuekz k dk vk/kkj l eku fgr] l eku iz-fr vFkok l eku fopkj] mnns ;] vko' ; drkva , oa , d gh dk; &LFky gsrk gA
- 10- buds fuekz k dh i f0; k l keftd vlr%0; k (Social Interaction) gA
- 11- budh l Ei wkz dk; Z iz kkyh eks [kd gsrh g] fyf [kr ughA

**vukS pkfjd l xBu ds xq@yHk (Merits)%**

iZU/k ea vukS pkfjd l xBu ka dk dbZ nFV; ka l svR; Ur egYo gA tkd Q fyVjj ds vuq kj Bekuoh; thou ea vukS pkfjd l xBu ka dk egYo iwZ LFku gS rFkk ; s l Ei wkz l xBu dk , d vko' ; d Hkkx gsrsgA buds iZ[k yHk fuEufyf [kr g&

- 1 ; s vks pkfjd l xBu ds nks ka dks nj djrs gA rFkk mlgs xfr' khy cukrs gA
- 2 ; s de pkfj ; ka dh o\$ fDrd , oa l keftd vko' ; drkva dh i firZ djrs gA
- 3 ; s l Ei ' k.k iz kkyh dks dqky cukrs gA
- 4 ; s de pkfj ; ka ds vki l h l Ecu/ka dks etcir djrs gA
- 5 ; s dk; Z ds i fr ij .kk , oa l Ur fV inku djrs gA
- 6 ; s vks pkfjd l xBu ds ij d gsrsgA ; s vks pkfjd dk; Z iz kkyh dks l n<+djrs gA
- 7 bul s de pkfj ; ka dh dk; Zkerk , oa mRi kn drk ea of) gsrh gA
- 8 ; s iZU/kdka dks egRo iwZ l puk; a inku djrs gA
- 9 ; s l keftd fu; .k ds }kj k iZU/kdka dks l rZl , oa l pr j [krsgA budk iZU/kdka ij 0; ki d i Hkko gsrk gA

**vukS pkfjd l xBu ds nksk (Demerits)&**

- 1- vukS pkfjd l xBu dbZ ckj iZU/kdka ds fo#) vk0sk , oa vl Ursk iZV djus dk l k/ku cu tkrsgA
- 2- ; s HkhM&rU= dks c<kok ndj l xBu dh dk; Z iz kkyh dks {kfr igpk l drsgA
- 3- dHkh&dHkh ; s fouk' kdkjh iD' fRr; ka dks viuk yrs gA rFkk iD&fu; kstr l xBu y{; ka dh i firZ ea ck/kd cu tkrsgA
- 4- ; s i f jorZka ds fojks/kh cu tkrsgA
- 5- vi us LokFka ds fy, ; s dHkh&dHkh l xBu dh ; kst ukva dks i Hkkoghu cuk nrs gA

6-; s l xBu vOokgka ds L=kr Hkh cu tkrsgA

7-; s l LFkk rFkk vius mnas; ka ds e/; l ak'kz mRi Uu dj nrs gA

## 2.5 xfiky; l xBu ds fl )kr (Principles of Library Organisation)

xfiky; fdl h Hkh idkj dk gks bl ea depkfj; ka ds nkf; Ro fuf'pr djus rFkk mul s l eipr ek=k ea dk; Z yus ds fy, i; klr mi; Dr l xBu dh 0; oLFkk djuk vko'; d gkrk gS tks l xBu ds fuEu fl )kr ka ij 0; ofLFkr fd; k tk l drk gA

1. ;stuk dk fl )kr (Principle of Planning) & ftl idkj fdl h dk; Z dks djus l s igysml dh; stuk cukuk vko'; d gsmi h idkj xfiky; ea l xBu dh; stuk cukuk Hkh vko'; d gA xBFky; ea l xBu dh; stuk cukus l s rRi; Z l xBu dh l j puk (Structure of Organization) cukus l s gkrk gA
2. fujjrk dk fl )kr (Principle of Continuity) & xfiky; ea l xBu dh l j puk ftl idkj Hkh dh tk; og fujl rj pyusokyh gksuh pkfg, A bl dk vFkz; g gSfd l j puk ek= dny FkkM/s l e; vFkz, d; k nks o'kz ds fy, u gks og rks Hkfo"; ds fy, i wkz: i l s fujl rj pyusokyh LFkk; h, oa fuf'pr gksuh pkfg, A
3. l jyrk dk fl )kr (Principle of Simplicity) & xfiky; l xBu dh l j puk l jy l s l jyre gksuh pkfg, rFkk xfiky; ds okfUNr mnas; ka dks i klr djus ea fer 0; ; h, oa i Hkko i wkz l k/ku i nku djus okyh gksuh pkfg, A
4. y{; dk fl )kr (Principle of Objectives) & xfiky; ds l Hkh foHkkxka dk ogh y{; rFkk mnas; gksuh pkfg, tks xfiky; dk mnas; gkrk gA
5. l elb; dk fl )kr (Principle of Coordination) & xfiky; ds l ello; fl )kr dk vk'k; ; g gSfd xfiky; ds foHkkU foHkkxka ep; l Hkh depkfj; ka ea rFkk dk; k ea l ello; gksuh pkfg, A
6. l rgyu dk fl )kr (Principle of Balance) & xfiky; dh mRre l xBu 0; oLFkk ogh gkrh gSftl ea dk; k dk foHkktu i R; d 0; fDr d; i R; d foHkkt ds fy, l rgyu ds v/ kkj ij gks vFkzr dk; k dk 0; fDr; ka ea foHkktu l U rgyu LFkfi r djrsgg djuk pkfg, A
7. fof'k'Vhdj.k dk fl )kr (Principle of Specialisation) & fof'k'Vhdj.k fdl h dk; Z dks mi Hkxka ea foHkkt r dj ds 0; fDr dks; Fkkl EHko, d fo'k'k dk; Z gh l kS us ij cy nrk

gð bl h iðkj i R; sð foðkkx , oa vuðkkx dh fØ; k; aHkh l hfer j [kh tkrh gð bl fl ) kr  
ds ikyu l s foðkkxka , oa deðkj; ka dh dk; {kerk ea of} gks tkrh gð

8. **vf/kdkj , oanf; Ro dk fl ) kr** (Principle of Authority and Responsibility)& ; g fl ) kr crykrk gSfd i R; sð dk; Zds l Ealk ea vf/kdkjka , oanf; Roka dk mfpr fu/  
kkj .k fd; k tkuk pkfg; s rFkk os l g&foLrr (Co-extensive) gksus pkfg; A vFkkz~  
vf/kdkj , oanf; Ro l kFk&l kFk gksus pkfg; s rFkk tgk; rd l Ehko gksos l ekuq kr eafn; s  
tkus pkfg, A
9. **vfure nkf; Ro dk fl ) kr** (Principle of Ultimate Responsibility)& ; g fl ) kr  
crykrk gSfd vf/kulFkka ds dk; kð dsfy, mPp vf/kdkjh dk nkf; Ro vfure , oa i wkz gksrk  
gð l kð a x; s dk; kð dsfy, vf/kdkjh vi us nkf; Ro dh mi {kk ugha dj l drk gð
10. **vnðkadh , drk dk fl ) kr** (Principle of Unity of Command)& ; g fl ) kr  
bl ckr ij tkj nrk gSfd i R; sð 0; fDr dks døy , d gh vf/kdkjh l svknsk , oafunðk  
i klr gksus pkfg; s rFkk ml s , d gh vf/kdkjh ds i fr mRrjnk; h Bgjk; k tkuk pkfg; A bl  
fl ) kr dk vk/kkj ; g gSfd vf/kd vf/kdkfj; ka l s vknsk feyus ij 0; fDr dks HkkfUr  
mRiUu gks l drh gS rFkk ml dk dk; Z: fp ij i fr dny i Hkko i M+ l drk gð
11. **, dkked funðku dk fl ) kr** (Principle of Unity of Direction)& bl fl ) kr ds  
vuð kj Bfdz kvka ds i R; sð l emj dsfy, ] ft l dk , d l keld; y{; gksrk gð , d vf/kdkjh  
, oa , d ; kstuk gksus pkfg; AP bl fl ) kr l s fdz kvka ea l ello; LFkfi r gksus rFkk  
mnas ; ka dh i kflr ea l Qyrk feyrh gð , d vf/kdkjh , d ; kstuk ds vuð kj gh vi us  
deðkj; ka dks funðk ns l drk gð
12. **i R; k; kstu dk fl ) kr** (Principle of Delegation)& ; g fl ) kr crykrk gS fd  
i R; sð fu.kz dk i R; k; kstu l æBu ds fuEu Lrjka rd fd; k tk pkfg; } ; fn ml Lrj  
ij dk; Z djus okyk 0; fDr fu.kz ds i fj .kkeka l s i Hkkfor gksrk gka l kFk gh] dk; kð dk  
i R; k; kstu 0; fDr dh : fp , oa ; kx; rk ds vuð kj fd; k tkuk pkfg; A
13. **l æBu dk l kufud fl ) kr** (The Scalar Principle)& ; g fl ) kr l eLr l æBu dks  
dk; kð , oa i nka dh foHkku Jf.k; ka ea foHkkftr djrk gð ; g mPp Lrjka l sfuEu Lrjka rd  
dk; Z djus okys deðkj; ka dse/; vf/kdkj j s [kk (Line of Authority) , oa vki l h l Ealkka dks

kka dks Li“V djrk gA ; g fl ) kar vkns kka dh Jā[kyk vFkz dks 0; fDr fdl svkn'k ns  
l dskj dks Li“V djrk gA

14. **violn dk fl )kr** (The Exception Principle )& bl fl )kr ds vuq kj vf/  
kdkj; ka dks fnu&ifrfnu ds dk; kē dk iR; k; kstu djds viuk /; ku dōy uohu , oa  
uhfrxr ekeyka ij gh dīnr djuk pfg; A bl fl )kr ds ifri knd&Vsyj ds 'kCnka ea  
\*fnu ifrfnu ds dk; kē dks djus ds fy, v/khuLFkka dks vf/kdkj fn; s tkus pfg; s rFk  
viokni wZ , oa egRoi wZ ekeyka ij fu.kē djus ds dk; Z mPpkf/kdkj; ka ij NkM+ nsus  
pfg; A

15. **vkSjdrk dk fl )kr** (Principle of Formalism)& l xBu eny : i l s , d  
vkSj pfd izkkyh gA vr%bl ea iR; cl 0; fDr dh vkSj pfd fLFkr] ml ds dk; Z nkf; Roj  
l cdk vkfn i wZ-%Li“V fd; s tkus pfg; A l xBu pkVZ , oa in&fooj .kka (Job Description)  
ds }kjk de pfg; ka dh l xBuRed fLFkr dks l i“V fd; k tk l drk gA

16. **l ghkxrk dk fl )kr** (The Participative Principle)& oržku iztkrfU=d ; q ea  
l erk (Equity) , oa l ghkxrk dh fopkj/kjk vR; r egRoi wZ gks x; h gA vr% vk/kfud  
m | kxka dh l xBu l j puk , d h gksuh pfg, ftl ds }kjk vf/kd l svf/kd de pfg; ka dks  
izkldh; , oafu.kē dk; kē eafg l k fn; k tk l dA l feR l xBu] l Hkvlk fopkj xk'B; kē  
l a Dr ijke'kē l a Dr izl/kj ijke'kē ; kst ukvka ds }kjk de pfg; ka dks m | kx ds l pkyu  
ea l ghkxh cuk; k tk l drk gA

17. **jkd , oal rgyu** (Check and Balances)& g fl )kr crykrk gSfd foHkUu foHkxka  
dks bl izdkj l s l c/kr fd; k tkuk pfg; sfd , d foHkx dk nū js foHkx ds dk; kē ij  
fu; a.k cuk jgA bl izdkj i kLifjd tkp , oafu; i=.k dh 0; oLFk l svdk; Zdkyrkj  
Hk“Vkpj , oafuf” dz rk dks l ekR fd; k tk l drk gA

18. **l beu dk l xBu fl )kr** (Simon's Theory of Organisation)& gcVZI kbeu dk  
er gSfd l xBu 0; oLFk eukoKkfud fl )krka ij fufeZ dh tkuh pfg; A mlgkaus fu.kē  
ysus okys 0; fDr; ka ds i kLifjd l cdkka ij vf/kd tkj fn; k gA bl ds vrfjDr] mlgkaus  
l xBu eaBvkfkd 0; fDrp ds LFkku ij Bizkkl fud 0; fDrp dh LFkku uk dk Hkh l q-ko fn; k  
gA

## 2.6 I kjk (Let Us Sum Up)

bl bdkbz ea &

- 1- i zku fu; kstu i fØ; k dk foLr v/; ; u fd; k , oa i k; k fd i rdky; r= ds l Qy l pkyu grq; g vko'; d g
- 2- mu vko'; d fl ) krka dh 0; k[; k dh ftul sfdl h l xBu dk vkdkj curk gS vksj tks fofHku vuHkxka ds chp i kLifjd l a kstu] l zdk rFk fuHkj rk dks l fuf'pr djrs g
- 3- i rdky; ea l xBukRed l j puk cukusdk e[; mnas; , d l {ke} dk; Zkhy l pkj izkkyh dks l fuf'pr djuk g
- 4- bl ds l kFk&l kFk geus l xBu l j puk ds rRo , oa y{k.k} l xBu l j puk dk fu/kj .k , oafuezk dk Hh foLr v/; ; u fd; kA

## 2.7 Lo&tlp vH; kl (Self Check Exercise)

1. fu; kstu dks i fHkf" kr djrs gq i rdky; ea bl ds egRo dks Li "B dhft; A
2. l xBu l j puk dk fu/kj .k djus ds fy, dks & dks l s dk; Z i zkdka dks djus gks o.ku dhft; A
3. l xBu ds fl ) krka dh 0; k[; k dhft; A
4. fu; kstu ds fofHku izkjk dk o.ku dhft; A
5. xkky; l xBu ds fl ) krka dk o.ku djA
6. l xBukRed l j puk dsckjseafu.kz dks i Hkfor djusokyse[; dkj dka dk o.ku dhft; A

**1-0 fo"k; i đŝk**

fdl h Hkh l ħFkk dh rjg xĦkky; ds l 0; ofLFkr l pkyu ds fy; s /ku vFkkŕ-foRr , d vfr vko' ; d , oaegRo i wkZmi dj .k gkrk gSft l dh 0; oLFkk u gks i j xĦkky; ds l pkyu dks xfr inku ughadh tk l drh gĦ bl fy, xĦkky; ds fy, foRr , d mRij d 'kfdR gkrh gS tks xĦkky; ds fy, foRr dh 0; oLFkk djus ds dk; Z dks xĦFkky; dh foRrh; 0; oLFkk vFkok foRrh; i đĦk dgrs gĦ xĦkky; dk foRrh; i đĦk xĦFkky; i đĦk dh og 'kk[kk gSft l ea xĦkky; ds l pkyu ds fy, vk; ds : i ea foRr dh i kfr rFkk ml mi kftŕ foRr ds i đĦk djus l s l EcĦ/kr gkrk gSA i ; kŕ foRrh; 0; oLFkk ds vĦko dkbZ Hkh xĦkky; vi uk fodkl , oamUfr djuseal Oy ughagks l drk gS bl fy, xĦkky; ds fy, foRr dh 0; oLFkk djuk vfr vko' ; d gkrk gĦ

xĦkky; , d l koŕt fud l ħFkk gkrh gS tks l koŕt fud /ku l sgh l pkfyr dh tkrh gĦ xĦkky; i kŕ/kdj .k vFkok vf/kdkfj ; ka dks xĦkky; dh i đŕ , oa vko' ; drkvka dks Li "V : i l s l e > y uk vko' ; d gkrk gĦ

**1-1 mnđŝ ; %**

**bl bđkbZ ds v/ ; ; u ds i 'pkr~vki %**

- 1- l xBukRed l ĵpuk ds vFkŕ rFkk dk; kŕ dk o.kŕ djuseĦ
- 2- l xBukRed l ĵpuk dh vksĦ pkfjd rFkk vksĦ pkfjd dk; ĩ z kkyh dks l e > useĦ
- 3- i ħrdky; dh l xBukRed l ĵpuk rŝ kj djus dy, i f0 ; k rFkk fl ) karka dk i z ks djuseĦ



## 1-2 I æBu%vFKZ , oa i fjHk'kk

I æBu dks vaxstH Hkk'kk ea Organization dgrs gA ftI dh mRi fRr Organism 'kCn I sgøZ gSftI dk vk'k; fdl h I ð.Fkk dh ml I j puk I s gkrk gS tks foHkUu Hkkxka ea foHkDr gkrh gS rFkk ftI s , d rku&ckus I s tK/Mæk vko'; d gk\$ I kFk gh I ð.Fkk ds foHkUu foHkxks ea i Hkko i wkZ I ello; gkA foHkUu foHkxka ea I ello; LFkfi r djus dh dyk dks gh I æBu dgrs gA bl i zkj dh I ð.Fkk ea I æBu ml ds foHkUu foHkxka dk funžku rFkk mu ij fu; æ.k djuk gSA dN fo}kuka us dk; Z dks foHkUu bdkb; ka ea cka/us dh i fØ; k dks I æBu uke I s I Eck/kr fd; k gA vr% I æBu fdl h I ð.Fkk ea og ræ gS tks 0; fDr; ka dk , d I kFk jguso dk; Z djus dh I keF; Z i nku djrk gA

I æBu dks ekuo 'kjhj dsmnkgj.k I s Li"V I e>k tk I drk gA ekuo 'kjhj ea vud NkV&CMs-vax (Organ) gkrsgSrFkk ml ea i R; d vax dk , d fu; r dk; Z gkrk gS t\$ s & gkFka dk dk; Z djuk] egg dk dk; Z Hkktu o ckræ djuk] vkq[ kka dk dk; Z n\$[kuk] dkuka dk dk; Z I uk vkfnA ; fn 'kjhj ds I Hkh vax vi uk&vi uk dk; Z Bhd <æ I sdjrsjgrksekuo 'kjhj Hkh Bhd cuk jgsxk vk\$ pyr k jgsxka 'kjhj dk I pkyu Bhd <æ I s gkrk jgsbl dsfy, ; g vko'; d gSfd 'kjhj ds foHkUu vax , d nI js ds I kFk I keatL; j[krsgg dk; Z djrsjgA bl h i zkj ekuo 'kjhj dh Hkkr gh xFkky; Hkh foHkx : i h vaxka ea foHkfr gkrk gSA tks , d nI js I s I Eck/kr gkrsgA xHfky; I æBu dk dk; Z xHfky; ds I Hkh de p f j ; ka , oa foHkxka ea i Hkko i wkZ I keatL; LFkfi r djuk gh xFkky; I æBu dgykrk gA vr%fu"d"Kz : i ea ge dg I drsgSfd xFkky; I æBu okLro ea og

ræ glærk gS tks deþkfj; ka dks , d l kfk feydj dke djus dh l keF; Zi ðk djrk gA

## 1-2-1 i þrdky; l æBu %

xÆkky; l æBu xþFkky; dh vk/kkjf'kyk gSrFkk xþFkky; dh ufr; ka ds fØ; kko; u dsfy, ml ea, d , d h l jþuk dk fuekzk djrk gSft l l s xÆkky; ds foHkkx rFkk muea dk; j r deþkfj; ka ea l elo; LFkfi r fd; k tk l ds vksj xÆkky; vius mi; kxdrkz/ka dksmRre l smRre l eþpr l ok i nku dj viusmnns; kaeal Qy gksl dA foYl u , oaVkcj (Wilson and Tauber) us xÆkky; l æBu dk dk; Z, d e'khu ekuk gS ft l l s xÆkky; ds dk; k ea rhor k ykbz tkrh gA vk/kkjf'ud ifji; ea xÆkky; dk dk; Z mruk l jy ugha gSft ruk igysFkk vFkkz-vkt xÆkky; h dk døy fo}ku gksuk gh i; klr ugha gS vfi r qml s xþFkkyf; Ro ds l Ecak ea i wkz Kku gksuk vko'; d gA fdl h Hkh i zkj ds xÆkky; ea xfr ykus gsr qml ea l {ke l æBu dk gksuk vfr vko'; d gA

xÆkky; ea l æBu dbz bdkbz, ka l sfeydj curk gSrFkk bl ea i R; d bdkbz dk , d fuf' pr dk; Z glærk gA l æBu dh foHkkUu bdkbz, kaeal elo; LFkfi r djus dk dk; Zi zdk }kj k fu; f=r fd; k tkrk gA bl fy, xÆkky; ea l æBu LFkfi r djus dsfy, igys ml dk fu; kst u djuk cgr vko'; d gA l æBu l s xþFkky; 0; oLFk ea 'kfdR vkrh gA ; fn xÆkky; dh l eLr l ok, a l æfBr : i l s dk; Z djrh gSrks xÆkky; ea i R; d i k Bd dks l eþpr xÆkky; l ok i klr gksl drh gSrFkk osi k Bd xÆkky; l sokfNr ykHk i klr dj l drsgA

xþFkky; l æBu ea xÆkky; ds l eLr l k/kuka dks 0; ofLFkr fd; k tkrk gA foLr r vFkz ea xÆkky; l æBu dk vk'k; xÆkky; ds dk; k dks l Ei kfnr djus dsfy, vko'; d l d k/kuka dks 0; ofLFkr dj muea ij Li j l Ecak LFkfi r djuk gA xÆkky;

I æBu ea deþkj; ka dh 0; oLFkkj I kexh dh 0; oLFkkj /ku dh 0; oLFkk rFkk Hkou dh 0; oLFkk vkfn rRo fufgr jgrsga bueal sfdl h , d rRo dk iFkd I sðkbZvfLrRo dkbZ egRo ughaj [krk gSfdUrq; sI Hkh rRo vki I eafeydj tc I eflor gks tkrsgSrc ; s vR; kf/kd egROI wkZcu tkr ga bl fy, xFkky; dh LFkki uk djusti siðZbu I Hkh rRoka dh I æBukRed 0; oLFkk djuk vko'; d gsrk gS bl fy, xFkky; dh mRre I pkyu 0; oLFkk dh n"V I svko'; d I k/kuka dks t/kuk vko'; d gks tkrk ga

bl idkj xFkky; I æBu dk mnas; I eþpr Kku , oal þuk I kexh mi ; kxdrkZ/ka dk mi yC/k djuk rFkk Kku&of) dsfy, gj I Hko I gk; rk inku djuk gsrk ga bl idkj ; g dgk tk I drk gSfd xFkky; I æBu og rRo gSftI dh I gk; rk I s xFkky; I ðkvka dk I pkyu] I ello; rFkk fu; æ.k gsrk ga ; fn I æBu eafdl h idkj dh dkbZ deh jgrsgS rks 0; kogkfjd dk; Z djuk dfBu gks tkrk ga xFkky; ea I æBu dk egRo rHkh Li "V gsrk gS tc ml ea I ello; dsI kFk dk; ZI Ei Uu fd; k tkrk gSrFkk iR; d dk; Z mRre <æ I s gsrk ga fdl h Hkh xFkky; dsfy, , d vPNs I æBu I sgh xFkky; dsmnas; ka dh i kflr dh tk I drh gSrFkk I k/kuka dk vf/kd I svf/kd mi ; kx fd; k tk I drk gSftI I s xFkky; ka dks vk/kqud : i eafodfl r fd; k tk I drk ga

### **I æBuu dh ifjHk"kk,; (Definitions)**

1- nks ; k bl I svf/kd 0; fDr; ka dh I gdkjh fØ; kvka dh i ) fr dks I æBu dgrsgS

## & cukMZ

- 2- I æBu dk vk'k; 0; fDr; ka ds , d fo'ksk I eng I sgStksfuf' pr mnns ; dh i kflr dsfy, feydj dk; Zdjrk gA

## & efdQkyzM

- 3- xFkky; I æBu , d , d h ; kstuk ¼ ij[kk½ dk fuelZk djuk , oa depkfj ; ka ds i nka dk I enghdj.k djuk gsft I I sml dsfu; kstr mnns ; ka dks I okRe : i ea i klr fd; k tk I dA

&

## 0ghyj , .M xkYMgj

- 4- xFkky; I æBu dk vFkzxFkky; ka ea , d h ; kstuk dks LFkfi r djuk gsTks i qrdka , oa l puk ds I anHkzeal okRe , oadqky I ok mRi kfnr dj I dA

## & beYesu

mijkdR ifjHk"kkvka , oafoopu dsvk/kkj ij xFkky; I æBu eafuEu ckra ifjyf{kr gkrh gS&

- 1- I æBu xFkky; dh vk/kkj f'kyk gkrk gA
- 2- ; g 0; fDr; ka dk Nks/k ; k cMk I eng gkrk gA
- 3- ; g xFkky; ea depkfj ; ka dk I j pukRed tky gA
- 4- ; g xFkky; ds foHkxka rFkk depkfj ; ka ea vki I ea I keltL; LFkfi r djus dh i fØ; k gA

5- xðFkky; ea l æBu dh l jþuk l kekk; mnæs; ka dh i firz dsfy, dh tkrh gð  
bl izdkj , d vkj l æBu] xðFkky; ds foHkku dk; kð eþ foHkxka ea  
i Hkkoikz l ello; LFkfi r djusdh i fØ; k gSnw jh vkj deþkfj; ka dse/; e/kj l Eca  
k LFkfi r djusdh dyk gSft l l sfd deþkfj; ka dse/; l Ei ðk.k gks l dsrFkk xFkky;  
dsmnæs; ka dks i klr fd; k tk l dð

### 1-3 l æBu l jþuk i fØ; k %

**l æBu dh vkð pkfjd l jþuk dsnksvk; ke gS%{kfrt rFkk Å/okZkj A**  
{kfrt vk; ke l exz l æBukRed mi dk; kð dk foHkku foHkxka ea i Fkdhdj .k n' kkrk gð  
Å/okZkj vk; ke i kf/kdkj ds inkuøe vFkkz~in kf/kdkjh ds Åij l suhpsrd fLFkr cgr  
l sLrjka ds l æðka dks crkrk gð in kf/kdkj bu Lrjka ea Åij l suhpsdh vkj i ðkgr  
gksrk gð in dk Lrj ftruk Åij gksxk] in dk vf/kdkj mruk gh vf/kd gksxk rFkk in  
dk Lrj ftruk uhsps gksxk] vf/kdkj mruk gh de gksxkA

l æBu dk; Zdh i fØ; k ea , d izðkd vius l æBu dh xrfrof/k; ka dk  
i Fkdhdj .k rFkk , dhhdj .k djrk gð l æBu & dk; Zdh i fØ; k dk i Fke pj .k gð l æBu  
dsmnæs; ka ds vk/kkj ij ftu xrfrof/k; ka dks pykuk vi f{kr gSmudk fu/kkj .k  
djukA nw jk pj .k gð bu fu/kkzjr xrfrof/k; ka ea l s l eku rFkk ijLij & l æð/kr  
xrfrof/k; ks dks vko' ; drkuð kj foHkku [k.Mkð foHkxka rFkk i Hkxka ea l kekfgr djukA  
i æðk foHkxkð ftu ij eð; : i l s/; ku nsusdh vko' ; drk gð dh igpku djuk rFkk  
foHkku foHkxka ds l ki f{kr egRo dk fu.kz ysuk bl dk rhl jk pj .k gð pkfks mu Lrjka  
dkð tgkacMs vkð Nks/sfu.kz fy, tkusgð vkð fu.kz djusds dðhdj .k dh ek=k dks  
Hkh fu/kkzjr djuk vko' ; d gð vR; kf/kd fodðhdj .k l sfu; æ .k rFkk i HkkoH l ello; d  
dksBð i gprh gð fdUrqvR; kf/kd dðhdj .k l sxyr fu.kz fy, tkus rFkk dfez ka dh

ekufi d n<rk ds Vwus dh I Hkkouk cuh jgrh gA i kpok; pj.k gS izaku dh foLrkj

I hek dk fu/kkj .k djuk] ; Fkk fdrusv/khuLFk depkjh , d vf/kdkjh dks I h/ks i fronu  
djAA bl ckr ij Hkh /; ku nus dh vko' ; drk gSfd izaku dh foLrkj I hek ftruh  
Nks/h gksch] izaku ds vud Lrjka l s; Dr izaku dh I j puk mruh gh cgr-gks tk, xh  
vks] I kFk&l kFk I a sk.k , oal pkj eamruh gh dfBukbz gksch rFkk depkfj; kadksHkh vf/  
kd I [; k eafu; Dr djuk gkskA varr%l ello; u djusokyh I j puk dh LFkki uk Hkh dh  
tkuh pkfg,] rkfd foHku foHkx , d bdkbzds: i eadk; Zdj] vks] I xBu dsmnA; ka  
ea; kxnku djAA bl mnA; dh ikfir dsfy, mRre jhfr I s xrfok/fo'ySk.k]  
fu.kz, fo'ySk.k rFkk I cak fo'ySk.k djuk vko' ; d gA I xBukRed i fO; k ea l LFkk ds  
mnA; ; ka mi yC/k okrkoj.k rFkk vf/kdkj i frfocir gksus pkfg,] rFkk bl dk; Zdsfy,  
mi yC/k L=krkarFkk 0; fDr; kadksHkh /; ku eaj [kuk pkfg, A i urdky; I stMh , d vU;  
I eL; k gSfd , d k eku fy; k tkrk gSfd muds izak dsfy, I epr vf/kdkj mi yC/  
k gS i jarqokLrfodrka; svko' ; drk I sde gksrgA

**1-3-1 I xBukRed I j puk ds fuekZk ea l gk; d fl ) kr &**

I xBu dk; Zdsd fl ) karkadk mYys[k vi R; {k <x I sigys l sgh fd; k  
tk pdk gA bl [k.M eage mu fl ) karkadk foopu djAA; tksijLij I cak j [krsgsvks  
, d dky I xBukRed I j puk ds fuekZk ea l gk; rk djrgA

1- mnA; ; dh , drk dk fl ) kr & ; g fl ) kr crkrk gSfd I xBukRed I j puk  
, d h gksch pkfg, tksm | e dsmnA; ; kadh i firZgrq0; fDr; ka }kjk ; kxnku dsfy,  
I fo/kk inku djAA ; gka; g eku fy; k x; k gSfd I xBu ds ikl Li"V : i I siwZ  
i fjHkkf"kr mnA; ; gA

2- dk; Zkerk dk fl ) kr & ; g fl ) kr crkrk gSfd m | e dsmnA; ; dh i firZ

de l sde volfNr i fj. kkeka, oaykxr ea i jh gkuh pkfg, A l xukRed l j puk dks  
m | e eadk; Ldjusdsfy, l {ke cukuk pkfg, A

t\$ ge igys Hkh dg ppls gS l xBu dk; L ds dN , d s fl ) kar gS tks  
l kekl; r%ekxh'kZu dk : i /kkj.k dj yrs gA

3- **fo'kSkKrk dk fl ) kar &** mPprj Lrj dsvf/kdkfj; kads ikl l e; l lfer glrk  
gS bl fy, dby viokn Lo: i gh] ek= tfVy l eL; k, amudksHkst uh pkfg, rFkk  
l kekl; ekeys v/khuLFk depkfj; ka dks vi us Lrj ij gh fui Vkus pkfg, A

4- **fo'kSkKrk dk fl ) kar &** bl fl ) kar ds vuq kj i Hkkoh l xBu fo'kSkKrk dks  
i kRl kfgr djrk gA

5- **l jyrk dk fl ) kar &** l xBu ea; Fkkl Hko l jyrk gkuh pkfg, vS l xBukRed  
Lrj tgkard gks l ds de gkus pkfg, A

6- **ykp dk fl ) kar &** l xBu dks ypdnkj gkus pkfg, i jofr r voLFkkvka dks  
vi ukusokyk gkus pkfg, vS ey l j puk eadkbZ0; o/kku MkysrFkk NMANM+fd,  
fcuk] ml eafolrkj rFkk foLFkki u dh vuqfr gkuh pkfg, A

7- **l rgyu dk fl ) kar &** foHkku foHkxka ds vkdkj izdkj ep dlnhdj.k rFkk  
fodlnhdj.k ep fu; æ.k {ks= rFkk Lrjka dh l d; k earFkk foHkku izdkj dsdkj dkh  
t\$ sekuoh; ] rdudh rFkk vkfFkd dse/; l rgyu gkus pkfg, A

8- **0; fDrxr ;kk; rk dk fl ) kar &** l xBukRed l j puk , d h gkuh pkfg, ft l l s  
ekuoh; L=kr~dk b"Vre mi ; ks l fuf' pr gks l dA

9- **fun'ku dh , drk dk fl ) kar &** l eku mnas; okyh xrfof/k; kads l eng ds

fy, , d gh mnñs ; rFkk , d gh ; kstuk dk fu/kkj .k gksuk pkfg, A funsku dh  
, drk l sfofHkuu Lrjka ij xfrfof/k; ka dk , dh d j .k rFkk l ello; u gsrk gA

10- fu; æ .k dk foLrkj & {ks=@i zdku dk foLrkj & {ks= & , d izdkd dks l h/  
ksfj i ks/Z djus okys v/khuLFk dfez, ka dh l d ; k l hfer gksuh pkfg, A fu; æ .k {ks=  
de l sde gksuk pkfg, vksj ; g xfrfof/k; ka dh izdr rFkk fofHkuurkj , d xfrfof/  
k ij l e; dh vko'; drk rFkk 0; fDr ij fuHkj gksuk pkfg, A

11- Ldyj fl )kr & iR; d l æBu ea, d vfire ije i kf/kdkjh gksuk pkfg, rFkk  
i kf/kdkj rFkk mRrjnkf; Ro dk izkg 'kh"lz izdk l suhps dh vksj Li "V rFkk fuckZ  
k : i eai zkgfr gksuk pkfg, A ni js' kCnkaej bl sLi "V : i l si fj Hkkf"kr fd; k tkuk  
pkfg, A i kf/kdkj dh js[kk ftruh Li "V gksch l æBukRed dkyrk vksj l pkj  
mrusgh i Hkkodkj gksA vksk dh J[kyk , d , d h /kkjk gSft l ds l kFk&l kFk  
i kf/kdkj l æBu ds 'kh"lz l sfd l h dehz dh vksj izkgfr gsrk gA

12- vksk dh , drk & , d 0; fDr vius l srRdkfyd , d gh ofj "B ds ifr  
mRrjnkf; h gksuk pkfg, ¼vFkkz~ , d dehz dk day , d gh ckW gksA nksjh  
v/khuLFkrk l scpuk pkfg, A

13- i kf/kdkj rFkk mRrjnkf; Ro dk iR; k; kstu & i kf/kdkj ds iR; k; kstu dh  
i fØ; k e] vuqfur ifj .kkeka fu/kkzjr dk; k] iR; k; kstu dks l EiUu djus rFkk  
mRrjnkf; Ro fu/kkzjr djus dh ek=k bR; kfn dk /; ku j [kuk pkfg, A i kf/kdkj dk  
iR; k; kstu mRrjnkf; Ro ds l erq; gksuk pkfg, A iR; k; kstu ds rhu mi fl )kr gA  
¼d½ iR; k; kstu dk fl )kr & ; g dgrk gSfd fd l h , d izdkd dsfy,  
i kf/kdkj dk i ; kZr iR; k; kstu gksuk pkfg, ] ft l l sog viuh ; kx; rkuq kj ifj .kkeka  
dks mi yC/k djusea l eFkZ gks l dA



1/2 mRrjnkf; Ro dh furkar i wlrk dk fl ) kar & bl ds vuq kj dk; Z & fu"i knu dsfy, vi usofj"B deþkjh ds i fr fdl h v/khuLFk deþkjh dsmRrjnkf; Ro dh furkar i wlrk gkuh pkfg,] vksj dkbZHKh ofj"B deþkjh vi usv/khuLFk deþkjh dh l xBukRed xrfof/k; ka ds i fr mRrjnkf; Ro l seþr ugha gA

1/2 i kf/kdkj&Lrj dk fl ) kar & okiNr i R; k; kstu dkscuk, j [kusdsfy, vko'; d gSfd , d i cak dks vi usvf/kdkj {ks= ds vrxr vko'; d fu.kz yrs jguk pkfg,] fu.kz yusdsdk; Z dks l xBukRed l jpuk eavi usAij ds Lrj dh vksj Vkyuk ugha pkfg, A

mRrjnkf; Ro dk l cak bl ckr l s gSfd 0; fDr ds fy, D; k djuk vko'; d gS vksj tokng h , d i f0; k ; k i fDr gsft l ds }kjk dehz dks vi usdk; Z dk vksR; fl ) djus dks dgk tk l drk gA tokng h mRrjnkf; Ro ykxwdjus dh i f0; k gA l k/kj.kr%i R; d dehz vi usi ; bskd ds i fr tokng gkrk gA

i R; k; kstu l su dpy l xBukRed l jpuk ds fuekzk eaenn feyrh gS cfYd bl l si cakd dks Hkkjh dk; Hkkj l sjgr feyrh gA bl l s'kh?kz rFkk cgrj fu.kz yus ea l gk; rk feyrh gS vksj l xBu dk eukcy n<+gkrk gA i Hkkoh i R; k; kstu dh i f0; k eadN rRo l keku; r%vojksk mRi lu djrsgA , d srRoka ea vfkdkj dh {kfr dk Mj] v/khuLFk eafo'okl dh deh] l PpkbZ l keusvkusdk Mj] rF; & dFku eavl eFkrk rFkk dfBukbZrFkk ; g Hkko fd deþkjh dk; Z dksLo; agh cgrj : i eadj l drk gS bR; kfn dh x.kuk dh tk l drh gA

14- i fDr rFkk deþkjh inLFkr & i fDr i kf/kdkj ds vrxr v/khuLFk deþkj; ka i j i ; bskd dk vksk vf/kdkj vkrk gA i fDr & inLFkr eadeþkjh fn, gq dk; kdsfy, l h/ksgh mRrjnk; h rFkk tokng h gkrsgA i fDr xrfof/k; k;

osxfrfof/k; k; gStksl æBu dsiæ[ k mnns ; ka dh i firZdsfy, I h/ksgh dk; j r gkrh  
 g§ nll jh vkj deþkjh xfrfof/k; k; osg§ ftul siæDr inka dk ijke'k] I gk; rk rFkk  
 I ðk iklr gkrh g§ rFkk bu xfrfof/k; ka ea vkn'sk] vf/kdkj rFkk mRrjnlf; Ro  
 I fefyr ugha gkrA deþkj; ka dh inlLFkr I æBu dh inkuøfed I jþuk ds  
 vrxr ughavkrh gA , d h inlLFkr dsdeþkjh i k; %I gk; d] ijke'k]krk] fo'k"V  
 rFkk dki k] LVkQ ds : i ea gkr's gA deþkjh dk vf/kdkj cnyrk jgrk gS &  
 I ykgdkj %Lo; d dh rFkk vfuok; % dks I ykg nusds vf/kdkj I sydj i fØ; kRed  
 vf/kdkj rd gkrk g§ tgkafo'k]K dehz iæDr iædkd dsdk; %k= ij I keU; vf/  
 kdkj j [krk gA

fdl h I æBu ea ykbU rFkk LVkQ dse/; foHkUu Lrjka ij I ædk I h/kk]  
 I k]knz wZ rFkk Å/oækeh gskuk pfg, A iæDr deþkjh ds fookn dks ?kVk dj  
 fcYdy gh de djuk pfg, A , d k fookn Kku csk ea varj dsdkj .k i ðk gks tkrk  
 g§ ftI ea dehz , d nll js dks dkl rs g§ vkj ; g vutko djrs gSfd nll jk muds  
 vf/kdkj dks {kh.k dj jgk g§ ml ea n[ky ns jgk gS vFkok vl g; kx dj jgk gA  
 , d h f'kd; ra vke gA bu fookns ds eny e] fo'k]Krk] i fj"dr fl Lve] LVkQ  
 fo'k]Kka dh Nfo&prurk rFkk ykbu LVkQ ds ijke'k]z rFkk vf/kdkj dks ykxwdjus  
 ds mRrjnlf; Ro dk egRo bR; kfn dN Hkh dkj .k gks I drs gA ykbu&LVkQ ds  
 fookg dks I y>kuk i k; %dfBu gkrk gA bl dsfy, I ækka dh iæfr dh vPNh  
 I e> rFkk varnZ"V dk gskuk , d gh ekxz gA

**15- izk; kRed i kf/kdkj & izk; kRed I æBu ykbu rFkk LVkQ I æBu dk**  
 I åks/kr : i g§ ftI I s fo'k]Krk ds I æfr {k=ka ea LVkQ foHkx dks ykbu  
 dfez ka ij i kf/kdkj nsfn; k tkrk gA izk; kRed i kf/kdkj LVkQ fo'k]Kka dk og

vf/kdkj gSftl dsvarxZ osuketn {ks=kaeaviusuke lsvknSk tkjh dj l drs  
gA nW js 'kCnkæe} izdk; kRed ikf/kdkj og i; bSk.k 'kfdR gS ftl s , d 0; fDr  
¼LVkQ fo'kSkK½ viuh bdkbz dsckgj dh bdkbz ij iz ksx ea ykrk gA

izdk; kRed ikf/kdkj vknSk dh , drk dsfl ) kar dk mYyaku djrk gA  
l j {kk rFkk Je&l ædk tS s dk; kæe} tks iækf.kd egRo ds gS bl izdkj dk ikf/  
kdkj ipfyr gA cMsi qrdky; ka ea i qrdky; Lopkyu tS h egRroi wkZ ifj; kst ukvka  
ea izdk; kRed ikf/kdkj dh viSk dh tk l drh gA , d h fLFkr; ka dh 0; oLFkk djrs  
l e; ijh l rdZrk cjruh pkfg, A

**16- dæhdj.k vFkok fodæhdj.k & dæhdj.k** , d , d h 0; oLFkk gS ftl ea , d  
l æBu eamPpLrjh; izækd] ikf/kdkj dks vi usi kl j [krsgS vkS] ml dk i R; k; kstu  
ugha djræ dæhdj.k rFkk fodæhdj.k nksuka i {k ea cgr l s rdZ gA izækd dks  
egroi wkZ dkj dka dks /; ku ea j [krsgg dæhdj.k dh ek=k ij fu.kZ] ysuk gkrk gA

dæhdj.k ds i {k ea /; kukd"Kz k djus okys fclnq gS ekuoh 0; ogkj ij  
dæhdj.k dh l ækkok, a rFkk ; g rF; ] fd dæhdj.k l s uhfr rFkk dk; Z l s  
, d: i rk mRi Uu gksch] v/khuLFk dfeZ ka }kjk xyfr; ka ds vol j de gkæS rFkk  
dæhd; : i l s mi yC/k fo'kSkKka dk iz ksx fd; k tk l dsxk rFkk i fØ; kvka ij  
fudVre fu; æ.k j [kk tk l dsxkA

nW jh vkj fodæhdj.k l s rRI e; nW fu.kZ fy, tk l drs gS tks  
LFkkuh; okrkoj.k ds vuqny gka v/khuLFkka ea mRrj kRrj : fp rFkk mRi kg i Srk  
fd; k tk l drk gS rFkk mPp inLFk izæku ds l e; dksfu; kstu , oahfr fu/kkj .k  
bR; kfn dsfy, cpk; k tk l drk gS bl l ædk eavU; /; kr0; dkjd gS ykr dk  
fodæhdj.k] l æBu dk vkdkj rFkk tfVykr ¼; knk cMh] fofo/kdkj rFkk tfVy

xfrfof/k; k; tks vf/kd fodlñhdj.k elærh gš I LFkku dk bfrgkl ] iædkdh;  
n'kz] mi yC/k dfez, ka dh ; kx; rk] I æBu dk Hk&ksyd foLrkj ¼truk fc[kjko  
mruk gh fodlñhdj.k¼ dfez, ka dh n{krk I pkj fl LVe dh i; kZrrkA I puk  
i kñ; kfxdh t\$ h uohu i kñ; kfxd; ka usfodlñhdj.k dks I Hko cuk fn; k gA

cMsi qrdky; ka eaj [k&j [kko I ædkh I fØ; kvkaej rFkk xgdk; ZI s I æf/  
kr dk; kã ea vf/kxg.k] rduhdh i fØ; kdj.k] epz.k] I wey[ khdj.k foKku bR; kfn  
ea dñhdj.k i Hkkoh <æ I s viuk; k tk I drk gA i jarq I ok&i fØ; kvka dk  
fodlñhdj.k vfuok; ZgA Åij fn, x, dkjdka ds vk/kkj ij I okre ifj.kkeka ds  
fy, nksuka dk , d U; k; ijd I ello; u gksuk pkfg, A

**17- I ello; d rFkk , dhhdj.k & I ello; u , d , dh i fØ; k gS ftI ds }kjk ; g**  
I quf'pr fd; k tkrk gSfd 0; fDr rFkk bdkb; kj tksLora = i I s dk; Zdjrs gš  
feydj dk; Zdjara Fkk I a wkZ mnñs ; ka dh i firZdjusea ; ksnku nA nu js'kCnkaea  
I ello; u dk vfkZ gš cgr I s dk; kã dks fey&ty dj djuk ftI I s fØ; kRed  
I a wkZrk i kbZ tk I dA nu jh vkj] , dkUo; u I scgr I h Øfed , d , d&I h fØ; kvka  
ij I a Ør fu; æ.k gksrk gA

### **1-3-2 I æBukRed pkVZ%**

I æBu pkV] fdl h I æBu ds f{kfrth; rFkk Å/okZkj <kps dks inf'kr ds  
fy, , d mi ; ksch pk{kik mik; gA I æBu pkV] I æBukRed <kps dk js[kh; i Lrñhdj.k gA  
bl ds }kjk iæaku dh I hek] f{kfrth; rFkk Å/okZkj i nñ ykbu vkš LVkQ inka dk vki I h  
I ædk] i kf/kdkj dk i dkj] mRrjnkf; Ro] I pkj rFkk , dh vU; ckrka dh i Lrñr dh tkrh gA  
I æBu pkV] ij i kf/kdkj i dkj js[kk vfoHkDr : i ean' kbZ tkrh gš tcfD foHkDr js[kk ds  
}kjk dfez, ka ds inka dks vkš fclnq/ka okyh js[kk ds }kjk dfez, ka ds dk; kã rFkk fu; eka@vf/

kfu; ekads vrxr fufel I febr rFkk I æBu dsvki I h I ædk n'kkz, tkrs gð

- 1- I j puk grqfohkktdh; ekun.Mkæ dk I a kstu(
- 2- f{kfrth; rFkk Å/okZkj vofLFkfr(
- 3- fu; æ.k dh I hek(
- 4- mRrjnkf; Ro rFkk ikf/kdkj dk iðkg(
- 5- I a kstd rFkk I ello; u fclnq
- 6- pkVkkæaftI iðkj I s; sfu: fir gkrs gð og fof/k rFkk
- 7- ,d I ykgdkj I febr ds: i ea i qrdky; ij 'kkI u djusokyh i qrdky;  
I febr rFkk dfez, kæ ds dk; A

#### 1-4 i qrdky; ctV

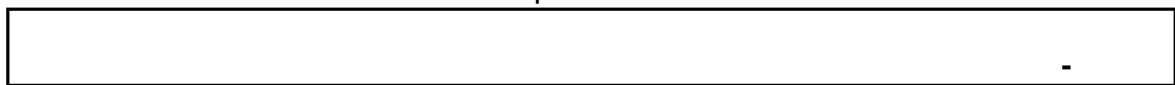
fdI h Hkh xFkky; ea xFkka rFkk I kef; d i zdk' kuka ds Ø; ] deþkfj; kæ ds

oru] LV's kujh] Quhpj] I kt&I Ttk rFkk vU; vkdfLed 0; ; vkn dsfy, /ku 1/2oRr1/2  
 dh vko'; drk gkrh gA tc /ku dh vko'; drk gS rks ml dks i klr djus dh 0; oLFkk  
 djuk Hkh ijkeko'; d gA pfid fdl h Hkh xBFkky; dh vk; , oa0; ; Nks/k eks/k dk; Zugh  
 gS vr%bl dsfy, igys l s gh vkxkeh o"z dh vk; , oa0; ; dh ;kstuk dk vuoku  
 yxkuk iMrk gA vk; , oa0; ; dsbl h ok"z vuoku dks gh ge xBFkky; ctV dgrs  
 gA vr%fdl h Hkh xBFkky; ea ctV ml ds vkxkeh o"z ea gkus okyk vk; , oa0; ; dk  
 vuokfur ys[kk gkrk gA foYl u , .M Vktj ds 'kCnka ea & vk; &0; ; d 1/2ctV1/2 , d  
 fuf'pr l e; dsfy, xBFkky; dh vuokfur vk; rFkk 0; ; dh forrh; ys[kk gA

i f]nk, & mi xBFkky; h 1/4 ok, 1/2

1. Budget is the annual estimate of revenue and expenditure of the library.  
 i gkO xBFkky; h i gkO xBFkky; h i gkO xBFkky; h i gkO xBFkky; h i gkO xBFkky; h  
 i Hkkjh i Hkkjh i Hkkjh i Hkkjh i Hkkjh  
 Oxford Dictionary xBFk vtU rduhdh vknku&inku i=&if=dk, a

2. Budget is the financial statement of estimate of revenues and expenditure of an institution for a definite period of time.



**Wilson and Tuber**

**1-4-1 mnas; rFkk mi ; ksrk &**

xBFkky; , d l koZtfud l BFkk gkrh gSft l ds l pkyu ea/ku dh 0; oLFkk  
 djuk vR; Ur vko'; d gkrk gA xBFkky; i fro"z vi uh vk; , oa0; ; dk vuoku djds  
 ml dksfu; kstr : i l sl pkyr djus dsfy, vi usctV dk fuekz dk jrsgA ctV ea

dN iedk 'k'kZkadsvUrxZ vk; rFk 0; ; dk foj.k vdr fd; k tkrk gA fu; kstr  
 vk; ,oa0; ; grqctV dk fuezk vko'; d gA bl dsek/; e l svk; dk l oZSB mi ; kx  
 l lko gkl drk gSrFk l kFk gh vko'; d ,oami ; kxh enka ij gh /kujkf'k 0; ; gkrh gA  
 ctV dk iedk mnas; vk; rFk 0; ; dk l rgyu LFkfi r djuk vks vk; dksfu; kstr  
 : i ea; qDriwZ < a l s0; ; djuk gA ctV ds }jkk ; g igysl sgh Kkr gk tkrk gsf  
 fdruh /kujkf'k fdu&fdu enka ea0; ; gsk iLrkfor gA xFky; dsfy, ctV dk  
 fuezk fuEu dkj.kka l svko'; d g&

- ❖ xBFky; eactV dsek/; e l svk; ,oa0; ; dk vuoku igysl sgh gk tkrk gA
- ❖ ctV dsek/; e l sgh xFky; dh vk; i klr gkrh gSrFk ctV dsgh vuq kj  
0; ; fd; k tkrk gSvr%nkuka eafu; a.k cuk jgrk gA
- ❖ ctV l sgh xBFky; dh vk; rFk 0; ; ea l rgyu LFkfi r gkrk gA
- ❖ ctV dsek/; e l sgh vko'; d rFk mi ; kxh enka ij gh /kujkf'k 0; ; gkrh gA
- ❖ ctV iLr fd; s tkus l s xBFky; i kf/kdj.k ,oavf/kdkfj; ka dk xFky; dh  
vk; ,oa0; ; dk igysl sgh foj.k i klr gkrk gA
- ❖ ctV xBFky; dk ekax i = gkrk gSvFKZ~ctV eafn [kzbZxbZ l eLr vk; vFkok  
/kujkf'k dks xBFky; h i klr djus dk vf/kdkjh gkrk gA
- ❖ ctV ds }jkk gh /ku dksfu; kstr < a l s0; ; fd; k tkrk gSvFKZ~ft l en ds  
fy, /ku dh 0; oLFk dh tkrh gSm l h en ea [kpZ djus dk xBFky; h vf/kdkjh  
gk tkrk gA
- ❖ fd l h uohu vko'; drk dsfy, ctV ea igysl sgh i ko/kku djuk gkrk gA
- ❖ xBFky; dsLrj dh nV l s kh ctV dk fuezk vko'; d gkrk gA

## 1-4-2 fo'kškrk, a%&

xɪfky; ds fy, ctV cukrs l e; dN fo'kšk ckrka dk /; ku j [kuk vko'; d gkrk gA ftUgactV dh fo'kškrk, avFkok y{k.k dgrsgA ; fn bu fo'kškrkvka dks /; ku eaj [kdj ctV dk fuekzk fd; k tkrk gšrksog ctV vo'; gh , d vkn'kz ctV gks l drk gA vkn'kz ctV eafuEu fo'kškrk, agkrh gA

- ❖ **y{; Red &** fdl h Hkh xɪfky; dk ctV xɪfky; dsmnəs; vFkok y{; ka ds /; ku eaj [kdj cukuk pkfg, rFkk l gh vk; , oa0; ; dsmnəs; ka, oay{; ka ij Hkh /; ku j [kuk pkfg, A
- ❖ **l e; ij &** vkn'kz ctV ogh dgykrk gš tks vi usuf'pr l e; cukdj rš kj dj fy; k tkrk gš rFkk xɪfky; i kf/kdj.k ds l e{k l e; ij j [k fn; k tkrk gA ft l l sml eaekah vk; dh 0; oLFkk djus dh ; kstuk i kjkk dh tk l dA
- ❖ **fuf'pr vof/k &** vkn'kz ctV dk iæ[k y{k.k ; g gšfd og , d fuf'pr l e; kof/k vFkkz~vf/kdkk : i l s, d o"lz dsfy, fufež fd; k tkuk pkfg, A
- ❖ **foHkftr vk/kj &** ctV ; fn foHkftr cuk; k tk; rks mRre jgrk gš bl ds fy, foHkxokj gh vk; , oa0; ; dk fooj.k i Lrŋ djuk pkfg, A D; kf d bl l s xɪfky; ka ds foHkUu foHkxka ds dk; kž, oal ōkvka dk fo'yšk.k cMh l jyrk l sfd; k tk l drk gA
- ❖ **l R; rF; kaj vk/kfjr &** xɪfky; ds ctV eavk; , oa0; ; dk l R; fooj.k , oarF; ka dks i Lrŋ djuk pkfg, ft l l svkxs dkbZ i jš kkuh u gks l dA
- ❖ **fi Nys o"lz ij vk/kfjr &** ctV fi Nys o"lz dh vk; , oa0; ; dks /; ku ea j [kdj gh cukuk pkfg, A



- ❖ **vk; ds Bkl I k/ku & ctV** eafn [kk; s x; s vk; ds L=kr~Bkl gksus pkfg, ftul s /ku i klr gksusdh i wkZl Hkkouk gkA , d sL=kr~ughafn [kkuspkfg, ftul s vk; i klr gh u gksl dA
- ❖ **0; ; I sl x/kr mfpr dkj.k & ctV** ea; fn fdI h en ea [kpZvf/kd fn [kk; k x; k gSrksl kFk gh ml eaml dk I efpr dkj.k Hkh ctV ea i Lr r djuk pkfg, A
- ❖ **xHfky; I okvka ij iHko & ctV** ea, d h dkbZckr vFkok i ko/kku ugha djuk pkfg, ftl I s xHfky; }kjk inRr I okvka ij ifrdy i Hko i MA tS sfdl h Hkh deþkjh }kjk fj i xkQh dh I ok, ainku dh tkrh gSrksml dh I okvka dks I ektr djus dk i ko/kku ugha gksuk pkfg, bl I s fj i xkQh I ok dks dln dj nsk i M+ tk; skA
- ❖ **okf"kd ifronu dsfy, vko' ; d & pfd** ctV ds I kFk xHfky; dk okf"kd ifronu I ayXu fd; k tkrk gSftl I svf/kdkjh.k xHfky; eafd; sx; sdk; k, oa I okvka dk Hkh voykdu dj I dsrFkk xHfky; dsfy, ctV dk i ko/kku djrs I e; fopkj dj I dA

**1-4-3 0; ; dk fu/kkj .k**

xHfky; ka ea 0; ; dsrhu i eð[k en gSftuea xHfky; dh I Ei wkZ vk; dks 0; ; fd; k tkrk gA vc izu mBrk gSfd 0; ; dsbu rhu i eð[k en ka eady ctV dks fdruk i fr'kr /ku 0; ; djuk pkfg, A

**1/2 deþkfj; ka dk oru & fdI** h Hkh xHfky; dks I pk: : i I s pykus dsfy, f'kf{kr] i f'kf{kr] ; kX; ] deB] , oa fu"Bkoku deþkfj; ka dh vko' ; drk gksh gS ; fn xHfky; dsfy, I oZqk I Ei lu LVkQ dh vko' ; drk gksh gSrksml gAmI h ds vuq i orueku rFkk vU; vkfFkd I fo/kk, aHkh feyuh pkfg, A deþkfj; ka dsoru

fu/kkj .k xBfky; dsdy ctV dk 50 ifr'kr deþkfj; ka dsoru l sfy, j [kk  
tkuk pkfg, A

**¼k½ v/; ; u l kexh ij 0; ; & xBfkkrFkk i kB; & l kexh dsfcuk Hkh xBfky; dh**  
dYi uk ughadh tk l drh gA D; kfd xBfk xBfky; dsvk/kkj gksrgA i kB; & l kexh  
dsØ; djusgrqxBfky; ka ea/ku dk i ko/kku djuk vko'; d gkrk gA vc izu  
mBrk gSfd xBfky; ea xBfk , oavU; i Buh; l kexh Ø; djusdsfy, dy ctV  
dk fdruk Hkkx 0; ; fd; k tkuk pkfg, A bl dsfofHku er , oafI ) kr gA bu erka  
, oafI ) kar ka ij fopkj djusdsi 'pkr~'k\$kf.kd xBfky; ka eady 0; ; dk i qrdk  
i =& if=dkvkarFkk ftYncnh ij fuEu izdkj 0; ; djusdk l qko fn; k tkrk gA

i qrdkaij

25 ifr'kr

i =& if=dkvka ij

10 ifr'kr

4

0

ifr'kr

ftYncnh ij

5 ifr'kr

**½k½ vU; fof/k 0; ; & xBfky; ka ea eq; : i l s deþkfj; ka dk oru rFkk**  
i kB; & l kexh dk Ø; ek= nksgh en gksrgA budsvfrfjDr i R; d xBfky; ea  
0; ; dh dQ vU; en Hkh gsrh gSt\$ s& xBfky; ea izdkj dh 0; oLFkk djusgrq  
Quhpj bR; kfn grq y\$ku l kexh ty dh 0; oLFkk vkfnA ; | fi xBfky; ds  
izdkj dsvuq kj gksbu vU; enka eafofHkurk gsrh gSbl fy, l k/kkj .kr; k dy  
ctV dk 10 ifr'kr l s20 ifr'kr rd vU; enka ij 0; ; djuk mfpr gkrk gA

**1-4-4 fof/k; k**

i R; d xBfky; pkgsNk/k gks; k cMk ctV l sgh l pkfyr fd; k tkrk gA

vf/kdkák xBFkky; ka ea xBFkky; h rFkk xBFkky; dk ofj"B LVkQ vf/kdkfj; ka ds funð kka  
, oafu; eka ds vuq kj ctV dk fuekZk djrs gA ctV dk fuekZk gkus ds ckn ml svf/  
kdkfj; ka ds l e{k iLr¶ djus l sigys; fn vko'; d gqk rks xBFkky; I febr }kjk  
i pfu jh{kr} fd; k tkrk gSrFkk ml dk vuøksnu fd; k tkrk gA

xBFkky; ka ea ctV cukus dh dN fof/k; k; gkrh gSftueal sdN ijEi jkxr  
gkrh gA rFkk tks vf/kdkák xBFkky; ka }kjk 0; ogkj ea ykbZ tkrh gS dN uohu fof/k; k;  
Hkh fodfl r gøZ gS tks vkt dr dN vk/kfud xBFkky; ka ea iz; kx ea ykbZ tk jgh gA og  
bl izdkj gS &

- 1- ykbu ifr ykbu ctV
- 2- ikskte ctV
- 3- ijQkeBl ctV
- 4- lykfuax&ikskfeax ctV
- 5- 'k; vk/kkfjr ctV

### 1- ykbu ifr ykbu ctV %&

I cl sl keU; izdkj dk ctV ykbu&ifr&ykbu ctV gkrk gA bl izdkj  
ds ctV ea 0; ; ds enka dks foLr r Hkkx ka ea foHkkftr dj fn; k tkrk gS tS s& i qrd  
, oa l kef; dh] oru , oa HkrR} mi dj.k , oa l kt&l Ttk rFkk vkdfLed 0; ; vkfn rFkk  
ftUga i q% mi oxkZ ea foHkkftr fd; k tkrk gA ctV fufeZr djus dh ; g I keU; , oa  
ijEi jkxr fof/k gSftl eafi Nyso"Kz ds iR; d en ds 0; ; ij orZeku 0; ; dk vuøku  
yxk; k tkrk gSrFkk ftl ea 0; ; ds iR; d eq; en eafi Nyso"Kz dh vi {kk 5 l s 10  
ifr'kr rd dh of) ; g ekudj inf'kr dh tkrh gS fd orZeku ikskte mrus gh

vko' ; d gsftrusfi Nyso"zFkA bl fof/k eaxFkky; dsfØ; k&dyki] xfrfof/k; ka rFkk  
l okvka dk eW; ka du ughafd; k tkrk gSrFkk Hkfo"; dsfy, Hkh dkbZuohu ; kst uk i Lrŋ  
ughadh tkrh gA bl fof/k l sctV fufeŋ djusdk l cl sieŋk ykHk ; g gkrk gSfd  
; g fof/k ctV cuk; i Lrŋ djus rFkk l e>usea vU; fof/k; ka dh vi {kk l jy gA

## 2- ikske ctV %&

xBFkky; dsfofHkUu fØ; k&dyki ka vFkok ikske ds vuŋ kj ctV fufeŋ  
djusdk , d uohu fopkj dk i knHkZb gŋ/kA bl eaxFkky; ds0; ; ds0; fDrxr enkads  
vk/kkj ij 0; ; dk vuŋku ughayxk; k tkrk gA cfYd ctV fueZk dh bl fof/k ea  
eŋ; dŋnz fclnq xBFkky; dsfØ; k&dyki gkrsgSftUga xBFkky; eavk; kŋtr djusdh  
; kst uk gkrh gA mnkgj.k dsfy, ; g dgk tk l drk gSfd ; fn fdl h fo'ofok | ky;  
xBFkky; ea l kef; d prU l ok dh 0; oLFkk djusdk fu'p; fd; k tkrk gSrksml l ok  
ds vk; kst u ea vFkkŋ~LVkŋD] l kexh] iŋk'ku rFkk vU; vfrfjDr dk; Z ea tks 0; ;  
vuŋfur fd; k tk; sk og bl iŋkj dk ctV dgykrk gA , d k ctV ikske eaykr  
dsvk/kkj ij cuk; k tkrk gSrFkk ifro"z bl iŋkj dsctV ea; g igysl sgh fuf'pr  
djuk i Mrk gSfd D; k i kjHk fd; sx; s ikske dks fujaru tkjh j [kuk gS; k l akkŋ/kr  
djuk gSml eadŋ ifjorZu djuk gSvFkok fcYdy gh l ektr djuk gA bu ckrka ij  
fopkj djdsgh ikske ctV rŋ kj fd; k tkrk gA

## 3- ijQkeŋll ctV %&

ctV fueZk k Hkh ; g fof/k ikskfeax ctV ds l eku gh gkrh gSek= vUj  
; g gkrk gSfd bl ea ikske dh vi {kk xBFkky; dh miyfc/k; ka ij vf/kd cy fn; k  
tkrk gA bl ea 0; ; dk vk/kkj xBFkky; dsfØ; k&dyki gkrsgSftuea deŋkfj; ka dh  
dk; Z djusdh {kerk ij vf/kd tkj fn; k tkrk gA bl eaxFkky; eafdl h fuf'pr l e;

ea xBFkky; ds l Hkh fØ; k&dyki ka l s l Eca/kr rF; ka ds l æg dh vko'; drk gkrh gS rFkk  
ykr&ykhk fo'y'sk.k vkfn i zdk dh rduhfd; k; xBFkky; dh mi yfc/k; ka rFkk LFkfi r  
fl ) kr dk eV; ka du djus ds fy, mi ; kx eaykboz tkrh gA mnkgj.k ds fy, tS s& i qrdka  
dh l [; k] oxh'ir rFkk l ph'ir i qrdka dh l [; k] buds i fØ; kdj .k dk; Zeayxusokyk  
l e; ij rF; vk' dMsekua 'kfdR rFkk dk; k' dks djus ds mi dj .k&l kexh ds fu/kk'j .k ds  
fy, l æfgr fd; s tkrh gA

ctV fuelzk dh ; g fof/k xqk dh vi {kk i fjek.k dh eki djrh gS ft l dks  
/kujkf'k ds : i eaeki uk vR; Ur gh dfBu dk; Zgkrk gA okLro ea xBFkky; tS h , d  
l okdkjh l LFk ds fy, ctV dk fu/kk'j .k xBFkky; l okvka l sml ds mi ; kx drk'z/ka dks  
fdruh l Ur'f'V feyrh gS bl ckr ds vk/kk'j ij fd; k tkrh gA

#### 4- lykfuax & i'k'fex ctV i)fr %

ctV fuelzk djus dh ; g , d vU; fof/k gS ft l ea ctV mi jkDr nksuka  
fof/k; ka i'k'fex ctV rFkk ij Ok'el ctV dh fo'k'krkvka dks l Eefyr dj ds cuk; k  
tkrh gA bl fof/k dk d'nz fcUnq lykfuax ¼ kst uk ½ ij gkrk gA ; g fof/k xBFkky; ds  
mnas ; ka , oa y{; ka dks ydj i k'jk gkrh gS rFkk i'k'fex vFkok l okvka dh LFkki uk ij  
l ektr gkrh gA ; g fof/k xBFkky; ds fu; k'ftr fØ; k&dyki k' i'k'fex , oa l okvka rFkk  
mlga i kst DV ds : i ea fØ; k'flor djus rFkk vko'; d l kefxz ka dks v'ire : i es ctV  
dsek/; e l sinf'kr djus l s l Eca/kr LFkfi r djrh gA

#### 5- 'k'f; vk/kk'jr ctV %

fopjka dh n'f'V l s 'k'f; vk/kk'jr ctV lykfuax i'k'fex ctV ds l eku  
gh gkrk gA bl idkj ds ctV ea or'eku o'kz l sigys vFkk'z -Hkr dky eaD; k g'g'k gS \

bl ij /; ku u fn; k tkdj oržku l kef; d xrfof/k; ka ij vf/kd /; ku fn; k tkrkA  
bl idkj dh ctV fof/k eai R; d i kxke vFkok fØ; k&dyki dk foLrr fooj.k i Lrŋ  
fd; k tkrk gSrFkk ml dsfy, foRrh; 0; oLFkk fi Nyso"KZ dk l mHKZfn; sfcuk i Lrŋ dh  
tkrh gA nŋ js 'kCnka eafOr dh ekx i R; d o"KZ uohu fl js l sdh tkrh gA fi Nyso"KZ  
ds0; ; l sbl idkj dsctV eadkbZ l Ecak LFkkfir ughafd; k tkrk gA

ctV fufeŋ djusdh bu fof/k; kadk i knŋkkZ vHkh&vHkh dŋ l e; igys  
gŋk gSrFkk bl idkj dsctV cukusokys; g rdZnrsgSfd ; sfof/k; k ijEijkr fof/  
k; ka l smRre gSokLro eabu fof/k; kads }kjk i Lrŋ fd; sx; sctV xBFkky; dh ctV  
l Ecakh vko'; drkvka xrfof/k; ka , oal ōkvka dk , d i wKZ fooj.k inf'kŋ djrs gA

Hkkjr eavf/kdka kr% l Hkh xBFkky; ijEijkr fof/k; ka l sctV dk fuekZk  
djrs gS dŋy gky dsgh dŋ o"kkZ eactV fufeŋ djusdh uohu fof/k; kadh vkj dŋ  
xBFkky; kadk /; ku vkdf'kŋ gŋk gA bl ea , d ckr /; ku nus dh gSfd vf/kdr  
xBFkky; kads dk; Z , oal ōkvka es dkbZ i fjorZ ughagkr k gS tks , d ckj i k jHk gks tkrh  
gS osfujrj pyr h jgrh gS vkj fdl h Hkh l jr eacn ughadh tk l drh gA

#### 1-4-5 fl )kr %&

1- 0; ; 'khy l LFkk, a & xBFkky; ka eafdl h Hkh idkj dh i R; {k : i l s dkbZ vk;  
ughagkrh gS tS k fd vU; l LFkkvka eagr k gA vr%; g vk; dkjh l LFkk rks ughagkr  
ij 0; ; dkjh vo'; gkrsgA deŋkfj; kads oru] i kB; & l kexh dsØ; ] rFkk vU; 0; ; ka  
dsfy, /ku dh vko'; drk vo'; gkrh gS bl fy, buds l pkyu eak= 0; ; gh gkr  
gA

2- o/kZ'khy l LFkk & xFkky; dh idfr o/kZ'khy gkrh gA MKW j akukFku dk  
i pe- l Hkh ; gh funk nrk gA vFkZ~xBFkky; ds i R; d {ks= eafnu& i frfnu o"KZ

ifro"lz of) gkrh jgrh gA xBFkky; ea i kB; & l kexh ea of) i =& i f=dkvka ea of)  
l e; kud kj uohu l okvka vks dk; k3 ea of) xBFkky; ds vkd kj ea of) de p kfj; ka dh  
l [; k ea of) ds l kFk & l kFk xFkky; ds mi; kx d r k z/ka ea of) gksuk Hkh LokHkkfod gS vks  
bu l Hkh ea of) ds l kFk & l kFk xFkky; ds ctV ea Hkh of) gksuk LokHkkfod gA

3- **xBFkky; ea/ku dh ekax vkorhZ gkrh gS & xFkky;** , d o/kz'khy l LFkk gh  
ughagkrsgSos, d ckj LFkkfir gks tkus ds ckn geskk fo | keu jgrsgS vks buea geskk  
/ku dh ekax cuh jgrh gA D; khd fujarj mi kns mRre xFkky; l ok inku djusdsfy,  
/ku dh ekax vo'; d cuh jgrh gA bl ds vfrfjDr ; fn dkbZ xBFkky; i kB; & l kexh u  
[kjhns u gh dkbZ vU; 0; ; djsfQj Hkh xBFkky; de p kfj; ka dsoru dsfy, rks/ku dh  
vko'; drk vo'; i Mfh gS tks i frekg nuk vko'; d gA

4- **foRrh; fu: i .k dk fl )kr & xFkky;** dh fofHkkU l okvka, oaf0; kdyki ka dks  
l pk: : i l spykus dsfy, vko'; d /ku dh ek=k dk l gh & l gh vupek u yxkus dk  
dkbZ l fuf'pr , oaf0'ol uh; fl )kr ughagA ft l dsu gks l svfuf'pr l EHkkoukvka, oa  
vupek ds vk/kkj i kFkfedrk, afu/kkZjr djusdh vko'; drk gkrh gA fd l l ok ; k l fo/  
kk dks dc vks fdruk egRo fn; k tk; \$ ; g i kFkfedrk ds vk/kkj ij fu/kkZjr fd; k  
tkrk gA i kFkfedrvka ea l nb ifjorZu gkrk jgrk gS vks l e; & l e; ij mudk 0e  
Hkh cnyrk jgrk gA

5- **ifr 0; fDr fof/k & bl fl )kr** ds vuq kj xFkky; ea; g fu/kkZjr fd; k tkrk  
gS fd fd l h {ks=} in sk vFkok jk"V<sup>a</sup> ea xFkky; l ok inku djusdsfy, ifr 0; fDr fdruk  
U; ure 0; ; djuk gksckA MKW jaxkukFku usbl fl )kr ds vuq kj fd l h fo'ofolky; ea  
20 : - l s150 : - rd ifr Nk= rFk 300 : - ifr v/; ki d 0; ; djusdk i ko/kku fuf'pr  
fd; k gSA

**1-46 i qrdky; vk; dsL=kr**

fdl h l l Fkk ds l q pkyu dsfy, /ku vFkok foRr , d vko' ; d mi dj .k  
gkrk gA foRr dh 0; oLFkk djus dksgh foRr&0; oLFkk dgrsgA xBFkky dsHkou&fuekZ.k]  
xHkka dk Ø; ] de p kfj ; ka ds oru] fct yh] i kuh] cBus dh 0; oLFkk vkfn l Hkh dsfy,  
/ku dh vko' ; drk gkrh gSvr%/ku dks i klr djus ds l k/ku Hkh gkrsgSvFkkZ-ftu l k/  
kuka l s xFkky; dh foRr&0; oLFkk dh tkrh gS mlga vk; ds L=kr~ dgrs gA tks  
fuEukuq kj gA

- 1- **I jdkjh /ku & n'sk** dh jk"Vh; I jdkj rFkk i kUrh; I jdkja xFkky; ka dsfy,  
vf/kd l svf/kd /ku mi yC/k djkrh gA
- 2- **xBFkky; Qhl & xBFkky;** ka ea i kBdka l sdN Qhl i at hdj .k 'ky'd vFkok vU;  
rjg l sol y dh tkrh gA tS s& Ldnyk dkystka rFkk fo' ofo | ky; ka ea i frekg  
Nk=ka l s xBFkky; Qhl yh tkrh gSrFkk fdl h&fdl h xBFkky; ea dk'ku euh ds  
: i eaHkh Qhl yh tkrh gA bl rjg xBFkky; Qhl Hkh xBFkky; foRr 0; oLFkk  
dsfy, , d i e [k L=kr~ds: i ea gkrh gA
- 3- **Q.M ,oanku & xFkky;** , d ykd dY; k.kdkjh l l Fkk gkrh gSmudk mnas ;  
ykd dY; k.k djuk gh gkrk gSbl fy, vud i jki dkjh , oal ekt l dh 0; fDr , oa  
l l Fkk, a xBFkky; ka dh LFkki uk , oamuds l pkyu dsfy, nku ds: i ea /kujkf'k  
i nku djrsgA
- 4- **n.M ,oavfrns 'ky & xFkky;** ds dk; Z dks l pk: : i l spykus dsfy,  
xFkky; dsfu; eka ea dN vFkh.M bR; kfn dk i ko/kku fd; k tkrk gS; Fkk i kBdka  
}kj k xFk dksuf' pr frffk rd oki l u djus ds dkj .k mu ij i frfnu dsfgl kc



I sdN vFkh.M ol ny fd;k tkrk gA cgdk i kDd brusvkiyl h gkrsgsf d os xDFk  
dk v/; ; u djus ds i 'pkr-Hkh ml s fuf' pr vof/k ds vrj ugha ykS/k i krs gA  
bl fy, xfk ij ifrfnu n.M c<rk tkrk gA

5- **vU; L=kr & xDFkky;** ka ea vk; ds mi jkDr i æ[k L=krka ds vfrfjDr dN  
NkS&eks/sU; L=kr Hkh gkrsgA tS s& jnñ dh fcØh I svk; ] I ehukj] gkwy dk  
fdjk; k] fdl h izdk'ku }kjk vkfnA

### 1-47 **i qrdky; 0; ; dh ena%**

xDFkky; eavud deþkj h fofHku i nka i j dk; Zdj rsgamudsoru i nku  
djus ds fy, /ku dh vko'; drk gkrh gS tks xDFkky; ka ds 0; ; dk i æ[k en gkrk gA  
deþkj dsoru ij ifrekg [kpZfd; k tkrk gS tks vkorh 0; ; dgykrk gA i kB; & I kexh  
dsfcuk fdl h Hkh xDFkky; dh dYi uk ughadh tk I drh gA I koZt fud xDFkky; ka eark  
ek= i qrdsg h [kjnh tkrh gS tcf d fo' ofo | ky; xDFkky; ka rFkk 'kks'k xDFky; ka ea  
i qrdka ds I kFk&I kFk i =& if=dkvka dk Ø; fd; k tkuk Hkh vfr vko'; d gkrk gA  
bl ds vfrfjDr xDFkky; ea vU; 0; ; Hkh gkrsgS tS s& fctyh [kp] Quhþj 0; oLFk]  
LVs kujh] i=kpkj] VyhQku , oavU; vkdfLed 0; ; vkfnA

1- **xDFkky; LVkQ dk oru & xDFkky;** ds i kDdka dks mRre I ðk i nku djus ds  
fy, if'kf{kr} ; kx; ifjJeh rFkk I ðkHkoh , oafu" Bkoku deþkfj; ka dk gksuk vfr  
vko'; d gkrk gS ftluga oru i nku djus ds fy, /ku dh vko'; drk gkrh gA  
deþkfj; ka dsoru ij ifrekg 0; ; fd; k tkrk gS tks vkorh 0; ; dgykrk gA

2- **i qrdarFkk i =& if=dk, a &** fdl h Hkh xDFkky; dh dYi uk i qrdka ds fcuk  
ughadh tk I drh gA xDFk rks xDFkky; ds vk/kkj gh gA xDFkky; ea vxj xDFk  
ughagS rks og xDFkky; ugha gA vr% xFkks dks Ø; djus ds fy, xDFkky; ka ea /ku

dh 0; oLFkk djuk vfr vko'; d gkrk gA vc izu fQj ogh vkrk gSfd dN 0; ;  
fdruk Hkkx ikB; &l kexh ij 0; ; djusdk l pko iLr r fd; k Fkk rFkk 'ks{k d  
xhFkky; ka ea 40 ifr'kr 0; ; djusdk l pko fn; k FkkA cps gg 10 ifr'kr ea  
ftYncUnh rFkk vU; Nk&eks/s dk; k ij 0; ; djusdk l pko fn; kA

3- vU; 0; ; & mi; Dr enka ds vfrfjDr xhFkky; ka ds fy, fo [r] 0; oLFkk  
Quhbj] LVskujh] i=pkj vkfn vkdfLed 0; ; dsfy, Hkh /ku dk iko/kku djuk  
i Mrk gA

### 1-4-8 xhFkky; 0; ; dh vkadyu 0; oLFkk

xhFkky; ka ea /ku i e[k enka ea 0; ; fd; k tkrk gA 0; ; nks izkj ds enka  
eafd; k tkrk gSvkorhZ 0; ; rFkk vukorhZ 0; ; A de p f j; ka ds oru rFkk xhFkka ds 0;  
ij fd; k x; k 0; ; vkorhZ 0; ; rFkk enka ij fd; k x; k 0; ; vukorhZ 0; ; dgykrk gA  
xhFkky; ka ea vkorhZ 0; ; vkadyu djus dh fuEu fof/k; k; gS &

1- ifr 0; fDr i) fr & bl i) fr ds vuq kj xhFkky; ea ifr ikBd ij fuf' pr  
/kujkf'k i fro" kZ 0; ; djusdk iko/kku fd; k tkrk gA ftl ea 0; ; dh tkusokyh fuf' pr  
/kujkf'k dk fu/kkij .k ykxr ys[kkfof/k l sfudkyk tkrk gA i qrd ds 0; ; djusl sydj  
mi; ksdrkZ ds gkFkka ea i gpusrd yxusokys dgy 0; ; dh /kujkf'k dks 100 l sHkkx nus  
ij tksyC/kkad i kr gkrk gSog ml i qrd dk ykxr [kpZekuk tkrk gA eku yksfdl h  
egkfo |ky; ea 1000 Nk= gSbrus Nk= ka ds fy, 40 : i; sifr i qrd rFkk 50 : i; sifr  
if=dk dsfgl kc l s1500 : i; srFkk 500 if=dk vkadk dgy ykxr 0; ; 8500 : i; svkrk  
gA bl /ku ea 1000 dk Hkkx nus ij yC/kkad 85 vkrk gA ; g /kujkf'k i R; d Nk= ij  
xhFkka ds fy, 0; ; dh tkuh p kfg, A

MkW jakuFku usl u 1965 ea ifr Nk= ij 20: i; svkS ifr v/; ki d ij

300 : i ; svFkok i fr Nk= ij 50 : i ; sdsfgl kc l s1000 Nk=kædsfy, 50000 : i ; so"lz  
ea0; ; djusdk vkædyu fd; k x; k FkA fons'kkaea; g dbZxqk vf/kd gA i jh fj i kZ/  
us3000 i wZLukrd Nk= 1000 'kks'k Nk= rFkk 500 v/; ki dka ij i fro"lz 98-005 i kSM  
0; ; djusdh l rfr dh FkA ij foxr o"kkz ea i qrdka ds eW; ka ea rFkk vU; 0; ; ka ea  
vR; kf/kd of) gpZgsvktdy ml svo'; /; ku j [kuk pkfg, A

vukorhZ0; ; dk fgl kc fudkyusdsfy, vko'; drkvkavkS [kjnhh tkus  
okyh oLrvka dh nj dks /; ku ea j [kdj vko'; d dgy [kpZvkædk tkrk gA

**2- vuq kr fof/k & pñd xFkky;** fdl h Hkh fo'ofok |ky; dk ân; dgk tkrk gS  
bl fy, mudk ; g nkf; Ro gSfd osxñFkky; dsfodkl dsfy, vi usctV eal sfuf'pr  
vuq kr ds vuq kj xñFkky; ds l pkyu dsfy, /kujkf'k fuf'pr djA vuq kr dk ; g  
i fr'kr de l sde gkrk ftrus/ku dk vuq kr fuf'pr fd; k x; k gSmruk /ku vo';  
gh mi yC/k djuk pkfg, A bl fof/k l sfofHku fo }kukñ l ñFkkvka, oal fevr; ka us i fr'kr  
dk vuq kr fuEukuq kj fuf'pr fd; k gA

¼½ fo'ofok |ky; f'k{k vk; ksx ¼1948½ & 6-5 i fr'kr ¼40 : i ; s i fr Nk= ij 0; ; ½

¼½ f'k{k vk; ksx ¼1965½ & 6-5 i fr'kr l sydj 10 i fr'kr rd ¼25 : i ; s i fr  
Nk= 300 : i ; s i fr f'k{k d½

¼ ½ vf[ky Hkkjrh; xñFkky; l Eesy & 6 i fr'kr l sydj 10 i fr'kr rdA

¼½ fo'ofok |ky; xñFkkyf; ; ka dh l ækSBh ¼t; i j½ & 10 i fr'kr

**3- foLrkj i) fr & bl i) fr** ea vkorhZ0; ; ds l Hkh enka ij yxusokys0; ; ka dk  
tkM+fy; k tkrk gA tS s& oru] xñFkka dk Ø; ] l j {k.k dk; Zvkfn ij yxusokyk 0; ; A  
dgy tkMh gpZ/kujkf'k dkscjkcj fg l l kaefoHkkftr dj , d Hkkx dks de pñkj; ka dsoru  
ij vkSj nñ jk Hkkx vU; enkaea0; ; fd; k tk; A de pñkj; ka dsoru ij yxusokys0; ;

dk vkodyu ; mhl h dsLVKND Qkejk rFkk ml ds }kjk Lohdr uohure oruekuka ds  
vuq kj fd; k tkrk gA

Hkkjr l jdkj dh xFkky; l ykgdkj l febr usbl h i) fr dks l kozt fud  
xhFkky; dsfy, Lohdkj fd; k Fkka

xhFkky; 0; ; dsvkodyu dh mijkDr rhuka i) fr; ka ea l svflure vFkz~  
foLrkj i) fr fufobkn : i l sl oekU; dh xbzgA ij fd l h fo'ofok | ky; xhFkky; ds  
l mHkZeaMKW jxkukFku dk ijke'kzgsfd Lukrd , oaLukrdkRrj Nk=ka dh vko'; drkvka  
dh i frZdjusdsfy, vkorhZ0; ; dk vkodyu i fr0; fDr i fro"kh dh i) fr l sgh djuk  
pkfg, rFkk f'k{khd , oa'kksk Nk=ka dsfy, vkorhZ0; ; dk vkodyu foLrkj fof/k l sdjuk  
pkfg, A

### 1-5 l kjkka

1- l xBukRed l jpuke[; mis; gS, d l {ke dk; Zkhy rFkk l pkj izkkyh dks  
l fuf'pr djuk] 0; fDrxr l rksk rFkk l xBukRed , oa0; fDrxr igpku gSA

2- bl bdkbz ea vks pkfjd] i jafjd] f{kfrth; , oa ; ka=d l jpukevka ij /; ku  
dflær fd; k x; k gSA

3- l xBukRed dk; Zdk foopu foLrkj l sfd; k x; k gsmu vko'; d fl ) karka dh  
Hkh 0; k[; k dh xbzgsftul sfd l h l xBu dk vkdkj curk gsvks tksfofHku bdkbz ka  
dschp i jLi fjd l a kstd dkj dka ds l rksk rFkk fuhkzrk dks l fuf'pr djrs gA

3- vr ea l xBukRed pkVZftul sl xBu dh l jpukeRed 0; oLFkk dh jsh; i Lrfj  
gksh gSA

4- bl bdkbz ea i rdky; dsvk; &0; ; dh i) fr; ka dk Hkh o.ku fd; k x; k gsrFkk



**Library Organisation Structure and Budget (Planning & Control)**

- 3-0 Introduction
- 3-1 Objectives
- 3-2 Organisation : Meaning & Definition
  - 3-2-1 Organisation ; Library
- 3-3 Organisation Structure Process
  - 3-3-1 Library Structure dsfuekzk eal gk; d fl ) kr
  - 3-3-2 Library Structure pklz
- 3-4 Library Budget
  - 3-4-1 Introduction ; rFkk mi ; kfxrk
  - 3-4-2 fo' kskrk, a
  - 3-4-3 0; ; dk fu/kkj .k
  - 3-4-4 fof/k; ka
  - 3-4-5 fl ) klr
  - 3-4-6 Introduction ; vk; dk L=kr
  - 3-4-7 Introduction ; 0; ; dh ena
  - 3-4-8 Introduction ; 0; ; dh vadyu 0; oLFkk
- 3-5 Let us sum up
- 3-6 Self Check Exercise

**baeb&4 %i qrdky; kaesekuo l d k/ku fodkl ] i qrdky; 0; ol k;  
rFkk i q% vfhk; ahdj.k**

(HUMAN RESOURCE DEVELOPMENT IN LIBRARIES, LIBRARY  
PROFESSION AND REENGINEERING)

- 2-0 fo" k; i D\$ k (Introduction)
- 2-1 mÍ\$ ; (Objectives)
- 2-2 ekuo l d k/ku fodkl %çLrkouk  
(Human Resource Development: Introduction)
- 2-2-1 ekuo l d k/ku fodkl D; k gS \
- 2-2-2 vko' ; drk rFkk mnas ; %&
- 2-2-3 ekuo l d k/ku fodkl ds?kVd %&
- 2-2-4 ekuo l d k/ku fodkl i fØ; k %&
- 2-3 Hkkj rh; i qrdky; ka rFkk l ipuk d bñkaes ekuo l d k/ku fodkl  
(Human Resource Development in Indian Libraries and Information  
centre)
- 2-4 i qrdky; 0; ol k; (Library profession)
- 2-4-1 vkpkj uhfr , oa vkn' kZ
- 2-4-2 vko' ; drk %&
- 2-4-3 i kp l # %&
- 2-4-4 Lrj %&
- 2-5 i q%vfhk; ahdj.k %i Lrkouk (Re-engineering : Introduction)
- 2-5-1 rRo
- 2-5-2 eY; ka du dsfl ) kar
- 2-6 l kjka k (Let us sum up)
- 2-7 Lo& tlp vH; kl (Self Check Exercise)

**2-0 fo"k; i dS k&**

tu'kFDr dh xqkoUkk fdI h Hkh I æBu dsI Hkh I d k/kukaeal okZ/kd eW; oku rFkk egRoi wZ I d k/ku gS; g og 'kFDr gS tks vU; I Hkh I d k/kuka dks I fØ; dj I æBu ds I d k/kukadksmi ; kxdrkZ/kadsfy; smi ; ksch mRi knka vks I okvka dsI okBke mRi knu , oa I pkyu ea I gk; d fl ) gkrh gSA

bl bdkbZeage ; g I e>æafd ekuo I d k/ku fodkl D; k gSvks bl svk/kfud iZdku uhfr ea i æqk LFkku D; kafn; k x; k gSA xqkoUkk dks I fuf' pr djusdsfy; sbl I d k/ku ds xBu , oafof/k mi k; ea0; wjpuk vks i fjpyu fu; kstu I fefyr gSbl iZkj I sfufeZ fu; kst ukadsfu"i knu gsrqi Z kkl dh; ; æ&jpuk vks mi dj .kka ij I E; d : i I sfopkj fd; k x; k gSA

bl bdkbZ ea i qrdky; 0; ol k; rFkk i q% vfhk; æhdj .k ds fo"k; ea Hkh fn; k x; k gSrFkk i q% vfhk; æhdj .k i qrdky; dsfy; sfdl iZkj I smi ; ksch gSA bl dh tkudkj h bl bdkbZ eanh xbZ gSA

**2-1 mIs ; %&**

ekuo I d k/ku fdI h Hkh I æBu dsI d k/kukaeal okZ/kd egRoi wZ I d k/ku gSbl I d k/ku ds iZdku , oafu; æ .k ij /; ku ndj I æBu ds mRi knkad h xqkoUkk vks I okvka dks vR; f/kd mlur cuk; k tk I drk gSA

bl bdkbZ dk v/; ; u djusdsi' pkr vki fuEufyf[kr tkudkj h i klr dja&& er egRoi wZ iZdk dh; rduhdkaea , d ^ekuo I d k/ku fodkl \* (HRD) rduhd ds eW; ] ikl ixdrk vks I gh eW; kdu dks I e>uk A

er ekuo I d k/ku fodkl dh 0; wjpuk vks I fØ; kRed fu; kstu dks Li "V djuka



er ekuo l d k/ku fodkl ds ; æ fol; kl vksj mi dj .kka dk o.kzu rFkk

er Hkkjrh; i qrdky; ka rFkk l p uk d bæka ea ekuo l d k/ku fodkl ds fl ) ka rka ds iz ks l s i kl r ykHkka dk vuHko djuk A

**2-2 ekuo l d k/ku fodkl %çLrkouk**

, d l æBu dh foHkku xfrfof/k; ka ea ekuo l eng dh i Hkkodkj h l gHkkf xrk rFkk xqkkRed fu"i knu dk i fj .kke ekuo l d k/ku fodkl i fØ; k l s l ærk gksrk gSft l dk fuelz k i çdkh; l pkyu l j puk eagksrk gSvksj tks l æBu dksfo'ol uh; rk i nku djrh gS rFkk bl dh Hkkoh of) vksj fodkl dsfy, fn'kkfunðk i nku djrh gS l æBukRed l Qyrk dsfy, ; g vko' ; d gS rFkk ; g mRi knka vksj l okvka eafofokrk dk l qko vksj vfxe of) dsfy, funðk nrh gS i fj .kkeLo: i ; g l kp l æBu ds dfez ka dks vud i dkj dsyHki n gksxA vr%, d l æBu ds l Hkh Lrjka i j ekuo l d k/ku fodkl i R; d l eng rFkk 0; fDr dsfy, okNuh; gS

**2-2-1 ekuo l d k/ku fodkl D; k gS\**

ekuo l d k/ku fodkl , d l xBu ds deþkfj; ka eamuds dksky rFkk muea i frLi /kkz dh Hkkouk dh vuojr-of) ea l gk; rk djus dh i fØ; k gS l æBu dks vi us deþkfj; ka gsrq; kst ukc) rFkk Øfed : i l s l qo/kk, a i nku djkuh gSA

- 1- mudsorðku rFkk vkxkeh Hkfedk l s l æa/kr foHkku dk; kðdsfu"i knu gsrqmudh {kerkva rFkk dksky ea i Hkko'kkyh of) dsfy, A
- 2- l keku; {kerkva ds fodkl dsfy, mudsLo; adsfy, rFkk@vFkok l æBukRed fodkl ds mnæs; gsrqmudh varfuigr 'kfDr; ka dks [kkst us rFkk muds nksu ds fy, A

- 3- , d l æBukRed l l dfr mRi l u djusdk mik; ft l ea l Hkh vr%bdlkbz kaean<+  
l g; kx gks vks ft l ea i fjoh{k d&v/khuLFk l ædk} l kefigd dk; ZrFkk 0; kol kf; d  
dY; k.k vks depkfj; ka ea vkrExkso dk ; kx nku l fefyr gkA
- 4- ; æ&jpuk rFkk mi dj.kka dsek/; e l s dksky c<kus dh l fjo/kk rFkk
- 5- 0; wjpuk vks i fjpkju] ekuo l d k/ku fodkl fu; kst u ea l ekfo"V ?kVdka }kjk  
{kerkvka ea l qkkjA

## 2-2-2 vko' ; drk rFkk mnns ; %&

, d l æBu ds dehZ vU; l Hkh l d k/kuka dks ewrZ mRi knka rFkk l okvka ea  
: i krfjr dj , d i æqk Hkiedk dk fuokg d jrsgA bl fy, , d l æBu ds fodkl Øe  
ds i R; d igyweal Qyrk vftR djusgrqekuo l d k/ku fodkl ; kst uk vks uhfr ij  
/; ku nuk mi ; kxh gSA fufnZV i fj.kke l fuf'pr djus ds fy, depkfj; ka ds dksky  
vks Kku ea l rr~of) vko' ; d gA døy depkfj; ka dh l keF; ZrFkk {kerkvka ea of)  
djuk gh ugha vfi r qmuea mRi j .kk} l efi R l gHkfxrk] vxZLrrk , oa i frcnArk dk  
Hkko mRi l u djuk] rFkk l æBu ds yf{kr mnns ; ka rFkk xar0; ka dks i klr djus dh fn'kk  
eafd, tkusokys iz kl ka dk Hkh i kRl kfgr djuk rFkk l e) cukuk vko' ; d gA

xkgd dh l æq"V rFkk i nRr l okvka , oa mRi knka dh xqkoRrk ds ; qy  
?kVd gh fdl h l æBu dh ml {ks= ea l nHkkouk rFkk i fl f) dks c<krsgsvks ml dh  
l Qyrk dks l fuf'pr djrsgA Kku rFkk dksky ea of) ds l kfk depkfj; ka dks bl ea  
l fefyr djuk Li"V : i l smi ; Dr mnns ; ka dh mi yfc/k gA

bl fy, fuEufyf[kr ckrka dks l fuf'pr djus gr] fdl h Hkh i dkj ds  
l æBu ds fy, ekuo l d k/ku fodkl vko' ; d gS%

- 1- vflrRo rFkk fLFkjrk( of) rFkk fodkl A
- 2- ifjorZu rFkk fofo/krk(
- 3- fØ; kdyki ka dks vf/kd i Hkko' khy cukusgrq i q% rkyesy djuk(
- 4- {ks= ea usRo i nku djusokyh Hkfedk dk fuokZg djuk(
- 5- xkgdka dh I rrfV }kjk I nHkko rFkk ifl f) vftZr djuka

**2-2-3 ekuo I d k/ku fodkl ds?kVd %&**

I xBuka dks ; g pkfg, fd osekuo I d k/ku fodkl dsfy, i ; kZr I d k/ku eg\$ k djkdj ekuo I d k/ku fodkl dsbl n'kZu dkspfjrkFkZdjafd ekuoek= dks mfpr egRo ndj gh mudh I gefri wkZ Hkxhnhkj h I quf'pr dh tk I drh gA

bl fpru dk vk/kkj okD; ekuo I d k/ku fodkl dh rhu ekfyd vo/ kkj .kkvka ij vk/kkfjr gA ; s gS %

v , d I xBu ds dfeZ ka ea bl sveW; I d k/ku I e>rs gq bl ea I e; ] /ku rFkk iz kl dksyxkus dh vko' ; drkA

v ekuo I d k/kuka eaf'kSk fof'k"Vrk, agSftUgaf'kSk mi pkj dh vko' ; drk gS vk\$ ftUgavU; I d k/kuka dh Hkkr I pkfyr ughafd; k tk I drk gA

v ekuo I d k/kuka I s dke yus ds fy, ; g vko' ; d gS fd mUga I xBu dh ekuoh; &bdkbz dh Hkkr ekuk tk,] doy 0; fDrxr depkjh dh Hkkr ughA

bl fy, , d I xBu dsfy, ekuo I d k/ku fodkl dk; Øe , d I qu; k\$tr fØ; kdyki ds: i eagkrk gA bueabl dsmnns ; ka rFkk y{; kadk Li "V C; ksj k] 0; wj puk rFkk y{; kadk Li "V C; ksj k] 0; wj puk rFkk I fØ; kRed fu; kst u vk\$ bl dsfØ; kJo; u ds

fy, I efpr I k/ku] ; æ&jpuk rFkk mi dj .kka dks I Eefyr djuk pkfg, A ge dN  
foLrkj I sbu igy<sup>w</sup>ka dh tkp djæA

## 2-2-4 ekuo I d k/ku fodkl i fØ; k %

ekuo I d k/ku , d I rr-i fØ; k g\$ døy dN fØ; kfof/k; k<sup>h</sup> mi dj .kka rFkk  
rduhdka ea te?kV dk fu; kstu ek= ughagA jpuk ræ rFkk fu"i knu eW; ka du] ij ke'kz  
I æBukRed fodkl ea uo i drU bR; kfn t\$ h fØ; kfof/k; ka rFkk rduhdka dk dk; Z  
dk; k<sup>h</sup>o; u dh i fØ; k dks vkxs c<kuk gA i HkkokRi kndrk ds fy, bu fØ; kfof/k; k<sup>h</sup>  
mi dj .kka rFkk rduhdka dk I rr-i ujh{k.k djus dh vko' ; drk gA fi Nys vuHkkx ea  
of.k<sup>r</sup> fopkjka I s I pru dk; k<sup>h</sup>o; u }kj k I æBu bl fodkl dh i fØ; k dks I Ei Uu dj  
I drk gA

dk; Z I s I æf/kr i R; d igy<sup>w</sup> rFkk epns dh vkof/kd ; k fe; knh tkp  
i R; d Lrj ij] t\$ s i cdkdh; rFkk I fØ; kRed Lrj ij] dh tkuh pkfg, A dk; Z  
fo'ySk.k] thou dh xqkoRrk ftI eadk; LFky turaæ Lok; Rr dk; hy I fØ; I gHkkfxrk  
bR; kfn mRi kndrk fu/kkZjr fØ; kdyki ½ rFkk mRi knka , oa I dkvka dh xqkoRrk dk  
I fu'p; u dN igywg\$ ftu ij vf/kd /; ku nus dh vko' ; drk gA

, d I æBu dsfodkl rFkk I Qyrk eaLoLFk okrkoj .k egRo i wZ ; ksnku  
djr k gA I æBu dh i Hkko' khyrk dks I qkkjusdsfy, fØ; kdyki k<sup>h</sup> mi ; kx rFkk rduhdka  
dk yxkrkj i ujh{k.k djuk gkskA bl s I æBu fodkl ds ek/; e I s fd; k tkrk gS  
ftI dk I æk {kerk & fodkl I sgstI eal eL; kvka dks i gpkuus rFkk ml I sfui Vusds  
fy, I kefigd I g; kx dh i fØ; k i kj Hk djus dk dk; Z i Hkkohny }kj k fd; k tkrk gA  
i fØ; k {kerk eal qkkj gsrk gsfT I dk mnns ; I æBukRed LokLF; dkscuk, j [kuk rFkk

i fjoh{k.k djuk] v{ke bdkb; ka dh l gk; rk djuk] LoLF; bdkbz; karFkk Lo- uohuhdj .k  
i fØ; k okysfohkkxka dh l gk; rk djuk fojkski jd i zdkdfj .kh rFkk 'kfDr' kkyh nykadk  
l tu bR; kfn dsfy, l tx jguk gkrk gÅ

l æBukRed Kku og i fØ; k gsftl eadk; Zea l æXurk ds }kjk cgæW;  
vudjo i klr dj Kku dh i klr gkrh gÅ l æBu eai R; d dk; ZdkscgæW; cukusdk , d  
fuf'pr rjhdk gÅ l æBu ea vudj ækku foHkkx }kjk bl dh cMh enn dh tkrh gs tks  
l eL; k ds l ek/kku dsfy, foHkklu fcUnv/ka ij vkadMka dks , d= dj mudk fo'ySk.k  
djr k gS 0; k[; k djrk gS rFkk eW; ka du djrk gÅ

l kj : i e] 0; wj pukRed fu; kstu rFkk l fØ; kRed fu; kstu ij fØ; kfof/  
k; k] mi dj .kka rFkk rdudks ds , dh dj .k l s l æzk ea pplZ gkuh pkfg, A vyxko grq  
ughA fQj Hkh ; gka muds i Lrghdj .k ds fy, mlgh vudkxka rFkk l g&vudkxka ea  
foHkkftr dj fn; k x; k gÅ , s h /kkj .kkvka& tS seW; ka du] l ok fu/kkj .k] i f'k{k.k] dk; Z  
fo'ySk.k] l æBukRed rFkk dk; &l ædfr] Lo; auohuhdj .k bR; kfn & dks l æBukRed  
fu; kstu rFkk l fØ; kRed fo'ySk.k rFkk fu; kstu ij v/; kjksir djuk vko' ; d gÅ

### 2-3 Hkkjrh; i f rdky; karFkk l puk dñzkaeakuo l d k/ku fodkl %&

bl bdkbz ea i Lrgh ekuo l d k/ku fodkl dk foj .k] Hkkjrh; i f rdky; ka  
rFkk l puk dh bdkbz ka ea 0; ki r fLFkr; ka ds fy, dñ vi kl æxd l k fn[krk gÅ  
depkfj; ka dh l æ; k rFkk ctV dh n"V l sgekjs nsk ds vf/kdkak i f rdky; vR; a  
Nks/s vkSj l k/ku&fogh u gÅ ; | fi jk"Vh; i f rdky; rFkk dñ l puk dñz Hkh gs tks  
Lora : i l srFkk i Fkd l æFkkvka ds: i eadk; Zdjrs gÅ fo' ofo | ky; ka rFkk i kSj kSxdh  
l æFkkuka rFkk bl h i zkj ds vU; 'kS'kf .kd rFkk vudj ækku l æFkkvka eacMh i f rdky; rFkk  
l puk dñz gÅ i jarqbu cMh l æFkkvka ea Hkh ekuo l d k/ku fodkl ds l fu; kstr fopkj

dk; Zkhy ugha gA t\$ k fd ipyu g\$ vf/kdkak i qrdky; rFkk I puk bdkbz ka ea  
 depkfj; ka ds ekeyka dks muds i s' d fudk; ka ds i z kkl dh; foHkkx] depkfj; ka }kj k gh  
 mudsoru rFkk HkRrk vuqkkl u vk\$ fu; a.k] I Eesyuka eai f' k{k.k rFkk i R; k; kst u] dN  
 I hek rd dk; Zfu"i knu dk eW; ka du rFkk , s gh vl; ekeys dks fui V; k tkrk gA  
 dkfez fodkl ds vol j I hfer gsvk\$ osHkh , d fuf' pr Lrj rd gh mi yC/k gSrFkk  
 ; nkdnk gh fupys Lrj ds depkfj; ka dk mi yC/k gks i krs gA bl bdkbz ea pfpz I Hkh  
 i gyvka s l aak j [kusokyk ekuo I d k/ku fodkl dk dkbz Hkh foHkkx vflrRo ea ugha gA  
 fQj Hkh bl bdkbz vFkok ekuo I d k/ku fodkl dh i kl fixdrk Hkkoh I Hkkouk vka ds I mHkz  
 ea g\$ ij I kFk gh ; g bdkbz vki dka ekuo I d k/ku fodkl dh vo/kkj .kkvka rFkk  
 i gyvka dks l e>usdsfy, vol j inku djrh gA jk"Vh; ] mPp f' k{kk , oavuq dku Lrj  
 ij i qrdky; , oa I puk dlnz I p; ] vkdkj] fofo/krk] rFkk dEI; Wjhdj .k rFkk us/odZ  
 ds l kFk I dkvka eac<+jgsgA dkfez l eL; k, j 1/2 vfuok; Z: i I s depkfj; ka dh cMh I d ; k  
 I sfui Vusdsfy, ugha i jarqdk; Zfu"i knu ds eW; ka du dsfy, 1/2 I e qpr mi dj .kka ds  
 ueus r\$ kj djuk] , oa I Hkh Lrj ds depkfj; ka ds fy, i f' k{k.k] I aBukRed rFkk  
 dk; & I l dfr dk fodkl t\$ sdN vl; i gywHkh gSftudk bl bdkbz ea o.ku fd; k x; k  
 gA NkV/s i qrdky; rFkk I puk bdkbz ka ea Hkh mPp xqkoRrk i wkZ mRi kna rFkk I dkvka ds  
 fodkl rFkk fuekZk ea l gk; d rRoka ea fuEufyf [kr 'kkfey gks l drs gS &

- ❖ dkfez fu; kst u
- ❖ vk/kfu d I puk mRi kna rFkk I dkvka l s l q fj fprdj .k
- ❖ mRi kn drk
- ❖ xkgd I r f"V
- ❖ mRi kna rFkk I dkvka dh xqkoRrk
- ❖ uohu dks kyka rFkk Kku dk I p;

- ❖ dfeʒ, ka dks dk; ʒr djus grq dk; ʒ fo' yʒk.k
- ❖ fu"i knu eʒ; ka du i jke' kʒ rFkk f'k{k.k
- ❖ mRi j d nʒVdks k
- ❖ I ʒBukRed fodkl rFkk
- ❖ vuq ʒkku , oafodkl djukA

mRd"Vrk ds y{; dks I keus j [krs gq xqk; ʒr , oa eʒ; & eʒMr I ʒuk izkkyh rFkk I ʒkva ij cy fn; k tkuk pkfg, A ekuo I ʒ k/ku fodkl gh vdsyh rFkk egROI wkʒ uhr gʒ tks mPprj {kerk okys 0; kol kf; d de ʒkjh oxʒ dk fuekʒk djrh gʒ

## 2-4 i ʒrdky; 0; ol k;

0; ol kf; d vo/kkj .kk & 0; ol k; dk 'kkfʒnd vFkʒ gʒ ^i ʒkk* (Occupation) jkst xkj (Employment), dke /ku/kk (Vacation) vlfna
--

Dectionary of the Social Sciences ds vuq kj ^0; ol k; (Profession) 'kʒn (Term) dk , ʒ s i ʒkka (Occupation) I srkRi ; ʒ gʒ tks , d mPp for' k"V Kku , oadkʒky dh vi ʒkk djrsgsvʒ ; g Kku , oadkʒky de I sde] Hkkxka (Part) eʒ I ʒ kʒrd rʒ ij dkd kʒ (Courses) ds }kj k vftʒ fd; k x; k gksu fd dʒy 0; ogkj (Practice) ds }kj k gh( vʒ ; g fdl h fo' ofo |ky; vFkok vU; vf/kdʒ I ʒFkk }kj k fdl h i jh{k ds }kj i ʒkf.kr i jhf{kʒ fd; k x; k gks rFkk I Ec) 0; fDr; ka dks I ʒpr fd; k x; k gks ---- orʒku I mHkʒ ea ; g 'kʒn i k; % dʒ 0; ol k; ks dks vʒdr djrk gʒ ftuds I nL; oLr vka dsmRi knu vʒ forj .k ea 0; Lr gksu dh vi ʒkk I ʒk i nku djusea 0; Lr gʒ

Herber Blumerd ds vuq kj ^0; kol k; hdj .k (Professionalization) fdl h {k= dh JʒBrk dksekud i nku djuk] vkpj .k @ 0; ogkj dsfu; e LFkfi r djuk]

mRrnkf; Ro dk vkHkkl fodfl r djuk] fu; qDr rFkk if'k{k.k ds ekun.M fu/kkZjr  
djuk] I nL; ka dh I gj {kk I fuf'pr djuk] ml {ks= ij I kefigd fu; æ.k j [kuk rFkk  
I ekt eaifr"Bk , oal kekf'td Lrj dsmlur djuk gA\*\*

J.H. Shera ds vuq kj ^0; ol k; dh ifjHkk"kkvkaeanksrRo I eku; gS(i)  
0; ol k; , d I ok g\$ ekuork ds dY; k.k rFkk iz kstu , oal eiZk dh mPp Hkkouk I sdh  
xbZl okA (ii) ck\$) d Kku dk I xg( eksyd fl ) karkadk vUrrE Hkkx rFkk Corpus of  
Practice,"

**xjFkky; 0; ol k; %mnHko , oafodkl**

**fo}rk dky vuokur%1850 rd**

**0; kol kf; d dky vuokur%1850 I s1950 rd**

**0; ol kf; d dky 1950 dsckn %&**

xki hukFk us nks xjFkky; oSkkfudka & Butler and Goode ds vk/kkj ij  
dgk fd xjFkky; k/; {krk , d Learned Profession cu x; k gA 1951 ea Pierce  
Butler us xjFkky; k/; {k dh Typical Professions t\$ sfof/k] vfHk; kAU=dh (Engineer-  
ing) rFkk fpdRI k I s rnyuk djrs gq dgk gS fd xjFkky; /; {krk dh ck\$) d I Urq"V  
bruh xw+ugh gS ft I I sog , d fof'k"V 0; kol kf; d fo}rk cu tk; A xjFkky; k/; {krk  
I n\$ vi usdk; k\$ dh I eL; kvkadsifr I \$) kfUr d i d fUk dh vi \$kk i k; k\$xd i d fUk j [krsgA  
mudh rduhda bruh I jy gS fd I k/kkj .k 0; fDRk Hkh mUgavkl kuh I s I e> I drk gA

MkW jækukFku us cgq igys 1931 ea xjFkky; foKku ds eny I # Five  
Laws of Library Science uke i qrd ea ifrikfnr dj fn; s FkA ; s I # xjFkky;  
dk; k\$ , oal okvka ds fy, vkn'kz eny d jgs gS vk\$ jgkA cVyj us tks ck\$) d I Urq"V  
xjFkky; k/; {krk dks , d 0; ol k; cukus ds fy, pkgH Fkh] ml ds fy, jækukFku ds ; s



elsyd l # dkjxj fl ) gq gA vkt xBFkky; , oal puk foKku dh i R; sd 'kk[kk pkgS  
og vtU foHkx gS pkgsoxhdj .kj l phdj .kj l nhkZl ok gS bu i kpa l #kadksvi uk vk/  
kkj ekurh gA bl hfy, xBFkky; 0; ol k; , d dkjk 0; ol k; gh ughagscfYd odkyr]  
fpfdRI k vkfn dh Hkkar , d Learned Profession Hkh gA

vkt xBFkky; k/; {krk , d 0; ol k; } , d i s kk] , d 0; ki kj] , d dksky , d  
m | kx cu x; k gA ; fn bu terms dh ifjHk"kkvka ij n"Vikr fd; k tk; s rks irk  
pyrk gSfd xBFkky; k/; {krk bueavdsyk ughagscfYd ; s l c bl ea l fEefyr gS ; gka  
rd fd xBFkky; k/; {krk ea buea l s Hkh dgha vf/kd 0; ol k; l fEefyr gA

tk fo'kSkrrk, a , d '0; ol k; \* gkus dsfy, vfuok; Z gS os l c xBFkky; k/  
; {krk ea Hkh mi yC/k gSmnkgj .kr; k%

- 1- fof'k"V Kku , oa i f' k{k.k rFkk n{krk@dkskyA
- 2- vks pkfjd i f' k{k.k rFkk vuHkoA
- 3- vf/kdr l .Fkkvka }kj k ij h{kk; arFk l VhQdsVt @mi kf/k; k; vkfnA
- 4- vkt hfodk dekus dsfy, 0; ol k; ds: i ea vi ukuk u fd dpy  
ykhk dekus dsfy, A
- 5- ekuork dsfgr rFkk iz kstu , oal ei Zk dh mPp Hkkou l sdh xbZ l okA
- 6- vftZ Kku vFkok dksky dk nll js fo" k; ka ij Hkh ykxw gksukA
- 7- l ak ; k l xBu dk gksukA
- 8- vkpkj l fgrk dk gksukA
- 9- ; kx; rk ds l [; fu; e rFkk mPp eki n. MA
- 10- l nL; ka rFkk mi HkKDrkvka dse/; fo'okl dk cakua
- 11- ij kckj HkkoukA
- 12- ykhk l Qyrk dh dl ksh u gksuk vkfnA

mi ; Dr fo'kSkrrkva ea l s nk&, d dks NkMej l Hkh fo'kSkrrk, a tks , d

0; ol k; ea gkuh pkfg, os xBFkky; /; {krk ea feyrh gA xBFkky; dks Lox] fo}Ükk dk efinj] fo' ofo |ky; dk fny] döy i kBdkadsfy, gh ughacfYd mu l c ykxkadsfy, Hkh ekuk x; k gS tks ml ea dk; jr gA xBFkky; /; {k Kku&i fe; ka ds l kFk&l kFk l gh 0; fDr dk\$ l gh l e; ij] l gh l puk inku djrk gA bl izkj xBFkky; k/; {krk mu ykxkadsfy, , d egku-ool k; gks l drk gS tks bl ea l kns; i osk djrs gA

Ganguly usdgk gS^xBFkky; , oal puk foKku us, d 0; ol k; dk Lrj vftz dj fy; k gA bl dk , d l keltd n'ku g\$ bl fy, xBFkky; , oal puk foKku , d l a Dr fo"K; gSftl eafofo/k fo"K; ka dk l fEeJ.k gA ; g l keltd foKku ds, d Loræ Lrj ds: i ea vk x; k gA Medical Science dh Hkkar xBFkky; , oal puk foKku vfuoK; z% , d Applied Science gA

xBFkky; 0; ol k; ea os 0; fDr vkrs gS tks xBFkky; ka ea dk; jr gA xBFkky; k/; {krk l dMka o"z iguh term gS bl dh i kfj Hkkf"kd 'kCnkoyh (terminology) fujarj fodfl r gsrh jgh gA xBFkky; k/; {k d\$ xBFkky; oSkfud] iys[kudrkz rFkk l puk oSkfud i; kz 'kCn gA

xBFkky; k/; {krk , d 0; ol k; gSu dh , d Vocation bl dsfuEufyf[kr dkj.k gS %

- 1- xBFkky; k/; {krk ea fof'k"V Kku dh vko'; drk gsrh gS tks fofHku xBFkky; foKku l LFkkvka eafn; k tkrk gA
- 2- 0; ol k; dh l Qyrk dsfy, xgu if'k{k.k rFkk fujarj vH; kl dh vi\$kk gsrh gA
- 3- fofHku Lrjka ij vf/kd l svf/kd l æBu rFkk fofHku l eng mi yC/k gA
- 4- 0; kol kf; d vkpkj l figrk gA
- 5- ; g l ok ijd 0; ol k; gA

xðFkky; ka ds bfrgkl ij ; fn nñ"Vikr fd; k tk; s rks Kkr gkrk gSfd  
budk ekuo I H; rk] I kekftd i q t k z j . k r Fkk I ðkkj k Red xrf of / k; ka I sxgu I Ecak  
jgk gð ykxka ea I kekftd pruk , oajk"Vh; fuelz k ea xðFkky; ka dk cgr ; kx nku jgk  
gð xðFkky; 0; ol k; ds i æ [ k nkf; Ro gð

- 1- I ekt ea Kku] I p uk , oal ðdfr dk i ð kj . k djuka
- 2- I ekt I sfuj {kjrk dks I ewy u"V djuka
- 3- Kku dk fod ð ð ð j . k djuka
- 4- Kku pkgso g fdl h Hkh Lo: i eagks ml dk vtU] I æ g] 0; oLFkki u rFkk  
i ð kj . k djuk vkfn & vkfnA

tS k fd Åij dgk tk pðk gsfð xFkky; , oal p uk foKku us, d Loræ  
fo" k; ds : i eaviuk LFkku cukdj xðFkky; k/; {krk dks , d 0; ol k; dk : i nsfn; k  
gð yfdu Hkkjr ea; g vHkh rd fodkl 'khy 0; ol k; gð bl dks bl ds xkS oi wkZ LFkku ij  
i g p kus ds fy, bl 0; ol k; I s t ð / s g g sykxka rFkk 0; ol kf; d I æ Buk dks yxu , oal  
I ei . kZ dh Hkkouk I s dk; Z djuk gkxka Hkkjr ea bl 0; ol k; ds fodkl ds fy,  
fuEufyf [kr I ðkkj k Red dne mBk; s tk I drsgð

- 1- I nL; ka ds fy, vkpkj I ðgrkA
- 2- 0; ol k; ea i ðsk ds fy, Accreditation and Licensing iz kkyhA
- 3- xðFkky; , oal p uk foKku ds L dny ka ij I ð ; k] LFkku] i kB; Øekar Fkk f' k {kk Lrj  
ij fu; æ . kA
- 4- 0; ol k; ea i ðsk djus I si ð Z 'ki FkA
- 5- I Eekfur mnekðkd (Honorific Address) tS s fpdRI k ea MkDVj f' k {kk ea  
i k Q ð j vkfnA

bu mi ; Dr I qkjkRed dneka ds vfrfjDr xBFkky; k/; {krk dks budk I gh  
0; kol kf; d Lrj inku djus dsfy, Hkkjro"lz eafuEufyf[kr iz kl djuk vfuok; ZgA

dkWyst rFkk fo' ofo | ky; xBFkky; kaeadk; jr xBFkky; k/; {kka ds orueku  
f'k{kdkads l e: i nus pkfg, rFkk mlga 'k\$kf.kd Lrj Hkh fn; k tk; A

I kekftd Lrj dsfy, dkWyst rFkk fo' ofo | ky; xBFkky; kaearks orueku  
f'k{kdkads l eku gs i jrql kozt fud , oajkt dh; xBFkky; ka eafLFkfr n; uh; gA iz kl  
djus pkfg, fd bl xBFkky; ka ea Hkh orueku i s'd l LFkk eadk; jr vf/kdkfj; ka rFkk  
iz kkl fud LVkQ dscjkj vk\$ ; kx; rk ds vk/kkj ij gkus pkfg, A

xBFkky; k/; {kka dks vi us dUKD; ka dk ikyu fu"Bk , oa yxu l s djuk  
pkfg, A mudk 0; kol kf; d n"Vdksk gksuk pkfg, ] rkfd os l ekt dks vf/kd l s vf/  
kd l ok, a inku dj l dA muea l xBukRed Hkkoukvka dk gksuk Hkh vfuok; ZgA ; fn  
0; kol f; d l ak etcir , oal fØ; gkaks rks xBFkky; 0; ol k; Hkh fuf'pr : i l s izfr  
djskA

; s l c ckra xBFkky; 0; ol k; dks bl dk l gh LFkku fnyokus ea l gk; d  
gkakhA

## 2-4-1 vkpkj uhfr , oavkn' lz %&

Ethics xhd 'kCn 'Ethos' l sfy; k x; k gsft l dk vFkZ gs i Fkk] pfj=  
vFkok ekxh'kd] vLFkk vkfnA Oxford English Dictionary ds vuq kj vkpkj uhfr  
u\$rdrk l sl Eca/kr gkrh gA ; g u\$rdrk dk foKku] ekuo dUKD; dsfl ) kurka l sl Eca)  
v/; ; u gkrh gA bl ea u\$rd fl ) kr gkrs gsftuds }kjk , d 0; fDr funi'kr gkrk gA  
bl ea ekuo thou ds igy vka vFkok fdUgha l akka }kjk Lohdr vkpkj & 0; ogkj dsfu; e  
gkrs gA l aki esdg l drsgsfid vkpkj uhfr gA ekuo & 0; ogkj dk v/; ; u , oan'ku

ftl eal gh vls xyr fu/klj .k ij cy fn; k tkrk gSl gh dk; Zdseq; fl )kr( fdl h  
uLy vFkok jk"V<sup>a</sup> }kj pfj= dsekun. Mka dk fu/klj .k vkfn&vkfnA

## 2-4-2 vko' ; drk %&

A.A. Broadford us vi uh i qrd Philosophy of Librarianship  
ea xBFkky; k/; {kka dsfy, vkpkj&l fgrk dsfopkj dk [k. Mu fd; k gA mudk fopkj gS  
fd Librarianship , d dyk gsftl eafopkj] i q% fopkj vFkok fl )kr ifriknu dh  
vko' ; drk ugha i Mfh gA bl h izdkj Lrwin Roynold us Hkh dgk gS fd  
Librarianship dk dkbz n'ku ugha gS vls u gh dkbz , d k l S krd fo"k; gsftl ds  
vk/klj ij rduhdh v/; ; u fd; k tk l dA vkt ds; q eabu nka dsfopkj ka dk dkbz  
egRo ugha jgk gSD; krd ubz VDUkyklth usbl 0; ol k; dks xBFkky; , oal puk foKku  
dk 0; ol k; cuk fn; k gA bl fy, vU; 0; kol kf; d vkpkj&l fgrkvka dh Hkkr xBFkky;  
foKku dh vkpkj&l fgrk dh Hkh vko' ; drk gA

ftl izdkj iR; d [ksy ds vi usfu; e rFkk mi fu; e gkrs gS [ksy ftl ds  
fu; e ugha gkrs ml [ksy dk vkulln u rks [ksy us okysysl drs gS vls u gh n'kdA bl h  
izdkj ; fn fdl h 0; ki kj vFkok 0; kol k; dsfu; e ugha gS rks ogka ij iR; d 0; fDr vi uh  
euekuh djsk vls og 0; ki kj vFkok 0; ol k; Bhd izdkj l s dk; Z ugha dj ik; sxA  
0; kol kf; d l em ds l nL; ka ds 0; ogkj dsfy, fyf[kr fu/klj r fu; e muds dk; bdyki ka  
ij fu; a .k j [krs gS rFkk muea mPrj thou eW; ka dk fodkl djrsgA

vkpkj&l fgrk 0; kol kf; d 0; fDr; ka@l em@l ekt dh fuEufyf[kr <a  
l s l gk; rk djrh gA

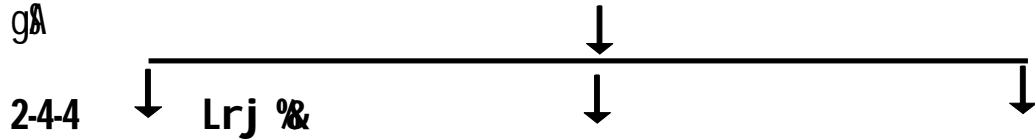
- 1- vkpkj&l fgrk 0; ol k; dh ekU; rk dh iWZ vi f[kr 'krZ gA
- 2- 0; fDr; ka rFkk l emka ea ijLij l ello; rk ykrh gA

- 3- vkpkj&l fgrk l nL; ka ea 0; ol k; dksLo; a l s Åi j j [kus dh Hkkouk i snk djrh gA
- 4- vkpkj&l fgrk ea i frikfnr mPp l kekft d vkn'kk@eW; ka ds }kjk 0; ol kf; d xfrfof/k; k; l ekt dk dY; k.k djrh gA
- 5- ; g 0; ol kf; d l ak dsekun.M n'kkzh gA
- 6- ; g 0; ol k; , drk dks cy nrh gA
- 7- ; g 0; ol k; dh i fr"Bk dks c<krh gA
- 8- ; g l nL; ka dh i j .kk L=kr~gkrh gA
- 9- ; g l ekt dks bl ckr l svoxr djkrh gSfd ml s0; kol kf; d 0; fDr; ka vFkok l engka l sfd l idkj dh l ok, afey l drh gA
- 10- ; g l nL; ka dks mudk nkf; Ro fuHkkus dsfy, mlga ufrd cy inku djrh gA
- 11- l nL; ka dks l h.Fkk vFkok n'ij'kkgh }kjk xyr dke djokus dsfy, foo'k djus ij l j {kk inku djrh gA
- 12- l nL; ka dks d\$ k vkpj.k djuk pkfg, bl dsfy, ekxh'ku djrh gA

### 2-4-3 i kp l # %&

xvFkky; 0; ol k; ds eW; ka rFkk nkf; Roka dks fu/kkjr djus ds fy,  
 xvFkky; foKku ds i kp l # ekxh'kd dk dk; Zdjrs gA i Fke l # i qrdami ; ks ds  
 fy, gSrFkk rrrh; l # i R; d dks ml dk i kBd fey\$ i qrdk xvFkky; ka l d k/kuka rFkk  
 L=krka ds i fr nkf; Ro , oaufrdrk dh ckr djrs gA f}rh; l # i R; d i kBd dh ml dh  
 vHkh"B i qrd feySrFkk pkFkk l # i kBdka rFkk de pkfj; ka dk l e; cpkvka i kBdka vFkok

miHkkDrkvka ij cy nrs gA ikpok I= xBFkky; , d o) u'khy I hFkk gS i k Bdk a , oa i qrdka @iy[ka ds I kFk&I kFk HkkDrd I d k/kuka rFkk xBFkky; depkfj; ka dh Hkh ckr djrk gA ; si kpa I = xBFkky; , oal pouk foKku dsufsd fl ) kar gA Mkw jakukFku us I = ka ds xBFkky; ka eadk; kko; u dsfy, xBFkky; ka ea0; ol k; dsdN nkf; Ro Hkh I q;k; s gA



I kekl; r% i qrdky; eadk; Zdjus okys0; ol kf; d depkfj; ka dks rhu Lrjka eafolkkftr fd; k x; k gsbuds0; ol kf; d Lrj ; k; rk, a , oa orueku bl izdj gS %&

0; ol kf; d

xiki ky mi xiki ky I gk; d  
 xiki ky  
 ; k; rk, a %&

**xiki ky** & i Fke ; k f}rh; Jskh eaLukrdk&rj mi kf/k 55 i fr'kr vdkads I kFk mRrh.kz gskuk pfg, A

- 2- 'kksk dh mi kf/k gskuh pfg, A
- 3- fd I h i qrdky; ea mi xiki ky ds in ij dk; Zdjus dk 14 o"kkz dk vuttko ds I kFk vPNk 'kfk'kd fjdkMZ gskuk pfg, A

**orueku & 16400 & 450&20900&500&22400**

Lrj & i k/; ki d

**mi x fki ky &** fdl h ekl; rk i klr fo' ofo | ky; I s55 i fr' kr v dka dsI kFk LukrdkRrj  
mi kf/k gksuh pkfg; A

2- 'kksk mi kf/k dsI kFk vPNk 'k\$kf.kd Lrj rFkk fdl h I kFkk eaI gk; d x fki ky ds  
i n ij dk; Z djus dk 12 o"kk d k vutko gksuk pkfg; A

**orueku & 1200&420&18300**

**I gk; d x fki ky &** 1- fdl h ekl; rk i klr fo' ofo | ky; ea LukrdkRrj mi kf/k 55  
i fr' kr v dka dsI kFk mRrh.kZ gksuk pkfg, A

2- jk"Vh; i k=rk i jh{kk mRrh.kZ gksuk pkfg; A

**orueku & 8000&275&13500**

Lrj & I gk; d i k/; ki d

## 2-5 i q%vfhk; ahdj .k%i Lrkouk

Re-Engineering dk fgluh : i klrj .k i q% vfhk; ka=dh; dj .k gksrk gA  
i qrdky; foKku ea i q%vfhk; U=dh; I svk'k; i qrdky; dksvFkok i qrdk; y eanh  
tk jgh I puk , oaiys[ku I dk dksubZrduhdka dk iz kx dj , d uohu vk; ke i nku  
djusI sgA

### 2-5-1 rRo %&



Re-Engineering i fØ; k ea rhu egROI wZ rRo gkrsgA rduhdh] i fØ; k  
 vks] ekua bu rhuka dk I æzk , d nlt js I sgA  
 ↓  
 fdl h Hkh I æBu dsfy; sfodkl dh fdl h Hkh i fØ; k ea ekua I d k/kuka  
 dscgeV; gksusdsdkj .k I æBu eal gh 0; fDr; ka dh i kflr I sl æf/kr dk; Z, d vko' ; d  
 iz, kl gA mi ; Dr deþkfj; ka ds I æBu d smnns ; dh i kflr dh fy; s, d=djus dh  
 i fØ; k ea fØ; k dyki ka dks ekua I d k/ku dgrsgA  
 ↓  
**ekuo**

Step - 1

Step - 2

Step - 3

mi ; Dr 0; fDr

**bl i fØ; k ea Recuuitment fu; Dr Selection, fu; kst u]**

Re-Engineering i fØ; k ea 0; fDr dh ; kX; rk] : fp] dk; Bdkyrk dks  
 observe fd; k tkrk gSrFkk ml dh n{krk dksfodfl r djusdk dk; ZHkh Re-Engineer-  
 ing ds vllrxr gh vkrk gA

dk; Z eV; kdu & I s vk'k; deþkfj; ka ds fdl h , d dk; Z fo'kSk dk vU;  
 deþkfj; ka ds i æf.kr dk; Z I s rnyuk djuk gkrk gA

**I eghdj .k fof/k & bl fof/k ea i rdk; y ds I eLr dk; k dks , d Øe ea**

0; ofLFkr fd; k tkrk gA l oZ Eke l okPp rFkk fuEure dk; kZdkspuk tkrk gA bl fof/  
k ea i nkuØe dsfgl kc l s deþkjh eadbZoru oxkZ dk fuekZk gks tkrk gA

1- dk; Zfu"i knu eW; kZdu

2- dk; Zfooj.k

3- LVkQ eW; WY

### **deþkjh iZdk %&**

**eW; kZdu djuk &** fdl h l xBu dsfodkl dsfy; smPp iZdk l sfuEu iZdk ds  
chp l keUtL; rFkk ekSsdks i gpkukuk rFkk ml dsvuØ kj dk; Zdk fu"i knu djuk rFkk  
fu; Ør fd; s x; s 0; fDr }kjk fd; s x; s dk; Zdk eW; kZdu djuk gkrk gA

**dk; Zfooj.k &** iÙrdky; eafd; stkusokyh l ØkvkarFkk ml eaiz; Ør gksmu  
dk; kZ dk y[kk tks[kk rFkk fooj.k r\$ kj djuk ftl l s dk; Zea l jyrk gA

**LVkQ eW; WY &** mPp f'k{kk vunku vk; kstu }kjk ; k l Ecá/kr QeZ dh  
mPpkf/kdkjh l LFkk ds }kjk fu/kkZjr 'krkZ ea mi ; Ør deþkjh dks 0; oLFkk fu; eka rFkk  
vkpkj l fgrk ds vk/kkj ij djuka

rduhd] i fØ; kj ekuo

l eghdj.k (Grouping Method)

Check List pñfyLV fof/k

dkj dka dh rnyuk fof/k (Factors Method)

fclUnqfof/k (Point Method)

; kx; rk eV; kdu fof/k (Merit rating method)

dk; ZeV; kdu (Job Evaluation)

depkfj; ka ds dk; Les, d : i rk] fer0; ; rk of) dk cjkj cuk; sj [kus dsfy, l e; &l e; ij muds dk; k3 dk eV; kdu ykHk nk; d gkrk gA

- 1- bl ea, d t\$ s dk; Zdjusokysdfez ka ds dk; k3 dh ryuk djuk l Hko gkrk gA
- 2- eV; kdu l s ; g ekym gks l drk gS fd depkjh dk foHkxh; LFkkularj.k vko' ; d gS; k ughA
- 3- depkjh dh f'kffkyrk dks nij djus l s l gk; d gkrk gA l kFk gh depkfj; ka ds fo'kSk xqk tkuusea l gk; d gkrk gA

**2-5-2 eV; kdu dsfl ) kar %&**

- 1- mRi knu dk; k3 dk vfHky[ku
- 2- l kef; d i jh{k.k
- 3- fu/kkZj.k i ) frA

depkjh ifj l # ds vuq kj i R; d dk; ZrkZ ds fy; s nsud dk; Z dk ifj.kke fu/kkZjr jgrk gA rFk fnuksnu ea i frnu ml dk vdu fd; k tkrk gA

l kef; d i jh{k.k Hkh l pu , oa i qjkoFk dk; k3 dk gh fd; k tk l drk gA bl i ) fr dk iz, kx fu/kkZjr dky [k.Mkaeafd; k tkrk gA vks mRi knu vfHky[k dh ifj l hek, a bl ds l kFk Hkh yxh gpZ gS fu/kkZj.k i ) fr nks izkj dh gkrh gA , d vuks pkfjd fu/kkZj.k i ) fr nll jh vks pkfjd fu/kkZj.k i ) frA

## LVKND ešųy %

foHkkxka , oa vuHkkxka ds dk; kš vksj ml dh uhr; ka l s vPNh i fjfpr gkus okys dk; kš ea , d : irk cuk; sj [kus vksj l unq gkus ij y[kc) i fØ; k vksj Øeka dks n[kus dsfy; sdeþkjh vknš k i qLrdk dh jpuk dh tkrh gA ikj ÆHkd ifjp; dsek/ ; e l su; sdeþkjh ds xFkk; dk ifjp; inku djuk gh LVKND eš; ųy gA

### 2-6 I kjk k %

1- ; g bdkb] fu/kkZjr mnas; ka vksj y{; ka dh i kflr grqdk; Z djus; kX; cukus dsfy, deþkj; ka dh ; kX; rkvkavksj {kerkvkaeof) ds l dkj kRed mik; ds: i ea ekuo l a k/ku fodkl l s l a f/kr gA ekuo l a k/ku fodkl n'ku vf/kd mRi kndrk rFkk mRi knka , oa l okvka dh xqkorrk ea i aq k rFkk cgeW; ; kxnkudrkZ ds : i ea ekuoek= dks l Eeku rFkk eW; inku djrk gA bl s 0; vj jpukRed rFkk l fØ; kRed fu; kstu ds }kj k i klr fd; k tk l drk gA rFkk bl ea jpuk ra=] mi dj .k rFkk i ) fr; k; l fefyr gA

2- ekuo l a k/ku fodkl i fØ; k fofHklu rduhdka rFkk 0; vj jpukvka dks 0; ogkj eadk; kUor djus dh ; kst uk rFkk l k/kuka dksewZ i nrh gA dk; Zfu"i knu dk eW; ka du] i f'k(k.k) nyxr dk; ] l a BukRed l l dfr] Lo; a & uohudj .k i ) fr t s s vud igy vka ij bl bdkbZ ea foLrkj l sppkZ dh xbZ gA ; g ekuo l a k/ku fodkl dk; Øe ds l ešpr dk; kUo; u ea l gk; d gkska

3- ekuo l a k/ku fodkl Hkkjrh; i qrdky; ka rFkk l ipuk bdkb; ka ea muds vkdkj l sfuji {k jgdj] muds l a Bu rFkk i a ku ea i kl a xd gA fQj Hkh bl fo'okl



## Marketing & Production in Library Services

(Marketing & Production in Library Services)

- 3-0 Introduction
- 3-1 Objectives
- 3-2 Library Marketing : Meaning & Definition
- 3-3 Library Marketing : Objective
- 3-4 Library Marketing : Technique
- 3-5 Medium of Library Marketing
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  - 3-5-2
    - 3-5-2-1
    - 3-5-2-2
- 3-6 Use of Marketing in Libraries and Information service
- 3-7 Profit & Loss in Library Marketing
- 3-8 Let us sum up
- 3-9 Self check exercise

i jkusl e; eal p̄uk o Kku d̄oy i ƒrdky; ka dh /kjksj ekuh tkrh Fkh rFkk mlga  
 ogh iys[ka ds: i esHk.Mkfjr o I ġf{kr j [kk tkrk Fkk A ; fn fdl h 0; fDr dks dkbZ  
 I p̄uk i klr djuh gksrksog i ƒrdky; ea tkdj ml iys[k dk v/; ; u dj ds viuh  
 vko'; drk dh I p̄uk i klr dj I drk FkkA fdUrqvkt I p̄uk ds vFkZ ea vk'p; žtud  
 cnyko vk; k gA oržeku I e; eal p̄uk dksu fl QZ i ƒrdky; ka eal ġf{kr j [kk tkrk gS  
 oju-mudk I p̄uk mRi kn dka }kjk 0; ki kj ; k foi .ku Hkh fd; k tkrk gA ; g I kpusokyh  
 ckr gsd I p̄uk rks dkbZ oLrqughagSrksfQj I p̄uk dk 0; ki kj dS sgks I drk gA i j r̄q  
 ; g gdhr gA vkt dbZ I p̄uk mRi kn d vius ; gka I p̄uk dks , df=r djrs gSrFkk  
 mi ; ks drkZ }kjk ekas tkus ij dñ fuf'pr jkf'k ydj og I p̄uk mlga inku djrs gA

vkt gekjsnšk ds vf/kdkk i ƒrdky; , oal p̄uk dñz v/; ; u I kexh , oa  
 muds }kjk inku dh tkus okyh I okvka dh vuq ; ks xrk dh I eL; k I s xfl r g tkjks  
 i ƒrdky; ka ea cgew ; v/; ; u I kexh I xghr gSrFkk ftu ij ifro"Z djkb/ka : i ; s 0 ; ;  
 gsrk gA tgka, d vksj bu i ƒrdky; ka eal xghr I p̄uk dk cjkcj mi ; ks xghagksjgk ogha  
 nñ jh vksj i k Bd viuh vko'; drk dh I p̄uk ds i klr u gkus I sgrk'k gA bl dk e[ ;  
 dkj .k i k Bdka, oai ƒrdky; ka dse/; njih dk gksuk gA i k Bdka, oai ƒrdky; ka dse/; flFkr  
 bl njih dks foi .ku ds }kjk nij fd; k tk I drk gA i ƒrdky; ka , oal p̄uk dñnka eal xghr  
 I kfgR; dk I e[pr mi ; ks foi .ku }kjk fd; k tk I drk gA

i jkusl e; eal p̄uk o Kku d̄oy i ƒrdky; ka dh /kjksu ekuh tkrh FkhA  
 ; fn fdl h 0; fDr dks dkbZ I p̄uk i klr djuh gksrksog i ƒrdky; ea tkdj ml i ƒrd  
 eal sv/; ; u dj viuh vko'; drk dh I p̄uk i klr dj I drk FkkA oržeku I e; ea  
 I p̄uk dksu fl QZ i ƒrd eal ġf{kr j [kk tkrk gS cfYd mudk I p̄uk mRi kn dka }kjk

foi .ku Hkh fd; k tkrk gÅ i ¼rdky; ka ea djka/ka : - dh cgeW; v/; ; u l kexh mi yC/  
k jgrh gSij budk cjkcj mi ; kx ugha gks jgk gÅ i ¼rdky; dh bl flFkfr dk ed;  
dkj .k i kBdkavkS i ¼rdky; ka dse/; njih dk gkuk gÅ bl njih dks [kRe djus dsfy; s  
vkt i ¼rdky; dk ipkj&i d kj fd; k tk jgk gSft l sykbzjh ekdVak djgsgÅ

**3-1 mÍs; %&**

i ¼rdky; ka dk ed; mÍs; vi us l æfgr i kB; l kexh ea l svf/kd l svf/kd  
mi ; kx drkZ/ka dks mi yC/k djuk gkrk gSrHkh og vi used; mÍs; ka rFk y{; ka dks i klr  
djuseal Qy gks l drk gSVU; Fkk og vi used; mÍs; dh i firZughadj l drk gSbl h  
ifji{; ea i ¼rdky; foi .ku rFk foi .ku dh rduhd l kFk gh foi .ku dsek/; eka dh  
vko'; drk egl W dh tkrh gSA okLro ea i ¼rdky; foi .ku dsek/; e l s dkbz Hkh  
i ¼rdky; vi us }kjk l æfgr i kB; l kexh , oavU; mi ; kxh i y{ka dks foi .ku rduhd  
, oa ipkj ds l k/kuka }kjk mi ; kx drkZ rd i gpkuseal Qy gkrk gSD; kfd mi ; kx drkZ  
fcuk fdl h ipkj&i d kj ds i ¼rdky; ka ea l æfgr i kB; l kexh dks l e> ugha i krs gÅ  
i kQj , l -vkj-jakufku }kjk i frikfnr i ¼rdky; foKku ds ikp l Wka ea igy} nW js  
, oarhl js l Wka dks l a qV Hkh dh tk l drh gS i ¼rdky; foi .ku dsek/; e l s gh ge  
mi ; Ør i kB; l kexh mi ; Ør mi ; kx drkZ rd i gpkuseal Qy gks l drsgÅA vr%; g  
dgk tk l drk gSfd foi .ku i ¼rdky; mi ; kx grq vR; r mi ; kxh rFk egROI wZ  
l d k/ku gSA

**3-2 i ¼rdky; foi .ku dk vFKZ , oa ifjHk'kk**

i ¼rdky; foKku ds rnh; l W us fl Qkfj'k dh gSfd i ¼rdky; dks  
ifl ) vkS ykdfiz cukus dsfy; si d ] ukSVI ] if=dk] ykd Hk'kk] i n'kZuh vkfn ds }kjk  
ipkj fd; k tk; sft l l svf/kd l svf/kd ykx i ¼rdky; eavkusyxÅ ft l idkj vU;



{k=kaea ipkj dk; Zmi ; lxxh fl ) gpyk gA ml h izdkj ; g i qrdky; dsfy, Hkh fgrdj  
 gA i qrdky; foKku ds ikpka l #ka dh I Qyrk ipkj dk; Z dsek/; e I sgh i ktr gks  
 I drh gA i qrdky; vksj ikBdka dks utnhd ykus dsfy, ipkj dk; Z dks i qrdky;  
 foi .ku ¼ ykbzjh ekd Vx ½ dgrs gA

**gA u ds vuq kj & ^i qrdky;** foi .ku mi ; kfxrvka dh bPNkvka dks Kkr djus mlga  
 fof'k"V I dkvka ds tfj; s vf/kdkf/kd mi HkkDrkvka ds }kjk mi ; kx dks I Hko cukus dh  
 i fØ; k gA

**3-3 i qrdky; foi .ku %mnns ; &**

- ❖ I ekt dks i qrdky; ds i fr vkd"V djuk] vksj i qrdkads mi ; kx  
 grqi kRl kfgr djukA
- ❖ i qrdky; ds i fr QSyh gpZ feF; k /kkj .kk dks nij djukA
- ❖ i qrd vknkyu dks turk ds I g; kx xfr'khy cukukA

**3-4 i qrdky; foi .ku dh rduhda %&**

- ❖ **cktkj fo'yšk.k &** bl ds vnj ; g ns[kuk gksk fd ; gka ij bl I puk dh  
 vko' ; drk gS ; k ugha rFkk mRi kn dka dks ; gka cpk tk I drk gS vFkok ughA
- ❖ **mi ; kxdrkZ ¼ vtj ½ fo'yšk.k &** bl ds vnj ; g ns[kk tkrk gS fd I puk dk  
 mi ; kxdrkZ dks gksk o mudh izdfr D; k gA
- ❖ **I xBu fo'yšk.k &** bl ds vrxr I LFkk dk Lo; adk voykdu fd; k tkuk gS fd  
 muds de pjkjh fdrus i f'kf{kr gS rFkk fo"k; fo'kSkK fdrus de pjkjh gA
- ❖ **I g; lxxh fo'yšk.k &** cktkj eavksj fdruh I LFkk, agS tks I dk, ain ku dj jgh  
 gS muds mRi knu I sgekjk mRi knu vPNk gS ; k ughA

- ❖ **mRiknu fMtkbZ &** bl l srkRi ; Z l dk l sgStks dkbZ l LFkk fd l h fof'k"V oxZ dh vko' ; drkvka dh i firZ dsfy ; snsh gA bl ea ; g fu/kkZjr fd ; k tkrk gSfd fd l h mi ; kxdrkZ dks dks l h l puk dS snh tkuh pkfg, A

<b>3-5</b>	<b>i qrdky; foi .ku dsek/; e %&amp;</b>
------------	---

tu l idZLFkkfir djds i qrdky; l ækh tks ipkj dk; Zfn; k tkrk gS og nks idkj dk gA 1- l eku; ipkj 2- 0; fDrxr ipkj

**3-5-1 I keU; ipkj &**

bl idkj ds ipkj ds vrXr turk dks ; g crk; k tkrk gSfd xFkka dk thou eacgr egRo gA thou eav/ ; ; u dh cgr vko' ; drk gA l pukj ij .kk vkj f'k{kk nS dsdk; ZeavU; l k/kuka dh vi \$kk xFk l jy vkj mPp l k/ku gA i qrdky; l koZt fud l LFkk gA vr% ml dk mi ; kx djus dk l cdk l eku vf/kdkj gA l eku; ipkj fuEufyf[kr idkj l sfd ; k tkrk gS&

- 1- mi jkDr ckrka ds l kFk gh vU; nS kka ds i qrdky; ka ds mi ; kxdrkZ ds rgyukRed vkdM\$ vkfn ndj turk dks i qrdky; ea mi ; kx dsfy ; s i kRl kfgr fd ; k tk l drk gA
- 2- bl ea LFkkuh; nSud l ekpj i = ifl ) if = dk; a rFkk jSM; ka okrkZ dks l k/ku cuk; k tk l drk gA
- 3- vkd"kd i kLVj vkj l kbZ ckmZ pkj kga ij rFkk ?kuh cflR; ka ds i ed[k LFkkuka i j yxk; s tk; a A
- 4- in'kZukRed nks sfd; s tk; A
- 5- l e; & l e; ij xFk eyk vkj in'kZuh dh tk; A

6- iŕrdky; l l rkg euk; k tk; A

7- vkd"kd i k Vj v k s cy s Vu eq r ck s tk; A

bl idkj ds ipkj dk , d ek= mnas ; ; g gkuk pkfg, sfd turk ea  
iŕrdky; ds mi ; kx djusdk , d okrkoj.k cu tk; A

**3-5-2 0; fDrxr ipkj %&**

**3-5-2-1 cká ipkj & iŕrdky;** dsckgj turk ea tks ipkj fd; k tkrk gsmi s  
cká; ipkj dgrsgA fuEufyf[kr l k/kuka l s ; g ipkj fd; k tkrk gA

**v- LFkkuh; l ekpkj i= & ykbz fj; u ; k ipkj dk;** k l/kdkjh dks pkfg; sfd og  
l áknd l s0; fDrxr : i l sfeydj mul sfgnk; r ysyA rkfd l e; ij mfpr <x l s  
ipkj l kexh Hkstrk jgA

**c- l epkj 'khV & l ekpkj 'khV** ea Hkh iŕrdky; dsckj sea tkudkj h l e; & l e;  
ij ns l drsgsft l dsek/; e l sykska dks iŕrkdky; dh mi ; k s xrk dk vkHkl gkrk  
jgA

**l- iŕrdky; cy s Vu & dN l eg iŕrdky;** ea Nis gq s l kelftd if=dk, a  
idkf'kr djds ipkj djrs gA buds uke Hkh og vi us <x l sj [k nrsgs t s svejd  
ykbzjh cy s Vu ; k uk s/ ] ; k jhMI ZMkb t L V vkfnA

**n- iŕrdky; i k Vj & ykbzjh ds i R;** d vol j ij viuh l & c > ds vu d kj  
i R; d idkj ds i k Vj cukdj iŕrdky; dk id kj dj l drsgA

**b- ifrxg l o k .k & i R;** d ?kj ds fy; s , d i =d ft l eafd l nL; ka dh l [ ; kj  
i rk uke] v/ ; ; u dh : fp] iŕrdky; ds l nL; gS; k ugha vkfnA v k s bl ga edku ua  
ds fgl kc l s , d egYyk 'kh"kd ds uke l sj [k ns bl l s LFkkuh; ykska dh : fp o

vko'; drk dk irk vkl kuh l syxk; k tk l drk gA

m- 0; fDrxr vihy & i qrdky; dh vlg l s ifrfuf/kx.k] l epk; ds i e[ k  
l nL; k] v/; ki d Nk=kokl ka ds v/; {k vkfn feydj yxska dks vi us i qrdky; }kj k nh  
tkusokyh l okvka dks crkdj vihy dj l drsgSfd osvlg yxska dks i qrdky; dh vlg  
vkd"V dj l drsgA

A- 0; fDrxr okrz & i qrdky; ds ifrfuf/k ds: i ea, d ; k nks 0; fDr yxska dks  
, d= dj i qrdky; ds l nHkZ ea fe=rki dZ okrz dja fdUr qbl okrz ea u yas pks/s  
Hk" k.k gks vlg u rks l qo/kk; snusdk >Bk vk'okl u fn; k tk; sftUga i qrdky; Hkh ij k  
ughadj l drkA

,- ; k=d ipkj & fofHku vk; kst ukar Fkk vl; l okvka dh j puk fl uek ds }kj k Hkh  
i pkfjr dh tk l drh gA Vh-oh-] j sM; ka okrz fQYe in' kU] /ofu] i pkjd] vkfn ds }kj k  
i qrdky; l ok dh l puk ndj yxska dks vkd"V fd; k tk l drk gA

p- l py xfk in' kuh & l py i qrdky; ea xfkka dks l tkdj vlg mudks  
l eqpr LFkku ea ys tkdj inf' kr djuk pkfg; A

3-5-2-2 vkrfjd ipkj & ckâ; ipkj l si Hkfor gkdj tks yxs i qrdky; ea  
vkus yxs mudh bl i dfUk dks LFkkbz cukus ds fy; s vkrfjd ipkj fd; k tkrk gS tks  
fuEufyf[kr gA

¼½ f[kMdh ij xfkka dks in' ku & cktkj ea l rpkadh rjg dh xfkky; ka ea Hkh  
f[kMdh ij dN , d spqsgg xfkka dks inf' kr fd; k tk; sfd ftl l su; si k Bd vkdf' kr  
gkA u; s xfk rFkk ij kus i e[ k xfk] bu l kexh dks bl rky djus ds fy; si kBI kfg r djus  
ds fy; si k Vj] i qrdky; dk tks Hkx l Mdh rjQ gA ogka cM&cM& dkp ds 'kh' ks

yxk fn; s tk, aftl l svkus tkusokys ykx xfk i <usokys rYyhu 0; fDr; ka dks ns[kdj  
mudseu Hkh i qrdky; ie vksj v/; ; u dh : fp tkx l dA

**1/2 ykdfiz, foHkxka dh LFkki uk & i qrdky;** eadN foHkx cukdj tS scky  
foHkx] efgyk foHkx] l kekftd foHkxA i k; %, s foHkxka dsifr ykx vf/kd l q; k ea  
vkus yxrs gA dHkh&dHkh i qrdkyk/; {k dks bu foHkxka ea tkdj mu ykxka dks  
i qrdk; y dk Hk. Mkj fn[kkdj l adZLFkfir dj i qrdky; eanh tkusokyh l okvka dks  
crkdj bu foHkxka ea vkusokys ykxka dks i qrdky; dks l nL; cuusdsfy, i fjr dj  
l drsgA

**1/2 xfkRj l kexh dk l xg & i qrdky;** eadny i qrdka dk l xg ughacfYd  
l kfk gh l xhrka ds fjdkM? Qks/kxkQ] egRo i wkZ 0; fD; ka ds fp=ka dk l xg Hkh gksuk  
pkfg; A blga m/kkj nus dk Hkh i ko/kku gksuk pkfg; s rkfd ykx i qrdky; dh vksj  
vkd"V gks l dA

**1/2 0; k[; ku d{k eavk; kst u & i qrdk;** y ds 0; k[; ku d{k ea, s sfofo/k i zkj  
ds vk; kst u gkus pkfg; s ft l ea ykx mRl kgi dH Hkx ys l dA bl l s i qrdky; dh

mi ; ksrk ykdfiz, rk c<rh gA vksj ykx /khj&/khjs bl dk ykHk mBkus yxrs gA

**3-6 i qrdky; , oal puk l ok eafoi .ku dk mi ; kx %**

e[; : i l s i qrdky; rFk l puk l ok ds {ks= eafoi .ku dk mi ; kx  
fuEufyf[kr i zkj l sfd; k tk l drk gA

- ❖ i Bdkaa ea i qrdky; dh l kexh dsifr : fp mRi lu djuka
- ❖ i qrdky; mRi knu dsifr i Bdkaa ea : fp i nk djuka
- ❖ i y[ku l okvka }kj l puk , oaKku dk i l kjA

1- i qrdky; eami yC/k i kB; l kexh l s l af/kr pkVZcukdj@yxkdj

- 2- i ɸrdky; l xfg r i kB; l kexh dk i pkj dj
- 3- i ɸrdky; ea l e; & l e; ij in'kɹu , oain'kɹu; ka dk vk; kst u dj
- 4- fo'kʃk v/; ; u l s l æf/kr l nf'kɹk vka ds }kj kA
- 5- i ɸrdky; l ædyu dh vkd"kd 0; oLFkk }kj kA
- 6- i ɸrdky; mRi knu ds i fr i kBdka ea: fp mRi luu dj

- 1- xfk l ɸh
- 2- vuøef.kdk l ɸk
- 3- i ɸrdky; l ɸh
- 4- l kjdj .k l ɸk
- 5- vuøkn l ɸk
- 6- i frfyfi dj .k l ɸk
- 7- p; fur l ɸuk l ɸk
- 8- l kekf; d vffkKrk l ɸk
- 9- l kj l xg l ɸk

i pkj fof/k; ka ds vfrfjDr i ɸrdky; ds vnj vkus okys i R; æd 0; fDr dh l ɸk  
 l ɸo/kk dk /; ku j [kuk] mudscBus ds fy; sQuhɸj] 'kkf i wkZokrkoj .k] eqhkk"kh 0; ogkj  
 vkfn dk; ZgSft l l svf/kd ykx vk l drsgA

### 3-7 i ɸrdky; foi .ku l sykk&gkfu &

- ❖ uohu i kBdka dks vkdf"kr dj l drsgA
- ❖ i jkus i kBdka dks i ɸ%ykbZjh dk l nL; cukus ds fy; s i fj r dj l drsgA

