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Message From Executive Editor

It is with immense pleasure and anticipation that we unveil the successive issue of the "**Shodh Samarth-Research Journal of Commerce, Management & Economics**." As the Executive Editor and Dean of Commerce & Management, I am thrilled to welcome you to this scholarly endeavour.

Our primary objective in launching this journal is to create a platform that fosters rigorous research, critical thinking, and innovative ideas in the realms of commerce, management, and economics. The fields of commerce and management are evolving rapidly, and the economic landscape is continually shaped by dynamic forces. In pursuing knowledge, it is crucial to have a dedicated space that not only captures these changes but also contributes to advancing our understanding.

The Shodh Samarth Research Journal aims to be that space—a conduit for intellectual exchange and the dissemination of cutting-edge research. Through the collective efforts of our esteemed contributors and the unwavering support of our editorial team, we aspire to make a meaningful impact on the discourse surrounding commerce, management, and economics.

As we embark on this exciting journey, we extend our heartfelt gratitude to the scholars, researchers, and mentors who have contributed to the establishment of this journal. Your expertise and commitment to advancing knowledge have laid the foundation for a scholarly platform that we hope will become a beacon of excellence.

To our readers, we invite you to explore the diverse and thought-provoking articles within these pages. We hope the research presented here will inspire, challenge, and contribute to your own intellectual pursuits.

Wishing everyone involved in this venture success and fulfilment in their scholarly endeavours. May the *Shodh Samarth-Research Journal of Commerce, Management & Economics* become a catalyst for meaningful dialogue and transformative ideas.

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Shodh Samarth – Research Journal of Commerce, Management & Economics, is an online journal published by Pt. L.M.S. Campus, Rishikesh, Sri Dev Suman Uttarakhand Vishwavidyalaya, Badshahithaul. It is a bi-lingual journal and will be published twice a year viz, two issues per year. The journal invites manuscripts, papers and articles from areas of Economics, Business Studies, Commerce, Labour studies, environmental issues, Human Resource Management, and many other aspects of importance for the scholars and academicians. The journal will enhance multi-disciplinary researches. The aim of the journal is to bring a common platform for researches from Academicians and research scholars from across India. The research manuscripts, papers and articles will be reviewed and edited as per the UGC norms and the authenticity and originality will be checked. The journal has got ISSN: 3048-6505 (Online) and is indexed in Google Scholar. Soon it will have indexing in Academia.edu, Semantic Scholar, The Directory of Open Access Journal (DOAJ), etc. DOI has also been assigned to the published articles to improve the citation of the published manuscripts, papers and articles.

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STRATEGIC MARKETING ADAPTATION TO EVOLVING CONSUMER BEHAVIOUR IN THE DIGITAL AGE

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Abstract

Consumer behavior has become a critical concern in the ever-evolving digital landscape. To address the dynamic consumer behavior in the digital era, this study analyzes effective marketing strategies that companies should adopt in a competitive and technology-driven market. The paper's main focus is on the influence of digital transformation on consumer psychological processes and how marketing approaches have changed to reflect these advancements. Especially mentioned are digital marketing, multichannel strategies, customer experience management, and personalization. The level of analysis is organizational marketing techniques that respond to the observed behavioural pattern, whereas the unit of study is the individual consumer. Based on the secondary data collected from the databases Scopus, Web of Science, and Google Scholar, and expert interviews from companies, the authors suggested a conceptual framework that combines classical theories of consumer behavior with modern viewpoints of digital marketing. This framework explains how digital marketing stimuli trigger consumer psychological processes and behaviors. Constructs identified are consumer psychological states, digital marketing stimuli, and behavioral outcomes. This paper highlights that companies should invest in consumer analytics to stay ahead of the curve in this competitive era. Digital platforms, mobile technologies, social media, artificial intelligence,

and data analytics all have reshaped the way consumers search, assess alternatives, make purchase decisions, and interact with brands over time. Simultaneously, marketing has shifted toward more consumer-oriented, experience-driven, relationship-oriented, and omnichannel models. This article is important to scholarly research because it brings together scattered knowledge and also provides some practical advice to managers in formulating effective and consumer-focused marketing strategies in competitive and technology-driven markets.

Keywords: Consumer behavior, digital marketing, omnichannel strategy, personalization, customer experience, marketing strategy

Introduction

Consumer behavior is the root of marketing theory and practice. The core of marketing lies in knowing the needs of consumers, their preferences, motivations, and decision-making lifestyles, and staying ahead of the curve by creating a set of value propositions to serve their needs better than others. The traditional marketing conditions were marked by the lack of access to information, a comparatively stable role of consumers, and limited channels of distribution and communication. The marketer had a high level of control in the brand story and consumer experience But digital technologies have broken this balance with the introduction of digital technologies. The proliferation of the internet, social media, mobile phones, and e-commerce systems has turned consumers into an active force. Now they can instantly access information, compare options all around the world, and are able to manipulate other consumers via reviews, ratings, and other types of user-generated content. Now, consumer decision-making has become more dynamic, intricate, and nonlinear. Purchasing experiences often cut across the channels and comprise the repetition of search, evaluation, and post-purchase processes (Lemon and Verhoef, 2016). Now the companies need to think about it to increase their brand reputation and customer loyalty, and in turn increase their sales. Companies can't rely on their traditional marketing techniques like segmentation, targeting, and positioning. Companies need to embrace the elements of technology-enabled approaches and data-driven analytics that combine various touch points and focus on customer interaction, experience, and relationship creation. Omnichannel marketing, branding, personalization, and experience have become one of the most significant strategic priorities (Verhoef, Kannan, and Inman, 2015).

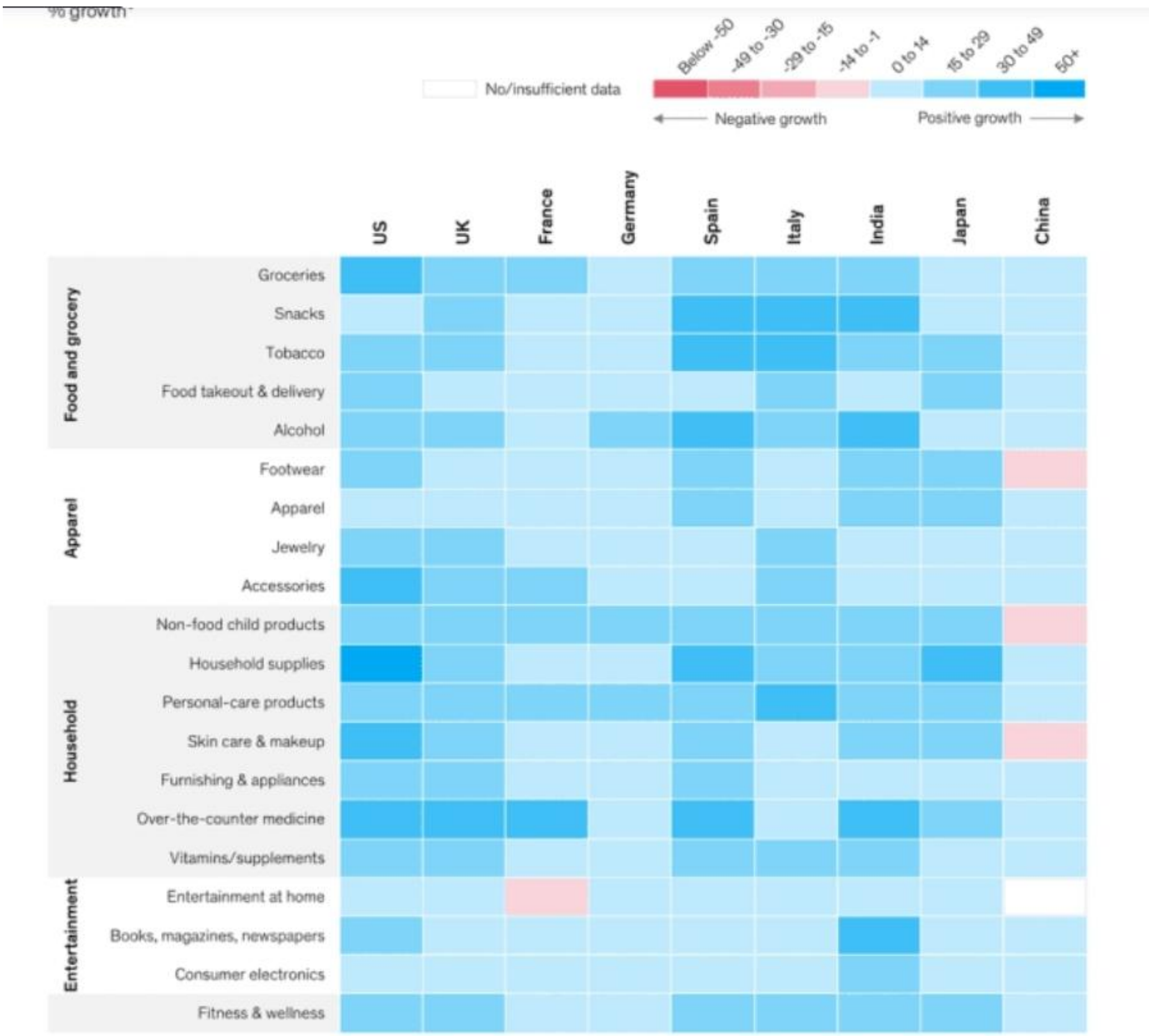

Figure 1: Customers' purchasing category online

Source: McKinsey's consumer sentiment survey

This paper aims to achieve a triple target. To begin with, it attempts to critically analyze the effects of digitalization on consumer behavior. Second, it examines how the marketing strategies have changed to accommodate these changes in behavior. Third, it puts forward an integrative conceptual framework that connects the digital marketing stimuli, psychological processes of consumers, and their behavioral consequences. The paper will be a contribution to both the scholarly community and industry by integrating the knowledge of consumer behavior theory and recent studies in the field of marketing.

Literature Review

Classical Foundations of Consumer Behavior.

Consumer behavior is studied with the help of various disciplines, such as psychology, sociology, economics, and anthropology. The early models represented consumer decision-making as a problem-solving process. One example is the Engel Kollat Blackwell (EKB) model, which is a step-by-step process that includes problem identification, information searching, alternative evaluation, purchasing, and post-purchase review (Engel, Blackwell, and Miniard, 1995). In the same manner, the Theory of Planned Behavior assumes a cooperation of the attitude, subjective norms, and perceived behavioral control in shaping behavioral intentions and action (Ajzen, 1991). These theoretical schools of thought focus on cognition, personal attitudes, and social effects. They have been extensively used in product categories and in cultural situations, offering a substantial theoretical foundation for consumption behavior. Yet, they also presuppose comparatively fixed preferences, restricted information settings, and linear decision-making paths- assumptions which become more and more questioned in the digital setting.

Psychological and Sociocultural Motives of Consumption.

In addition to the rational choice models, other studies on consumer behavior emphasize that emotional, symbolic, and experiential aspects are also critical to consumer behavior. The theory of motivation highlights the importance of needs, wants, and aspirations in fueling consumption, and the theory of perception and learning is linked to how customers interpret marketing stimuli and develop brand identification (Solomon, 2020). Patterns and consumption as well as preference of a brand are also influenced by cultural values, social class, reference groups, and family structures. The expression of identity and symbolic consumption has become predominant in the present-day market. Consumers have also been found to select brands based on the brands not only on their functional advantages, but also on their capacity to express their own values, lifestyles, and social identities. This is a similar point of view to that of experiential marketing, which focuses on emotional appeal and memorable brand experiences (Pine and Gilmore, 1999).

Consumer Behavior Digital Transformation.

Digital technologies have changed the situation in which consumption decisions are made essentially. The online search engines, comparison websites, and social media websites have significantly decreased the information asymmetry between companies and consumers. Now the consumer is more informed and price-sensitive. The major changes in behavior due to digitalization are:

- Information empowerment: The consumers will be able to obtain comprehensive product information, product reviews, and professional opinions in real time, and this will increase their confidence in their decision (Hennig-Thurau et al., 2010).
- Nonlinear consumer decision paths: Consumers shift smoothly between online and offline touchpoints, frequently redefining previous decision process phases (Lemon and Verhoef, 2016).
- Heightened expectations: Consumers are getting more demanding when it comes to convenience, speed, personalization, and cross-channel experience.

These changes question the conventional beliefs of brand control and consumer loyalty, which propel companies to be more adaptive and consumer-oriented.

Evolution of Marketing Strategies

In response to changing consumer behavior, marketing strategies have experienced noteworthy evolution. The change from mass marketing to segmented and targeted marketing manifests an early shift toward customer orientation. Subsequently, relationship marketing emphasized trust, customer lifetime value, and long-term engagement. This evolution has been accelerated by the digital era, the rise of data marketing tactics that leverage artificial intelligence, marketing automation, and analytics.

Digital marketing tools, including social media advertising, search engine marketing, programmatic advertising, and content marketing, enable precise targeting and real-time performance measurement (Kotler, Kartajaya, & Setiawan, 2021).

Omnichannel marketing epitomizes a particularly noteworthy strategic development. Omnichannel strategies integrate all touchpoints to deliver a consistent and seamless customer experience. Research shows that omnichannel consumers are more valuable, exhibiting higher spending and loyalty levels (Verhoef et al., 2015).

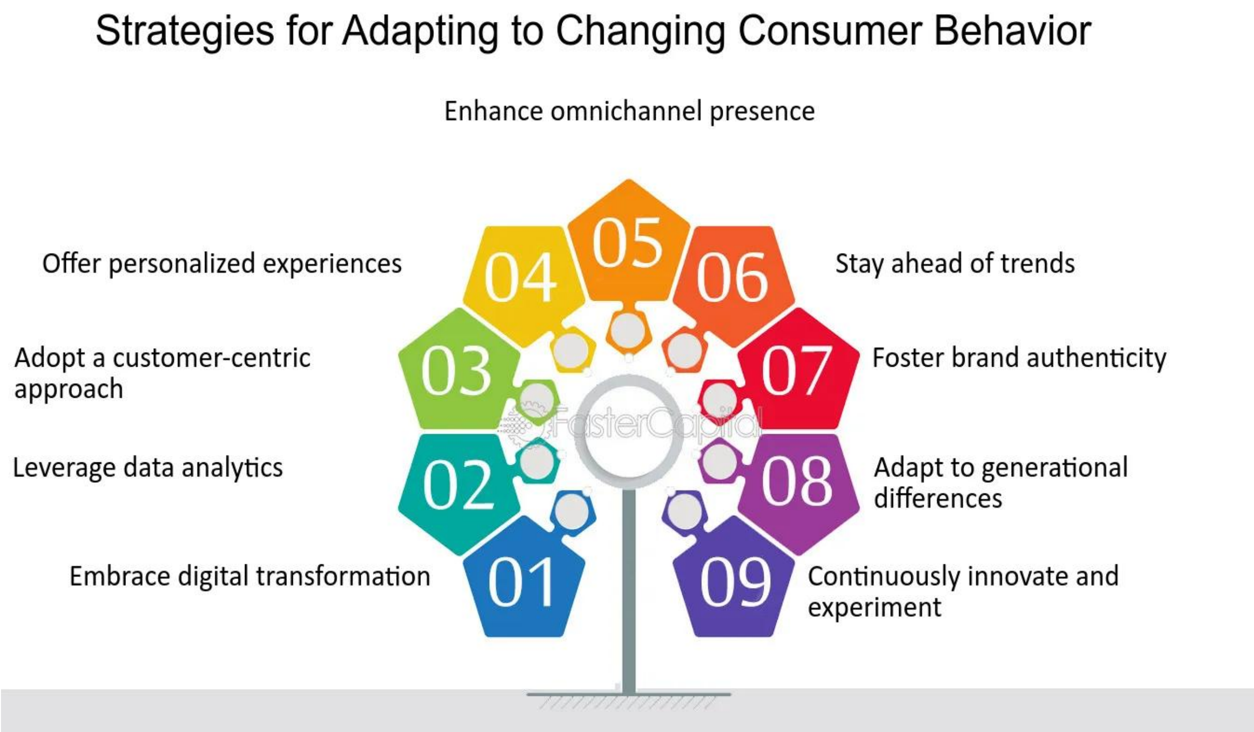

Figure2: Marketing strategies adaptations

As consumer behavior is changing at an unprecedented pace, companies need to be more agile and adapt to the contemporary scenario to stay ahead of the curve.

One excellent illustration of these shifting market conditions is Netflix. Netflix used to offer a single pricing plan that enabled unlimited streaming and DVD rentals at a set monthly cost, but it is now offering tiered pricing options with varying degrees of streaming quality and the number of simultaneous streams permitted.

Theoretical Framework

Stimulus–Organism–Response (S–O–R) Perspective

A relevant theoretical paradigm for comprehending consumer behaviour in digital contexts is the stimulus–organism–response (S–O–R) framework. This paradigm holds that behavioural reactions are governed by internal psychological states (organisms) that are influenced by external stimuli. (Mehrabian & Russell, 1974).

In a digital marketing environment, stimuli may include website design, personalization algorithms, social media interactions, online reviews, and promotional messages. Customers' cognitive and emotional states, such as perceived value, trust, enjoyment, and involvement, are influenced by these stimuli, which in turn have an impact on outcomes like purchase intention, loyalty, and engagement.

Integrative Conceptual Model

Based on literature evaluation, this paper proposes an integrative model comprising three interconnected components:

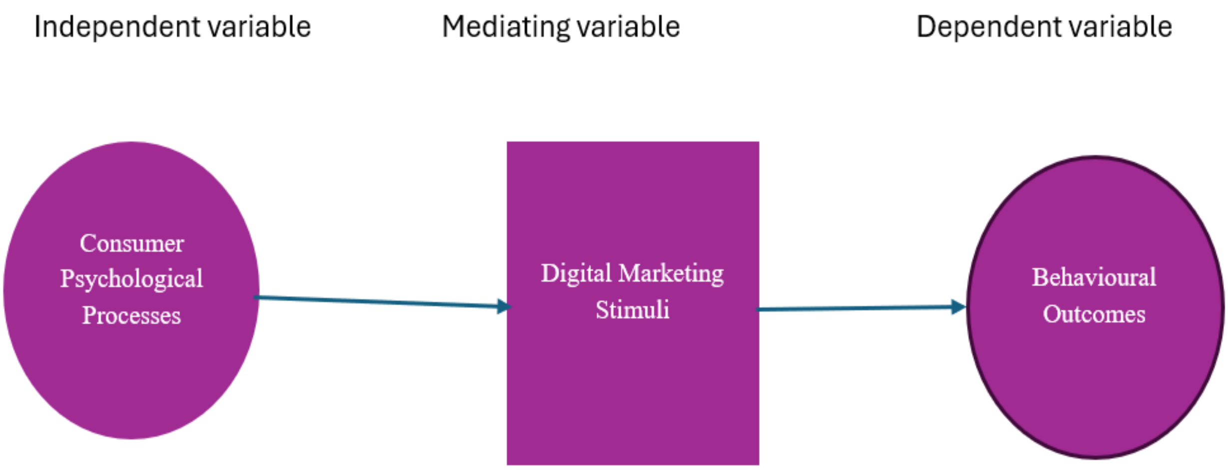

Figure3: Conceptual framework

1. Consumer Psychological Processes: Perceived usefulness, emotional response, satisfaction, trust, and involvement.
2. Digital Marketing Stimuli: Content relevance, personalization, transparency, interactivity, and omnichannel integration
3. Behavioral Outcomes**:** Purchase intention, actual purchase behavior, repeat purchase, word-of-mouth, and brand advocacy.

Marketing strategy and organizational capabilities—such as data analytics proficiency, technological infrastructure, and customer-centric orientation—are conceptualized as moderating factors that shape the effectiveness of marketing stimuli.

The framework development followed principles of theoretical coherence, parsimony, and explanatory power, ensuring that the proposed model is both conceptually robust and practically relevant.

Future Empirical Research Directions The current study is conceptual, but it provides a good basis for future empirical study. The operationalization and testing of the proposed framework can be done with the help of either quantitative (using surveys and structural equation modeling) or qualitative (using in-depth interviews and case studies) methods. This empirical validation would go a long way in supporting the theoretical propositions made in this paper.

Managerial Implications

The knowledge that this study has developed has several implications for marketing practitioners:

- Companies ought to invest in high-level consumer analytics to create actionable insights throughout the customer journey.
- Emotional Appeal and experience design should be focused on marketing approaches, which is more important than transactional effectiveness.
- Omnichannel integration must be reinforced by both organizational processes and data integration, as well as the unified brand message.
- The marketing strategy should be designed with ethical issues, data privacy, and transparency in mind.
- Firms can establish sustainable competitive advantage by positioning marketing competence with the changing consumer expectations.

Figure4: Changing customer behavior and strategies

Now companies are integrating AI in their operations to capture market share and to enhance brand reputation and loyalty. Here are a few examples:

Like Sephora, a global cosmetics retailer, has integrated AI-driven customisation via the Sephora Virtual Artist app. The app uses machine learning algorithms and computer vision to allow clients to virtually experiment with beauty products, receive personalized suggestions, and access tutorials. This integration improved the shopping experience, resulting in greater customer engagement and sales growth.

Starbucks' mobile app uses AI to offer personalized promotions and product recommendations based on client purchase history and choices. Now the company can provide timely and relevant offers with AI-powered features, so client retention has increased.

Personalization is a critical driver of consumer engagement and satisfaction. However, excessive personalization or opaque data practices can break trust, underscoring the importance of ethical and transparent marketing. Similarly, omnichannel strategies provide significant benefits but demand organizational alignment and cross-functional coordination.

From a theoretical standpoint, the findings suggest that classical consumer behavior models remain relevant but must be adapted to account for dynamic, technology-mediated contexts. Integrative frameworks such as S–O–R provide valuable structure for understanding these complexities.

Discussion

Literature synthesis has shown a strong relationship between consumer behaviour research and marketing strategy. Due to the blurring of boundaries between co-creation, communication, and consumption caused by digitization, companies have to reconsider their old marketing roles. The way people engage with technology in the contemporary digital era affects their purchase decisions. Social media reviews and online shopping trends are just two instances of how technology is increasingly impacting customer tastes and expectations. Companies research consumer behaviour in order to comprehend and forecast their customers' needs and expectations. Their target market communication techniques, product development, and pricing strategies all benefit from this information. In order to boost profitability and competitiveness in the market, it helps companies to match products and marketing tactics with consumer behaviour.

Conclusion and suggestions

The article offers an in-depth study of marketing and customer behaviour in the digital age. It improves the study of how marketing stimuli influence consumer psychology and behaviour by fusing traditional marketing theories with modern perspectives on digital marketing. Since consumers are the company's lifeblood, businesses need to keep up their loyalty and satisfaction. Artificial intelligence, augmented reality, and immersive commerce are examples of modern technologies that offer new ways to investigate consumer-brand interaction. Businesses need to be aware of these advancements and adjust their goods and services appropriately. Market research, social media analytics, and customer feedback surveys can all be used to better understand and predict client needs.

The proposed framework ought to be empirically tested in the future in various industries and cultural environments. Artificial intelligence, augmented reality, and immersive commerce are examples of modern technologies that offer new ways to investigate consumer-brand interaction.

Artificial intelligence and machine learning generate relevant content that is tailored to each customer, which can be quite effective in influencing and driving interest. Price comparison engines and e-commerce websites enable customers to compare brands online, evaluate products, and even make purchases online wherever possible. This is how digital transformation has the ability to alter the sales funnel and eliminate face-to-face interactions.

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THE FUTURE OF ARTIFICIAL INTELLIGENCE IN CLIMATE CONTROL AND SUSTAINABLE DEVELOPMENT: AN ASSESSMENT

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Abstract

Artificial Intelligence will help to change the whole world of climate control and sustainable development by optimizing energy systems, enhancing climate modelling, improving resource management, and enabling smarter urban infrastructure. This will be a great help in mitigating climate change impacts through data-driven efficiency and innovation. AI analyses weather patterns and demand to make the best use of renewable energy supply. It ensuring grid stability and lowering the use of fossil fuels. It handles enormous amounts of data to predicting extreme weather, locating ice melt, and comprehending climate shifts. In agriculture, AI is used for the best irrigation/fertilization and in cities care the smart grids and traffic management. AI invents more efficient Carbon Capture & Storage systems and helps in the rapid discovery of new materials for batteries and solar cells. It energizes buildings, industries, and transport through energy-saving measures. Satellites fuelled by AI can constantly keep an eye on deforestation and the general health of the ecosystem. Therefore, there are positive forecasting of artificial intelligence in climate control and sustainable development.

Keywords: Artificial Intelligence, Climate control, Pollution, & Sustainable development.

Introduction

Artificial Intelligence is virtually everywhere from simple things in life to complicated industries. The primary reasons for its usage are automating repetitive tasks, analysing massive data sets, personalizing experiences, improving decision-making, and enabling autonomous systems. All these are done with the intention of making processes faster, more efficient and accurate. It will be the source of personalized treatment and speedy diagnosis in healthcare. It will enable autonomous vehicles be used for traffic management in transportation and used for fraud detection and provision of financial advice by robots in the finance sector respective. It can employ in customer experience improvement in retail, perfect utilization of manufacturing capacities, cybersecurity, and farming. It will be an indispensable instrument in learning, and will influence the job market (Viljakainen et. al., 2025).

Artificial Intelligence is changing the way humans develop by increasing efficiency, tailoring education/healthcare, and upgrading problem-solving abilities. There is a risk of losing jobs, bias intensification, and the emergence of moral problems that necessitate regulation to achieve growth that benefits everyone. It remains a driving force that speed up the success of worldwide objectives such as Sustainable Development Goals. AI helps climate change by making climate models more accurate by predict extreme weather events and by forecasting long-term climate trends. It helps in controlling the energy demand in smart buildings and increasing the energy efficiency through the prediction of supply and demand. It monitors the sources of greenhouse gases, evaluates the effects of product lifecycles, and makes transportation more efficient (Nagpal and Kumari, 2025).

Literature Review

In their article, Lozo and Onishchenko (2021) address AI in relation to climate change and natural resource management as a potential solution but caution that legal, ethical and political considerations must guide the proper use of AI to mitigate risks associated with its use (ex. environmental; political; ethical). This paper stresses the importance of creating legal systems that provide liability for the use of AI, as well as setting up regulations regarding the proper use of AI to help minimize the potential negative impact on environmental, political and ethical risks while also taking advantage of the benefits of AI for addressing the current environmental crisis (ex. Climate Change).

In his report, Das (2023) found that AI also contributes to enhancing urban sustainability via management of traffic congestion, waste monitoring and reduction, and controlling energy consumption. This will ultimately reduce the environmental impact of urbanization through the application of AI-based solutions. Furthermore, AI is being used to facilitate renewable energy production through improved prediction of renewables and optimization of smart grid systems as well as balancing energy supply and demand. This will further help in minimizing the need for fossil-based energy sources.

According to Hamdan (2024), AI and ML technologies are revolutionizing how climate science is performed through more advanced predictive modelling for predicting extreme weather events, energy generation systems and ecosystem monitoring. For example, CNN-LSTM and Random Forest models improve our ability to process and analyze large data sets with many dimensions and make more accurate predictions to help reduce the impact of climate change. Artificial Intelligence acts as a major force that will help to reach the Sustainable Development Goals with data driven solutions that will assist with optimizing resources, healthcare, education, and climate action; but also raise ethical risks associated with bias and inequity (Nagpal & Kumari, 2025). Viljakainen et al. (2025) present a conceptual article about a multi-level framework to leverage Artificial Intelligence (AI) to change the world of work from a basic state of satisfaction for workers to a state of human flourishing. The authors recommend a human-centered design philosophy that addresses worker well-being in conjunction with industrial performance to recruit talent and create fulfilling work.

Overall conclusion drawn from previous analysis is that AI can accelerate action towards climate change & sustainability through optimizing renewable energy grids and creating models of complex climate change scenarios, as well as enhancing the management of resources. AI-based technologies improve efficiency in agriculture, transport & industry, supporting a low-carbon economy. AI technologies do pose risks; specifically, they consume significant amounts of electricity and have the potential to be used to increase the amount of fossil fuel exploration.

Objectives

- To measure the contribution and role of AI towards achieving sustainability objectives.
- To understand the impact of AI on certain environmental milestones (e.g. taking action against climate change).
- To provide insight into how policymakers and developers can improve environmental oversight in a way that minimizes potential harm.

Methodology

Research in artificial intelligence regarding climate change and sustainability involves mapping applications and assessing their effects. The primary research methods employed in this area of study include literature mapping, expert surveys, and case study analysis. The purpose of these approaches is to balance the predictive, optimized, and automated strengths of AI against its high energy consumption; therefore, existing, peer-reviewed literature will provide the "community of knowledge" regarding AI's role in climate mitigation and adaptation, as well as identify potential gaps in research and/or trend analysis for AI-related applications.

The research relies on secondary data. Sources of secondary data include government reports and evaluation by international organizations. Researchers have utilized both content analysis and evaluation. If researchers compare and contrast findings across sectors, such as renewable energy production or smart agriculture, they may find ways to improve efficiencies. Climate scientists, data scientists, and policy experts helped to evaluate the reliability and sustainability of AI technologies, as well as ensure that the deployment of AI technologies is ethical and does not lead to negative environmental impacts.

Results and Discussion

Role of Artificial Intelligence in Climate Control

One of the major ways artificial intelligence has helped in the fight and management of the effects of climate change is that it has made it easier to understand the implications of climate and weather fluctuations. As such, AI has become an indispensable tool in these efforts as it aids in the refinement of prediction models for anomalous weather patterns, energy usage in buildings and power grids is made more efficient through AI, the integration of renewable energy sources is facilitated by AI, emission being tracked by AI, and eco-friendly city planning is supported by AI. In its interaction with large climate datasets, AI is able to forecast climate changes that are far off. It also enables the efficient management of resources and the development of smart systems for the more efficient use of energy which results in the saving of both money and emissions. It makes the best use of water, agricultural and natural resources and supports the conservation of biodiversity. It enables to build climate-resilient cities, manage waste, and sustainable livable urban environments., AI acts as the mediator between the complex climate data and the rest of the world by providing the data in understandable format. Thus it is the main driver of efficiency, emission reduction, and societal resilience against climate change.

AI technology is one of the major enablers of a robust disaster management system through features like accurate early warning systems, efficient managing of resources, and better real-time decision-making backed up by the analysis of data. The system is very versatile as it can be utilized in all stages. AI is a main weapon in the arsenal against deforestation. One of its capabilities is that it can detect patterns in satellite images and data from sensors, It helps in immediate supervision of spot areas that might be at risk, and shorten the time of the response in case of illegal logging, fire, and land-use changes. AI tools can provide valuable assistance to governments, NGOs, and conservationists in forest degradation monitoring, advancing policy, and directing reforestation initiatives more efficiently. By using AI, conservation can be done with proper data, thus it is effective in saving forests.

Table 1: Overview of AI's Role in Climate Control

Application Area	**Specific Role of AI**	**Climate Impact**
Conservation	Illegal logging, deforestation, and areas of the forest experiencing some issues such as fire can be monitored by satellite technology.	Protecting the Amazon and Indian Forests through real time carbon sink protection.
Transportation	Dynamic timing of traffic signals and route optimization can minimize the time cars are idled.	Reducing urban transport system emissions up to 60%.
Smart Buildings	By controlling HVAC systems with the use of AI and factors such as weather conditions and occupancy, buildings can be maintained at a much more comfortable temperature level.	Reducing energy used in buildings 30 – 50% of current energy usage.
Agriculture	Through irrigation and nutrient management, sensors and satellite data can be utilized to apply a high degree of	Reducing water and fertilizer waste and Increased resilience of the crops by 10 to 50%.

	precision to the amount of water and nutrients provided to crops.	
Weather & Disaster	Warning systems can provide forecasts of weather events, including cyclones, floods, and landslides, at the community level.	Reducing cyclone deaths in certain areas (e.g., India) up to 90%.
Energy Management	Demand for renewable energy sources (wind and solar) can be predicted and optimized so as to reduce reliance on fossil fuel backup power plants.	By 2030, reduce worldwide greenhouse gas emissions up to 15%.

Source: Composed by author from reports.

From table 1 it can conclude that Artificial intelligence (AI) is a key part when it comes to climate change mitigation as it provides many energy efficient ways of improving climate change controls such as improving renewable energy integration through optimization and supporting implementation of strategies to adapt to climate change. AI acts as a catalyst for climate change action through emission reduction, resource optimization and creation of circular design. There is also potential to reduce emissions from these actions.

AI is essentially revolutionizing the way we deal with pollution. One of the major changes that it brings in is the automation of real-time monitoring, exact forecasting, and regulated control of the pollutants of the air, water, and soil with the help of ultramodern sensors, drones, and machine learning algorithms. As a result, cities planned in smart way, factories getting turned into energy-saving, and emissions being cut in precise manner. It will be useful for ecological balance. AI handle complex environmental data in an excellent manner, identify the sources of pollution, and drastically enhance the decision-making quality.

Artificial Intelligence is changing the waste management scenario by route optimization for collection, computer vision-based automation of sorting, recycling efficiency improvement, and waste generation prediction. It results in cost savings, fewer emissions, less pressure on landfills, and better resource recovery for a circular economy. AI is combining IoT-based sensors, machine learning, and robotics to conceive systems that are driven by data. Artificial Intelligence is drastically changing how animal conservation is done by improving species monitoring, fighting poaching using predictive analytics and real-time alerts, making habitat management more efficient through satellite imagery analysis, and communicating with the communities by means of easy-to-use apps. It is allowing the implementation of data-driven strategies that are not only proactive but also effective in saving biodiversity from problems like habitat loss and illegal trade.

Artificial intelligence is a major factor in making the human lifestyle possible in extreme climates by refining predictive modelling for natural disasters, managing resources efficiently in harsh conditions, and supporting the creation of resilient infrastructure and habitats. AI changes the huge problem of nature by not only facilitating the prediction but also the response and mitigation/recovery. It employs machine learning, computer vision, and Natural Language Processing on huge datasets to deliver quicker and more accurate forecasts as well as to ease the decision-making process that leads to saving lives and lessening the disaster's side effects (Lozo and Onishchenko, 2021).

Role of Artificial Intelligence in Sustainable development

AI supports a green economy by energy optimization, and environmental monitoring. It helps the implementation of the United Nations' Sustainable Development Goals by data analysis for solving the climate change, poverty and inequality problems, etc. It helps in fight against global warming as it can monitor climate patterns, track carbon emissions, predict natural disasters and monitor deforestation and animal populations. In addition, it is able to enhance smart grids, which are used to keep electricity supply and demand in balance by making renewable energy sources more efficient and by reducing energy consumption. AI technologies are very helpful in environmental protection. It can be used for air pollution monitoring. AI technologies are main drivers of automation. AI technologies bring a lot of benefits to healthcare. Diagnosis, treatment, and drug discovery will be enhanced, public health initiatives will be monitored, and outbreaks will be responded to more quickly and effectively with the help of AI technologies. It can be used for the optimization of traffic flow, buildings energy efficiency improvement and assistance of urban planners to design more resilient cities.

Table 2: table Role of Artificial Intelligence in Sustainable development

Focus Area	Application of AI	SDG Alignment
Energy	Improving energy storage, optimizing industrial energy consumption, and managing smart grids.	SDG 7 (Clean Energy)

Social/Urban	Traffic control in smart cities, personalized learning systems, and bias detection in systems.	SDG 11 (Sustainable Cities), SDG 4 (Education)
Economic	Optimization of Supply Chains, reduction of waste, improvement of efficiency to enable business growth.	SDG 8 (Economic Growth)
Health	Detecting cancer/heart disease, speeding up drug finding, and providing healthcare services to rural areas.	SDG 3 (Good Health)
Agriculture	Predictive analysis of Weather and Pests, Optimizing Irrigation, Increased Crop Yield Management.	SDG 2 (Zero Hunger)
Environmental	Real-time monitoring of Greenhouse Gas emissions, Tracking deforestation, Optimizing Renewable Energy Grids, Managing Water Consumption.	SDG 13 (Climate Action), SDG 6 (Water)

Source: Composed by author from reports.

Table 2 shown that AI supports sustainable development by using large amounts of data to improve how to use and manage the resources we have, anticipate problems that will happen in the environment and improve how efficiently all different types of industry operate (e.g. Energy, Agriculture, Urban Planning). AI supports the Climate Change agenda (e.g. Climate Action) by monitoring biodiversity (e.g. the health of ecosystems), providing social inclusion efforts (i.e. AI-supported Agriculture), and providing AI-supported healthcare diagnostic assistance (i.e. Healthcare).

Artificial intelligence is the primary engine behind economic growth. It brings significant expansion in productivity and efficiency, quickens innovation, and changes the major sectors like healthcare, finance, and manufacturing. However, its introduction is also associated with some problems such as the replacement of jobs and the need for new skills. AI is a general-purpose technology similar to electricity or the internet, which spreads its effects to industries and makes possible the innovations that are complementary to it. AI-powered automation of repetitive tasks and optimization of processes in manufacturing and services lead to a reduction costs and waste of resources. Advanced analytics and machine learning algorithms consume huge volumes of data to generate insights that are used to make better decisions in businesses and public policy. AI shortens the research and development durations, thus new products and services can be created and tested at a much faster rate. AI models are capable of analysing real-time, non-traditional data to offer precise and quicker forecasting of economic variables which in turn permits faster reactions to economic shocks.

(1) Sustainable Farming

Artificial Intelligence transforms sustainable agriculture through precision farming, resource optimization, climate adaptation through predictive analytics, task automation, yield increase with minimal environmental harm and support of long-term ecological balance. AI-powered devices such as drones, sensors, and machine learning process the data for the most efficient interventions. AI interprets sensor data to irrigation and fertilization, thus lessening the overuse and runoff.

Computer vision helps to locate the weeds and pests so that the robotic systems can be used to apply the herbicides or pesticides in the exact area, thus drastically cutting the chemical use. Predictive models serve as a guide by forecast of weather, drought, or floods, thus helping the farmers to prepared and implement the early, sustainable solutions. Autonomous tractors and robotic harvesters are help farmers in their heavy work, to make the farm more efficient and to lower the operational costs. Drones and AI together can discover the first symptoms of a disease or shortage of nutrients, thus giving the possibility of a timely, targeted treatment before the issue becomes widespread. Machine learning is able to estimate the yields, thus helping farm management and supply chain planning.

(2) Sustainable Industrial Development

Artificial Intelligence is the key driver of a new era in eco-friendly product development. It facilitates the creation of designs with the least possible impact, quite literally foresees the environmental footprints. It understands consumer sustainability trends. AI goes through a virtually limitless number of design alternatives. It actually performs the product lifecycles simulation to be able to forecast the environmental impacts right from the start. It taps into a huge amount of data to find the best materials and at the same time. It records and assesses the life impact and the availability. AI-driven technologies make the energy side of manufacturing more efficient, and help lower the emissions. It creates less waste by the early stages of defect detection.

Machine learning technologies referred to as Artificial Intelligence are the main contributors to environmentally friendly transportation through their abilities to rationalize the flow of the traffic, make the vehicles self-controlled, maximize the logistics processes and induce the ecologically friendly traveling by revealing the data. So, the emission of carbon dioxide as well as fuel consumptions are being reduced in smart cities and logistics networks. With the help of AI-powered systems, dynamic data could gather for better road management, less congested traffic, faster on the electric vehicle charging process and public transport use could be easier and cheaper solutions. Thus, to a large extent, these systems are 'going green' and are almost self-sustaining. AI is the innovative technology, which is capable of completely transforming transportation from being one of the main sources of pollution to an intelligent and flexible system capable of balancing the environmental and economic needs and thus achieving real sustainable mobility (Hamdan, 2024).

Artificial Intelligence in Service Sector

By automating services, AI basically transforms the service sector to a more customer-focused one, and at the same time, it also raises the overall operational efficiency by using AI-powered tools. These devices simplify customer support, facilitate the running of the business, and also provide detailed data for customer-centric services. AI is an ideal technology for handling the world of routine queries as it provides agents with data and enables self-service, thus resulting in the shift of focus towards complex issues and strategic growth. AI-driven Chatbots and virtual assistants are the ones that take the burden off humans by providing instant, 24/7 support, handling FAQs, and delegating complicated issues, whereas sentiment analysis helps in determining the customer's emotional state. AI plays an important role in fraud detection, credit scoring, risk assessment, and the provision of automated investment advice.

Table 3: Key Roles of AI in the Service Sector

Service Sub-Sector	AI Application Role	Key Benefits & Impact
Marketing	Sentiment Analysis & Data Analytics	Analyzing customer sentiment via social media, targeted advertising, behavioral prediction.
IT Services (ITSM)	Automated Ticket Management	Auto-categorization, self-healing systems, increased agent productivity.

Healthcare Services	AI Diagnostics & Telemedicine	Faster disease detection, AI-powered triage, personalized treatment plans, expanded rural access.
Retail & E-commerce	Recommendation Engines	Personalized product suggestions, demand forecasting, reduced stockouts, optimized inventory.
Banking & Fintech	Robo-advisors & Fraud Detection	Real-time risk analysis, personalized investment plans, automated credit scoring.
Hospitality & Travel	Dynamic Pricing & Service Robots	12% revenue increase (dynamic pricing), 30% reduction in wait times (concierge robots), contactless services.
Customer Service	AI Chatbots & Virtual Assistants (NLP)	24/7 support, handling up to 85% of routine inquiries, reduced wait times, higher satisfaction.

Source: Composed by author from reports.

Table 3 shown that AI is a key tool for creating value within the services industry. Examples of this include using AI to automate repetitive activities, creating customized services for clients as well as assisting in proactive decision-making. One way that AI generally improves efficiency within businesses; however, the addition of AI also contributes to the overall value added when compared to if AI were not present at all, because of the numerous ways that AI increases human performance/willingness to work.

AI changes the tourism and hotel industry in many ways like through Chatbots interactions and customized suggestions, complete automation of reservation tasks, revenue maximization with dynamic pricing, and marketing improvement through data analysis. AI is also making the back of the house operations more efficient in areas like housekeeping and security. It is a game-changer for the telecom industry as it helps in network optimization. These measures lead to a significant enhancement in operations, customer experience, and revenue through the use of real-time analytics and automation (Das, 2023).

Conclusion

Artificial Intelligence is a key element that essentially enables sustainable development as it can make resource use more efficient, speed up the process of energy generation from clean sources, provide better climate forecasting, and increase the aggregate efficiency of different sectors. All these pave the way for achieving the UN Sustainable Development Goals like those of energy that is affordable and clean, water and sanitation, and health/education of quality. Still, the advantages of AI are accompanied by the requirement to resolve problems such as bias and the necessity to secure that there is equitable access in order not to deepen the global divides further. The principal characteristics of AI are the features that set the stage for more intelligent solutions in fields as smart grids, precision agriculture, and early disaster warnings, thus making development more efficient, less wasteful, and more resilient.

Artificial Intelligence is a major factor in making the environment safer. It can check pollution by analysing the data collected through various means. It can forecast natural disasters, and can trace the movement of animals, and also track whether the rules made for the environment are being followed or not by processing large datasets. All this is done with the help of satellite images, sensors, and drones that not only give us the news of a disaster earlier but also allow to manage resources in a well-organized manner. AI scans satellite images and sensor readings to detect in real-time deforestation, illegal dumping, methane leaks, and changes in the habitat. Predictive AI models mapping out the onset of floods, droughts, and hurricanes, thus giving the opportunity for evacuations and saving the necessary resources. AI enables the monitoring of animals through camera traps and drones, the identification of the most important habitats, and supports the return of forests. Machine learning gives the capability to environmental protection agencies to find locations that are more likely to violate the rules so that they direct their inspection efforts there. It is great energy-saving, water-management, and agricultural-efficiency enhancing tool.

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INTEGRATION OF THE INDIAN KNOWLEDGE SYSTEM INTO MANAGEMENT PRACTICES TO FACE CUT-THROAT COMPETITION IN PROFESSIONAL LIVES AND MAINTAIN WORK-LIFE BALANCE

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Abstract

This study explores the integration of Indian knowledge systems into contemporary management practices to enhance employee competitiveness, productivity, and well-being. As we are seeing and know that in today competitive world, it is not the competition for better products but also there is competition among employees in every organization to perform better and better every day and meet the required standards. This study taks us back to the great Indian knowledge system where we find solution to every problem encountering the human life. This research article addresses current challenges faced by employees in competitive work environments, focusing on managing professional stress and personal problems. Research highlight specific management areas suitable for integration and its possible impact on employee performance, adaptability, and stress management, as well as challenges encountered during implementation. The study contributes to management practices by refining models of employee well-being and productivity and offers practical recommendations for organizations aiming to incorporate Indian knowledge systems. Implications for cross-cultural management and future research directions are also discussed.

This study explores the integration of the Indian knowledge system into contemporary management practices as a strategic approach to navigate intense professional competition

while achieving a harmonious balance between professional and personal lives. By examining traditional Indian philosophies such as Bhagwat Gita, Ramayana, Vedas, Upanishad etc. and their application within modern organizational contexts, the research highlights how these indigenous principles can enhance decision-making, leadership, and work-life integration. The findings suggest that incorporating such culturally deep-rooted wisdom offers sustainable competitive advantages and promotes holistic well-being among professionals facing demanding career environments.

Keywords: Indian Knowledge Systems, Contemporary Management, Employee Well-being, Work-Life Balance, Organizational Productivity

Introduction

The introduction establishes the significance of integrating the Indian knowledge system into contemporary management practices, emphasizing the challenges posed by intense or cut-throat professional competition prevailing in modern world and the growing need for work-life balance. It can begin by outlining the contemporary professional landscape characterized by cut-throat competition, high stress, and the struggle to maintain equilibrium between career demands and personal well-being. Then, it should introduce the Indian knowledge system as a rich, culturally rooted source of wisdom that offers unique perspectives and tools for leadership, decision-making, and holistic management.

It highlights the gaps in current management practices, which often overlook indigenous philosophies, which are quite relevant in contemporary period and it can be done by exploring traditional Indian principles that can be effectively applied in modern organizational contexts. The rationale for this integration is to achieve sustainable competitive advantages while fostering holistic well-being of employees or professionals. This study focuses on the integration of Indian Knowledge Systems (IKS) into contemporary management practices as a strategic approach to address the challenges of intense professional competition and the growing need for work-life balance. It examines how traditional Indian philosophies, values, and ethical frameworks can be adapted and applied within modern organizational settings to enhance employee effectiveness, decision-making, leadership, and overall productivity.

The study analyzes the key areas of management such as human resource practices, leadership styles, stress management, and organizational behavior where Indian knowledge systems can be meaningfully incorporated. It also explores the role of these indigenous principles in promoting mental well-being, emotional resilience, and harmony between professional and personal lives.

The study is limited to employees and organizations operating in competitive professional environments It touch upon the practical challenges, limitations, and opportunities involved in implementing Indian knowledge systems in diverse workplace contexts.

This study throws the light on the traditional Indian philosophies that offer valuable insights into ethical conduct, self-management, leadership, and holistic well-being. Key philosophical foundations include principles from the **Bhagavad Gita**, which emphasizes duty (**dharma*),*** selfless action *(*karma yoga*),* and emotional balance in decision-making. Concepts from Upanishadic thought contribute to understanding self-awareness, consciousness, and inner stability, which are essential for effective leadership and stress management.

Additionally, the study considers the teachings of Buddhist philosophy, particularly mindfulness, detachment, and the management of desires, which are relevant for reducing workplace stress and enhancing focus. Jain philosophy is also explored for its emphasis on non-violence *(*ahimsa*),* ethical responsibility, and self-discipline in professional interactions. It provides practical insights for organizations seeking sustainable and human-centric management practices. It suggests the incorporation of value-based leadership, ethical decision-making, mindfulness practices, and stress management techniques derived from Indian philosophies.

Organizations can enhance employee resilience, improve productivity, foster a positive work culture, and support work-life balance. Additionally, the study offers guidance for designing training programs, leadership development initiatives, and organizational policies that align professional success with personal well-being.

Literature Review

Jadon et al. (2025), The systemic integration enhances critical thinking, experiential learning, ethical reasoning, and overall holistic development. The principles underpinning IKS—such as harmony with nature, ethical conduct, and value-based education—can be extrapolated to management to foster workplace cultures that balance aggression in competitive markets with mindfulness and sustainability, thus nurturing long-term professional growth and personal well-being.

Patel (2024) The Bhagavad Gita, a seminal text of Indian philosophy, offers timeless leadership principles vital for modern management. Its core teachings—Karma Yoga (selfless action), Bhakti Yoga (devotion), Jnana Yoga (knowledge), and Raja Yoga (meditation)—align closely with contemporary management concepts like ethical leadership, intrinsic motivation, strategic decision-making, and stress management. By adopting these principles, leaders can cultivate moral integrity, inspire teamwork, and develop effective decision-making capabilities amidst cut-throat competition. This approach not only enhances leadership effectiveness but also promotes resilience against stress and conflict in corporate governance environments.

Gupta & Singh (2024), It makes the observation that IKS-influenced practices enhance employee morale and collaborative work ethic in Indian and multinational firms operating in India.

Pandey & Rao (2023), The study propose a hybrid framework where IKS principles are mapped onto leadership competencies, performance metrics, and organizational culture models.

Chaudhary (2022) underscores that a holistic approach—valuing body, mind, and spirit—helps individuals resist burnout and navigate competitive pressures while maintaining personal harmony.

Kumar (2020), Research suggests that many governance and strategy concepts in the *Arthashastra* align with modern theories of competitive advantage, risk assessment, and policy formulation.

Jain & Verma (2019), It study how ethical leadership enhances trust, organizational climate, and employee engagement. IKS principles of righteousness and selfless action are cited as catalysts for fostering such cultures.

Sharma & Gupta (2018) Indian Knowledge system view individuals as integrated physical, intellectual, and spiritual beings. This contrasts with some Western models that focus narrowly on material performance and competition.

Jain & Mishra (2018), It relate practices such as mindfulness and meditation—deeply rooted in Indian traditions—to reduced stress, improved concentration, and emotional resilience among professionals.

Singh (2017), Highlights that ethical frameworks from Indian scriptures influence integrity, accountability, and stakeholder orientation in leadership. These characteristics are considered antidotes to unethical practices in modern organizations.

Prasad (2015), Research emphasizes that Indian philosophical traditions prioritize self-awareness, duty, and ethical living. IKS values such as dharma (duty), karma *(*action), vairagya (detachment), and samatva (equanimity) provide rich insights for leadership and decision-making.

General Objective

- To examine how principles and knowledge from the Indian Knowledge System can be integrated into modern management practices to enhance productivity and increase professional competitiveness while simultaneously ensuring work–life balance.

Specific Research Objectives

- **To understand the core concepts of the Indian Knowledge System (IKS)**

  It studies the key philosophies from ancient scriptures such as Bhagavad Gita, Arthashastra, Upanishads, and importance of Yoga and how the path of Dharma always leads to a peaceful life.

- **To analyze contemporary management challenges**

  The research finds the various issues such as workplace stress, burnout, ethical dilemmas, hyper-competition, and try to balance the work and personal life in corporate environments.

- **To compare traditional Western management approaches with IKS-based aproaches**

It examines differences in leadership styles, decision-making processes, ethical frameworks, and employee well-being models.

- **To explore IKS principles that enhance professional competitiveness**

  The study investigates concepts like Nishkama Karma (selfless action), Karma Yoga, emotional regulation, ethical leadership, and strategic thinking inspired by Kautilya.

5. **To evaluate the role of IKS in improving work–life balance**

   It studies how ancient techniques such as Yoga, mindfulness, meditation, and value-based living reduce stress and enhance mental resilience.

6. **To assess the practical applicability of IKS in modern corporate settings**

   It examines case studies of Indian organizations that incorporate spiritual or value-based management models.

7. **To develop a conceptual framework**

   The study propose a model integrating IKS principles into HR policies, leadership training, organizational culture, and performance management systems.

Significance of the Study: Integration of the Indian Knowledge System into Management Practices

The integration of the **Indian Knowledge System (IKS)** into modern management practices holds immense significance in today's era of cut-throat competition, rapid globalization, and increasing work-life imbalance. It is deeply rooted in timeless wisdom from texts such as the Bhagavad Gita, Arthashastra, Vedas and Upanishads, the Indian Knowledge System offers ethical, psychological, and strategic insights that remain highly relevant in contemporary professional environments.

1. Ethical and Value-Based Leadership

   Indian knowledge system emphasizes **dharma (righteous duty), integrity, and self-discipline**, which are essential for sustainable leadership. Guidance from Lord Krishna helps Arjuna understand dharma (duty), selfless action (karma yoga), and emotional detachment.

It teaches how the Ethical decision-making under pressure are taken as per the one's duty and Balancing personal emotions with professional responsibilities and clarify the purpose in leadership roles. Modern corporate scandals and unethical practices highlight the need for value-driven decision-making. Integrating these principles fosters responsible leadership, transparency, and long-term organizational credibility. King Harishchandra sacrifices his kingdom, family, and comfort to uphold truth and promises. It reflects the **e**xtreme commitment to honesty and ethical principles, regardless of consequences. It teach us the Integrity as the foundation of leadership and ethical resilience.

2. Strategic Thinking and Governance

The Panchatantra emphasizes applied intelligence rather than theoretical knowledge. **as it gives knowledge that** Success depends on how knowledge is used in real-life situations. **If we relate it to the d**ecision-making skills and practical problem-solving are more valuable than mere technical expertise. The stories of Panchtantra highlight planning, anticipation of risks, and how to come out of a difficult situation and at last it teaches that the success depends on correctly understanding others' intentions and behavior. Actions should be guided by long-term consequences.Strategic planning, risk assessment, and competitive thinking. The Arthashastra emphasizes that the primary duty of a ruler is the welfare of the state and its people. Governance should be efficient, just, and welfare-oriented. Organizational leadership must focus on stakeholders well-being and long-term sustainability of the organization. It promotes analytical thinking, foresight, and structured governance— which is vital for navigating tough situations. In epic Mahabharata, Vidura advises King Dhritarashtra on statecraft, warning against injustice and poor decision-making. This piece of advice reflect the Importance of wise counsel, foresight, and ethical governance. The different characters in Mahabharata represent different personality people such as wise, foolish, greedy, loyal, etc. Hence we can infer that in organization set up also we will encounter the same set of people in which some would be wise, some foolish, other greedy and so on. This story tell us about the importance of advisors in leadership and timely risk assessment and making preventive strategies. Again the Arthashastra by Kautilya proposes that neighboring states are natural enemies while neighbors' neighbors are potential allies. This approach reflect the dynamic alliance-building and competitive positioning. This ancient knowledge available in Arthsastra could be used in Strategic partnerships and alliances, Geopolitical and corporate ecosystem analysis.

3. Stress Management and Emotional Intelligence

Teachings from the Bhagavad Gita advocate emotional balance, detachment from outcomes, and focus on action (Karma Yoga). These principles help professionals manage workplace stress, enhance emotional intelligence, and maintain mental resilience amid high-pressure environments. Tripitaka tell us about the how Gautama Buddha teaches the Four Noble Truths and mindfulness (vipassana) as a way to overcome suffering and mental distress and a tool of stress management by observing our thoughts and detach from attachment reduces psychological stress of human being. In modern organization this practice oftern leads to stress reduction (MBSR) in workplaces.

Similarly, Yoga Sutras in **Patanjali Yoga System focus on the stress management in a more structured way.** Patanjali gives the Ashtanga Yoga *(*eightfold path) for controlling the mind and reducing mental disturbances *(*chitta vritti nirodh*)*.Yoga help in reducting the stress and make the mind and body more disciplined and create the self awareness among the people. In modern world, yoga and wellness programs can help in overcome the both professional job stress and personal dilemma and pains.

4. Work-Life Balance and Holistic Well-being

IKS promotes a **holistic approach to life**, integrating material success with spiritual and personal well-being. Concepts such as balanced life, restraint, and mindfulness enable individuals to maintain harmony between professional responsibilities and personal life, reducing burnout and enhancing overall satisfaction.

5. Sustainable and Inclusive Growth

Indian philosophical traditions emphasize collective welfare (Sarvodaya) over individual gain. **Rama Rajya concept as mentioned in Ramayana where Raja Rama** is depicted as a ruler whose administration ensures justice, safety, and welfare for all citizens, including the weakest sections of society. Modern organizations can take the example of Rama Rajya and can do their best to ensure to ensure the fulfill the needs of their employees in the organization and ensure Ethical leadership for long-term stability. In our Upanishads, we find mentioned that our great sages or rishi lived in harmony with nature in forest hermitages (ashrams), relying on minimal resource use and ecological balance. It shows their commitment and respect for natural ecosystems. Integrating such perspectives into management encourages corporate social responsibility, stakeholder engagement, and sustainable development practices.

6. Competitive Advantage

In the Indian Knowledge System (IKS), "cultural relevance" as a source of competitive advantage essentially refers to the notion that values, identity, ethics, and indigenous wisdom can produce stronger, more sustainable performance than purely external models because they better fit local contexts and enhance trust, motivation, and adaptability. In our ancient scripture, Bhagavad Gita, Arjuna overpowers emotional paralysis through guidance from Lord Krishna, leading to clarity in decision-making. Hence we can conclude that competitive advantage can be gained in modern corporate world by reducing stress which ultimately leads to the improved decision making, promotes duty-based, not fear-based action by the employee in the organization.

In another ancient text Panchatantra, which is full of stories where weaker animals survive through intelligence, alliances, and negotiation. These stories teach us the about the strategic and tactical thinking which is quite vital and essential in modern corporate world. It put emphasis on the alliance-building instead of direct conflict with negotiation skills. In modern world, the professional and employees can use these tactics to make business strategy and stay in the market if external or environmental surrounding the organization is not good. Especially for Indian organizations, incorporating indigenous knowledge systems enhances cultural alignment, employee engagement, and authenticity in leadership styles. It creates a unique management model rooted in local ethos while remaining globally competitive at the same time.

Contemporary Management Practices

Agile and Flexible Management: Using agile approaches to improve project responsiveness, flexibility, and iterative development.

Hybrid and remote work models: Balance in-office and remote productivity by integrating technology to enable flexible work schedules.

Data based decision Making: Using big data and analytics to track performance, forecast trends, and guide management initiatives.

DEI Concept: In order to promote creativity and employee engagement, inclusive leadership places a strong emphasis on diversity, equality, and inclusion (DEI) as fundamental management principles.
Decentralized decision-making: It promotes independence and ownership at all organizational levels is known as employee empowerment.

Sustainability and Corporate Social Responsibility (CSR): It includes the social, ethical, and environmental factors in management plans.

Continuous Learning and Development: Fostering a culture of retraining and up skilling to meet changing industry demands.

Technology Integration: Leveraging AI, automation, and collaboration tools to streamline workflows and reduce operational bottlenecks.

Performance Management Evolution: Shift from annual reviews to continuous feedback and coaching models.

Current Approaches to Employee Productivity and Well-Being

Holistic Well-Being Programs: Incorporating physical, mental, emotional, and financial wellness initiatives. In Tata company provides maternity benefits, medical support, retirement security. The Infosys company runs the campus healthcare programmes and provides the recreation and housing facilities for their employees.

- Larsen & Toubro runs the Skill Training Institutes for youth. It has the strong workplace safety and health systems for its employees and also provides the employee welfare housing and healthcare facilities

Work-Life Balance Initiatives: Flexible hours, remote work options, and time-off policies designed to reduce burnout. Tata Consultancy Services has adopted the flexible working hours and hybrid work options. It has introduced **the "Work from Home**" model introduced post-pandemic. The company gives the paid leave for personal/family responsibilities and Sabbatical options for skill development or personal breaks to the employees.

- Wipro welfare program for employees such as **"Wellbeing Oath"** encouraging self-care culture among employees. Physical, mental, emotional, and financial wellness programs. Weekly yoga and fitness sessions. Employee assistance programs are being run to provide professional and personal counseling support to the employees.

Employee Engagement Strategies: Now the organization are carrying out the regular surveys, created recognition platforms, and encouraged the participatory decision-making to boost morale.

Focus on Psychological Safety: Organisations are creating the environments where employees feel safe to express his or her ideas without any fear.

Employee Assistance Programs (EAPs): Confidential counseling and support services for personal and work-related stress.

Conceptual Foundations: Indian Knowledge Systems in Management

Philosophical Foundations: Integrating principles from traditional Indian philosophies into organizational behavior and ethics, such as Dharma (duty/ethics), Karma (action and consequence), and Yoga (mind-body discipline).

Holistic Approach: Promoting a sustainable workplace by placing an emphasis on striking a balance between individual well-being, social responsibility, and corporate objectives.

Knowledge Traditions: Making use of conventional and ancient knowledge in team/group dynamics, leadership (such as Arthashastra's statecraft), and dispute resolution (such as Panchayat systems).

Impact on Employee Performance after imbibing wisdom from Indian Knowledge System

Redefining Performance Indicators: Organisation are now moving beyond quantitative KPIs to include qualitative aspects such as ethical conduct, collaboration, mindfulness, and social contribution of the individual or employee.

Intrinsic Motivation: Organisations are encouraging employees to find meaning and purpose in their roles in the company or organzation through alignment with dharmic principles from the ancient scriptures and books, leading to enhanced engagement and productivity.

Self-regulation and Discipline: Practices like meditation and mindfulness (from Yoga) can improve focus, reduce stress, and increase work efficiency.

Long-term Orientation: Emphasizing sustainable performance rather than short-term gains, reflecting cyclical and holistic thinking in Indian traditions.

Mindfulness and Emotional Intelligence: Indian practices such as meditation and pranayama can build emotional resilience, helping employees manage stress and adapt to change effectively.

Acceptance and Detachment (Vairagya): Organisations are teaching the employees to accept uncertainties in the business and focus on controlled effort rather than outcomes and enhance psychological flexibility.

Community support Systems: The lessons from ancient traditions, fostering strong interpersonal networks within the workplace to provide social support during transitions or crises.

Learning from Nature (Samskriti): Emphasizing harmony with natural rhythms and cycles that may encourage adaptation, flexible organizational cultures that respond well to external disruptions.

Integrative Thinking: Indian epistemology encourages synthesis of multiple perspectives (e.g., Nyaya logic, dialectics) fostering comprehensive analysis before decision-making. It can help the professionals and employees to think strategically.

Ethical and Value-Based Decisions: Dharma has been embedded in our Indian culture and traditions which ensures that decisions are taken not just to earn profit.but with a wider study on societal and environmental impacts and mitigate the adverse impacts. Now a days we have seen that big corporates earmark the funds out of their profit for the Corporate Social responsibility.

Conflict Resolution Techniques: Traditional dispute resolution methods (e.g., consensus-building in Panchayat system of Indian villages) can improve negotiation and consensus skills within teams.

Alignment of Individual and Organizational Values: IKS can help build cultures that resonate deeply with employees' identity and values, fostering loyalty and intrinsic motivation.

Leadership Models: Indian knowledge system gives us a lot of Leadership and wisdom lessons. Leadership inspired by Indian wisdom (e.g., servant leadership, guru-shishya) promotes empathy, mentorship, and empowerment, enhancing team performance.

Challenges while implementing the Indian Knowledge system in Management:

Cultural Adaptation: Making sure that Indian knowledge systems are carefully modified without imposing their culture on varied, international workforces.

Measurement Challenges: New performance frameworks are needed to quantify qualitative gains in resilience, adaptability, and ethical conduct.

Training and Awareness: Creating initiatives to teach leaders and staff about IKS concepts and their real-world applications.

Integration with Technology: striking a balance between data-driven management techniques, digital transformation, and conventional wisdom.

Resistance by the Corporate sector: Modern corporate organizations often resistance from that prefer Western management theories.

Lack of empirical studies : There is a lack of large-scale empirical studies for measuring effectiveness of IKS-based management practices.

Cross cultural issues : There is difficulty in universal application of IKS principles in global workplaces such as multinational corporates, transnational corporates etc.

Key Findings and Conclusion

The research on integrating the Indian Knowledge System (IKS) into modern management practices highlights that traditional Indian wisdom offers practical, sustainable solutions for navigating intense professional competition while preserving personal well-being.

The study finds that principles derived from Indian philosophies—such as mindfulness, ethical decision-making (dharma), detachment from outcomes (nishkama karma), and holistic living enhance managerial effectiveness which in turn increases the organizational effectiveness. These concepts help professionals develop emotional resilience, clarity in decision-making, and a value-driven approach to leadership. As a result, organizations benefit from improved productivity, stronger workplace relationships, and a more ethical work culture.

Additionally, the integration of practices like yoga, meditation, and self-reflection into daily routines significantly reduces stress and burnout. This demonstrates that IKS is not only culturally relevant but also highly applicable in addressing modern workplace challenges, especially in high-pressure environments.

The research successfully establishes that:

(a)Indian Knowledge System principles can be effectively incorporated into contemporary management practices without conflicting with modern organizational goals.

(b)These principles provide a competitive advantage by fostering adaptability, emotional intelligence, and sustainable performance.

(c)IKS plays a crucial role in maintaining work-life balance by encouraging inner stability, disciplined living, and prioritization of well-being alongside professional success.

The integration of Indian Knowledge Systems into management is not merely philosophical but deeply practical. It equips professionals with tools to handle cut-throat competition while maintaining harmony between their professional responsibilities and personal lives. This balanced approach ultimately leads to long-term success, both individually and organizationally.

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THE IMPACT OF RUSSIA-UKRAINE WAR ON INDIAN MARKET: A THEORETICAL ANALYSIS

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Abstract

The Russia-Ukraine war which outbreak in Feb 2022, which is also known as the "black-swan" event sent economic shockwaves across the global market including India. As a large emerging economy deeply integrated into global trade through energy imports, agricultural commodity markets, and evolving financial linkages, India stood at a complex crossroads of geopolitical pressure and economic opportunity. This paper presents theoretical analysis of this war's impact on the India's market. It basically focused on the five dimensions: the stock market, food and agricultural commodities, the financial and payments system, the foreign exchange market, and geopolitical and trade relationships. The study is based on descriptive nature and on secondary data which is collected from various journals, articles and government publications. The finding indicates that India's stock market experienced short-term volatility, while the Indian rupee depreciated at its lowest but certain sectors and trade relationships benefited from the crisis. Agricultural inflation, fertilizer supply disruptions, and payment system challenges added further complexity. The paper concludes with the suggestions for strengthening India's economy against any further geopolitical shocks.

Keywords: Russia-Ukraine War, Indian Economy, Stock Market, Foreign Exchange Market, Food and Agricultural Commodities, Rupee, Financial and Payment System, Geopolitical Risk.

Introduction

The Russia-Ukraine war outbreak in Feb 2022, was one of the most significant geopolitical events. This event is often described as a “black swan” event- an unpredictable occurrence with severe global consequence (Yousaf et al., 2022). It disrupted the decades old supply chains, global market, and forced governments worldwide to reassess their economic strategies. At that time Indian economy was already facing the aftershock of the Covid-19 pandemic and this war situation added more pressure on India from rising energy and food prices (Thirupathi, 2023).

This war adversely affects the growth and high inflation rate, because of this crisis the whole world economy could be seen with slower growth and faster inflation (Nazeeruddin, 2022). Crisis between Russia and Ukraine is not new. And is got worsened in 2014, when Russia illegally and forcefully, occupied some of south-eastern territories (Siddu and Suri, 2022).

Russia and Ukraine are largest exporter of wheat, sunflower oil, fertilizers and crude oil in the world. Together, they account for approximately 30% of global wheat exports and a significant share of sunflower oil supply (Nazeeruddin, 2022). Russia and India have a long history. As the two countries have developed strong relationships in various sectors including trade, investment, energy, defense and technology (Debo, 2024). This outbreak has also had spillover effects on other countries, including India’s domestic market. As an international sanction imposed on Russia by US, European Union and ither Western Nations. US Countering America’s Adversarives through Sanctions Act (CAATSA), says that it would impose sanctions on any countries on any countries on any country that purchases major defense hardware from Russia, including the S-400 missile defense system, which is currently in operation (Reddy, 2026). US sanctions on India include a 50% tariff. This is made up of a 25% “tariff” and another 25% “penalty” tariff. The reason given is that India keeps buying oil from Russia. (Wikipedia).

India’s reaction to the crisis was different from Western countries. India follows a tradition of making its decisions. So, India did not criticize Russia publicly. India also did not vote in United Nations meetings about the conflict. India’s neutral position comes from its relationship with Russia, in defense, energy and diplomacy. This helped India keep trading with Russia. India even got Russian oil because Western buyers stopped buying it. (Thirupathi, 2023). The conflict also showed that India has some economic problems.

This paper theoretically analyses the impact of the Russia-Ukraine war on India's market. It is structured around core areas like – stock market, food and agricultural commodities, the financial and payments system, the foreign exchange market, and India's evolving geopolitical and trade relationships. Here we do not document what happened, but to understand the underlying factors and what they mean for India's long-term market trends.

Literature Review

Reddy, (2026), investigated how the war affected parts of India's economy. The study found out that companies that run refineries make chemicals and do packaging were having a tough time because of high crude oil prices and the supply chain was disrupted. The BSE Sensex went down to 52,843 on March 7, 2022, which's a big drop of about 14.4% from where it was in October 2021. The NSE-Nifty also dropped down to 15,863, representing a fall of 14.14%. It also discussed about the threat of CAATSA sanctions on India because due to its purchase of military equipment from Russia, which added another layer of geopolitical complexity.

Gopal et al., (2025), studied that Russian-Ukraine war contagion effects on hat BRICs stock markets using DCC-GARCH model and found out that India's market showed comparatively better resilience than other nations, with volatility stability faster than Russia, Brazil and South Africa. Also, the study found that at the same time, India's financial connection with Russian became stronger, as due to increased imports of discounted crude oil. Also, the financial shocks from war did impact India, but string domestic policies helped limit their overall effect.

Debo, (2024), investigated how Russia-Ukraine has influenced India's market through its impact on Russia-India economic relation. The study also found that it disrupted global trade, financial system, energy supply due to the western sanction on Russia. And because of this India's overall market stability was affected and particularly to sector like energy, defense and pharmaceuticals. The study also found that the crisis opened some new opportunities for India, such as discounted crude oil imports from Russia, trade partner diversification and expansion of strategic cooperation and expansion of strategic cooperation. Also, the push India towards stronger economic resilience and diversification.

Narula, Chopra, and Goyal, (2024), examine the impact of the Russia–Ukraine war on the Indian stock market and show that the invasion created immediate negative reactions in key indices such as the NIFTY 50 and Sensex. The study suggests that rising geopolitical uncertainty lowers investor confidence and increases market volatility and leads to short-term declines in stock prices. The study also shows that sectors linked to global trade and oil were more affected due to rising uncertainty and disruptions. Overall, it highlights how geopolitical events can quickly influence market performance in India.

Thirupathi, (2023), examined the Russian-Ukraine war economic impact on India, and found that the India's crude oil imported was rapidly increased in the first half of FY 2023-23, also the fertilizers subsidy costs more than doubled, it was also noted that the rupee fell to a historic low of rupee 76.98 dollar. Even though after all these happenings, India's neutral stance allowed it to purchase discounted Russian crude oil and at the same time, it places India as becoming a substitute for China when it comes to global trade partnership in pharmaceuticals and specialty chemicals.

Saini and Sharama, (2023), examined the impact of Russia-Ukraine war on Indian crude oil spot and future market. The study used traditional market model as well as market model (GARCH) (1,1) model. The study shows that the war did not impact the Indian crude oil market instantly, as prices adjusted with a slight delay, indicating some inefficiency. It also notes uneven investor reactions, leading to mixed returns and short-term volatility. Overall, it suggests that geopolitical shocks can cause uncertainty and slower responses in India's financial markets.

Yousef, Patel and Yarovaya, (2022), investigated the impact o breakout of Russia-Ukraine conflict on G20 and other stock markets. The study revelated that classical "black swan" event triggering stock market negatively of countries like Hungary, Russia, Poland and Slovakia in both pre and post events, whereas some countries only get adversely affected in post event days, these countries are India, Australia, France, Germany, Italy, Japan, Romania, South Africa and Turkey. For India, specifically, the study confirm that war's financial shock was real and measurable, driven by investor uncertainty about energy supplies, commodity prices and broader geopolitical instability, as it was major concern for an import dependent economy like India.

Sidhu and Suri, (2022), analysed that Russia-Ukraine war has impacted the Indian stock market by analysing the top 20-NSE-listed companies by market capitalisation. Their findings show that major companies like Reliance Industries, TCS, HDFC Bank, Infosys, experienced sharps prices decline in first two weeks immediately after war but mostly recovered quickly from third week onwards. But the was also secondary market downturn approx. Two months later, like rising prices of crude oil and the global economic sanctions on Russia. India market faced both an immediate shock and a delayed economic consequence from the war.

Warren and Ganguly, (2022), explains that the Russia–Ukraine war may gradually weaken the traditionally strong ties between India and Russia and create uncertainty in India’s economic and strategic environment. Due to Western sanctions, Russia has faced difficulties in supplying defense equipment, which has been a major concern for India as it has long depended on Russian imports. This situation is likely to push India towards alternative partners. Although India has benefited in the short run by purchasing cheaper Russian oil, also it warns that Russia’s growing closeness with China could create long-term challenges for India’s economic stability and strategic independence.

Nazeeruddin, (2022), analysed that the Russia-Ukraine has inversely affected the whole world economy and as a result to which slower growth and faster inflation can be seen. Both countries are the big suppliers of wheat, edible oil and other commodities. Also, a jump in food and cooking oil costs was seen as both the countries are one-fourth of major suppliers together. And it more effect to petroleum importers that are ASEAN economies India, frontier economies including some of the pacific island. Due to this crisis prices of diesel, petrol and vegetable oil have become more expensive. Therefore, tis conflict between Russia-Ukraine has huge impact on Indian economy.

Kaur and Singh, (2022), analysed the positive and negative impact of Ukraine and Russia war on Indian Economy. The study found that there is a void that India’s own UPI (Unified Payment Interface) can fill. It also found that the reasons which affect the trade are eliminate the credit guarantees protection over the commodities, prohibited the seven Russian banks from SWIFT system, it created the large gap between the supply and demand. The study found that the negative impact on economy of India is rising inflation, adverse effect on import and price of crude oil & goods, whereas the positive impact was that India is exporter of different commodities like steel & aluminum, cereals, etc. which gain significant boost during war. And the study also suggests that to have a positive end, India must carefully monitor, analyses, respond to the existing situation.

Shairgojri, (2022), explored India's political stance on the Russia-Ukraine conflict and its implications, arguing that India's strategic autonomy provided economic flexibility but also exposed it to reputational risks and trade complications in Western markets. The study also found that it reflects how global conflicts can influence India’s policy decisions and indirectly affect its economic and market environment.

Objectives of the Study

- To analyse Russia-Ukraine war's effect on India’s stock market volatility.
- To examine war effect on payment system and rupee disruptions.
- To Assess how the war impact food and agriculture commodity supply shocks.
- To explore geopolitical/trade relationship shifts due to the war.
- To investigate India’s foreign exchange market situation.
- To suggest and recommend the policies for India’s market to prevent it from any further geopolitical shocks.

Research Methodology

This study is descriptive in nature, and it is mainly based on secondary sources, including research papers, academic journals, and various reliable online platforms. The collected information and data have been carefully, organised, and presented in a systematic manner so that a meaningful conclusion can be drawn from it.

Theoretical Analysis

Impact on Stock Market

When Russia attacked Ukraine on 24 February 2022 Indian investors got really scared. The BSE Sensex went down by a lot of points 2,700 points to be exact. The Nifty-50 fell by 815 points in all-in-one day. This was something India had not seen in a time not since the COVID problem started in 2020 as said by (Narula, Chopra & Goyal, 2024). Every part of the market was losing money with energy stocks falling pharma stocks falling IT stocks falling. Commodities stocks are also falling. Russia attack, on Ukraine really affected Indias market with the BSE Sensex and Nifty50 taking a hit. Smaller companies made a harder hit than bigger ones. That said, the big names like Reliance, TCS, and HDFC Bank bounced back within two to three weeks, showing that India's market was not as fragile as it first appeared (Sidhu & Suri, 2022). But just when things seemed to be settling down, a second wave of pressure hit around two months later — this time from rising oil prices and global interest rate hikes (Sidhu & Suri, 2022). India’s market did well compared to other BRICS countries like Russia and Brazil. India’s market held up the best, and the market recovered the fastest (Gopal et al., 2025), but still India’s GDP growth was still reduced to 7.9 percent (Thirupathi, 2023).

Impact on Food and Agricultural Commodities

The war hit Indian kitchen budgets hard. Russia and Ukraine supply a quarter of the world’s wheat i.e. around 25-30%. They are also the producers of sunflower oil. When they stopped exporting, wheat and sunflower oil prices shot everywhere even in India (Thirupathi, 2023). India imports most of its edible oil from other countries which is around 60%. As a result, common households, in India felt the impact quickly. Cooking oil became more expensive. Fertilizer costs also shot up because Russia and Belarus supply a large chunk of the world's potash — forcing the Indian government to more than double its fertilizer subsidies from Rs.1.1 lakh crore to Rs.2.3-2.4 lakh crore (Thirupathi, 2023). The Nifty Commodities index fell as investors worried about disrupted supply chains pushing production costs higher (Narula, Chopra & Goyal, 2024). But there was a silver lining — with Ukraine and Russia unable to export wheat, the world came looking to India. Indian farmers and traders from Gujarat, Rajasthan and Uttar Pradesh quickly jumped in and the prices of wheat shot up from Rs.2,100 to Rs.2,400-2,450 per quintal in one night. This turned a crisis into a local business opportunity for them. (Thirupathi, 2023).

Impact on Financial and Payments System

One of the less talked-about but very real consequences of the war for India was what happened to payments. When Western countries cut five major Russian banks off from SWIFT — the global system that banks use to send money across borders — Indian businesses suddenly could not collect money for goods they had already sent to Russia (Thirupathi, 2023). Around $400 million worth of Indian exports were stuck in payment limbo. Indian pharma companies like Sun Pharma and Dr. Reddy's, which had offices and production units in Russia and Ukraine, were especially worried — not about losing the business, but simply about getting paid for what they had already shipped (Thirupathi, 2023). Back home, Indian bank stocks fell as investors worried that unpaid Russian accounts could turn into bad loans (Narula, Chopra & Goyal, 2024). Research also confirmed that financial shockwaves from Russia's market directly rippled into India's financial system — the two markets became more financially connected after the war, not less, mainly because India was buying so much Russian oil (Gopal et al., 2025). All of this pushed India to seriously think about trading in rupees with Russia instead of relying on Western-controlled payment networks.

Impact on Foreign Exchange Market

The war put the Indian rupee under real pressure. India's oil import bill went up a lot, more dollars were flowing out of the country than coming in and the Indian rupee fell to a very low point of Rs.76.98 against the dollar (Thirupathi, 2023). This happened because India was spending a lot of dollars on oil imports. The difference between what India was earning from exports and what it was spending on imports, which is called the trade deficit became very big. The current account deficit was expected to increase from 1.7%, to 2.6% of India's economy GDP. Some people estimated that it could go up to 3.2% if oil prices stayed high (Thirupathi, 2023). Indias oil imports increased by 87% between April and December 2022. This shows how much pressure India's foreign exchange position was facing because of the oil imports. (Narula, Chopra & Goyal, 2024). To stop inflation from spiraling, the RBI had to raise interest rates, which made home loans, business loans, and credit more expensive for ordinary people and companies. Compared to Russia, whose currency collapsed under sanctions, and Brazil, India's rupee held up relatively better — partly because buying cheaper Russian oil reduced how many dollars India needed to spend (Gopal et al., 2025).

Impact on Geopolitical and Trade Relationships

India decided to stay out of the war. It did not criticize Russia along with Western countries at the United Nations and it continued to trade with Moscow. This was not just because India was being diplomatic stubborn; it was because Russia had been providing half of India's defense needs for years and India could not just walk out from that relationship suddenly. Russia had been supplying 46% of Indias defence needs for years (Thirupathi, 2023). India saw an opportunity when other Western countries stopped buying oil from Russia and grab it. They bought a lot of discounted oil. By January 2023, Russia had become India's oil supplier with imports reaching a high of 1.4 million barrels per day Narula, Chopra & Goyal, 2024). India and China together were now buying more than half of all Russian oil exports. A change that would have been impossible to imagine before the war (Gopal et al., 2025). Meanwhile, Western countries began seeing India differently — as a reliable manufacturing alternative to China.

Global companies want to reduce their dependence on China. They are now looking at India for production of pharmaceuticals, chemicals and electronics. This is opening up trade opportunities for India. India is becoming a hub for production. (Thirupathi, 2023). Washington is now being more friendly towards India. They know that it is more important to be close to India than to criticise its ties with Russia. India is playing both sides carefully. It is getting oil from Russia and also building stronger trade ties, with Western countries. India is doing all this at the time.

Findings

The Stock Market in India had a drop after the war got worse. Some parts of the market did badly like the energy- sectors but the defense and commodity sectors did well. The Stock Market in India was able to bounce a little because as medium-term resilience was supported by domestic consumption fundamentals and policy interventions (Sidhu & Suri, 2022; Narula & Chopra, 2024; Gopal et al., 2025).

When it comes to Food and Agricultural Commodities there were problems regarding domestic food inflation in India because of the disruptions caused by the global supply of wheat and sunflower oil. The price of edible oil went up by about 25 to 30%. India had a opportunity to export wheat to other countries, but it did not work out because India's domestic harvest was shortfall by heat stress. The cost of fertilizers also went up a lot, which increased input burdens on the farmers (Kaur, 2022; Thirupathi, 2023).

The Financial and Payments System was affected when Russian banks were not allowed to use SWIFT. This made it hard for India and Russia to do business with each other. India found a way to work around this by using the rupee for payments and India and Russia were able to do more trade with each other. In a single year their trade went from about 13 billion US dollars to 50 billion US dollars. The war accelerated de-dollarization discussions at the BRICS level (Debo, 2024; Adhikari, 2022; Reddy, 2026).

The Foreign Exchange Market had some problems too. As the value of rupee depreciated compared to the US dollar as decreases by about 12% between January and October 2022. The current account deficit widened to 3.3% of GDP, and foreign exchange reserves fell by over USD 100 billion. The Reserve Bank of India helped to stabilize the currency, but it drew down reserves significantly (Tiwari et al., 2022; Chanchal Saini & Sharma, 2023).

In terms of Geopolitical and Trade Relationships India was able to do what it wanted and purchase lot of crude and become largest customer of Russia while simultaneously deepened economic partnerships with Western nations. The war made India want to be more self-sufficient i.e. to reinforced Atmanirbhar Bharat policy especially when it comes to defense, fertilizers and energy (Adhikari, 2022; Reddy, 2026; Shairgojri, 2022).

Conclusion

The Russia-Ukraine war which is also known as the "black-swan" event sent economic shockwaves across the global market including India through five interconnected channels: stock markets, food and agricultural commodities, payment systems, foreign exchange, and trade relationships. India stock market faced short-term turbulence while the rupee depreciated at its lowest point and meanwhile the prices of food and fertilizers burdened both households and farmers. Even though these crisis effect adversely, they also opened the opportunities for India like discounted Russian crude oil eased energy costs, rupee-based settlement frameworks expanded financial autonomy, and India's diplomatic neutrality preserved relationships across other countries.

This crisis has shown us that problems with countries do not just affect one area they also affect many other areas, and they have a big impact on how things are connected. For India the war has made it clear that the country has some standing problems, such as relying too much on import- oil from other countries and relying on fertilizers from other countries. At the time the war has made the government think more about how India can be more self-sufficient (Atmanirbhar Bharat) and trade with more countries, which is something that might not have happened if the world was more stable. India's ability to deal with problems with other countries will depend on the real changes the country makes when things are calm not just, on how it handles problems in the short term.

Suggestions and Policy Recommendations

- **Energy Diversification:** India needs to reduce its dependence on the imported fuels and must shift to the renewable energy. This will help India to avoid the problems in oil market caused by geopolitics.

- **Strategic Petroleum Reserves:** India must increase its petroleum reserves so whenever the prices of oil hikes or supply is disrupted due to conflicts it will affect less.
- **Agricultural Market Resilience:** India must build up its stockpiles of key agricultural products and should find the different sources for edible oils and fertilizers. In this way India won't rely much on any one region that might be geopolitically sensitive.
- **Financial Market Circuit Breakers:** India should improve its monitoring for foreign investors flows and should strengthened existing market mechanisms which can helps during the geopolitical shocks.
- **Currency Management:** Foreign exchange reserves must be keep using by the Reserve Bank of India. This way it can prevent the rupee from being depreciated during any crisis and still let the market forces set the exchange rate when the things are in normal condition.
- **Diversification of Trade Partnerships:** India should diversify its trade and investment relationships with the different partners. By doing this India will not rely on any single country or region which can pose a risk during any crisis.

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IMPACT OF ONLINE REVIEWS AND RATING ON CONSUMERS' ONLINE PURCHASE DECISION

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Abstract

This study examines the impact of online reviews and ratings on the purchase decisions of online consumers. It aims to understand consumer awareness regarding online reviews, their influence on buying behaviour, the level of trust consumers places in these reviews, and the impact of specific factors – such as rating scores, the number of reviews, and review quality on purchase decisions. The study is based on primary data collected from 107 respondents through a questionnaire. The findings indicate that most consumers check reviews and ratings prior to making a purchase and are more likely to buy products that feature higher ratings and positive reviews. Detailed reviews and high volume of reviews significantly influence consumer decisions and boost confidence in online shopping. However, many consumers remain concerned about the authenticity of online reviews due to the prevalence of fake or manipulated feedback. This study concludes that online reviews and ratings exert a substantial influence on consumer purchase decisions and play a pivotal role in online shopping behaviour.

Keywords: Consumers, Awareness, Rating, Reviews, Purchase, Shopping and Decision.

Introduction

The retail landscape of the 21st century has witnessed a massive transformation, driven primarily by the rapid growth of e-commerce platforms. Today, platforms such as Amazon, Flipkart, Myntra, Snapdeal, Tripadvisor, Booking.com and AirBnB have created vast digital marketplace where consumers can easily browse, compare, and purchase product and services – all with just a single click. However, the convenience offered by online shopping is matched by an equally significant problem it creates. The biggest challenge is that consumers cannot physically inspect products before purchasing them. Consequently, an information gap – specifically, information asymmetry – arises between buyers and sellers, wherein the seller possesses more information, while the buyer must rely on external sources to make an informed decision.

In this digital environment, online reviews and ratings have emerged as the most important and influential factors for consumers – particularly when they seek mitigate uncertainty prior to making a purchase. These reviews function as a form of digital word-of-mouth (WOM), through which past buyers share their experience with future buyers, and do so on a large scale. As Camilleri and Filieri (2023) note, platforms such as Airbnbz, Booking.com, and TripAdvisor have strongly established this "review culture". Here, consumers share their experiences in two ways: first, through detailed written reviews, and second, through star ratings. Similarly, Ibrahim (2023) while in traditional retailing people can physically see and touch products, this option is unavailable in online shopping. In this context, online reviews serve as substitute for personal recommendations. Consumers perceive this peer - generated feedback as more authentic and valuable, as it is based on the actual experiences of real users.

Survey data clearly demonstrates that online reviews have a very strong influence on purchasing behaviour. According to research by Chen et al. (2022), approximately 93% of consumers acknowledged that online reviews impact their shopping decisions. Furthermore, about 60% of people check product reviews at least once a week, regardless of whether they are on B2B or B2C platforms. Specifically regarding the Indian market, Godara et al. (2024) found that 65.9% of consumers regularly read customer reviews before making a purchase; infact, 15.6% of consumers check reviews prior to every shopping trip. These figures clearly indicate that online reviews are no longer merely an optional feature, but have instead become a central and vital component of the modern consumer journey.

Literature Review

Mallik et al., (2025) concluded that customer reviews exert a significant impact on online purchase decisions, as they influence consumer trust and mindset. Positive reviews build credibility and help boost sales, whereas negative reviews can discourage customers and damage a brand's image. The authenticity of reviews is crucial, as fake reviews undermine trust; therefore, properly managing reviews and actively engaging with them is essential for achieving long term success in the digital marketplace.

Godara et al., (2024) in their study shows that positive reviews strengthen brand loyalty, while negative reviews can damage brand reputation. Reviewers serve as social proof and provide consumers with detailed product information beyond marketing claims. This is why many consumers prefer to read reviews before making a purchase. While the majority of respondents don't easily change their decisions based solely on reviews, a small percentage suggests that reviews have a significant impact and are also important.

Katyal and Sehgal, (2024) conducted a study and findings indicate that credible and authentic reviews – hosted on trusted sources and reputable platforms strongly influence consumer decisions. Negative reviews carry a greater impact, and managing review authenticity is crucial for fostering trust and shaping consumer behaviour.

Ibrahim, (2023) in their study concludes that online reviews significantly influence consumer purchase decisions, they serve as social proof, helps to build trust and reduce uncertainity. Factors such as review credibility, review volume, and review balance whether positive or negative play an important role in shaping consumer perception. A high volume of reviews and trustworthy reviewers boost consumer confidence, whereas negative reviews discourage consumers from making purchases.

Camilleri and Filieri, (2023) has found that the credibility, quality, and usefulness of online reviews significantly influence customer satisfaction. Among these factors, information usefulness was identifies as the strongest predictor of customer satisfaction. The findings reveal that high – quality reviews enhance customer satisfaction when consumers perceive the information contained within them as helpful. The study highlights that consumers place greater value on reviews that are detailed and reliable, and that are provided by individuals who have had actual firsthand experience with the products or services. Many online users consult information on review sites before making purchase decisions.

Fernandes et al., (2022) in their study demonstrates that online reviews exert a very strong impact on consumer purchase decisions, and a standardized scale has been developed to measure their effect. According to the study, online reviews foster trust and provide useful information about a product, thereby aiding in the decision-making process. Consumers evaluate reviews based on factors such as source credibility, the number of reviews, clarity of language, and relevance.

Chen et al., (2022) have found that consumers tend to focus more on negative reviews compared to positive ones, this is particularly true for female consumers, indicating that negative reviews exert a strong impact on decision – making. Research has also revealed a strong correlation between the visual attention to reviews and their purchase intentions. Furthermore, consumers are often unable to easily identify fake reviews.

Varga and Albuquerque, (2019) have found that negative online reviews significantly influence consumers' purchase decisions, even if the product maintains a high rating. Negative reviews discourage consumers from seeking further information about the product and motivate them to explore substitute products and their associated reviews. This research also revealed that this effect is particularly pronounced in the utilitarian products and reviews pertaining to product functionality or customer service.

Objectives

1. To study consumers' awareness of online reviews and ratings while shopping online.
2. To examine the impact of online reviews and ratings on online purchase decisions consumers.
3. To evaluate the level of trust consumers place in online reviews and ratings.
4. To identify the key factors like rating score, number of reviews and quality of reviews that influence consumer purchase decisions.

Research Methodology

Research design

This study is descriptive in nature as it aims to describe the behaviour and opinions of consumers regarding online reviews and ratings.

Data collection

The study is based on primary data collected through a structured questionnaire.The questionnaire includes multiple-choice and Likert-scale questions to understand consumer opinions.

Sample size

The sample consists of 100 respondents who are online shoppers.

Sampling method

Convenience sampling method is used, where respondents are selected based on availability and willingness to participate.

Data analysis tools

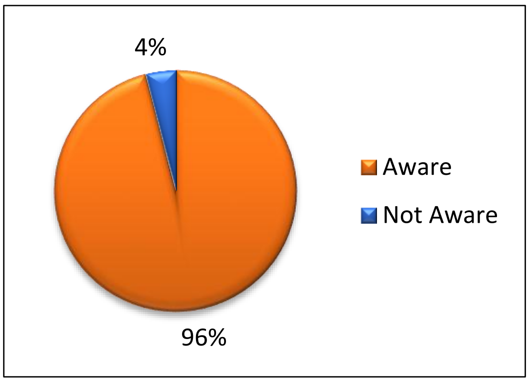
The collected data is analyzed using simple techniques such as:

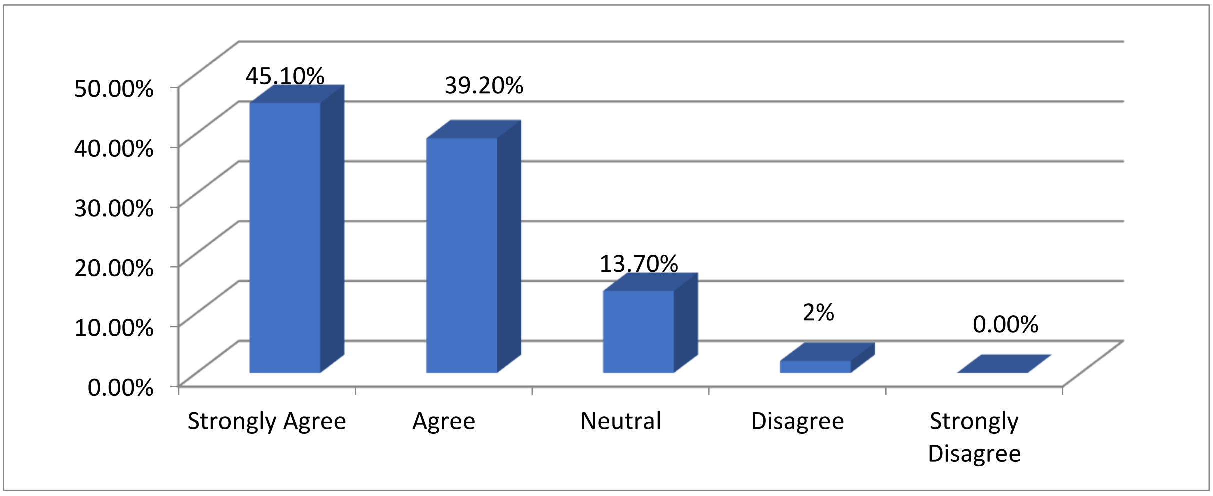
- Percentage analysis
- Charts and graphs

Data Analysis and Interpretation

1. Awareness of Online Review and Ratings

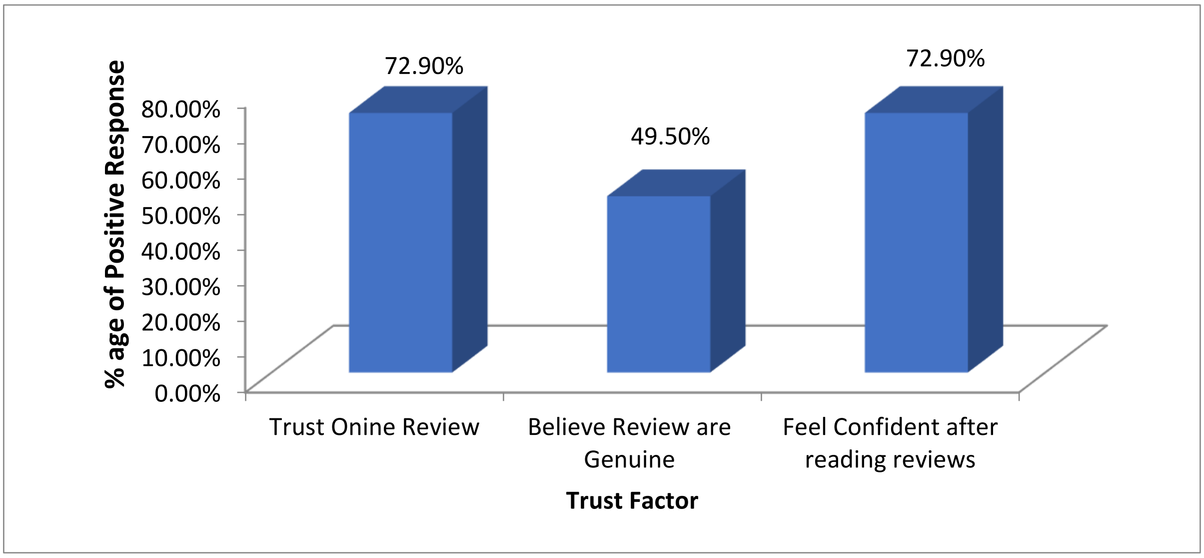
The findings shows that 96% of consumer are aware about online reviews and ratings and only 4% are not aware. This shows that majority of online consumers pay attention to review and rating while making purchases which indicates that online reviews play a significant role in shaping consumer purchase decision.





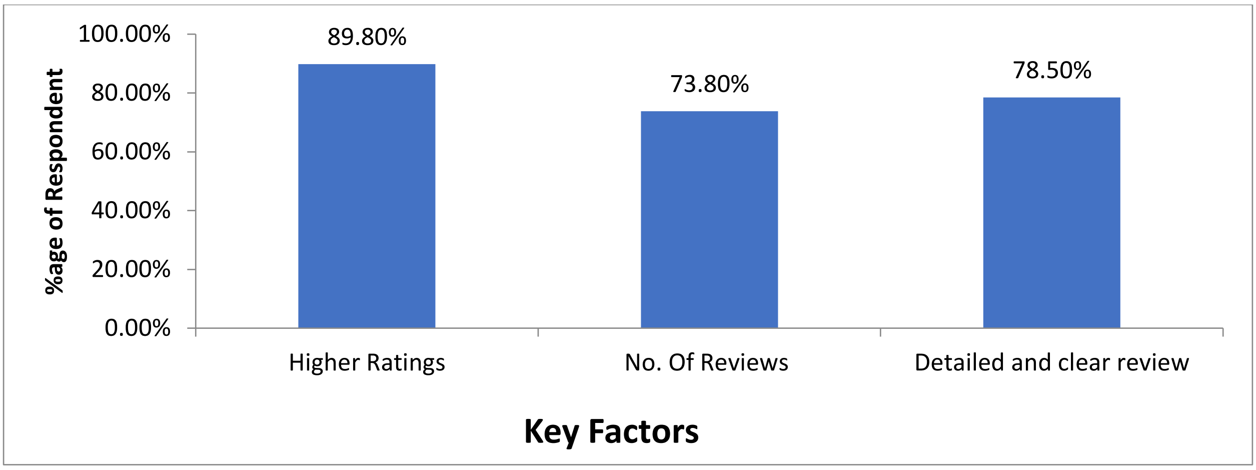
The findings reveal that online reviews have a strong impact on purchase decisions. 84.3% consumers (strongly agree + agree) are more likely to buy product with high ratings . Only 2% consumers does not check review and ratings before buying.
The majority of people acknowledged that they purchase products with higher ratings. In our survey, more than 55% of respondents admitted that they take negative reviews into consideration when buying a product. Furthermore, over 80% of people believe that products ratings and reviews have made their shopping experience easier.

3. Trust in Online Review



The findings indicate that online reviews play an important role in enhancing consumer trust and confidence during online shopping. Around 72.9% of respondents stated that they place a trust in online review and ratings, suggesting that reviews serve as a major source for decision-making at the time of purchase. Similarly, 72.9% of respondents reported feeling more confident in making purchase decisions after reading reviews, demonstrating that reviews help in reducing uncertainty and boosting confidence. However, only 49.5% of respondents believe that most online reviews are genuine, indicating that consumers are aware of fake and manipulated reviews.

4. Key Factor Influencing Purchase Decision



The findings indicate that reviews and ratings play a highly significant role in influencing consumer buying behaviour. Among these three factors, it was observed that higher ratings exert particularly strong influence, with an 89.8% positive responses rate, this suggests that consumers are more inclined to purchase products with high ratings, as they perceive them to be reliable and of superior quality. Detailed and clear reviews constitute the second most influential factor, with 78.5% positive response rate, which demonstrates that consumers prefer reviews that provide comprehensive information. Overall, the findings suggest that rating score, review quality, and number of reviews all significantly influence consumer purchase decisions, with higher ratings having the greatest impact.

Discussion

These findings clearly indicate that online reviews and ratings constitute a crucial component of the online shopping process, strongly influencing consumers' buying decisions. In a digital marketplace, consumers are unable to physically examine a product; consequently, they face a high degree of uncertainty and elevated risk. To mitigate this, they turn to online reviews and ratings to gain insights into the product – specifically its quality, durability, and performance – and to determine whether other consumers are, on the whole, satisfied with it. This study reveals that consumers regularly check reviews and ratings prior to purchasing a product, indicating this as a major source of information before making any decision.

Furthermore, the study reveals that online reviews and ratings have a direct impact on consumers' buying decisions. A significant proportion of consumers acknowledge that they consult review and ratings before purchasing any product; they tend to prioritize positive reviews, yet they do not overlook negative ones either. High ratings by consumers serve as an indicator that previous buyers were satisfied with the product, thereby building confidence in prospective buyers. Conversely, negative reviews sow seeds of doubt among consumers, potentially leading to dissatisfaction with the product and alerting them about its poor performance. Reviews serve as valuable tool, helping consumers compare products and understand their specific features, thereby enabling them to make informed decisions in a shorter period of time. Detailed written reviews, in particular, reveal specific product information and share real – world user experience, thereby assisting future consumers in making trustworthy purchasing decisions. The study also underscores the critical importance of trust regarding online reviews and ratings. Numerous respondents reported that online reviews foster a sense of trust within them. Consumers are becoming increasingly aware of fake, manipulated or paid reviews. Consequently, consumers now engage in a careful analysis of any product before placing their reliance upon it.

The study also highlights that both quantity and quality of reviews influence consumer purchase decisions. Consumer tend to place greater trust in products that have higher volume of reviews. The study further suggests that star ratings facilitate quick judgements, written reviews provide detailed information. Overall, these findings are consistent with previous studies, which conclude that online reviews and ratings significantly impact consumer trust, attitudes, and purchase intentions. Therefore, businesses should encourage genuine customer feedback and maintain transparency to enhance trust and satisfaction.

Conclusion

The study concludes that online reviews and ratings have a significant impact on consumer purchase decisions. Many consumers rely on review and ratings to mitigate uncertainty, they compare products and subsequently make informed buying decisions. Factors such as higher ratings, the sheer volume of reviews, and the level of detail within those reviews significantly influence consumer behaviour and boost confidence in online shopping. While consumers generally place their trust in online reviews, the presence of fake reviews remains a significant concern. Overall, the study confirms that reviews and ratings serve as powerful tool of electronic word – of – mouth communication that heavily shape consumer purchase intentions and online shopping behaviour. Consequently, businesses and e-commerce platforms must prioritize genuine customer feedback, maintain transparency, and enhance the credibility of their reviews to foster customer trust, ensure satisfaction, and sustain long-term success within the competitive online marketplace.

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CHANGING CONSUMER BUYING BEHAVIOUR IN THE ERA OF E- COMMERCE

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Abstract

E-commerce's rapid growth has significantly changed how consumer purchase goods and services. Online shopping has developed more accessible, time saving and easy because of use of smartphones, digital payment methods, and the internet. The objective is study is to understand how consumer purchasing pattern have evolved in the e-commerce era. It brings attention to important element affecting consumer preferences for online platform over traditional purchasing technique like convenience of use, the availability of different choices, price comparison, discount and home delivery. This study explains how social media, digital review, and individualized opinion affecting consumer decision to purchase. Today's consumer are educated and often compare product before selecting on one. Yet, issues related to product quality, security and lack of trust remain to influence e-commerce purchases. overall the studies show that consumer are today more flexible, mindful, and selective about what they buy due to e-commerce. It concludes that for the purpose for businesses to stay competitive in the digital marketplace, companies must adapt to these involving taste by improving online services, ensuring product quality and developing customer trust.

Keywords: Consumer, Buying, Behaviour, E- Commerce and Online.

Introduction

Consumer buying behaviour is defines as the decision- making process in which an individual search for evaluates, purchases, and uses of product and services. If an organization aims to satisfy its strategies accordingly. Over the past few years, driven by the technological advancements and the widespread use of the internet, the business environment has undergone a significant transformation; the most notable of these changes in the emergence of e-commerce. ecommerce means where goods are services bought and sold via electronic platforms over the internet.

Consumer have benefited significantly from the development of e-commerce. Previously, consumer had to physically visit a store to evaluate products and make purchasing decisions based on limited available information. However, with the advent of e-commerce, the traditional retail mode has undergone a complete transformation. Consequently, consumer can now carry out their entire decision- making process from the comfort of their own homes, without ever having to visit a physical store. The spread of digital platforms has enabled consumers to access a vast array of product and services right form their homes. Online marketplaces- such as Amazon, Flipkart, and Myntra offer consumers the convenience of purchasing goods without leaving their homes. Furthermore, these digital platforms provide consumers with comprehensive details regarding each product including size specifications, customer reviews, ratings, and price comparisons thereby empowering them to make well-informed purchasing decision by effectively comparing various options.

The growth of e-commerce has been significantly driven by the widespread use of smartphones and increased internet connectivity. Numbers of reports indicate that millions of consumers worldwide have shifted to online platforms to fulfil their daily needs, digital payment have grown the shift even more which offer a safe and secure method for transactions. Additionally, the COVID-19 Pandemic accelerated the adoption of e-commerce, as consumers migrated from traditional retail shopping to online shopping due to lockdowns, social distancing measures and health and safety concerns.

Customer now expect immediate delivery, high- quality service, and reasonable price due to the growth of e-commerce. Businesses need to keep adapting these trends to maintain their position in market and effectively manage competitive marketplace. In addition, e-commerce includes disadvantages like cybersecurity risk, delivery delays and data privacy which could make consumer discourage the usage of e-commerce platforms. These challenges shows that how important is to properly understand the things that affecting consumer purchasing decision in digital world. The aim of this study is to identify the key elements that influence online buying behaviour and to explore how e-commerce influence consumer buying behaviour.

Literature Review

Convenience is one of the commonly discussed factors shaping online consumer behaviour. According to studies people are like e-commerce platforms as they eliminate the need to visit physical business by allowing by shopping at any time and from any location. The importance of convenience and accessibility in promoting the e-commerce is one of the most common outcomes in resent research. According to studies, people favour e-commerce platforms as they save time and efforts by facilitating making purchase at any time and from any location. The perceived value and accessibility remain to be key element of online purchase intention, according to research on digital consumer behaviour. (Degefa & Werke, 2025). Price sensitivity and comparison have major part in consumer behaviour. Due to more information accessibility and a range of internet platform customer have become more cost alert over the last ten years. The ability to instantly compare cost across several websites has a major effect on purchase decision. Because of this transparency, businesses become more competitive and customer have greater capacity to make informed choices (Shukla, 2023). Recent studies have also placed a high priority on the necessity of security and trust. Concern regarding cybersecurity, fraud and data privacy have risen in significance as online trust transaction have increased. Research from 2020 to 2025 indicates the platform, trustworthiness, perceived risk, and trust are the key factors that influence consumer behaviour in e-commerce environment (Degefa & Werke, 2025)

Objective

- To explore the way consumer buying behaviour is shifting in the era of E-commerce.
- To find the major factors influencing consumers online buying decision.
- To examine the positive impact of e-commerce on consumer.
- To analyse the challenges while making online purchase.
- To examine the level of trust and security concerns among consumers while shopping online.

1. To analyse the role of social media and online reviews in influencing consumer purchase decisions.

Research Methodology

This study is based on primary data to understand the changing consumer buying behaviour in the era of e-commerce. In this study primary data is collected on the basis of structure questionnaire survey.

Research Design

This study follows a Descriptive research design to analyse consumer buying behaviour toward e-commerce and help in understanding the trend of consumer buying behaviour.

Data collection method

The Primary data was collected through structure questionnaire. the questionnaire consists of Multiple choice or close ended. The data collected from the respondent who have experience in online shopping.

- Preference of online platform.
- Factor influencing consumer purchase decision.
- Problem faced during online transaction.
- Consumer satisfaction with online shopping.

Sample Size

A sample of 100 Respondent was selected. The respondent included student, working professionals, housewives, and another consumer who use online platform to shop online.

Sampling Technique

Convenience sampling method was used on this study. Respondent were selected based on their availability and willingness to participate in survey.

Area of Study

The data is collected for the consumer residing in Uttarakhand especially in the region of Dehradun and Rishikesh particular in the urban and semi urban areas where use of internet and online shopping are more common.

Data Analysis Techniques

The data was analysed using simple statistical tools such as

- Table and Charts
- Percentage analysis

Factor influencing consumer buying behaviour in E-commerce

1. Convenience and Accessibility- Convenience is the most basic factor contribute the growth of e-commerce. Online shopping allow customer to buying goods form anytime and from any location. This facility makes online shopping more attractive to consumer. So, both convenience and accessibility are the major factor which influence the buying behaviour of consumer.
2. Price comparison- On an e-commerce platform, a consumer can compare prices from multiple sellers within a few seconds and this very feature is what makes online shopping so appealing to customers.
3. Product variety- In online market consumer choose variety of product from various brands and sellers this increases availability of product and enhances consumer satisfaction.
4. Online Review and Ratings- Online Review and Rating provide a True Position of Product to customer. Positive Review increases customer confidence towards product and Negative review discourage customer to buy a product
5. Promotional offer and Discount- E-commerce offer discount and promotional offer to attract a customer like Big Billion Day sale, Diwali offer etc. these offers encourage customer to buy product online.

Advantages of E-commerce for Consumer

1. Easy and convenient shopping- E-commerce allow consumer to buy anytime and from anywhere with the use of smartphones and internet connection. This saves both time and energy.
2. More choices Available – E-commerce provide variety of products and brand to customer which is the advantage over traditional market place.
3. Easy price comparison- consumer can easily compare price of product from different websites. This help customer to find best deal which save money of customer.

4. Door stop delivery- Product are delivered directly to customer home, this is very helpful to customer who are busy and not going to outside due to their work. It makes shopping more comfortable.
5. Simple return and refund process- if product is not up to the marked or damaged, consumer can easily return the product which increased trust in online shopping.
6. Time Saving- Online shopping is way faster than traditional shopping, it saves time of customer because customer do need to travel form shop to shop and it saves lot of time.

Challenges of E-commerce

1. Cyber security and Online fraud- E-commerce relates to the internet and the several challenges remain connecting with internet like cyber crime and online fraud. Consumer could be afraid to share personal information to internet especially related to finance.
2. Physical Examination is not allowed- Another Challenges is consumer is not allowed to physically inspect the goods and totally rely on images showing in the websites and apps and Reviews shown in the websites.
3. Delivery Delays- Delays of Delivery can affect the customer confidence on e-commerce. In some customer receive defective product which leads to negative experience.

Findings

1. Factor influencing Purchase Decision of customer.

Factors	Respondent	Percentage
Convenience	38	38%
Price Comparison	20	20%
Discount and Offer	17	17%
Product Variety	13	13%
Customer Review	12	12%
Total	100	100%

This finding shows that convenience is most important factor influencing e-commerce and 38% respondent selecting at its 1st priority. Price comparison with 20% and Discount and offer with 17% and Product variety with 13%, Customer review with 12% shows that result with proof also play a important for purchase decision.

2. Product categories under purchase online.

Product category	Respondent	Percentage
Clothing and fashion	30	30%
Electronics	25	25%
Beauty product	18	18%
Household items	15	15%
Books	12	12%
Total	100	100%

This finding shows that clothing and fashion are the most frequently items purchase online (30%). Beauty product and household items share a significant share in online purchase.

3. Problem faced in online shopping

Problem	Respondent	Percentage
Product Quality Issue	29	29%
Delivery Delays	27	27%
Payment Security Concern	23	23%
Difficult Return Process	21	21%
Total	100	100%

This finding shows that in online shopping, product quality issue 29% and delivery delay 27% these are the most common problem consumer faced. Payment security concern and difficult return policy are also facing by customers in online shopping.

4. Level of Trust in Online shopping

Level of Trust	Respondent	%age
High Trust	20	20%
Moderate Trust	50	50%
Low Trust	30	30%
Total	100	100%

This finding shows that 50% of respondent have moderate trust, while 30% still have low trust in online shopping platforms. Only 20% have high trust, indicating trust is a major factor in e-commerce. Lack of trust is one of the biggest concern to online shopping adoption.

5. Major security concern in Online shopping

Security concern	Respondent	%age
Payment Fraud Risk	32	32%
Data Privacy Issue	25	25%
Fake Product	21	21%
Misuse of Personal Data	22	22%
Total	100	100%

The Findings shows that Payment Fraud Risk i.e. 32% is the Major security concern in online shopping along with that Data privacy issue i.e. 25% is also a big concern among consumer for adoption of online shopping.

6. Influence of Online review on Purchase Decision

Response	Respondent	%age
Strongly Influenced	35	35%

Moderately Influenced	40	40%
Not Influenced	25	25%
Total	100	100%

The findings shows that 75% of Consumer (Strongly and moderately) influenced by online review before buying a product. This clearly shows that review play a important role to influence purchasing decision of consumer. E- WOM (Electronic Word of Mouth) play a significant role of influencing Purchase Decision of consumer.

7. Influence of Social Media on Consumer Behaviour

Platform Influence	**Respondent**	**%age**
Highly Influenced	28	28%
Moderately Influenced	42	42%
Not Influenced	30	30%
Total	100	100%

This findings shows that 70% of consumer (Highly+ Moderately) influenced by social media. Platform such as Youtube, Facebook, Instagram, play a significant role to influenced behaviour of consumer.

8. Most Trusted Source before purchase

Source	**Respondent**	**%age**
Online Review	40	40%
Social Media Influencer	27	27%
Friends/ Family	23	23%
Advertisement	10	10%
Total	100	100%

Online review (40%) are the most trusted source, followed by social media influencer (27%), Advertisement have a least impact (10%), shift toward social media influence consumer purchase decision.

Conclusion

The growth of E-commerce significantly changes the consumer buying behaviour. Due to convenience, accessibility and variety of product online shopping become more popular among consumers. Finding shows that consumer prefer online shopping because they provide convenience, price comparison, promotional offer and accessibility.

The study also indicates that consumer trust in online shopping remain at a moderate level. Security concerns such as payment fraud, data privacy and misuse of personal information discourage consumers from shifting their attitudes toward online transactions. All these factors act as barriers to consumer adoption of e-commerce. This study also highlights the strong influence of social media and online review on consumer purchase decision. A large population of consumer still rely on customer review, ratings and the use of digital platforms. Challenges remain present in online shopping like cybersecurity threat, product quality and delivery delays. However, if these are improved and service quality is enhanced, e-commerce adoption can increase even faster.

In conclusion, e-commerce has fundamentally changed consumer buying behaviour by making shopping more accessible, informed, and convenient. At the same time factors like trust, security and social influence play a significant role in consumer purchase decision. Businesses should focus on building consumer trust by providing secure transactions, maintaining product quality and promoting transparency. Furthermore, effective and positive use of social media can increase customer engagement enhance confidence and loyalty.

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SECTORAL DISTRIBUTION AND INDUSTRIAL SUPPORT IN THE UTTARAKHAND STARTUP ECOSYSTEM

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Abstract

In any economy startups plays important role. It also motivates for innovation and job creation. They also help in the economic development of any country. In past few years, many Indian states have introduced their policies to support startups. At the same time, they are encouraging entrepreneurs also. This study looks at the sector-wise distribution of startups in Uttarakhand. Support provided by institutions in the startup ecosystem is also measured in this study.

This research is purely based on secondary data which is taken from the Startup Uttarakhand startup portal. This web portal is managed by the Directorate of Industries, Government of Uttarakhand. The study describes the data to understand how recognised startups are distributed across different sectors and districts. It also examines the entire institutional support available in the state. Another focus of the paper is to understand the role of incubators, mentors, and nodal agencies also.

The findings of this study show that many startups in Uttarakhand are focused on food processing, agriculture, and information technology. This shows the presence of both resource-based businesses and new technology-driven ideas in the state. Another findings also show that startups are mostly concentrated in urban districts. Dehradun is a hub of startup in Uttarakhand. At other side many hill districts have a lower number of startups. The study shows that there is a urgent need for region-specific policies. These policies can help in promoting balanced entrepreneurial development in the state. It also suggests strengthening the startup ecosystem in regions where startup activity is very low. The findings also help in better understanding regional startup ecosystems in emerging economies.

Keywords: Startup Ecosystem; Entrepreneurial Ecosystem; Sectoral Distribution; Institutional Support; Incubators and Mentorship; Regional Entrepreneurship; Uttarakhand

Introduction

Entrepreneurship is seen as an important factor for economic growth, innovation, and job creation in modern economies. Startup ecosystems include different connected actors such as entrepreneurs, investors, mentors, incubators, and government institutions. These actors play an important role in supporting entrepreneurship and encouraging innovation (Isenberg, 2010). These ecosystems create a supportive environment for startups. They help startups get important resources and they also provide knowledge and networks. These support the growth and long-term survival of startups (Stam, 2016). In recent years, governments at global level have introduced policies to strengthen startup ecosystems. These policies are used as a strategy to support economic development and promote technological progress.

If we talk about Indian, initiatives like Startup India have greatly encouraged entrepreneurship and innovation. All the intermediating support for startups have been improved (NASSCOM, 2023). This is not limited to the country only. Many state governments have introduced geographic specific policies to support local startup ecosystems. Uttarakhand is a Himalayan state and full of beauty. It is known for its natural resources, biodiversity, tourism and rich cultural heritage. In past years, the state has started developing its entrepreneurial ecosystem. Startup Uttarakhand policy implemented by the Directorate of Industries has impacted positively. These initiatives aim to promote innovation-based businesses. They also encourage entrepreneurship based on local resources. In addition, they provide institutional support through incubators, mentors, and different funding options.

The development of startup ecosystems in geographically unique regions like Himalayan states brings both opportunities and the challenges. Natural resources and tourism create good opportunities for entrepreneurship. However, problems related to infrastructure and limited access to markets can slow down the growth of startups (Spigel, 2017). It is important to understand how startups are distributed across different sectors in such regions. At the same it is also important to study the institutional support available to them.

This approach helps in evaluation of the policy effectiveness and in identifying future growth opportunities. So far, the present study looks at how startups in Uttarakhand are distributed across different sectors. The institutional support system of the state's startup ecosystem is also examined.

Literature Review

Entrepreneurial ecosystems is a smart way to understand how entrepreneurship develops in a region. According to Isenberg (2010), an entrepreneurial ecosystem includes different connected actor's institutions and resources. They also help in the creation of new businesses venture. These actors include entrepreneurs, investors, universities, government agencies, incubators, and startup mentors. Stam (2015) explained in his research that entrepreneurial ecosystems work through the interaction of many stakeholders.

These exchanges help promote productive entrepreneurship. Early studies highlighted the importance of domestic network. They also emphasized institutional support in the development of entrepreneurship. Cohen (2008) noted that strong and sustainable entrepreneurial ecosystem are formed when local institutions, entrepreneurs, and government policies work together effectively.

Similarly, Feld (2020) emphasized collaboration and community participation. He also highlighted the need for long-term institutional support to build strong entrepreneurial ecosystems. The entrepreneurial ecosystem has evolved over time. From traders to entrepreneurs, it has a long journey. Spigel (2017) identified cultural, social and material factors as the main elements of entrepreneurial ecosystems. Cultural and social factors are related to the entrepreneurial mind-set. They show how people react for starting a business.

In this case social factors include once networks and relationships among different stakeholders. Another factor named Material includes infrastructure, availability of capital and policy support. Roundy et al. (2018) explained that entrepreneurial ecosystems are highly complex system. Both grow and change through interactions among entrepreneurs, institutions and markets. In the same flow Cantner et al. (2021) suggested in research that any entrepreneurial ecosystem develop in different stages. These stages include emergence, growth, maturity and renewal same like the product life cycle.

In Any country Government policies and institutional frameworks also influence entrepreneurial progress. For example, as Mazzucato (2013) explained that governments can act as entrepreneurial states. They support innovation through financial, infrastructure support and policy measures. The Institutional system like incubators and accelerators are also very important for any entrepreneur setup. Hackett & Dilts (2004) explained that an incubator provides infrastructure to all entrepreneurs. They support networking and help startups get access to finance. Phan et al. (2005) also noted that incubators help improve the survival and growth of startups. Educational body like universities and research institutions are important parts of entrepreneurial ecosystems.

The Triple Helix Model coined by Etzkowitz & Leydeorff (2000) explains the collaboration between universities, Industries and the government. This collaboration helps ecosystem, promote innovation and entrepreneurship. Regional characteristics also influence the development of entrepreneurial ecosystem. Saxenian (1996) noted that strong regional network contributed to the success of Silicon Valley. Audretsch & Belitski (2017) also identified regional culture, access to resources and institutional quality as important factors for ecosystem performance. Recent studies have focused on the changing nature of startup ecosystem. Wurth et al. (2022) stated that this concept is still not fully developed in theory. Social networks are also highly important for any entrepreneur. Knowledge sharing is a also boost for business growth. Through knowledge sharing entrepreneurs can avail benefit from professional networks. Such networks provides mentoring, idea sharing within the communities. Higher education (now schools and colleges also) institutions help in entrepreneurial development. Phan **et al.** (2005) highlighted that educational bodies can help through entrepreneurship education, technology transfer, and incubation support. Guerrero et al. (2016) explained the same that entrepreneurial universities contribute to regional innovation system.

Among the academicians the trends of research on entrepreneurial ecosystems is increasing. There are numerous research from idea to validation of any startup execution. Very few studies have focused on smaller and geographically unique regions like Himalayan states. Most of them are about major innovation hubs such as Silicon Valley, Bangalore or Shenzhen. As a result, there is a research gap in understanding how startup ecosystems develop in smaller and resource-based economies. In India, initiative like Startup India and different state startup policies have helped in reinforcing entrepreneurial ecosystems very well. However, very few empirical studies have examined the sector-based distribution of startups and institutional support at any state level. Therefore, studying the startup ecosystem of Uttarakhand state can provide useful insights into entrepreneurial development in emerging regions.

Research Gap

While several studies have examined startup ecosystems in major metropolitan regions and technology hubs, relatively limited research has focused on emerging entrepreneurial ecosystems in smaller states and geographically unique regions such as Himalayan states. In particular, there is a lack of empirical analysis examining the sectoral distribution of startups and the institutional support mechanisms available within the Uttarakhand startup ecosystem.

Research Questions

1. What is the sectoral distribution of recognized startups in Uttarakhand?
2. What institutional support mechanisms exist within the Uttarakhand startup ecosystem?
3. How do incubators startup mentors and nodal agencies support startup development in state?
4. What new trends can be seen in the startup ecosystem of Uttarakhand state?

Research Objectives

- To analyse how recognized startups in Uttarakhand are distributed across different sectors.
- To examine the institutional support available in the startup ecosystem, such as incubators, mentors, and nodal agencies.
- To identify the emerging trends in the startup ecosystem of Uttar Pradesh.

- To provide policy suggestions for strengthening entrepreneurial development in the region.

Research Methodology

Research Design

This study uses a descriptive research design to examine the sectoral distribution of startups and the institutional support structure in Uttarakhand. This design helps in describing patterns and trends in the startup ecosystem.

Data Source

The study is based on secondary data taken from the official Startup Uttarakhand portal. The portal is managed by the Directorate of Industries, Government of Uttarakhand. It provides information about recognized startups and different stakeholders in the startup ecosystem of the state.

Dataset

Following data set is used in this research to understand the sectoral distribution of startups in Uttarakhand:

- 211 Recognised Startups
- 46 Funded Startups
- 15 Recognised Incubators
- 7 Recognised Nodal Agencies
- 233 Registered Mentors

These indicators help in understanding the sector-wise distribution of startup. They also give insights into the institutional support available within the startup ecosystem.

Data Analysis

The collected data were examined using descriptive statistical. These included frequency distribution and sector-wise classification. This helped in identifying dominant startup sectors.

It also helped in examining the role of institution support such as incubators, mentors and nodal agencies. Table and charts were used to present the findings in a clear way.

Scope of the Study

The study focuses on the startup ecosystem of Uttarakhand. It examines how sectoral distribution and institutional support influence entrepreneurial activities in the state

Limitations of the Study

The study is based only on secondary data sources. The study is based on secondary sources. This may limit detailed analysis pf the actual performance of startup.

Sectoral Distribution of Startups in Uttarakhand

In Uttarakhand approx. 21 sectors have been explored by the entrepreneurs. The sector wise analysis of recognized startups shows that entrepreneurial activities are spread across many sectors. This distributions reflects the states's natural resources, agricultural potential, and the gradual growth of technology-driven entrepreneurship entrepreneurship. However, some sectors have a higher concentration of startups than others.

S. No.	Sector	Number of Startups	Percentage (%)
1	Food Processing & Agriculture	40	18.96
2	IT & Artificial Intelligence	24	11.37
3	Bio Technology	16	7.58
4	Other / Miscellaneous	15	7.11
5	Travel & Tourism	12	5.69
6	Education	11	5.21
7	Healthcare	10	4.74
8	Energy	10	4.74

9	Agri Tech	9	4.27
10	Waste Management	8	3.79
11	Transportation	7	3.32
12	Health & Wellness / Beauty	5	2.37
13	Fintech	4	1.90
14	Robotics	3	1.42
15	Textile	3	1.42
16	Space Tech	3	1.42
17	E-Commerce	3	1.42
18	Pharmaceutical	2	0.95
19	Gaming	2	0.95
20	Skill Development	2	0.95
21	Consultancy	2	0.95
Total Startups = 211			

Key Observations of sectorial Distribution

The analysis shows that Food Processing and Agriculture sectors are highly liked by Uttarakhand's Entrepreneurs. They have the highest numbers in registration in the state. This trend reflects Uttarakhand's strong agricultural base and the availability of natural resources. These factors support the growth of agro-based entrepreneurship. The IT and Artificial Intelligence sector is the second-largest category. This shows the growing importance of digital innovation and technology driven business. In Uttarakhand the sector like biotechnology, healthcare, education, tourism and energy have been explored by the entrepreneurs. Such findings indicates the entrepreneurial upliftment in the state Uttarakhand

Although the sector like fintech, robotics, space technology and e-commerce have been fewer count but it is a symbol of Technology and innovation driven business model's adoption in state. We can see a slight change in the state for technology adoption which is a good sign for the state Uttarakhand. It is moving from resource-based entrepreneurship to a more diversified and technology-oriented ecosystem.

Regional Concentration of Startups in Uttarakhand

Considering the district-wise registration of startups in Uttarakhand shows a shocking result. It clearly seen that the entrepreneurial activities are highly concentrated in a few districts of Uttarakhand. This distribution highlights regional differences in startup development across Uttarakhand.

District	Startups	Share (%)
Dehradun	103	48.82
Haridwar	19	9.00
Nainital	12	5.69
Udham Singh Nagar	11	5.21
Pauri Garhwal	9	4.27
Almora	4	1.90
Chamoli	2	0.95
Pithoragarh	1	0.47
Tehri Garhwal	1	0.47
Bageshwar	0	0
Champawat	0	0
Rudraprayag	0	0
Uttarkashi	0	0

Udham Singh Nagar	11	5.21

Note: District-wise startup date were referred using the district filter on the startup Uttarakhand portal. The dataset includes 162 startups at the portal. After shorting it was found that only 211 recognised startups are listed district wise. It indicates that some records may lack district classification or were recently added but not furnished.

Key Observations of Regional Concentration

The results of the district wise analysis clearly indicate that Dehradun alone **holds the half of the recognised startup. It makes Dehradun city a** primary hub of entrepreneurial activity in Uttarakhand. Researcher's opinions are this is due to the tag of capital city. The concentration of startups in Dehradun can be attributed to the presence of higher educational institutions, research centres, incubators, government agencies, and better infrastructure.

There are fewer support system in other districts such as **Haridwar, Nainital and Udham Singh Nagar. Due to this startup registration is low here**. At other hand several hill districts such as **Bageshwar, Champawat, Rudraprayag and Uttarkashi currently have zero recognised startup. This record in the available dataset,** indicating limited entrepreneurial penetration in these regions.

Interpretation

Finding of this study concludes a significant regional **imbalance in the startup ecosystem of Uttarakhand**. It means the entrepreneurial activities are concentrated primarily in urban and industrial districts. Hill districts face challenges such as limited infrastructure, smaller markets, and restricted access to financial and institutional support. As these results suggests the need for **region-specific policy interventions,** including the establishment of the more incubation centres, improved connectivity and targeted incentives to promote entrepreneurship in underrepresented districts.

Another findings focus the patterns in both the sectoral distribution and regional concentration of startups. The results suggest that the startup ecosystem of the state is shaped by a combination of resource-based entrepreneurship, technological innovation and institutional support structures.

The sector-wise analysis shows that Food Processing and Agriculture accounts for the largest share of startups in the state. This trend reflects the natural resources advantage of Uttarakhand. These days' agriculture, horticulture and organic farming provide opportunities for value-added enterprises. Similar findings have been noted in regional entrepreneurship studies. It suggest that startups in emerging economies often develop around locally available resources and regional economic strengths (Stam, 2016).

The presence of a significant number of startups in the IT and Artificial Intelligence sector indicates the gradual emergence of technology-driven entrepreneurship in the state. This pattern aligns with broader trends in the Indian startup ecosystem, where digital technologies increasingly drive innovation and new venture creation (NASSCOM, 2023). The growth of technology startups in Uttarakhand can also be linked to the availability of skilled human resources from educational institutions and the expansion of digital infrastructure.

The study also reports that sectors such as biotechnology, healthcare, tourism and education contribute to the diversification of the startup ecosystem. According to Isenberg (2010), a diversified entrepreneurial ecosystem is an important indicator of ecosystem maturity. It reflects the ability of the regional economy to support innovation across multiple industries.

The district-wise analysis reveals a strong regional concentration of startups in Dehradun also. This alone accounts for nearly half of the recognised startups in the state. This concentration is consistent with the findings of Spigel (2017), who argued that entrepreneurial ecosystems tend to develop around urban centres where infrastructure, institutional support and market access are more readily available.

The existence of startups in disctrict such as Haridwar, Nainital, and Udham Singh Nagar can also be explained by their relatively stronger industrial base and connectivity with major markets. These districts is benefited by better transportation infrastructure, industrial clusters, and proximity to major economic centres. This also facilitate entrepreneurial activities. In contrast, several hill districts such as Bageshwar, Champawat, Rudraprayag and Uttarkashi currently show no recognised startups in the available. This resulted a clear geographical imbalance in entrepreneurial development within the state. Previous resrach suggests that factors such as limited infrastructure, lower market accessibility and reduced availability of financial and institutional support can restrict startup development in remote and mountainous regions (Roundy et al. (2018).

The findings indicate that the startup ecosystem of Uttarakhand is highly concentrated in urban districts while remaining underdeveloped in many hill regions. Addressing this imbalance will require targeted policy interventions that strengthen entrepreneurial infrastructure in underrepresented districts, including the establishment of incubation centres, improved connectivity, and better access to funding mechanisms. The combined analysis of sectoral and regional patterns therefore provides important insights into the structure and evolution of the startup ecosystem in Uttarakhand, highlighting both its strengths and the challenges that need to be addressed for balanced regional development.

Conclusion

This sectorial analysis of startup culture in state Uttarakhand is a unique way to analysis the sgtartup ecosystems. In this study the distribution and regional count of recognised startups in Uttarakhand has been listed. The finding indicates that in Uttrakhand the ecosystem is increasing and getting matured gradually. Sectors operated in Uttarakhand for startups are also expending and not limited to the traditional field. In Uttarakhand startups have been registered from food tech to space tech. Tech based entrepreneurial setup is also found in the study.

As per sectorial calculations the Food Processing and Agriculture constitute the largest segment of startups. This segment highlights the importance of the state's agricultural resources and organic product potential. Simultaneously startups in IT and Artificial Intelligence, biotechnology, healthcare, tourism and education indicate a gradual diversification. It is a remarkable entrepreneurial landscape and the growing role of knowledge-based enterprises. The district-wise analysis results a strong geographical concentration of startups in Dehradun city, followed by districts such as Haridwar, Nainital, and Udham Singh Nagar.

At the other hand multiple hill districts currently have zero recognised startup. It indicates the regional disparities in entrepreneurial development in Uttarakhand. Although state has made progress in strengthening its startup ecosystem. It also promotes the balanced regional entrepreneurship and improved institutional support but a dedicated policy must be developed for hilly districts.

Limitations and Future Research

1As this study is based on purely secondary data set referred by the Startup Uttarakhand Portal. Some startups which are in pipe lines are not included. The analysis focuses on sectorial and district wise distribution and does not include the startup operations and performance. Future study may use the primary data and comparative state-level analysis to better understand the ecosystem in Uttarakhand.

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NATIONAL EDUCATION POLICY 2020 AND ITS IMPACT ON HIGHER EDUCATION

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Abstract

The study focuses on the National Education Policy 2020, which was approved on July 29, 2020. The shift in the curriculum is from the Foundation Stage (5 Years of Schooling) to the Preparatory, Middle, and Secondary Stages. The study is based on secondary data collected from government reports, websites, journals, and articles. The objectives of NEP 2020 are Holistic Education Promotion, Flexible Learning Pathways, and Emphasis on Skill Development. The focus of the NEP 2020 is Universal Access to Schooling, Improved Learning Outcomes, Increased Access to Higher Education, and Greater Emphasis on Vocational Education. The impact on the higher education system introduces a flexible four-year undergraduate system allowing multiple exits to cater to diverse student needs upon completion, and for Ph.D. Programs, no M.Phil will be required. PG will be for 1 year only. Some of the prominent initiatives that increase access to education include the National Skill Development Corporation NSDC, DIKSHA, SWAYAM, and NMEICT. Challenges in implementation, Infrastructure Deficits, Funding Limitations, and Faculty Development Needs.

Keywords: Flexible Curriculum, Holistic Education, Higher Education, Technology, Teaching and Learning Quality.

Introduction

The National Education Policy 2020 (NEP) is a comprehensive framework approved on July 29, 2020.NEP 2020 emphasizes transformative reforms in higher education, aligning with contemporary societal and economic needs. The policy addresses modernization challenges by integrating technology and innovative pedagogical practices into higher education.NEP 2020 aims for heightened academic standards, fostering research and critical thinking to elevate educational quality.

Highlights of NEP 2020

- A committee was constituted under the chairmanship of Ex-Chief of ISRO Sri Kasturi Rangan, and a draft of NEP2020 was prepared in May 2019.
- NEP 2020 is the 3rd Education Policy after 1968 and 1986/1992.
- There is a target to spend 6% of GDP on the states and the Central Government.
- Up to 2030, Integrated 4-year B.Ed. degree will be compulsory for teaching as a minimum qualification.
- It will replace the 10+2 policy with 5+3+3+4 for 3-18 years old children.

Shift in Curriculum

- Foundation Stage (5 Years Schooling): No Examination, Entry of Child will be 3 years, three years – Play Group and two years – Class 1 and 2.
- Preparatory Stage (3 Years Schooling): Classes 3, 4, and 5, and the language will be the mother tongue.
- Middle Stage (3 years Schooling): Class 6,7 and 8. Computer Coding and Vocational Courses + Mathematics, Science, Art, and any Indian Language
- Secondary Stage (4 Years Schooling): Class 9,10,11, and 12, Examination Pattern will be semester, no specific stream, multiple subjects, Critical thinking type syllabus, and any foreign language, but no Chinese language.

Purpose of NEP 2020

1. **Holistic Education Promotion:** NEP 2020 advocates for integrated learning approaches that enhance student development and well-roundedness.
2. **Flexible Learning Pathways:** The policy offers diverse educational pathways catering to varied learner interests and individual pace.
3. **Skill Development Emphasis:** Prioritizes alignment of education with industry needs, fostering employability and practical skills in graduates.

Objectives

- To study the NEP 2020 higher education system.
- To study the impact of NEP 2020 on the higher education system.

Research Methodology

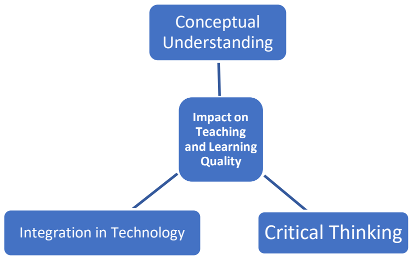
In this study, data were collected from secondary sources, such as government reports, journals, and articles. The study is descriptive in nature and focuses on the NEP 2020, the higher education system.

Result and Discussion

Impacts on the Higher Education System

- **Four-Year Undergraduate Degrees:** Introduces a flexible four-year undergraduate system allowing multiple exits to cater to diverse student needs. On the completion of one year, a Certificate of U.G. will be awarded to the candidate, on the completion of two years, a Diploma will be awarded, on the completion of three years, a Degree of graduation will be provided, and on the successful completion of four years, a Degree with Honors/ Research will be provided to students.
- In other words, it is a Multiple Exit/Entry Options Policy. For this purpose, the Academic Bank of Credits (ABC) is established.
- **For Ph.D. Programs**, no M.Phil will be required. PG will be for 1 year only.
- **Vocational Education Integration:** Seamlessly incorporates vocational training within higher education, promoting skill-based learning and employability enhancement.
-

Impact of NEP 2020 on the Quality of Teaching and Learning



Sources: https://www.education.gov.in

Conceptual Understanding: The National Education Policy 2020 focuses on conceptual understanding, grounded in a critical analysis of rote learning in educational paradigms.

Integration in Technology: The National Education Policy 2020 utilizes digital platforms such as NSDC, DIKSHA, SWAYAM, and NMEICT to facilitate interactive, effective learning, thereby enabling learners to engage with and perform well in academic work.

Critical Thinking: National Education Policy 2020 encourages the students' innovation and analytical reasoning. Engaging students in collaborative projects helps them connect with real-world problem-solving.

Research and Development Innovation Boost:

National Research Foundation	Established a body to fund that supports collaborative projects and advances research initiatives
Increased Research Funding	Provided accurate financial resources to institutions, incentives for high-quality research outputs, and support for the development of infrastructure.
Interdisciplinary/multidisciplinary Studies Promotion	Encourages multidisciplinary studies that help learners gain knowledge of the field or subject of interest and diverse academic perspectives.

Establishment of the Higher Education Commission of India (HECI)

- The Higher Education Commission of India (HECI) is a proposed unified regulatory body that will establish a single arching regulator for Higher Education, HECI, and UGC, and AICTE will be abolished.
- It is established for robust regulatory oversight, ensuring quality assurance, and enhancing institutional accountability.

- The function of HECI is to regulate, provide funding, accreditation, and set learning standards and their outcomes.

Expanding Open Learning Programs

- Enhances open and distance learning initiatives to increase flexibility and accessibility for all learners nationwide.
- The National Educational Technology Forum (NETF) is being established. It will help facilitate the exchange of free ideas in schools and higher education. It will help assess and plan education.
- CUET has been started by a separate agency, N.T.A., for admission to other courses.

Integration of I.T. technology: The following outcomes are observed. By digital technology, virtual learning environments have been created, and these initiatives are:

i. National Skill Development Corporation (NSDC): This was created by the government to promote skill development in India. It sanctions funds, training, and support to various organizations

ii. Digital Infrastructure for Knowledge Sharing (DIKSHA): This is a national digital infrastructure (Platform) for teachers of different universities and colleges in India

iii. Study Webs of Active-Learning for Young Aspiring Minds (SWAYAM): This initiative is taken by the Indian Government to provide free online courses.

iv. National Mission on Education through Information and Communication Technology (NMEICT): This step is taken by MHRD to promote the integration of I.T. technology in higher education.

Challenges in Implementation

Infrastructure Deficits: There are significant gaps in educational infrastructure, hindering the effective rollout of NEP 2020 initiatives.

Funding Limitations: Insufficient funding hindered the implementation of necessary reforms, impacting resource availability and sustainability.

Low weightage is given to English. Focus on the local language is given.

Faculty Development Needs: Provide ongoing faculty development training to ensure educators can effectively adapt and apply innovative teaching methodologies.

Findings

1. NEP 2020 aims to provide learners with critical thinking over rote learning and memorization.

2. The education is based on competency-based learning and learner-centric approaches.
3. Introduces a flexible four-year undergraduate system allowing multiple exits to cater to diverse student needs.
4. NEP 2020, focus on a continuous faculty development program to update them with innovative teaching-learning strategies and pedagogical skills.

Conclusion

The study concludes that the implementation of the NEP 2020 brings changes to the teaching-learning system. It adopts critical-thinking-based learning to avoid a rote-learning approach. Learners are free to select subjects regardless of their stream, based on their areas of interest. This helps students gain knowledge and develop an interest in learning. It is beneficial for students to adopt a flexible four-year undergraduate system so they do not lose time if programs are disrupted and receive a specific certificate for their efforts. The involvement of technology is beneficial in higher education; learners have access to online teaching and recorded lectures. With the help of technology, the FDP program offers a hybrid format, allowing participants to attend in person and update their innovative teaching and learning strategies.

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ROLE OF THE NATIONAL EDUCATION POLICY 2020 IN EMPLOYMENT GENERATION: AN ANALYTICAL STUDY

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Abstract

India is currently facing serious challenges such as unemployment, skill imbalance, and limited employment opportunities. In this context, transforming the education system into a skill-oriented and employment-driven framework has become highly essential. The National Education Policy (NEP) 2020 is a significant initiative aimed at reforming the Indian education system by promoting practical, vocational, and skill-based learning.

The present study attempts to analyze the role of NEP 2020 in employment generation. The study particularly focuses on aspects such as skill development, vocational education, entrepreneurship, digital learning, and industry-academia collaboration. The research is descriptive and analytical in nature and is based on secondary data collected from government reports, policy documents, research journals, and other published sources.

The study reveals that theoretical education alone is insufficient for ensuring employment opportunities; rather, practical, technical, and skill-oriented education significantly enhances employability. Through the promotion of vocational training, internships, digital education, and entrepreneurship, NEP 2020 has the potential to create diverse employment opportunities in India.

The findings indicate that effective implementation of the policy can contribute significantly toward reducing unemployment and developing employment-oriented human resources in the Indian context.

Keywords: NEP 2020, Employment Generation, Skill Development, Vocational Education, Entrepreneurship.

Introduction

The foundation of comprehensive development in any nation lies in its education system. However, education cannot be confined merely to a formal institutional framework, as learning is a lifelong process and establishing coordination among its diverse dimensions is a complex task. In the present context, the education being imparted through formal institutions represents the practical implementation of educational policies formulated over time. While framing educational policies, it is essential to consider the past, present, and future perspectives simultaneously. With changing socio-economic conditions, reforms in educational policies also become necessary. In order to translate these changes into practical reality, the National Education Policy (NEP) 2020 was introduced.

Education is directly associated with the economic development of a nation and its citizens. It is a medium through which individuals continuously refine their personality and competencies throughout their lives. Education not only facilitates employment generation but also contributes significantly to the economic growth of the country. Simultaneously, it develops the capacity among individuals to identify and explore diverse employment opportunities. Youth constitute the future strength of the nation, and their empowerment determines the nation's long-term progress.

An ineffective educational policy may adversely affect the physical, mental, economic, social, cultural, and political dimensions of youth development. A large population of inadequately skilled youth can become a long-term burden on the nation rather than a productive asset. In contrast, balanced and well-educated youth can contribute substantially to national development and economic advancement. The role of education in this regard is highly significant.

The National Education Policy 2020 has envisioned comprehensive reforms in the prevailing education system with a long-term developmental perspective. The policy seeks to incorporate innovative ideas and practical approaches into the educational framework. Through the integration of theoretical and practical learning, the policy attempts to identify and create new employment opportunities. The knowledge and competencies acquired by students are expected to develop a capable and productive youth force that can effectively address emerging opportunities and challenges while contributing meaningfully to economic and social progress.

Literature Review

The relationship between education and employment generation has remained a central concern in educational and economic policy discussions in India. With the introduction of the National Education Policy (NEP) 2020, greater emphasis has been placed on skill-oriented, vocational, and multidisciplinary education to improve employability and address unemployment challenges.

Tilak, (2018) emphasized that the traditional Indian education system has long suffered from a disconnect between academic learning and labor market requirements. The lack of vocational integration within mainstream education has contributed significantly to graduate unemployment and underemployment.

Agarwal, (2020) highlighted that higher education reforms in India must focus on innovation, entrepreneurship, and industry-oriented learning to improve employment opportunities for youth. Greater collaboration between educational institutions and industries was considered essential for creating a productive workforce.

Drucker, (1993) explained that knowledge and skills are the primary resources of modern economies. Education systems that promote adaptability, technical competence, and innovation contribute directly to economic productivity and employment generation.

Becker, (1993) described human capital development as a major determinant of economic growth and employment expansion. Investment in education and skill formation was viewed as crucial for improving workforce efficiency and labor market participation.

An article published in The Hindu, (2021) discussed that NEP 2020 seeks to reduce the gap between education and employment by introducing vocational education, internships, and multidisciplinary learning at different educational levels. The policy framework was considered supportive of employability enhancement.

An editorial in The Indian Express, (2022) pointed out that rising educated unemployment in India reflects the inadequacy of purely theoretical education. Skill-based and practical learning approaches introduced under NEP 2020 were viewed as necessary reforms for improving workforce readiness.

Information available on the official website of the [Ministry of Education, Government of India](https://www.education.gov.in?utm_source=chatgpt.com) states that NEP 2020 promotes holistic, flexible, multidisciplinary, and vocational education with the objective of enhancing employability and preparing students for emerging economic opportunities.

Content published on the [National Skill Development Corporation (NSDC)](https://www.nsdcindia.org?utm_source=chatgpt.com) emphasizes that skill development initiatives and vocational training programs are essential for employment generation, particularly in the context of changing industrial and technological demands.

Kumar and Ahmad, (2008) argued that higher education in India requires significant restructuring to align curricula with labor market expectations. Employability-oriented education and practical training were identified as necessary for reducing unemployment among graduates.

Rao, (2021) examined the transformative potential of NEP 2020 in higher education and observed that vocational integration, digital literacy, and internship-based learning can strengthen employment prospects in India.

Sharma and Sharma, (2022) analyzed the impact of skill-based education on employability and noted that practical exposure and vocational learning improve professional competencies and increase access to employment opportunities.

Patil, (2020) stated that India’s demographic advantage can become economically productive only through employment-oriented education policies. Vocationalization and technical training were considered essential for sustainable employment generation.

Mehta and Singh, (2023) highlighted that digital learning and blended education introduced under NEP 2020 may improve access to professional skills and increase employment opportunities, especially among students from rural and semi-urban areas.

Gupta, (2021) emphasized that entrepreneurship development, innovation, and vocational education under NEP 2020 can contribute significantly toward self-employment and employment generation in India. However, infrastructural and implementation challenges remain important concerns.

Research Gap

Existing literature extensively discusses educational reforms, skill development, and employability in the context of the National Education Policy 2020. Several studies have also examined vocational education, entrepreneurship, and human capital development independently. However, limited research has specifically focused on the direct role of NEP 2020 in employment generation from the perspective of commerce and management education. Furthermore, there is insufficient analytical research examining how vocational integration, industry-academia collaboration, and skill-based learning under NEP 2020 can contribute toward reducing unemployment in India. The present study attempts to address this gap through a descriptive and analytical examination of the employment-oriented dimensions of NEP 2020.

Objectives

- To identify employment opportunities at various educational levels within the National Education Policy.
- To identify problems regarding job creation and employment-oriented education in NEP 2020 and to seek their solutions.
- To study the prospects of future job creation in light of the National Education Policy 2020.

Research Methodology

Methodological Framework:

The study utilizes a descriptive-analytical framework to evaluate the strategic role of the National Education Policy (NEP) 2020 in fostering employment and enhancing student employability. This approach is selected to provide a comprehensive narrative of the policy's structural components across different academic tiers without the manipulation of variables.

Research Approach:

This inquiry is predominantly qualitative and descriptive. It focuses on the correlation between pedagogical shifts—such as experiential and vocational learning—and their projected impact on the labor market. In the absence of a formal hypothesis, the study explores the logical outcomes of policy implementation based on current socio-economic trends.

Data Acquisition and Sources:

The research is conducted using secondary data synthesis. The requisite information has been derived from a diverse array of authentic sources, including:

1. Official mandates and frameworks of NEP 2020.
2. Scholarly publications and peer-reviewed journals focusing on industrial relations and educational reforms.
3. Governmental reports on vocational training targets and digital literacy initiatives.

Analysis of Curricular Tiers:

The methodology segments the investigation into three primary domains:

1. Foundational Stage: Evaluation of cognitive development through activity-based learning.
2. Vocational Stage: Analysis of the transition toward technical trades and local industry integration at the secondary level.
3. Professional Stage: Assessment of multidisciplinary flexibility and research-led education in tertiary institutions.

Analytical Technique:

The gathered information is analyzed using thematic interpretation. By scrutinizing the transition from traditional academic models to industry-aligned curricula, the study identifies emerging career reservoirs in fields such as Artificial Intelligence, Management, and Vocational Instruction.

Methodological Constraints:

Information Scarcity: Given the nascent stage of the policy's rollout, there is a limited availability of long-term empirical data, necessitating a reliance on projected outcomes.

Prospective Nature: The findings are centered on future possibilities rather than historical certainties, which may vary based on implementation efficacy.

Employment Generation Prospects

Education develops a practical outlook among individuals, enabling them to undertake various activities necessary for leading a stable and productive life. Participation in economic activities is essential for livelihood generation. Economic activities primarily include industries, trade, banking, insurance, transportation, communication, storage, employment, and self-employment opportunities. Employment prospects continue to expand whenever policies introducing innovative initiatives are effectively implemented.

The National Education Policy 2020 has introduced several transformative reforms that are expected to generate both direct and indirect employment opportunities. These reforms are likely to enhance economic productivity and create new avenues for livelihood generation. The following sectors under the National Education Policy 2020 indicate significant employment generation potential:

1. Early Childhood Care and Education (ECCE)

The National Education Policy 2020 has recognized Early Childhood Care and Education as the foundation of learning. The policy proposes that every child before the age of five should be integrated into pre-primary classes or Balvatika before entering Grade One. For the implementation of this new educational framework, the following employment opportunities are expected to emerge:

Areas of Opportunity	**Employment Prospects**
Anganwadi Services	Expansion of Anganwadi activities will create employment opportunities not only for Anganwadi workers but also for additional women workers associated with these programs.
Training and Certification Programs	Anganwadi workers possessing educational qualifications of 10+2 or above will undergo a six-month certificate programme, while workers with lower qualifications will be required to complete a one-year diploma

	programme.
Pre-primary Education Infrastructure	The expansion of pre-primary education and increased governmental involvement are expected to generate employment opportunities ranging from teacher training and child development services to the production of educational materials and learning resources

1. The education policy emphasizes the prompt and systematic recruitment of teachers. A teacher–student ratio of 1:30 has been prescribed in every school, while in areas with a higher concentration of socially disadvantaged children, the ratio has been fixed at below 1:25. This provision will necessitate the appointment of a greater number of teachers.

2. In view of the growing population and the objective of ensuring quality education, the determination of an appropriate teacher–student ratio will continue to generate employment opportunities within the education sector.

3. In order to cultivate a nationwide reading culture, public and school libraries will be expanded. Digital libraries will also be established, and a National Book Promotion Policy will be formulated.

Teacher Education and Training - Teacher education and training centres will play a crucial role within this framework. Expansion in the number of trained personnel will be required, thereby creating employment opportunities for trainers as well.

Educational Infrastructure and Learning Materials :- Well-designed toys and educational materials suitable for children will be required. Consequently, employment opportunities will emerge for artisans, craftsmen, carpenters, and other workers engaged in the production of such materials. Furthermore, the expansion of related industries and institutions involved in ensuring the availability of these resources will enhance both direct and indirect employment prospects.

Expansion of Anganwadi Workforce - The number of workers and assistants employed in pre-primary Anganwadi centres will increase on the basis of need, thereby expanding employment opportunities for teachers and associated personnel. **Development of ECCE Teaching-Learning Materials**:- Since ECCE primarily incorporates flexible, multidimensional, large-group, project-based, activity-oriented, and play-based learning approaches, there will be a growing demand for the production of innovative teaching-learning materials. This, in turn, will create employment opportunities for individuals associated with these activities.

Universal Access to ECCE Institutions - Ensuring universal access to ECCE institutions has been identified as a broad objective. The implementation of this initiative in backward districts, remote regions, and tribal-dominated areas will generate substantial employment opportunity.

2. Primary Level

The impact of reforms in Early Childhood Care and Education (ECCE) will inevitably manifest at the primary level. At this stage, the objectives are centered on reinforcing experiential learning, activity-based learning, and students' communication competencies. Recognizing the significance of establishing a foundation for digital pedagogy from the outset, priority has been accorded to creativity and problem-solving skills. Adopting the aforementioned objectives and reforms with a visionary perspective is likely to generate the following professional opportunities at this level:

- Digital Content Developer
- E-learning Specialist
- Primary Educator
- Language and Mathematics Specialist
- Education Consultant

3. Secondary Level

The National Education Policy has set a target to integrate 50% of students into vocational education by the year 2025. The reforms initiated at the foundational level will be extended to higher stages. At this level, the primary focus remains on employment-oriented education. Students will be provided pragmatic training in coding, carpentry, electrical work, handicrafts, artificial intelligence, and local trades. These initiatives will catalyze the following employment opportunities:

- Skill Trainer
- Employment based on Agriculture, Handicrafts, and Local Industries
- IT and Coding Instructor
- Internship and Apprenticeship Opportunities
- Start-ups and Self-employment

Students in this age group will begin to develop an employment-centric perspective, fostering attributes such as communication, teamwork, critical thinking, problem-solving, and entrepreneurship.

4.Higher Education Level

Under the National Education Policy 2020, the pedagogical system has been structured with employability as its focal point. To address the high drop-out rates at this level, an innovative "Multiple Entry and Exit" approach has been adopted to ensure that learning opportunities remain uninterrupted. The objective is to cultivate creative and innovative competencies among students through research-oriented education. Priority has been shifted from the concept of mastery in a single domain to gaining experience across diverse fields via a multidisciplinary and flexible system. Various vocational courses have been integrated into the curriculum to refine entrepreneurial skills. Industry-aligned curricula will be designed to bridge theoretical knowledge with practical application, ensuring the availability of human resources tailored to market demands. Making digital learning an integral part of the acquisition process has been prioritized to facilitate contributions in the field of Artificial Intelligence. The aforementioned endeavors may generate employment in the following sectors:

- Management Professional
- Data Analysts
- Digital Marketing Experts
- Startup Founder

- Research Professionals
- Skill Trainers
- Freelancers and Consultants

Problems and Solutions

Policy not only guides individuals in performing their roles effectively, but also encourages them to work within the framework of prescribed boundaries. For the successful implementation of any policy, it is essential to identify and critically analyze the potential obstacles that may arise during its execution. Through systematic evaluation and interpretation of these challenges, the policy can be implemented more smoothly, thereby enabling the timely resolution of problems and ensuring the attainment of desired outcomes.

Problem	**Description of the problem**	**Solution of the problem**
Problem of Implementation	Due to the extensive scope of the National Education Policy (NEP) 2020, the number of stakeholders associated with various sectors is exceedingly large. Owing to its comprehensive nature, implementing the policy effectively across pre-primary, primary, secondary, and higher levels of education is itself a highly complex task. The smooth execution of the policy may face challenges such as the shortage of trained teachers, lack of motivation among educators, and difficulties in designing quality-oriented curricula.	• Provisions should be implemented in a phased and systematic manner. • Specific standards should be determined within a fixed timeframe, and mechanisms should be established to ensure their attainment. • The process of implementation and supervision should be carried out through the appointment of experts. • Short-term and achievable targets should be identified and publicized.

		• Continuous monitoring and review of policy progress should be undertaken at regular intervals. • Effective control and evaluation mechanisms should be adopted to assess the achievement of predetermined standards.
Problem of Coordination and Adjustment	While implementing the National Education Policy 2020 at the grassroots level, it will be necessary to establish coordination with earlier education policies, particularly the National Policy on Education of 1986 and its revised version of 1992. Several adjustment-related challenges may emerge during this process: • Students may experience difficulty in adapting to new systems of learning and behavioural practices, as they have long been accustomed to the earlier educational	• Short-term bridge courses should be introduced for intermediate-level students to equip them with the essential skills required for maintaining academic continuity. • Refresher training programmes for teachers should be organized to help them understand and adapt to the new educational framework without additional burden. • Practical and skill-

	framework. • Educational institutions will need to modify their organizational structures and administrative frameworks, where the coexistence of old and new institutions may create challenges in maintaining balance. • Teachers will be required to acquire new skills; however, the rigidity of long-established experiences and practices may hinder their easy adaptation to innovative approaches. • The need for extensive curricular reforms may also create adjustment-related difficulties in the established principles of curriculum design and textbook development.	oriented knowledge should be incorporated into the existing curriculum as supplementary learning material. • Educational institutions should be provided with grants and resource support to maintain equilibrium between old and new institutional structures.
Financial Constraints	The effective implementation of the education policy may encounter serious financial challenges. Before addressing these challenges, it is essential	• Budgetary provisions should be made at the central level according to requirements rather than on a limited or temporary

	to identify the major areas requiring financial allocation. These include: • Implementation of the concept of pre-primary education. • Expenditure on teacher training programmes. • Financial support for making teacher training institutions resource-rich and technologically advanced. • Expenditure on the establishment of modern technology-based educational institutions. • Expenditure on the development of new textbooks and learning materials. • Provision of grants for strengthening school infrastructure and educational resources. • Expenditure on organizing short-term training programmes. • Expenditure on conducting in-service training programmes.	basis, so that education receives a substantial share of the annual budget. • State governments should also allocate a significant portion of their budgets towards education. • The private sector should be encouraged to invest in education through motivational and policy support mechanisms. • Community participation should be promoted so that individuals contribute voluntarily to educational development according to their capacities. • Intellectuals and socially responsible groups willing to contribute voluntarily to the education sector should be encouraged and provided opportunities for

		participation. • A sense of national responsibility should be cultivated among citizens so that collective public participation may help reduce the financial burden associated with educational reforms.
Shortage of Trained Teachers	Teachers occupy the most significant position in the successful implementation of the proposed National Education Policy 2020. At present, many teachers working in educational institutions remain inadequately trained. The comprehensive transformation envisioned in the education system may create challenges related to teachers' behaviour, professional adaptability, and acquisition of innovative skills. Resistance to adopting new competencies may also become a barrier. Senior educators, in particular, may encounter difficulties in assimilating modern scientific and	• Greater emphasis should be placed on the establishment of new teacher training institutions. • Short-term training programmes should be organized, and training facilities should also be provided at existing workplaces. • Online training programmes should be promoted to ensure wider accessibility and flexibility.

	technological knowledge. Furthermore, the limited availability of trained teachers may make the effective implementation of the policy more difficult.	• Special programmes should be designed according to the needs of senior educators. • Initially, reducing unnecessary curriculum burdens may help teachers save time for training and adaptation. • Teachers working at different educational levels should be encouraged to share their professional experiences and best practices.
Problem of Motivation	Change is an inevitable principle of nature; however, individuals often develop emotional attachment and comfort with pre-existing systems and practices over time. Consequently, stakeholders associated with the education system may perceive difficulties in adapting to change, particularly when	• Different stakeholders should be made aware of the social, cultural, political, and economic implications and benefits of the education policy. • The objectives and dimensions of the education policy should be

	they are not fully aware of its constructive dimensions. Before implementing the new education policy, it may therefore become challenging to motivate various groups and encourage them to accept the positive aspects of reform.	disseminated through prevailing communication channels and public awareness programmes across the country. • Workshops, seminars, and orientation programmes should be organized to present the core elements of the education policy in a practical and participatory manner, thereby fostering an atmosphere of trust and confidence instead of apprehension.
Problem of Curriculum Design and Textbook Development	Under the New Education Policy, the curriculum has been made more comprehensive and multidisciplinary, leading to the inclusion of several new subjects and domains of knowledge. Incorporating new concepts, pedagogical approaches, and innovative practices will create challenges in curriculum development as well as in the availability and preparation of textbooks. The extensive modifications	• Competent and skilled institutions should be granted greater autonomy in curriculum development and design. • The preparation of textbooks should be entrusted to subject experts and should be grounded in practical and experiential knowledge.

	introduced at higher levels of curriculum planning may also create practical difficulties in implementation. Furthermore, unless textbooks are designed in a simple, engaging, and learner-friendly manner, the effective execution of the policy may not be possible.	• Local needs and regional contexts should be incorporated into the curriculum as far as possible. • Artists and creative professionals should be involved in the design and presentation of children's books to make them more attractive and engaging. • Co-curricular activities should be given equal importance alongside conventional academic learning and assessment. • Providing opportunities to local artisans and skilled workers will strengthen community participation and cultural relevance. • Languages can be enriched and strengthened

		through the medium of folk songs and indigenous cultural expressions.

A Study of Future Employment Prospects

In the Indian context, traditional employment opportunities have been overwhelmed by the excessive burden of population growth. The capacity for employment availability in sectors other than agriculture and its allied industries—upon which the majority of the population relies—is being exploited to its maximum. Within the current global perspective, employment opportunities are rapidly transforming due to technological advancements. To establish harmony with these changes, there is a requirement for enriched human resources, an objective that cannot be achieved solely through the provision of training. To perceive, comprehend, and coordinate oneself with any given situation, various skills such as technical knowledge, practical insights, an inquisitive nature, creativity, effective communication, teamwork, problem-solving perspectives, and foresight are essential. By integrating these skills into the educational framework, we can secure a reservoir of invaluable human resources for the future, thereby ensuring the availability of a skilled workforce. The transformations being implemented in the National Education Policy (NEP) 2020 will not only explore novel avenues for future employment but will also enhance the employability of learners.

Findings and Conclusion

While education paves the way for information and intellectual growth, it also brings to light the latent potential and perfections within an individual. The National Education Policy 2020, with this fundamental ethos, is working to advance its role in nation-building by developing education as a medium for employment. Policy decisions taken at various levels of education are generating employment opportunities for teachers as well as in other related sectors. Education is no longer confined to the teacher, the learner, and the curriculum; rather, it is progressing by incorporating social, political, cultural, global, and technological dimensions. It is natural for problems to arise in any endeavor, especially when the objective encompasses such vast form and scope. The policy will face challenges regarding implementation, coordination, finance, availability of trained teachers, motivation, curriculum determination, and the availability of textbooks to achieve the goals of job creation and employability. However, these can be resolved by adopting practical and scientific approaches.

There is a necessity to understand and analyze the education policy from both short-term and long-term perspectives. Change often begins with resistance, but as beneficial results emerge, the voices of opposition diminish. Although complexity may be evident in the short term, this policy will prove instrumental in establishing coordination with global requirements in the future. Skill-based and employment-oriented education will play a significant role in the holistic development of the country by ensuring meaningful contributions to economic prosperity and growth through a proficient human resource pool. Ultimately, the National Education Policy 2020 is moving toward the goal of providing vocational education to future citizens to ensure merit-based employment and a self-motivated, self-disciplined workforce. Such an education system, rather than merely providing a literate workforce, will provide human resources that prioritize a superior work culture within the nation.

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आधुनिक प्रबंधन में आध्यात्म रामायण के सिद्धांतों का अवलोकन

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शोध सारांश

महर्षि व्यास द्वारा रचित आध्यात्म रामायण भारतीय आध्यात्मिक साहित्य का एक प्रतिष्ठित ग्रंथ है, जो मानव व्यवहार, नेतृत्व, एवं नैतिक निर्णय लेने के संबंध में गहन अंर्तदृष्टि प्रदान करता है। इस शोधपत्र में आध्यात्म रामायण में वर्णित सिद्धांतों की आधुनिक प्रबंधकीय परिप्रेक्ष्य में विवेचना की गई है तथा उन्हें आधुनि प्रबंधकीय परिप्रेक्ष्य में लागू करने के सुझाव दिये गये हैं। आध्यात्म रामायण में श्रीराम की जीवन कथा को आध्यात्मिक दृष्टिकोण से प्रस्तुत किया गया है, जिसका अध्ययन करते समय यह पाया गया कि इसमें वर्णित कई चौपाईयां एवं दोहे प्रत्यक्ष एवं अप्रत्यक्ष रूप से ऐसी विशिष्ट आदतों एवं प्रथाओं को इंगित करते हैं जिनका अनुसरण आधुनिक प्रबंधकों के लिए लाभकारी सिद्ध हो सकता है। इस शोधपत्र में उन्हीं सिद्धांतों की विवेचना की गई है जिनका प्रयोग आधुनिक प्रबंधन में किया जा सकता है और एक भारतीय ज्ञान प्रणाली पर आधारित प्रबंधन तंत्र का निर्माण किया जा सकता है।

मुख्य शब्द– आध्यात्म रामायण, आध्यात्मिक शिक्षाएँ, आधुनिक प्रबंधन, रामकथा, नैतिक नेतृत्व, समावेशिता।

प्रस्तावना

आध्यात्म रामायण महर्षि व्यास द्वारा रचित एक संस्कृत कृति है जिसमें महर्षि वाल्मिकी रामायण को एक आध्यात्मिक दृष्टिकोण से प्रस्तुत किया गया है। आध्यात्म रामायण व्यास जी के ब्रहमांड पुराण का भाग है जो वाल्मिकी रामायण की ही भाँति 7 कांडों– बालकांड, अयोध्याकांड, अरण्यकांड, किष्किंधाकांड, सुन्दरकांड, युद्धकांड, उत्तरकांड में विभक्त है, किंतु वाल्मिकी रामायण से अलग आध्यात्म रामायण श्रीराम कथा के आध्यात्मिक एवं अधिभौतिक पहलुओं पर जोर देती हे ।

महर्षि वाल्मिकी रामायण से प्रेरित होकर विभिन्न महान महर्षियों ने समय–समय पर रामायण को अपनी भाषा, अनुभव, एवं शैली में अपनी भावनाओं एवं रस के आधार पर लिखा किंतु रामायण की आधारभूत कथा को नहीं बदला, इसी कारण ब्रहमांड में अनेक रामायण है। वाल्मिकी रामायण, आध्यात्म रामायण, आनंद रामायण, अद्‌भूत रामायण, ब्रह्मा रामायण, भुशुण्डी रामायण, गिरीधर रामायण, काम्बा रामायण इनमें से कुछ हैं। कथा सबकी समान है किंतु उसे प्रस्तुत करने की शैली सबकी अलग है।

आध्यात्म रामायण भगवान शिव और माता पार्वती के मध्य का संवाद है। माता पार्वती को आध्यात्म रामायण सुनाते समय वहां उपस्थित एक कौए ने भी आध्यात्म रामायण को सुना और अमर हो गया वही कौआ एक महान तपस्वी और रामभक्त कागभुशुण्डी के नाम से विख्यात हुए और आध्यात्म रामायण का उपदेश अपने शिष्यों को प्रदान किया और इस प्रकार आध्यात्म रामायण संपूर्ण संसार में विख्यात हुई। आध्यात्म रामायण की भी संसार में उतनी ही महत्ता है जितनी की वाल्मिकी रामायण की।

यह शोधपत्र आध्यात्म रामायण से कुछ चौपाईयों का संदर्भ प्रस्तुत करता है जो आधुनिक प्रबंध के लिये अत्यंत महत्वपूर्ण हैं जिनसे शिक्षा लेकर भारतीय मूल्यों एवं ज्ञान प्रणाली पर आधारित प्रबंधकीय प्रणाली की आधारशिला रखी जा सकती है।

साहित्यिक समीक्षा

आध्यात्म रामायणः महर्षि वेदव्यास द्वारा लिखित यह प्राचीन ग्रंथ प्राचीन भारतीय धार्मिक साहित्य का महत्त्वपूर्ण भाग है। इसमें प्राणी के आत्मा के संबंध पर विशेष जोर दिया गया है। आध्यात्म रामायण में जिस प्रकार रामकथा को आध्यात्मिक दृष्टिकोण से व्यक्त किया गया है उसी प्रकार आध्यात्म रामायण की शिक्षाएं भी प्रबंधन को आध्यात्मिक प्रबंध का रूप दे सकती हैं।

रामचरित मानसः गोस्वामी तुलसीदास द्वारा रचित यह एक अन्य महत्वपूर्ण ग्रंथ है जिसमें प्रभु राम के जीवन और कार्य के माध्यम से प्रबंधकीय ज्ञान के संदर्भ में एक नैतिक और कुशल नेतृत्व की शिक्षा मिलती है।

वाल्मीकि रामायणः इसमें श्रीराम के अद्वितीय व्यवहार और उनके द्वारा संचालित विभिन्न प्रबंधन सिद्धांतों के बारे में ज्ञान प्राप्त किया जा सकता है।

सुधीर कुमार गौर (2017) ने अपने अध्ययन में रामचरित मानस के सुन्दरकाण्ड का समकालीन समाज में विवेचन करते किया है और समकालीन समाज में नैतिक एवं चारित्रिक मूल्यों की प्रासंगिकता को रेखांकित किया है। शोधकर्ता ने इस अध्ययन में वर्णानात्मक एवं विश्लेषणात्मक शोध पद्धति का प्रयोग किया है जिसमें धार्मिक ग्रंथों की समीक्षा द्वितीयक स्रोतों के रूप में की गई है। अध्ययन के निष्कर्ष यह दर्शाते हैं कि सुन्दरकाण्ड केवल एक धार्मिक कथा न होकर साहस, भक्ति, विनम्रता और कूटनीति जैसे शाश्वत मूल्यों का स्रोत है।

बी राठौड़ (2016) ने अपने अध्ययन में रामचरित मानस को मात्र धार्मिक ग्रंथ होने की परिधि से दूर इसके मनोवैज्ञानिक एवं शैक्षणिक पहलुओं पर प्रकाश डालने का कार्य किया है। शोधकर्ता ने गुणात्मक विषय विश्लेषण पद्धति का प्रयोग करते हुए श्रीराम एवं श्री हनुमान के कृत्यों की तुलना विश्व स्वास्थ्य संगठन द्वारा परिभाषित दस प्रमुख जीवन कौशलों से की है। शोध के परिणाम यह बताते हैं कि यह ग्रंथ भावनात्मक बुद्धिमत्ता, तनाव–प्रबंधन, सही निर्णय लेना प्रभावी विवाद निपटान तंत्र की गहन शिक्षा प्रदान करता है। अध्ययन यह निष्कर्ष प्रदान करता है कि इन प्राचीन प्रसंगों के विश्लेषण से व्यक्ति सहानुभूति, सामूहिक कार्य, और नेतृत्व जैसे अनिवार्य सामाजिक कौशल सीख सकता है जिसमें रामचरित मानस आधुनिक युग में एक कालजयी माध्यम बनता है।

सिन्हा (2013) ने भी सुन्दरकाण्ड के प्रसंग की विवेचना समकालीन प्रबंधकीय परिप्रेक्ष्य में की है और यह निष्कर्ष निकाला है कि सुंदरकांड केवल भक्ति का स्रोत नहीं है, बल्कि यह प्रबंधन, आत्मविश्वास, अटूट निष्ठा और कठिन परिस्थितियों में युक्तिपूर्वक कार्य करने का उत्कृष्ट मार्गदर्शन प्रदान करता है। निष्कर्षतः, यह अध्ययन प्रतिपादित करता है कि हनुमान जी के चरित्र से प्राप्त जीवन–कौशल और नैतिक मूल्य आज के तनावपूर्ण जीवन में मानसिक शांति और सफलता प्राप्त करने के लिए अत्यंत प्रभावशाली उपकरण हैं।

विभिन्न रामायणों और शोधपत्रों का अध्ययन करने के पश्चात् यह पाया गया कि सभी में लिखित बातें वर्तमान प्रबंधन वातावरण में प्रत्यक्ष तथा अप्रत्यक्ष रूप से लागू कि जा सकती हैं, आध्यात्म रामायण भी उनमें से एक है। आधुनिक प्रबंधन वातावरण बहुत ही जटिल एवं तनावपूर्ण है, एक सार्वभौमिक प्रक्रिया होने के कारण प्रबंधन से बचा नहीं जा सकता किंतु आध्यात्मिक शिक्षाओं को प्रबंधन में लागू करके इसकी जटिलता को कम किया जा सकता है तथा एक स्वस्थ प्रबंधकीय वातावरण का निर्माण किया जा सकता है।

उद्देश्य

- आध्यात्म रामायण से आधुनिक प्रबंधन के लिये उपयोगी सिद्धांतों की पहचान करना।
- आध्यात्म रामायण से लिए गए प्रबंधकीय सिद्धांतों का आधुनिक प्रबंधकीय परिप्रेक्ष्य में लागू करना।

अनुसंधान क्रियाविधि

इस शोधपत्र का उद्देश्य आध्यात्म रामायण के भीतर प्रमुख प्रबंधन सिद्धांतों को उजागर करना और उन्हें समकालीन प्रबंधन प्रथाओं में लागू करने की योग्यताओं का मूल्यांकन करना है। प्रबंधन सिद्धांतों के प्रकाश में आध्यात्म रामायण का व्यापक अवलोकन इस तथ्य की पुष्टि करता है कि आध्यात्म रामायण की शिक्षाएँ आधुनिक प्रबंधन परिप्रेक्ष्य में आदर्श हैं। इस शोधपत्र में गुणात्मक अनुसंधान विधि का प्रयोग किया गया है। जिसमें अध्ययन का मुख्स स्रोत आध्यात्म रामायण है। विशिष्ट खण्ड एवं श्लोक जो नेतृत्व, नैतिकता, निर्णय–निर्माण, प्रभावी संचार, एवं संगठनात्मक व्यवहार पर चर्चा करते हैं उनका विश्लेषण किया गया है। इसके शोधपत्र को अधिक प्रामाणिक एवं विश्वसनीय बनाने के लिए विभिन्न धार्मिक ग्रंथों जैसे वाल्मिकी रामायण, रामचरित मानस तथा विभिन्न विद्वानों के लेख, पुस्तकों एवं आध्यात्म रामायण पर टिप्पणियों का भी अध्ययन किया गया है तथा सभी द्वितीयक स्रोतों को उचित रूप से श्रेय दिया गया है।

प्रबंधकीय परिप्रेक्ष्य में रामकथा के प्रसंगों का विवेचनः

1. संतुलन का सिद्धांत

जब ऋषि विश्वामित्र यज्ञ रक्षा के लिए राम और लक्ष्मण को अपने साथ ले जाने आते हैं तो महाराज दशरथ श्रीराम को उनके साथ भेजने में संदेह करते हैं और गुरू वशिष्ठ के समक्ष यह कह कर अपना संदेह व्यक्त करते हैं–

चत्वारोऽमरतुल्यास्ते तेषां रामोऽतिवल्लभः ।

रामस्त्वितो गच्छति चेन्न जीवामि कथञ्चन ॥

अर्थ– हे गुरुप्रवर ! हजारों वर्ष व्यतीत होने पर अत्यन्त कष्ट से मुझे यह देवताओं के समान चार पुत्र प्राप्त हुए हैं। इनमें भी राम मुझे अत्यन्त प्रिय है मैं क्या करूँ मेरा मन राम को किसी भी प्रकार छोड़ने के लिये तैयार नहीं है। राम के चले जाने पर मैं किसी प्रकार भी जीवित नहीं रह सकूँगा।

राजा दशरथ के इस प्रकार संदेह व्यक्त करने पर गुरू वशिष्ठ उन्हें समझाते हैं कि यज्ञ रक्षा धर्म का कार्य है और श्रीराम कोई साधारण मनुष्य नहीं हैं। गुरूवर से आश्वासित होकर राजा दशरथ श्रीराम एवं लक्ष्मण को ऋषि विश्वामित्र के साथ भेजने के लिए तैयार हो जाते हैं।

प्रबंधकीय अंर्तदृष्टि– एक कुशल प्रबंधक वही है जो अपने कर्तव्यों को प्राथमिकता दे भावनाओं के वशीभूत होकर कर्तव्य के मार्ग से भटके नहीं। अपने व्यक्तिगत हितों को त्यागकर सामूहिक हितों को प्राथमिकता देना ही एक कुशल प्रबंधक का गुण होता है।

2. सकारात्मकता का सिद्धांत

अपनी माता कैकयी द्वारा दिये गये वनवास को श्रीराम ने स्वच्छ हृदय से स्वीकार किया और अपने पिता राजा दशरथ से कहा–

अहं प्रतिज्ञां निस्तीर्य पुनर्यास्यामि ते पुरम् ।

राज्यात्कोटिगुणं सौख्यं मम राजन् वने सतः ॥

अर्थ– मैं प्रतिज्ञा का पालन कर आपके समीप अयोध्या वापस लौट आऊँगा। हे राजन् ! जंगल में रहने पर मुझे राज्य से भी कोटि गुणा अधिक सुख प्राप्त होगा ।

प्रबंधकीय अंर्तदृष्टि– श्रीराम ने वनवास को सकारात्मक हृदय से स्वीकार किया और उस कठिन परिस्थिति को भी सीखने के दृष्टीकोण से देखा। आधुनिक प्रबंधकीय वातारण जटिल है प्रबंधकों के समक्ष सदैव ही ऐसी कठिनाइयां आती रहती हैं जिन्हें दूर करना उनके लिए चुनौतीपूर्ण हो सकता है ऐसे में एक कुशल प्रबंधक वही है जो चुनौतियों को सीखने के अवसर की तरह समझ कर उन्हें दूर करने का प्रयास करें। एक प्रबंधक की अभिवृत्ति सदैव सकारात्मक होनी चाहिए तभी वह चुनौतिपूर्ण वातावरण में स्वयं को सुदृढ़ बनाए रख सकता है।

3. शुद्धता एवं ईमानदारी का सिद्धांत

महाराज दशरथ के श्रीराम को वनवास देने से क्रोधित लक्ष्मण को श्री राम शांत करते हैं और कहते हैं–

अन्तःशुद्धस्वभावस्त्वं लिप्यसे न च कर्मभिः ।

एतन्मयोदितं कृत्स्त्रं हृदि भावय सर्वदा ।।

अर्थ– क्रोध, रागद्वेष मनुष्य के सबसे बड़े शत्रु हैं। अन्तःकरण में रागद्वेष रहित और शुद्ध स्वभाव रहने के कारण तुम कर्मों से लिप्त नहीं होगे। इन बातों पर तुम सर्वदा अपने हृदय में विचार करो ।

प्रबंधकीय अंर्तदृष्टि– एक प्रबंधक का अंर्तमन सदा शुद्ध और ईमानदार होना चाहिए। स्वभाव से शुद्ध एवं ईमानदार प्रंबधक कर्म या निर्णय से लिप्त नहीं होते और सदा निष्पक्षता बनाए रखते हैं। एक निष्पक्ष

प्रबंधक द्वारा लिए गए निर्णय भी पारदर्शी होते हैं जिस पर उसके सहकर्मी भी भरोसा दिखाते हैं। यही निष्काम कर्म का सिद्धांत है जो कि प्रबंध में महत्वपूर्ण भूमिका निभाता है।

4. त्याग, समर्पण और प्रभावी नेतृत्व का सिद्धांत

श्रीराम के वनवास की सूचना मिलते ही भरत उनसे मिलने भारद्वाज मुनि के आश्रम में पहुंचे और वहां जाकर उन्हें बताया कि वे श्रीराम को वन भेज कर स्वयं अयोध्या के राजा बनकर नगर में निवास नहीं कर सकते वे भारद्वाज मुनि से कहते हैं—

अतो गत्वा मुनिश्रेष्ठ रामस्य चरणान्तिके ।

पतित्वा राज्यसम्भारान् समप्यत्रैवि राघवम् ॥

अर्थ— हे मुनिनाथ। मैं श्रीरामचन्द्रजी के पास जाकर उनके चरणारविन्दों में पड़कर यह सम्पूर्ण राजपाट उन्ही को सौंप दूंगा।

प्रबंधकीय अंर्तदृष्टि— स्वयं एक कुशल राजा होते हुए भी भरत ने भगवान राम को स्वयं से अधिक योग्य समझा और उनके लिए राज सिंहासन का त्याग कर दिया और श्री राम से वापस अयोध्या लौटने की विनती की। जिस प्रकार भरत ने त्याग एवं समर्पण करने में क्षण भर का विलम्ब नहीं किया उसी प्रकार आधुनिक प्रबंधकों को भी सदा प्रभावी नेतृत्व के मार्ग को प्रशस्त करना चाहिए। व्यक्तिगत हितों की अपेक्षा सामूहिक हितों को प्राथमिकता देनी चाहिए, तथा सामूहिक हितों के लिए आवश्यक त्याग करने से पीछे नहीं हटना चाहिए।

5. निर्भीक सत्य बोलने का सिद्धांत

अरण्यकांड में जब रावण मारीच के समक्ष माता सीता के हरण का षड्यंत्र रचने की योजना बनाने का प्रस्ताव रखता है और मारीच को उसमें सहयोग देने के लिए विवश करता है, यह जानते हुए भी कि रावण क्षण भर में मारीच का वध कर सकता है, मारीच रावण के समक्ष निर्भीक होकर कहता है—

रक्ष राक्षसकुलं चिरागतं तत्स्मृतौ सकलमेव नश्यति ।

तव हितं वदतो मम भाषितं परिगृहाण परात्मनि राघवह ।

त्यज विरोधमतिं भज भक्तितः परमकारुणिको रघुनन्दनः ॥

अर्थ— तुम श्रीराघव से हठ छोड़कर अपने घर को चले जाओ और पुराने समय से चल रहे अपने राक्षस वंश की रक्षा करो तुम श्रीरामचन्द्रजी से वैर मत करो, उनका वैर भाव से स्मरण करने से सर्वस्व नष्ट हो जाता है। मैं तुम्हारे हित के लिये जो कुछ कहता हूँ उसे मानो। तुम परमात्मा श्रीरघुनाथजी से विरोध बुद्धि छोड़ दो और भक्तिभाव से उनका भजन करो, क्योंकि श्रीरामचन्द्रजी बड़े ही दयालु हैं।

प्रबंधकीय अंर्तदृष्टि— मारीच ने बिना किसी भय के बलवान रावण के समक्ष सत्य कहा। आधुनिक प्रबंधकों को भी सत्य के मार्ग का ही चयन करना चाहिए। उच्च पद की लालसा में अथवा उच्च पदाधिकारियों के भय से नीति विरोधक कार्य नहीं करना चाहिए, मारीच की ही भाँति सत्य बोलने का सामर्थय रखना चाहिए। प्रबंध में साहसपूर्वक असहमति व्यक्त करना, गलत का विरोध करना और सत्य तथ्यों को सामने रखना महत्वपूर्ण है।

6. साहसी नेतृत्व एवं सुरक्षा का सिद्धांत

सीता माता का रावण द्वारा हरण होते देख जटायु रावण से सीता माता को बचाने का प्रयास करता है और इसी प्रयास में वह रावण के रथ को क्षति पहुँचा देता है—

इत्युक्त्वा तीक्ष्णतुण्डेन चूर्णयामास तद्रथम् ।

वाहान् बिभेद पादाभ्यां चूर्णयामास तद्धनुः ॥

अर्थ— जटायु ने अपनी तीक्ष्णचोंच से रावण के रथ को चूर.चूर कर दिया और अपने पंजों से घोड़ों को मारकर उसके धनुष के टुकड़े.टुकड़े कर दिये।

प्रबंधकीय अंर्तदृष्टि— जटायु का साहसपूर्ण रावण का सामना करना और माता सीता की रक्षा करने का प्रयास करना यह सीख देता है कि प्रबंधको को भी संस्था के हितधारकों ग्राहकों, अंशधारकों, एवं निवेशकों आदि के हितों की रक्षा करनी चाहिए। विपरीत परिस्थितियों का साहसपूर्ण सामना करना चाहिए, अनैतिक कृत्यों में मूक बनकर भागीदारी नहीं देनी चाहिए अपितु उनका विरोध करना चाहिए।

7. समावेशिता का सिद्धांत

श्रीराम वन में जब शबरी से मिलते हैं तो निसंकोच शबरी की झोपड़ी में भी प्रवेश करते हैं और उसके झूठे बेर भी ग्रहण करते हैं शबरी भावविभोर होकर कहती है—

तव दासस्य दासानां शतसङ्ख्योत्तरस्य वा ।

दासीत्वे नाधिकारोऽस्ति कुतः साक्षात्तवैव हि ॥

अर्थ– आपके दासों के जो दास हैं उनके भी उत्तरोत्तर जो सैकड़ों दासानुदास हैं मैं तो उनकी भी दासी होने की अधिकारिणी नही हूँ। अतः आपकी प्रत्यक्ष दासी होने का मुझे अधिकार ही कहाँ है? शबरी से संवाद में श्रीरामचन्द्रजी बोले–

पुंस्त्वे स्त्रीत्वे विशेषो वा जातिनामाश्रमादयः ।

न कारणं मद्भजने भक्तिरेव हि कारणम् ॥

अर्थ– पुरुषत्व, स्त्रीत्व, अथवा कोई जाति विशेष नाम आश्रम आदि मेरे भजन के कारण नही हैं, मेरे भजन का कारण तो केवल भक्ति ही है।

प्रबंधकीय अंर्तदृष्टि– श्रीराम ने भगवान होते हुए भी शबरी के प्रति विनम्रता और समानता का भाव रखा। प्रबंधक का कार्य है कि वह समावेशी वातावरण को प्रोत्साहित करें जो समूह के सभी सदस्यों के योगदान को मान्यता दे, और सभी सदस्यों का आदर करें। समावेशिता की भावना प्रबंध तंत्र में निष्ठा की भावना का संचार करती है, जो प्रबंध तंत्र को और कुशल बनाती है।

8. रणनीतिक गठबंधन और नैतिक नेतृत्व का सिद्धांत

श्रीराम ने यह जानते हुए भी कि बालि रावण के विरूद्ध युद्ध में उनके लिए सुग्रीव की तुलना में एक सुदृढ़ विकल्प है इसके पश्चात् भी उन्होंने सुग्रीव का साथ देना उचित समझा और युद्ध भूमि में बालि के प्रश्नों का उत्तर यह कह कर दिया कि–

अधर्मकारिणं हत्वा सद्धर्मं पालयाम्यहम् ।

दुहिता भगिनी भ्रातुर्भार्या चौव तथा खुषा ॥

समा यो रमते तासामेकामपि विमूढधीः ।

पातकी स तु विज्ञेयः स वध्यो राजभिः सदा ॥

अर्थ– मै अधर्म करने वालों को मारकर सद्धर्म का पालन करता हूँ। दुहिता, बहन, अनुज वधू, पुत्र वधू यह सभी समान है। जो मूढ व्यक्ति इनमें से किसी भी एक के साथ रमण करता है उसे महापातकी जानना चाहिये और राजा को उसे मार देना चाहिये।

प्रबंधकीय अंर्तदृष्टि– जिस प्रकार श्रीराम ने सुग्रीव के साथ एक नैतिक रणनीतिक गठबंधन किया बालि जैसा सशक्त विकल्प होते हुए भी उन्होंने नैतिक मार्ग का चयन किया शीर्घ सफलता प्राप्ति की लालसा में अपने नैतिक मूल्यों का त्याग नहीं किया, उसी प्रकार प्रबंधक के समक्ष भी ऐसी अनेक परिस्थितियां उत्पन्न होती हैं जहां उन्हें रणनीतिक गठबंधनों का आश्रय लेना पड़ता हे ऐसे में प्रबंधकों का यह कर्तव्य है कि वे अनैतिक आधार पर कोई गठबंधन न करें अपने निजी स्वार्थ को त्याग कर सर्वहित में सही निर्णय लें।

9. लक्ष्य उन्मुखता का सिद्धांत

जब हनुमान जी माता सीता की सुधि लेने के लिए लंका की ओर प्रस्थान करते हैं तो उस समय मैनाक पर्वत उन्हें विश्राम करने के लिए कहता है तो हनुमान जी यह कहते हैं–

गच्छतो रामकार्यार्थं भक्षणं मे कथं भवहत् ।

विश्रामो वा कथं में स्याद्गन्तव्यं त्वरितं मया ॥

अर्थ– श्रीरघुनाथजी का कार्य सिद्ध करने के लिये जाते समय मैं भोजन विश्राम आदि कैसे कर सकता हूँ मुझे शीघ्र ही जाना है। अतः विश्राम का समय भी मुझे कहाँ है।

प्रबंधकीय अंर्तदृष्टि– प्रबंधकों को भी इस प्रसंग से यह सीख लेनी चाहिए कि अवांछित आराम से बचना चाहिए और सदैव लक्ष्य प्राप्ति की दिशा में कार्यरत रहना चाहिए।

10. प्रभावी संचार तंत्र का सिद्धांत

लंकापुरी में जाकर हनुमान जी ने माता सीता को मधुर शब्दों में श्रीराम का संदेश को सुनाया जिसे सुनकर माता सीता ने कहा–

येन मे कर्णपीयुषं वचनं समुदीरितम् ।

स दृश्यतां महाभागः प्रियवादी ममाग्रतः ॥

अर्थ– मेरे कानों को अमृत के समान जिसने इन वाक्यों को सुनाया, वह प्रियवादी महाभाग कृपया मेरे सामने प्रकट हो जाए।

प्रबंधकीय अंर्तदृष्टि– आधुनिक प्रबंधन प्रणाली की सफलता एक प्रभावी संचार तंत्र पर बहुत सीमा तक निर्भर करती है। प्रबंधन में स्पष्ट और सहानुभूतिपूर्ण संचार बहुत महत्वपूर्ण है प्रबंधकों को सभी सदस्यों के साथ सम्मानपूर्वक और सहानुभूतिपूर्ण ढंग से संवाद करना चाहिए ताकि समझ और विश्वास को बढ़ावा दिया जा सके।

निष्कर्ष

आध्यात्म रामायण आधुनिक प्रबंधकीय वातावरण में अपनाए जाने वाली शिक्षा से परिपूर्ण है। ऊपर बताई गई शिक्षाएं बस उसी की एक झलक है। जो भी प्रबंधक प्रबंधकीय कार्यों को अच्छे मानदंडों के साथ करना चाहता है। उसे इस उद्देश्य के लिए आध्यात्म रामायण का संदर्भ लेना चाहिए। आध्यात्म रामायण आधुनिक प्रबंध के लिए वह ज्ञान प्रदान करती है जो नैतिक, रणनीतिक सोच, और व्यक्तिगत गुणों के साथ पेशेवर उत्तरदायित्वों के सामंजस्यपूर्ण समावेश के महत्व पर जोर देता है। आध्यात्म रामायण के सिद्धांत को अपनाकर प्रबंधक अपने समूहों को प्रेरित कर सकते हैं, कठिनाईयों का प्रभावी ढंग से सामना कर सकते हैं तथा निरंतर बदलते हुए प्रबंधकीय परिवेश में स्वयं की जड़ें सुदृढ़ कर सतत सफलता प्राप्त कर सकते हैं। आध्यात्म रामायण का कालातीत ज्ञान प्रबंधन के क्षेत्र में एक संतुलित दृष्टिकोण को प्रोत्साहित करता है, जिससे भौतिक समृदधि और आध्यात्मिक संतुष्टि दोनों की प्राप्ति होती है।

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