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PRODUCTIVITY PROMOTION

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“Productivity...the Mantra for employee stress elimination”

**JOURNAL
OF
DELHI PRODUCTIVITY COUNCIL**

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The mission of the Delhi Productivity Council (DPC) is to boost socio-economic development of National Capital Region through enhancing productivity leading to improved living standards and quality of life for the people.

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UNAMBIGUITY OF WORDS, AMBIGUITY OF THOUGHTS

Remember, no one is stopping you from lighting a lamp in a dark night.

Harivansh Rai Bachan

To succeed in your mission, you must have single-minded devotion to your goal.

Dr. A.P.J. Abdul Kalam

Financial Resources may be the Lifeblood of a Company
but Human Resources are the brain.

Rob Silzer

One machine can do the work of Fifty ordinary men. No machine
can do the work of an extraordinary man.

Elbert Hubbard

Opportunities don't happen. You create them.

Chris Grosser

Success is most often achieved by those who don't know that
failure is inevitable.

Coco Chanel

Economic growth without investment in human development is
unsustainable and unethical

Amartya Sen

Most people fail to realize that in life, it's not how much money you make.
It's how much money you keep... Money without financial intelligence is
money soon gone.

Robert Kiyosaki

Be the Change you wish to see in the world.

Mahatma Gandhi

Coming together is a beginning; keeping together is progress;
working together is success.

Henry Ford

COACHING FOR COMPASSION: HOW HR LEADERS CAN FOSTER A CULTURE OF EMOTIONAL INTELLIGENCE IN THE AGE OF ARTIFICIAL INTELLIGENCE



Dr. Anju Chawla
Emotional Intelligence (EI) Expert
Founder EQ Advantage

ABSTRACT:

Emotional Intelligence (EI) is essential for HR leaders to cultivate a positive workplace culture, enhance employee engagement, and navigate workplace challenges effectively. By developing EI skills, HR professionals can foster compassion, resilience, and high performance within their organizations.

HR leaders play a crucial role in managing relationships, resolving conflicts, and supporting employee well-being. High EI enables them to improve communication, handle difficult conversations with empathy, and create a culture of trust and collaboration. It also helps employees manage stress and emotional challenges more effectively.

EI coaching empowers HR leaders with self-awareness, empathy, and social skills, allowing them to actively listen, make emotionally intelligent decisions, and build resilience. This coaching also encourages psychological safety and inclusivity in the workplace.

Organizations that embed EI in their culture benefit from stronger teamwork, increased job satisfaction, and higher productivity. HR leaders can drive this transformation through training programs, leadership development initiatives, open communication channels, and policies that prioritize mental well-being and work-life balance.

By embracing EI coaching, HR leaders can create a workplace where employees feel valued and supported, leading to healthier work environments, improved relationships, and long-term organizational success.

Keywords: Organization, Emotional Intelligence, Artificial intelligence, Leaders, HR, Psychological safety, Relationship, Culture, emotions, stress, communication, connect

INTRODUCTION:

When Howard Gardner Proposed theory of 1“Multiple Intelligences” in 1983 in his book ‘Frames of Mind’, little did he know that in 21st century there will appear a seemingly engulfing intelligence

called Artificial Intelligence. But then as is said that it takes a thief to catch a thief so humankind is also blessed with another powerful variation “Emotional Intelligence”.

In this article we will bring up how the impact of Emotional Intelligence(EI) be amplified with Coaching modality and practiced by HR Leaders to foster a culture that ingrains EI.

EI can be defined as the capacity to be aware of, control, and express one's emotions, and to handle interpersonal relationships judiciously and empathetically.

And not to underplay the game of Compassion- 2Compassion literally means “to suffer together.” Among emotion researchers, it is defined as the feeling that arises when you are confronted with another’s suffering and feel motivated to relieve that suffering. Compassion is not the same as empathy or altruism, though the concepts are related.

In today’s fast-paced corporate world, technology and artificial intelligence (AI) are transforming the way businesses operate. From data analytics to automated decision-making, AI is helping organizations enhance efficiency, streamline operations, and reduce human bias. However, as AI systems become more integrated into workplace processes, one critical aspect often gets overlooked-the human element. Employees are more than just numbers on a dashboard; they are individuals with emotions, challenges, and personal stories. This is where Coaching for Compassion, rooted in Emotional Intelligence (EI), becomes essential in bridging the gap between AI-driven efficiency and human connection.

A real-life example from a mid-sized IT services company in Bengaluru highlights the subtle but significant human challenges that often accompany complex organizational setups. With over 800 employees and a matrix structure, the company was engaged in delivering high-stakes, time-sensitive projects for global clients. The nature of the work demanded technical precision, constant collaboration across functions, and the ability to navigate tight deadlines and shifting client expectations. As the company scaled, the internal landscape began to grow more intricate-team dynamics became harder to manage, and interpersonal frictions began surfacing, especially among mid-level managers juggling multiple roles. Amidst this complexity, questions around communication, trust, and leadership presence began quietly surfacing, prompting the leadership to take a closer look at how their people were really functioning beneath the targets and timelines.

The company recently introduced an AI-powered performance management system to assess productivity, attendance, and project outcomes. The goal was to provide unbiased, data-driven feedback and eliminate any favoritism or subjectivity in performance evaluations. At first, the system seemed promising-it offered precise tracking, automated reports, and real-time insights. However, within a few weeks, employees started feeling uncomfortable.

Instead of appreciating the transparency, many employees felt like they were being monitored constantly. Some expressed that they were being judged purely based on numbers rather than

their efforts or the challenges they faced. A sense of anxiety began to spread. Productivity didn't improve as expected; instead, employees felt disconnected from their work and even started questioning their value in the organization.

HR leaders initially dismissed these concerns, assuming it was simply resistance to change. After all, adapting to new technology is often difficult, and they believed employees would eventually adjust. However, things took a serious turn when a senior software developer, known for his dedication and hard work, received an automated email stating that his performance was below expectations. No conversation. No context. Just a cold, impersonal message.

What the AI system didn't recognize was that the developer had been going through a personal crisis—a family emergency that had affected his focus for a short period. But rather than getting a chance to explain his situation or receive support, he felt unseen and undervalued. For the first time in years, he questioned whether his efforts even mattered to the company.

This incident sparked a wave of discussions within the organization. Employees voiced their frustration about the lack of human connection in the performance evaluation process. They expressed the need for real conversations rather than just automated feedback. Managers also started noticing that morale was dropping, and engagement levels were decreasing. It became clear that relying solely on AI to measure performance was not the solution—it had to be balanced with human understanding and compassion.

Realizing the growing dissatisfaction, HR leaders took a step back and reassessed their approach. They understood that AI could provide data but not context, and that numbers alone could never capture the full story of an employee's performance. That's when they introduced Coaching for Compassion, a structured approach based on Emotional Intelligence (EI) principles.

COACHING FOR COMPASSION:

Coaching is more than a profession. It's a mindset, an embodiment where curiosity meets creativity, and where clients discover insights that drive real, lasting change.

At its core, Coaching for Compassion focuses on creating emotionally intelligent conversations where employees feel heard, valued, and supported. Instead of relying purely on AI-generated reports, managers were trained to engage in empathetic one-on-one discussions with their team members.

This process was built on four key EI-driven elements that transformed workplace culture:

1. Self-Awareness: Understanding One's Own Biases and Reactions

Before engaging with employees, managers underwent self-awareness training to recognize their own biases and emotional responses. The AI system provided data, but it was up to the

manager to interpret it thoughtfully. Instead of reacting to numbers, managers were encouraged to pause, reflect, and ask questions. This shift allowed them to see beyond the statistics and understand the human side of performance.

2. **Empathy & Active Listening:** Making Employees Feel Heard

One of the biggest issues employees faced was feeling unheard. To change this, managers practiced active listening-not just hearing words but understanding the emotions behind them. Employees were encouraged to openly share their challenges, whether it was work pressure, personal struggles, or difficulties with a project. This created a culture of psychological safety, where employees knew they could speak without fear of being judged or penalized.

3. **Emotional Regulation & Support:** Delivering Feedback with Kindness

Rather than sending out automated emails with performance ratings, managers were trained to deliver feedback in a compassionate way. They learned to recognize when an employee needed support rather than criticism. If someone's performance had declined, instead of questioning their commitment, managers would ask what challenges they were facing and how they could help. This helped reduce stress and foster trust between employees and leadership.

4. **Social Skills & Relationship Building:** Creating a Sense of Belonging

To ensure a long-term cultural shift, the company also introduced safe spaces where employees could voice their concerns without fear of repercussions. HR leaders also trained managers in building stronger workplace relationships, encouraging collaboration over competition. This approach helped create a sense of belonging, making employees feel like they were not just another resource but an integral part of the organization's success.

To introduce a coaching culture in an AI-driven workplace, organizations need to train their leaders to be more than just managers-they must become **coaches**. In an IT firm that recently implemented an AI-driven performance tracking system, employees initially felt anxious about being assessed purely by numbers. The company soon realized that while AI-generated insights were valuable, employees needed more than just data-driven feedback. As a solution, the organization trained managers to act as coaches rather than evaluators. Instead of relying solely on AI reports, managers held one-on-one coaching conversations, discussing the reasons behind the numbers and working with employees to create personalized development plans. This shift helped employees feel valued, as their strengths, challenges, and individual growth journeys were taken into account, rather than reducing their contributions to mere statistics.

Another crucial aspect of fostering a coaching culture is ensuring **psychological safety**, where employees feel free to express their thoughts and concerns without fear of judgment. A global

consulting firm faced an issue where employees were hesitant to discuss their workload stress, fearing they would be seen as incapable. To address this, the HR team introduced psychological safety zones-dedicated spaces where employees could share their challenges openly and seek support from leaders and peers. This initiative allowed employees to voice concerns about burnout and workload without negative consequences. As a result, trust increased, employees felt more comfortable seeking help, and the organization witnessed a rise in engagement and productivity.

While AI can enhance efficiency, it should never replace **human-led conversations**. In a retail company that used AI to assess employee performance based on sales figures and customer interactions, employees initially felt uneasy. They feared that AI alone would determine their career progress, making them feel like mere data points. To counter this, the company introduced a **two-step feedback process**, where AI-generated insights were reviewed by managers before any decisions were made. Rather than relying solely on automated reports, managers used AI-driven data as a foundation for discussions, providing employees with the opportunity to share their perspectives and concerns. This approach reassured employees that their circumstances and efforts were recognized, fostering a culture of fairness and understanding.

THE IMPACT: AN EMOTIONALLY INTELLIGENT WORKPLACE

The transformation was remarkable. Employees felt valued beyond their productivity numbers. The senior developer who had felt dismissed? After a meaningful conversation with his manager, he regained his confidence and enthusiasm for work. The AI-driven system, instead of replacing human interaction, became a tool for more informed and empathetic leadership.

Workplace morale improved significantly. Employees were more engaged, motivated, and willing to take initiative. Managers, who once relied purely on AI reports, now understood their team members on a deeper level. The company culture evolved into an emotionally intelligent environment, where performance management was no longer just about metrics-it was about people.

AI is undoubtedly useful, offering efficiency and unbiased analysis, but it cannot replace human connection. In today's workplaces, where AI-powered systems track productivity, automate tasks, and assist in decision-making, organizations must find a way to balance technology with empathy. One of the most effective ways to do this is by introducing a **coaching culture**-a work environment where employees feel heard, valued, and supported in their personal and professional growth. A coaching culture benefits not just employees but also the organization as a whole. When employees feel emotionally connected to their workplace, they trust their leaders, collaborate better, and are motivated to contribute more. Trust forms the foundation of high performance, and it is built when leaders and peers acknowledge and understand each other's emotions, challenges, and aspirations.

Recognizing emotional intelligence as a key driver of success is another vital element in nurturing a coaching culture. A fast-growing startup noticed that while AI effectively measured productivity, it failed to capture qualities like empathy, teamwork, and leadership. To address this gap, the company introduced an initiative called “**The Empathy Leader**”, an award recognizing employees who demonstrated exceptional emotional awareness, supportiveness, and collaboration. By celebrating emotional intelligence alongside traditional performance metrics, the organization reinforced the importance of human connection in the workplace. Employees began valuing not just output but also interpersonal skills, creating a more compassionate and motivated workforce.

Encouraging employees to engage in **self-reflection** is another way to build emotional intelligence within an organization. A corporate training company integrated **EI journaling** into its employee development programs, prompting employees to reflect on questions such as: "How did I handle difficult conversations this week?" "What emotions impacted my work performance?" and "How can I support a colleague better?" This practice helped employees become more self-aware and intentional in their interactions. As a result, the company observed a shift towards a more mindful and emotionally intelligent workforce.

IN NUTSHELL, WHAT SHIFTED?

In the months following the introduction of Coaching for Compassion, the organization began to experience a quiet but meaningful cultural recalibration. Conversations around performance and well-being became more thoughtful, with managers gradually shifting from transactional check-ins to more empathetic, context-aware interactions. Leaders, once quick to rationalize concerns as resistance, started to listen with greater curiosity and openness. The coaching helped embed a shared vocabulary of emotional intelligence across teams, allowing space for vulnerability without judgment. While the AI systems remained in place for operational efficiency, they were no longer the sole lens through which performance was viewed. Human insight began to complement data, and in doing so, restored a sense of trust, agency, and belonging among employees. The experience reminded the organization that in high-pressure, tech-driven environments, the real edge lies not just in automation-but in the depth of human connection it can be balanced with.

DISCUSSION:

Coaching for Compassion integrates Emotional Intelligence (EI) principles to create a supportive and growth-oriented environment. Unlike empathy, which is about feeling another's emotions, compassion in coaching involves intentional actions to help clients develop self-awareness, resilience, and emotional balance. EI coaching enhances this by focusing on self-regulation, motivation, social skills, and empathy, helping individuals manage emotions effectively and respond to challenges with clarity and confidence.

The impact of compassionate EI coaching is profound-it strengthens emotional intelligence, improves decision-making, and fosters deeper relationships. When individuals feel emotionally supported, they are more receptive to change and personal development. Coaches cultivate this by using active listening, reflective questioning, and emotional self-awareness techniques to create a safe, judgment-free space.

However, balancing compassion with accountability is essential. Some clients may misinterpret compassion as leniency, making it crucial for coaches to set clear goals while maintaining a nurturing approach. Practical strategies include mindfulness, gratitude exercises, and storytelling to help clients shift perspectives and build resilience.

By integrating EI principles into compassionate coaching, professionals empower clients to develop emotional agility, manage stress, and foster meaningful personal and professional transformations, leading to sustained growth and success.

CONCLUSION:

A coaching culture is not limited to top-down leadership; it can also be cultivated through peer coaching. A multinational company introduced a Peer Coaching Program, pairing employees from different teams to provide mutual support. Through regular coaching conversations, employees shared their experiences, challenges, and strategies for overcoming obstacles. This initiative not only strengthened collaboration but also created a sense of belonging, as employees knew they had someone to turn to for guidance. By fostering a culture where employees support one another, the company enhanced teamwork, innovation, and emotional well-being.

Recognizing emotional intelligence as a key driver of success is another vital element in nurturing a coaching culture. A fast-growing startup noticed that while AI effectively measured productivity, it failed to capture qualities like empathy, teamwork, and leadership. To address this gap, the company introduced an initiative called "The Empathy Leader", an award recognizing employees who demonstrated exceptional emotional awareness, supportiveness, and collaboration. By celebrating emotional intelligence alongside traditional performance metrics, the organization reinforced the importance of human connection in the workplace. Employees began valuing not just output but also interpersonal skills, creating a more compassionate and motivated workforce.

Encouraging employees to engage in self-reflection is another way to build emotional intelligence within an organization. A corporate training company integrated EI journaling into its employee development programs, prompting employees to reflect on questions such as: "How did I handle difficult conversations this week?" "What emotions impacted my work performance?" and "How can I support a colleague better?" This practice helped employees

become more self-aware and intentional in their interactions. As a result, the company observed a shift towards a more mindful and emotionally intelligent workforce.

A workplace where employees feel heard, supported, and valued is not just beneficial for employee well-being-it drives business success. Trust, emotional intelligence, and coaching conversations lead to higher engagement, stronger teams, and sustainable growth. Organizations that introduce a coaching culture-where leaders act as coaches, AI is used as a support tool rather than a decision-maker, and psychological safety encourages open discussions-will thrive even in the era of AI.

And EI Coaching will be the master key to all stuck emotions of talent at all levels.

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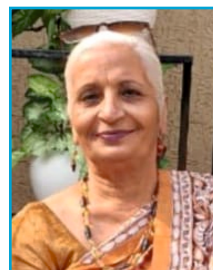
With extensive experience in HR and B-school education, Dr. Chawla combines EI, Coaching, NLP, and Transactional Analysis to drive personality development, performance enhancement, and productivity improvement. She specializes in designing transformative programs on communication, teamwork, and leadership, empowering professionals across industries.

A certified ICF coach, she has worked with organizations to develop emotionally intelligent leaders, improve workplace culture, and foster high-performance teams. Passionate about enabling individuals to align their intentions with actions, Dr. Chawla's coaching and training methodologies help professionals build self-awareness, resilience, and social skills for long-term success.

**Astonishing Facts
About the Science of
Emotions at workplace**

- 1 Bad Feelings Are Good for Your Well-Being.
- 2 The Way You Feel is Always Written on Your Face.
- 3 Only 36% of people in the world are emotionally intelligent. 95% of people think they are self-aware, but only 10% to 15% actually are.
- 4 People with high emotional intelligence earn an average of \$29,000 per year more than those with low emotional intelligence.
- 5 75% of managers assess an employee's emotional intelligence before they decide whether or not to promote them.
- 6 75% of human resources managers in a survey shared that they value employees with a higher emotional intelligence more than their IQ.

SOCIAL MEDIA AND WOMEN SAFETY – CHALLENGES AHEAD



Maninder Sachdev
Soft Skill Trainer & Social Educator

ABSTRACT:

The purpose of this write up is to draw attention of each and every one the world over of the evil that is gripping the “SHE” Culture. Let us make our women aware & alert and together try to kill the demon named “Women Harassment”. In today’s interconnected world, social media is a powerful platform for women to voice opinions, build careers, and connect globally. However, this empowerment comes with serious risks-harassment, stalking, deepfake threats, and cyberbullying are rampant. As more women engage online, ensuring their safety becomes a critical concern.

INTRODUCTION:

Traditionally a woman was expected to be home maker. It was preferred that she remained in four walls of the house restricted to the task of bearing and rearing. On the contrary, men were branded as bread earner. With the technology boom there is an overhaul in the thoughts of all human beings. Women are now coming out of their shells getting higher education. They are joining as Sarpanch, Mukhiya to CEOs in MNCs. They have broken the barriers. Is this not acceptable to our traditional social setup? Ironically black side of social media has surfaced abruptly. Women are being bullied and haunted. A woman who was worshiped as “DEVI” is now under attack. It is time we search the reasons and together nip the crime in the bud else it will cross the boundaries which will then become uncontrollable.

SOCIAL MEDIA AND WOMEN SAFETY:

Social media is such a platform in today's scenario, where each and everyone can easily reach to anyone around the globe in a spur of a moment. Perhaps as fast as fire. In today's world of technology, the importance and popularity of social media cannot be denied and undermined. When electronic gadgets like mobile phones, laptops, computers are easily



reachable, in such circumstances male, females and even students are influenced magically and are gripped easily by social media. The issue is two pronged-either they are loaded with useful and informative content or it could be laced with harmful, negative, foul and stingy content.

The word social media is a combination of two inseparables-SOCIAL and MEDIA. It is a web-based service where each unit of this universe is linked with each other for any reason. The impact is immeasurable.

Internet has a big role to play in this and in a spur of a moment we are linked to everyone. This differs from other forms of communication viz Print Media and Electronic Media. Social media is far ahead of these two. The reason being it is not necessary to be available in person to use it. It has the following platforms-

1. whatsapp
2. facebook
3. twitter
4. messenger
5. youtube



WOMEN SAFETY AND CHALLENGES:

The role of women in social media has a big chunk. The women keep themselves interlinked with their friends or relatives or at workplace. However, there are people who misuse the media to create a negative aura for women and in their own foolish interests.

Women face the following challenges in this context:

1. Fake identity:

Some antisocial elements make fake Ids posing as women. This is unlawful. When women and mostly young girls are trapped it causes massive strain on the whole family.

2. Photo editing:

This is yet another cause of concern where photographs of anyone specially women are distorted into sexually coloured versions. These are later on posted on social media with a sole purpose of harassment and extorting money. It amounts to trespassing of their PRIVACY.

3. Sending sexually coloured messages:

The purpose is to mentally harass the women.

4. WhatsApp calls:

These are used to distrust peaceful living by women and purpose is to make them uncomfortable.

5. Video calls

It is used to show sexually coloured content or body parts. The purpose is to scare and torture them mentally.

6. Facebook friend request:

This is the commonest trick. By using this many bank frauds have been reported causing financial harm.

7. Messenger:

When trapped in such crimes, girls steal parental money, gold etc. and run away from homes as they are lured of havens. Finding the reality, later on many girls commit suicides.



Need of the hour is that women and all young girls remain vigilant. If trapped, they should immediately report to cyber thana. In India many girls and women are not much tech savvy and become easy targets.

While social media is an integral part of our lives today, it being a great gift to humanity by means of technology. It actually is a progressive tool to come out of their shells. It also serves as an inspiration to fellow women. But the picture is grim.

It has come to notice that at least one third of females are trapped at any point of life and has resulted in spurt in series of crimes such as...

1. **Cyber Stalking:** Any man who follows a woman and contacts, or attempts to contact her, to foster personal interaction repeatedly despite a clear indication of disinterest, or monitors the use by a woman of the internet, email or any other form of electronic communication, commits the offense of stalking. This is punishable under newly introduced three laws. Section 74(2) - Stalking (formerly Section 354D IPC). This section addresses both physical and cyberstalking:
2. **Fibre Spine....** As per IT Act Section 66 E, whoever, intentionally or knowingly captures, publishes or transmits the image of a private area of any person without his or her consent, under circumstances violating the privacy of that person, shall be punished. This amounts to harassment and is punishable as people place hidden cameras in hotel rooms. girl's hotels. and ladies' washrooms etc.
3. **Cyber Pornography...** It is heinous crime and punishable under section 3 and 4 POSH Act as well as under Section 67, of IT Act This section applies to any person who publishes, transmits, or causes to be published or transmitted, any material in electronic form that is

lascivious or appeals to the prurient interest, or if its effect is such as to tend to deprave and corrupt persons. and 67A under IT Act, this section covers the publishing, transmission, or causing to be published/transmitted any material containing sexually explicit acts or conduct (i.e., actual sexual activities depicted). First conviction: Up to 5 years imprisonment and/or fine up to ₹10 lakh and second or subsequent conviction: Up to 7 years imprisonment and/or fine up to ₹10 lakh.



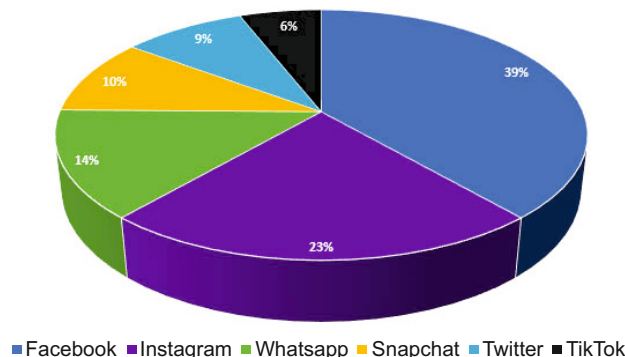
4. **Cyber Bullying-** Some anti-social elements first make friends to unknown innocent girls and after taking photographs and making videos in compromising poses, they start blackmailing them by distorting the photographs. The purpose is to extract money.

ROAD AHEAD

These kinds of antisocial activities are booming beyond control and is a social concern the world over. It leads to embarrassment and in some cases, suicides have been reported due to frustration and not knowing that there are ways and laws to protect them. Few examples are....

1. Section-74 of BNS...when emails are sent to harass.
2. Section-356 of BNS... where character assassination is involved.
3. Section-336 of BNS... when fake electronic records are used.
4. Section-78 of BNS... for use of fake websites.
5. Section-78 and 79 of BNS... for web jacking.
6. Section-78 of BNS... for misuse of emails

Pernicious platforms: Percentage of women harrassed on social media



Information Technology Act, 2000

- Section 66E - Punishes violation of privacy by capturing, publishing, or transmitting private images without consent.
- Section 67 - Deals with publishing or transmitting obscene material in electronic form.
- Section 67A - Covers sexually explicit material, including videos and messages.
- Section 66C & 66D - Address identity theft and online impersonation, often used to create fake profiles of women.

Indecent Representation of Women (Prohibition) Act, 1986

- Prohibits publication or representation of women in an indecent or derogatory manner online or offline.

Key points:

- Stronger enforcement of laws like the IT Act and POSH Act to address online harassment and cyberstalking.
- AI and technology can be used to detect abusive content more effectively and in real time.
- Public awareness campaigns to educate users on appropriate behavior online and the consequences of harassment.
- Speedy justice: Establishing fast-track courts and specialized cyber crime units to address online crimes more efficiently.
- Mandatory reporting requirements: For social media companies to report instances of online harassment or threats.

POCSO Act, 2012

- Protects minors (under 18) from sexual exploitation, including online abuse or image circulation.

CONCLUSION:

When our lives are governed by science and technology, it is of utmost importance to be ALERT. Role of police is equally important who should be equipped with highest kind of technology. Police department should organise sensitization camps and webinars or lectures amongst students from high Schools. Parents, and communities should be involved in creating safe digital environments onwards and make them alert. Awareness is possible by short films, skits, Nukkad Natak as well etc.

Special police units be set up with high tech infrastructure for data analysis.

Every problem has a solution. Need of the hour is **SPEAK UP**

Social media should be a space of freedom and empowerment, not fear. While women continue to thrive online, their safety must become a collective responsibility. Strengthening cyber laws, spreading awareness, fast-tracking grievance mechanisms, and holding tech platforms accountable are crucial.

With stronger enforcement and societal support, we can ensure that digital spaces uplift women-not endanger them

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DID YOU KNOW?

- The first social media platform, Six Degrees, was created by Andrew Weinreich in 1997. This platform introduced the concept of social networking, allowing users to create profiles, connect with others, and share information. While Six Degrees was the first, the concept of social media developed collaboratively over time, with other platforms like Classmates.com and Friendster also contributing to its early evolution.
- Mark Zuckerberg is known as the social media king – the genius behind Facebook and META (US Politics)
- A survey found that 20% of women who experienced online violence also reported experiencing offline violence.
- For context, as of Dec 2022, total worldwide population is around 8 billion and the internet has 5.473 billion users by June 2022
- Taking a Break from Social Media Can be a breath of fresh air to your mental health.

LORD KRISHNA AND MANAGEMENT



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ABSTRACT:

Lord Krishna's teachings on behavioural science, particularly his ability to manage thoughts, emotions, and behaviour, are relevant to modern management. He exemplifies effective communication, strategic thinking, and unwavering focus on the truth. His role as a mediator, negotiator, and advisor highlights his ability to influence situations and guide others towards their duties.

Lord Krishna's strategic thinking and communication skills are exemplified in his interactions with Kunti and Duryodhana. He demonstrated emotional control, waited for the right moment to act, and offered solutions to mitigate crises. Additionally, his role as a mediator showcased his negotiation skills, emphasising the importance of patience and understanding in conflict resolution.

Lord Krishna's teachings in the Mahabharata emphasise the importance of taking decisions at the right time and standing by them. He highlights the need to consider situations, opportunities, threats, strengths, and weaknesses before making decisions. Additionally, Krishna emphasises the importance of being impersonal towards actions and their results, as attachment to outcomes can hinder progress.

Key Words: Stithapragya, Cognitive Intelligence, Karma/Duty, Cognitive Behaviour Therapy

INTRODUCTION:

Human beings have always been a bundle of emotions. In life's situations, they tend to behave according to their cognitions, pre-conceived notions, learning, perceptions etc., which in turn translate into their behaviour. Furthermore, the behaviour is a result of how they use their sensory organs, reflexes and emotions, which has the genesis in the mind. We should also understand that there is a direct connection between the mind and the body. If one's body is healthy, it will affect the healthfulness of the mind and vice-versa. We can never separate our

thoughts or behaviour. One always leads to the other. Whatever thoughts and perceptions we get in our mind, translates into our emotions, in our body. As the situation becomes tense, the secretion of the hormones like epinephrine and nor-epinephrine starts and thus the individual feels the result could be either felt as palpitations, sweating of the palms, pupil dilations etc. there are many hormones which get activated according to the situation. On the other hand, when an individual feels happy, the way the body reacts is different as there are other hormones like endorphins, serotonin, dopamine etc. which are secreted. This brings down the palpitations and other symptoms drastically down. Thus, it becomes imperative to understand how we manage our thoughts, emotions and behaviour.

One of the important personalities in history giving us life lessons in behavioural science is Lord Krishna. He is considered “God Incarnate” but he comes down only as a human being with different emotions and how one should behave in a situation. He teaches us the “Here and Now” concept and also how one should look at the situation “as it is and not as always one wants it to be”.

Let us now look into the characteristics of Lord Krishna and correlate it to the different aspects of management. This would also help us to make our behaviour better, acceptable and easier to get along with others in an organisation.

When Lord Krishna knew that the war was impending, he tried to avert the situation. During the process, he used various methods to assuage the situation like giving advice, making requests, conveying the repercussions and finally punishment, which in other words could be precisely put as Saam, Daam, Bhed and Dand.

He is considered to be one of the best negotiators, communicator, advisor, strategist and a great leader. He is like a potter who can put clay and water in the correct proportion and make it into a beautiful pot, a figurine or even a pretty doll. It is the responsibility of the person on the other side to take his help.

GREAT COMMUNICATOR:

There have been many instances when Lord Krishna depicts his prowess as a good communicator. He speaks in a way that the other person starts either trusting or mistrusting him. When he spoke to Yudhishtir, he told him how to/whom to invite to his kingdom (Indraprastha) and show his strength. The palace was a magnificent one built on the barren land given to the Pandavas, which again became the reason for the Kauravas to become jealous and make attempts to kill the Pandavas.

We can even see his communication skills when he went to Vidur’s humble abode and accepted his hospitality. When Duryodhana asked him why he did not stay with him and eat in the palace, he said he was invited/ greeted by Vidur first and that too with devotion and humility.

THE DISCRETION IS YOURS:

When the Pandavas were in the forest, leading the lives of ascetics and king Draupad announced the marriage of his daughter Draupadi, Lord Krishna was the one who told Draupadi that there were three people who could take the bow and finish hitting the target. As a good communicator, he did not tell the names of the people in the first place. He made her to contemplate, ponder and keep thinking about Arjuna.

But when Karna came forward to do it, Draupadi asked for Krishna's help, but he did not give it to her. He is always a facilitator in people's lives. He creates a stage, but decision is always left to the person in question. This goes to say that he is always with us for anything we need. He even helps us with good/logical advice but the decision making and the consequence of the decision-making lies solely on the individual himself.

Finally, he broke the silence and let Draupadi know that the three people were himself, Karna and Arjuna. Though only Duryodhana came to the swayamvar of Draupadi, he was accompanied by Karna just as a friend. He was not inclined in taking part in the swayamvar. But as expected Duryodhana loses and when no-one could do it, Karna came forward to take it on as he was one of the best archers in the country. But since Lord Krishna had already mentioned about Arjuna and that Draupadi or Yagnaseni as she was otherwise known, was born to get married to him, this situation put her in a spot. She was confused but when he told her even Karna had the calibre to lift the bow and get the target which is the fish's eye, she turned the situation by calling Karna a Sooth Putra or the son of a charioteer and abstained him from competing at par with all the royalty.

In the meantime, he set the stage by asking the palace guards to invite the Brahmin clan to the competition as there were no kings left to compete. After this, the five Pandavas who were disguised as Brahmins, entered the palace and as expected Arjuna lifted the arrow and got the target in no time.

IMPECCABLE PLANNING:

When we think about the competition itself, we can see Lord Krishna's planning to perfection. He organizes the task which involves capability in bow/arrow prowess. This also depicts his strategy because he knew only Arjuna could complete the task. This shows how he shines not only as a good communicator but a great planner.

This proves that just by psychologically creating a scenario by mere analysis of the situation in a rational/ logical manner, can change the repercussions.

STITHAPRGRAYA- UNWAVERED:

It is interesting to know that Lord Krishna sees every situation as it is and not as any individual wants it to be.

Unfortunately, when truth is laid out, some are capable of seeing/behaving in the right way. If the characters saw the situation as the truth, without adding any emotions thereby controlling their thoughts and did “Karma” or “Duty”, the character’s life changed and became better. On the other hand, if the characters were not following or seeing the truth, they falter and ultimately lost their lives.. So, it becomes imperative to understand how Lord Krishna is a great teacher of CBT (Cognitive Behaviour Therapy) and makes us to see the great truth and acts an instrument in doing our karma or duty.

When he arrives at the court as a mediator, he is not given the respect which should be duly given to God incarnation. But we can understand as a god, ***neither is he scared of getting insulted nor too elated from unwanted flattery***. This shows how he is unnerved or unequivocal in situations. This teaches us to be non-emotional in life and just see the situation as it is (here and now) and do our Karma or duty.

GREAT STRATEGIST:

Lord Krishna is also a great negotiator and communicates the situation and its consequences in such a way that people get persuaded to follow him. Though he understands and focuses the consequences of all the actions done by the characters, still he tries to just act as an instrument in making people to change the situation at hand, till the end.

Lord Krishna also is a good strategist. He analyses the situations objectively and comes out with radical solutions. He shows his skill as a strategist when he helped the Pandavas to escape from Varnavrata palace which is otherwise known as Lakshagraha, made of Lacquer.

The same strategy he follows when he spoke to Karna and even his Aunt Kunti.

PLANNING AND IMPLEMENTATION:

During the Kurukshetra war, Karna was an indomitable and unbeaten soldier. It was very important to bring him down somehow. It was quite evident that he was with Duryodhana and that was his destiny. So, Lord Krishna made a plan and brought an important person to assuage the problem, which would later pose a serious handicap in the war. He started the conversation with Kunti, (who is Lord Krishna’s aunt), about her childhood and the child she bore out of wedlock. She even placed that child in a basket and left it in the Ganges. Kunti got paranoid and asked him who the child was. Lord Krishna told her that he was the one who had taken vow to kill Arjuna, and he was with their enemy. When Kunti realized it was Karna, she asked how it was possible that the siblings were sworn enemies, and she asked him to try and bring him back to their side.

He said if it is possible we can try and get him back as he’s a Pandava by birth. He asks Kunti to go and speak to Karna and tell the truth. If he decides to return, Krishna says it would be good and if he does not agree, then she’s supposed to ask him for two boons. By the first boon, he should not use “Nagastra” on Arjuna more than once and by the second, he should not kill any other

Pandava other than Arjuna. This way, he formulates a plan and chooses the right person to implement it. She asks him if he kills Arjuna in the first shot, for which he says “quite possible” but later says he would be around, do something and manage the situation. So, he is capable of managing and alleviating the situation quite well. This way he is not only a good strategist, but also a great problem solver, taking all the alternatives into consideration.

When Kunti got paranoid and asked what if Karna gets killed, he impartially answered that she was only being selfish about her life and wellbeing of her children. He said anything may happen during the course of the war, but he also promised that she would ultimately have five children.

Of course, she went to Karna and asked for the boons which not only saved her other four children but during the war, when he aimed Nagastra at Arjuna, Lord Krishna pushed down the wheel of the chariot into the mud in time which just blew away his helmet. This way he saved the life of Arjuna too. This goes to show that he is not only a great strategist, but also great in planning and implementation.

COGNITIVE AND ANALYTICAL THINKING:

If there is a contingency situation, Lord Krishna would mitigate it with his sharp cognitive and analytical thinking. We also need to take this example in organisations and learn to handle situations, using the right person for the right job at the right time. The leaders should be able to assess the capabilities of their subordinates and delegate the job appropriately.

Let us take the above example of the conversation between Lord Krishna with his Aunt Kunti. When Lord Krishna started to set the stage, he spoke very emotionally and pulled Kunti into his theory. When she was in an emotional turmoil, he threw the card saying Karna had vowed that he would kill Arjuna. If need be, he would send the other four brothers to the other world too. Then he stopped and when he understood the other person was completely lost for options, he waited till they asked him for a solution and then he gave out a jewel. He said that she should go and meet Karna and tell him the truth. When she asked him whether she should persuade Karna and make him join the Pandavas side, he simply could not control his laughter. He said, that would be the finest option. But again, cast a die saying, “what if Karna did not agree to the proposal”, what would happen? Hearing this Kunti got anxious and asked him what if he killed Arjuna, for which he answered quietly saying “quite affirmative”. After some contemplation finally Kunti asked Lord Krishna for a solution to this problem. After asking, she got an answer.

From this we should understand the importance of maintaining our composure and emotions till the end. Only when it is extremely necessary should we depict any emotions, that too if warranted to the situation.

WAIT FOR THE RIGHT MOMENT AND ACT:

One more lesson is, never jump into situations with your opinions and always try to abstain from giving any advice/ideas/suggestions, till asked by the other person. That is why Lord Krishna did not give his advice. He withheld his opinions/advice, till the end. This is the greatest quality that should be imbibed by human beings. Now when the die had been cast, he answered her query. He asked her to go and meet Karna and persuade him to join them. If it goes unanswered, he asked her to ask for two boons.

1. He should not use “NagAstra” more than once on Arjuna.
2. Other than Arjuna, he should not kill the other four brothers.

This is called Emotional Upheaval. This was what finally happened. So, from this we understand what a splendid strategist and a great communicator Lord Krishna was.

GREAT NEGOTIATOR

The next best quality is when lord Krishna arrived at the court as a mediator for Pandavas. When he started, he asked for half the kingdom to be given to the Pandavas after their 12 years of Vanavasa and one year of Aghyata vasa. As expected, this was rejected. He went on with the eternal smile on his face, asking for at least five villages in the vicinity. This was also rejected but he was still emotionally balanced. He still went down as a “Doot or Mediator” and asked for five villages for the five brothers. Now Duryodhan lost his temper and shouted saying not even an inch of land compared to the “eye of the needle” would be given to the five brothers.

This was when Lord Krishna stopped being a mediator and warned him of the repercussions that the Kauravas would have to face, and the consequence would be the great war or Mahabharata. So, from the above tactful move of Lord Krishna, we understand how to negotiate and step by step try to get a win-win situation. After the last option for win-win is exhausted, then only we should go for the win-lose option.

Here we can even see the magnanimous behaviour of Lord Krishna. He could have sent anyone to moderate, but he decided to become the moderator and brought out all the options. The last option which was the war, was chosen by Duryodhana. This clearly depicts the “right intent” of the person who was not open to destruction but had to take the recourse of the war, as there was no option in sight.

As if this was not enough, Duryodhana asked his soldiers to put shackles and imprison Lord Krishna. This is again another nail on his coffin. Till then Lord Krishna did not show any miracle as the supreme being but after Duryodhana’s idiotic behaviour, Lord Krishna showed his ‘Virat Roop’ where the entire universe and multiverses were seen inside him. Here also Lord Krishna waited for the entire situation to unfold and the entire chance to change one’s behaviour or destiny. When all the apparent choices were exhausted, then he did what he must do.

In this context, Duryodhana committed two mistakes. Not respecting the “Doot or the mediator” and the second being arrogant. Even he disrespected his Uncle Vidur saying he was born to a servant and was not royal. This was when Vidur got angry and destroyed the most powerful “Vishnudhanush” or Vishnu’s bow and swore that he would not take part in the war.

This shows that in a situation, where there is a conflict between two individuals, it becomes imperative to understand the situation which transpired, which is now happening and the impending consequence of the situation. By an error committed by one side, the game changes and favours the other side. This shows that we must be vigil while we try to negotiate something.

In this particular situation, Duryodhana because of his arrogance and impatience,

1. Refused the options given to avert the impending war
2. He also lost his Uncle Vidur’s help and strategy which would have been a great support for his side during the war. Vidur was known for his great learning and vast knowledge. He was known a Mahatma/ Dharmatma Vidur for his Dharma or Great deeds.

So, the lesson to be taken is when confronted with a situation, we should never shut our “**Cognitive Intelligence**” and try to analyse the situation critically and rationally. When emotions take over, our critical evaluation changes into illogical interpretation.

SWOT ANALYSIS AND BEST ALTERNATIVE:

Even during the time when Arjuna/Duryodhana wanted to take Krishna’s help, the interaction and encounter was a learning. When Lord Krishna announced his decision not to participate in the war, people were rattled. Then he said he would help them with the huge army from Dwarka. In this context, we see Lord Krishna calling both the parties to his place. This shows when we need or aspire to get help /assistance of a senior person (seniority not only in age but wisdom and knowledge) we need to approach them. This is another important behaviour taught to mankind by Lord Krishna.

In this context, when the time to meet and request for help, as always Duryodhana without any planning , objective or the right intent, reached Dwarka before Arjuna. Here we can also see the difference between the two characters Arjuna and Duryodhana. Though it is often seen that Lord Krishna seemed to be biased or leaned towards Arjuna, still there is a big learning as “why he does that if at all he does”.

Now let us get to the answer to this question. When Duryodhana entered Krishna’s palace, he saw him resting in his cabin. He immediately lost his temper and started to undermine Lord Krishna’s birth as a “Gwala or Milk Man” and he in turn was a Kshatriya. He was fuming and took a seat near the side where Krishna’s head was seated. This showed his arrogance and also his attitude as a Megalomaniac- Elevated Self-Appreciation and Self-Love. On the other hand, when Arjuna entered the scene, he came quietly and stood near the feet of lord Krishna. He then sat on

the ground and prayed with all his heart and kept quiet. This provoked Duryodhana, who thought Arjuna's behaviour was despicable because according to him, sitting at someone's feet on the ground, was not considered as a virtue of a Kshatriya or a warrior.

In this scenario, it should not be seen literally as someone sleeping but the god giving opportunities and scope to people to alter their behaviour in their lives. Many a time, the person in consideration fails to take these cues, missing great opportunities that life gives and finally falters.

Getting back to Lord Krishna and his two guests. When he woke up, as his head was facing Arjuna, he saw him first and greeted him. He hugged and blessed Arjuna, which infuriated Duryodhana even more. When Krishna asked Arjuna what he desired because he'd come there, Duryodhana interrupted saying he needed to be spoken to first as he arrived before Arjuna. This is where the Lord teaches us another important lesson. He said,

1. You have come to my place, and it is my discretion to talk to the one who I want to.
2. I saw Arjuna first and so I would speak to him first.
3. As an elder sibling, Duryodhana should have the heart to allow his younger (Anuj) brother to ask first.

This shows that when a person goes to another person for any help, it is imperative that the person who is in the giving end should take the discretion of deciding the place, time and what he wants to give or whether at all he wants to help.

So, before Duryodhan could go any further, Lord Krishna interrupted him and told him categorically that they had come to Dwarka to seek his help, but he said, "I am not going to take the arms/fight in the war". So, I've decided to divide troops into two parts. On one side is my Narayani Sena, which is indomitable. On the other side, I am standing without any weapons (Nihatha) and alone".

When such a proposition was given, as expected Duryodhana jumped in and asked for the Narayani Sena, without even thinking as his elevated ego would not allow him to take a milkman's help and that too who was not taking any weapons.

That left Arjuna to take Lord Krishna as his option. But we also know the consequences of the war with lord Krishna being the charioteer and how the course of the war changed. This situation clearly showed that when someone expected any help/obligation, he/she must go the venue of the person helping them, with respect and humility. Even after doing this, the person may choose to help or otherwise.

In this context also, Lord Krishna quietly and assertively communicated his decision and took a stance which he never changed during the war.

This also tells us the fact of life which is taking decisions at the right time and standing by it. Before doing it, we should take the situation under consideration and measure the opportunities we have and threats that are looming. We should also measure our strengths and weakness and make the decision accordingly without rushing for solutions.

As human beings, we come across lots of situations in life wherein we are supposed to make decisions and act accordingly. We expect some consequences but it maybe what we expected, or it may even turn out to be diametrically opposite. Just because the consequence of our karma was not as expected, we should not stop doing what is right at that point in time. If we do not perform certain things fearing the result, we would never have the “will” to start the action in the first place.

This is what we also often observe in Management. If the intent is right, we do not have to fear about the result or the consequence. So, after initial planning and considering all the alternatives, we choose an alternative, thinking it is the best. We start performing our duty but if the result is different, we should be happy that we have removed one Non-Performing Alternative.

Even in Organizations, we should always keep the action and the result of the action, separate. If we are impersonal, we would only see duty as it is and not something on which we have some control or on the result, some attachment. It is always better to be impersonal between the actions we do, and the result got because of our actions. If we attach certain gains like money, promotion, fame or some validation from significant others, we hesitate or fear to start the action, thinking or worrying about the consequence. This is true in all facets of life.

LEADERSHIP QUALITY:

Another characteristic of Lord Krishna is that he is both a task-oriented person and people-oriented person. On one hand, he talks about doing karma and not expecting the consequences, on the other, he takes care of people who are caught up in the mundane jobs of a human being.

As an example, when Arjuna was standing on the battlefield, Krishna, being the charioteer took care of his karma and made him do his duty but on the other hand, when the horses or his warrior, were tired, he took them away and made them rest and rejuvenate for further Karma.

When Karna is fighting against Arjuna and when he aimed at him with “Nag Astra”, he took care of Arjuna by making the chariot go down and as it went past his head, saved his head as he was wearing a helmet. So, this way too he proclaimed that he was a great leader. He was not only concerned about his Task or Karma but also concerned about the people with whom he interacted.

He also brought out the fact that “if we do not choose the right path, wrong path would choose us”. Choosing the right path or way, is the truth. When we choose a path to tread, our duty gets a

direction but which way to go to do our duty, is the question we should ask ourselves. That is the reason we should always choose the right path. Karma is our identity so it goes without saying we should always do the right thing so that the consequences are right.

When we are moving towards our goals, we know we would reach our destiny. This would be a long-drawn process and in that context, we should stop and check the route of the journey. We should change our direction if need be or continue with our journey. This would decide the consequences of our deeds.

He further reiterated that when we move towards our goals, we should see the situation as it is and not superficially as we want it to be. If we don't see it well, we won't get rid of bad things, thinking they are good and would continue in the same path not knowing the repercussions. This is very true in today's management also when we come across any situation, we should view it from all quarters and understand the pros and cons of the alternatives and choose the best one, as it involves money, time and other resources.

WAR WITHIN US:

In Mahabharata, Lord Krishna very wisely advised everyone that we should fight only if the result is a big peace and not just to satiate someone's Ahankaar or Arrogance. The person is a great warrior if he tries to stop an impending war but also the fight which goes on inside one's mind every day to prove on his superiority to the other and he is only surviving on his Ahankaar or Arrogance i.e. his self-centeredness and selfishness. So, he reiterated us not to see superficially but to see the reality, which is like the morning sun, which removes darkness out of this world.

DECISION MAKING:

Lord Krishna also brought out the importance of making a decision and moving towards it. If we fear the repercussion and do not start the journey, the future would be completely different.

Whenever we progress to a new thing in life or job, our minds are always clouded with thoughts about a new Lakshya or Objective. Will the new decision take us to the right direction and if there is only one solution, we should go ahead. We have to take the right step and make a new direction for ourselves. This would take some time, but we should never diverge from our objective.

We forget that because of the failures we encounter during our attainment of the desires, we simply stop working for the achievement of what we desired for. The reason behind non-fulfilment of our desires is not that there was a big hurdle or break on the way of our objective, but our commitment/hard work was very small or limited so our little steps of efforts would not take us to our "Lakshya" or Destiny. Therefore, it is not the hurdles that we think we have during our journey to reach our objective, but the efforts put in, are lesser. That means we should put in more efforts or work harder.

DOING NOTHING IS NOT A GREAT QUALITY:

The mind of a person is always clouded with thoughts or cognitions. That is why when we start a new task or job, we have lots of doubts. At such times, we tend to stop our efforts. This is because we do not have any confidence on ourselves. Conviction is very low. At this point, we should look deeply at people we emulate or see with respect or awe. We would understand the conviction with which they perform their duty or karma. This is the entity which gives us the right direction for exhibiting our talents. It gives us strength to our efforts. This conviction to achieve only makes a person reach the deepest lap of the ocean to find out the beautiful pearl, on the other hand the lack of it makes another person to sit still on the shores of the mighty ocean, doing nothing.

This in other words means “Never give up”. When your opponent wins the match, you have not lost. You lose the match only if you decide to “Do Nothing”. So, if the road we are treading is closed, we must keep trying to open it and proceed. If we are not able to find out or do anything, we should keep putting our efforts in the direction till we find a new direction or path to our destiny.

Lord Krishna always tells us about “Here and Now”. If an individual wants to grieve the past, be angry, get worried and fear the future or on the other hand, be happy in the present, the choice is entirely that of the individual. Everything is just this moment or as we say, “here and now”.

He further adds, Human beings try to work hard but they generally tend to choose the short and the undemanding path. The individual tends to choose easy over hard, luck over the right effort. Lord Krishna added that Victory or Defeat, Loss or Gain etc are just in the mind. Which curse would turn into a blessing, or which blessing would turn into a curse, only depends on the **karma**.

CONCLUSION:

Thus, whenever we stop by and observe our course of life, we should take the life lessons given by Lord Krishna. This not only would uplift our thoughts, actions and behaviour in life but also how we can negotiate and get things done in organisations. This in a way helps us to balance our Emotional Intelligence which in turn, would help us to become better people in life and organizations.

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Did You Know?

1. Lord Krishna has a total of 108 names. He is referred to differently in various parts of India by different communities. Some of the famous names are Gopala, Dwarkadish, Shyam, Makhan Chor, Baanke Bihari, and so on.
2. Kalki was Lord Krishna's last avatar, who marked the end of the darkest and the most destructive period to put an end to 'adharma' and begin the Satya Yuga.

3. **How Lord Krishna's teachings align with principles of modern behavioural science and psychology?**

Lord Krishna's teachings, particularly from the Mahabharata and Bhagavad Gita, align closely with key concepts in modern behavioural science such as emotional regulation, self-awareness, and cognitive intelligence. His ability to manage thoughts and emotions mirrors principles found in cognitive behavioural therapy (CBT), which emphasizes identifying and reframing negative thought patterns to influence behaviour positively.

4. **How Krishna approached making important decisions in times of crisis?**

Lord Krishna advocated for thoughtful and timely decision-making based on a clear understanding of the situation. He emphasized evaluating internal strengths and weaknesses alongside external opportunities and threats—an approach similar to today's SWOT analysis. His decisions were not impulsive; rather, they were guided by duty (karma), ethical responsibility, and long-term outcomes, rather than immediate emotions or personal gain.

5. **What Lord Krishna taught about performing duties without attachment to results?**

One of Lord Krishna's core teachings is to perform one's duty sincerely while remaining detached from the outcome. This idea, central to the Bhagavad Gita, teaches that attachment to results can cloud judgment and hinder progress. By focusing on the action itself rather than the result, individuals can maintain clarity, reduce anxiety, and act with integrity, even in challenging situations.

व्यापार मेलों में भागीदारी : मेला चुनने से पहले अपने लक्ष्य और उद्देश्यों को तय करें



दीपक कुमार जैन,
पूर्व—महा—प्रबंधक,
इंडिया ट्रेड प्रमोशन ऑर्गनाइजेशन

संक्षेप:

आज व्यापार मेलों में भागीदारी अपने व्यवसाय और सेवाओं के विस्तार के लिए बहुत जरूरी हो गया है, क्योंकि व्यापार मेले अत्यंत लोकप्रिय और सशक्त प्रचार माध्यम के तौर पर सर्वमान्य, प्रभावी और उपयोगी माध्यम हैं। मगर आज के युग में विविध प्रकार के मेले भिन्न भिन्न उद्देश्यों की पूर्ति के लिए उपयुक्त होते हैं, इसलिए जब तक आप अपने लक्ष्य और उद्देश्य तय नहीं करते तब तक आप मेलों में भागीदारी का सही फैसला नहीं कर सकते हैं। इस लेख में इस बात को समझाने का प्रयास किया गया है।

परिचय:

व्यापार मेलों को व्यापार विस्तार के सर्वमान्य, प्रभावी और उपयोगी माध्यम के रूप में पहचाना जाने लगा है। समय बीतने के साथ व्यापार मेलों ने विश्व स्तर पर व्यापार और उद्योग के विकास में महत्वपूर्ण भूमिका निभाई है। सूचना, संचार और मनोरंजन के जटिल मिश्रण के रूप में मेले वास्तव में एकमात्र विपणन संचार माध्यम हैं जो आमने-सामने बातचीत के वातावरण में सभी पांच इंद्रियों के पूर्ण उपयोग की अनुमति देते हैं।

अब, व्यापार मेलों में भागीदारी करना विविध कारणों से एक तरह से अत्यंत जरूरी हो गया है, क्योंकि व्यापार और उद्योग के लिए अब व्यापार मेलों में भागीदारी करना केवल पसंद का विषय नहीं रह गया है। व्यापार मेले में न जाने से आप अनेक प्रकार के लाभों एवं अवसरों से वंचित रह जाते हैं। व्यापार मेले कभी-कभी व्यापार और उद्योग में सभी संबंधितों के लिए सबसे महत्वपूर्ण बैठक स्थल के रूप में कार्य करते हैं। व्यापार मेले प्रदर्शकों, आपूर्ति-कर्ताओं, सेवा-प्रदाताओं को व्यापार करने, उनकी छवि को बढ़ावा देने, ब्रांड को बढ़ावा देने, नए व्यापार भागीदारों की तलाश करने, बाजार की खोज, प्रतिस्पर्धा को परखना आदि के लिए परिदृश्य प्रदान करते हैं। इसी तरह, खरीददारों और आगंतुकों के लिए, व्यापार मेले बाजार का सर्वेक्षण करने, कीमतों और बिक्री की शर्तों की तुलना करने, उत्पादों को आजमाने, उनके अनुप्रयोगों पर चर्चा करने और व्यवसाय करने के लिए आदर्श स्थान हैं। इसी कारण इंटरनेट के युग में भी व्यापार मेलों का महत्व कम नहीं हुआ है।

यदि आप व्यापार शो को एक सामान्य मेले की तरह समझ रहे हैं तो ये एक भयंकर भूल है। व्यापार शो जटिल होते हैं और अगर आप अपने उद्देश्यों के बारे में अनिश्चित हैं तथा आप के पास कोई स्पष्ट योजना नहीं है, तो अक्सर यह नुकसान का सौदा बन सकता है। आपके लिए (प्रदर्शक होने के नाते) समझने के लिए महत्वपूर्ण कारकों में से एक यह है कि आप अपने मुख्य लक्ष्यों को परिभाषित करें और तय करें कि किसी विशेष व्यापार मेले में भाग लेकर आप क्या हासिल करना चाहते हैं। क्योंकि आपके पास बहुत सारे मेलों के विकल्प उपलब्ध होते हैं, इसलिए जो व्यापार मेला आपकी कंपनी और उत्पाद/सेवा के उद्देश्यों की पूर्ति के लिए सर्वथा उपयुक्त हो उसी में भाग लेना श्रेयस्कर होता है।

साधारणतः मेलों का चुनाव, मेलों के वर्गीकरण के आधार पर किया जा सकता है, सहूलियत के लिए कुछ वर्गीकरण आगे दिए गए हैं?

मेलों का वर्गीकरण:

1. प्रदर्शन सामग्री के आधार पर:

(I) क्षैतिज (Horizontal) –

(i) **General Trade Fair** बहु-क्षेत्र सामान्य व्यापार मेला/प्रदर्शनी – जीवन के सभी क्षेत्रों का मिश्रण जैसे कि सामान्य पूंजीगत सामान तथा सामान्य उपभोक्ता सामान

(ii) **Multi-Sectoral Trade Fair** बहु-शाखा व्यापार मेला/प्रदर्शनी – एक से अधिक व्यावसायिक क्षेत्र।

(II) ऊर्ध्वाधर (Vertical)–

(I) एकल-क्षेत्र (विशिष्ट व्यापार मेला/प्रदर्शनी (बी2बी) तथा

(ii) अति-विशिष्ट व्यापार मेला (Super & specialized trade Fairs)

2. उद्देश्य के आधार पर :

i. उपभोक्ता मेले,

ii. उद्योग मेले,

iii. विशिष्ट व्यापार मेले,

iv. संस्थागत एकल मेला (कॉर्पोरेट प्रदर्शनी – केवल एक निर्माता),

v. क्रेता मेला (खरीदारों का मेला),

vi. सम्मेलन मेले (Conference-cum-exhibitions),

vii. निर्यात प्रोत्साहन मेला,

viii. आयात प्रोत्साहन मेला,

ix. विशेष प्रदर्शन

3. आकार के आधार पर :

- i. विश्व मेला / विश्व एक्सपो, मिनी-एक्सपो,
- ii. अंतरराष्ट्रीय,
- iii. क्षेत्रीय,
- iv. राष्ट्रीय या स्थानीय

4. भागीदार / दर्शकों की संख्या के आधार पर:

- i. विश्व मेला / विश्व एक्सपो,
- ii. अंतरराष्ट्रीय,
- iii. क्षेत्रीय,
- iv. राष्ट्रीय या स्थानीय,
- v. उपभोक्ता मेले,
- vi. उद्योग मेले

5. आवधिकता के आधार पर:

- i. लंबी अवधि वाले अनियमित मेले—विश्व मेला / विश्व एक्सपो, मिनी-एक्सपो (मेले का पीरियड—3 से 6 महीने),
- ii. नियमित मेले—वार्षिक, अर्ध-वार्षिक (सामान्य व्यापार मेले का पीरियड —7 से 15 दिन और
- iii. विशिष्ट व्यापार मेले का पीरियड —1 से 5 दिन)

6. इंटरनेट, आभासी मेले (Virtual Trade Fairs) – ऑनलाइन उत्पादों और सेवाओं का प्रदर्शन

सर्वविदित है कि व्यापार मेले और प्रदर्शनियां एक ही समय पर कई प्रकार के प्रयोजनों के लिये उपयुक्त होते हैं, जिससे कंपनियों को व्यापक उद्देश्य पूरे करने के अवसर मिलते हैं। मेले / प्रदर्शनियां का चयन अगर सही हो तो वे यथासम्भव उद्देश्य को पूरा कर सकते हैं। यदि आपके पास उपभोक्ता-उन्मुख उत्पाद हैं और आप अपने उत्पाद (उत्पादों) पर ग्राहकों की प्रतिक्रिया प्राप्त करना चाहते हैं, तो शायद एक सामान्य व्यापार मेला जो जनता के लिए खुला है, आपके लिए सबसे अच्छा होगा (जैसे इण्डिया इंटरनेशनल ट्रेड फेयर) दूसरी ओर, यदि आप औद्योगिक उपकरणों का एक अत्यधिक विशिष्ट पार्ट तैयार करते हैं, तो एक विशेष उद्योग व्यापार मेला आप के लिए बेहतर हो सकता है। यदि आप एक से अधिक देशों में संभावित ग्राहकों तक पहुंचना चाहते हैं, तो अंतरराष्ट्रीय व्यापार मेला आपके लिए बेहतर विकल्प रहेगा।

व्यापार मेलों में भाग लेने के बारे में निर्णय लेने में सक्षम होने के लिए आपको अपनी वस्तुस्थिति का विश्लेषण करना चाहिए और स्पष्ट रूप से व्याख्या करनी चाहिए कि आप की स्थिति क्या और कैसी है। एक कंपनी का उद्देश्य विपणन

मिश्रण के हिस्से के रूप में व्यापार मेलों में अपनी भागीदारी के आधार के रूप में अपने मध्यम अवधि के रणनीतिक उद्देश्यों को निर्धारित करना और कंपनी के व्यक्तिगत विपणन लक्ष्यों से व्यापार मेलों में किए जाने वाले उद्देश्यों को प्राप्त करना होना चाहिए। विशेषज्ञ बार-बार इस बात पर जोर देते हैं कि एक कंपनी को व्यापार मेले में भाग लेने से पहले संचार, मूल्य निर्धारण, शर्तों, वितरण और उत्पादों के संबंध में अपने लक्ष्य स्थापित करने चाहिए। यदि आप आधारभूत बाजार सर्वेक्षण कराने के बाद किसी व्यापार मेले में भागीदारी करना चाहते हो तो आपको निम्नलिखित मुद्दों पर विचार करना चाहिए:

- क्या वह बाजार आपके उत्पाद के लिए महत्वपूर्ण है?
- क्या वह मेला आपके लिए एक उत्तम अवसर है?
- क्या आपका उत्पाद बाजार की मांग के मानकों पर खरा उतरता है?
- क्या आप का उत्पादन संभावित मांग को पूरा करने के लिए पर्याप्त है?
- उसे प्रदर्शित करने के लिए आपका विशेष उद्देश्य क्या है?
- उसे प्रभावकारी ढंग से प्रदर्शित करने की लागत क्या होगी?
- व्यापार मेले के बाद बाजार विकसित करने के लिए और अधिक धनराशि एवं समय निवेश करने हेतु आप कितने तैयार हैं?

एक बार जब कोई कंपनी व्यापार मेले के अपने मुख्य प्रयोजन और उद्देश्यों को परिभाषित कर लेती है, तो यह संगठन के संदर्भ में उसकी पूरी तैयारी को प्रभावित करती है, जिसमें उसकी व्यापार मेला भागीदारी और एक अनुवर्ती विश्लेषण (Post event analysis) शामिल है। व्यवहारिक तौर पर यह कदाचित् सम्भव है कि मेले में भागीदारी के मूल उद्देश्य केवल एक दो न होकर बहुत सारे हो। यह उद्देश्य आपस में एक दूसरे के पूरक और समान महत्व रखने वाले भी हो सकते हैं और एक साथ पूरे किये जा सकते हैं।

भागीदारी के सामान्य उद्देश्य

1. बिक्री की मात्रा बढ़ाना
2. नए बाजारों की खोज / (बाजार के निशानों की खोज)
3. प्रतिस्पर्धियों से मिलना एवम समग्र प्रतिस्पर्धा का आकलन
4. निर्यात संभावनाओं का आकलन
5. समग्र उद्योग की स्थिति का आकलन
6. अनुभवों का आदान-प्रदान

7. सफल साझेदारी बनाना
8. पेशेवर आयोजनों में भाग लेना
9. नए उत्पाद को बाजार में इंट्रोड्यूस करना और परखना
10. नए रुझानों का पता लगाना
11. अन्य कार्यकलापो के साथ भागीदारी का संयोजन (गतिविधियों, संगोष्ठियों, कंपनी पर्यटन)

संचार उद्देश्य

1. व्यक्तिगत संपर्कों की सूची का विस्तार
2. ग्राहकों के नए समूहों से मिलना
3. ब्रांड जागरूकता बढ़ाना
4. ग्राहकों और आम जनता पर विज्ञापन के प्रभाव को बढ़ाना
5. ग्राहकों की सीमा का विस्तार
6. प्रेस गतिविधियों का विस्तार
7. व्यक्तिगत ग्राहक आवश्यकताओं और ग्राहक मांगों पर चर्चा करना
8. मौजूदा व्यावसायिक संबंधों की खेती
9. नई बाजार जानकारी एकत्रित करना
10. कॉर्पोरेट डिजाइन / ब्रांडिंग उपायों को लागू करना
11. अनुसंधान और बिक्री के लिए आगे का प्रशिक्षण
12. अनुभवों को साझा करना
13. मूल्य निर्धारण और शर्तों के संबंध में उद्देश्य
14. मूल्य निर्धारण विकल्पों की खोज

वितरण उद्देश्य

1. वितरण नेटवर्क का विस्तार
2. व्यापार के स्तर की निगरानी
3. बिक्री प्रतिनिधियों की तलाश

उत्पाद उद्देश्य

1. उत्पाद दिखाना
2. प्रोटोटाइप दिखाना
3. उत्पादों और सेवाओं के लिए बाजार की प्रतिक्रियाओं का परीक्षण
4. एक नए पेश किए गए उत्पाद के लिए बाजार की प्रतिक्रियाओं का परीक्षण
5. उत्पाद रेंज का विस्तार

जहां तक किसी के उद्देश्यों को प्राथमिकता देने का संबंध है, इसका मतलब है कि एक प्रदर्शक या तो एक ऐसे मेले का चयन करता है जो उसके लक्ष्यों से मेल खाता है या वह आगामी व्यापार मेले के अनुरूप अपने उद्देश्यों को संशोधित करता है।

यह महत्वपूर्ण है कि आपके व्यापार मेले के उद्देश्य आपके समग्र उद्देश्यों के साथ—साथ आपके शोध उद्देश्यों और नियोजित निर्यात विपणन रणनीतियों के साथ जुड़े होने चाहिये। अंततः गोत्वा, आप बाजार की जो जानकारी जुटाने के लिए व्यापार मेले का उपयोग करते हैं, वह जानकारी आपके अन्य उद्देश्यों के लिये भी सुसंगत और उपयुक्त होनी चाहिए। ऐसी भी प्रबल सम्भावना है कि मेले में आप को बिना अधिक प्रयास के ही वो सारी जानकारी मिल जाये जो कि छूट गयी हो और जिस पर आपने बहुत ध्यान न दिया हो अथवा जो आप के लिये सर्वथा नई और अज्ञात हो।

इसी तरह, आप अपनी फर्म और अपने उत्पादों के विपणन के लिए व्यापार मेले का उपयोग करेंगे। इसलिए यह आवश्यक है कि व्यापार मेले में आपके प्रयास आपकी निर्यात विपणन रणनीति से सन्निकट और समग्र रूप से जुड़े हों। यदि, उदाहरण के लिए, आप बाजार में प्रवेश करने के लिए एक आयात एजेंसी का उपयोग करने का इरादा रखते हैं, तो आपके व्यापार मेले का एक उद्देश्य उपयुक्त एजेंटों की पहचान करना हो सकता है। दूसरी ओर, यदि आप यह सुनिश्चित करना चाहते हैं कि आपका उत्पाद ग्राहकों की ज़रूरतों को पूरा करता है, तो आप अधिक से अधिक संभावित ग्राहकों से पूछना चाहेंगे कि वे आपके उत्पाद के बारे में क्या सोचते हैं।

अंत में, किसी को एक अन्य महत्वपूर्ण बिंदु पर विचार करना चाहिए: एक कंपनी को यह स्पष्ट होना चाहिए कि मेले में भाग लेने के लिए और आगंतुकों को आकर्षित करने और अतिरिक्त कर्मचारियों की लागत के लिए विज्ञापन जैसे आवश्यक अतिरिक्त उपायों के वित्तपोषण के लिए कितना धन उपलब्ध हैं। कंपनियां अक्सर पहले से लागत और लाभों की बारीकी से जांच किए बिना व्यापार मेलों में भाग लेने/ न लेने के निर्णय लेती हैं। एक कंपनी को जो प्रश्न पूछना चाहिए, वह यह है कि क्या अपने कंपनी के लक्ष्यों को स्थापित करने के बाद, वह किसी मेले में भाग लेने के लिए धन को पुनः आवंटित करने के लिए तैयार है जिसे वह आवश्यक समझता है।

निष्कर्ष

यह समझना उचित होगा कि व्यापार शो विविध प्रकार के होते हैं और उन में भागीदारी करने के लाभ भी अलग अलग तरह के होते हैं। आपका निर्णय तभी सही होगा जब वो मेला आपके लक्ष्य और परिणाम के लिए उपयुक्त तथा सार्थक

हो। यदि आपने अपने प्रयोजन और उद्देश्यों को ठीक से निर्धारित कर लिया है तभी आप मेले का चुनाव करें। औरो की देखादेखी न करें, न ही अंधाधुंध एवम बिना सोचे विचारे किसी भी मेले में भाग लेने का निर्णय करें। अगर आप अपने उद्देश्यों के बारे में अनिश्चित हैं तथा आप के पास कोई स्पष्ट योजना नहीं हैं, तो आप किसी सही मेले में न पहुँच कर एक सुअवसर गवां सकते हैं और नुकसान भी उठाना पड़ सकता है। क्योंकि आपके पास बहुत सारे मेलों के विकल्प उपलब्ध होते हैं, इसलिए जो व्यापार मेला आपकी कंपनी और उत्पाद/सेवा के उद्देश्यों की पूर्ति के लिए सटीक व अच्छा लगे उसी में भाग लेना श्रेयस्कर होगा। इसलिए सबसे पहला कदम अपने उद्देश्य और लक्ष्य निर्धारण करना होता है इसीलिए आपको अपने मुख्य लक्ष्यों को परिभाषित करना चाहिए और एक उचित व्यापार मेले का चयन करना चाहिए।

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लेखक के बारे में

श्री दीपक कुमार जैन, (MBA, LLB) ने इंडिया ट्रेड प्रमोशन ओर्गनाइजेशन, प्रगति मैदान, नई दिल्ली में महा प्रबंधक के पद पर कार्य किया है। उन्हे व्यापार-मेलों का तीन दशक से ज्यादा का व्यापक अनुभव है। उन्हें व्यापार-मेला प्रबंधन, मानव संसाधन और प्रशासन, कानून, सतर्कता, जन सम्पर्क, वाणिज्यिक प्रचार आदि विषयों में विशेषज्ञता हासिल है। उन्होंने दुनिया भर में बड़ी संख्या में व्यापार मेलों और प्रदर्शनियों का आयोजन किया है और प्रभावी रूप से भाग लेने के लिए व्यापार और उद्योग का मार्गदर्शन किया है। उन्होंने विश्व भर में विभिन्न सेमिनारों, सम्मेलनों और ट्रेनिंग प्रोग्राम में भी भाग लिया है। वे इंडिया ट्रेड प्रमोशन ओर्गनाइजेशन की हिंदी मासिक 'उद्योग व्यापार पत्रिका' एवं अंग्रेजी साप्ताहिक 'Indian Export Bulletin' के सम्पादन कार्य से भी जुड़े रहे हैं।

लेखक की पुस्तक "व्यापार मेलों में सफल भागीदारी कैसे करें" शीघ्र प्रकाशित होने वाली है। इस पुस्तक की सह लेखिका डॉ. वीणा जैन, एसोसिएट प्रोफेसर, विवेकानन्द कॉलेज, दिल्ली विश्वविद्यालय हैं।

क्या आप जानते थे ?

1. विश्व में राष्ट्रीय स्तर का पहला सार्वजनिक व्यापार मेला (प्रदर्शनी) 1798 में पेरिस में आयोजित किया गया, जिसका नाम था "L'Exposition Publique des Produits de L'industrie Francaise" (The Public Exhibition of Products of French Industry) | यह प्रदर्शनी केवल फ्रांसीसी उत्पादों को प्रदर्शित करने के लिए थी |
2. "L'Exposition Publique des Produits de L'industrie Francaise" को पहली बार 1849 में 240,000 वर्ग फुट हॉल (एक उद्देश्य—निर्मित इमारत) में आयोजित किया गया | यह पहली प्रदर्शनी थी जिसमें 5,494 प्रदर्शकों ने भाग लिया |
3. पहली वास्तविक अंतर्राष्ट्रीय प्रदर्शनी — ग्रेट एग्जीबिशन (महान प्रदर्शनी) 1 मई से 15 अक्टूबर 1851 तक लंदन में आयोजित की गई और एक्सपो की परंपरा भी वहीं से शुरू हुई | लोगों से प्रवेश के लिए शुल्क लिया गया था | तकरीबन 14.000 प्रदर्शकों और 6 मिलियन से अधिक आगंतुकों ने उस मेले में हिस्सा लिया था |
4. भारत में पहला व्यापार मेला 1953 में भारत में रेलवे परिचालन के सौ वर्ष पूरे होने के उपलक्ष्य में आयोजित किया गया था | इस मेले में रेलवे से जुड़े सरकारी और गैर सरकारी उद्यम बड़ी संख्या में शामिल हुए थे | यह मेला तत्कालीन रेलवे एग्जीबीशन ग्राउंड, " रेलवे सेन्टेनरी एग्जीबीशन" के नाम से आयोजित किया गया था, जो कि वर्तमान में विश्व विख्यात 'प्रगति मैदान' के नाम से जाना जाता है |
5. वर्तमान में, भारत में सालाना आधार पर लगभग 2500 बड़ी और छोटी प्रदर्शनियां हो रही हैं | उनमें से कुछ 40 साल से अधिक पुरानी प्रदर्शनियां हैं जैसे प्रगति मैदान में भारत अंतर्राष्ट्रीय व्यापार मेला, जिसका पहला संस्करण 1980 में आयोजित किया गया था |

EFFECT OF US RAISING TARIFF ON INDIAN GOODS



Mr. Sanjeev Bhardwaj

ABSTRACT:

This study examines the impact of increased tariffs imposed by the United States on Indian goods, with a focus on trade, economic, and diplomatic consequences. The tariff hikes, particularly the 26% blanket tariff introduced in 2025, have significantly affected India's export performance, especially in key sectors such as textiles, pharmaceuticals, and automobiles.

The result has been a sharp decline in export volumes, revenue losses for Indian exporters, job cuts in export-driven industries, and disruptions across supply chains. These measures have also widened the trade imbalance between the two countries and shaken investor confidence. In response, India has adopted various counter measures including diplomatic negotiations, market diversification, legal recourse through the World Trade Organization (WTO), and efforts to boost domestic industries. The paper highlights the broader implications of trade protectionism and underscores the need for balanced, rules-based global trade policies.

Keywords : Tariffs, U.S.- India Trade Relations, Export Decline, Trade Imbalance, Retaliatory Tariffs, Global Trade Policy, WTO Dispute, Economic Impact, Investor Sentiment, Supply Chain Disruption, Make in India, GSP Withdrawal.

INTRODUCTION:

Tariffs are taxes imposed on imported goods, and when the United States raises tariffs on Indian products, it directly impacts trade between the two countries. Such measures are usually taken to protect domestic industries or as a response to trade imbalances or disputes. When the United States increases tariffs on Indian goods, it makes those products more expensive for American buyers. This leads to a decline in demand for Indian exports, especially in sectors like textiles, steel, jewellery, and agriculture. As a result, Indian exporters face revenue losses, and employment may be affected, particularly in export-driven industries. The move can also widen the trade imbalance and create tensions in US-India trade relations. In response, India may consider retaliatory tariffs or look to diversify export markets to reduce reliance on the US.

Understanding the effects of these tariffs is important to assess their impact on India's trade strategy and economic stability.

1. Decrease in Indian Exports to the US

When the United States raises tariffs on Indian goods, it leads to a significant **decline in exports from India to the US**. Higher tariffs increase the final price of Indian products in the American market, making them **less competitive** compared to goods from other countries or domestic US alternatives. As a result, **demand for Indian exports drops**, especially in sectors like **textiles, steel, gems and jewellery, pharmaceuticals, and agriculture**. This decrease affects **India's foreign exchange earnings** and puts pressure on export-driven businesses, potentially leading to job losses and reduced economic growth in those sectors.

2. Revenue Loss for Indian Exporters

Increased tariffs by the United States on Indian goods result in a **direct revenue loss for Indian exporters**. As the cost of Indian products rises in the US market, **demand declines**, leading to fewer sales. To remain competitive, some exporters may **lower their prices**, which further reduce profit margins. This especially impacts **small and medium enterprises (SMEs)** that depend heavily on US exports and have limited capacity to absorb losses. Over time, this loss of revenue can affect business.

3. Impact on Jobs

The rise in US tariffs on Indian goods can lead to **job losses** in India, especially in **export-dependent sectors** like textiles, agriculture, gems and jewellery, and manufacturing. As demand for Indian products in the US falls, companies may reduce production, cut costs, or shut down operations leading to **layoffs and reduced hiring**. **Small and medium enterprises (SMEs)** are particularly vulnerable, as they have fewer resources to withstand export shocks. The ripple effect can also impact **supply chains**, affecting workers in packaging, logistics, and shipping industries.

4. Wider Trade Imbalance

When the United States imposes higher tariffs on Indian goods, **India's exports to the US decline**, while imports from the US may remain unchanged or even increase, this leads to a **wider trade imbalance**, where India imports more than it exports, resulting in a **trade deficit**. A growing trade deficit can negatively impact **India's foreign exchange reserves**, weaken the currency, and put pressure on the overall economy. Over time, it may also affect India's bilateral trade relations and influence future trade negotiations with the US.

5. Stock Market and Investor Sentiment

Increased US tariffs on Indian goods can lead to **negative reactions in the Indian stock market**, particularly affecting the shares of **export-oriented companies**. Investors may fear

reduced earnings and lower growth potential, leading to **declines in stock prices** for companies in sectors like textiles, metals, pharmaceuticals, and IT. This uncertainty can also impact **foreign direct investment (FDI) and investor confidence**, as global investors become cautious about India's trade stability and growth outlook. Overall, tariff tensions contribute to **market volatility** and a more **risk-averse investment environment**.

6. Ripple Effect on Supply Chains

When the US raises tariffs on Indian goods, the impact goes beyond exporters and affects the **entire supply chain**. With reduced orders from the US, Indian manufacturers may **scale back production**, which affects **suppliers of raw materials, logistics providers, packaging companies**, and even **transportation services**. This creates a **domino effect**, disrupting operations across multiple industries linked to exports. Over time, it may also lead to **delays, increased costs, and restructuring of supply chains**, forcing businesses to rethink sourcing, manufacturing, and distribution strategies.

7. India's Countermeasures

In response to increased US tariffs, India can take several **countermeasures** to protect its economic interests:

- **Retaliatory Tariffs - Retaliatory tariffs** are a strategic response by India to counter the impact of higher US tariffs on Indian goods. By imposing **tariffs on selected American products** such as almonds, apples, walnuts, and certain industrial goods India aims to **pressure the US to reconsider its tariff decisions**. These measures help **protect domestic producers** from cheap US imports and demonstrate India's willingness to defend its trade interests. Retaliatory tariffs also serve as a **negotiating tool** in trade discussions, encouraging more balanced and fair trade relations.
- **Diversifying Export Markets** – In response to rising US tariffs, India may pursue **diversification of its export markets** to reduce dependency on the American economy. This involves strengthening trade relations with **other countries and regions** such as the **European Union, ASEAN, Africa, the Middle East, and Latin America**. By tapping into new or underutilized markets, Indian exporters can **offset losses** from declining US demand. Diversification also enhances **economic resilience**, lowers exposure to geopolitical risks, and supports **sustainable long-term growth** in export sectors.
- **Diplomatic Negotiations - Diplomatic negotiations** are a key tool used by India to address trade tensions with the United States. Through **bilateral talks, strategic dialogues, and trade forums**, India aims to resolve tariff-related disputes and **restore favorable trade terms**, such as **preferential market access**. These negotiations often involve discussions on **tariff rollbacks, trade balances, investment cooperation**, and

broader economic partnerships. Diplomacy helps maintain **strong bilateral relations** while seeking **mutually beneficial solutions** that avoid escalation and promote stable trade flows.

- **Legal Action via WTO** - India can take **legal action through the World Trade Organization (WTO)** to challenge **unfair or unilateral tariffs** imposed by the United States. By filing a **dispute complaint**, India seeks a **neutral, rules-based resolution** under international trade law. If the WTO rules in India's favor, the US may be required to **withdraw or adjust the tariffs**. This approach helps protect **India's trade rights**, ensures **global accountability**, and reinforces trust in multilateral institutions. India has previously used this mechanism in trade disputes, including those related to **steel and aluminum tariffs**.
- **Boosting Domestic Industry** - In response to reduced export opportunities due to US tariffs, India may focus on **strengthening its domestic industries**. Initiatives like **"Make in India"**, **Production Linked Incentive (PLI) schemes**, and support for **MSMEs (Micro, Small & Medium Enterprises)** aim to enhance **local manufacturing, innovation, and self-reliance**. By improving productivity, infrastructure, and ease of doing business, India can **reduce dependence on exports** and meet more of its internal demand through local production. This also opens up opportunities for **job creation, investment, and long-term economic growth**.

Real-World Example: GSP Withdrawal (2019)

In **2019**, the United States **withdrew India's eligibility** under the **Generalized System of Preferences (GSP)** a trade program that allowed **duty-free access to nearly 2,000 Indian products** in the US market. The decision was made due to concerns over **lack of market access for US goods in India**.

Impact:

- Affected around **\$5.6 billion worth of Indian exports**.
- Indian products like **textiles, auto parts, leather goods, and agriculture** became more expensive for US buyers.
- Many **small and medium Indian exporters** lost a competitive edge, leading to **declines in export volume and revenue**.
- It also **strained India-US trade relations** and led to **retaliatory tariffs** by India on select US goods.
- This case illustrates how **trade policy shifts** especially tariff-related can significantly affect export performance and diplomatic ties.

India's Counteractions to U.S. Tariffs

India has undertaken several countermeasures in response to the United States' tariffs on Indian goods, particularly concerning steel and aluminum. Here's an overview of the actions taken:

- 1. Retaliatory Tariffs via WTO Mechanism** - In May 2025, India proposed imposing retaliatory duties on certain U.S. products under the World Trade Organization (WTO) framework. This move was in response to the U.S.'s 25% tariffs on steel and aluminum imports, which adversely affected approximately \$7.6 billion worth of Indian exports. India's submission to the WTO aimed to offset the economic damage caused by these U.S. duties.
- 2. Settlement of WTO Disputes and Removal of Retaliatory Tariffs** - In June 2023, during Prime Minister Narendra Modi's visit to Washington, India and the U.S. agreed to terminate six outstanding disputes at the WTO. As part of this agreement, India removed retaliatory tariffs it had imposed in response to the U.S. Section 232 national security measures on steel and aluminum. The removal covered products like chickpeas, lentils, almonds, walnuts, apples, boric acid, and diagnostic reagents.
- 3. Negotiations to Reduce Tariff Disparities** - India has been engaging in trade negotiations with the U.S. to address tariff disparities. As of May 2025, India offered to reduce its tariff gap from 13% to below 4%, aiming to improve foreign market access for its steel exports and to avert potential reciprocal tariffs from the U.S.
- 4. Domestic Measures to Protect Steel Industry** - To safeguard its domestic steel industry, India imposed a 12% temporary tariff on imported steel, primarily targeting cheap imports from China. This measure complements India's efforts to balance trade relations and protect its economic interests.

Current Status and Outlook - India's recent actions reflect a strategic approach to defend its economic interests while adhering to international trade norms. The proposed retaliatory tariffs under the WTO framework signify India's readiness to utilize multilateral mechanisms to address trade disputes. Simultaneously, ongoing negotiations indicate a willingness to resolve issues through dialogue and mutual agreement.

These developments underscore the dynamic nature of India-U.S. trade relations, where both nations are navigating complex economic and geopolitical landscapes to achieve mutually beneficial outcomes.

U.S. Tariffs on Indian Goods

- **Tariff Increase:** In April 2025, the U.S. imposed a 26% tariff on all Indian imports as part of President Trump's "**Liberation Day**" tariff initiative.
- **Sectoral Impact:** Industries such as pharmaceuticals, chemicals, textiles, jewelry, and automobiles faced significant disruptions due to the new tariffs.

- **Economic Consequences:** Analysts projected that these tariffs could affect up to 87% of India's exports to the U.S., potentially resulting in an annual loss of \$7 billion.

India's Response

- **Trade Negotiations:** India is actively pursuing a trade agreement with the U.S., aiming to mitigate the impact of the tariffs and strengthen bilateral trade relations.
- **Domestic Measures:** The Indian government is considering support measures for affected industries, including interest subsidies and incentives to diversify export markets.
- **Retaliatory Tariffs:** India has chosen not to impose retaliatory tariffs, instead focusing on diplomatic negotiations to resolve trade tensions.

These developments underscore the significant impact of U.S. tariff policies on Indian exports and the broader economic relationship between the two countries.

CONCLUSION :

The imposition of higher tariffs by the USA on Indian goods has had a significant impact on India's trade dynamics. It has led to a **decline in exports**, making Indian products more expensive and less competitive in the American market. This has resulted in **revenue losses for exporters**, particularly small and medium businesses, and caused **job losses** in export-driven sectors. The reduced trade flow has also contributed to a **wider trade imbalance and weakened investor confidence**. In response, India has adopted various counter measures such as **retaliatory tariffs, diversifying export markets, diplomatic negotiations, legal action through the WTO**, and **strengthening domestic industries** to reduce dependency on the US and ensure long-term economic stability. Beyond the economic consequences, it has also influenced **bilateral relations and global trade positioning**.

India has adopted a **measured and multi-pronged approach** in response to U.S. tariff hikes on Indian goods, especially in the steel and aluminum sectors. By combining **retaliatory duties, WTO-based legal recourse, bilateral negotiations, and domestic protective measures**, India has sought to safeguard its economic interests while maintaining diplomatic balance.

The country's willingness to both **challenge unfair trade practices** through formal international mechanisms and **resolve disputes amicably** as seen in the mutual withdrawal of WTO cases demonstrates its strategic maturity in trade diplomacy. Overall, India's counteractions reflect a **calibrated response aimed at minimizing economic damage** and preserving long-term trade relations with the United States.

Summary: Key Effects at a Glance	
Effect Area	Impact on India
Exports	Decline due to higher US tariffs
Exporters' Revenue	Reduced, especially for SMEs
Employment	Job losses in export-driven industries
Trade Balance	Potential widening of deficit
Diplomacy & Trade Ties	Strain on US-India relations

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Did YOU Know?

The implementation of 10% universal tariffs, coupled with 30% duties on Chinese exports to America, is anticipated to restrict global economic growth. This could reduce India's GDP growth to 6.3% from 6.7% in calendar year 2025.

The “**de minimis**” exemption, which allowed shipments under \$800 to enter the U.S. tariff-free, is set to end for commercial shipments starting July 1, 2027. This change will be subject to these shipments to standard duties and inspections.

A 10% “**fentanyl**” tariff on all Chinese goods took effect on February 4, 2025, and was increased to 20% on March 4, 2025. Additionally, a 34% “reciprocal” tariff was imposed on top of the fentanyl tariffs, but this was temporarily reduced to 10% for 90 days following negotiations.

A minimum 10% tariff was imposed on all U.S. imports, with higher rates ranging from 11% to 50% on imports from 57 specific countries, effective from April 5, 2025.

PLASTIC POLLUTION: CONTEMPORARY PERSPECTIVES



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Source : Piles of plastic in Malaysia: available at:
<https://www.greenpeace.org/international/story/21792/plastic-waste-environmental-justice/>

ABSTRACT:

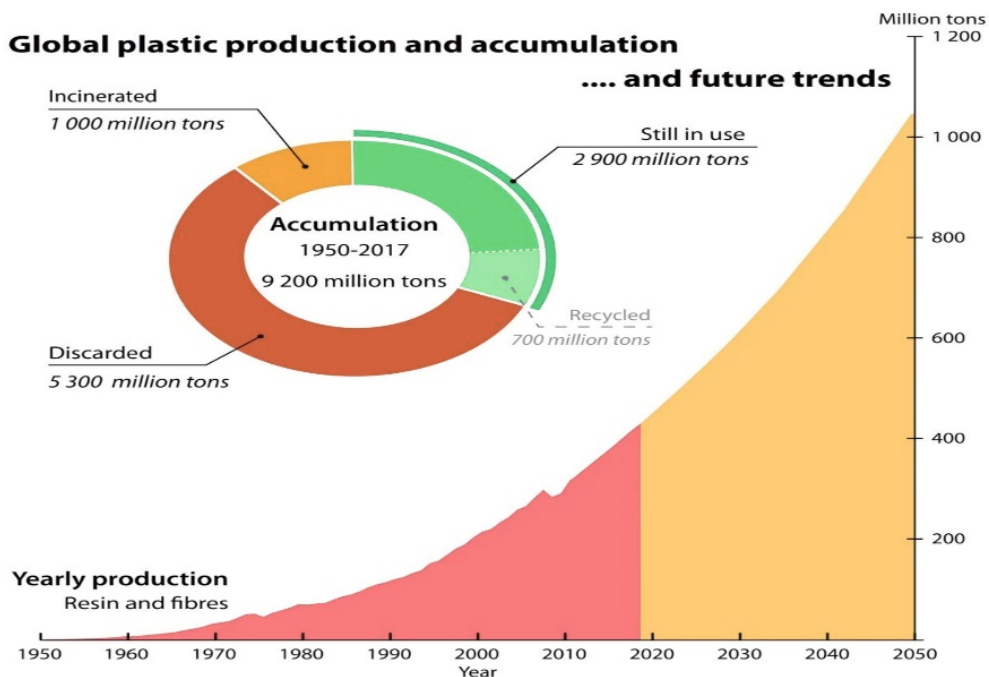
Plastic is deeply integrated into modern life. Its widespread use contributes to severe environmental pollution, particularly from single-use plastics and microplastics, which harm ecosystems and marine life. Plastic production, largely fossil fuel-based, significantly accelerates climate change. Despite few notable global initiatives, the outcome towards containing plastic pollution remains unsatisfactory. Addressing widespread plastic pollution crisis requires largescale international cooperation, stringent regulations, and a shift toward a circular economy that emphasizes reduction, reuse, and recycling. Sustainable alternatives and responsible consumption are key to mitigating plastic pollution.

Key Words: Plastic Pollution, Environmental Concern, Ecosystem, Regulatory Framework

INTRODUCTION:

Affordable plastic pervades modern life. Its presence is ubiquitous. It is present in everything - from packaging to clothes to beauty products to almost anything concerning modern globalized human ecosystem. The immense popularity of plastic usage is due to various key attributes present in the plastic viz; being lightweight, cheap, durable along with having superior thermal and electrical insulation. To proclaim that the hallmark of the modern human society is excessively dependent on plastic cannot be an overstatement! In this fast-paced industrialized society plastic usage has only skyrocketed. The ubiquitous presence of plastic even in the trivial human pursuits and activities is unmissable! For our day-to-day need we overtly put our reliance on plastic. It has resulted in the cavernous production of plastic amounting to over 380 million tons per annum, and is predicted to double in the coming twenty years.

Some of the jarring presence of plastics in our daily lives are worth illuminating. Example such as plastic bags, plastic bottle, straws and stirrers, packaging bag and cigarette butts are commonly found. Cigarette butts, which contain small plastic fibres in their filters, represent one of the most prevalent forms of plastic waste observed in the environment. Our public spaces, rivers, water bodes, marine ecosystem are also replete with plastic detritus including grocery bags, food wrappers, bottles etc. etc. These plastic products as highlighted above are inextricably essential part of our lives. Pertinent to point out here is that most of us are absolutely unmindful of the severity of pollution engendered by the excessively plastic reliance and over usage. Needless to say, that, plastic is also major contributor of the oceanic pollution. Water bodies like rivers in its entire course of journey carry tonnes of plastic waste and discharges them to the ocean. This in turn jeopardises oceanic ecosystem in a massive scale. The consequences of plastic pollution impose significant economic burdens on communities and industry, including costs associated with cleaning operations, healthcare repercussions, and detrimental impacts on tourism and fisheries.



Source: Available at: <https://www.grida.no/resources/15041>

DISCONCERTING TREND OF PLASTIC USAGE:

The deplorable trend of over-usage, casual usage and use-and-throw tendencies for the single-use plastic products is rendering human dwelling uninhabitable due the adverse effect of plastic garbage. Plastic use as a matter of fact could never be sustainable. Plastic recycling is at the very initial phase and yet to be mainstreamed. As per the data, million tonnes of short-lived plastic products are discarded as waste and not recycled. Some statistics about the plastic waste is quite revealing! Globally, one million plastic bottles are consumed every minute. Annually, five trillion plastic bags are utilised worldwide. Overall, fifty percent of all plastic which is manufactured is intended only for the one-time use, i.e., they are used only for a single time and discarded. Plastic pollution impinges in our ecosystem wellbeing. The issue of plastic pollution significantly contributes to the ongoing climate crisis. Plastics derive from fossil fuels, and the sector responsible for their production is rapidly emerging as the leading contributor to industrial greenhouse gas emissions.

Furthermore, approximately ninety-eight percent of single-use plastic items are manufactured from the fossil fuels or "virgin" feedstock. Fossil fuels is a very potent green-house gas. Evidently the anticipated greenhouse gas emissions sourced from the production, utilisation and disposal of plastic is going to increase significantly by the year 2040. There are other components of

plastic which are quite grave i.e., the presence of microplastic. Microplastic is fast developing as a major source of environment pollution. Plastics, along with microplastics, have become pervasive in our natural surroundings. It is leaving its stamp on Earth's fossil record. Quite ominous as it looks, it definitely indicates the beginning of the new era of Anthropocene. The hallmark of this era centres around the role of humanity in irreparably damaging the ecosystem.

The plastic consumption by the society reflects a pattern. Between the 1950s and the 1970s, the production of plastic was limited, leading to a situation where plastic waste was relatively easy to handle. Thereafter, between the 1970s and the 1990s, there was a significant increase in plastic waste generation, which more than tripled, mirroring the rise in plastic production during the same period. During the early 2000s, the volume of plastic waste produced increased more within a single decade than it had over the preceding 40 years. Currently, the annual production of plastic waste amounts to approximately four hundred million tonnes.

Of all the different categories of plastic, it is micro-plastic which is most disconcerting in terms of the negative impact it is producing. A recent development in the issue of plastic pollution is the identification of microplastics, which are defined as plastic particles measuring less than 5 mm in size. The release of these particles occurs through extended fragmentation, thereby getting ingested by various riverine and marine species. The consumption of these microplastics does lead to serious harm to organisms along with stunted mobility. Furthermore, these micro-particles serve as conduits for bio-magnification, facilitating the transfer of toxic substances and heavy metals.

IMPACT OF PLASTIC POLLUTION ON THE ECOSYSTEM AND HEALTH CONCERNS:

Plastic as a health hazard is well known. The causal connection between the environment and health along with social and economic ill-effects caused by plastic is well researched and documented. Plastic presents potential hazards to human health throughout its entire lifecycle. Investigations have revealed the presence of plastic particles within various parts of the human body, notably in the lungs, breast milk, and blood. The processes involved in oil extraction, plastic production, product utilisation, recycling, and disposal can lead to the release of harmful substances. These substances have the potential to interfere with our immune and hormone systems, contribute to the development of cancers, or cause various other health issues. Plastic pollution leads to the degradation of natural environments and significantly impacts vital ecosystems. Annually, vast quantities of plastics escape into the environment, causing harm to vital habitats, endangering and killing wildlife, and disrupting crucial biological functions. Studies indicate that plastic pollution impacts 88 percent of marine species. The whole lifecycle of plastics, including their production and ultimate disposal, significantly contributes to greenhouse gas emissions, exacerbating climate change via the extraction and refinement of fossil fuels.

THE WAY OUT:

Comprehensive reform is essential to halt the progression of plastic waste infiltrating our ecosystems. Out of the seven billion tonnes of plastic waste produced worldwide to date, fewer than 10 percent has undergone recycling. A significant volume of plastic waste is released into the environment, or at times transported over vast distances to locations where it is predominantly incinerated or discarded. The projected yearly decline in the worth of plastic packaging waste solely from sorting and processing is between US\$ 80 and 120 billion.

The United Nations (UN) has pledged to cut the discharge of plastic into the environment. UN summit 2015 has been ground-breaking. The concern for the environment was at the core of this summit. This event culminated in Sustainable Development Goals. It seeks to address pressing worldwide concerns and advance a sustainable future.

The above discussion has highlighted the specter springing from plastic usage. There have been efforts to address the menace of plastic pollution. Government initiatives, local bodies as well as the efforts can be seen at the various international fora. Some of the ways which can help us minimize the damage caused by plastic are highlighted here:

- **Reduce, Reuse, Recycle:** “Promoting responsible consumption habits and improving recycling infrastructure are essential steps to minimize plastic waste.”
- **Innovation and Policy:** “Encouraging innovations in eco-friendly materials, implementing Extended Producer Responsibility (EPR) schemes, and banning single-use plastics can curb pollution at its source.”
- **International Cooperation:** “Global collaboration is crucial to tackle plastic pollution comprehensively, with initiatives like the UN’s Clean Seas Campaign fostering partnerships among governments, industries, and civil society.”

Aiming to eradicate single-use plastic by 2022, the Ministry of Environment, Forest, and Climate Change, Government of India, published the Plastic Waste Management Rules, 2016 in August 2021.

The Ministry then published the Guidelines on plastic packaging’s Extended Producer Responsibility (EPR) in February 2022. The change aimed to reduce the need for new plastic materials in packaging while encouraging the recycling and reuse of current plastic packaging.

Including non-single-use plastic goods, the EPR Guideline mandates the Producer, Importer, and Brand Owner (PIBO) to guarantee an ecologically sustainable method of collecting and managing different plastic packaging waste. The collecting, management, and disposal of solid waste - including plastic waste-must follow the rules outlined in the Plastic Waste Management Rules, 2016 and the Solid Waste Management Rules, 2016.

To address the issue of littering, the thickness of plastic carry bags has been raised from fifty microns to seventy-five microns effective September 30, 2021, and further increased to one hundred and twenty microns effective from December 31, 2022.

GLOBAL LEGAL AND POLICY FRAMEWORKS ON PLASTICS:

The concern for the plastic pollution has been raked up in various international fora. Even though a specific hard law in the form of treaty on plastic pollution is yet to see the light of the day nevertheless various other efforts can be seen. Some of them are illustrated here:

Resolution 5/14 of the United Nations Environment Assembly (UNEA): Resolution 5/14 of the United Nations Environment Assembly (UNEA) titled “End plastic pollution: towards an international legally binding instrument” advocates for the creation of a binding framework addressing plastic pollution, particularly in marine ecosystem.

Other international instruments where plastic pollutions concerns have been highlighted is enumerated is Convention on the Law of the Sea also known as UNCLOS. UNCLOS inter-alia “provides the legal framework for the conservation and sustainable use of the oceans and their resources. See articles 1(1)(4), 139, 192-197, 204-212, 237.” Other convention such as - 1972 London Convention, along with its 1996 Protocol, prohibits Parties from discharging waste streams containing plastic or comparable synthetic materials into marine environments.

The International Convention for the Prevention of Pollution from Ships (MARPOL) Annex V establishes a comprehensive prohibition against the discharge of all forms of garbage, including plastics into marine environment.

The UN Fish Stocks Agreement mandates that Parties implement an ecosystem-based strategy for fisheries, which concurrently aids in mitigating ocean plastics pollution and evaluating its effects. The Agreement mandates that States take steps to reduce pollution, waste, discards, by-catch, and abandoned gear by implementing measures such as the use of environmentally safe and cost-effective fishing gear.

As per the Global review of National Laws and Regulations (UNEP, 2018): “127 (out of 192) countries (approx. 66%) had adopted some form of legislation to regulate plastic bags. 27 countries had enacted legislation to ban specific single-use plastic products (e.g. plates, cups, straws, packaging) or materials (e.g. polystyrene) or production levels. 8 countries had established legally binding bans on microbeads.” Further it must be highlighted here that “most countries do not cover the life cycle of plastic bags, including manufacture, production, use, distribution and trade.”

In India, slew of measures has been taken by the government to regulate the plastic pollution. The most significant initiative has been in the form of Plastic Waste Management Rules, 2016 (as amended several times) which inter-alia provides for the Ban on Certain Single-Use Plastics.

The thickness of the plastic carry bag is also provided under this rule so as to render the plastic recyclable and to lessen the littering and causing damaging the environment. There are also other initiatives under the rule in the form of 'Extended Producer Responsibility (EPR)', 'Waste Generator Responsibility', Promotion of Alternatives, Recycled Plastic Standards, promoting Waste to Energy and Waste to Product etc.

CONCLUSION:

Although addressing the plastic pollution crisis requires comprehensive reform, the impact of individual decisions should not be underestimated. For instance, altering habits to minimise the use of single-use plastic items whenever feasible. In instances where plastic products cannot be avoided, it is imperative that they are reused or repurposed until they reach the end of their utility. At that juncture, appropriate measures must be taken for recycling or proper disposal. It is advisable to carry reusable bags when visiting the grocery store. Additionally, one should aim to select food items that are locally sourced and in season, as these options typically minimise the use of plastic packaging and reduce transportation needs.

To adequately address the issue of plastic pollution, a comprehensive transformation is essential. This signifies a transition from the existing linear model of plastic usage, which focusses on the production, utilisation, and disposal of materials, to a circular model that emphasises maintaining the value of produced plastic within the economy for an extended duration.

Earth Day, celebrated annually on April 22nd since the 1970s, seeks to foster and improve understanding of the environmental challenges facing our planet.

International and domestic legal framework has to work in tandem to effectively counter plastic pollution. Consumer plastic consumption must be actively discouraged by the government and the local authorities. Policies should be implemented to encourage the environmentally suitable alternative to plastic such as jute and other environmentally friendly products. Plastic menace can be fought through concerted efforts. Of course, political-will is paramount.

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7 shocking facts about plastic and its pollution:



- **Over 50% of plastic only gets used once and thrown away.**
- **Over 98% of single use plastic comes from fossil fuels.**
- **Only 9% of plastic ever produced globally has been recycled.**
- **Scientists estimate there are about 171 trillion pieces of plastic in the ocean.**
- **An estimated 300,000 whales, dolphins and porpoises die every year from discarded plastic fishing gear.**
- **Microplastics were found in the blood of 80% of people tested in a recent study.**
- **Plastic production will generate the same amount of planet-warming pollutants as 615 coal-fired power stations by 2040 if production continues at the current rate.**

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