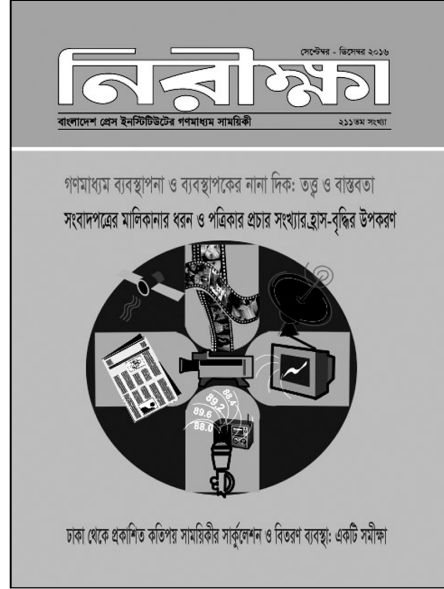


# নিরাক্ষা

211Zg msL`v : tmfDmf-WWtmmf 2016



**mshuv` K**  
tgv. kun Avj gllxi

**mnthvllx mshuv` K**  
tgv. i wclKz Bmj vq AvKs`

**mnKvix mshuv` K**  
vgRivbj i ngvb  
kvtnj v Av3vi  
W. tR`vrme i vbx veklm

**ikf ubf`Rbv**  
tgvngb DI`xb Lutj`

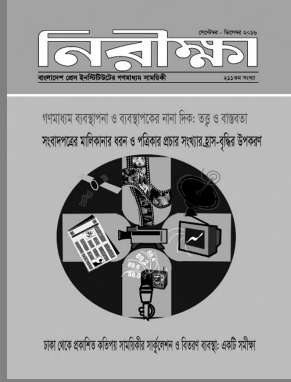
**ckvkbn KgRZP**  
mi`vi tgv. ti RvDj Kwi g

**clZte`K**  
bjabvvi bjæ

**mstkvaK**  
mfvil P`a ivq  
m qvR tgv. gbRvjaj nK Lub

MYgva`g-e`e`vcvri lciB eujvstK  
ubfP Kti H MYgva`g clZovbiUj uJK  
\_vKv bv \_vKvi e`vcvriUj ZvB e`e`vcvri  
uelquU Ab` me clZovtbi gtZv ugvWqv  
clZovtbi Rb`l iaZcYq Avgvt`i t`tk  
mivK e`e`vcvri Afvte BtZvctæA`tbK  
eo evfRtUi ugvWqv clZovbl eU nIqvi  
bmRi itqtQ| ZvB Gi iaZj wePbvq  
MYgva`g e`e`vcvri wevfbæ v K ubtq  
mivRvfbv ntqtQ mbixyvli eZgub msL`vUj  
GfZ MYgva`g e`e`vcvri l e`e`vcvriKi  
`vqZmgæ, msev`c`fi gvij Kivri aib,  
mivKzj kb evxi tKSkj, AbjvBb l  
KvgDvbiU ti vWl Oi e`e`vcvri, msev`c`fi  
evfRU l A`vWZK e`e`vcvri mn Avtvi  
clmivK A`tbK clU`vbeU msthvRZ  
ntqtQ| GQovl XvKv t`tk clKvKZ  
KvZcq g`vWvRtbi mivKzj kb l weZiY  
e`e`vi lci l GKvU mgxyv gvy`Z ntqtQ|  
G tj Lv tjv MYthvMvthvM l misev`KZvi  
Qvlt`i Rb` thgb, tZgub ugvWqv Df`v3v  
vKsev ugvWqvri e`e`vcvri i Rb`l mivqK  
nte etj Avgiv Avkv KivUj clKvKvU  
mivviY misev`Kt`i Rb`l mivqK nte  
etj Avgvt`i veklm| msL`vU Dvij lZ  
mKtj i clqvRb tgvUvj B Avgvt`i clPov  
miv`R nte etj gtb Kwi |

m|P|c|Î



- MYgua`g e`e`icbv I e`e`icfKi bvbv w K: ZĒj I ev`ēZv** 5  
*mvBdž mvgb*
- msev`cĪ: ikī I mvguRK cĪZōib** 9  
*Aa`vcK W. mvLvI qvZ Avj x Lvb*
- msev`cĪi guj Kvbv aib I cūKvi cĪvimsL`vi** 12  
*nm-ew`i DcKiY*  
*tg. bĭ-Bmj vg nwee*
- cūKvi msvMvbK w K** 17  
*tg. `bv tnvfmBb*
- msev`cĪi evRU I A`ZK e`e`icbv** 19  
*Gg G gvbvb*
- msev`cĪi nmteĭ cĪquv I** 21  
**Avq-e`q msi`yY c`xıZ**  
*cv`mb`B*
- XıKv t`K cĪkukZ KıZcq mvguKvi mKġ kb I** 23  
**wēZiY e`e`r: GKıU mgxıv**  
*wgRıbvı i ngvb*
- KvgDıbvı tıwı Ūi e`e`icbv** 27  
*kvgxv tPšajx*

- 32 AbjıBb msev`Kÿ e`e`icbv: c`xıZ I tKġkj**  
*tgıv. gıvıgıy nK*
- 37 wıfıbDRıg e`e`icbv: wKQzcĪ½**  
*KžıZ-B-gıjv*
- 39 wıfıbıUKıbgıw`e`e`icbv: wKQzcĪ½**  
*Bıvbxıekıjı*
- 41 wēÁıcb e`e`icbv: avı gvQ, bv Qııcub**  
*tg. iıdKž Bmj vg AvK`*
- 43 MYgua`gi AvtjıP`mıP I guj Kvbv gZv k®**  
*W. gıvıZıK Avıtg`*
- 47 thMthM I e`e`icbvı Avšıubf`KıjıZ:**  
**GKıU ZwĒK chıjıPbv**  
*tg. I qıwı Dj Bmj vg*
- 50 RbgZ Mvıb MYgua`tg GıRŪv tımıS-Gı fıgKı:**  
**bıvb cĪ½**  
*gıvıveıy i ngvb*
- 58 MYgua`g msev`**
- 61 wıAvıBıe msev`**

20<sup>gı</sup>  
 UvKv

B-tgBj : pibnirikkha@gmail.com ■ I tıqemıBU : www.pib.gov.bd

wıAvıBıe cĪkıbvı cĪB`ıb  
 i Kgıwı wU Kg

2/2B, BtWb Kgıtcı , AvıvgeıM, gıvıZıSj , tıdvı: 01718007822



# নিরীক্ষা

211Zg msL'v  
tm#D#f-#W#m#f 2016

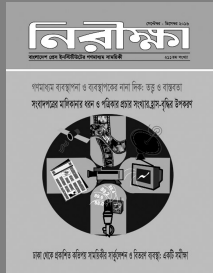
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tKej `raxbZv fviM Kiteb, m#eav  
t#teb, `wqZc#j b Kiteb bv, Zv  
n#Z c#i bv- c#vbg#j/

t`L#y c#v 58

Aw#R w`K t`#k jvfRbK nlqv  
GKuU msev`c#i c#vb kZ# tmw`K  
t`#k wePvi Ki#j msev`c#i  
Aek`B wki wnt#te Mto lVv  
`iKvi/

t`L#y c#v 9



MYgva'tgi KvRwU GKwU mgw'sZ c#uqv i ga' w`#q  
P#j | GLv#b tKv#bv wefvM t#j bv bq| tKv#bv wefv#Mi  
, i#z; Kg bq| me, #jv wefvM, wefv#Mi tQuU-eo  
Kg#lmevi mw#s#j Z c#v#m evZP`Zwi Ges Zv c#v#i i  
KvR mdj fi#te m#ub#enq| G Kv iY MYgva'g-cY`#k  
mw#s#j Z c#v#i dmj wnt#te AvL`wqZ Kiv nq|

t`L#y c#v 5

mwK#j kb ev c#v i n#Q tKv#bv cw#Kvi c#v|  
tKv#bv cw#Kv tetP Av#Q wK-bv Zv tevSv hvq Zvi  
c#v i t#L| c#v i-msL`wU t`#KB Rv#v hvq  
cw#Kvi gh#v, RvZxq Rx#b Zvi , i#z; c#ve  
BZ`w`|

t`L#y c#v 12

**evsj v#`k t#c# Bb#-wDU**

3 mwK# nvDm ti wU, XvKv-1000

m#ur`K KZ# cKw#Z Ges tgm#Avi tR w#c#Us GU c`v#KvRs, 18/1, b#ic#b, XvKv-1000 t`#k gw#Z

t#v#v : 9333403, 9330081-84, d'v : 880-02-8317458

B-tgBj : pibnirikkha@gmail.com • l`qem#BU : www.pib.gov.bd

# evsj v`k tch Bbw÷UDU



weikó misew`K, evsj v`k tdWrtij misew`K  
BDwbqtbí m`fivZ, wAvBieóí cwi Pj b v teWwP  
m`teK m`m", evsj v`k misew`K Kj`vY Urt÷i  
m`m" c`qvZ Avj Zvd gungy`šitY evsj v`k tch  
Bbw÷UDU GKwU`šik-MŠ' cKv`ki m×vší  
wb`q`Q| AvM`h misew`K, tj LK, Zú mnKgP I  
i`fvKv`q`x`i tj Lv cvWrtbvi Rb` Ab`jiva Kiv  
hv`"Q|

tj Lv cvWrtbvi wKubv  
gnvcwí Pj K  
evsj v`k tch Bbw÷UDU  
3 mnKŠ nvDm ti vW, XvKv-1000|  
B-tgBj: pibnirikkha@gmail.com  
dgpib@yahoo.com

ie k/ cwi gðj GKUv e'e-vcbv-cüqvi ga w tq  
cwi Pwj Z nq/ nek/ cwi gðtj i Ask wntmte e'ir<sup>3</sup>,  
cwi evi, mguR, ivó? mi Kvi, msMVb, cüZövbNme  
t'q'fTB e'e-vcbv-ue`gub/ e'ir<sup>3</sup>MZ ch'q mevB cüZüqbZ  
Kg-teuk e'e-vcbvi PPP Kti/ e'e-vcbv Qrov tKvfbv

# MYgva`g e`e-vcbv I e`e-vcfKi bvbv w K: ZË; I ev-éZv mBdž mwgB



MYgva`g cüZövb cwi Pwj bvi  
tytI wZ`bZb P'vtj A  
tgvKvej vq e'e-vcK  
tmbvcüZi fvgKv cij b  
Kti b/



wKQb mly:Lj fite Pjtz cwi bv/ AvaybK Riebe`e-vi GKUW iazcYAsk  
MYgva`g/ mguR, ivó`Z\_v AvSRWZK A½tb MYgva`gi fvgKv I cüqvrBxqZv  
Acwi nvh<sup>9</sup> 0i vfoi PZz<sup>6</sup> f0 wntmte L`vZ MYgva`g GKUW cüZövb/ Zte MYgva`g  
Avi`kUv cüZövtbi gtZv bq/ MYgva`g GKUW Abb`eukto`i cüZövb/ GB  
cüZövtbi wbgg-bmZ, KvR, wqZf-KZ<sup>6</sup>, A. BmZ, e'emv-tKSkj, cwi Pwj br-  
c`wZ GtKevtiB wfbp` wqZkxj Zvi m½ mPvafite MYgva`g cüZövb  
cwi Pwj bvi Rb`mý<sup>9</sup> e'e-vcbv Riaw/ KviY, e'e-vcbvi KvhRvvi Zvi I ci  
MYgva`g cüZövtbi midj` wfp Kti/ MYgva`g e'e-vcbvi Rb`PvB e'e-vcK/  
wrib mevi mgtb t`tK GKUW MYgva`g cüZövtK tbZZi:t`b, cüZövbK j`<sup>9</sup>  
ARfb mgšq`Ki fvgKv cij b Kti bN wZubB MYgva`g e'e-vcK/

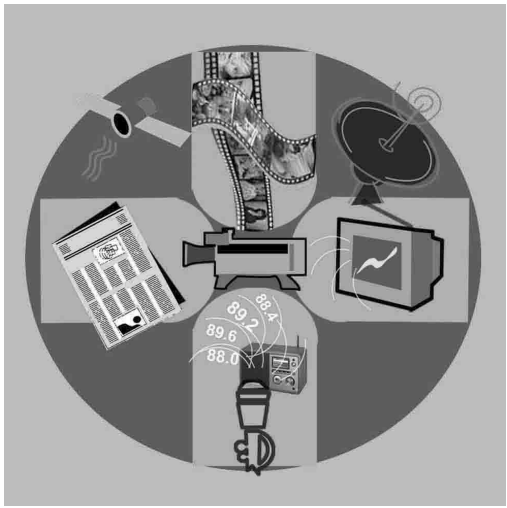
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tmbvcüZi fvgKv cij b Kti b/ Zui e'ir<sup>3</sup>Zi Av`k<sup>6</sup> wofwz, gj`teva, PwiwK  
`ewko`, Ktg<sup>6</sup> wM, cwi Kí bv, mRbkxj Zv, `f`wZv, thwM Zv,  
AwfAZv, `qZvnm K`wiktgwUK tbZtZi Yewj MYgva`g  
cüZövtK j`<sup>9</sup>i w`tK GwMq tbq/ MYgva`gi gtZv GKUW  
i azcY<sup>6</sup> cüZövtK tbZZi:t`lqv mnR K\_v bq/ GB cüZövtK  
Kw`yZ mvdj` Gtb w`tZ e'e-vcKtK wivgnbfitte KvR KitZ  
nq/ ZvB MYgva`g e'e-vcfKi Kvhewj`tK mPw`0 tKvtr Mwi gta`  
teta tdjv hvq bv/ KviY, Zui KvtRi t'q'f w`Z, eüglx I wvPÍ/  
w`tKl Áiv e'e-vcfKi Kvhewj`tK tgvUv`tM wPwYZ Kivi cüv  
Pwj tqtQb/ GB Kvhewj`tjv MYgva`g e'e-vcfKi tytI  
mvgbfitte cüvR`/

e'e-vcbvi ZwiEK tnbwi tdaj (Henri Fayol) e'e-vcfKi  
cüvUv Kvhewj`wPwYZ Kti tQb/ Gt'q'fI wZub KvR I bwiZi mgšq  
NiUtqtQb/ Zui fil`gtZ, e'e-vcfKi KvtRi t'q'fI`tjv ntjv:

- \* cwi Kí bv (Planning)
- \* msMVb (Organizing)
- \* Avt`k-ibt`R (Commanding)
- \* mgšq (Coordinating)
- \* wqšy (Controlling)

e'e-vcfKi Kvhewj`mnR Ztj aitZ Av`v<sup>9</sup>i (acronym)  
e`envi Kti tQb j`v`i wj K (Lather Gullick)/ Zui f`lqv  
Av`v<sup>9</sup>i ntjv: 0wcl GmWtKvAvi w0 (POSDCORB)/  
GLvfb,

- \* w (P) = cwi Kí bv (Planning)
- \* I (O) = msMVb (Organizing)
- \* Gm (S) = Kwqf@s`vb (Staffing)
- \* wv (D) = wbt`Rbv (Directing)







KvR Kti| cŁZvbtK Gtb f`q KvrjZ mvdj`| AmŹZ evRtUu KviŹY e`e`rcbv- cŁuqv e`vNz nŹZ cŹi| ŋvZMŹntZ cŹi cŹiv cŁZvbt| cwi Kibvi mt½ mgšq titL evRU cŁqb Kitz nq| evRU fivmg`gj-K nIqvB tkŋ| MYgva`g cŁZvbtbi evRU cŁqtb e`e`rcK gŹ` fvgKv cvj b Ktib| wZub evRtUu Zui tgav, `yZv, thvM`Zv, AvrFAZv, `i`wŹ I ev`bZvi cŁZdj b NUvb|

**cŁZte`b**

cŁZte`b ntjv AeinZKiY| cŁZvbt Kx nŹ`Q, Kx nŹqŹŹGme weliq cwi Pjv b cl` I Kgf` i AeinZ Kiv MYgva`g e`e`rcKti `wqZj| cŁZte`tb GKw`K Zt`i cĕvn wŹvZ nq, Ab`w`K gj`vqŹbi KvRUv nq| j`ŋ` I AR`bi ga`Kvi e`eavb cŁZte`tb DŹv AvŹm| DŹv AvŹm AMŹwZ, AebwZ wKsev evawecĕi mmeR wPŹ| cŁZte`tbi wfiĕZ cŁZvbtbi bwiZabaf`Kiv cieZP`KiYq wK Kitz cŹib| Kgf`v Zui KvtRi nvj Pjv I djvdj ešZ cŹib| mvgtb Kx Kitz nŹe, KZUv Kitz nŹeŹGme weliq AbŹvŹbi GKUv mŹhM Zui cŹib| cŁZte`b bivr tgqv` nŹZ cŹi| thgb: mivwvK, cwiŋK, gvmK, wŹgvmK, ŹgvmK, lvbwvK, emv`K BZ`w`| cŁZvbtbi Rb` cŁZte`b gj`evb bw` wntmte weterPZ| G KviŹY MYgva`g e`e`rcKtK AZ`sl mZKZvi mt½ Lw`bwU me weliq Ašf` Kti cŁZte`b` Zui Kitz nq| fiel`Źi Rb` cŁZte`b msiŋY Kitz nq|

**cŁvmbK KvR**

MYgva`g cŁZvbtbi mmeR cŁvmbK KvR Kivi Rb` Avjv`v wfiw`vŹK| cŁvmb wfiŹM GKRb e`e`rcK ev cŁvmbcŹib`vŹKb| Zui Aaxtb wfiŹMi Kgf`v KvR Ktib| cŁvmb wfiŹMi cŹib Zui KvtRi Rb` MYgva`g e`e`rcKti KvŹQ `vq`vŹKb| MYgva`g e`e`rcKti w`Kub` Rbv I Pwv`v AbŹvq cŁvmbcŹib hveZq KvR Ktib| cŁvmb wfiŹMi tKvtr KvR MYgva`g e`e`rcKti AtMvŹi nq b| wŹŹŹB Zui AbŹvZ ev AbŹv`b wŹZ nq| tmB AŹ`MYgva`g e`e`rcK Zui cŁZvbtbi cŁvmbKI etU|

**Zĕyeavb**

MYgva`g cŁZvbtbi GtKK wfiŹMi GtKK KvR| Kgf` i gta` `wqZj eEb Kiv`vŹK| `wqZj AbŹvq Kgf`v KvR Ktib| wfiŹMq cŹib Kgf` i KvR t`Lfij Ktib| G tMj e`wŹK chŹqi Zĕyeavb| Avi cŹiv cŁZvbtbi Zĕyeavb Ktib MYgva`g e`e`rcK| wZub tŹUv-eo me Kgf` Zĕyeavb Ktib| Zui KivR Zĕyeavb Ktib| cŁZvbtbi mŹvq, mŹv`, Avq-e`q, cwi Pjv b c`wZŹNmevKŹy ZtK t`Lfij Kitz nq| tLqj ivLŹZ nq| Lw`bwU tKvtr weliqB Zui bL`cŹYi evBŹi bq| G KviŹY `ŋ` e`e`rcKti tŹŹŹ ejv nq, wZub Zui cŁZvbtbi GKUv Avj wŹtbi Lei chŹivŹLb|

**mw`vŹi MŹY**

wefbocwi`wZŹZ MYgva`g e`e`rcKtK Zui cŁZvbtbi bivr weliq mw`vŹiubŹZ nq| mw`vŹi MŹY GKw`K tKŠkjMZ weliq| mvgtb`vŹK GKw`K wEKi| Zvi ga` t`ŹK GKw`K tŹQ wŹZ nq| thKvtr mw`vŹi tŹŹŹ SŹK`vŹK, AwbŹQZv`vŹK| e`e`rcK me w`K wPri- wŹkŹY Ktib| mŹv` djvdj ev cwi YvZi K`v fiteb| Gici cŁZvbtbi Rb` gŹj RbK etj weterPZ mw`vŹiub MŹY Ktib wZub| mw`vŹi MŹY cŁuqvq MYgva`g e`e`rcKtK MYZwšK nŹZ nq| mŹv` mevi gZvZ` i bŹZ nq| th Kvi I gZvZ MŹŹYi gvbwKZv ivLŹZ nq| GKK KZŹŹŹKvtr mw`vŹi Pmctq t`Iqv DŹPZ bq| mw`vŹi MŹY cŁuqvq e`e`rcK mAvj`Ki fvgKv cvj b Kiteb| mevi AskMŹŹYi gva`g GKw`K PŹvŹi mw`vŹi DcbvZ nŹeb| mw`vŹi MŹY cŁuqv` wKŹy mvariY avc AvŹQ h`v`:

- \* mgm`v`PwŹZ I msAvŹZ Kiv
- \* GKw`K wEKi AbŹvŹb
- \* wEKi` tjv chŹj vPbv
- \* GKw`K wEKi evŹB
- \* evŹB KZ`wEKi i ev`evqB
- \* mw`vŹi gj`vqB

**bwZ wŹaf`Y**

MYgva`g cwi Pjv bri wKŹyveRbix bwZ AvŹQ| cvkvcwK cŁZ`K MYgva`g cŁZvbt wB`^ bwZgjuv cŁqb Kti| wŹqM, cŹvbwZ, teZb-fvZv, Aemi, KvŹŹvŹj, AvPiYwewa, AvŹaq (msev`/AbŹv), gZv`k, Drcv`b, wecYb, wAvcb, e`emv`KŠkj cŹvZ weliq cŁZvbtK bwZgjuv`vŹK| bwZgjuv wjwLZ ev AvjwLZ nŹZ cŹi| mgq mgq Gme bwZgjuv nvj bŹv` Kitz nq| Avevi D`wZ cwi wZi cwi tŹŹŹZ bZb bwZgjuv cŁqb Kitz nq| bwZgjuv cŁqb, ev`evqB I Zv mŹŹŹ MYgva`g e`e`rcK gj` fvgKv cvj b Ktib| GtŹŹŹ wZub cŁZvbtbi t`ŹK mŹv`P` i aZŹt`b|

**Ab`v` KivŹj**

MYgva`g e`e`rcKti KvŹRi tkl tbB| Ab` Kgf` i gZv Zui mŹv`Ź Kgf`EvŹi tbB| evmv, Kgf`ŹŹ wKsev mvgvRK AbŹvNŹthLŹtbB wZub Ae`vb Kiab, cŁZvbtbi mt½ hŹ`vŹKb| wZub GK mveŹwYK Kgf` Z`vi thb ŹwŹi tbB| GKRb MYgva`g e`e`rcK Avil thme KvR Ktib, Zvi gta` itŹŹQ:

- \* Drcv`b e`e`rcbv
- \* wecYb e`e`rcbv
- \* wAvcb e`e`rcbv
- \* mŹv` e`e`rcbv
- \* cŹvi-cŹvi e`e`rcbv
- \* A`e`e`rcbv
- \* wmvv e`e`rcbv
- \* tKvKivŹi AbŹv`b
- \* teZb-fvZv AbŹv`b
- \* e`emv` tKŠkj cŁqb

- \* cŁZvbtbi e`mŹS
- \* SŹK, SŹqjv I ŹwK tgvKwvejv
- \* evRvi chŹŹŹY I wŹkŹY
- \* `kŹ-ŹkŹZv-cvK wŹkŹY
- \* MŹelYv, DbŹb I chŹj vPbv
- \* AvŹatqi gŹvbwqB
- \* AvŹatqi cŹve I cŁZwŹqv hvPvB
- \* AskvRbŹi mt½ thvMŹhM I mŹv`K`vcb
- \* mŹhM wPwŹZKiY I Zv KvŹR jvMŹv
- \* Kgf` i DŹyKiY
- \* Rbm`Ź`Zv
- \* mgvRŹmev

ejv nŹq`vŹK, cŁZvbtbi PwŹ Kvkw`<sup>3</sup> ntjv e`e`rcbv| Avi DbŹb ntjv Zvi djvdj| K`wLŹB RZwB| MYgva`g e`e`rcbv GKw`K P`ŹŹŹŹŹ tckv| GLŹtb AvŹQ bivr RŹwŹZv| AvŹQ evawecĕi I NvZ-cŁZvZv| me cŁZKj-Zv tgvKwvejv Kti wŹk`vKv, e`emv`Kfite mdj nIqv PwELwB K`v bq| kŹ, gj-ab, AvŹaq hZB tRwŹb t`Iqv trvK bivr tKb, mŹŹ` e`e`rcbv Źvov MYgva`g cŁZvbtbi AMŹwZ mŹv` b| GRb` MYgva`g cŁZvbt `iKvi tckv`i e`e`rcK| GB e`e`rcKtK mgvR, mgvRZĕi, gb`ĕi, MYgva`g, e`e`rcbv, e`emv` mŹv` me weliqB AvrFA nŹZ nq| KviY, Zui Avb I KvŹRi KvŹwvi Zvi lciB mŹv`P djvdj wŹf` Kti| mgvR`ŹZ e`tj hŹŹQ| e`tj hŹŹQ mgvRi gŹv| wŹwŹwM, KŹvŹj, hšcŹwZ, kŹkw`<sup>3</sup>, Drcv`b, wecYb, evRvi, e`emv, Z`-chŹŹ, thvMŹhMm MYgva`g wŹŹi mt½ hŹ` me tŹŹŹB cwi eZŹbi tRvqi eBŹQ| Avevi cwi eZŹ, tjv tUKmBI nŹ`Q b| Ggb tŹŹŹŹŹ GKRb KŹjx e`e`rcKB Zui eŹg`Y, `ŹZv I AvrFAZvi mgšq NwŹŹ MYgva`g cŁZvbtK mvdj`i PŹvq wŹŹ thŹZ cŹib|

tj LK: mŹvew`K, cŁg AvŹjv

**mŹvqK MŹS**

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Avgrt i t`tk msev`cI mæZ GLtbr h\_v\_@A\_t\_@kí  
intmte Mto l tVib, hw l ukí A\_@ BstínrZ hvtK  
etj BÜw-; Zvi bvbv i Kg j qY Aek`B msev`cI  
cwi Pj bvi t`qí Dcw`Z l Zte mvgwRK cãZôvb intmte  
tevaKwi msev`cI BtZigta`B Gt`k , iazcY`fugKv cvj b

# msev`cI: ukí l mvgwRK cãZôvb

Aa`vcK W. mVLvl qvZ Avj x Lvb

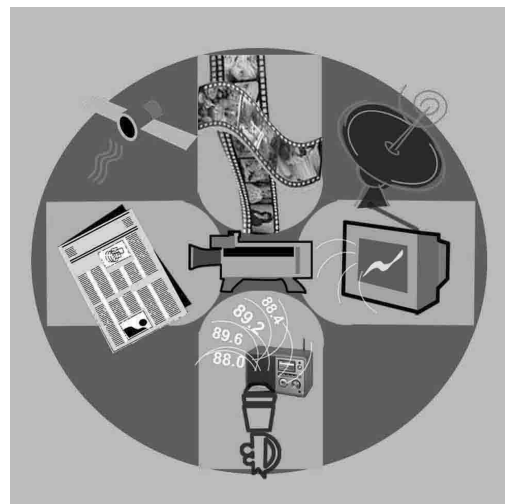


Avw`R w`K t`tk j vFRbK ntq  
uUtK\_vKv GKwU msev`cI i  
cãvb kZ` tmiw`K t`tk wePvi  
Kij msev`cI i Aek`B ukí  
intmte Mto l Vv`i Kvi



KtiQ Ges GLtbr KtiQ l cL`eri Dbz` t`k, tjtZ tZv etUB, GgbwK Avgiv th mg`l  
t`k k`k Dbqbkj etj AvL`wqZ Kwi Zvi gta`l uKQznKQz` t`k msev`cI h\_v\_@A\_t\_@  
ukí intmte AvZcKvK KtiQ l j`q` Kij t`Lv hvt th, miewi`KZvi t`qí th t`k  
hZ teik tckv`wii`Zi gtbvrie ev cL`ckbwi Rg Mto DtvQ, tm` t`k msev`cI AwaK  
gv`vq ukí intmte cãZôvb ntqQ l Ges tmB m`% Gl j`q` thvM` th, AtbK t`qí B  
tckv`vix miewi`KZv weKv cvl qvq msev`cI i mvgwRK A`xKvi AvMi gtZv\_vtKv  
GB t`qí Z Ggb K\_v evj tevaq Ly` fjv nte bv th, Avgv` i t`ki gtZv ZZxq wek`j  
cãq mKj t`k B thLvtb cãvbZ agq, mvgwRK l cieZ`P chq ivR`wZK Kvi`Y  
cãvb-cãvb msev`cI, t`jv AvZcKvK KtiQ, tmLvtb msev`cI, t`jv ukí i PvbZ  
mvgwRK cãZôvb intmteB AwaK fugKv cvj b KtiQ l Gt`qí t`Lv hvq th, Avgv` i  
t`ki AwaK msev`cI t`Mvov t`Kv v`etk l D`l`k` ev uqkb ubqB cKvKZ ntqQ l  
t`Kej e`emvq Kvi`Y uKsev Avt`v uó Kti ej`Z t`Mj msev`cI weL`v Kti j vFRbK  
e`emv Mto t`Zj vi j`q` G t`ki AwaK msev`cI B AvZcKvK KtiQ l  
Aek`B v`vbs cãvbZ e`emv intmte msev`cI c`R webtq`Mi uKQz  
cãZv Avgv` i mgv`R l t`Lv hv`Q l Zte tmB m`% Ggb Awf`thvM l cãqB  
tkv`v hv`Q th, g`v`j`Ki Ab` e`emvq Zi` AR`bi j`q` uKQznKQz  
msev`cI t`k e`emv Kiv nt`Q l

Avw`R w`K t`tk j vFRbK ntq uUtK\_vKv GKwU msev`cI i cãvb  
kZ` tmiw`K t`tk wePvi Kij msev`cI i Aek`B ukí intmte Mto l Vv`  
i Kvi l mavi`Y w`p`Z t`Lj GKwU ukí i hv-hv j`q` Y Zv msev`cI l `p  
nq l t`Kv`v ukí cwi Pj bvi Rb` i Kvi K`v`v` Ges ukí GB  
K`v`v`j`K B cãq`v`v`Z`i`Yi K`v`R` P`j` cwi`k`l ukí -Kvi Lvbv cãZ  
`è`v` ev`v`i weL`v i e`v`i KtiZ nq l GB cãvb j`q`Y, t`jv w`v`j`q` t`Lj  
msev`cI l ukí etU; Kvi`Y msev`cI K`v`v`j`K intmte cãvbZ e`eüZ nq  
msev` l m`M`p`Z msev` t`jv`K m`úv`v`i gva`tg cKZc`q` GK ai`b`i  
cãq`v`v`Z`i`Yi B K`v`R` P`j` Ges cwi`k`l tm` t`jv`K cwi`Kv AvKv`i t`Qc  
weL`v Kiv nq l Gfite t`Lj mKj msev`cI t`KB ukí intmte `xKwZ` w`t`Z  
nq l uK`S` ev`te G t`ki AwaK msev`cI B ukí i chq` cto bv l  
Kvi`Y, AwaK t`qí t`Kej c`Y Dr`v`b l weL`v i gva`tg tm` t`jv  
j vFRbK cãZôvb cwi`YZ nq bv, Zv` i uUtK\_vKv Rb` ZLb wfb`c`š  
Aej`v`b Kiv Or`v` MZ` š`l\_v`K bv l w`Z`xqZ, G cãh`% GKwU K\_v Avgv` i  
wek`l fite gtb iLv` i Kvi th, th mg`l t`k msev`cI ukí i gh`v  
t`c`q`Q tmLvtb l tm` t`jv e`w`Z`v`x ukí intmteB Mto DtvQ l GB e`w`Z`v`x nl qv Or`v`  
cKZc`q` msev`cI i t`Kv`v`R MZ` š`l l tbB l mavi`Y ukí i m`% msev`cI ukí i cL`R`  
nt`Q GB th, msev`cI i ay`v`-`q`w`Z` w`b`f` ukí bq, eis AwaK t`qí B Gi i`q`Q GK  
ai`b`i mvgwRK A`xKv l Gt`Z thgb cãq`v`Rb nq uKQznKQz` t`jv`Ki, t`Zgib Gt`Z  
i Kvi nq Kwi`Mvi t`qí A`w` `q` kig`K`i l GLvtb K`v`v`j`i `f`c l cãq cãZv`bB  
wfb`z`i nq Ges GB K`v`v`j`i gta` thvU cãvb A\_@ Lei, tmiU cãv`l AZ`š`l



mek;Lj | AibK ukirB GKiu bgyv `Zwi Kti Zvi ueü clytubgfiYi Rb` QutP  
 Xyj v cxiZ e'eniü Kiv nq Ges GtZ Af LitP uecyj cwigrv ukirRvZ `e`  
 cÖZ mæ nq| ukS`msev`cÖZi cÖLiqq GB mnR cÖnuU tZgb KvR  
 jvtM bv, tKbbv msev`cÖZi cÖZv bB bZb ifc Ges bZb mivR cÖkukZ  
 nZz nq| dtj msev`cÖZi A`Ömzi aibiu wfböf GÖvov cwiKvi bmiZi cÖkuk  
 Gtjijl mekl , iazcyf cwiKv cÖkukbvi tjiijl thgb cÖqvrB =vBtji  
 tZgub Leimn Ab'iv` nelqwi i ubelPb, evQvB Ges tm, tji vi uUtgöU cÖvtb  
 msev`cÖZi cÖqvrB GKiu bmiZguy vi | mavi Y ukirRvZ `e`wi` cÖZi tjiijl  
 ukirK GB aibvi RuUj Zvi mæab nZz nq bv| Avgvt` i gtZv Dbqbkxj  
 t`tk GB RuUj Zv Avtiv tenk| tKbbv migmRK, ivR%öwZK Ges A`öwZK  
 KviY G aibvi t`tk GKiu MhYthwM` msev`cÖZi cÖZi RbMiyi cÖZ  
 A'zKvi A`xKvi Kivi mjhwm tbb| tm KviYv tevaKwi Gifc`k, tji vi  
 mdj msev`cÖZi tjiijl hZUv bv ukir Zvi PvBtZ tenk migmRK cÖZövb|

Avi 10Uv ukir cÖZövtbi miz`msev`cÖZi ukir i Avtiv ukOz iazi cv`R`  
 iqtq| GKiu msev`cÖZi cwi Pij bvi Rb` LgyB` q` ukOzgybjl i cÖqvrB nq|  
 msev`msMh, mæuv`bv Ges msev`Qvovl Ab'iv` gyYthwM` Dcv`vb, tji v`k  
 cÖLiqvRvZKiY Ges cwi tktl cwi KnuU AZ`si` az` tawgy fite Qvci e'e`v  
 KitZ nq| cÖZiu chiqqB th AwZ` q` gvyb, tji v`Kv Kti Ges th hScwzi  
 mnvith` g'vUvi `Zwi nq Ges tkl chSth tgnktb Qvci nq cwi KnuU tm, tji v`  
 e'euZ nq cövbZ GKiu mekl mgta hvtK evj thZz cwi KvtRi Pig mgq  
 ev uck Avl qui | emk mgq meiv bv nti | A'ibK KgpGes hScwz cÖq etmB  
 \_vtK| Ab'iv`k uck Avl qui gvyb Ges hS`k` azZg mgta KvR mviZ nq  
 cövbZ misew`KZvi tjiijl Aweh`cÖZöwZvi KviY| GtZ thgb GKiv tK  
 KgpGes hS`hZUv e'euZ nq qui K\_v Zv nq bv, tZgub Avevi AwZ` azZvi  
 KviY hScwz` q'qöb nq tenk| GtZ ukir` mæte Ab'iv` ukir i Z'z'vq  
 msev`cÖZi ukir i A`öwZK w`K t`tk mdj -mætebvi` i ubtP tbtg hvq|  
 GÖvov AwZ` azZvi KviY KLtbr-KLtbr Aweh'fite AcPq nq mæut` i  
 hvZ Drcv`b e`q grvnaK ewx`cvq| G mg`l cwi`wz` cwi`exi meP`B Kgtewk  
 msev`cÖZi ukir` mæte Mori cÖZ` cÖZöUKZvi miv Kti` \_vtK|

msev`cÖZi Kihfej x Ges fvgkv mspvsl`ac`x eybv nti`O GB th,  
 msev`cÖZi RbMYtK AeinZ Kti, Zv` i mebr`b t`q Ges tjiijl mekl Zv` i  
 mPZb ev ukirZ Kti tZtj | mavi Yfite aji tbgv nq th, RbMiyi Ici  
 msev`cÖZi mekl cÖve itqtQ G mg`l tjiijl wfböf t`qvi ukOzv AeKv  
 \_vtKj I vtof ÖPZz`ö mæte msev`cÖZi eürbMh` xkuZ t`tk tevsv  
 hvq th, Dbz, Dbqbkxj, `fivbz` mKj t`tkB RbMY msev`cÖZi Z\_v  
 misew`KZvi KvQ Ggb ukOzAvk Kti hv Zviv mavi Y tKvtr ukir` cÖZövtbi  
 KvQ t`tk Kti bvi msev`cÖZi gwj K Ges misew`Kiv GKiu ukir` cÖZövtbi  
 ukOz AwakZP Ges Kgpvix ev kigK nte me ubtRt` i gtb KitZ PvBtj I t`Lv  
 hvq th, RbMY Zv` t`tk GZ mij fvgkv t`LzZ i wR bq| msev`cÖZi  
 gwj KtK tZv etUB GgbwK misew`Kt` i RbMiyi KvQ t`tk cÖqB GKiu  
 mekl cÖkæ mæab nZz nq| Zviv RvbtZ PvB th, Zviv mZ` K\_v tKb  
 wj LtQb bv A`ev RbMiyi gtbv K\_v ev wj LtQb bv tKb? GB cÖkæ Rerfe  
 GK\_v evji mjhwm tbb th, Awg tKej Avgvi cwi Kvi e'emvqK mdj` Ges  
 wivcEvi K\_v fitev, RbMiyi gtbv K\_v ukSv Awcö mZ` K\_v tji Lvi  
 e'vcvfi Avgvi tKvtr` vq` wqZitb| j` q' thwM` th, GKRB mavi Y ukir` cwiZi  
 RbMiyi Rb` q'wZKi tKvtr` `e` cÖZ Kivi Awakvi tbb Ges Zv KitZ  
 tMj AvBbb Zv`K ubeE` Kite, ukS` A`q'wZKi th tKvtr` mavi Y gtbvi `e`  
 cÖZ Kti wZb v` t`f`gt` meq Kivi Awakvi ivtLb| ukS`msev`cÖZi gwj K  
 ev misew`Kiv fivj msev` ev` w`q tKej g'vsmi ev wbgmsev` gtb` i Lei  
 cwi tekB Kitj Zv`K ubtP` th Rbtv i mæab nZz nte| GKiu msev`cÖZi  
 G K\_v etj tinvB cöve bv th, GKiu mekl , iazcyf msev`msMhni Rb` Zvi  
 h`vthwM` wivcEvi iQj bv ev msev` GtRiv t`tk Zv tKbvi gtZv mvg`  
 cÖZövbU i Qj bv tKvtr` cÖviejx gnij fteq ubtRt` i wivcEvi K\_v  
 tte Ggb tKvtr` KvR Kitj I RbMY Ggb msev`cÖZi cÖZövtK` q'gv Kite  
 etj gtb nq bv| tgriv`K\_v GB th, msev`cÖZi KvQ RbMiyi Avk AibK|  
 Ab'iv` tK RbMY AibK tjiijl msev`cÖZi cwi Pij bvi RuUj Zv Abgveb KitZ  
 bv cviq msev`cÖZi mæut`K`fy aviyv tcvlY Ktib| tKd-tKd msev`cÖZi  
 DbwvK fite| RbMiyi gb t`tk fji aviyv` t`Kivi cÖPövl msev`cÖZi  
 GKiu wivcEvi cÖvfm cwiYZ nqtq| mekl Kti Avgvt` i gtZv Dbqbkxj  
 t`tk GB cwi`wz` AwakZi` ö`nti`Q| Aek` tKvtr-tKvtr tjiijl msev`cÖZi

ubtRb GB cwi`wz` miv Kivi Rb``vqx| misew`KZvi b`bzg bmiZguy v  
 gytbb bv Ggb msev`cÖZi gwj K mZz KviYv AvRKij Anin G cwi`wz`  
 tgrvKtejv KitZ eva`nti`Qb| msev`cÖZi Rmiz Gt` i Dcwi`wz` mmeRfite  
 msev`cÖZi mæut`K`gybjl i wæwsl`mivZ BÜB thvMv`Q| bmiZv msev`cÖZi bv  
 ukir` , bv migmRK cÖZövb, tKvtr` fvgkv cvj tbb mg`\_nti`Q bv|

GKiu fivj msev`cÖZi eü gvb` i cwi`kgti dmj | ukS`msev`cÖZi  
 tKvtr` gmv`e`bq, eis Af gtb` B Zv ukbtZ cvl qv hvq| Lv tenk gj` nti  
 Zv KLbB MYgia`tg cwiYZ nZz cvl Z bv| msev`cÖZi t`f`gt` i cY` nZz  
 mnvith` Kti wævcb| AibK mgqB cwi Kvi wewu Kti th Avq nq Zv`K Qmctq  
 wævcb evto ZLb Gi KvUwZi evotZ`\_vtK| GKiu AciuU cwi c`K nq  
 `wvq| Gvub Kti GKiu msev`cÖZi mgv` NUZ`\_vtK| GKiu cÖZöwZ  
 `wbK cwi Kvi Avq t`tk Ggb Avgvt` i gtZv` wiv` t`tk tek DBzgtbvi  
 Riebhc Kiv mæe, GB mZ`w GLb Avgiv tPvLi mvgtb t`LzZ cwiQ|  
 tmB miz` GvUv t`LzZ cwiQ th, ukir` mæte jvRbK msev`cÖZi cÖZövtbi  
 KYvvi GvUv Avtiv DbzZi ukir` cwiYZ Kivi tPov bv mltq cövbZ GvUv  
 KvR jv mltq gS` nqtqB ev gS` nq qui tPov KitQb| Ggb msev`cÖZi Gt` t`k  
 cÖkukZ nqtq hvi gyYgv AvsRwZK chiq, Awcm kvZvz` wqisZ,  
 misew`K I Kgpvix D`P teZbt`m A\_P Zvi mivK` kb bMY` mæeZ  
 cwi KnuU mivK` ktbvi e'vcvfi KZbt` tZgub tKvtr` g'v`v`l tbb|  
 tKbbv, Awg Avgvi nKiv`K KtqKv b ZvM` t`q mæte tm Avgvt`K cwi KnuU  
 mieiv KitZ cwi`wz` G aibvi cwi Kvi cÖvki j` q' Ges D`i`k` w`K Zv  
 ASZ Awg tte cvB wj Zte Ae`v`to hvi tKd m`n Ktib th, GZ  
 PgrKvi tÖwvKtbi cwi KnuU cÖvki gj` D`i`k` misew`KZv Qvov Ab` ukOz  
 Zte Zv`K Kv Rerfe t`q hvte? GB miz` D`i`k` Kiv thZz cwi`wz` i, MZ Giv  
 mivKvii Avgvt` t`tki bÜU msev`cÖZi cÖvfi A`ev cÖZ` q' gwj Kvbv  
 wj t`tki tÖwvU ubtR` A`ev Zvi g'v`m` msev`cÖZi ukir` mæeZ GZ  
 tenk jvRbK bq th, GZ Awak grivq g'v`m` GB e'emvq tKej e'emvqK  
 `v`B AvkÖ. nteb| Gtjijl ubtP` tbb tevaKwi evj hvq th, msev`cÖZi  
 cÖkuk Kivi tjiijl gS`te`m` e'emv` Qvovl Ab` ukOz` v`öwv`wz` wj | GKRB  
 cÖZövb gS` Zvi g'v`m` hvi qui ci msev`cÖZi cwi Pij bvi AvMh` nmi` tdtj tQb  
 Ges Zvi cwi Kvi misew`Kiv Zvi KvQ etKv teZb PvBtZ mltq` Övewv  
 Övvi cÖZi nq wdtitQb| GB AvPiy tKvtr` ukir` cwiZi AvPiy bq| A`e  
 Avgvt` i Rvb gtZ, D` e'v` msev`cÖZi gwj K Qvov Ab` ukir` i gwj K|  
 Zvntj w`K Avgvt` i GB wivcEvi tÖwvZ nte th, GKRB ukir` cwiZi ubtRi` Zvi  
 gwj Kvbv msev`cÖZi ukir` etj gtb Ktib bv| Avgvt` i t`tk mæeZ GvUv  
 mZ` t`tki Ab`Zg cövb Bstiv` w`öwv`K gwj K Zvi cwi Kvi misew`K  
 I Kgpvix` i cÖZ` xlv` b hvi th AvPiy KitQb, hvi Rb` misew`K I  
 Kgpvix cwi KnuU cÖg cvZiq cvKv Rvqmv t`LzZ w`q` w`öwv` cÖZv` Kti  
 hv`öwv`, Zv GK\_v` uö Kti tZv` th, cwi KnuU gwj K cÖZövb ukir`  
 mæte k` wivcEvi Ici` w` Kivtvi PvBtZ ubtRi` tLqj Lvk Ges Athv` K  
 wS`i cÖZövbU Ici Pmctq w`ZB Awak AvMh`|

Aciv` tK migmRK cÖZövb mæte Gt` t`tki msev`cÖZi tjiijl fvgkv Kiv  
 G Dcgrv` tK misew`KZvi m`-cvZ nq wæ` ukir` i nvtZ| cÖg` tK  
 wæ` ukir` i mekl Kti Bstiv` i msev`cÖZi tjiijl cÖkukZi nZz Gt` t`k  
 emev`Kvix Bstiv` i Rb`| Kvj mtg t`uk msev`cÖZi Awef`e` Nuj | ag`  
 Ges mgyRwvZ wbtg Zg`y evk-wZövi ga`w`q Mto DVj Gt` t`ki  
 msev`cÖZi aviv` dtj mekl Kti Ebwesk KZvaxZ evsv` fiv`vix AAjtj  
 bvbv aibvi msev`cÖZi cÖkukZi nZz`\_vtK| Ebwesk KZvaxZ tkl w` tK Bstiv`  
 KvmKt` i Abiv` i wæ`x` cÖZv` t`v`vri` w`KZvaxZ cÖZi t`LzZ mltj cövb  
 ivRwvZ-wæ`EK cwi Kvi Rv` nZz`\_vtK wesk KZvaxZ| wesk KZvaxZ G  
 AAjtj cövb ivRwvZK tZv` i cÖg` mKtjB msev`cÖZi cÖvki tPov  
 Ktib| eviv`x` gwj gvb tZv` i gta`l tki evsv` G. tK. dRj`y nK,  
 gljvov AvKig Lv` tnv`b knv` tnv`v`l qv` P. LvRv bmvRg Dv`b, Ave`y  
 nwg` Lv`b fiv`vix, BDmgl Avj`x` tPv`v`x` (tgnv` wqv) cÖg` tZv` cwi Kvi  
 cÖvki D`v`v` mltq| t`k wæ`v`v`v` ce`ZP` ö`w`K AvRv` ö` eviv`x`  
 gwj gtb` i KvQ GK wæ`ö ivRwvZK I migmRK cÖZövtbi ifc cwi Mh`  
 Kti iQj | GB cwi Kvi t`tk gljvov Avq| nZz cÖZ`| ukS`cwi`-lb cÖZövi  
 ci ivRwvZK cÖZövb gwj g` j` tmi cZ`bi miz`-miz` AvRv` I Zvi cÖve  
 Ges mivK` kb nvi`v`Z`\_vtK| Gv` K w`q wæ`v`v`v` Kij AvRv` cwi KtK k`  
 A`öwvZK wæ`v`v`v` etj` gj`Z gwj g` j` m` ivRwvZi g`v`c` mæteB w`v`v`Z





hvq| G aiŋbi gwij Kvbvq GKwaK e'w<sup>3</sup>i wePri-weŋePbv KvŋR j vMvŋbv hvq, e'emvq cwi Kf br mŋK nq Ges Zv e'emvq mvdj Avŋb|

Askr'vii Zj gwij Kvbri wKQzAmŋeav iŋqŋQ| tKvŋbv Askr'vi wŋtR FY br Kŋi l Aŋbi Kiv FŋYi vqfvi enb KiŋZ eva vŋKb| cŋZŋK msev'cŋ cwi Pjv bvi AwaKvi iŋLb etj nek;Ljv t'Lv wŋtZ cvŋi| Kvŋv gZŋwKsev gwij Kvbv cŋZ'vni wKsev gwij Kvbv wewŋi dtj Askr'vii Zj wj nŋZ cvŋi| tKvŋbv wqZAvbvx Askr'vi Zvi wqZj Aetjv Kiŋj Ab' Askr'vii gŋvŋv ŋwZMŋ nq| Askr'vii Zj gwij Kvbvq vŋŋqŋw FYcŋŋb cŋq Am'e|

Askr'vii Zj gwij Kvbv nŋZ cvŋi w aiŋbi| thgb : mvariY Askr'vii Zj Ges wj wŋtUW Askr'vii Zj|

mvariY Askr'vii Zj gwij Kvbv tKvŋbv bZb cwi Kiv Pjv yKiv, ŋq Kiv ev cŋKv Kivi mŋŋ w ev ZŋwAK e'w<sup>3</sup>i RwoZ nŋqvi Pŋŋi lci wŋfŋkŋj| Gŋv msev'cŋ gwij Kvbri GKwU mvariY aib| GLvŋb cŋZ'K Askr'vii wqZj vŋK Acwimŋg| G aiŋbi gwij Kvbvq cŋZŋKB GKRb cwi Kvi mvariY cŋZwba Ges th tKvŋbv GKRb Askr'vi mKŋj cŋy tKvŋbv wqZj cvj b KiŋZ cvŋib| GLvŋb mKŋj Askr'vii Zj l wqZj mŋv Ges Zv v cŋZŋK mŋcwi gY Aŋ P thwŋv wŋt vŋK|

wj wŋtUW Ask'vii Zj GKRb mvariY cŋKvK vŋKb wŋv GKRb mvariY Askr'vi| mvariY Askr'vi mŋwZ vŋqZj wŋŋŋZ Awŋw<sup>3</sup> gŋ-ab mieivnKvŋŋ iŋK gwij Kvbv cŋv b Kŋi b| wj wŋtUW Askr'vi tm cwi gY FŋYi Rb vŋv vKŋeb th cwi gY A wŋv cwi Kiv wewŋtqM KiŋZ iŋw vKŋeb| wj wŋtUW cvŋvŋvii msev'cŋi Pŋŋ Kiv ev wŋqŋy Kivi tKvŋbv AwaKvi vŋK b|

Askr'vix Kvŋvŋi Avŋ GKwU mvariY iŋc nŋjv RŋqU ÷K tKvŋvnb hv Avŋvii Kvŋi tPtq wŋŋŋb teŋk t'Lv hvq| Gŋv cŋKZcŋy Ask'vii Zj Kvŋv b v nŋj l AŋbKŋv tmiKg| GKwU RŋqU ÷K tKvŋvnb wŋv w Pŋŋi gva ŋg Mŋo lŋv| GLvŋb cwi Pjv Kgŋj xi GKwU teŋw<sup>3</sup> l AwŋmviMY msev'cŋi e'emvq cwi Pjv br Kŋi Ges A mŋMŋi Dŋlŋk GK aiŋbi tkvŋcŋ evRvŋi Qvŋo| G aiŋbi e'emvq cŋZŋvŋb cŋZ'K gwij K ev Askr'vi mŋwZ vq-wqZj cvj b Kŋi b|

**(3) thŋ gwij Kvbv**

msev'cŋi thŋ gwij Kvbv nŋ'Q GKB Gj vKvq cŋK gwij Kvbvxb wŋ ev ZŋwAK cwi Kvi mŋevqŋvŋK cwi Pjv br cŋwZ| G aiŋbi gwij Kvbv Mŋo lŋv e'e'vcbv l cwi Pjv br e'q nŋmŋi Dŋlŋk| G gwij Kvbvq GKB cŋvU tŋK KŋMR tei nq wKŋ Gŋi cŋZŋKi Avj v-Avj v'v msev' Awŋm l ewŋwR'K Awŋm vŋK, wŋŋvŋv vŋK, mŋvŋv K vŋK, wŋvcbKgŋ vŋK Ges cŋvŋ Kgŋ vŋK| ZvQvov cŋZ'K cwi Kvi bŋwZgŋv mŋv wŋŋŋv cŋvq b Kŋi vŋK| gŋy wŋŋi cŋwŋMZ DbwZi dtj G aiŋbi gwij Kvbv Mŋo DŋvŋQ| thŋ gwij Kvbvq cŋKwZ msev'cŋmŋŋi gŋa AwŋR vq-wqZj eŋŋbi Rb GKwU Pŋŋ Kiv nq wKsev mKj cwi Kvi gŋ-ŋbi cŋZwbaZŋvix Kiŋcŋŋk MvB Kiv nq|

**mŋvŋmŋ**

1. G aiŋbi gwij Kvbvq e'e'vcbv l cwi Pjv br e'q nŋm cŋq|
2. Drcv' b Nŋv ewŋ cŋq|
3. cŋZŋwMzŋgŋ-K cwi Kvi tŋj v gŋa mŋvŋK Mŋo lŋv|
4. cŋKvK-gwij ŋKi gŋbŋŋwM cŋZŋwMzŋv tPtq mŋvR Dbqŋb teŋk wŋv vŋK|
5. cŋKvK cwi cŋvŋte mŋvRŋteŋv KiŋZ cvŋi|
6. wŋvcb vZvŋv mvariY wŋvcb nŋŋi wŋvcb wŋtZ cvŋi|
7. thŋ fiŋte msev' l wŋvcb wŋŋq KvR Kiv thŋZ cvŋi etj KgPrix mŋL'v Kg cŋqRb nq|
8. KgPrix Avq teŋk nq|

**Amŋvŋmŋ**

cŋZŋwMzŋv nŋm cvl qvq wŋŋk l tKvŋbv wŋŋi Kŋi Dbqŋb e'vŋZ nq|

cŋZŋwMzŋv nŋmŋi dtj GKwU cwi Kvi hZUv gŋvbmŋwŋv tPtq teŋk jvF Kivi mŋŋwM tŋŋq vŋKb Zvi gwij K|

mvariY Drcv' b mŋŋwM cwi Kvi vŋŋŋŋ ev wŋkŋ Mŋo l Vvi tŋQŋb evav wŋŋŋte KvR Kŋi |

**(4) Kiŋcŋŋk**

wŋK cwi Kvi tŋŋŋ Kiŋcŋŋk AwZ mvariY GK aiŋbi gwij Kvbv| tKbbr GLvŋb cŋZŋvŋbi wŋŋi Kiv, tKŋŋKiY l gwij Kvbri AvŋwK cwi eZŋbi mŋm'v mŋŋR mŋvavb Kiv hvq|

G aiŋbi gwij Kvbvq gŋjv-tŋvKŋi gŋi tŋŋŋ wewŋtqM Kvŋŋŋ i e'w<sup>3</sup>MZ vq-wqZj Kg vŋK| ÷K gwij ŋKi cwi eZŋb ZvŋwŋK fiŋte msev'cŋ e'emvq ŋwZMŋŋq bŋ| GLvŋb wŋqŋy ŋgZv e'j mŋRZi| Kiŋcŋŋkŋb gŋ-ab ewŋ Kŋi l e'e'vcbv tŋŋŋ wŋŋ. Kiv hvq| G aiŋbi gwij Kvbvq Avŋ GKwU mŋvav nŋjv th, cŋKvK tŋvU wewŋtqM KZ. gŋ-ŋbi kZKiv 51 fiŋMi gwij K wŋv bŋwZwbaŋŋŋi tŋŋŋ AwaK ŋgZvi AwaKvix Ges wŋv bŋwK 49 fiŋM gŋ-ab cŋqRŋb evBŋi tŋK mŋMŋ KiŋZ cvŋib|

Kiŋcŋŋkŋi mŋvav cŋKvŋvŋk wKQz Amŋeav l iŋqŋQ| Kiŋcŋŋk Kŋvŋ fiŋte wŋqg-bŋwZi lci wŋfŋkŋj etj wŋv wŋg cŋi mŋwKŋŋ wŋŋvŋcŋv KiŋZ nq| GLvŋb ÷K nŋŋŋ Ki Ges Ab'vŋ Kiŋcŋŋk Ki AvŋwŋZ nq|

G aiŋbi gwij Kvbvq e'emvq cŋZŋvŋK wŋv AvqKi wŋtZ nqŋGKeŋi Kiŋcŋŋkŋi Avŋŋi lci Ges Avŋ GKeŋi tkvŋi gwij Kŋi e'w<sup>3</sup>MZ Avŋŋi lci|

**(5) KgPrix gwij Kvbv**

KLŋv-KLŋv cŋKvKiv KgPrixŋi mŋŋwM t' b tkvŋi tKbri Rbŋ| Gmŋg KgPrixŋi gwij Kvbri Ask AwaK nŋq cŋZŋ cvŋi| KgPrixŋi gwij Kvbv AwaK nŋj Zvŋv msev'cŋi bŋwZgŋv wŋqŋy KiŋZ cvŋib| msev'cŋi wŋŋ KgPrixŋi tkvŋi tKbri Rbŋ DrmŋwZ Kiv nq| gwij Kvbvŋv KgPrixŋi gŋa D'P gŋvŋv mŋo Kŋi| G aiŋbi gwij Kvbvq Avŋŋwŋwŋ evavmŋ mŋŋR AwZŋg Kiv hvq| KgPrix cwi eZŋ tZgb nq br ev tŋ B Pŋj | G aiŋbi gwij Kvbvq gRŋv, Kgŋŋv l Ab'vŋ Drcv' b wŋŋqK mŋm'v mŋŋR mŋvavb Kiv hvq| GLvŋb kŋgK-gwij K wŋŋv t'Lv t'q bŋ| G aiŋbi gwij Kvbvq mŋŋi gŋvŋv l kŋgKŋ vŋv mŋv R wŋv Drcv' b cŋvŋq mKŋj i Avŋŋi KZv vŋK Ges mKŋj Kvŋŋi cŋZ GKvZŋ vŋK|

KgPrix gwij Kvbvq wKQzAmŋeav lŋv hvq| GLvŋb Drcv' bŋi mŋgŋ tPtq KgPrixŋi Kvŋŋi e'wŋŋK AwaK iŋŋŋ t'q nq| e'e'vcbv l bŋwZgŋv tŋŋŋ mŋvŋvŋv cwi eZŋ Avŋŋŋi cŋvŋ vŋKZ cvŋi| bZb l ŋŋ kŋgK wŋŋvŋv mŋŋwM Kg vŋK| tKvŋbv c' Lwŋj nŋj KgPrixŋi tŋŋŋŋŋ i wŋŋvM Kiv nq| jvFRbK gŋb nŋj l cwi Kvi mŋvŋŋ wŋv Kivb nŋq cŋo|

KgPrix gwij Kvbv Mŋo lŋv gwij ŋKi B'ŋvq| gwij ŋKi AemiMŋy ev gZŋi cŋi l cwi Kvi cwi Pjv br bŋwZgŋv v Abŋvŋv KgPrix gwij Kvbv mŋo nŋZ cvŋi| gwij K-KgPrix t'ŋŋ Zŋŋi mŋv. ŋK DrmŋwZ Kivi Rbŋ Gŋv Kŋi vŋKb| Gŋv gwij ŋKi cŋy tŋK KgPrixŋi Rbŋ Zvi cŋZ Avŋŋŋŋŋi cŋy vŋi| gwij K Ab'ŋ Pŋj tŋŋŋ ev tKvŋbv Kvŋŋy gwij Kvbv ewŋj nŋj KgPrix gwij Kvbv cŋZŋv mŋŋwM mŋo nq| vŋvZvŋŋŋi cŋi ŋvŋŋŋŋ AeRvi vŋv cwi Kvi tŋŋŋ GiKg Aeŋŋi mŋo nŋqŋj |

tKvŋbv-tKvŋbv tŋŋŋ KgPrixŋi bŋŋg ÷K DBj Kiv nq| Zŋe teŋk fiŋM tŋŋŋ KgPrixŋi ÷K tKbri mŋŋwM Kŋi t'q nq| ÷K ŋŋŋ Pŋŋi gva ŋg KgPrixŋi gwij Kvbv wŋŋŋŋ vŋv nq| G aiŋbi gwij Kvbvq thwM KgPrixŋi jvFRbK tkvŋi tKbri, tŋvŋwKvi cŋqŋM Kiv l j'vŋk cvl qvi mŋŋwM t'q| Zŋe GKB mŋŋ evBŋi tŋvKŋi tkvŋi tKbri mŋŋwM eŋ Kŋi t'q| tKvŋbv KgPrix Zvi tkvŋi Ab' GKRb KgPrixŋi Kvŋŋ wŋv KiŋZ cvŋteŋ evBŋi Kvŋv Kvŋŋ bŋ| A ev wŋv Zvi tkvŋi ŋŋŋŋ tŋŋŋŋ Kvŋŋ nŋŋŋ KiŋZ cvŋib|





KvMfRi i0 I gvb cwlKvi cPvimsL'v cFveZ Kti| wZub th m'uv' Kixq bmxzi K\_v etj tQb Zv AtbKuv DBj K- NGi m'uv' Kixq bmxzi Abjyc| Zte m'uv' Kixq bmxZ Avtiv e'vcK| GKw cwl Kixq Kx cwi gvY I Kx Kx wettqi weAvcb Qvcv nq Zvi I ci Zvi cPvimsL'v wbfP Kti | teik weAvcb Qvcv mnR ntj Kg gTj' weuq Kiv m'ae nq Ges Awak msL'K cwl Kv Qvcv mnR nq, SxK Kg\_vtK| weAvcb teik \_vKtj cvVKivB wbtRt' i cDqvRtb cwl Kv tKtb| tKbbv weAvctbi I cvVK Pmn`v itqtQ| weAvcb Kg ntj Drcv`b LiP hv nq Zvi teiki fWm Ztj Avbvi tPov KiZtZ nq cwl Kv weuqti gra'tg| dtj cwl Kvi `vg ewotq w'tz nq| GUv cwl Kvi cPvimsL'v ewx'i ASliq|

KvMfRi i0 I gvb cwlKvi mKtj kb cFveZ Kitz cvti | Dbzgrtb? KvMfR, h\_vh\_ I AvKI Pq i0 e'enni Kti cwl Kv Qvctj cvVKmgfR Zvi mqv' i\_vtK teik| cDjzo gtb cvVK my'i I AvKI Pq it0i KvMRw cvV Kite| Zte KLtbr-KLtbr Gi cvVKtK teik gj` t' I qvi `vqZvU tgb wbtZ nq|

Prof. Frank Thayer etj b, cwl Kvi mKtj kb cFveZ Kti Pviw gj` Dcv'v| thgb-A\_0mZ, mqvR, bmxZgvj Ges hscvuz| wZub etj b, A\_0mzi mvt\_ RwoZ tfsMmj K Ae`vb, cDZthwMZv, weuqgj` BZ'w |

Baford O Brown bigK AvtiKRb f`tjvKI Ab'vbt'i gtZv etj tQb, A\_0mz I tfsMmj K mqvexZv cwl Kvi cPvimsL'v cFveZ Kitz cvti | Zte wZub metPtq GKw iazcYDcv'vbi K\_v etj tQb| tmw n'Q `y' weZiy e'e`v | Zvi AvtM wcl qU tKd Dttj L Kti bnb| Gme wettq wZub my'i fite Avtj vPbv Kti tQb Zui 'Problems in Newspaper Publishing' M0S|

Brown etj b, tKvtr KvMfR fvtjv Lei\_vKtZ cvti, cwl Kvi gvb Dbz nTz cvti, nTz cvti wcl q Avtaqi meUvB AZ`sAvKI Pq| wKs`Zv hv wK mgtq cvVKt' i nvtZ Ztj t' I qv bv hvq Zvntj Zvi gj` \_vtK mqv' b' | cvVK Pvg UuUKv Lei | Kvi Y msev` n'Q `az cPbkj | GRb` mgtz `y' weZiy e'e`v cPvimsL'v ewx' wKsev ce0ZP cPvimsL'v ati i vLvi Rb` LqB Acwi nvh`Dcv'v wntmte KivR Kti | K'vbmrv wette `vj tqi mqvRweAvb wefvMi muxeW KZvi Aa'vcK Alfred McClung Lee, 'The Daily Newspaper' bigK GKw M0S` Dctivtj mZ wcl q, tjvi cikvcwK chv'MZ AMwzi K\_vw Awakzi `uo I iaz; mnKti Avtj vPbv Kti tQb| cwl Kvi mKtj kb ewx'i Rb` Avank Dbz chv' M0y Acwi nvh` ZvQov mgtfRi KivtgmZ I KwU Avtj vPbv Kti tQb Ges RbmsL'vi Avtj vPbv kuti bv M0xy tm w Kwi cDZ gtbvthwM w' tqtQb|

GKuv m'uv' bZb wettq Avgv' t'K AeMZ Kivb Paul F Lazarsfeld | wZub 1940 mvtj tiwI oi I ci Mtel Yv Kti b Ges Gi djvdj t`tK wZub etj b, cwl Kvi mKtj kb nwm-ewx'i I ci tiwI GKuv figKv cij b Kti | Avgiv hv tiwI 0tZ i'w cwl Kiv Zv t' Lvi AvMh Rtb| AtbK mgq tiwI tKvtr wcl q m'utK' mswyB Lei w' tQ AvMh evovq, cY% evL'v t' q bv| nqtZv tZgb mshwM \_vtK bv| GiKg AZB AvKv' yvi Pw Zv` Zvi Rb` t'j vKRb cwl Kv tKtb| ZvQov cwl Kiv gw'Z wcl q cvVK msi yY Kitz cvti | cDqvRtb GKwaKeri cvV Kitz cvti | j` vRvi m'adi etj b, tiwI n'Q m'vctgUwii |

Avtgmv Kv I Kubwvi wZb kZwak mKtj kb g'vtrviti I ci GKw mgy'v Kti tQb John Scott Davenport 1946 mvtj | g'vtrviti i wKw wZub cK'w' wuj Kti DEi mshh Kti wTj b| Gi wfv' tZ wZub wj Ltj b 'Circulation The Backbone of Newspaper' bigK eBw | Gi gta` wZub mKtj kb cFveZ Kitz cvti GiKg wettqi GK `xN`Zvuj Kv t' b| wZub etj b, mKtj kb cFveZ Kti wbt'ae wcl q, tjv :

1. RbmsL'v
2. Avw`R Ae`v
3. mvgwRK Ae`v
4. tfsMmj K Ae`vb
5. tgKwbK'vj DbmZ
6. UvBtcvMwck'ij iWm

7. cDZthwMZv
8. weuqgj`
9. m'uv' Kixq bmxZgvj v
10. weAvcb bmxZgvj v
11. wettv`b
12. tiwI
13. msev` cfti `iazcY% K
14. i0 I cwl Kvi gvb Ges
15. Ab'vbt' wcl q|

Ab'vbt' wcl q wntmte W'vfbt'cvU`h chv' t'v Dttj L Kti tQb Zvntj v: K. nKvit' i gvb I `y'Zv : Gi gta` ASif` itqtQ:

- i. nKvit' i mZZv, Drmrv, wbaq I mgyev` az weZiy e'e`v
- ii. nKvit' i ctkyY
- iii. nKvit' i gtbvfe
- iv. nKvit' i 0viv Dbqb
- v. wej Av'vq wbaqvbmZ'v
- vi. Gj vKvi cwi wa
- vii. nKvit' i aib
- viii. nKvit' i eqm
- ix. nKvi Kj `vY I cy`vi cDvbi e'e`v|

L. cPvi wfvMi msMVb : Gi gta` ASif` wcl q, tjv n'Q :

- i. `y', wbaqvZ I tKskj MZ weZiy e'e`v
- ii. mKj cKvi Dbqb
- iii. wfvMiq e'e`vcbv I KgPvi t' i gvb
- iv. AvshwfvMiq mthwMZv
- v. mgy'w'Z tRj wfvEK e'e`vcbv|
- M. msev` m'uv' Kixq Avtaq : Gi gta` ASif` itqtQ :
- i. `vbxq Leti i cY%Zv
- ii. `vbxq msev' i Que
- iii. `vbxq tLj vajvi msev` I Ab'vbt' wcl Pvi
- iv. `vbxq Leti i cDg cDqv `vb
- v. msev` Dc`vcbv gvb
- vi. `vbxq ivR%wZK Leti i cy'vZvnb Dc`vcbv|
- N. wea : Gi gta` W'vfbt'cvU`ASif` Kti tQbNAvenl qv, FZz cwl Kvi mgy'v, kDgK m'uv'K` wDRwcu NvUwZ, cvVKt' i cvv'v'w, cwl Kvi gh'v I cKvkt'Ki ivR%wZK bmxZgvj v|

Ghver th mKj tj LK wKsev wettki A mKtj kb cFveKiv wcl q wbtq Avtj vPbv Kti tQb Zv i gta` John Scott Davenport-Gi Avtj vPbv e'vcK I we`wiz | wZub cDg mKj wcl qK Avtj vPvi ASif` Kti tQb| W'vfbt'cvUB me0g Avtj vPbv ASif` Kiti b th, cPvimsL'vi nwm-ewx' tZ nKvit' i GKuv figKv itqtQ| ZvQov kDgK m'uv'K` Ges cPvi wfvMi msMVb I figKv I cil th cPvimsL'v AtbKuv wbfPkj, Zvi Zui Avtj vPbv etj tQb wZub|

GQov I James E Pollard, John E Allen, Prof. Arnerai, Robert U Brown chv' tj LK I wtklAMY cwl Kvi msL'vi nwm-ewx' i DcKiY m'utK` e'vcK Avtj vPbv Kti tQb| Zv i Avtj vPvtZi Kgteik Dttj mZ wcl q, tjvB cDZchj Z nqtQ|

wfv' b'etj LtKi cwl Pwv Z mgy'wfvEK wettki Yw gj-Z gwK0 hv'v'v' Av`mvgwRK, ivR%wZK tcv'vctui Avtj vKB Kiv nqtQ| ZvB etj Avgv' i t' tki gtZv DbqbKj t' tki msev` c' e'emiqv Avtj vPvi meUvB AwZwEK etj Dwoq w'tz cvti b bv| mgy'v t`tK thme wcl q temtq GmtQ Zvi me`tjvi cDZ Avgv' i t' tki msev` cfti gwj K/m'uv' K wKsev e'e`vcKMY nqtZv mgvb gtbvthwM w'tz cvt'eb bv| Zvi cti I GAe`vi tFZti I Avgv' i t' tK wKZwKQz msev` cfti cPvimsL'v GKUZmtPZb chv'w wbtj eZgvb cPvimsL'vi tPtq Dttj LthwM fite ewotq t'bv m'ae|

m sev cĭl ĩkĭ Avi 10Uv Drcv`b cĭZĭvb t`ĭK  
wfbzĭ| Gi Drcv`b e`e`vcbvĭ mĭ½ nqĭZv Ab`  
tKvĭbv cĭZĭvĭbi wĭj `vKĭZĭ cvĭi| ĩKŠ` Gi  
Drcv`b Ges Kg@xwZ wĭtkŃ Y Kiĭj t`Lv hĭte Pwĭ ĨMZ  
Kvĭĭy GwU Avj`v| G cĭZĭvĭbi cĭZwU Kg@K cĭZwĭqZ

cwĭ Kvi

mĭsMvĭbK wĭ K

tgv`bv tnvĭmBb



tKvĭbv-tKvĭbv mgq cĭKvĭKĭK tmevag@  
KZ@` cvj b KiĭZ nq| GKwU cĭyi  
cĭZwĭbwa wntmte wZwĭb cwĭ Kvi cwĭ Pvj bv  
KiĭZ cvĭib



fiĕtZ nq bZb ĩKŃZDrcv`b Kiv| cĭZw`bB tm wPŠĭ Kĭi bZb ms`dY  
cĭKvĭki | MZwĭMwZK avĭv tĭtb Pj v msev`Kg@` i gvbĭq bv|

**cĭKvĭK**

GKwU cwĭ Kvi cĕvb nĭjb IB cwĭ Kvi cĭKvĭK| tKvĭbv-tKvĭbv tĭyĭĭ tKvĭbv  
ms`v nqĭZv cwĭ Kvi gwĭj K ĩKŠ` IB ms`vi cĭZwĭbwa cĭKvĭkĭKi `wqZĭ cvj b Kĭi  
`vĭKb| cĭKvĭK gwĭj K tnvĭb ĩKsev bv tnvĭb cwĭ Kvi cwĭ Pvj bvĭq wZwĭB cĕvb e`w<sup>3</sup>  
wntmte KivR Kĭib| Zwi KivQ cĭZwU wĕfĭM `vqex| cĭKvĭK cwĭ Kvi e`q eivĭ  
Kĭib Ges bmwZwĭbŃ Y Kĭib| tKvĭbv-tKvĭbv mgq cĭKvĭKĭK tmevag@ KZ@`  
cvj b KiĭZ nq| GKwU cĭyi cĭZwĭbwa wntmte wZwĭb cwĭ Kvi cwĭ Pvj bv KiĭZ  
cvĭib| msev`cĭĭ wĕÁvcb Ges msev`mgM@ ms`vcĭtb wZwĭb wmxĭšĭ cĕvb Kĭib|  
A`@ msĭkŃ cwĭ Kivq KZUKZRvqMv wĕÁvcĭbi Rb` eivĭ `vKte Zv wZwĭb wK Kĭi  
t`ĭeb|

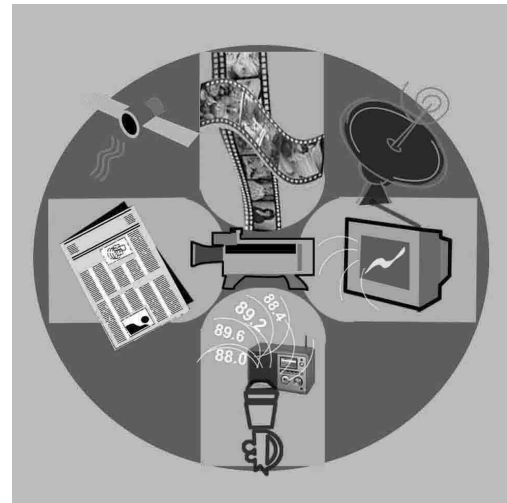
GKRb cĭKvĭkĭKi Aaxĭb mĭvmwĭ wZwĭbU wĕfĭM KivR Kĭi `vĭK|  
tŃvU ĩKsev ga`g tĭkŃvi cwĭ Kvi tĭyĭĭĭ Gŭv cŃhvR`| thgb, msev`-  
msĭkŃ wĕfĭM, emYR` wĕfĭM Ges Drcv`b wĕfĭM| GKwU cwĭ KivĭK  
fĭtj vĕfĭte cĭKvĭki Rb` G wZwĭbU wĕfĭMĭK AZ`šĭ `yZv AR@ KiĭZ  
nq| hw`I wĕfĭM `tjvi Aw`R mĭvqZv Ges `yĭgZvi wfbzĭv  
Acwĭ nvh@

**msev`-msĭkŃ wĭ K**

msev` wĕfĭMĭ cĕvb e`w<sup>3</sup> cwĭ Kvi mĕvĭv`K| wZwĭb mĭvmwĭ cĭKvĭkĭKi  
KivQ Reve t`ĭeb| Zwi `wqZĭfZ` KZ@` nĭ`Q msev`, wĕPvi,  
mĕvĭv`Kivq, dtUwMŃd cĭKvĭK MpxZ bmwZĭ wĕfĭtZ cwĭ Kvi cĭKvĭbv|  
mĕvĭv`K GKRb mĕsewĭ`K wĭtqĭM ĩKsev QwĭvB Kiĭeb| tKvĭbv-tKvĭbv  
tĭyĭĭĭ cĭKvĭkĭKi cĭZwĭbwa wntmte wZwĭb `wqZĭ cvj b Kiĭeb|  
cĭKvĭkĭKi mĭ½ mĕvĭv`K, msev`Kg@ĭ mĕsewĭ`Kĭ i wĕĭq cŃqĭRbĭq  
Avĭj vPbvĭq wĭwĭj Z nĕeb| mĕsewĭ`K I msev`Kg@ĭ KivRĭ gj`vqb  
Kiĭeb wZwĭb|

e`e`vcbv mĕvĭv`K `bĭw`b Kg@wĭ Pvj bvĭq mĕvĭv`KĭK  
mĭthwMZv Kiĭeb| ĩKŃZe`e`vcbvĭ `wqZĭ cvj b Kĭi mĕvĭv`Kĭi  
KivRĭ Pvc Kgĭteb| Aek` tŃvU cwĭ Kivq e`e`vcbv mĕvĭv`K bv-I  
`vKĭZ cvĭi|

wĭtĭcĭUŃ, dtUwMŃdvi, Kwĭ GwWUĭt` i cwĭ Pvj bv Kiĭeb wĭwU GwWUĭ | bMĭ  
Rĕtĕb msNwUZ cĭyi wĭtĭbi NUbvcĕvĭtĭK `iĕtZĭi wĕfĭtZ msev`gva`tg wĭtq  
Avmĭvĭ e`vcvĭi wZwĭb Zĕĭi wĭtĭ`R t`ĭeb| tŃvU cwĭ Kivq wĭwU GwWUĭ ĩkĭivbg  
tj Lv, Kwĭ mĕvĭv`bv Kivi KivRĭ Kĭi `vĭKb| ĩKŠ` Zĭbĭvgj-K eo cwĭ Kivq wĭwU  
GwWUĭĭi mĭvqZvKivĭx `vĭKb|



epi cwi Kvq wmiU GmWUi tK tqtUvcij Ub GmWUi eji nta vtK/ GtytI IB cwi KnuU tK GKwaK epi bMxi LeivLei cwitekK KitZ nte| GKiu cwi Kvi mdj -e- Zv GKRb wmiU GmWUi i yZvi I ci A t b K i s t k i b f P K t i | t h c w i K v q e e - i c b v m a u v K v t K b v t m L v t b w m i U G m W U i t K m a u v K , c k v k K G e s w i t c v U t i i m t 1 / 2 m g s q m v a b K i t Z n q |

GKiu cwi Kvq KZRb wefiMxq m au v K v t e Z v i b f P K t i I B c w i K v i A w R m s m u z , j y G e s D t i t k i I c i | m v a r i Y g r t b i G k i U i b k c w i K v q m x o v w e f i M , b r i x w e f i M G e s w e R t b m w e f i M v t K | m x o v G e s e w Y R w e f i M i j a z ; n t j A t b K t e t o t Q | Z t e b r i x c v Z v A v t M i t P t Q A t b K e t j t m t Q | M Z i b M u Z K a v i v b r i x c v Z v G L b A v i c k v k n q b e j t j B P t j | G K g v i d v k b , L v G e s m i g w R K K g R i t b i D c v i b w b f P b r i x c v Z v G L b c k v k K i t Z P r i q b v |

wiCvU GmWUi GKRb w i t c v U t i i g t Z v B t j L v i w e l q a v i Y G e s t j L v i K v R K t i b | Z t e Z t h K A v j v v f i t e i b R w e f i M i K v t R i c w i K i b v , w R v B b , t j - A v D U I K i t Z n q | t K v t b v - t K v t b v m g q w i t c v U t i M Y I Z t h K m n t h w M Z v K t i v t K b |

cwi Kvi mvg v t k t j A v j v - A v j v v c v Z v i R b c k m a u v K i b t q v m n t q v t K | t h g b , w e A i b c v Z v , i f , m k y v , w e t b v b , t f k , w e t k m a u v K Z , b M i R x e b m a u v K Z , m s w z w e l q K , c w i t e k , c f w z | G Q v o v c i v K P m n v i w f i e t Z A v t i v A b v b w e f i M i K s e v c v Z v i P j y n t Z c v t i |

msev -msikw i t k i G k i U y z w e f i M i b D R i a g t k w w o t q m i m w i m a u v t k i m t 1 / 2 K v R K t i v t K | Z v i v m i m w i m a u v t k i K v t Q K v t R i R e v e i t q v t K | w e f i M U i b r i g m a u v K x q | G w e f i M t t K c o Z w i t b i m a u v K i q t j L v n t q v t K | c o Z w i t b i N U b v c e m t K m s i k w c w i K v t h f i t e g j v q b K t i v t K t m f i t e m a u v K i q t j L v n q | m a u v K i q w e f i M i w a z c o b e i w 3 m a u v K i q t j L v i w e l q e v Q v B K i t e b | w j L t e b i K s e v y t K v t b v m n K g t K w i t q Z v w j w L t q t b t e b | w Z i b A w z w K j v g t j L K i b e f P b , t j L v m s M t n i c i m a u v b v , w P w c i m a u v b v K i t e b | G k i U c w i K v q t e k K O R b G m e w a z ; c i j b K i t Z c v t i b |

d t U M t n d w e f i M G k i U c w i K v i A v t i K i U t Q v w e f i M | m v a r i Y Z G K R b d t U M t n d G m W U i i K s e v d t U M t n d c w i P j K G B w e f i M i c a v b v t K b | G w e f i M i K g f i v m a u v K I w a z c o b m i s e w K t i t j L v m s i k w O w e t Z i v G e s m i e i v n K t i v t K b | e e - i c b v m a u v K w K s e v K u c G m W U i c o q v t b O w e e v Q v B t y t d t U M t n d G m W U i i m n t h w M Z v i b t Z c v t i b | K u c G m W U i c k w k Z e c l q m K j t j L v c t o v t K b | e v K i Y M Z w K , e v b i b , t j L v i v B j G e s c v t h w M Z v h v P v I m s t k v a t b i K v R K t i b | w Z i b t j L v i i k t i v b v g G e s G K e v G K w a K c v Z v i t j - A v D U I K t i b | K w u D U v i w t e b K t a u v R c i e Z P m s t k v a b m p e a v v K v i K v i t Y A t b K m g q w Z i b t m L v t b l t j L v m s t k v a b K t i w b t Z c v t i b | t h L v t b c h n y M Z m p e a v i t f Z v i t q t Q t m L v t b K u c w i W i i v K u c G m W U i t K m n t h w M Z v K t i v t K b |

A v t M i b D R G t R w Y t c o i Z m s e v t L v t k v b v K i t Z b A q v i G m W U i | w e f b o m b D R G t R w Y t c o i Z m s e v m g r t u j w c o l v i t t K i b t q w e l q w f i E K m m i R t q K u c G m W U i t K w Z i b w t Z b |

**w i t c v U t i**

GKRb w i t c v U t i b w b R x e t b i N U b v c e m t K Z u t j L v q a v i Y K i t e b | Z v m s e v , w d P v i K s e v E a Y Z b K Z e t y i w b t R A b j v q x A b w K o z n t Z c v t i | G k i U m s e v c t i i w f i e n t Q w i t c v U t i | m s e v c t i i A a x b G j v K v i N U b v c e m , R v Z i q i K s e v A v S R w Z K w e l q t K m g z l M h Y t h M K t i m s e v g r a t g D c i c t b i R b G K R b y w i t c v U t i i w e K i t b b | G k i U c w i K v q K Z R b w i t c v U t i K v R K i t e b Z v w b f P K t i m s i k w c w i K v i m v g , B O v G e s K g e w i a i I c i | j y Y i q t h , A t b K c w i K v i m a u v K B Z u i A a x b w i t c v U t i m s L v w b t q A Z u b t Z t f v t M b |

**e w Y R K w K**

w e A v c b : G k i U m s e v c t i i w Z i q f w m n t Q Z v i e w Y R K w K m g r |

w b D R m v B W G e s w e R t b m m v B t W i g t a w K o z y t i A Z s i N u b o m f v t K | G k i U c w i K v t K A w o z K P O G t b f q v G w e f i M i j y | Z t e Z v t K I c w i K v i m a u v K i q b m z i w t K t L q j i v L t Z n q | t K v t b v - t K v t b v c w i K v q w e A v c b Q v o v l w K o z e w Y R K w e l q c v i w e l q w n t m t e A s i f z n q | t m t y t i t L q j i v L t Z n q m s e v c t i i b u z K Z v t h b t K v t b v f i t e B w e w z b v n q |

w e A v c b G e s w b D R A v B t U g G k i U c w i K v i K Z U k Z R i q M v L j K i t e Z v w a f Y K i t e c w i K v K Z e y | c w i K v i w b R A v q e v o t b v i c o q v t b B m s e v w e f i M t K G U k Z Q v o w t Z n q | c v t K i w e l q u A e k B t L q j i v L t Z n q | i a y e w Y R K w o t K v Y t t K t h g b G k i U c w i K v c w i P j b v K i v h v q b v A v e v i w e A v c b Q v o v l c w i K v P j t Z c v t i b v | t K v t b v - t K v t b v t t k c w i K v m n t h w M x i v l G w e l q u t t L v t K b | t h g b , h y i t o i W w k w e f i M 7 5 % G i t e m k w e A v c b c k v k K v i x t K v t b v c w i K v c w i t e k b K t i b v | c v K I G a i t b i c w i K v M h Y K i t Z P r i q b v | m z i v s , G k i U c w i K v i c o v m s L v m g q u s t i c w i e Z b n t Z c v t i | w e A v c t b i A v q G k i U c w i K v i m v g w M K e e - i c b v q c a v b f u g K v c i j b K t i v t K | G k i U c w i K v i e v t R U , m a u v K i q e q m n m v g w M K D b q b e q G L v Z t t K B K i v n t q v t K |

t R b v t j g r t b R v i i K s e v w e R t b m g v t b R v i G k i U c w i K v i e w Y R K w e f i M i c a v b w n t m t e w a z ; c i j b K t i v t K b | c w i K v i e w Y R K w e l q w Z i b c k v k t K i K v t Q v q e x v t K b |

w Z i b Z u i w e f i M x K g f i c w i P j b v K i t e b | w K u b t R b v c o v b K i t e b K r f i t e A v A w j K , R v Z i q i K s e v K w m d v B W w e A v c b m s M h K i v h t e | w e A v c t b i w e l q e , w R v B b m v a r i Y w e A v c b v Z v t K B m i e i v K i t Z n q | Z t e t Q v U - t Q v U c w i K v i K s e v g d t j G j v K v c w i K v i w e A v c b w e f i M w e A v c b v Z v t K m n v q Z v K t i v t K | e o c w i K v q w e A v c t b i R b w e A v c b G t R w Y v t K , h v i v w e A v c b v Z v i P m n v A b j v q x m s i k w c w i K v q w e A v c b w t q v t K |

**m v K j k b**

c v K e w x i K v i t Y A v R t K G k i U i b k c w i K v K L t b v - K L t b v t e K B t f b c t q t U t h t Z c v t i | G k i U c w i K v i w e A v c t b i A w K Z v v a h K i v n t e i K s e v w e A v c b v Z v i v t K v b c w i K v q w e A v c b t t e Z v w a f t Y i R b I B c w i K v i t j u Z v / c v K m s L v i w t K w o w t Z n q | A w t h c w i K v i t j u Z v t e m k t m c w i K v G k i t K t j u Z v i K v Q t t K A c v t Q A b w t K w e A v c b v Z v t i m n t h w M Z v l c v t Q |

c v K t K a t i i v L v G e s b z b c v K Z w i K i v m v K j k b g v t b R v t i K v R | c v K t K m s o i v L v i R b w Z i b c o q v R b x c t y c t b t e b | c v K e w x i R b w Z i b c v t i i e e - v t b t e b | t h m e K g f c w i K v t K c v t K i K v t Q t c o t Q t q w Z i b Z u i t t K w b t R b v t t e b G e s Z u i y Z v e w x i R b m n v q K K v h e g c w i P j b v K i t e b | t h m e e o k n t i i c v K N t i e t m c w i K v c o v i t P t q c w i K v i t j t t K w K t b c w i K v c t o b , I B m e k n t i i c w i K v i m v K j k b g v t b R v i t K m e w Y K t j i w t K w o w t Z n q | w Z z g m g t q t j v t Z c w i K v t c o v t b v i e v c r t i w Z i b m t P o v K t e b |

G k i U c w i K v i e w Y R K w e f i M i A b i v e w Y R - m s i k w A b v b K v R K t i v t K b |

**D r c v b w e f i M**

w b D R w e f i M G e s w e A v c b w e f i M i K v t R i P e v s K i Y D r c v b w e f i M i K v R |

t c o w w K k b g v t b R v i G w e f i M i c a v b | Z u i c w i P j b v q w b D R A v B t U g K t a u v R , w e A v c b I m s e v A v B t U g t c w s , t c o t g m k s G e s t c h w b q u s Z n q |

t c o w w K k b w e f i M t t K G k i U c y a c w i K v Q v c v n t q m v K j k b w e f i M t c o v q | Z u i v w b t R t i e e - v A b j v q x c w i K v i c v t K i K v t Q c w i K v t c o v t b v i e e - v K t i b |

G f i t e B i v t Z i t k l n q | w i t c v U t i , m a u v K I m i s e w K b Z b f i t e K v R i i a K t i b A v e v i b Z b A v t i K i U w b t t K | ( t j L m U w i b i x v t t K c j y g y Z )

t j L K : w m b q i m i s e w K

m sev` mieivn Kivi Rb` msev`cÎ cKvkby|  
mieivnKZ.msev`mgn cVWKMY co`teb I Rv`teb|  
GUvB Avgt`i ev`ê avi Yv| uKŠ`msev`cÎi gva`tg  
msev` cwi`tekbvq mdj` ubfP Kti AvbYwZK weiea  
KivhP`tgi I ci| GB mg`IKivhP`tgi gta` miWK umve I

# msev`cÎi ev`RU I A\_`v`wZK e`e`v`cbv

Gg G gvbub



msev`cÎi meP`xb mdj` ubfP  
Kti Gi A\_`v`wZK gj`vqb I  
e`e`v`cbvi I ci



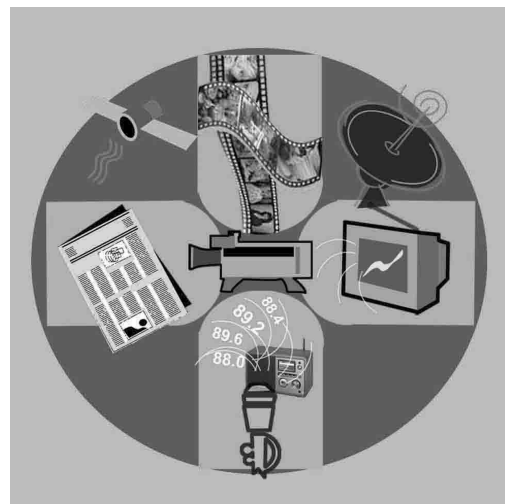
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mivew`K ntj I `ubK ev` mivBwnK cwi`Kv Avkibjyc msL`K civ`Ki ubKU  
tc`wvZ cwi` bvl cKvkKMtYi GB Acwi`nhP Awf`AZvi Afite msev`cÎi  
Rieb AKvtj tkl ntq hvq| tgvUK\_v, msev`cÎi meP`xb mdj` ubfP Kti Gi  
A\_`v`wZK gj`vqb I e`e`v`cbvi I ci| wetkl fite Avgt`i t`tk Av`wZK  
cwi`Kvmgn A\_`v`wZK chP`j vPbv QvovB AvZ`cKvk Kti| cKvkby cte`myúó  
Kiv`-s I cwi`Kiv Z ev`RU ubYQ Kiv Avek`K|

Avgt`i cwi`emv`K, mivgnRK, Av`wZK I ivótg chP`q c`v`wZvZ ev`RU  
`Zwi Kiv nq| e`v`MZ RiebI gnmK Avtqi I ci gnmK e`tqi cwi`Kiv  
KtZ nq| Ab`vq Am`R Abub I `jhm` tbtg Avtm| ev`RtUi cKZ.ev`evqb  
meP`y`I mdj` Zv Avtj| th tKivbv cKv` I e`emv` t`y`I Guv c`hvR`|  
msev`cÎi Zv Acwi`nhP`

### c`v`wZ

K. msev`cÎ cKvkby cwi`m`v`Kiv Kiq bwiZ I chP`i thgb  
cwi`Kiv nq tZgvb umve I Am`R e`e`v`cbvi miWK I DchP  
cwi`Kiv ubZ nte| Avgt`i t`tki Av`wZK cwi`Kvmgn  
t`y`I ubt`v`wZ c`v`wZ t`j v c`hvR`:-

1. GK Kiv cwi`Kv ubw`v` mivB`R civ`Ki ubKU tc`wv chP`  
Drcv`b e`q KZ nq|
2. c`v`wZ Kiv cwi`Kiv e`q uba`P Y nq ub`v`v` uLZ LvZ mgvóMZ  
e`tqi msthvRb:-  
K. gnmK gj`ab webtqvM m`j` i cwi`gvY|  
L. e`e`v`Z hS`y`tki gnmK Ae`y`tqi gj`-|  
M. gnmK e`emv`K `ê`mvgM, h\_v : (1) KvMR, (2) Kwj ,  
(3) UvBc, (4) dtUv g`v`Uvi qij , (5) weiea mvgM|  
N. AdtmtU cKvkby ntj NtKvgK`ij , uclj` , tclb , tmtj uclb  
BZ`v` |
3. AvbYwZK mvavi Y e`q, h\_v-hvZvqvZ, cwi`enb, tcv`-vj ,  
Avdm t`-kbwi , Avc`vqb, m`v`y`b, msev` msM`ni e`q  
BZ`v` |
4. cKvkK/m`u`v`K t`tk Av`v`Kti cwi`Kv cKvkbyq ubtqvMRZ mKj  
mivew`K I KgPvix LvZ mefv`Kj` gnmK teZb|
5. Kiv`-s ev`RU `Zwi KtZ ubw`v` mgq, h\_v-`ubK, gnmK ev` mivBwnK  
e`tqi cwi`gvY I gj`- cwi`gvY I msL`v` uba`P Y Kiv Avek`K|
6. mgcwi`gvY mg`tg Drcv`Z cwi`Kiv Kiv, c`v`v` ev` Kj`v`g c`v`v`Rb|
7. AcPtqi nvi msthvRb|



- 8. Drcw`Z msL`vi mvt\_ weju I msL`vi Mingj j`y` ivL`Z nte| Gtyt` Drcw`Z msL`v Dviv mefvKz` e`q`K f`M Kti c`Z Kuci e`q`wejuZ Kuci e`q` t`K Kg nte| mzi`is wejuZ Kuci e`q` c`Z Kuc cwl`Kv Drcv`b e`q` inmvte MY` nte|
- L. c`Z Kuc msev`c`T`i wejuZ gj` weifbae`vi I ci wbf`Kxj | Ab`vb` wki`RvZ `e` thf`vte Drcv`b e`tqi I ci wbf`P Kti weju`ggj` wba`fY nq` tmf`vte msev`c`T`i gj` w`i nq` bv| cwl`Kvi weju`ggj` mwe`fj Z ms`vi w`x`vš` c`vmsL`v, Dbz`grtbi Drcv`b, Y`MZ msev` cwi`tekb, mgqg`Zv mieivn I `y` e`e`vcbv`i I ci wbf`Kxj | Dbz`grtbi msev` Qovl Avaw`K chny` I `y` e`e`vcbv`i n`j cwl`Kvi c`vimsL`v ew`x` cvq Ges A`%wZK `pZv ARB` Kfi | Gi g`ta` A`%wZK e`e`vcbv`B we`fkl Ae`j`w`b | th cwl`Kvq A`%wZK e`e`vcbv` w`p` tm cwl`Kvi Drkl`w`iab I msev`c`T`i c`Kvkbv`i D`f`i`k` weNaw`tU | chf`q`m`tg Ggbw`K RvZiq cwl`Kvi we`j` n`j n`q` hvq |

Avgt`i t`f`ki kZKiv 80 Rb M`tg evm Kti | Dbz` t`f`ki g`Zv G`i`k Av`w`j`K cwl`Kvi Drkl`w`iab nqub | msev` cwi`tekbvq wbc`y` I `y` msev`w`K `v`Kv m`t`E`j` Dch`y` A`%wZK e`e`vcbv`i c`KZ. evt`RU wbf`c`Yi Afv`te Av`w`j`K msev`c`T`i`jv Dch`y` cv`K` m`p`

- mgmigv`q`K Ab`vb` tckvq wbt`q`w`RZ mu`g`K Ab`v`q`w` w`b`q`g`Z cwi`k`g`K c`v`v`bi w`b`d`q`Zv |
- 7. c`v`i I we`Avcb Lv`Z miv`K wmv`e wbf`c`Y Kiv Ges h`\_vmgt`q Av`v`q` Kiv |
- 8. c`l`E` Av`tqi ev wbt`q`w`RZ gj`-at`bi mvt\_ w`b`q`g`Z Av`q` I e`tqi mg`S`q` m`v`ab I c`l`q`v`R`b`x`q` e`tqi Afv`e cwi`nvi Kiv |
- 9. cwi`Kiv Z`f`v`te evt`RU I Kiv`-s`-Gi e`e`v`i Kti Bnvi ev`-ev`q`b w`b`w`Z` K`i`Z` nte |
- 10. msev`c`T`i e`e`v`cbv`q` evt`RUw`i K`b`U`j` bv`\_v`K`j` Ges e`e`v`c`K` h`w` weifbae`v`Z cwi`Kiv Z` Av`q` I e`tqi cwi`gv`Y ev`-ev`q`b K`i`Z` bv` c`v`i Z`te cwl`Kvi c`Kvkbv`i Ae`k`B` e`U` n`q` h`v`te |

GB evt`RUw`i K`b`U`j`i`K` Av`f`A` e`e`v`c`t`K`i` `w`t`Z` g`v`t`b`R`t`g`U` Ae GK`m`ck`v`b` e`t`j` | evt`R`t`U` th cwi`gv`Y Av`q` I e`tqi wmv`e wba`f`Y Kiv n`q`\_v`t`K` ev`-e` t`y`t`l` weifbae`v`i cwi`t`c`h`y`t`Z` Mingj n`q` hvq | `e`m`v`g`M`i`i` g`t`j`i` h`\_v`-`e`m`v`g`M`i`i` `f`Z`v`t`n`Z`z`g`j`-` ew`x` Ae`v`i cwi`t`c`h`y`t`Z` Aw`z`w`i`<sup>3</sup> e`q` Ges weifbae`v`i`y` h`\_v`ch`y` Av`q` Kg n`l` qv | Gme Kvi`y` c`K`Z` evt`RU ev`-ev`q`b m`w`e` b`q` Ges Av`q` I e`tqi mg`S`q` ivL`Z` e`e`v`c`K` Acvi`M | Gtyt`l` m`w`b`c`y` e`e`v`c`t`K`i` Av`f`A`Z`v` I cwi` w`k`Z`v`q` m`g`z`A`%w`Z`K` i`-e`t`j`i` g`v`a`t`g` Ges e`Z`g`v`b` I f`w`e`l`t`Z`i` Ae`v`i` ch`f`j`v`P`b`v` K`i` c`l`q`v`R`b`x`q` e`e`v`i` M`h`y`t`K` g`v`t`b`R`t`g`U` Ae GK`m`ck`v`b` e`t`j`



evt`RUw`i K`b`U`j`i`K` Av`f`A` e`e`v`c`t`K`i` `w`t`Z` g`v`t`b`R`t`g`U` Ae GK`m`ck`v`b` e`t`j` | evt`R`t`U` th cwi`gv`Y Av`q` I e`tqi wmv`e wba`f`Y Kiv n`q`\_v`t`K` ev`-e` t`y`t`l` weifbae`v`i cwi`t`c`h`y`t`Z` Mingj n`q` hvq | `e`m`v`g`M`i`i` g`t`j`i` h`\_v`-`e`m`v`g`M`i`i` `f`Z`v`t`n`Z`z`g`j`-` ew`x` Ae`v`i cwi`t`c`h`y`t`Z` Aw`z`w`i`<sup>3</sup> e`q` Ges weifbae`v`i`y` h`\_v`ch`y` Av`q` Kg n`l` qv | Gme Kvi`y` c`K`Z` evt`RU ev`-ev`q`b m`w`e` b`q` Ges Av`q` I e`tqi mg`S`q` ivL`Z` e`e`v`c`K` Acvi`M | Gtyt`l` m`w`b`c`y` e`e`v`c`t`K`i` Av`f`A`Z`v` I cwi` w`k`Z`v`q` m`g`z`A`%w`Z`K` i`-e`t`j`i` g`v`a`t`g` Ges e`Z`g`v`b` I f`w`e`l`t`Z`i` Ae`v`i` ch`f`j`v`P`b`v` K`i` c`l`q`v`R`b`x`q` e`e`v`i` M`h`y`t`K` g`v`t`b`R`t`g`U` Ae GK`m`ck`v`b` e`t`j`



Ki`Z` c`v`i`w` Ges cv`K`f`i` Av`v` AR`f`b` w`e`d`j` n`t`q`Q | Av`w`j`K cwl`Kv`\_t`j`v` D`f`i`k` w`e`n`x`b`v`f`v`te Ges c`K`Z` cv`K`e`t`M`P`w`i`K` j`y` bv` f`i`L` e`w`M`Z` gh`P`v` ew`x`i` c`Z`v`k`v`q` I cwi`c`w`k`R` j`v`f`i` Av`k`v`q` c`K`v`k`Z` nq | w`b`q`g`Z`w`i`S`K` Av`q`-e`tqi wmv`e I A`%w`Z`K` e`e`v`cbv`i` c`l`q`v`R`b` Ab`v`e`b` K`i` bv |

mzi`is wbt`w`Av`w`j`K msev`c`T`i cwi`P`j`bv`q` A`%w`Z`K` e`e`v`cbv`i` KZK`\_t`j`v` w`b`q`g` ev`Y`Z` n`j`v`:-

- 1. `w`b`K` A`\_ev` m`v`w`v`n`K` cwl`Kv` thb` w`b`w`i` mgt`q` g`y`Z` I cwi`te`w`Z` nq |
- 2. wbt`q`w`RZ` gj`-ab` h`\_vmgt`q` c`K`Z` Lv`Z` e`q` Ges weifbae`v`i`Z`Z` Bnvi mieiv`v`ni` w`b`d`q`Zv |
- 3. Dbz`grtbi `e`m`v`g`M`i`i` c`K`Z` g`t`j` `mu` Ges c`l`q`v`R`b` g`t`Zv` mieivn |
- 4. c`l`Z`v`b`q`Z` A`%w`Z`K` t`j`b`t`i` I ci b`Ri` iv`L`v |
- 5. m`z`w`i` Kiv Z`f`v`te wmv`e msi`y`Y I w`j`w`c`x` Kiv |
- 6. m`i`sew`i`K` I Kg`P`ri`M`t`y`i` cwi`k`g`K` I `y`Z`v` Ab`v`t`Z` Ges

GK`m`ck`v`b` e`t`j` |

Avgt`i` av`i`v` msev`c`T`i` A`%w`Z`K` e`e`v`cbv`i` m`e`P`v`B`t`Z` gj`-w`K` n`f`Q` m`n`b`k`j`Z`v` I ew`x`g`E`v`| cwl`Kvi` GKiv` gj`-D`f`i`k` g`v`t`b`v`q`b` I Av`w`R`m`Q`Z`v` ARB`| G`U`v` m`w`e` c`v`i`msL`v` I we`Avcb` Av`tqi` ew`x`t`Z`| Ggbw`K` m`y`y` e`e`v`cbv`i` g`v`a`t`g` Dbz`grtbi` cwl`Kv` c`Kvkbv` nq | Dbz`grtbi` cwl`Kv` cv`f`K`i` Av`M`h` m`w`p` K`i` I cwi`Y`v`g` cwl`Kvi` A`%w`Z`K` ew`b`v` m`w`p` nq |

Avgt`i` Av`w`j`K` msev`c`T`i`\_t`j`v`Z` c`Kv`k`K` m`w`u`v`K` I e`e`v`c`K` GKB` e`w`p`| c`Kv`k`K` /m`w`u`v`K`t`K` msev`c`T`i` c`Kv`kbv`i` Av`f`A`Z`v` I m`w`u`v`bv`q` th`g`b` `y` n`Z` nq` t`Z`g`v`b` A`%w`Z`K` e`e`v`cbv`q` cv`i` `k`P`n`l` qv` Acvi`n`ih` GB` Acvi`n`ih` q`U`j`t`K` Ae`t`n`j`v` Ki`t`j` cwl`Kv` c`Kvkbv`i` g`y` D`f`i`k` ARB` nte bv | c`v`i`msL`v` ew`x` nte bv | we`Av`c`t`bi` Av`q` Ach`f`B` nte | Ggbw`K` t`w`k`-w`e`t`w`k` I `v`b`x` D`E`g` Lei` cwi`tekb` K`i` I cwl`Kv` AK`j` g`Z`z`e`i`Y` Ki`te | mzi`is` G`t`K` ev`v`t`Z` n`j` Kiv`-s` evt`RU` I Dch`y` e`e`v`cbv`i` c`l`q`v`R`b |

t`j`LK` : e`r`j`v`t`k` Ae`v`i`v`i`-Gi` c`l`b` t`R`b`v`t`j` g`v`t`b`R`v`i`

msev`cT AvciZ`wótZ RmZ I mgvRKj`vY mbteiv`Z  
GKiu cŁZövb| Gi gj`jy` msev` cwi`tekb I  
wekŁtYi gva`tg RbgZ`Mvb Kti RmZi mmeR  
Av`mvgvRK I ivR`bWZK DbmZ mvab|  
wKš`thtnZmsev`cT cKvk Kiv t`tK Zv cvWtKi nřZ

# msev`cT i mmvtei cŁmqv I Avq-e`q msi`yY cXWZ

cv`Łmb, B



msev`cT cKvk Kiv AvRKij GKiu eo cKıB  
i`aybq, gvmK wfvE`Z Gi cwi`Pvj bv e`qI  
ht`ó| GB e`q tgUřZ msev`cT i`ŁU gj-  
Avtqi Dm AvtQ

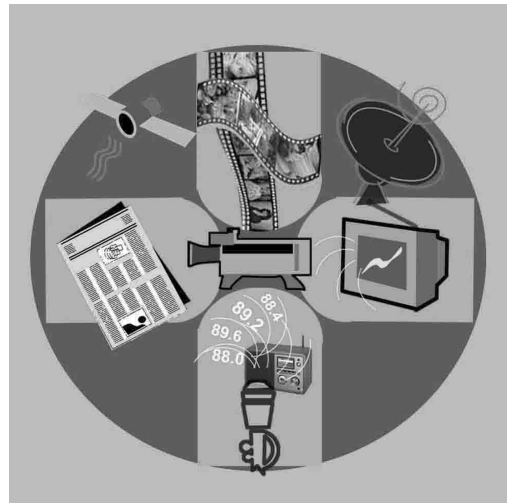


tcŁvřbv chš`th cŁmqv, Zvi cŁZ`Kiu avřB weivU gřci AvL`R e`q mskŁ, tmtnZtmB e`q tgUřbvi Rb` msev`cT cKvkvi gva`tg Avq ms`vřbi e`e`v ivLv nřqřQ| tmb cwi`tcŁyřZ msev`cT AvR GKiu wki` wntmte cŁZöZ|  
cřB Dřj`Ł Kti`w th, msev`cT cKvk I cŁřti i Rb` weivU A`ŁmZK KgRvř RvOZ| GB AvL`R KgRvř, řjv nřjv:  
msev`cT cKvkı Rb` GKiu AvavřK Qvcvřbvi cŁqvřb| AvavřK chřř A`ř Kiv`úDvvi cXWZ e`envi Kti GKiu``wbK msev`cT cKvk Kiv AvR tKiu tKiuU UvKvi cKı|

GKiu msev`cT cKvk KřZ msevı`K, tcŁ I mřaviY KgPřix wřqıM cŁqvřb| GKiu cŁg tKıvi``wbK cwi`Kvi řyřŁ Gi msL`v`BkŁ-Gi Kg bq| gvmK řeZb I řivřm`i cwi`gıY gřřm tKiuU UvKvi Dřti|

GKiu cŁg tKıvi``wbK cwi`Kv cKvk KřZ wDŘvřcŁU, Kwj, wđj`ř I Ab`vř` tKıgK`řj m eve` cŁZ gřřm řguU AstKi UvKv hvq|

mřivř ř`Lv hvř`Q, msev`cT cKvk Kiv AvRKij GKiu eo cKıB i`aybq, gvmK wfvE`Z Gi cwi`Přj bv e`qI ht`ó| GB e`q tgUřZ msev`cT i`ŁU gj- Avtqi Dm AvtQ| GKiu nřjv cwi`Kv weivU t`tK Avq Ges AcıwU weAvřb cKvk eve` ivR`Avq| GQvov AvewřZ cwi`Kv Ges cwi`Kv Qvcřbvi mgq bó nřq hvř qv cwi`Kv I Rb`ti weivU Kti` mřgvb`wKQZAvq nřq`řK, hvř I Dřcv`b e`řqi cwi`tcŁyřZ HLřZ cıř Avq Avřj Avq eřj` ai`v hvř bv| Acıw`řK msev`cT weřq eve` th Avq nř Zv msev`cT cKvkvi mřgvMŁ e`řqi Zřřvřq ŁřB bMY`| KřıY, msev`cT GKiu wki` nřj I Ab`vř` wki`cřY`i Zřřvřq wKQvř wřBvřgř, tKřvřb wki`cY` Zv wDZ`cŁqvřbřq řvřK Avı řřM`cY`B řvřK``řg evotj` Dřcv`b Ges weřq ZZUŁZ Křg bv, hv msev`cT i řyřŁ nřq`řK| cwi`Kvi``řg`Ł UvKv wZb UvKv Kiv nřj Zvi cŁřvmsL`v tek Křg hvřvi mřveřv`řK| Zvi I ci` cwi`Kvi řdm řıj`ř I ci` nKřıřK 30-50% chš`Kıgkb wřZ nq| dřj cwi`Kvi Dřcv`b e`q weřqřřj`i gřřS` řZj`GZB Kg th Zv t`tK hv Avq Zv tKřvřřřteB gj` weivřřřřřMi mřř` mřgAm`cY` bq| mřivř ř`Lv hvř`Q, cwi`Kvi e`q tgUřbvi Rb` Avtqi wnsřřMB weAvřb eve` cŁř Avtqi I ci` wřřřKřj|



GLb msev`cT i GB weivU AvL`R KgRvřřDi A`ř Avq I e`řqi mřK wmvve`wbKřři Rb` cŁqvřb GKiu Dchřř wmvve cXWZ| GB cXWZ, řjv wřvřřY I cŁqvřřMi gva`tg cwi`Kvi AvL`R DbmZ`AebmZ chřřj`řPbv I weřřřY Kti mřsevřřřř K AvL`R cwi`Kı bv`Zwı Kiv BZ`w wmvve i`řY weřřřMi I ci` b`ř|

GKiu cwi`Kvi mmeR DbmZi Rb` eřv hvq, mřK wmvve cXWZ wřvřřY, cwi`Kı bv MřY I cŁqvřřMi h`v`řv AřbKŁmb`řq|

inmve iyY cxiZtZ`BwU`KZ.aviv AvtQ| GKiu emvYR`  
cxiZ Ges AciuU bM` cxiZ| msev`cI thtnZzcY` inmtē  
wfbagP ZvB inmve iyYi Rb` GLvfb bM` cxiZi c0qM mWk  
etj c0vWYZ| wki inmtē msev`cI tK GKiu 0tμWU  
I wiqbtUW c0BR0 ejv hvq| KviY cKvkbvi Rb` Zvi th e`q  
Zv ZvrYwYKfite KitZ nq A\_P Avq ZvrYwYKfite nq bv|  
A\_ϕ GKiu wbi` 0 gvtm cKvkbv LvZ hveZiq e`q h\_v-KvMR,  
Kvj, tKvK'ijm BZ`w μq, KgPvix teZb, I fvi UvBg,  
msiyY e`q, gubnwi `e` μq eve` e`q c0vZ tmB gvtmB bM`  
e`q nt`Q|

Ab`w tK cwi`Kv wewμ Ges weAvcb i vR`^ Avq  
ZvrYwYKfite nt`Q bv| ZvB msev`cI Ggb GKiu inmve cxiZ  
(A\_ϕ bM` cxiZ) c0qM nt`Q hvfZ Kti D<sup>3</sup> wbi` 0 gvtmi  
Avq-e`q cwi`vi fite tevSv hvq| cxiZwU GB i Kg:

**gumK Avq I e`tqi inmve  
Avq**

tgvU weAvcb wej i cwi gvY, tgvU cwi`Kv weμq wej i cwi gvY,  
weiea Avq, bM` weAvcb, BZ`w |

e`q  
wbDRwU μq, teZb I fiZv, tevbim I I fvi UvBg, Mvwi

Rjy wib, we`yr wej, tcsi Ki, msev` GtRwYi wej BZ`w |  
AvagbK inmve weAvtbi Avtj vtK Dfq w` tKi At`i msL`v  
mgvb ntZ nte| wKŠ`Avq I e`q GKiu wbi` 0 mgvq GK i Kg  
nlqv thtnZzAmæe ZvB Avtqi cwi gvY teuk ntj Dctiv<sup>3</sup>  
QtKi e`tqi Nti 0BbKvg I fvi G` tciUPvi 0 wj tL Avq t`tK  
e`q weqM Kti th AvuU nte tmU wj LtZ nte Ges Avq t`tK  
e`q teuk ntj Avtqi Nti 0G` tciUPvi I fvi BbKvg0 wj tL  
e`tqi Av t`tK Avtqi AvuU weqM Kti th msL`wU Avmte Zv  
emvZ nte| GB cxiZtZ H wbi` 0 gvtm hveZiq Avq I e`tqi  
LvZ` tji mvt` mvt` H mgvq jvf A\_ev tjiKvmbi GKiu  
cwi`vi wP` cvl qv hvte|

GB cxiZ c0qM KitZ msev`cI tyfI th mkj eB  
inmve msiyY KitZ nq Zv Gevi Avtj vPbv KiuQ| msev`cI  
inmve wefivtK wZb fivM fivM Kiv ntq` vtK inmve msiyYi  
mgev i Rb`| G` tji v ntj v : 1. mavi Y inmve kvLv, 2. weAvcb  
inmve kvLv Ges 3. c0vi inmve kvLv| weAvcb I c0vi inmve  
kvLv i`U gj- inmve eB, h\_v-wej tiwR`÷ti I tj Rvi msiyY  
Kiv nq| mavi Y inmve kvLv Ab`v` hveZiq inmve msiyYmn  
weAvcb I c0vi kvLv tnW Avdm inmtē KivR Kti | GLvfb  
`BwU gj- inmve eB, h\_v-K`vK tiwR`÷ti I tj Rvi msiyY Kiv  
nq|

**weAvBwe0i cKvkbv**

thvMvthvM

cKvkbv I wDvri wefivM  
evsj v`k tcih Bbiv`wDU  
3 mmiK0 niDm tiwW  
XvKv-1000



## FigKv

evsjv`tk cĪ-cwĪKv cKvkbi BvZvm kZwaK eQġi cġv| 1847 mtj mġvK 0i½cġ evZġen0 cKvkki ga`w`tg Zrkvjxb ce0sv v Z\_v eZġvb evsjv`tk cĪ-cwĪKv

XvKv t\_#K cKvkZ KuvZcq  
mġvġKxi mġKġ kb I  
weZiY e`e`v: GKU mgxġv  
uġRvbġ i ngvb



eZġvb th cPž msL`K cĪ-cwĪKv cKvkZ nt`Q, Gi me,tjvi ,YMZ gvb GKikg bq Ges `vġZKvj I mgvb bq



cKvkbi hvĪv mġZ nq| Zvici `xNmgq AwZvšlntq0| bvbv Poiv-DrivBtqi ga`w`tg cwĪKv cKvkbi ġgk Avġv cwĪe`vB I KvhRi ntq Dġv0| GB `xN` c\_cwĪ ġgq mgvRi AMġZ I weKvk cĪ-cwĪKv memġ wek0 Ae`vb ivL0| weĪUK Jcubtekk hġM t`ktcġ-Gi tPZv weKvk cĪ-cwĪKv weġkl figKv cġb Kġt0|

1971 mtj gnvb ġv`hġxi ga`w`tg evsjv`k cĪZ0vi ci ce0cwĪ`hvb Avġji Zžbvq cĪ-cwĪKv cKvkki msL`v evx`cġq| cwĪ`hvb kimb Avġji Gt`k t\_#K cKvkZ cĪ-cwĪKvi msL`v0j GtKevġB bMY`| mġvK cwĪKvi msL`v0j GtKevġB Kg| `vabZv jvfi ci mgvRi meġvġI weKvkki 0vi DġbMġZ nq| Kvj ġtg cĪ-cwĪKvi msL`v evx`tctZ`vK|

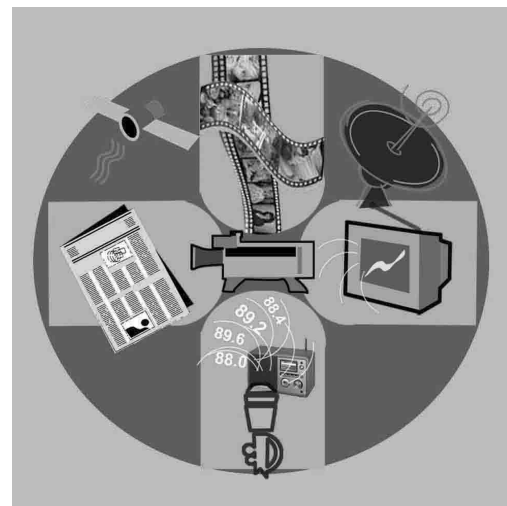
cĪ-cwĪKvi msL`v evx`i GB cġYZv vbt`e3 mviwĪU j`y` Kiġ mntRB Dcġi Kiv hġe:

	~vbK	mġvK	cwġK	ġvmK	Ab`vb`	tgU
1972	30	151	17	82	20	300
1978	31	119	11	121	45	327
1984	64	261	35	196	114	670
1988-089	72	279	30	123	58	562
1989-091	107	397	66	162	63	795

mġ: cĪ-cwĪKv I mġvKxi emġR cĪZte`b 1991, Pj wPĪ I cKvkbi Avā`Bi|

eZġvb th cPž msL`K cĪ-cwĪKv cKvkZ nt`Q, Gi me,tjvi ,YMZ gvb GKikg bq Ges `vġZKvj I mgvb bq| GK w`tk thġb cPž msL`K bZb cwĪKv cKvkZ nt`Q- Ab`w`#K DġjLthvM` msL`K cwĪKv wK0z`b ci bvbv KvġY Avevi eU ntq hvġ0| GZ`ntEj mġvKxi msL`v evx`i GB cġYZv weġkl iazcY` eZġvb hġM MYthMvthvMi mt½ Dbq b Kvġġtgi GKU Nub0 thvMġ Avġ0 etj ġtb Kiv nq| ġv`Z MYthMvthvM ġvā`g Z\_v msev`cĪ I mġvKxi G weKvk I cġvi mgvR Dbqġbi Ab`Zg vbt`0Kv vntmte wPvġZ Kiv hvq|

cĪ-cwĪKvi Rmġzi GKU weġkl tġI mġvK I cwġK ġvMvRġbi e`e`vcbvi weġqUĪ tm weġPbvq GKU iazcY`A½| mġvK I cwġK ġvMvRġbi e`e`vcbvq weġkl wK0zelġqi I cġ AvġvKcġZ Kivi Rb` 2001 mtj i i`ai`w`#K G mgxġvU vġZ tbqv ntq0|









FigKv

YMZ I cwi gyYMZ Dfq w K w tq MYgra'g GLb AtbK  
teik cÄZÖmbK I eügnwK | i'asvñ | cÄU igwWqv, teZvi-  
tUwv wfkb bq, cÄjv MYgra'g GLb wMwRUvj i/c avi Y Kti  
tcÄtQ tMtQ cÄ'šl AÄtj | KugDibwU tiwWI MYgra'tgi

# KugDibwU tiwWI Öi e'e'vcbv

Kvixgv tPšajx



Av'kMZFvte KugDibwU tiwWI miKvi  
wbqwsZ ev miKvi Öviv cwi Pwvj Z cvevj K  
mwvffñ teZvi tK's`a Ges e'w³gwij Kuvraxb  
emwYwR`K teZvi tK's`a (GdGg tiwWI)  
t\_tK m'úY'wfbø

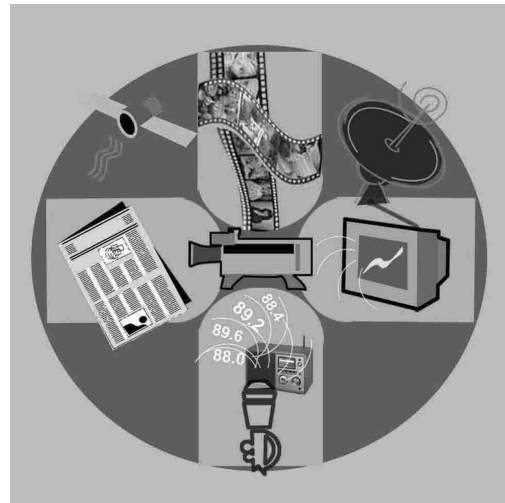


GB Ae'vK Avtív kv³kuj x Kti tQ | ZmÉKfvte KugDibwU tiwWI Öi avi YwU  
Dbqtb thvMthvMti tK't`Ae'vbi Z MYZvñSK tPZbvi mvt\_ m'úKfñ | tmtýtñ  
GwU m'úY'fvte RbMtyi Rb` Ges RbMY Öviv cwi Pwvj Z | KugDibwU tiwWI e'Z  
KEnxb gvbñ | KE'ñ | hvñ i K\_v tKD etj bv, Zvt`i K\_vB etj KugDibwU  
tiwWI | hvñ i tK\_vv | K\_v ej vi mñwM tbB Zvt`i Rtb` KugDibwU tiwWI |  
GKmgq cÄšñ th gvbñ, tj vi KE MYgra'tg, wtkl Kti tiwWI ÖtZ tkvbi  
wclwU wQj wZvSB Am'e Ges `tca' gZv'fmUvB GLb ev'e | KugDibwU  
tiwWI Öi gra'tg KugDibwU gvbñ iv GLb wbtRivB Zvt`i wbtRt`i mgm'-  
m'wvbi K\_v wbtRivB wbtRt`i fvlvq ej tZ cvi tQ | `vbxq chñq thme cÄZfv  
GZv' b j'kvqZ wQj, th cÄZfv wKvñki tKvñv mñwM tctZv bv, GLb Zv  
KugDibwU tiwWI Öi gra'tg wKvñZ n't`Q | Gi cÄUdg'e emv Kti AtbtK Zvt`i  
m'kvv ev'e i PpPKitZ cvi tQ |

Av'kMZFvte KugDibwU tiwWI miKvi wbqwsZ ev miKvi Öviv  
cwi Pwvj Z cvevj K mwvffñ teZvi tK's`a Ges e'w³gwij Kuvraxb  
emwYwR`K teZvi tK's`a (GdGg tiwWI) t\_tK m'úY'wfbø Kvi Y  
GLvñb miKvi, `j Ges e'w³i cÄve t\_tK gñ\_vKv hvq | emwYwR`K  
teZvti wvbtqMkZ.At` P glvav wvñZ Kiv nq | dtj, Gtytñ  
cÄšK gvbñ | AskMñY Ges Dc'vcbv nq DtcwvZ | tmB mvt`Z`  
I Avb cÄb'tZ bMi I MñgY RbtMvöxi gñ e'vcK `tZi t\_tK  
hvq | KugDibwU tiwWI wK Gi wvñZ | ZvB Gikvq KugDibwU  
tiwWI Öi Ab'Zg msvMK I cÄ'v jvB Uwes KugDibwU tiwWI  
m'úK'etj tQb, ÖGwU GKwU Rbtmavagr'm'úPvi e'e'v hv mñw' Ö  
Rbc't`i t'Zñi, mñk' RbtMvöxi Rb', RbtMvöxi `t`ñsk' wcltq  
RbtMvöxi Öviv cwi Pwvj Z nq | Ö

KugDibwU tiwWI Öi cÄv' wñk'ÖB n't`Qñ GLvñb RbMtyi e'vcK  
AskMñY `vtK | cÄ'šl Rbc't`i RbMYB KugDibwU tiwWI Öi  
m'úPñi wclq wvñPb Kti Ges cwi tekB Kti | Ab'vñb cwi Kí bv  
cÄ'q, bñZvbañY, Ab'vñb `Zwi, AskMñY Ges Ab'vñb g'vq'tbi  
ga'w'tg Zviv wKvñZ nq | GtZ Kti cÄ'šl Rbc' emv  
`ZtÜZfvte Zvt`i cÄZvuvq e'³ KitZ cÄvñv nq | Ab'w'tK  
evZcñK I MññKi gñ' Z` wvñbgq I Zt`i cÄekwvñvñi  
tyñw MñZkxj nq | wZvqZt G m'úPvi e'e'wU tKvñv wvñ Ö  
GjvKvi RbtMvöxi m'cÄvñvñi Dñ`vñM cÄZvñZ I cwi Pwvj Z | GwU wvñ Ö GjvKv  
n'tZ cvi, n'tZ cviñ kni Zjx, Mñg, Dc'tRjv ev tKvñ wvñSg Önc |

Anki k'ki i'ia t\_tK RvñZmñNi mññvñM BDtbt`vñi Kvñvñtgi  
ga'w'tg KugDibwU tiwWI `iaZv'tc'tq AvñtQ | BDtbt`vñ gñb Kti, Ö'wv` Ges  
mgnvRPZ cÄšK RbtMvöxi `ygvñ Ges MYZvñSK Ab'vñb I Dbqtb cÄPövq  
AbñvñK wññvte KugDibwU tiwWI ÖB figKv ivL'tZ cviñ | mñk' RbRvñb







mKj KugDibul tiwli t=kab AwamhY ev Gi/G tji Kihʻeg  
~wZ KitZ cvite| G mKj tyʻf miKvi th tKivb mSLʻK ev  
mKj KugDibul tiwli t=kabi AbgnZ/jvBtmY emZj Kivi  
Awakvi Ges msikw cʻZovb, ms~v ev e~vʻʻK cʻʻj Z AvBtbi  
Avl Ziq Avbvi ygZv iʻfL|

14. tKivb GjiKv ev RvqMq m=cʻʻvi tK~ʻ~vʻtbi AbgnZ cʻʻv Kiv  
nte tmyʻf miKvii umxvSB Pevsʻl nte| tKivb wtkl evZʻ  
m=cʻʻvii Rb~ ev cʻʻwʻkZ I Riavi cʻʻqvRtb ev Rb~ʻʻA ev  
cʻʻKuzK ~hʻʻMi tyʻf miKwi ubt~ R msikw KugDibul tiwli tK  
Aek~B gubʻZ nte|
15. jvBtmY MhZvʻK AwWU Kiv emlʻ R nmve Ges emlʻ R wʻtciw  
miKvii KivQ Rgv wʻtZ nte|
16. wabmʻ Z mgʻqi gʻa~ jvBtmY MhZv m=cʻʻvi Kihʻeg iiaKitZ  
e~ʻnʻtj miKvi AbgnZ/jvBtmY emZj KitZ cvite|
17. KugDibul tiwli m=cʻʻvi KZʻtyi wR~ʻDrm, mvg~ʻevortv, chʻʻp  
MʻelYv I gj~vqʻtbi tyʻf ~YMZgub ewxi Rb miKvi KugDibul  
tiwli Dbqʻb Zniej Mʻfo tZijvi e~vʻvʻi c~ʻtʻc ubtZ cvite|
18. msikw ms~v I cʻʻZovbʻK Zi½ I teZvi hʻs; e~enitʻi tyʻf  
wauAvim KZR AvʻwʻcZ mKj kZʻfej x tgb Pj tZ nte|
19. KugDibul tiwli t=kabi Rb~ʻwʻcZ Uvl qvi temiKwi tuj tcvb  
AcʻtiUiʻt~iʻtK e~envi KitZ t~qv hʻte br| GQvor Ab~ʻtKivb  
temiKwi KivRI Gme Uvl qvi e~envi Kiv hʻte br|
20. KugDibul tiwli t=kab ~vcbKvix cʻʻZovb/ms~v wR~ʻ^A~ʻqʻtb  
mk~; Avbmvi ʻvri t=kabi mweR wbiwEv wcarb Kite Ges  
RvZiq wbiwEv cwiwʻs tKivb m=cʻʻvii ntqʻQ Kx-br G gʻg  
msikw ~vvi fvi cʻʻB KgRZʻPcʻʻZgʻtm GKul cʻʻZte~b miKvii  
wku tcvY Kite|
21. Rb~ʻʻA ev h~v~ m=cʻʻvii Rb~ʻ A ev RbiwEv e~vʻi ~ʻʻ  
miKvi GB bwiZgʻvii wewa I kZ~cwi eZʻʻbi Awakvi msi~yY Kti|
22. Rb~ʻʻA ev miKwi wewabʻla Agvʻ~ Kivi ~vʻq miKvi th  
tKivb mgq tKivb cKvi KviY ~kʻʻv e~wʻtʻiʻtK msikw KugDibul  
tiwli t=kabi AbgnZ/jvBtmY emZj i Awakvi msi~yY Kti|

**KugDibul tiwli m=cʻʻvi gubUis**

1. miKvi KZR ~wZcʻʻB tKivb KgRZʻPev cʻʻZovb ev ms~v KugDibul  
tiwli t=kabi Kihʻeg gubUis I bwi cʻʻi cixv~wixv KitZ  
cvite Ges cʻʻqvRtb m=cʻʻvi KZ tKivb Abgnʻtbi wmlv (CD) ~vbxq  
KZʻtyi KivQ KugDibul tiwli Rgv wʻtZ eva~ʻvKte;
2. DctRjv wbeʻʻx Awdmii, DctRjv wkv Awdmvi, DctRjv  
cʻʻKSkjx, ~vbxq miKvii wbeʻʻPZ cʻʻZovb, ejsjvʻk teZvii  
~vbxq t=kabi cʻʻZovb, ~vbxq wkv cʻʻZovb cʻʻvʻtbi mgʻʻq  
Gkul ~vbxq Dct ʻor Kugul MvB KitZ nte| H Kugul  
wqvgZfite msikw KugDibul tiwli t=kabi Kihʻeg gubU  
Kite Ges cʻʻZgʻtm miKvii wku GKul cʻʻZte~b Rgv tte;
3. Dct ʻor Kugul KugDibul tiwli t=kabi kw~ʻ I ~ʻʻZvi wbiwL  
msikw t=kabʻK cʻʻqvRbxq cʻvʻgkʻʻte;
4. Dct ʻor Kugul KugDibul tiwli Abgnʻtbi DctRjv chʻʻqi  
miKwi KgRZʻP~ AskMhYʻK DrmmwZ Kite;
5. KugDibul tiwli ʻi gra~g Dbqʻb welqK wAvcb/miKwi wAvcb  
t~qvi e~vʻvʻi Dct ʻor Kugul msikw~ʻ i DrmmwZ Kite;
6. Abgnʻtbi gʻvʻvʻqʻtbi Rb~ KugDibul tiwli ʻi Rb~ MvZ Dct ʻor  
Kugul mgʻq mgʻq cʻʻqvRbxq KvDʻYij s tmev tte;
7. Z~ gʻʻyʻq KZR MvZ tK~ʻiq gubUis Kugul KugDibul tiwli  
cwi Pjv bvi mspvʻs mweR welq Z v~wK Kite Ges mgʻq mgʻq  
gʻʻyʻq tK AwvZ Kite|

**KugDibul tiwli m=cʻʻvi gubUis Kugul**

KugDibul tiwli ~vcb I cwi Pjv bvi bwiZgʻv- 2008 Ablyqx th  
Kugul t~v KugDibul tiwli ʻi gubUis Kite Zv ntʻQ:

1. RvZiq i t~v Umi Kugul GB Kugul mfvicwZ miPe, Z~  
gʻʻyʻq h~ʻmiPe (ivRʻbuzK), ~ʻvʻo gʻʻyʻq, h~ʻmiPe,

AvBb, wPvi I msm~ welqK gʻʻyʻq; gnvicw Pj K, ejsjvʻk  
teZvi; m~m, wauAvim GKRb Dchʻ cʻʻZovb, ejsjvʻk  
GKRb cʻʻZovb, m~m. t~ʻki GKRb wewo bwiK G Kugul  
m~m Ges h~ʻmiPe (m=cʻʻvi) Z~ gʻʻyʻq m~m~miPe wntmte  
KivR Kite|

2. Kwii Mii Dc-Kugul GB Kugul mfvicwZ cʻʻv cʻʻKSkjx,  
ejsjvʻk teZvi | ejsjvʻk tuj wʻfʻtbi wmbqi cʻʻKSkjx ev  
Z~ʻaʻchʻʻqi GKRb cʻʻZovb, ejsjvʻk GKRb Dchʻ cʻʻZovb;  
wauAvim GKRb Dchʻ cʻʻZovb; cwi Pj K (Abgnʻtbi) ejsjvʻk  
teZvi Ges cwi Pj K, (gubUis) m~m Ges ejsjvʻk teZvii  
Dc-Kugul wmbqi cʻʻKSkjx, MʻelYv I MhY tK~ʻ; ejsjvʻk  
teZvii m~m~miPe|
3. tK~ʻiq gubUis Kugul GB Kugul mfvicwZ ntʻQb ejsjvʻk  
teZvii gnvicw Pj K | gnvicw Pj K ev Zvi cʻʻZovb, MʻthwMthw  
Awabʻi; Dc-miPe (teZvi) Z~ gʻʻyʻq cʻʻv cʻʻKSkjx,  
ejsjvʻk teZvi; wauAvim cʻʻZovb; Ges cʻʻv wbeʻʻx,  
GbwRI ʻm tʻU qvK~ʻdi tiwli AvU KugDibul Kkb m~m; m~m~  
miPe Dc-gnvicw Pj K (Abgnʻtbi), ejsjvʻk teZvi m~m~miPe  
wntmte KivR Kite|

**KugDibul tiwli ʻi ~wZʻkʻj Zvi gub~ʻ**

1. Awv R;
2. mvgwRK;
3. ivRʻbuzK;
4. cʻʻZovbK|

**Awv R**

KugDibul tiwli ʻi wʻtK ~vKvi cʻʻg kZ~ʻGi Awv R ~ʻQZv| KugDibul  
tiwli AjvʻfRbK cʻʻZovb ntʻI Gi mʻ½ msikw Kgʻʻi teZb I  
m~ʻʻx, t=kab cwi Pjv bvi LiP I Kg bq| ZvB cʻʻZv t=kabi B wR~  
wKQZrm ~vKv evAbxq| GKul t=kab Pjv vʻvbi Rb~ th Drm, t~v t~ʻK  
At~ʻP thwMv nq tmB Drm, t~v ntʻQ:

1. ~vbxq Dbqʻb wAvcb
2. miKwi-temiKwi Dbqʻb cKʻi
3. Dʻ~ʻv~v mslMʻtbi e~vK-Avc

Gkul KugDibul tiwli t=kabi gwmK Avq-e~q KZ ntZ cvit~Zv  
wʻfʻP Kti tiwli ʻi t~vKej, t=kabi Ae~v, Abgnʻtbi e~wʻP Ges  
w~ʻtB KZ NEv miwmi I tiKKRZ Abgnʻtbi cʻʻvi Kti Zvi I ci| tKbbv,  
th t=kabi teZbf~ Kgʻʻi mSL~v teuk Ges t~ʻQvʻmeKti~ʻ wqvgZ  
m~ʻʻx t~qv nq, th t=kab wbiwZ 24 NEvq m=cʻʻvii ~vʻK Ges  
Awaksk mgq jvBf ev miwmi Abgnʻtbi cʻʻvi Kti Zvʻi gwmK LiP  
Ab~ t=kabi tʻPq teuk nte| Avevi t=kabi Ae~v w hwi knʻti nq,  
tmyʻf MhYAtj ~wZ t=kabi tʻPq Zvi LiP teuk nq|

t~ʻk eZgʻvʻt Pjv ~vKv KugDibul tiwli t~v gwmK LiP tKgb,  
Zvi GKul cʻʻwK avYv wj tZ cvit KtqKul tiwli t=kabi gwmK  
Avq-e~q LiP wʻtq| thgb: 2015 mitj Gwʻj gʻtm tʻgʻj fievRvii  
tiwli c~wK Eʻi LiP wʻj 3 jvL 20 nrvii Urv| Avi IB gʻtm Zvʻi  
Avq wʻj 74 nrvii 740 Urv| t~v hvi~ʻQ, Avʻtq tʻPq e~q AtʻB teuk|  
GB NvUz Zvi wqvgZtqʻQ Dʻ~ʻv~v mslMʻtbi KvQ t~ʻK A~ʻtq| IB gʻtm  
ivRkwxii tiwli cʻʻvʻi Avq wʻj GK jvL 86 nrvii Urv| Avi e~q wʻj  
2 jvL 33 nrvii 97Urv| LiʻPi emK Ask GʻtmʻQ Dʻ~ʻv~v mslMʻtbi  
KvQ t~ʻK| GKB gʻtm e~vii tiwli g~ʻʻʻi LiP wʻj gʻvʻ 80 nrvii  
Urv| Avi Avq wʻj 20 nrvii Urv| emK Urv wʻtqʻQ Dʻ~ʻv~v mslMʻtbi|

**mvgwRK**

KugDibul tiwli ʻi mvgwRK ~wZʻkʻj Zv wʻfʻP Kti GLvʻt KugDibul  
gubʻi AskMhY KZv wbiwZ ntqʻQ Zvi I ci| KugDibul tiwli  
t=kab cʻʻZv t~ʻK Gi cʻʻZv Abgnʻtbi wqvgZ, Dc~vcbm cʻʻZv chʻʻq  
KugDibul gubʻi AskMhY Avek~K| iagʻv cʻʻk~y~cʻʻB wKQvgubv  
KugDibul tiwli cwi Pjv bvi Kite Avi KugDibul gubʻi tKej tKZvi

fiigKiv vKte-GuU KugDibuu tiimwi oi k8 bq| th Kvity evieviB  
ejv nq, KugDibuu tiimwi 90 fim KugDibuu Ges emk 10 fim tiimwi |  
A f KugDibuu tiimwi oi cZuu ttiB vKte KugDibuu AskMhY| Avi  
KugDibuu AskMhY hZ evote, mvgmRK fite KugDibuu tiimwi oi uK  
vKv ev vqZxj Zv ZZ teik ubuoz ntel G KvityB KugDibuu  
tiimwi tjjv bvbv eqmxt i ubtq Mto tZvtj bvbvKg GK tkOZv msN|  
tiimwi cui Pij bvi Rb Mto tZiv nq Dct ov Kugiu, e'e vcbv Kugiu  
BZw | KugDibuu tiimwi oi mvgmRK vqZxj Zv KZUv Riari Zv t Lv  
tMtQ 2014 mtji 5 Rvsvm AbjZ 10g RvZxq msm ubePtb  
AvfM| ubePtbK tkv Kti mivv tk hLb Pig Aw iZv, fvOPz I  
mmsmZv Pj uJ, ZLbB t tki tKvbn KugDibuu tiimwi ymZM Inqib|  
tKbbv, KugDibuu gubj ivB Zvt i tiimwi t-kb iyv Kti tQ|

**cZuZombK**

KugDibuu tiimwi oi cZuZombK vqZxj Zv ubfP Kti Gi Kbtlbu ev  
Abjvbgj vi Ici| eZvrb t tki 17uU KugDibuu tiimwi cZuZombK  
120 NEvi Abjv cPvi Kti tQ; GuU KugDibuu tiimwi oi cZuZombK  
vqZxj Zv GKiu eo ubqvgK I ubt RK| ZvOvov Gme tiimwi  
t-kb GLb ASZt GK nrvvi hy I hgvvix kvR KitiQb| Zvt i  
AwaKiskB t vQfmeK| Avevi GB t vQfmeKivB GKmgq nq hvt Qb  
tiimwi oi ubR vKgf A t bK KugDibuu tiimwi otZ KvRi GB AvfAZvi  
mst Pj hvt Qb gj-avivi vefbe MYgra tg| dtj KugDibuu  
tiimwi tjjv GLb y MYgra gKgf Zvi ckyY tKt v cmi YZ ntqtQ|  
KugDibuu tiimwi otZ GLb mgvRi vj Z I ucuQtg cov RbtMvxi hy  
I hgvvix AvmtQb Kgf t vQfmeK I tdtj v vntmte| Zviv ubtRi i  
KugDibuu mgnv-mvbevi K\_v Zvj atiQb ubtRi fvlvq|

**Rbej Ges Rbej ubtqum**

KugDibuu tiimwi t-kb cui Pij bvi Rb bZg thme Kgf i Kvi nq  
Zv ntjv:

- 1. t-kb gvtbRvi, GKRb
- 2. mvDU GuUvi, BRB
- 3. cthvRK, wZbRb
- 4. Dc vck, Pvi Rb
- 5. wtvUf, Pvi Rb
- 6. vnmvei yK, GKRb

**Kgf i ckyY**

KLtbv tKvbn tiimwi t-kb hvub, v mwi otZ cdek Ktibub,  
gvBt vubv e'envi Ktibub, GgbvK KLtbv misemv KZv wKsev  
thvMvthM gra tgi mtz RwoZI uQtj b v- Ggb tjjv t i ubtqB i ianq  
KugDibuu tiimwi oi m vPvi| AvrfA Gme gubvK ckyY t qv  
ixzgtZv Pvtj tAi evcvii| ev bZv ntjv, ckyY MhYi ci GB  
gvbly tjjv Kvi Mvi Avtb y nq I tlv| Abjv ubqP, msev msmh,  
Dc vcb GgbvK mvDU GuUvUstq gtZv RuUj KvRI Kti vKb  
KugDibuu mvi Y gubj ivB|

**ubR vKgf**

KugDibuu tiimwi oi ubR vKgf ejtZ tevSqn teZbfz Kgf hvi A f  
tiimwi t-kb ev Dv v v msvb t tK ubqvgZ teZb fctq vKb|  
KugDibuu tiimwi otZ ubR vKgf msLv vK Zvbgv-Kfite Kgl Gi  
gta mavv YZ GKRb t-kb gvtbRvi Ges hScwZ cui Pij bvi Rb  
Kvi Mvi Avtb y ZvmvbeGK ev GKwaK tjjv vKb| Gi evBti  
cthvRbv, Abjv Dc vcbv, wtvUf BZw kvR, tjjv mvi YZ  
t vQfmeKivB Kti vKb| tKvbn-tKvbn tiimwi t-kb teZbfz  
cthvRK, Dc vck I wtvUf I vKtZ cvtib| GuU ubfP Kti IB  
tiimwi oi AvR mvgZvi Ici|

**t vQfmeK**

KugDibuu tiimwi otK ejvB nq vK t vQfmeK-ubfP MYgra g  
cZuZomb| Avevi t vQfmeKivB GKmgq t-kb ubR vKgf nq hib|  
iayZv-B bq, t vQfmeK t tK t-kb gvtbRvi ntqtQb, Gi Kg  
D vmi Y AvfQ| t vQfmeKiv KugDibuu cZuu Ask t tKB Avfmb|

GKRb wkyKI Zvi KvRi dthK KugDibuu tiimwi otZ Gtm Abjv  
ubqP ev Dc vcbv hy nZ cvtib| GKRb tRtj, KIK, t vKv vi,  
w Kvpj K Aemti KugDibuu tiimwi otZ Gtm Abjv ubqP Yi th  
tKvbn chq fvgv i vLZ cvtib|

GKiu mdj KugDibuu tiimwi memq Zvt i iRv tLjv ivL  
hvZ hLb-ZLb KugDibuu m miv t-kb cwi k8 Kitz cvtib| hv  
t-kb KugDibuu Rb cwi k8 bi mshvM t q Ges KugDibuu Kvhtg  
AskMhY Kti, tmtyt Rbmvari Yv mvt t-kb GKiu thvMf Zvi  
nq| mivmvi k8 mvyv gvbyK t-kb vPbz mrvZv Kti| GuU vfbv  
GKiu kvi K gva g nZ cvtib| tkOZv i mvt ubqvgZ thvMvthM  
t-kb I e'e vcbv KugvK cKZ. ev bZvq vmv vubtZ mrvh Kti|

**Dcmsvi**

KEvxb gvby i KE t KugDibuu tiimwi Zvt i 17uU t-kb ga v t q  
vbx RbMYK Z v t qv vqZ cvj b Kti MYgra tg mvo  
RvmtqtQ| Kxfite G Ae vK Avfiv MvZxj Kiv hvq tmU ubtq  
fvtQ msikv| G fveb, tjjv gta itqtQ tK tFZ Kvhtgvi cwi etZ  
MYvSK cZuZombK Kvhtg; AvfQ KugDibuu tiimwi tjjvK cPv v  
cubv e'e v Gme cPv vbi gta vKtZ cvtib KugDibuu tiimwi ubtq  
cKwKZ vDRTj Uvti IB tiimwi otK Avv t i Rb Avvi YthvM  
Z vmi vntmte Zvj av; RvZxq MYgra tg IB tiimwi t-kb Kgrv  
Zvj av BZw | RvZxq MYgra tg KugDibuu tiimwi ot Rb vAvcb,  
Avv, Piv I Znej mshv Kiv Ges cPv vbi gva tg DrmrvZ Kiv  
hvq temi Kvi I AvSRvZK vZvt i mrvZvq KugDibuu tiimwi  
Dbqz Znej Mto tZiv m v| KugDibuu tiimwi ot jvBtmY cubv I  
chfeyY msvst Kugiu evBti GKiu vax Kugiu MVb Kiv hvq|  
KugDibuu tiimwi tjjv hvZ mi Kvi temi Kvi Zid chv vAvcb I  
vYi tctZ cvtib, tm e'e v Kiv Ges KugDibuu tiimwi ot jvBtmY  
cvlqv/bevqbi v Kgtv Ges jvBtmY cvlqv vRv vZK  
civvq ivLv i Kvi RvZxq I vbxq mi Kvii Kgrv i (Ges  
Avv Askv vi) gta KugDibuu tiimwi m vKv Dc v Mto tZiv Ges  
vZv I cZuZombZvi v fite Z jvBtmY Avjv b, Z v i K I g vq  
e'e v evvqbi mvgZv Zvi Kiv Riari| KugDibuu tiimwi LvZi  
Dbqz mi Kvii tZtZ fvgKv titL mKj Askv tii gta  
mshvMvZvi m vKv Rvi v Kiv Ges vRvUvj evsvv k ifcKt, Z  
AwaKvi AvBb-2009 I mi Kvii m m v Dbqz j y m Avv Dbqz  
j y ARv evsvv k mi Kvi I KugDibuu tiimwi Kxfite mvgZ fite  
kvR Kitz cvtib-Zv vav Y Kiv mgvq v v| KugDibuu tiimwi LvZi  
Dbqz mrvZv Kitz KugDibuu, D v v GvRI, vekt vj q I  
Mtel Yv cZuZombg, vbxq temi Kvi LvZ, AvSRvZK vZvtMvX I  
RvZmstNi ms v mgnm, vZvY Askv v t gta tKskj MZ tRv I  
mrvZv vubv Kitz tKskj I cvvZi cui Kiv Kiv Avek K|  
vRvUvj evsvv k ifcKt i mtz m vZv titL evsvv k mi Kvi  
KugDibuu tiimwi tjjvK Z v I thvMvthM chv (AvBimU) e'envi i  
mshvM tctZ mrvZv Kitz cvtib| GtZ KugDibuu tiimwi tjjv m vR  
KvRv Zv v v cvte| mi Kvi KugDibuu tiimwi ot mi Avgv vZvi Lip  
Kgtv v v v v v Kitz cvtib| tiimwi tjjv Z v I  
thvMvthMchv veltq nvtZKj tg ckyY tKt i gtZv kvR Kitz  
cvtib| thgb Kv vUv, Bv v v v v e'envi, vRvUvj m v v v BZw  
veltq vbxq i ckyY v tZ cvtib| Avi Gfite G, tjjv KugDibuu  
tiimwi ot MvZ nte Avfiv v, Pjvi c v nte mvg|

**Z mF**

- 1. KugDibuu tiimwi n vUek, 20 tg 2015, GvRI m vUv kvKv di tiimwi  
Avv KugDibvKkb (vGvGvAvim), c, bs 140-141, 145-147
- 2. MYgvb i Rvri AwaKvi, AvvKj 19 I vGvGvAvim
- 3. KugDibuu tiimwi mrvqKv, 2008, vGvGvAvim
- 4. mrvvKvi - GGBPG eRj y ingv, vefbv cui Pij K, vGvGvAvim
- 5. g vj vB vgvvqv v vUv - Gi Mtel Yv
- 6. kvvqv vPv, vKugDibuu tiimwi: msikv KugDibuu fvev kvR  
Mtel Yv

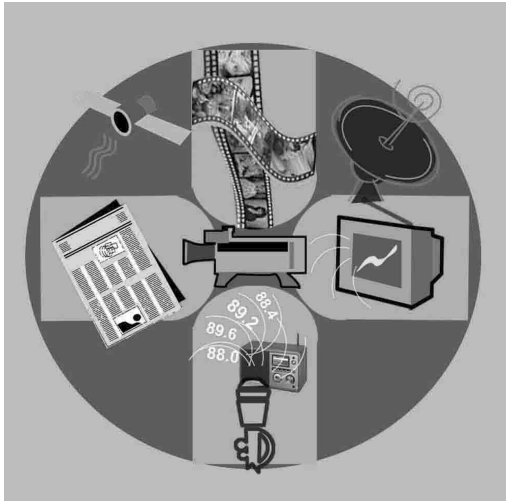
tj LK: tR v Mtel K, vAvv

m<sup>ser</sup> Ktÿ AkÿzvKuzi tUetji (Horseshoe of a Communal Desk—The “Rim”) Pmiw`K etm GK`j Kwc m=ur`K jvj Kwj i Kj tg m=ur`bv Ki#Qb, Ab`ir`K Pj tQ wi tcvU`ij Lb, cãchwi`W/s, tcv=s I tgK-Avc| UvBc i vBÜvi, tãvb-d`v` I tUuj wãUv`i i kã evRtQ| Qmãtq-

# Abj vBb msev` Kÿ e`e`vcbv: c×wZ I tKŠkj tgvnv. gvnigÿj nk

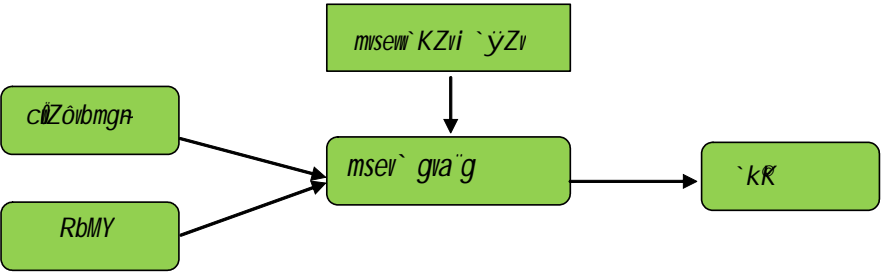
●  
mgwšZ msev` Kÿ e`e`vcbvq  
Distributed Journalism Av`i KiuU  
aviYv hv msev` msMh I wi tcvU`stq  
, iãZcY`FwgKv cij b Kti

●  
wãUv`i tãtQ Kv`vi tPqvi I tW`ç, tWt`i I ci cijZb msev` cãI i emDj I msev`  
Kwc (tãh weAwb, tãhãbU, Z` weeiYx BZ`w`)| GmeB wQj GKwU msev` cã I  
msev` Ktÿi gj` nwiZqvi I Kv`hãg| GLb wek`v`c msev` Ktÿi KgRv`ã e`v`ck  
cwi eZB` mwaZ nãtãQ| cãchwi`W/s, tcv=s I tgK-Avc GLb Avi tãB| UvBc  
i vBÜvi i cwi eZ`K`w`uDUvi, mÿi Kt`cv`U tW`ç, SKStK tgãS, BvUv`tãU msthM,  
d`v` i cwi eZ`B`-tgBtj msev` MhY, mvgwRK thwMthM gva`tg msev` weZiY  
cãwZ. bZb cwi tek mÿo Kti tãQ| wi tcvU`v`i Rb` `ÿU`ãvb, ti KWA I j`vcUc-Gi  
cãqvRb nã`Q| A`v` msev` msMh, Drcv`b I weZi`Y AvãbK chÿ`i e`envi Kiv  
nã`Q| e`Z miewi KZvi Dbãtb Kg`cwi tãki cwi eZB` AvãqbB nã`Q cãvb  
wãvãgK| GRb` msev` Ktÿi I cwi eZB` nã`Q| Shapiro (2011) msev` Ktÿi G  
cwi eZB` m=ur`K etj b: Öthe newspaper industry entered a new era: for  
the survivors facing diminishing competition, profits grew fatter  
and newsrooms grew plusher. Carpeting covered floors,  
computers supplanted typewriters... A new generation,  
college-educated and sexually integrated, lent the busi-  
ness a veneer of professionalism. Old-timers grouched. Ö  
bZb wãUv`qvi cwi tãk mÿvZb msev` Ktÿi cãMv`b I hãMv`thwM Kiv  
AZ`š`cãqvRb| bZb Avãtaq wãvã` I bZb weR`tbm gãWj cãvãbi Rb`  
mgwšZ msev` Kÿ AZ`vek`Kãq| GRb` mgwšZ msev` Ktÿi Rb` bZb  
wãUv`qvi BtKwãt`ã`gãK e`ãZ nãe|  
GKmgã gj`avi i miewi Kt` i tãKB` i ayAvãtaq mÿo Kv`v` ejv` nãZv|  
GLb mãvi wãUv`qvi G hãM Avãtaq miewi K I bviMwi Kt` i ey`ey`EK  
thš` cãhvRbv| Avãgwi Kv`b tjLK I miewi K Ug tivãRbmiUãqj  
msev` tãk Öcollaborative intelligenceÖ wãtãte AwãvãZ Kti tãQb  
(nK, 2016)| wãUv`ij hãMi `kR`-tãZv`-cvãtãKi msev` cv`v`v`mmn  
bZb wãUv`qvi th cwi tek mÿo nãtãQ tãLvãb miewi K I bviMwi Kt` i  
ey`ey`EK thš` cãhvRbv Övov Avãtaq i cwi cY`Zv I `ewãt`Zv Avãqb  
Ges Ab`ir`K Gi MhY`thwM`Zv weãgãY Kiv mnR bq| Kv`Y wãUv`ij  
`kR` mÿvZb `kR` t`ãK AãbK teãk MãZkÿj | Gã` i msev` MhY`cãvãq  
m=ur`Avãj`v`v` I `ewãk`ãvãZ| cvãK, tãZv` I `kR`-G wãZbUvi mgwšZ  
`ewãk` avi Y Kti GKRB wãUv`ij `kR` ev bviMwi K| tãKbv, Abj vBb  
msev` gva`tg Avãtaq cov, tãkãv` I t`Lv` hãq| wãUv`ij `kR` me`v`B  
tW`Uãc ev` `ÿU`ãvãb BvUv`tãU e`envi Kti| Zv`v` cãqB Abj vBb eUã` i mã½ P`vU,  
Abj vBb Z` msMh Ges mvgwRK thwMthM gva`tg gšb`, gZãgZ I cãZvãq  
RvãvãZ cã: Kti| wãUv`ij bviMwi K wãUv`ij wek`c` Pvi Yv Kti wãtãt` i AvãtWU  
iãtã| AvãRãvãZ tUuj KãgDãbãKkb BDãqbã cwi Pvi Z` ÖãgRwi s` I qv` wãUv`ij  
tãUv`ãkãl`R` Mãel Yãq t`Lv` hãq th, 2012 mãtj wekãkã hã m=ur`ãtãq i (15-24 eQi)  
30 kZãsk wãUv`ij bviMwi K (Costa, 2013)| 2013 mãtj i Aããvãtã gãwãkã

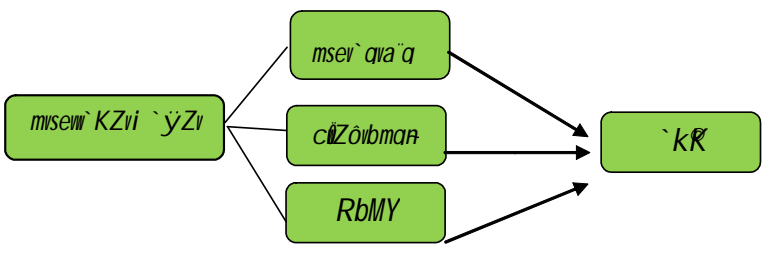


hʔi v t o f 95 k z i s k h ʔ K B ( 1 3 - 2 4 e Q i ) w i r u l u j w e t k i b w m i K t h L v b e m r t j i u Q j 6 0 k z i s k ( A s c i t e d i n C o s t a , 2 0 1 3 ) | w i r u l u j G e s A v b j M b w m i t k i g a e z i c j n t o w i r u l u j - A v b j M b w m i K | G t i R b t A v b j M h t m u k s z i v m b v z b A e v i l c i f i K t i w i r u l u j w e t k i m e w K o z m h y K t i | G a i t b i b w m i t k i D r K o . D v n i Y n t o b w = f R e m ( 1 9 5 5 - 2 0 1 1 ) | Z v B w i r u l u j h t m m e v K t y i c b m p b K i v i t y t i w i r u l u j , A v b j M G e s w i r u l u j - A v b j M - G u z b a i t b i b w m i K t i M Y g a g e e n r t i i a i b , A b j v B b m e s e w K z v i c e y z i m n w i r u l u j B t k m i t g A b g v e b K i v c o q r b | G K u v m g q u Q j h L b m e s e w K z v i y z v i a y m e s e w K e v m e v g r a g c o z o v t b i R b c o q r b n t z v | w i r u l u j h t m G L b m e s e w K z v i y z v m K t j i R b A b z g c o q r b x q A b y z n t q D v t o | t K b v , m i g n r k t h w m t h w m g r a t g i m m n l q v m K t j B t k v b b v t k v t b r f i t e z i m e s e w i e z i y K t i o | w t r i l c o z o v t b i c p h i l e m u s t q i R b G e s m t e c w i t j L u t j u l i R b l m e s e w K z v i y z v i c o q r b n t o |

A Z i z : i a y m e s e w g r a t g i R b m e s e w K z v i y z v i c o q r b u Q j G K R w i t c t L v i t m t o w e t k i 6 0 k z i s k m e s e w m i g n r k t h w m t h w m g r a t g c o v e r t L v n q | A b j v B b m e s e w c o v e r t L v i n r i e x i K v i t y



e Z o v b l f i e l t z : m K t j i R b m e s e w K z v i y z v i c o q r b



m i w e t k i m e s e w c i c o v i n r i m g k n r m c v t o | A b j v B b m e s e w c o v e r t L v i n r i w i r f P v t b j t j t K l Q u o t q h v t o ( D i g i t a l N e w s R e p o r t , 2 0 1 5 ) | G m e P v t j A t g v K v t e j v q w e t k i c a v b m e s e w g r a g t j v m e s e w K t y i e e i c b r q c w i e z B A v b q b K t i t o | m i o K t i t o b z b - b z b c i K i h e r g A v e r i b z b u g m l q v i h t m m e s e w K t y i K g R v b t K g b n e G u b t q G L b w e l i c h e j i v b r l M t e l Y v K i v n t o | t e k i f m t y t i B m b v z b m e s e w K y i w i r u l u j t q i u g k l N u l t q m g u s z m e s e w K y i e e i c b r i l c i t r v i t q u n t o | h v l e i s j v t k i m e s e w g r a t g G m e w p s i G L b l i i a b n q u b e j v P t j |

D B m K b i m b - t g u m m i v w e k t e v j t q i z A e R i v b j R g l g i m K u g D u b i K k t b i A a v c k j b m G d v B W j u m e s e w K t y i l i w f i E K m e s e w K z v i ( L a y e r e d J o u r n a l i s m ) c o q r t m i K v e j t o b ( n K , 2 0 1 6 ) | G u v m b v z b m e s e w K l b w m i K m e s e w t k i t h s c o h m r z m e s e w K z v i , h v m g u s z m e s e w K t y i R b c o h v r l i z m e s e w K z v i m e s e w K t y i K t q K u v l i v k t e | m b v z b m e s e w K , w e b e r x m e s e w K , m r m e s e w K l w i t c u l u t i w t q n t e c l g l i u | A v t i K u l t i v k t e b z b

G K a i t b i m e s e w K h v i v K v R K i t e m e s e w c o h v r K w t m t e | m e s e w - K u n b a t z A s k M h t y D r m w n z K i v i R b b w m i K m e s e w K t i m s h y K i Y l c o k y Y c o v b K i t e G l i | m e s e w c o h v r K M Y m i g n r k t h w m t h w m g r a g e v B - t g B j e v P v U i a t g i g r a t g b w m i K m e s e w K t i Z i , Q u e c f i u z M h Y K i t e b | b w m i K m e s e w K t i w t q M w Z n t e A v t i K u l l i | b w m i K m e s e w K i v m e s e w K z v i m K j w b q g - K u b y A b j v i Y K t i A t p w e i b g t q i a z c y m e s e w - K u n b x z i i t z f u g K v i v L t e | b w m i K m e s e w K i v m i v m i e v t h t K v t b r f i t e m e s e w K t y i m t h y v k t e | b w m i K m e s e w K A b t k t t k A t p w e i b g t q e v w e i b g t j u j L t z / w i t c u l u t i z c v i t e e v t h t K v t b r f i t e A e v b i v L t z c v i t e | G l i t j v A e k B A s k M h Y g j - K l t h w m t h w m C o m m u n i c a t i v e n t e |

m g u s z m e s e w K y e e i c b r q D i s t r i b u t e d J o u r n a l i s m A v t i K u l a v i Y v h v m e s e w m s m h l w i t c u l u t q i a z c y f u g K v c y j b K t i | G t y t i m e s e w z i i w e f b r a i t b i c o v q K t K ( c o n t r i b u t o r ) K v t R j w i t b i R b A t b K a i t b i u g u t q j - K c h y e e e n v i K i v n q | A m e s e w K G K v i l c i w b f p b v K t i G K w a K , G g b n K M z i b M u z K t h w m t h w m w t r K v i e v t i A b j v B b K u g D u b u l i b w m i K t i K i o t t k w i t c u l u s c o q r q m n v q z v M h Y K t i b | m e s e w K t y G a i t b i P P v R b u c h n t q D v t o |

t h s m e s e w c o h v r b r i A v t i K u l K i h R i x n u m z q v i t b u l q v K f z m e s e w K z v i ( N e t w o r k e d J o u r n a l i s m ) | t b u l q v K f z m e s e w K z v i z i A v n i Y K v h e r g , A v v b - c o v b G e s w e z i Y B u v i t b u e e n t i i g r a t g K i v n q G e s b w m i K t i w i t c u l u s c o q r q A s i f y K i v n q | z i c i g t k p R b z i i m i r v h t b q n q | A m e s e w K l b w m i K c k z . N u b r w i t c u l u s q i R b G K m t z K v R K t i v t K b |

f i p z u j m e s e w K y l n t q D v t o A b j v B b m e s e w K z v i c o h v r b v t k i w t m t e | G K u v l t q e m v B u l B n t z c v i f i f i p z u j m e s e w K y l m e s e w m s m h l m e s e w b v , w e z i Y c o q r m e s e w K i v h v q f i p z u j m e s e w K t y i g r a t g | G c o q r q m g q , A r b e j m e w K o z B K g c o q r b n q | A a b w e j t u g m l q v d i u g m l q v o ( c o z o v 2 0 0 6 ) e i s j v t k c l g A b j v B b m e s e w g r a g h v i t K v t b v A u d m u Q j b v , z v f i p z u j m i w e k b G i A u d m A u p G i l t q e m b u i g r a t g t h t K v t b v i b t t k m e s e w D r c v b ( w i t c u l u s l m e s e w b v ) l w e z i Y c o q r m e s e w K i v n t z v ( n K , 2 0 1 6 ) | 2 0 1 0 m i t j A u b e r h R v i Y e k z G A b j v B b m e s e w g r a g u l e U n t q h v q |

A v e i m b v z b m e s e w K t y i m t f i p z u j c o q r q h y K t i m g u s z f i t e m e s e w K z v i K i v n t o | m i u i l w k t i v e t j b , o . . . j o u r n a l i s t s c a n f u n c t i o n o u t s i d e t h e o f f i c e , p e r h a p s i n t h e i r h o m e o r i n a c o f f e e s h o p o r i n a s h a r e d s p a c e , a n d p r o d u c e w o r k f o r a n e w s o r g a n i z a t i o n o r w e b s i t e t h a t o p e r a t e s a t a d i s t a n c e . ( D x Z : n K , 2 0 1 6 ) .

A b j v B b m e s e w g r a t g i k u s t u K t t k N G K . M u z G e s t b . M f x i Z v l M u z n t o z z z v , t e k s e v A v j v u A v i M f x i Z v n t o N u b r i A v c v s l w e t k i Y l A b j v U t b i d j v d j D c v c b | c h y e m g t A b j v B b m e s e w A v t m i t M u z K x j g r a g t i m v l l w i r f i t p t q l z z M u z t z c k v t k m y g | t h g b t g r e i B j e v B - t g B j A v j v u U B U v i e v z p A b i r t k l t q t e m i g n r x b R v q m v l m g q n i v B c v i t u . U e G e s A b v b m e s e w c i l g i m m r t b i t p t q c o m i t k w e t k i t y i w K t t k M f x i l e v c k | t h g b D B m K u c u l u q v N u y S o K i v u i b v i K f v t i R | P a u l B r a d s h a w z u i o m o d e l f o r t h e 2 1 s t C e n t u r y N e w s r o o m o m s w i r u l u j h t m i m e s e w K t y i R b t h g t w j c o l e K t i t o b z v g w k b h y i v o m n w e t k i A t b K t t k i m e s e w c o z o v A b j v i Y K i t o | G g t w j



bZb gWj Dweb l ev'lvqb Ki tQ| msev` Drcv` bKvi x/mwvKvi xiv gYy  
 wPŠi cirkvcnk wFRyqj MíK\_tbi cŁZ\_iaZ; w t'Q| 2016 mrtji  
 GucŁj tev= b tMae msev`Ký e'e`vcbvq bZb cwi Kíbv nwiRi Kti|  
 2014 mvj t\_ tK mlv-tmbUvBb Ges` Wjvm gub` wDR GKUw tW`  
 ti tŁtQ iaygWZ w elq t`Lfij Kivi Rb`| msev`cŁi tWwvBb l  
 msev`cŁiK wbtq wPŠi Kiv t\_ tK gYy ivLv ntqtQ G tW` d| w el t` qvi  
 tYtŁI cwi eZB GtbtQ| Gme cwi Kv tW` t` i tPtq w el qv fŁE K msev`  
 e'e`vcbvK\_iaZ; w t'Q|

gwKŁ hYi tŁf meŁpr msev`cŁ cŁKvkv tKv=ub MvbtbU l B  
 t`tki msev`Ktyi`ecŁK cwi eZB AvbqtB KivR KitiQ| MvbtbU l  
 GKRB m=ur`K etj b, msev`Ktyi`wŁzmsL`K e'e`vcbv c`\_vKte|  
 tKD-tKD cŁhvRbv m=ur`K` wqZ; cvj b Kiteb|` wqZ; eEb l cŁvbi  
 cŁwMz wbgg tftQ msev`Ký cŁwMz nte| bZb-bZb c` mwŁ nte|  
 bZb` wqZ; cŁvb Kiv nte| fwi`r msev`Ký w el gWYi Rb` kR  
 wtkŁ YKvi x, mshY`Kvi x m=ur`K, MíK\_b (storytelling) cŁKýK Ges  
 Avtaq KgfKŠkjmn 16w bZb c` mwŁ KitiQ MvbtbU| Gme c`  
 wWvRuj tKw`K Ges miew` Kiv cŁwMz KivRi cirkvcnk nte wecYbKvi x  
 l KigDibwU mshwMKvi x| wbtP mgwšZ msev`Ktyi` KtqKw cŁvb bZb  
 c` m=ur`K eYŁv Kiv ntjv:

**KigDibwU Avtaq m=ur`K (Community Content Editor)**

KigDibwU Avtaq m=ur`K cŁvb KivR nte`kR Pwv`v ubi cY, mKj  
 cŁwŁdŁgP Rb` m=ur`K KigDibwU Avtaq thgb msev` ev wŁPvi Kwvbx,  
 Qw, w fWl, wDR mstýc l eŁMi t j Lv cŁvZ. wq Kiv| mntwMx ms`v,  
 tgavex Ges cŁ`qKt`i (contributor) AšfY` Kiv hŁZ mtePp dj  
 cvl qv hq| gYy l wWvRuj Avtaq m=ur`bv l Avtaq Drcv` tbi  
 t`Lfij Kivl Zvi KivR|

**Avtaq cŁKýK (Content Coach)**

Avtaq cŁKýK wŁcŁwŁt`i KivR t`Lfij l wbt`Rbv cŁvb Kiteb|  
 `cŁYw`Z cwi Kíbv l AvZt`wbt`Rbvq wZwb Drmn cŁvbl Kiteb|  
 msev`Ktyi` msev` cŁwŁdŁgP Pwv`v cŁtY mýg D`Pgwtbi Avtaq  
 Drcv` tbi wŁcŁwŁt` l dŁw-RvbŁj ÷ t`i wbt`Rbv w` t`eb Avtaq cŁKýK|  
 AbjvUrbgJ-K wŁcŁwŁt` eYŁvUrbgJ-K w j Lb, dŁwMŁdvi, w fWl MŁdvi, w el Dwbq  
 Ges wWvRuj Avtaq Drcv` tbi wtkŁ fŁgKv ivLv t`eb G cŁKýK| KLbl-  
 KLbl msev`-Kwvbx` žZ cŁvKt nŁZ-Kj t`g cŁKýY w t`eb| Avtaq  
 `Zwi cŁe` l cŁi cŁqRbvq wbt`Rbv w t`eb|\_iaZcY` Ruj l  
 mste`bkj msev`-Kwvbx l t j Lbri tYtŁ Zvi Ae`vb Aek`B`\_vKte|

**mshY`Kvi x m=ur`K (Engagement Editor)**

KtqK eŁi AvtMl`kR mshY`Kvi x m=ur`K bŁt`g tKv tcv c` wŁj bv|  
 mlvZb wŁcŁwŁt` l m=ur`Kt`i cirkvcnk l qj w=U RvbŁj`i`kR  
 mshY`Kvi x 15 Rtbi GKUw` j itqtQ| G` j 24 NĒv KivR Kti|  
 m=ur`Kt`i G bZb RivZ (Generation ev Group) e`vKiY l ÷ vBj l  
 tPtq AbjvBtbi t`gR Ges`kKt mŁt` m=ur`K`Zwi l wŁw`Łv tK  
 \_iaZ; t`q| l t`te gubvmb wktivbg t`qv, \_iaZybynti l t`te l  
 mvgwRK thwMthwM gva`tg tcv=s Ges`kKt cŁZwŁqv l gZvgZ  
 AbjvY KivB mshY`Kvi x` tji KivR|`kR mshY`Kvi x` j Qrov eZŁv tB  
 miew`KZvi RbucŁZv l wklmthwM`Zv wŁwŁt`q ivLv AtbK tYtŁ Kwv|  
 KivY tKv tcv GKUw wŁcŁwŁt`fYz ntj ev fŁtjv ntj Zrvy`wKfite`kR  
 l B MYgva`gi l t`qemw w fŁbe mvgwRK thwMthwM gva`tg cŁZwŁqv  
 Rvbq| ZvB AdjvBb l AbjvBb msev`Ktyi` Rb` G` tji m`m  
 Avek`Kxq| G` tji g` tZv mshY`Kvi x m=ur`K| gYy l wWvRuj  
 KigDibwU w fŁbe KivR t`gi Avtaq Rb Ges mvgwRK thwMthwM gva`g  
 e`enŁt mtePp dj AvbqtB cwi Kíbv cŁqb l ev`lvqb Kiteb  
 mshY`Kvi x m=ur`K| Kx KivR Kiteb mshY`Kvi x m=ur`K Zvi GKUw  
 w eY tck Kti tQ MvbtbU|

**mshY`Kvi x m=ur`Kt`i` wqZ;**

**cwi Kíbv m=ur`K (wŁw ev wWvRuj)**

mtePp gŁvi wtkŁ Avb l`yZv Ges wklmteva w t`q Avtaq tKv wŁj l  
 KivRite hŁte Zvi PwvŁ wŁvŁš w t`eb cwi Kíbv m=ur`K (wŁw ev

wqZmgt	wqZj kZKiv nvi
1. `kRt`i mshY`Kt`iYi Rb` cwi Kíbv Kiv l Zv ev`lvqb Kiv  GRb` Kv= gvi wŁt`i±imn Ab`v` mnKgx`i mŁt`_ NwbŁfite KivR Kiv	60%
2. msev` cŁZŁv tbi cŁZwŁv nŁt mvgwRK thwMthwM gva`tg l Ab`v` t`eb RbMŁYi w el q, t jv mgvaib Kiv Ges wecYb w fŁtMi cŁwŁK mshwMKvi x wntmte KivR Kiv  msev`Ký t_ tK wecYb avYv mwŁ, mnKgx` miew` Kt`i mshY`Kiv, wecYb l e`mŁstq i tYtŁ cŁKýY cŁvb Kiv	20
3. `vbxq w eAvcb`vZv l wecYb KgfŁv hŁZ w fŁbe Abjv tB mtePp`kR mshY` l Avq KitiZ cŁt` Zv wŁwŁZ KitiZ mgšq mwab	10
4. msev`Ktyi` m=ur`K KivR j wŁt`g msev` gva`gi AbjvMŁt`i Ae`vb tevSv, mgm`v wPŁyZ Kti Zv mgva tbi gva`tg KigDibwŁtK Ab`Zg tmevi` t`eb cwi YZ KitiZ cŁYcY tPov Kiv  msev`Ký tK`_iaZcY`Z` l Avtj vPvbi tKt`_cwi YZ Kiv	10
5. e`wŁMz l` j MZ mshY`Kiv cwi Kíbv mgšq mwab	--
6. `kKt`i mŁt`_ miew`KMY hŁZ Avtjv KivRite wŁw`Łv KitiZ cŁt` Zvi l cŁi Zit`i cŁKýY t`qv	--
7. DbZgŁtbi Kv= gvi mŁwŁt` cŁvb, Zit`i cŁkŁe DĒi l mgm`vi mgvaib Kiv	--
8. cŁqRbvŁvŁt` Ab`v` wqZ; cvj b	--

wWvRuj) wZwb cŁhvRkt`i KivRi Z`vŁK Kiteb Ges wŁw`Ł mgŁq i  
 gŁa` KivR Av`vq Kiteb| msev`Ktyi` Avtaq cwi Kíbv, Drcv` b l  
 cŁhvRbv Z`vŁK Kiteb| wZwb nteb KŁqU AvfAZw=ub wtkŁ l A l  
 msev`Ktyi` cŁi e'e`vcK| Avtaq KgfKŠkj x l`kR wtkŁ Kt`i w fŁ-  
 bŁcŁwŁdŁgP Avtaq Drcv` b l cŁqRbvq mgšq mwatbi KivR Kiteb hŁZ  
 `kKt`i Pwv`v l cŁZ`vkvŁvŁq` Y eRvq tŁŁ Avtaq cwi t`eb wŁwŁZ Kiv  
 hŁq| ÷`wŁw`AcŁt`i wŁš t`ŁwMŁv l (SOP) AbjvŁq wWvRuj vBb eRvq tŁŁ  
 Avtaq cwi t`eb tbi`\_YMZ w el wŁwŁZ KitiZ nte cwi Kíbv m=ur`K tK|

**cŁhvRK (wŁw ev wWvRuj)**

wWvRuj vBb AbjvŁq Avtaq wŁw l wWvRuj cŁwŁdŁgP cwi t`eb e'e`vcbv  
 Kiv cŁhvRkt`i (wŁw ev wWvRuj) g`\_ wqZj| mtePp gŁvi wklmteva l  
 mwŁk jZv w t`q cwi Kíbv m=ur`K, Avtaq cŁKýK, wŁcŁwŁt` l  
 dŁwMŁdvi t`i mŁt`\_ KivR Kiv Zvi KivRi Ask| mvgwRK thwMthwM  
 gva`tg mtePp Avtaq cwi t`eb wŁwŁZ KitiZ mshY`Kvi x m=ur`Kt`i  
 mŁt`\_ mgšq mwab Kivl Zvi KivR| wWvRuj ÷ wŁv t`Z hvl qvi AvtM ev  
 hvl qvi mgq Avtaq m=ur`bv KitiZ cŁt`b wZwb| l t`qemvBŁv  
 t`vŁtR, t`vŁv t`R Ges Avtaq cŁvŁv e'e`vcbv wqZj  
 cŁhvRkt`i|

**dŁwMŁdvi ev w fŁw MŁdvi**

Qw, w fWl l tŁ` tŁ` žŁŁ gva`tg gwŁwŁwŁqv Avtaq mwŁ Kiv dŁwMŁdvi l  
 w fŁw MŁdvi t`i cŁvb wqZj| mvgwRK thwMthwM gva`g e`enŁt Kti`kR  
 mshY`Kt`iYi Rb` Av`vŁwŁv wntmte KivR Kiteb wZwb| Zvi`yZv w t`q  
 wZwb wbtRi, mnKgx`i Ges cŁZŁv tbi e`mŁstq mŁvŁZv Kiteb| Avtaq  
 cŁKýK, wŁcŁwŁt`, Avtaq KgfKŠkj x Ges`kR wtkŁ YKvi x mŁt`\_  
 mgšq Kti Avtaq t`i`\_YMZgub DbqtB fŁgKv cvj b Kiteb dŁwMŁdvi ev  
 w fŁw MŁdvi|

bZb msev`Ký ev mgwšZ msev`Ký ev AvMvŁv msev`Ktyi` Rb`  
 cŁwMz`yZvi mŁt`\_GLvKvi w bŁwŁt`i` gŁa` Avtjv KZK, t jv`yZv









w' t'q c0hvrK ntq wZub ubi0S'g'gb Nng'q' v'Kb| P'3 Ab'lvq' 3 gym ev 6 gym ci j'v'f'mn UvKv tdi Z t'ct'j B wZub L'jk| A'tbK'Uv m'j' UvKv j' M'e'Kivi g't'ZvB w'el'q'Uv|

Av'g'v' i' t' t'k GLb A'tbK P'v'tbj| P'v'tbj t'j'v'Z c0Z'w' b c0P't'i i' Rb' A'tbK b'u't'Ki i' K'vi n'q| Gme b'u'K P'v'tbj c0P't'i i' Rb' w'e'f'b'e'c'0'q'v' A'ej' s'b K'iv n'q| P'v'tbj K'Z'e'y' m'v'm'w' i' b'R' ^ c'w'i P'j' K w' t'q w'K'Q'z'v'U'K i' b'g'P'Y K't'ib| w'e'f'b'e'c'0'h'v'R'v' m's'v' t' t'K' l' w'K'Q'z' b'u'K w'K't'b' t'b'b| w'e'f'b'e' c'w'i P'j' K't' i' b'u'K i' b'g'P'Y i' Rb' A'b'g'w'Z'c't'm'n A'v'm'b'U' K'iv n'q| A'v'ev' KL't'v' P'v'tbj K'Z'e'y' c'w'i P'j' K ev c'0'h'v'R'K't'K m'e'u'P'vi m'g'q' e'iv' i' w' t'q v'K'b| G'U'v'K' e'j'v n'q P'v'4| P'v'4 KL't'v' t'k'q'w'i s't'q'i g'v'a' t'g' e'iv' i' t' q'v' n'q| A'v'ev' KL't'v' U'v'K'iv w'e'l'b'g't'q' P'v'4 w'K't'b' t'b'b c'0'h'v'R'K' ev c'w'i P'j' K|

b'u'K i' b'g'P'Y i' c'0'v'b D'c'R'x'e' n't'j'v' e'v'R'U' ev A' e'iv' i' | G' i' c' i' B w' b'f'P' K'i't'Q' b'u'K'U' i' Y'M'Z' g'v'b| A'v'ev' A't'b'K' m'g'q' i' b'g'P'Z'v' i' w' b'R' ^ t'K'v'q'w'j' u' i' l' c' i' l' w' b'f'P' K't' i' b'u'K'U' i' Y'M'Z' g'v'b| K'v' i' Y' b'u' w' b'g'P'Z'v' i' t'K'v'q'w'j' u' b'v' v'K't'j' e'v'R'U' t'e'w'k' n't'j' l' w'Z'ub Y'M'Z' g'v't'bi b'u'K i' b'g'P'Y K'i't'Z' c'v' i' t' e' b' b'v' | A'v'g'v' i' t' t'k' b'u' c'w'i P'j' K't' i' t'K'v't'v' t'k'0'v' w'e'f'P'b' K'iv t'b' b' | t' h' K'v' i' Y' b'u'K i' b'g'P'Y i' e'v'R'U' e'iv' i' t' t'K'v't'v' c'v' r' t' b' b' | i' m'v' b'q' i' m'w' c'w'i P'j' K't' i' G'es R'v'q' i' c'w'i P'j' K't' i' R'b' A'v'j'v' i' t'K'v't'v' K'v'U'v'm' i' t'b' b' | K'Z'e'y' t'K' ev c'0'h'v'R'K't'K' L'w'K' K't' i' t' h'Z' c'v' i' t'Q' b'u'K i' b'g'P'Y i' e'v'R'U' e'iv' i' w' b' t'Q' | G' t'Z' G'K't'k'0'v' i' A't'c'k'v' i' t'j'v'K' i' b' t'R' i' K' c'w'i P'j' K' c'w'i P'q' w' t'g' d'v'q' v' j' t'U' w' b' t'Q' | G' a' i' t' b' i' Z' v' K'w' Z' c'w'i P'j' K'iv m'v'v' i' Y'Z' b'Z'b' t'K'v't'v' e' e'v'm'v'q' ev w'e'K'v'j' x't'K' w'e'f'b'e' t'j'v'f' i' u' l' t'q' A' p' M'e' K' i' t' Z' D' r' m' m' n' Z' K' t' i' b' | Z' i' v' i' g' t' b' K' t' i' b' , G' K' R' b' f' v' t' j' v' K' i' v' t' g' i' v' g' v' b' G' e' s' G' K' R' b' f' v' t' j' v' m' n' K' v' i' x' c' w' i' P' j' K' i' b' t' j' B' b' u' K' i' b' g' P' Y' n' t' q' h' v' q' | G' f' i' t' e' b' u' K' i' b' g' P' Y' i' b' i' t' g' P' j' t' Q' c'0'v'b' | h' v' i' d' t' j' G' m' e' c' w' i' P' j' t' K' i' b' u' K' A' t' b' K' m' g' q' c' P' v' i' Z' n' q' b' v' | i' b' g' P' Z' v' i' U' K' c' t' o' v' t' K' W' q' v' i' e' x' n' t' q' | d' t' j' b' Z' b' c'0'h'v'R'K' i' v' i' b' i' a' r' m' m' n' Z' n' b' |

b'Z'b' c'0'h'v'R'K't' i' w'g'w'q'v' b'u'K i' b'g'P'Y Ges c'0P't'i i' Rb' w'e'v' i' w'el'q'U' A'R'v'v' b' t' t'K' h'v' t'Q' | G' B' m'j'v'w' t'K' K'v'R' j' w' M' t' q' A' t' b' t' K' B' B' Q' v' g' t' Z' v' b' u' t' K' i' e' v' t' R' U' i' b' t' q' b' u' K' i' b' g' P' Y' K' i' t' Q' b' | w' K' s' c'0'Z' K' t' U' j' w' f' k' b' P' v' t' b' j' G' K' B' e' v' t' R' t' U' i' b' u' K' c' P' v' i' K' i' t' Q' b' v' | A' v' g' v' i' t' t' k' e' Z' v' t' b' t' c'0'v' b' w' f' i' E' K' P' v' t' b' j' A' v' t' Q' t' e' k' w' Q' z' Z' e' m' e' P' v' t' b' j' G' K' B' g' v' t' b' i' b' u' K' c' P' v' i' K' t' i' b' v' | t' h' K' v' i' Y' b' u' t' K' i' g' v' b' e' v' b' u' t' K' i' e' v' t' R' t' U' i' v' t' K' e' o' e' e' a' v' b' | Z' v' Q' v' o' v' , G' K' P' v' t' b' j' K' t' g' w' i' v' i' E' K' b' u' K' c' P' v' i' A' v' M' t' h' t' e' w' k' | A' b' A' t' b' K' P' v' t' b' j' k' u' t' i' t' c'0'g' i' b' u' K' c' P' v' i' A' v' M' t' h' t' e' w' k' | A' v' e' v' i' A' b' P' v' t' b' j' m' g' t' q' v' c' t' h' v' M' x' g' v' t' m' R' a' g' v' b' u' K' c' P' v' i' A' v' M' t' h' n' q' | G' Q' v' o' v' i' t' K' v' t' v' i' t' K' v' t' v' P' v' t' b' j' i' w' e' t' w' k' A' v' t' j' i' b' u' K' c' P' v' i' i' A' v' M' t' h' v' t' K' |

GL't'v' b' i' t' q' t' Q' A' v' u' l' w' e' b' e' P' t' b' i' w' e' l' q' | G' t' K' K' P' v' t' b' j' G' t' K' K' w' k' i' x' P' m' v' t' e' w' k' | G' Q' v' o' v' i' t' q' t' Q' G' B' P' w' K' v' t' g' i' v' i' P' m' v' l' b' i' g' v' j' K' v' t' g' i' v' G' e' s' d' j' G' B' P' w' K' v' t' g' i' v' i' f' r' o' v' q' i' t' q' t' Q' c' v' r' | K' v' t' g' i' v' A' c' v' i' U' t' i' i' g' t' a' l' i' t' q' t' Q' c' v' r' | t' h' K' v' i' Y' m' e' w' g' v' j' t' q' b' u' t' K' i' e' v' t' R' t' U' i' Z' v' i' Z' g' N' U' t' Z' t' L' v' h' v' q' | G' K' K' v' q' e' j' v' h' v' q' , h' Z' o' Z' Z' w' g' v' o' | Z' t' e' G' K' U' v' K' v' e' j' Z' B' n' q' , o' t' e' w' k' w' t' j' w' g' o' n' q' w' K' B' , n' t' e' t' i' w' e' l' q' u' w' f' b' e' i' t' a' v' i' b' i' w' b' R' ^ Y' b' v' v' K' t' j' h' Z' B' o' t' q' v' t' n' i' K' , r' n' q' b' v' | G' K' U' G' K' K' b' u' K' i' b' g' P' Y' K' i' t' Z' m' v' i' Y' Z' 2-3 w' b' m' g' q' j' v' t' M' | Z' t' e' e' Z' v' t' b' b' u' t' K' i' e' v' t' R' U' i' K' t' g' h' v' l' q' v' i' K' v' i' Y' c'0'h'v'R'K' ev c'w'i P'j' K' G'K'v' t' b' i' g' t' a' i' b' g' P' Y' i' K' v' R' m' e' u' b' e' K' i' t' Z' t' P' o' v' K' t' i' b' | G' t' Z' b' u' t' K' i' g' v' b' K' t' g' h' v' t' Q' |

b'u'K i' b'g'P'Y i' t'j'v' c'0'g' M' i' ev w' t'P' i' K'v' i' | A't'b'K' m'g'q' P'v'tbj K'Z'e'y' b'u't'K' i' M' i' ev w' t'P' w' b' e' P' b' K' t' i' t' b' | A'v'ev' KL't'v' KL't'v' c'w'i P'j' K' ev c'0'h'v'R'K' K'Z' R' M' i' ev w' t'P' c'0' n't'j' b'u'K i' b'g'P'Y i' w' x' v' s' l' t' b' q' v' n'q' | G' i' c' i' i' K' v' i' w' k' i' x' w' b' e' P' b' | G' t' j' v' t' l' G' K' B' c'0'q'v' A' e' j' s' b' K' i' v' n'q' | A' t' b' K' m' g' q' w' k' i' x' w' b' e' P' t' b' N' t' U' b' v' b' w' e' c' i' E' | M' t' i' c'0'q'v' R' t' b' w' k' i' x' t' K' w' b' e' P' b' K' i' v' n'q' | t' L' v' h' v' q' , i' u' l' s' t' q' i' w' a' b' i' i' Z'

w' t' b' w'Z'ub m'g'q' w' t'Z' c'v' i' t' Q' b' b'v' | A' e'v' e'v' t' R' t' U' i' t' P' t' q' A' w' a' K' U' v' K' v' w' e' K' t' i' e' m' t' Q' b' | K' L' t' v' K' L' t' v' i' u' l' s' t' q' i' w' b' - Z' i' m' l' m' e' w' K' v' i' v' | n' v' i' r' K' t' i' i' u' l' s' t' q' i' A' v' t' M' i' i' v' t' Z' R' m' b' t' q' w' t' j' v' t' K' v' t' v' K' v' i' Y' w' k' i' x' A' m' y' | A' e'v' t' g' v' e' v' B' j' t' d' v' b' A' d' K' t' i' e' t' m' A' v' t' Q' b' A' e'v' A' b' t' K' v' t' v' t' c'0'v' b' A' v' t' U' U' K' t' i' t' Q' b' | G' g' b' A' t' b' K' N' U' b' v' B' N' U' t' Q' A' v' g' v' t' i' w' g' w' v' q' v' t' | i' m' v' b' q' i' c' w' i' P' j' K' n' t' j' Z' e' y' Z' v' i' v' c'0'Z' e'v' K' i' v' i' m' v' m' c' v' b' | w' K' s' R' v' b' q' i' i' v' G' w' e' o' s' b' v' m' n' K' i' t' Z' e' v' a' n' b' | b' Z' b' A' t' b' K' t' g' a' v' e' x' c' w' i' P' j' K' w' g' w' v' q' v' t' t' K' g' y' w' c' l' w' i' t' q' w' b' t' Q' b' i' a' g' v' i' w' K' o' z' a' k' i' x' t' i' A' t' c' k' v' w' i' t' Z' j' i' K' v' i' Y' | P' v' t' b' j' G' e' s' c'0'h'v'R'K' A' t' b' K' m' g' q' w' k' i' x' i' b' v' g' D' j' t' L' K' t' i' t' b' | t' m' t' y' t' i' w' a' b' i' i' Z' w' k' i' x' b' v' t' c' t' j' c' w' i' P' j' K' K' i' v' R' w' K' i' t' Z' c' i' t' b' b' v' | A' v' e' v' i' i' u' l' s' t' q' i' w' b' A' b' g' v' w' i' Z' i' K' v' i' Y' Z' v' r' y' v' w' K' A' b' w' k' i' x' c' v' l' q' v' l' g' y' w' K' j' | A' v' e' v' i' t' m' B' g' y' t' Z' e' i' u' s' c' v' K' v' c' K' i' t' j' A' e' d' w' t' Z' n' q' | G' m' e' w' g' v' j' t' q' w' e' l' q' u' Z' L' b' G' K' R' b' c' w' i' P' j' t' K' i' R' b' v' t' K' i' K' i' v' Z' n' t' q' h' v' q' |

G'K'R'b' b'u'K'v' i' ev b'u' c'w'i P'j' K' i' b' t' m' t' b' t' n' G'K'R'b' m' R' b' k' v' j' g' v' b' y' l' w'Z'ub A' b' 10R'b' g' v' b' t' i' t' t' K' A' v' j' v' v' | A' P' G' B' t' k' v' i' g' v' b' t' i' g' j' v' q' b' n' t' Q' b' v' | K' v' i' Y' G' K' R' b' w' k' i' x' c'0'Z' i' v' b' t' h' c' w' i' k'0'g' w' b' t' Q' b' , t' m' B' c' w' i' g' v' Y' c' w' i' k'0'g' K' c' v' t' Q' b' b' v' G' K' R' b' b' u' K' v' i' ev b' u' c' w' i' P' j' K' | t' h' K' v' i' Y' w' k' i' x' Z' v' i' w' e' K' Z' v' c' k' v' k' K' i' t' Q' b' c' w' i' k'0'g' K' i' t' R' v' i' | G' K' U' b' u' K' h' R' G' K' U' w' e' i' s' n' q' , Z' v' t' j' G' K' R' b' b' u' K' v' i' t' m' U' v' i' b' K' k' v' B' K' t' K' t' b' | G' K' R' b' c' w' i' P' j' K' A' e' K' v' v' t' g' v' M' t' o' b' | G' K' R' b' w' k' i' x' t' m' L' v' t' b' e' i' B' t' i' i' A' v' e' i' Y' w' t' m' t' e' K' v' R' K' t' i' b' | G' f' i' t' e' G' K' U' b' u' K' i' b' g' P' Y' i' R' b' b' u' K' v' i' - c' w' i' P' j' K' - w' k' i' x' A' v' i' v' i' f' i' t' e' R' i' o' Z' |



A'v'k'v' i' K' v' , w'K'Q'z' b' A'v' t' M' e' v' s' j' v' t' k' t' U' j' w' f' k' b' w' g' w' v' q' v' i' c' w' i' P' j' K' t' i' m' s' M' v' b' w' w' t' i' ± i' o' m' w' t' i' - G' i' w' b' e' P' b' n' t' q' t' Q' | b' Z' b' K' u' g' u' l' w' m' x' v' s' l' w' b' t' q' t' Q' t' h' , w' w' t' i' ± i' o' m' w' t' i' i' m' m' Q' v' o' v' t' K' D' b' u' K' i' b' g' P' Y' K' i' t' Z' c' v' i' t' e' b' v' | G' w' m' x' v' t' s' l' i' m' t' 1/2 t' U' j' w' f' k' b' c'0'h'v'R'K' m' i' g' u' Z' , w' k' i' x' m' i' g' u' Z' , K' v' t' g' i' v' g' v' b' m' i' g' u' Z' , m' n' K' v' i' x' c' w' i' P' j' K' m' i' g' u' Z' , K' v' t' g' i' v' n' v' D' m' m' i' g' u' Z' , j' v' B' U' n' v' D' m' m' i' g' u' Z' G' e' s' i' u' s' n' v' D' m' m' i' g' u' Z' G' K' v' Z' v' i' t' N' v' l' Y' v' K' t' i' t' Q'



w' e' w' K' O' z' w' K' n' l' q' v' i' c' i' i' t' q' t' Q' w' a' b' i' i' Z' w' t' b' i' u' l' s' t' q' i' K' v' R' | i' u' s' K' i' v' i' R' b' X' v' K' v' n' t' i' i' D' E' i' v' m' n' K' t' q' K' U' v' t' b' i' t' q' t' Q' i' u' s' n' v' D' m' | G' Q' v' o' v' i' X' v' K' v' i' A' v' t' k' c' i' t' k' c' v' B' j' , M' v' R' i' c' y' , b' v' i' v' q' Y' M' A' , g' y' v' M' A' , g' w' b' K' M' A' m' n' m' v' i' t' t' k' i' u' s' K' i' v' n' q' |

b' u' t' K' i' t' y' t' t' G' w' w' u' s' G' K' U' i' a' z' c' y' w' e' l' q' | m' v' i' v' i' Y' Z' G' w' w' u' s' t' K' b' u' t' K' i' t' g' v' c' e' j' v' n' t' q' v' t' K' | G' Q' v' o' v' i' t' q' t' Q' w' g' D' i' R' K' , K' v' j' v' i' K' v' i' K' k' b' , m' v' D' U' e' v' t' j' Y' o' i' K' v' R' | m' e' t' k' l' n' t' j' B' c' y' v' t' e' G' K' U' b' u' K' P' v' t' b' j' K' Z' e' t' y' i' K' i' t' Q' R' g' v' t' q' v' i' D' c' h' y' n' q' |

A'v'k'v' i' K' v' , w'K'Q'z' b' A'v' t' M' e' v' s' j' v' t' k' t' U' j' w' f' k' b' w' g' w' v' q' v' i' c' w' i' P' j' K' t' i' m' s' M' v' b' w' w' t' i' ± i' o' m' w' t' i' - G' i' w' b' e' P' b' n' t' q' t' Q' | b' Z' b' K' u' g' u' l' w' m' x' v' s' l' w' b' t' q' t' Q' t' h' , w' w' t' i' ± i' o' m' w' t' i' i' m' m' Q' v' o' v' t' K' D' b' u' K' i' b' g' P' Y' K' i' t' Z' c' v' i' t' e' b' v' | G' w' m' x' v' t' s' l' i' m' t' 1/2 t' U' j' w' f' k' b' c'0'h'v'R'K' m' i' g' u' Z' , w' k' i' x' m' i' g' u' Z' , K' v' t' g' i' v' g' v' b' m' i' g' u' Z' , m' n' K' v' i' x' c' w' i' P' j' K' m' i' g' u' Z' , K' v' t' g' i' v' n' v' D' m' m' i' g' u' Z' , j' v' B' U' n' v' D' m' m' i' g' u' Z' G' e' s' i' u' s' n' v' D' m' m' i' g' u' Z' G' K' v' Z' v' i' t' N' v' l' Y' v' K' t' i' t' Q' |

m' e' t' k' l' e' j' t' Z' P' v' B' , t' U' j' w' f' k' b' b' u' K' G' K' U' M' Y' g' v' a' g' w' k' i' | G' i' m' t' 1/2 R' i' o' Z' m' K' j' K' g' v' K' j' v' K' k' j' x' i' D' i' v' P' Z' G' w' k' i' t' K' e' m' t' q' i' v' l' v' | A' v' m' b' y' , t' e' w' k' K' t' i' t' w' k' q' m' s' w' z' . a' v' i' Y' K' v' i' , t' k' R' m' s' w' z' t' K' Z' t' j' a' t' i' b' Z' b' - b' Z' b' b' u' K' ^ Z' i' i' K' v' i' |

t'j' L'K' : b'v'U'K'v' i' l' b'v'U'c'w' i' P'j' K'

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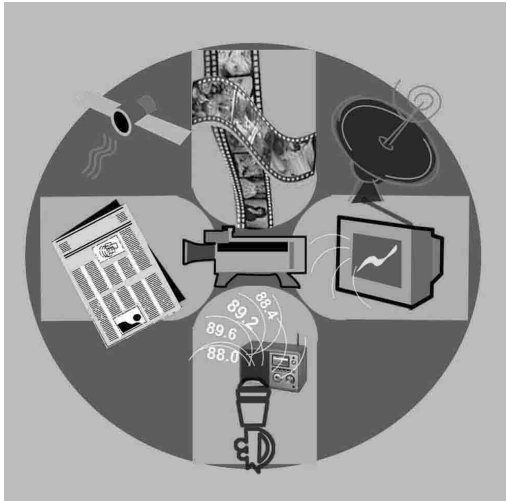


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Avtqi Drm| GRb` ieÁvcbtK  
ejv nq Wheel of the Press



raxbZvi cwičš| KviY, uqmwqvi hviV ieÁvcb t`q Zvt`i bvbv Ab`vq I  
A`mZK Abjiva-Ave`vi i`bž nq tm uqmwqvtK| bvi i`btj ieÁvcb bvi cVl qvi  
fq t`tK hvq| Avi G fqW msev`cTi`raxbZvtK Le`Kti| Bt`Q\_vKtj I  
`Kj g tJ Lv hvq bv, Bt`Q\_vKtj I GKU AbvUvbx cčZte`b cPvi Kiv hvq bv|  
GKUr RR`qvi fq uqmwqvtK tčQtb UvbtZ`vtK| cvK I`kPKi Pmw`v ZLb  
tMSY mel`q cwiYZ nq| RbgZ, Rb`r`Ges mgvtRi cčZ`vqexZv BZ`vKvi  
melq`tjv ZLb`iayK`vi K`vq cwiYZ nq| AvZgviVq ieÁvcb-ibfPZv  
uqmwqvtK`kR-cvK t`tK ierObeKti tdjt| miewi`KZvi bwmZgijv, Av`k`  
KugUtgu Ges iekjmtmZv (Credibility) ZLb ckmex`nq I`tV| AtbK  
mgq cvK, tkiZv`ksev`kR`tmB uqmwqvi t`tK gV`udwi`q`tbq| GK ch`q Gtm  
ieÁvcb hviV t`q Zvivi gV`udwi`q`tbq| ieÁvcb vZv e`w`ksev  
cčZ`v`tjv ZLb Kugtg`v`tZ`vtK ieÁvcb| KviY, GKU uqmwqvi tm ucu  
uqmwqvB`tnvK Avi Btj KUbK uqmwqvB`tnvKN`kR, cvK`ksev  
tkiZv-icbZv bv`vKtj`tK ZvtK ieÁvcb t`q bv| dtj, GKj- I  
I Kj-`Kj-B nviVZ nq tmB uqmwqvtK| Avi Gkevi G MhYtthmZv  
nviVtj`ciez`Zv ARB`Kiv Kwb`nq`cto|

uqmwqvi AvZgviVq G ieÁvcb-ibfPZv thgvb`yuzKi tZgub  
yuzKi ieÁvcb-iegVZv Ges ieÁvcbnibZv| KviY, ieÁvcb Qvov  
i`aycwi`Kvi mK`k`kb`v`tq`tKv`bv`KvMR`u`tK`vKtZ`cvti`bv|  
Btj KUbK uqmwqvi K`v`Gt`y`i`ejvB`evu`j`KviY, Btj KUbK  
uqmwqvi Avtqi GKU gv`Drmb`njv`bvbv`cy`I`tmevi`ieÁvcb|  
GLv`b`bvbv`P`v`b`tj`i`gta`cčZ`thmZvi`gvtS`kR`ati`iLv`thgb`  
`iaZ`c`y`otZgub ieÁvcb`vZvtK`ati`iLv`l`mg`iaZ`i`v`L`tmty`i`  
Ab`v`b, bVUK, UK`tkv, m`x`Zv`b`v`BZ`w`i`mvt`ieÁvcbi`GKUr  
Check and Balance Kitz`nq| uqmwqvi e`e`vcKtK`ntZ`nq  
tKSkjx| k`vg`i`v`L`bv`Kž`i`v`L`N`G`mgm`vi`g`j`v`g`v`ntZ`nq  
e`e`vcKtK| G`KivRiW`KitZ`m`tq`Ab`v`b`cwi`K`i`bv`I`mbg`P`Y  
ieÁvcb`vZv`eo`eo`eu`R`m`ZK`tkv`v`v`b`I`cčZ`v`b`tj`vi`gZvG`I  
ci`vg`k`K`g`j`v`tZ`nq| bVU`Ki`cwi`P`j`K, K`j`v`K`j`x`Ges`M`t`bi  
ksev`b`v`P`i`k`i`x`i`be`P`t`b`I`Zv`i`cO`-AcQ`b`i`v`tK`b`Ri`i`v`L`tZ  
nq`P`v`b`j`tj`vtK| GgbuK`msev`Ges`msev`i`v`k`ti`v`b`g`u`b`af`t`YI  
Zv`i`tčñm`uckb`vtK| ieÁvcb`vZvt`i`Gaitbi`Lei`w`i`ev  
`v`w`m`i`cčq`k`B`kR`civ`Ki`KivQ`u`o`nq`aiv`cto| mekl`Kti`u`v`f  
msev`i`i`i`af`Z`b`h`L`b`ejv`nq, GLb`i`b`v`Agj`msev`v`k`ti`v`b`g`ksev`Agj  
e`is`k`sev`v`k`ti`v`b`g, ZLb`tm`B`msev`i`e`v`b`o`Zv`I`MhYtthmZv`v`b`tq`kR-  
g`tb`m`n`DukS`k`v`tZ`vtK`e`v`K| Letii`KvM`t`Ri`cčg`cvZvi`v`b`P`v`Zb-  
P`Z`z`š`k`R`jo`h`L`b`t`K`v`b`n`v`D`i`R`s`t`K`v`v`v`i`b`i`eo`ieÁvcb`Q`v`c`v`nq`ZLb`H`n`v`D`i`R`s  
t`K`v`v`v`i`b`i`cč`-Mh`v`Zv`hviV`ev`Ks`gvnb`I`v`Kw`i`Uv`Kv`meh`v`K`j`v`cwi`t`k`v`a`K`ti`I





The press is required to make a profit and that therefore it cannot do anything but reproduce a capitalist ideology and it is very survival as an institution is dependent upon the dominance of capitalist ideology—Teun A. van Dijk.

MYgva`tgi  
Avtj vP`mWP I  
gvwj Kvsvi gZv`k©  
W. gyzvK Avntg`



tKvfbv NUbv Kxfvte MYgva`tgi mel tq cwi YZ  
nq| Ke Ges Gj Wvi gtb Ktib, GB Bmy  
mgvtr ve`gvb `B ev ZtzwaK tMvxi gta`  
Ae`vb I maú` eEtbi ØØ Øviv vbiqz nq

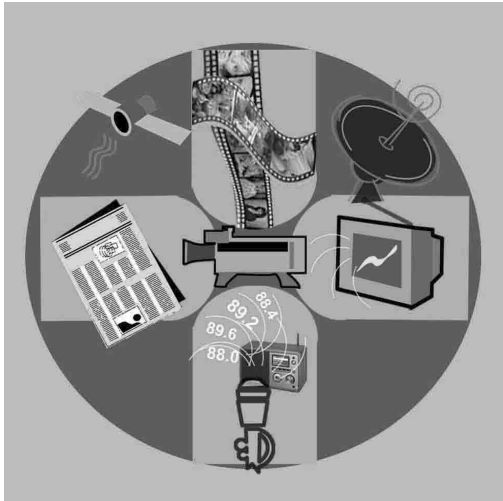


MYmgvR ZÉj GKUv KvvtgvmZ gZv`k©Ges gvKfiev` avivi tdgl qfK vgtj  
vgvWvqi ga`Kvi maúK`vektitYi Rvgfb `kfbv gZv`tkP AbvgvZ `Zvi nq  
(tetbU, 1982: 47)| gvKfiev Dvj mZ tdg lqvtkP vrfvÉØ ntjv GKUv vbw`Ø  
mgvtr ve`gvb A`vbwZK Kvvtgvm| GB A`vbwZK Kvvtgvm ev Drcv`b cxvZ  
(tgvW Ae tcvvKkb) AZ`š Mfvi l gj-Z RvUj cgvqg GKUv veKl mgvtr  
ØDcvv Kvvtgvm ev cZvØvbmgr- l gj`tpZvrtK cfvvZ Kti|  
mgvRvektitl veKl Kvij i mgvRK cZvØvbmgr, `kbe`e`v, agvq cZvØv  
l vki`ms`vZi gv dZ Dcvv Kvvtgvmi gva`tg gvbtj i gtb avi Yvi ve`vi NtU|  
t`Lv hvq, cgvRv`x th Kvj LtØ Avgiv emZ KivØ Zv tkej B GKUv A`vbwZK  
e`e`v bq, GUV Avbevfvte Avgv`i `vfvv, gj`teva, e`v`tZj aib Ges  
Avgv`i ms`vZtKl cfvvZ KitiØ|

¶gZvai tMvxi`tv Aek`B RbmvavivYi vPšvi RmrtK cfvvZ Kitz  
Pvq| Kviv gvbtjK veKl veKl avivvq `v¶Z Kitz cvitj  
mgvtr ¶gZv l maú kvj x e`v`em, hviv cgvRv`x t`k`tvZ  
ve`gvb mgvRK vevv`vmi mgv` metPq jvfvv nq, v`Zve`v  
vUvKtq ivLtz cvitb| kvvKkivYi G ZrciZvK gvKfiev-Gt½j m  
e`vL`v Ktib Gfvte:

mKj Kvj B kvvKkivYi avi Yv`tv vB ntjv Avvaz`Kvix avi Yv  
A`v, th tkvvU mgvtr e`MZ kvv`-maú` vbgšY Kti tm tkvvB  
e`Z vevvEK kvv`-maú` l vbgšY Kti | th tkvvU l`Tj mgvtr  
Drcv`b Dcvvgr`v`K, tmB tkvv mgvtr gvvmK Drcv`b  
vbgšY Kti | mZivs, mavi Yfvte ev hvq, gvvmK Drcv`b  
Dcvq`tvZ hv`i vUvZ itqtØ Zv`i avi Yv`tv mavi YZ  
Avvaz`Kvix`i Aaxb`ntq cto (gvKfiev Ges Gt½j m 1965: 61)|  
mnrfvte ev hvq, GKUv veKl hv`Mi avi Yvgr`e`Z Avvaz  
tkvvi Øviv vbtRt`i `t`ve`vvi Z l tvvKvcb Kti tZv v avi Yv|  
Avvaziv thgbfvte Pvq mfvvavY tZgb Ktib avi Yv`tv Avvaz`  
Kti tvq|

Avvaz`tkvvi gta`B GK`j avi Yv vbgZv`v`K, gvKfiev-  
Gt½jvmi gZ hviv ØGB KgvvKB A`v avi Yv-Drcv`b l  
cvi kvj`b gva`tg tkvv Ae`v`vbi veag QovvvtKB Zv`i RvveKv  
cavv Aej`v KtiØ (gvKfiev Ges Gt½j m, 1965: 62)| ØgZv`k©  
ej`Z th`v`Kfvte msnZ Ges e`v`Kfvte cgvvMthvM` mgvRK-i`vR`vbwZK th  
tKvfbv vevvve`v`K tevsvfb hvq| GB ZÉjvyniti, kvvKvix Avvaz`tkvvi  
Ggb GK gZv`k©Rvbgv mAvvj Z Kti hv tkvvU veKl vavv`i b`v`Zv`q  
Ges mfvvavivYi Rb`ciov l tkvv`vYi cvv`vZ Dcvv vavvZi Kti tZvtj |  
gZv`k©mfvvš GgbZi e`vL`vq t`Lv hvq, GUV vgvvWvqi mv`vZvU t`v`v  
msvkv| cvgZ, mgvRK vbgšY ¶gZv vntvte gZv`k©v evvZ nq vgvvWvqi



gva'ig| GLvrb tk'iq ckkw ntjv: ugwllqvi gwij Kivr Kvvtgv Ges Lgb mvariYfite, th cxuztZ Avacuz tkw ugwllqvtk ubivcEv i' lqvi e'vcviUvtK ubqsy Ktin tm mautKp wZxqZ, AvbgmbK wekktYi G chiq, Avtikuv cka ntjv: cthvKfite Kxkt i mmbdvBiqs mt÷g ugwllqvktgp ga'w'iq cPwi Z ntq `kR-tkZv-RbmvariYtk h\_vh\_fite Ztj by-avi m'qgZv ARB Kti | mefklw ntjv, cZUv w'eq wetePbvq wbtq t' Lv hvq, tmme Guv BwzZ Kti th, ugwllqv ivobqwsZ | gvKfiev i weZtkP gta' m'gwllRK MVtbi A\_ %bwZK, ivR%bwZK Ges gZv w'kR chiq mautKpmsukw t\_ tk Ges GtK Acti i mt\_ mautKp' ntq GKUv mgvtj vPvbgj-K Ae'vb MhY Kti MVZ nq (tefbU, 1982: 49)

mmxti fvlvZE; tj wv÷tmi KvvtgvZMZ b;weAvb, ti uv evt\_ P tmgl wK Ges j tkvi gbtmgyY-GB wZtbi mgstq ugwllqvi Kvvtgv ZmEK aviv Mfo DvVQ | GB avivi tk'iq gtbvthM ntjv A\_ % w'icRvU Kivi c'lvqv Ges cxuzi w'ik | Gi ga'w'iq Pjw'P', ctUvMvd, tUvj w'fkb Abgvtbi Ges Gt' i OtU. Uo wektY Kiv nq |

fiev`kDci t\_ tk Pvcitbv ev Acwi nvh'Kvrb wKQz tPtq eis Guv Ggb GKUv gva'g hvi gta' wektj mg' lgvb'j i AwfAZv mibtekwZ \_vtK | hv' l Avj\_ gvtii Dcwi Kvvtgvi cwi cy'avi YvB eRvq ivtL Ges Gi Df'k' ntjv A\_ %bwZK `pKiY | Avj\_ gvtii tdgl qvtKp ga'Kvi ugwllqv cavbz fiev' tkP gva'ig cwi Pwv Z nq; Zviv gj-Z fiev' w'kR wevZi mibtek hv' AtbK KwvK'ij `gbgj-K wevZi mibteki wecixZ atbi | GfiteB ugwllqvi Kvvtgvi Zv f'z w'Pslavi vi w'ksev AvPiY cwi eZ'bi l ci w'fP Kti | eis Am'PZb Ges Gi l ci w'fP Kti hvi ga'w'iq cwi w'vZ w'icRvU Ges cixv'Z nq |

**tU. U Drcv b l fiev k**

cwZwmbK Kvvtgvi Dci-wbP ygZv l gZv' tkP tU. U Drcwv Z | KvY GB tU. U-Gi gva'ig cfvekvj x' i ygZvi emtcKvK nq | w'fba K'vq ejv hvq tU. UB ygZv | ugwllqv cZw'rb `P'fite tU. U Drcwv Z nq | c'lgZ, Af'sliX l w'ZxqZ emv'Kfite | GKUv MYgva'g cZw'rb Af'sliX Kgx' i AvPiY, K\_ vevZP, gj'teva,



MYgva'igi Ae'vb mgvtRi tfZti | Avgiv mvariY tPvtL t' wL- MYgva'g mgvtRi NUbv Dc'vcb Kti | w'kS' Zv bq | MYgva'g Avmtj avi Yv enb Kti | MYgva'g Ggb NUbv tetQ tbq hvi mser`gj' AvtQ Ges Ggb fvlwMZ Kvvtgv tetQ tbq hv' cZte`tb e'envi Kiv hvte | Gt'yt' ejv nt'Q th, MYgva'g w'be'PZ cZ' qmgn e'envi Kti \_vtK | thgb, MYgva'g OAvgt' i O cZ' quU e'envi Kti `kR-tkZv'K Zvt' i tMv'xf' Kti tdtj | GgbwK w'kQZMYgva'g cZw'rb w'vR`^fvlv ch'f i t'qtQ | Avevi MYgva'g Kgx' i m'gwllRK-Aeavi YMZ w'f'w' l ugwllqv tU. U w'bg'Y KvR Kti



GBw'K t\_ tk hv' l Guv mbvZb gvKfiev` weklmxt' i Oviv mgvtj w'PZ nq Zvici l KvvtgvMZ ZmEK aviv w' ms'vi nlqv gvKfiev` fiev' tkP mt\_ mautKp' | Guv ugwllqv BUwv÷' Ges mgvtRi A\_ %bwZK w'f'w' cZ' w'ei fiev' tkP aviv i mt\_ ugwllqv' mautKp' Kti gvKfiev` i gta' ugwllqv Aa'qtbi APj ve'vtK AvZ'ug Kti (, ti w'fP c'ly, 1982: 23-24) |

fiev' tkP Avj\_ gvtii ms'vi Y ZE'U uofiteB gvKfiev` x w'Pslavi vi t'yt' i azc'Y' cwi eZ' wbtq Avtm | Avj\_ gvtii w'ofw'zZ fiev' k' ntjv e'w' i we' gvbZvi ev' b Ae'vi mt\_ Kv'wbK mautKp' Dc'vcb- hv' ev' bZvi GKUv weKZ. cZ' w'ei mgv'wZ w'P | Avj\_ gvtii GB w'ofw'z i az'v'v'c Kti th, ev' b wektj mt\_ mautKp' gvb'j i gva'ig fiev' k' w'g Ges w'icRvU'ktbi c'kvk Kti | Avj\_ gvtii w'ofw'z Ab'v'v'q, fiev' tkP memgqB GKUv e' MZ Dc'w'Z i t'qtQ | Guv Gi Df'k' Ges PP' gta' B w'v'wZ \_vtK |

w'eklm, ivR%bwZK fiev' k' agv' w'ofw'z BZ'w' i cwi t'c'yt'Z ugwllqv tU. U w'bg'Z nq | Avevi emv'Kfite cZw'rb ev'bt i hviv KvR Kti thgb cZw'v'w, ÷vd cZte`K, ejv' cavbt' i AvPiY, K\_ vevZP, gj'teva, weklm, ivR%bwZK fiev' k' agv' w'ofw'z BZ'w' i cwi t'c'yt'Z ugwllqv tU. U w'bg'Z nq |<sup>2</sup> iayZvB bq, GKRB ugwllqvKgx' m'gwllRKfite teto l vvi cwi tek l w'kv' Gme w'eq ugwllqv tU. U w'bg'Y Ab'v'v'ki f'v'kv' v'j b Kti \_vtK |

MYgva'igi Ae'vb mgvtRi tfZti | Avgiv mvariY tPvtL t' wL- MYgva'g mgvtRi NUbv Dc'vcb Kti | w'kS' Zv bq | MYgva'g Avmtj avi Yv enb Kti | MYgva'g Ggb NUbv tetQ tbq hvi mser`gj' AvtQ Ges Ggb fvlwMZ Kvvtgv tetQ tbq hv' cZte`tb e'envi Kiv hvte | Gt'yt' ejv nt'Q th, MYgva'g w'be'PZ cZ' qmgn e'envi Kti \_vtK | thgb, MYgva'g OAvgt' i O cZ' quU e'envi Kti `kR-tkZv'K Zvt' i tMv'xf' Kti tdtj | GgbwK w'kQZMYgva'g cZw'rb w'vR`^fvlv

chŚi itqtQ| Avevi MYgva'gKgr i mvgmRK-Aeavi YMZ wfiEi ugwvq tu. U ubg#Y Kiv Kti |

ugwvq cŁZovbi ğaitbi fvlv AvtQ| GKiu cŁ ugK wMmKvm' thgb, cŁZte' K, tjLK l cŁi Kri e'3e' Ges tmKŪmi wMmKvm' thgb, cŁZovb l mSMVtbi e'w'3t' i fvlv hu' i e'3e' D'wZ. intmte e'envi Kiv nq|

fiev' tkP mvgmRK Kg' ntjv wewfbae tMvxi m' m' i mvgmRK j' y' l mvgmRK ubivcEv m' utK' kvhRi fite Zt' i' t' eliq Abgveb 'Zmi Kiv| GKBfite msev' ct' i m' ur' Kxq wKsev cŁZte' b' cŁi Kri Ae' vb wltq cŁVktK fiev' wKfite cŁfweZ Kti | thgb, Avtgm' Kimm' wtkj' cŁq mKj t' tk i' y' Ykj, WbcšK-ewgčšK BZ' w' epr tMvxi t' wetePbr Kti |

**gZv kMz tu. U Drcv' tbi bglyw ktivbvg**  
ugwvq nvd'tmi tu. U Drcv' b' gZv' tkP wfiE'Z nq Kx-bv Zv KtqKiu bglyw ktivbvg D' vniY intmte Avgiv Ztj' aitZ cwi | G ait' Yi Mtel Yr' n' t' qj' bu' lsn' v' g wekte' vj' t' q 2008 mvtj | Wxb n' w' g' v' w' uk msev' ct' i' ktivbvg bglyw intmte Ztj' ait' tm' t' j' vi' gZv' kMz' wMmKvm' wtkd' Y Kti' t' Qb | tmB Awm' z' K 26 tg 2016 Zmi' t' Li' evsj' v' t' ki' WbcšK-ewgčšK cŁi Kri KtqKiu wktivbvg Ztj' aiv' ntjv:

0fWbuj' tgBtj' i' P' v' Aj' Ki' Z' : w' i' R' v' f' P' y' i' g' j' t' n' v' Z' i' v' f' i' t' Z' 0, b' q' w' M' š' l, ep' ū' u' z' e' v' i, 26 tg 2016; Xiv' K, evsj' v' t' k; 0Rvcv' t' bi' D' i' t' k' c' a' v' b' g' s' i' Xiv' K' v' Z' v' M' 0, RbK' E', 26 tg 2016, 12' R' o' 1423, ep' ū' u' z' e' v' i, Xiv' K, evsj' v' t' k;

0M' z' t' i' c' v' t' k' t' b' B' t' K' D' 0, w' b' K' i' j, ep' ū' u' z' e' v' i, 12' R' o' 1423, 18' k' v' e' v' b' 1437, 26 tg 2016;

0tgšj' fiev' R' v' t' i' i' c' v' R' t' bi' w' e' i' a' x' 5' g' v' b' e' z' w' e' i' v' a' x' A' w' f' t' h' v' M' 0, h' y' v' š' l' i, ep' ū' u' z' e' v' i, 26 tg 2016;

0A' m' t' Q' t' i' v' R' v' Z' v' b' e' v' o' t' Q' h' v' b' R' U' 0, c' Ł' g' Avtj' v, ep' ū' u' z' e' v' i, 26 tg 2016;

0w' k' i' a' l' s' t' m' t' k' l' t' c' i' t' i' K' 0, m' g' K' i' j, ep' ū' u' z' e' v' i, 26 tg 2016;

0L' v' j' v' w' R' q' v' m' 38' R' t' bi' w' e' i' a' x' P' v' R' k' U' M' h' Y' 0, B' w' i' K' j' v' e, Xiv' K, ep' ū' u' z' e' v' i, 26 tg 2016|

ugwvq tu. U Aa' q' t' bi' Avgv' t' i' t' t' ki' w' l' u' k' v' j' avivi ZniE' Kiv Duj' m' L' Z' wktivbvg Kxfite gZv' w' k' R' Ae' vb cwi' vi' Kti' t' Q' Zv mnt' R' e' s' t' Z' c' v' i' t' e' b |

**m' ur' Kxq' I fiev' k'**

GKiu cŁi Kri m' ur' Kxq' m' P' i' P' i' ubw' 0' t' t' b' l' GKB' c' o' p' q' O' r' c' v' n' q | msev' ct' i' Ab' vb' c' v' z' i' t' p' t' q' m' ur' Kxq' c' v' z' i' v' m' 3' v, t' j' L' v' w' e' l' q' e' ' BZ' w' Avj' v' v | g' j' Z: GKiu ubw' 0' AvqZtbi t' f' Z' t' i' B' m' ur' Kxq' O' r' c' v' n' q |

m' ur' Kxq' t' K' v' t' v' ubw' 0' w' e' l' q' m' ur' t' k' 0' msev' ct' i' g' z' v' g' l' w' o' f' i' w' Z' t' j' aiv' n' q | m' ur' Kxq' Ggb' GK' ub' e' U' hv' ubw' 0' w' e' l' q' m' ur' K' ev' c' k' v' k' t' k' i' g' z' v' g' ev' f' i' e' v' r' k' 0' |

**MYgva' tgi guj' Kivb' l' fiev' k'**

MYgva' tgi guj' Kivb' , fiev' k' f' i' g' v' a' g' e' e' ' v' c' b' v' i' t' t' i' A' m' Z' i' a' z' c' y' G' K' i' u' w' e' l' q' | guj' Kivb' fiev' tkP' l' c' i' w' b' f' P' K' t' i' MYgva' tgi P' u' i' t' | MYgva' g' e' e' m' u' t' K' v' k' n' t' e' b' w' k' R' b' t' m' e' v' a' g' v' t' e' Z' v' guj' Kivb' w' b' a' f' i' Y' K' t' i' t' q' | K' g' e' ' v' c' b' v' t' K' g' b' n' t' e' Z' v' guj' Kivb' i' fiev' k' B' e' t' j' t' q' | guj' K- K' g' P' r' i' x' m' e' u' k' 0' guj' Kivb' Kiv' v' t' g' v' i' g' z' v' i' k' P' l' c' i' w' b' f' P' K' t' i' | Av' R' t' K' i' c' v' R' e' v' x' m' g' v' t' R' i' MYgva' tgi Avtj' v' P' m' P' i' l' c' i' guj' K' t' k' 0' Y' i' w' e' k' l' m, g' j' t' e' v' a, w' P' š' i' K' v' t' g' v' i' c' f' i' v' e' t' e' k' i' a' z' j' i' m' v' t' Avtj' w' P' Z' n' t' Q' | G' w' e' l' q' Avtj' v' P' b' v' K' i' t' Z' n' t' j' c' Ł' t' g' Avg' v' t' i' R' i' v' b' i' K' v' i' Avtj' v' P' m' P' e' j' t' Z' K' x' t' e' r' S' i' q' |

w' l' q' u' i' s' G' e' s' t' i' v' R' i' m' e' j' t' Q' b, G' t' R' Ū' v' t' m' u' s' G' K' i' u' M' Y' Z' w' š' K' e' e' ' v' q' G' g' b' e' v' l' v' w' K' t' i' h' v' n' t' j' v' m' K' j' w' e' l' t' q' b' q, G' K' i' u' u' b' w' 0' w' e' l' t' q, R' b' M' Y' Z' c' Ū' b' n' q | i' a' y' Z' v' B' b' q, Z' c' Ū' b' i' c' v' k' i' c' v' n' k' t' m' B' w' e' l' t' q' w' P' š' i' l' g' i' b' v' t' h' v' M' c' Ū' v' b' K' t' i' | e' Z' o' v' b' c' e' t' Ū' i' G' B' A' š' t' k' M' Y' t' h' v' t' h' v' M' g' v' a' t' g' i' Avtj' v' P' m' P' i' l' c' i' guj' Kivb' g' z' v' k' 0' K' x' f' i' t' e, K' x' c' w' i' g' v' t' Y' c' f' i' v' e' t' a' t' j' Z' v' Avtj' v' P' b' v' K' i' v' n' t' e' | G' B' w' e' l' q' u' i' M' Y' g' v' a' t' g' i' guj' Kivb' m' e' u' k' Z' g' t' w' t' j' i' m' v' n' t' h' c' Ū' v' t' Y' i' t' P' o' v' K' i' v' n' t' e' | G' L' b' c' h' Ś' i' g' z' v' k' M' Z' t' M' v' o' x' i' w' f' i' E' t' Z' M' Y' g' v' a' t' g' i' guj' Kivb' i' w' Z' b' u' g' t' w' t' j' i' m' Ū' v' b' A' v' g' i' v' t' c' t' q' u' | K. K' s' t' j' v' g' v' t' i' U' e' w' Y' u' R' K' g' t' w' j, L. c' v' e' w' j' K' m' w' f' i' t' g' t' w' j' G' e' s' M. K' u' g' D' i' u' b' u' l' g' t' w' j | w' e' r' f' b' a' i' K' t' g' i' guj' Kivb' Kiv' v' t' g' v' i' j' 9' j' G' K' i' K' g' b' q, M' Y' g' v' a' t' g' i' Avtj' v' P' m' P' i' u' b' g' #' Y' G' t' i' f' i' v' i' k' a' G' e' s' t' K' š' k' j' l' A' v' j' v' v' |

c' Ł' t' g' G' t' R' Ū' v' t' m' u' s' Z' t' E' j' i' a' v' i' Y' M' Z' w' K' A' v' g' v' t' i' c' w' i' v' i' K' i' v' i' K' v' i' | Z' v' i' c' i' M' Y' g' v' a' t' g' i' guj' Kivb' m' e' u' k' Z' w' Z' b' u' g' t' w' j' G' K' K' f' i' t' e, K' L' t' b' v' G' K' U' v' i' m' v' t' A' b' Ū' v' i' Z' z' b' v' g' j' - K' f' i' t' e, t' K' i' v' Ū' v' t' K' v' v' q' c' Ū' h' v' R' , Avtj' v' P' b' v' K' i' v' n' t' q' t' Q' |

guj' Kivb' Kiv' v' t' g' v' i' c' f' i' v' e' Avtj' v' P' b' v' K' i' t' Z' w' t' q' G' L' v' t' b' u' g' w' v' q' m' g' v' t' j' v' P' K' t' b' v' q' v' P' g' w' , t' e' b' e' w' M' w' l' w' K' q' v' b, R' b' w' c' j' M' v' i' - G' i' h' y' 3' - Z' t' K' P' l' c' i' w' b' f' P' K' i' t' Z' n' t' q' t' Q' | A' e' k' G' t' Z' t' K' D' A' v' g' i' v' i' t' S' u' k' - c' e' Y' Z' v' w' b' t' q' c' k' e' Z' z' t' Z' c' t' i' b' | w' K' š' G' K' v' A' t' b' t' K' B' t' K' v' i' K' t' i' b, w' e' g' v' b' M' Y' g' v' a' g' e' e' ' v, m' v' g' m' R' K' - A' w' o' i' Z' K' c' Ł' Z' o' v' b' w' n' t' m' t' e' M' Y' g' v' a' g' l' G' i' guj' Kivb' l' k' u' m' b' - K' i' v' v' t' g' v' i' w' b' t' q' Avtj' v' P' b' v' K' i' t' Z' t' m' t' j' G' m' e' M' Y' g' v' a' g' m' g' v' t' j' v' P' t' K' i' K' i' t' Q' t' h' t' Z' n' q |

W' h' e' D' t' R' g' m' w' l' q' u' i' s' l' G' f' i' t' i' U' G' g. t' i' v' R' i' m' e' G' g' b' w' K' o' z' i' e' l' t' q' i' A' e' Z' v' i' v' K' t' i' t' Q' b' t' h' t' j' v' G' t' R' Ū' v' t' m' u' s' t' q' i' t' 9' j' i' e' s' t' Z' L' y' B' i' K' w' i' | Z' v' i' v' e' j' t' Q' b: An agenda is "a set of issues that are communicated in a hierarchy of importance at a

point in time" | G' L' v' t' b' G' K' K' t' K' v' t' v' b' q, A' v' g' i' v' M' Y' g' v' a' t' g' K' v' e' u' j, R' b' M' t' Y' i' l' b' m' Z' w' b' a' f' i' Y' x' K' v' |

c' Ł' g' w' e' l' q' n' t' Q' N' t' K' v' t' v' N' u' b' v' K' x' f' i' t' e' M' Y' g' v' a' t' g' i' w' e' l' t' q' c' w' i' Y' Z' n' q | K' e' G' e' s' G' j' W' i' g' t' b' K' t' i' b, G' B' B' m' y' m' g' v' t' R' w' e' g' v' b' e' v' Z' t' Z' w' a' k' t' M' v' o' x' i' g' t' a' A' e' v' b' l' m' e' u' e' E' t' b' i' 0' 0' 0' v' i' v' w' b' u' g' Z' n' q | w' l' q' u' i' s' l' t' i' v' R' i' m' e' G' t' 9' j' i' e' j' t' Q' b, G' B' w' e' g' v' b' 0' 0' t' K' v' t' v' B' m' y' t' K' m' s' e' v' t' h' v' M' n' t' Z' m' v' v' h' K' t' i, M' Y' g' v' a' t' g' i' m' v' n' t' h' R' b' M' t' Y' i' K' i' t' Q' t' c' S' o' t' v' b' n' q |

G' t' R' Ū' v' t' m' u' s' - G' i' i' a' z' j' n' t' j' v' N' the position of an issue on the media agenda importantly determines that issue's salience on the public agenda.

A' v' t' j' Avtj' v' P' m' P' i' u' b' a' f' i' Y' g' v' t' b' n' t' Q' k' R' - t' k' i' Z' v, c' v' k' t' k' m' g' m' y' p' t' l' q' v, D' w' b' t' l' q' v' A' v' i' t' P' t' l' g' g' j' v' M' v' t' v' l' g' v' R' i' j' w' b' G' e' s' m' z' R' g' t' b' K' t' i' b, mass media presents only a highly selective sample of newsworthy events from a continuous stream of occurrences.

G' t' R' Ū' v' t' m' u' s' t' q' i' m' v' t' G' t' 9' j' i' t' d' e' u' s' G' i' m' e' u' k' 9' i' t' q' t' Q' G' e' s' t' d' e' u' s' i' a' z' c' y' P' n' t' Z' c' v' t' i' | Framing is "the subtle selection of certain aspects of an issue by the media to make them more important and thus to emphasize a particular cause of some phenomenon".

W' h' e' D' t' R' g' m' w' l' q' u' i' s' l' G' f' i' t' i' U' G' g. t' i' v' R' i' m' e' j' t' Q' b: "under certain conditions the media of mass communication tells us how to think about issues, and therefore, what to think".

G' B' c' Ū' f' i' g' i' Avtj' v' t' K' G' L' b' A' v' g' i' v' guj' Kivb' Kiv' v' t' g' v' i' w' Z' b' u' g' t' w' j' A' b' y' Ū' v' b' K' t' i' M' Y' g' v' a' t' g' i' Avtj' v' P' m' P' i' u' b' a' f' i' t' Y' guj' Kivb' Kiv' v' t' g' v' i' c' f' i' v' e' L' u' Z' t' q' t' L' e' |

**Kstj' v' g' v' t' i' U' e' w' Y' u' R' K' g' t' w' j**

e' w' M' w' l' w' K' q' v' b' u' g' w' v' q' R' i' v' q' v' U' G' i' K' v' e' t' j' b' | w' Z' w' b' g' v' t' K' 0' t' k' q' v' i' G' i' a' v' i' Y' v' t' b' | M' Y' g' v' a' t' g' i' t' 9' j' i' t' , e' w' M' w' l' w' K' q' v' t' b' i' g' t' Z, G' K' B' a' i' t' b' i' a' v' i' Y' v, c' Y' c' Ł' g' Ū' U' K' i' v' i' R' b' G' K' i' u' g' v' a' g' t' h' f' i' t' e' e' e' u' Z' n' t' Z' c' v' t' i' A' b' Ū' U' l' G' K' B' f' i' t' e' e' e' u' Z' n' t' Z' c' v' t' i' | 1997' m' v' t' j' e' w' M' w' l' w' K' q' v' b' e' t' j' t' Q' b, 33' k' Z' i' s' k' A' v' t' g' m' i' K' i' v' b' m' s' e' v' c' t' i' m' e' u' r' K' i' v' Z' i' t' i' A' w' f' f' i' e' K' d' i' g' e' w' l' Z' M' 0' l' n' t' e' G' g' b' w' e' l' q' Z' v' i' v' g' y' t' Y' t' R' 0' t' e' v' a' K' t' i' b' b' v' | n' v' i' g' v' b' l' P' g' w' i' g' t' b' K' t' i' b' t' h, A' e' l' 9' j' g' z' v' g' y' t' Y' i' w' e' l' q' e' w' b' a' f' i' t' Y' m' 9' j' | Z' v' i' v' g' t' b' K' t' i' b' t' h, A' e' l' y' g' z' v' M' Y' g' v' a' t' g' i' m' e' u' r' K' x' q' w' b' a' f' i' Y' K' t' i' t' q, G' g' b' u' k' t' K' v' t' v' b' w' e' l' t' q' i' m' s' e' v' t' h' v' M' Z' v' l' w' b' i' c' y' K' t' i' | e' i' w' 3' M' Z' t' m' e' u' k' Z' e' v' Z' w' l' q' u' i' m' v' n' t' h' R' b' M' t' Y' i' K' i' t' Q' t' c' Ū' t' Q' |



**FigKv**

gvbeRxeþb thvMvþhvM cÖZiU c`tytci mt½ I ZtcÖZfite RwoZ| Rbfj Mæ t\_KB gvbþj i Rxeb tKvþbv bv tKvþbvfvite thvMvþhvM gta`B AwZewwZ nq| mvgwRK Rxeb, ivR%wZK Rxeb, agfç Rxeb, A\_þwZK Rxeb, thiKg

# thvMvþhvM I e`e`vcbvi Avštub fPkyj Zv: GKwU ZvMËK chvþj vPbv

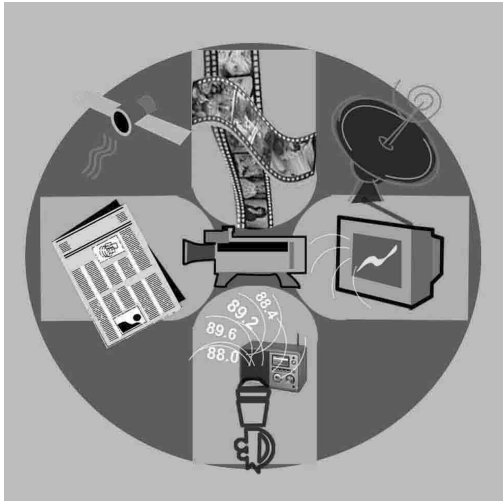
tgV. I qvwj Dj Bmj vg

gvbeRxeþb thvMvþhvM cÖZiU c`tytci mt½ I ZtcÖZfite RwoZ| Rbfj Mæ t\_KB gvbþj i Rxeb tKvþbv bv tKvþbvfvite thvMvþhvM gta`B AwZewwZ nq

RxebB tnvK bv tKb, ci`uti i wbfPkyj Zv`vKþj tmLvþb gvbþjK thvMvþhvM KiþZB nq (gvbwb, 1931: 3)| Avmtj ÖAvgiv thvMvþhvM bv Kti Pj tZ cwi bv| Avgvþi thvMvþhvM KiþZB nq0 (m=uv`Kxq, thvMvþhvM, 1997:2)| Zte thvMvþhvM tyiþ wKQzmxgve×Zv AvtQ| thgb, ÖAvgiv hZLwb wPšþ Kw ZLwb cKvk KiþZB cwi bv| gvbþj cÖZ ngubtU 400 t\_þK 500 kã chšþwPšþ Kivi ýgZv ivtL; wKš`ej tZ cvti gvþ 125 ktãi gtZv| Avi wj LtZ cvti Avtiv Kg, gvþ 25 t\_þK 30 kã0 (Terry and Franklin, 1994: 354)|  
`B er ZtZwãK tjvþKi gta`wPšþwv, wtkl NUbvi weeiY, AbvþZ er gZvqZ wewbgqB nã`Q thvMvþhvM| jþiY wv tebub thvMvþhvMþK msAwvqZ KtiþQb Gfvite:

Mutual Exchange of facts, thoughts and opinions and requiring presentation and reception, resulting in common understanding among all parties but does not necessarily imply agreement (Brennan, 1954:1).

GKwU mSMVb er cÖZvþbi j`y` er Dti`K` ARþb thvMvþhvM Krfite e`e`vcKþK mniqZv Kti tmU wtklY KivB GB wbeþÜi gj`cZ`cr` wclq| evRvi ej tZ thgb Avgiv tKvþbv`wb wtklþK ewþ bv, wK tZgnb mSMVb tKvþbv cÖZvþbi e`MZ KvWtgvþK tevSvq bv| evRvi nã`Q tKvþbv wbu`0 ctY`i Pwin`vi cwi gic| Avi `B er ZtZwãK e`w`3`i GK er GKwãK j`y`vRþbi wbuqþE mvgex Ges mvgwšZ c`Póvi bvgB mSMVb| GtýþT AvbþwþK (formal) gvbwëK m=utKþ e`vcv`wB gý, e`MZ KvWtgv bq| GKwU mSMVbþK mþzccw Pj bvi mweR`vqZ; I KZþj e`e`vcþKi nãZ b`l`vþK| e`e`vcbvi`vqZþU wþPtq` iãZcY`gvbwëK Kivþig wntmte wewþZ nq (Kootz and O`Donnel, 1976)| GKwU mSMVþbi mdj Zv H cÖZvþbi e`e`vcK er e`e`vcKeb`i mg`0 Ges B`Ovku`3`i Ici wbfP Kti| eZþw wëk`cY, tmev`mvgar Ges Kgfš`vþbi Rb`c`wKfvite e`e`vcþKi Ici wbfP Kti| mSMVb gj`Z mKj cKvi cY`e` Ges tmevvgMþ DrcbëKti hv gvbþj i Aw`Z; i ýv Ges wëþv`þbi Rb`AZ`wëk`Kxq| Avi GB mSMVb`þjv wbuqšZ nq e`e`vcþKi þvivB (Kotler, 1982)| teik teik cY`e` Ges tmevvgMþ Drcv`b Ges tfr`v`þ`i KivQ tm`þjv tãwQ w`tq e`e`vcKiv cZ`ýfvite mgvþR Rxebhv`vi gvb Dbqþb mniqZv KiþQ (Mazur, 1947: 138)|



**Kvþri (efficiency) ebuq dj cã (effective) thvMvþhvM**  
m=ëZ thvMvþhvM GKrb e`e`vcþKi hveZvq Kvþþtgi kZKiv 50 t\_þK 90 fivM`Lj Kti tbq (Mintzberg, 1973)| tKvþbv`vKvþbv e`e`vcK Zv`i

mgŋMŋxq Ab'vb'ŋ i tŋtq dj cŋh-thvMŋthvMkVix wntmte weteŋPZ nb/ KvhRix I dj cŋh-kā ŋU mgv\_R bq| thvMŋthvM cŋuqvq Zvi v Ajv'v Ajv' kāv' enb Kŋi (Terry and Franklin, 1994: 356) | e'e'vcv wŋkŋI A wlvv Gd WŋKvi wŋlq ŋU Lg Aŋ K\_vq e'vL'v KŋiŋQb: Efficiency means doing things right and effectiveness means doing the right thing (Stoner and others, 1997:9).

th e'e'vcK h\_v mæe' f'e'ŋq `yZvi mŋ½ BbcyŋK AvDucŋU i/cvŋŋi KŋiZ cvŋb wZvb KvhRix e'e'vcK| wKŋ' dj cŋh- e'vcv i v mŋvK j'ŋ wbaŋŋYi mŋ½ mŋkŋw| thgb, evRŋi hLb' f Akkŋw' i cŋbŋfU Kŋiŋi Pwŋ'v Zŋ½ ZLb hŋ' e'e'vcK tenk kw'3- mæubd'wŋo `Zwi i cwi Kŋi bv Kŋi b, Zŋe Zv nŋe Adj cŋh-wŋvŋŋ' hŋ' I wZvb KVRUv KvhRŋi fŋteB mæubæ KŋiZ cvŋb| ZvB, mŋMVb- e'e'vcŋKŋi KŋiQ KvhRŋi Zv Ges dj cŋhZv `ŋUB Kvg'| ŌKvhRix thvMŋthvM ZvB hv mvgŋMŋK Z\_` Av'vb-cŋvb cŋPŋvi mgq Ges e'ŋqi wŋlqv memgq b'bzg chŋŋq i vLvi ŋPŋv Kŋiŋ (Terry and Franklin, 1994: 357) | Ab'w'ŋK dj cŋh-thvMŋthvM nŋ'Q Zŋ' i mŋvK Av'vb-cŋvb, tŋŋK I MŋŋKŋi Zŋ' i e'3e' mæŋU mæuŋ' Dcŋ wä j'v f Ges mŋkŋI Z\_` wŋbgq mgvcbŋŋŋ'ŋm Abŋvqŋ c'ŋyc MŋY Kŋi (Terry and Franklin, 1994:358) |

**e'e'vcv 'bcy'**

mŋMVŋbi mvdj' e'e'vcŋKŋi mvdŋ' i I ci wŋfŋkŋj | GKŋU mŋMVb Zvi Dŋ'k' Ges mvgŋRK `wqZmŋR KZUv mvdŋ' i mŋ½ cŋj b KŋiZ cvŋte Zvi `wqZ; eŋj vŋŋk e'e'vcK enb Kŋi b| hŋ' e'e'vcK Zvi KŋiR' ŋjv mŋvKŋiŋe mæubæKŋi b A\_ŋ e'e'vcv 'bcy' ev `yZv AvR'Z nq Zŋe mŋMVbK j'ŋvRŋŋi cŋ' tKŋvŋ evŋv `ŋK bv| t= vŋvi e'vcv 'bcy'ŋK mŋwqZ KŋiŋQb j'ŋvRŋŋi KvhRŋi Zv I dj cŋhZvi gvŋv wŋq| Zvi fŋvq :

The measure of how efficient and effective a manager is-how well he or she determines and achieves appropriate objectives (Stoner and others: 1997:9).

mŋMVŋbi mvdj' thgb e'e'vcŋKŋi mvdŋ' i I ci thgb wŋfŋ Kŋi wK ŋZgŋbŋte e'e'vcŋKŋi mvdŋ' Zvi KvhRix I dj cŋh- thvMŋthvM-`yZvi I ci wŋfŋkŋj | evŋvŋŋ'ŋki Awakŋk mŋMVŋbi AmdjZvi tŋQŋbi KviY'ŋjvi gŋa' thvMŋthvM mŋm'wU mŋŋŋq ŋiŋZŋi `wŋ'vi | e'e'vcv A'ŋZvi KviY'ŋjv AvcvZ' wŋZ thvMŋthvM mŋ½ mæuŋ'3 bv nŋj I Pŋvŋŋ'wŋkŋŋ'ŋY GŋvB cŋwŋYZ nŋe th, G'ŋjv Avmŋj AKvhRix I Adj cŋh-thvMŋthvMŋi cwiYŋZ (Hoque, 1987:95) | KŋiRB GKRb `y e'e'vcK mŋMVŋbi mvdj' ARŋ Ges Kgŋ' i `yZv-AwŋAZv evŋ' i Dŋ'ŋk' Aek'B thvMŋthvMŋi KvhRŋi Zv A\_ŋ mgq I e'q mŋKŋvPb Ges dj cŋhZv A\_ŋ mŋŋŋP djvŋŋj i w'KŋU wŋŋŋPbv Kŋiŋeb (Terry and Franklin, 1994:357) | G KviŋYB tevŋŋ ŋP=vi AvB evbŋw' eŋjŋQb, e'e'vcŋKŋi cŋg KŋiRB nŋjv thvMŋthvM e'e'v Dbz' Kŋi Ges Zv eRvq i vLvi (Bernard, 1946) |

**e'e'vcv cŋuqv Ges thvMŋthvM**

tnbwi dŋŋŋ t\_ŋK Avŋ'wKŋi AvR chŋŋeŋv bvgKiv e'e'vcv wŋkŋi ` e'e'vcvŋK GKŋU cŋuqv wntmte eYŋv KŋiŋQb| e'e'vcv cŋuqvŋi wŋŋŋbæŋv' ŋjvi wŋŋŋRŋb I bvgKŋiŋY Zŋ' i gŋa' cv\_ŋ' I cwi j'ŋyZ nq| Zŋe Awakŋk e'e'vcv ZŋE; cwi Kŋi bv, mŋMVb, wŋt' Rbv ev cwi Pŋj bv Ges wŋŋŋŋ'ŋK e'e'vcvŋi ŋgŋŋj K Kvh'ŋi wntmte Dŋj L Kŋi nŋŋŋQ (wofford and others, 1977:9) | wŋŋŋŋ'3 Avŋj vPbvq e'e'vcv cŋuqvŋi cŋZŋU avŋci mŋ½ thvMŋthvM Kŋiŋe I ZŋcŋZŋe RŋoZ Zvi cŋŋY cvl qv hŋŋe |

**cwi Kŋi bv**

cwi Kŋi bv e'e'vcvŋi cŋ\_uŋK I mŋŋŋcŋ'v iæZc'ŋ'Ask| Kŋ KŋiZ nŋe, Kŋiŋe KŋiZ nŋe, KLb KŋiZ nŋe Ges Kvi Dŋ'ŋk' KŋiZ nŋe

Zv ce'ŋ'ŋ\_KB wbaŋŋY KŋiŋK cwi Kŋi bv etj | GŋU mŋMVŋbi fŋel'ŋ Kvhŋŋŋi bKŋv| A\_ŋ fŋel'ŋZ cvj bŋq Kgŋ'ŋi GKŋU cYŋ' gvbŋmK wŋŋŋ nŋ'Q cwi Kŋi bv| e'e'vcK cwi Kŋi bvŋi wŋŋŋæŋŋc fŋel'ŋ Kvhŋŋŋi ŋKŋj, bŋwZ, evŋRU Ges Ab'vb' mŋvŋY Mŋwŋj vBb cŋŋq Kŋi b| t= vŋvi cwi Kŋi bv mŋAv' wŋŋŋQb Gŋŋe: Planning is the process of establishing goals and a suitable course of action for achieving those goals (Stoner and others, 1997:11).

cwi Kŋi bv Ges thvMŋthvMŋi gŋa' cŋ'ŋ' mæuŋ'K' I AvŋŋŋŋŋŋŋZv iŋŋŋQ| e'e'vcKŋi cŋuqvRbŋq Zŋ' i mieŋv bv tŋŋ cwi Kŋi bv cŋŋq KŋiZ cvŋb bv| cŋuqvRbŋq Z\_` tKŋj thvMŋthvM cŋuqvŋi gŋa'ŋB e'e'vcŋKŋi nŋZ tŋŋŋQ| Aveŋi cwi Kŋi bv dj vŋj mŋR A\_ŋ ŋKŋj, bŋwZ BZ'w i mŋMVŋbi KŋiQ ŋKŋvŋ gŋ-B\_vKŋe bv hŋ' Zv Kgŋ' i KŋiQ mŋvK thvMŋthvM cŋuqvŋi gŋa'ŋ tŋŋŋQ ŋ' lqv bv hŋq| e'e'vcK Zvi wB' mŋMVŋbi Kgŋ' Ges evŋŋi cwi cŋwŋ' cwi tŋk t\_ŋK thvMŋthvMŋi gŋa'ŋ wŋŋŋæŋŋŋi Z\_` mŋŋŋ Kŋi b| Zvici mŋ'ŋjvi I ci wŋŋ' Kŋi fŋel'ŋ Kgŋ'ŋi wbaŋŋY Kŋi b|

**mŋMVb**

cwi Kŋi bvŋi gŋa'ŋ wbaŋŋZ j'ŋ' I Dŋ'ŋk' mŋR mŋMVb cŋuqvŋi gŋa'ŋ AvR'Z nq| t= vŋŋŋi fŋvŋq mŋMVb nŋjv:

The Process of arranging and allocating work, authority and resources among an organization's goals (Stoner and others, 1997:11).

Avŋj'ŋ' ARŋ I cwi Kŋi bv ev'ŋŋŋŋi Rb' Avek'Kŋq Kvhŋŋ' ŋkŋYex I mgŋŋKŋiY, mæuŋ'ŋbi fŋv Dchŋ' KZŋŋŋi I ci Acŋ' I Zŋ' i tŋZi mŋŋŋwZv wævŋŋK mŋMVb evŋ hŋq| e'e'vcK mŋMVb Kŋiŋŋ Avl Zŋq hŋeZŋq `j MZ KvhŋŋŋŋK GKŋU Kŋiŋŋŋŋŋ iŋc'ŋ' b, Kgŋ' evŋŋ'K fŋŋKŋ wbaŋŋY Kŋi b Ges mŋŋŋŋŋ cŋZŋŋŋi gŋ- j'ŋvRŋŋi Rb' Dŋj ŋLZ Kvhŋŋŋŋi gŋa' mæuŋ'K'vcv Kŋi b|

cwi Kŋi bvŋi gŋZv mŋMVbK Kvhŋ' e'e'vcŋKŋi KvhRix I dj cŋh- thvMŋthvMŋi I ci wŋfŋkŋj | Gŋŋŋŋ' thvMŋthvM cŋuqvRb; tKbŋv GKŋU e'e'vcKŋK mŋMVb mŋwŋ' j'ŋ' I Dŋ'ŋk' eŋZ mŋvŋ' Kŋi | G j'ŋ' I Dŋ'ŋk' mŋŋŋK Dcŋŋŋ i I ci wŋŋ' Kŋi e'e'vcK cŋi wŋge chŋŋŋi mŋe-BDŋŋŋŋi `wqZ; I Kvhŋŋŋŋ mŋwŋ' j'ŋ' I Dŋ'ŋk' i mŋ½ mŋgŋm' tŋŋ wbaŋŋY Kŋi b| thLŋŋB GKŋwæK e'w'3 mŋMVbK Kvhŋ' mæuŋ'ŋb wŋŋŋwRZ, thvMŋthvMŋi Dcŋ'wZ ŋmLŋŋb Aek'B Rŋiŋ | e'e'vcK Zvi mŋMVbK cwi Kŋi bv cŋŋŋŋi ci Zv ev'ŋŋŋŋi Rb' Kgŋ' i A\_ŋ hŋv cŋKZ ev'ŋŋŋKŋi Zŋ' i AŋŋZ Kŋi b| mŋkŋI mŋMVbK cwi Kŋi bv cŋŋŋŋi ci ev'ŋŋŋŋi Rb' Kgŋ' i A\_ŋ hŋv cŋKZ ev'ŋŋŋKŋi, Zŋ' i AŋŋZ Kŋi b| mŋkŋI, mŋMVbK cwi Kŋi bv `bŋ' b ev'ŋŋŋŋi ŋŋŋŋŋ I dj cŋh-thvMŋthvM e'e'vcKŋK cŋuqvRbŋq Z\_`w' mieŋv Kŋi |

**wŋt' Rbv ev cwi Pŋj bv**

thvMŋthvM `vcv, cŋYv' bv thvMŋthvM Ges ŋbZZ; vŋbi mŋ½ e'e'vcŋKŋi wŋt' Rbv cŋuqv RŋoZ| wŋŋŋŋ wŋt' Rbv ev'ŋ' I Dŋ'ŋk' mæuŋ'K' Aa'ŋbi mŋyŋŋ avŋYv bv Rbŋŋj mŋvK wŋt' Rbv e'vŋZ nq (ŋŋŋv: 223) | wŋt' Rbv cwi Kŋi bv Ges mŋMVŋbi ŋŋŋ Awakŋ gvŋŋ ev'ŋ KvhŋŋŋŋK | ŋRŋi w Dŋdŋw'Gŋi fŋvŋq: 'Directing might be defined as the global set of behaviors which are used by the manager to encourage the organization members to perform as required by organization need, plan and design' (Wofford and others, 1977:11).

e'vcK Aŋ'ŋ'ŋbZZ; vŋ, cŋYv' bv, mgŋŋŋvab Ges thvMŋthvM `vcvŋ G mg'ŋKŋŋ wŋt' Rbv Avl Zŋfŋ' | thvMŋthvM Ōvŋ wŋt' Rbv mæe bq| Dŋdŋw'Avŋŋ evŋ b : The



**FigKv**

weklyq#bi eZgib tclvctU wglWqv ev MYgva'tgi Ae'vb tKt' q' weklyq (Globalisation) wekly' mgM0tclvctU MwZkxj Zvi mw0 Kti't0, tm MwZkxj Zvi cfrve MYgva'tgi 'u0/ MYgva'tgi Aeva Z' mieivt'ni ga'w'tq wekly'

# RbgZ MV#b MYgva'tg G#RÛv tmiUs-Gi FigKv: bvbv cñ½

gynvevj i ngvb



mgv#Ri I ci MYgva'tgi FigKv KZUv Mfxi I mÿt-clvix tmlUv Avi bZb Kti Avtj vPbvi A'tcÿv ivtL bvl ejv ntq vtK th, mgv#Ri we'gvb Rb#Mvöxi tPvL I Kv#b cwvYZ ntq#Q MYgva'g

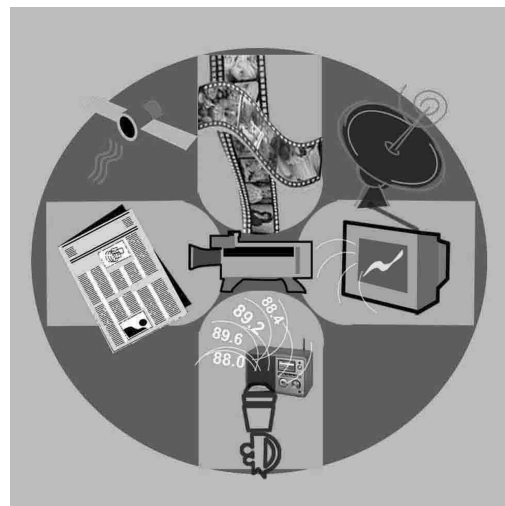


e'vcK msL'K gvbly thgb GKxfZ nt'Q, i'cvs'hi Z nt'Q; tZgub Önek^MöGÜ-G AskMö#Yi gva'tg Zviv AvR GK KvZv'ti wglj Z ntq#Q/ G GKxfZKiY mnR tKv#b clvqv bq/ G clvqv MYgva'g GLb clv meiwQzbqšY Ki'tZ PvB't0, A'tbK't'ñ't Zv Ki't0/ MYgva'g mgv#Ri c#Rev x-ÿgZveib't' i c'tÿ G#RÛv tmiUs ev Avtj vP' m#P wbañ't'Yi gva'tg mgv#Ri ep'Ëi Rb#Mvöxi gZvgZ'tK GKUv wv'0 aviYvi ev gZvgZ'ti c'tÿ w'tq th'tZ Pvq/ Zte G#RÛv tmiUs th memgq mivmwi tbwZevPK w'lq Zv w'Kš' bq/ G#RÛv tmiUstgi gva'tg A'tbK BwZevPK w'lq MYgva'g Z'tj a'ti, Zte Awakvsk tÿ't'B ZvtZ Aš'bw'Z vtK Aw'itqY'tK w'bqš'Yi t'Kš'j/ Gfite MYgva'g M'vK I 'kR-tkÜZvi gw'P' ev w'Pš't'K w'bqš'Y Kivi gva'tg mgv#Ri ÿgZveib tMvöxi G#RÛv'tK ev'evqb Ki'tZ memgq m'P0 vtK (Lippmann, 1922)

gv' K'tqK 'kK Av'tMI mivv cw'extZ wglWqv w'j gj-Zt ivö'tq w'bqš'Y/ cieZ#Z wglWqv'tZ we'Avcb'vZv I e'w'g'w'j Kv'vri Aw'e'f'le N'tU/ c#Ri c'j cfrve GKmgq ivö'tq w'bqš'Yi evB'ti wglWqv'tK temiKvwi Lv'tz t0to w'tZ ntq#Q/ miKvwi cö'tcvlKZvi evB'ti temiKvwi wglWqv'i weKvk N'tU't0/ tiw'vI w'tq th weZK'ntq'w'j, t'Uvj w'f'k'tbi t'ñ't' t'm weZK'ñ'q'w'b/ e'w'3 LvZ Abv'q'v'm bvbv w'Kum'tgi P'v'tbj LjtZ tcl't'0/ me Z' gva'tgi g'tZv Kiv'uDUvi Ges B'Uvi'tbU' miKvwi cö'tcvlKZvq Aw'e'Z. ntq#Q/ tcl'U'Mb I b'v'k'bvj mvtqY dv'D'Ü'k't'bi c'Z'ñ' Z'Ejeav'tb B'Uvi'tbU ax'i-ax'i weKvk j'v'f K'ti't0/ G cñ't'½ t'bv'q'g P'g'w' c'etj b, Kiv'uDUvi Aw'e'Z. ntq#Q/ miKvwi Li'tP Ges miKvwi D'f' v'tM/ 1950-Gi 'k'tK hLb Kiv'uDUvi weKvk j'v'f Kiv'Qj ZLb Gi Li'tPi kZKiv 100 f'vM w'j miKv'ti'j/ GKB e'vcvi w'j B'Uvi'tb'U' t'ñ't'1 (Funkhouser, 1998)

Ab'w'tK, wglWqv'i gw'j Kv'v thgb cw'ew'Z' ntq#Q tZgub cw'ew'Z' ntq#Q MYgva'tgi aib'1 e'Z, MYgva'g Ges m'vsew' KZv 'š'Uv aviYvB ci'ui A'x'fZ Ges m'vsew' KZvq t'ckv w'i'tZ'i m'Pbv nq MYgva'tgi c'w'ZömbK hv'v'v'ia' ci\_t'k'v/ e'Z wglWqv'i weKvk Ges m'gt'qi cw'w'g'v' ga'w'tq wglWqv thme HwZv'v'w'K aviv'g Ges w'Pš'l-tPZ'v'v' ga'w'tq Gw'itq#Q m'vsew' KZvi aib'1 w'bw'g'Z' ntq#Q t'm'f'ite/

RbgZ MV#b MYgva'tgi G#RÛv tmiUstgi cfrve ev FigKv terSvi Rb' Av'g'v' i'tK MYgva'g I Zvi KvR, RbgZ I Gi 'ew'k0, G#RÛv tmiUs, Gi clvqv, Gi m't½ RwoZ we'f'be'c'ñ' BZ'w' w'lq Rv'v'v' Ri'w'i/ Werner J. Severin Ges James W. Tankard Jr.-Gi g'tZ, 'Agenda setting is one of the possible ways that the mass media can have an effect on the public. Agenda setting is the idea that the news media, by their display of







tKvb&Ask , iazcY<sup>o</sup>Zv ubaŋ Y Kiv nq| G  
`ŋU avtci ga'w'iq GtRÜv tmlUs aviYmU  
Kuhŋuv' b cŋuqv Rvbr hvq|

ŌGtRÜv tmlUs wimvP<sup>o</sup>MŠ' iRim<sup>o</sup>Ges  
wWqwis-Gi e<sup>3</sup>e' Abŋvqx, GtRÜv tmlUs  
cŋuqmU wZbuU Astk wef<sup>3</sup>| cŋG Astk  
MYgva'g Avtj wPZe' Bmÿ' iazj; Zzj aŋi |  
RbMtYi wPšli aiŋbi İci MYgva'tg  
Avtj wPZ Bmÿth cŋve tdtj Zv G cŋuqvi  
wZxq Ask| GÜvtK cveij K GtRÜv etj Ges  
meŋkŋl cveij K-GtRÜv cwj im-GtRÜvtK  
cŋveZ Kti hv GtRÜv tmlUs cŋuqvi ZZxq  
Ask| A'ŋ wŋwWqv-GtRÜv cveij K-  
GtRÜvtK cŋveZ Kti Ges cveij K-GtRÜv  
cwj im-GtRÜvtK cŋveZ Kti (Rogers &  
Dearing, 1989)|

GtRÜv tmlUs cŋuqva cŋveK ntZ cŋi  
m=ur' K, gwj Kivb Kivŋtgv, g'vŋbRvi I wewf-  
bæwvYm'R Dm| GÜvov ewm'K cŋve AwmZ  
cŋi thgb, miKwi KgRZP I cŋveKij x  
e'w<sup>3</sup>| Gtŋŋŋ Gme e'w<sup>3</sup>i ŋgZv Abŋvqx  
wŋwWqv GtRÜvi cŋŋei gvŋv ubaŋ Y Kti  
\_vtK| GtRÜv tmlUs wŋwWqv AvcvZ wŋZ  
ŋbwZevPK gŋb ntj I Gi AŋbK fŋjv w Kl  
iŋtŋQ| cŋgZ, Avgiv hv ŋ' Lz Pib ev i bZ  
PvB MYgva'g ZvB cŋvi I cŋKvK Kti Ges  
msev' i wewfbae iazcY<sup>o</sup>w'K Zzj aŋi |  
GÜvov RbgZ Mvŋb GtRÜv tmlUs cŋuq  
e'icKfŋte KivR Kti | iVRwZK ŋŋŋŋ  
GtRÜv tmlUs wŋwWqv iazcY<sup>o</sup> Kii Y  
cveij K-GtRÜv cwj im-GtRÜvtK cŋveZ  
Kti | dtj, iVRwZK cŋŋv RbAwMŋi  
w'ŋK iazj'ŋq|

Norton Long msev' gva'tgi  
Avtj wPmP ubaŋ Y cŋŋŋ' etj b: In a sense  
Newspaper is the prime morer in set-  
ting the territorial agenda. It has a  
great past in determining what the  
most of the people will be talking  
about, what the most of the people  
will think the facts are and what the  
most of the people will regard as the  
way problems are to be dealt with'  
(Mikami, et.al.)| jÿ' Kitj ŋ'Lv hvq,  
Avgiv' i mgvŋRi Av' ŋwŋwRK iVRwZK I  
mvs' wZK BZ'w' wewfbaeBmÿ' ŋj vtZ MYgva'g  
Zvi gZv' k'ev ideology Abŋvqx evZP' Zzj  
aŋi Ges gZv' k'ŋK mg' ŋ' Kti br Ggb  
Bmÿ' ŋjv Gwŋtq hvq| dtj, MYgva'g i Pmŋ' v  
ev AwMŋ' \_vKk ev br \_vKkN wŋwWqv mg' ŋbi  
Afŋte AmsL' Bmÿ' Kŋtj i Mtŋ' Pŋcv cŋo |  
wŋwWqv Zvej' ŋ' i e<sup>3</sup>e' nmiŋq hvq| (mZivis  
ŋ'Lv hvq, wŋwWqv Zvi gwj K-ŋeAvcb' vZv' i  
\_ŋ' m=ur' Kix bŋwZgijv, ewmYm'Kfŋte  
jvŋRbK BZ'w' Bmÿ' ŋj vtK B GtRÜv wŋmŋte  
tmU Kti)| Aek' GtRÜv tmU Kivi ŋjŋŋ  
'bKU' l iazcY<sup>o</sup> cŋve tdtj | thgb,  
iVRkixw'ekŋe' \_vj tq Qvŋ msŋŋŋ' Rŋbi gZy  
Aŋc'v'v XivKv w'ekŋe' \_vj tq Qvŋ msŋŋŋ' Rŋbi  
gZz' NUbv XivKvi \_w'K' ŋjvi KŋtQ AŋbK  
ŋewk' iazj' mŋ' KfŋtR cŋte|

Walter Lippmann GtRÜv tmlUs  
cŋuqvtK wŋkŋY Kti etj b, AŋbK mgq  
e'w<sup>3</sup> Zvi Pricŋtki msŋwZ wewfbaeNÜvŋK  
, iazj' w'ŋq MŋY Kti br, ŋ' Lŋj l tmUv ZvŋK  
ZZUv cŋveZ Kti br | wKs' wŋwWqv tm wŋwW  
Zzj aŋi e'w<sup>3</sup> i gŋbŋŋM AvKŋŋ' KŋtZ cŋi  
Ges e'w<sup>3</sup> i wBR' ^m x vŋŋK wŋwWqv cŋveZ  
KŋtZ cŋi | (Walter Lippmann,  
1922)| wŋwWqv cŋveZ Kivi e'vciwU  
Avgiv jÿ' Kwi wbeŋŋbi mgq MYgva'tgi  
fŋgKvi w'ŋK \_w' w'ŋj | wbeŋŋbi mgq  
ŋfŋŋŋŋ i cŋveZ Kiv, AvPiY cŋieZŋbi  
ŋjŋŋ MYgva'g iazcY<sup>o</sup>fŋgKv cŋj b Kti |

Robert W. Sasson-Gi gZvŋvŋŋi  
ŋwMŋŋŋŋMi cŋvb gva'g wŋmŋte AvŋbK  
MYZwŋŋK mgvŋR MYgva'tgi iazcY<sup>o</sup>fŋgKv  
iŋtŋQ| Zŋ' i cŋvb Dm wŋmŋte RbMY  
MYgva'tgi İci wŋfŋ' Kti, hv İci wŋŋE  
Kti Zvŋ' i MYZwŋŋK AvPiY İ tmlUs wŋxvŋŋ  
wbaŋŋ Z nq| G ŋcŋvŋU' ŋjv wŋkŋY Kti

ŋjŋŋB ŋ'Lv hvq, tKvŋv GKÜv Bmÿ'K evi evi  
Zzj aŋi wŋwWqv hLb GtRÜv Zwi Kti ZLb  
tm wŋtq mi Kvi c'ŋyc ŋbq A\_P cŋvŋwŋk  
AŋbK NÜvŋi w'ŋKB mi Kvi äŋŋyc Kti br |  
jÿ' Kitj ŋ'Lv hvq, wŋwWqv thgb  
GKÜv wBR' ^k'w<sup>3</sup> AvŋQ İZgŋb Gi İci wewf-  
bae mgq ŋgZveb cŋveKij x' i Pvc İ ŋtŋQ,  
hv Zvi GtRÜv wbgŋY fŋgKv iŋŋL | thgb,  
wŋwWqv Zvi wBR' ^ŋgZv w'ŋq nŋŋZv tKvŋv  
GKÜv wŋwWqv Bmÿ'K GtRÜvq cŋi YZ Kti |  
GÜv wŋwWqv wBR' ^k'w<sup>3</sup> | Avevi cŋveKij x  
ŋMvöxi Pŋŋc wŋwWqv AŋbK mgq wewfbaeBmÿ'K  
PvBŋj l GtRÜvq cŋi YZ KŋtZ cŋi br |  
thgb, evsŋŋŋ' ŋk wemZ Riŋi Ae'vq  
MYgva'tgK mŋwŋi K ewmŋb msŋvŋŋŋ th tKvŋv  
ŋbwZevPK Zŋ' i İci ŋmŋd ŋwŋŋŋŋŋcŋi  
Avŋŋc KŋtZ nq| Aek' GB Pvc mŋeŋP  
cŋi gwY cŋuqM Kti wAvcb' vZvŋv | James  
kurran & W. Seaton hŋŋŋŋŋŋ ŋjŋŋ  
ŋ'wŋŋŋŋŋ th, wAvcb' vZvŋv gwŋKŋ hŋŋŋŋŋŋ

wŋwWqv thgb GKÜv wBR' ^k'w<sup>3</sup> AvŋQ İZgŋb Gi İci wewfbae  
mgq ŋgZveb cŋveKij x' i Pvc İ ŋtŋQ, hv Zvi GtRÜv  
wbgŋY fŋgKv iŋŋL | thgb, wŋwWqv Zvi wBR' ^ŋgZv w'ŋq nŋŋZv  
tKvŋv GKÜv wŋwWqv Bmÿ'K GtRÜvq cŋi YZ Kti | GÜv wŋwWqv  
wBR' ^k'w<sup>3</sup> | Avevi cŋveKij x ŋMvöxi Pŋŋc wŋwWqv AŋbK mgq  
wewfbaeBmÿ'K PvBŋj l GtRÜvq cŋi YZ KŋtZ cŋi br

MYgva'tgi GtRÜv tmlUs cŋuqva m=ur'K<sup>o</sup>  
Avgiv aviYv jvŋ KŋtZ cŋi | wŋwWqv wKŋy  
mŋwŋŋ' e'w<sup>3</sup> cŋZvŋb ev mŋwŋRK ŋkŋŋŋK  
Zzj aŋi, Zvŋ' i m=ur'K<sup>o</sup> KfŋtR w'ŋq  
MYgva'g Zvi ewmYm'K \_ŋ' j ŋu ŋbq |  
wAvcb' vZv' i \_ŋ' ŋmgŋz iVRi Rb' wŋwWqv  
Zvŋ' i gZv' ŋk'P mŋŋŋŋMx GtRÜv' ŋj vtK Zzj  
aŋi Ges wecixZ gZv' k'ŋ'ŋv ŋŋŋc hvq |  
Bagdikian ŋ'wŋŋŋŋŋ th, AvRKij wŋwWqv  
AŋbK ŋbZe' B Zvŋ' i wŋŋŋŋŋŋŋ i wŋŋŋŋ  
ŋ' b wAvcb' vZv' i \_ŋ' cŋZ bRi ŋŋŋŋ  
Ges Zvŋ' i gwj Kti i Ab'w' Amisew' Kŋjvŋ  
\_ŋ' ŋ' cŋZ bRi ŋŋŋŋ ŋŋŋŋŋŋ KŋtZ  
(Kioussis, 1997)|

mZivis Avgiv ŋ'wŋŋ th, wŋwWqv Zvi  
gwj K-m=ur'K-cŋKvK, wAvcb' vZv' Ges  
Ab'w' mg' ŋ' MZ ŋMvöxi' ŋjvi \_ŋ' mgŋz  
iVRte GŋKg Bmÿ'ŋjvi cŋy cŋvi-cŋviYv  
Pwŋŋŋ tm' ŋj vtK GtRÜv wŋmŋte wbgŋY Kti  
Ges wecixZ gZv' k'ŋ'ŋv ŋŋŋc hvq | AŋbK

wŋwWqv Zvi İci mŋ GB Pŋŋc KviŋY  
GtRÜv wbgŋY ŋjŋŋ GK aiŋbi fviwŋg'  
Avbvi ŋPŋv Kti | thgb, evsŋŋŋ' ŋk ŋjŋŋ  
Avgiv ŋ'wŋŋ, iVRwZK \_j ŋjv ŋgZvq  
\_vKvKij x Zvŋ' i mŋwŋŋb ŋbwZevPK Kŋŋŋg  
\_vKŋŋŋ i agŋvŋ wAvcb, wDRwŋŋŋ, wewfbae  
AvBb BZ'w' i ŋŋq wŋwWqv Zv Lŋ mŋwZ  
AvKŋŋ Zzj aŋiŋQ Ges ŋm m=ur'K<sup>o</sup>GtRÜv  
wbgŋY Kŋŋŋŋ | Avevi Riŋi Ae'v ŋŋŋŋŋŋ  
ŋŋŋŋŋŋ cŋi MYgva'g iVRwZK \_j ŋjvi  
wewfbae cŋKŋŋ' e'vK Ae'v wŋŋŋŋŋ Ges  
Riŋi Ae'v İ ZŋeavqK mi Kŋŋŋŋ cŋy  
GtRÜv wbgŋY Kŋŋŋŋ | hv İ \_vŋŋŋŋŋ Riŋi  
Ae'v wewfbae \_vKv Ges AwbeŋŋP mi Kvi  
ŋgZvq \_vKvi dtj RbMtYi \_vŋb fiebr-  
wPšli, gZ cŋKŋŋŋ AwKvi iŋx ŋŋŋŋŋŋ | Gi gŋ-



aiv hvrk, evsj vt`k Avl qvgr j xM I weGbnclöi kumbvgtj i wevfbe BuzerPK I tüzepk w`K, tju Avl qvgr j xM mgu`Z tKvrbv GKU MYgra`g GtRÜv wntmte RbMtYi mvgtb Zjy aitQ| Avi G Zjy aivi tÿtI MYgra`g Avl qvgr j xM kumbvgtj i BuzerPK w`K, tju Awak , iaz; w`tq Zjy ati RbMtYi mvgtb Avl qvgr j xM m=utK`BuzerPK fvegnZ`Zwi Kivi Rb`| Avi G w el quUB ntjv tclngs| Mtel Yvq t`Lv tMtQ, wgnWqvi tclngs-Gi gva`tg mgtR GtRÜv`Zwi nq|

GQovon ubePbx GtRÜv Zjy aivi tÿtI tKvrbv cÜ`tj ctÿ ev`tj i ctÿ wgnWqvi cPvi Yvi aib thgb, msev`Mí cÜ`g cuZvq, tkl cuZvq, tfZtIi cuZvq wKsev wí fvm`w`b, wí fvm`e`v`vbi, e` , dngö wj f`A`\_ev tUwj wfk`tb Lei`i`ia`Kivi tÿtI cÜ`g msev` ev`tfZtIi msev`, weAvcbi ctii msev` BZ`w` t`tL`kR`tkiZv`es`tZ`cti tKvrbw el quU Awak , iazcY`w`tKvrb`tju Kgl GfiteB Framing-Gi gva`tg MYgra`g tKvb BmjK Awak , iaz; w`tq Zjy ati tm m=utK` GtRÜv`Zwi Kti|

**Hvi GtRÜv tmU Kti**

wep`v`cx MYgra`g w el qK Mtel Yv, tju t`tK GUv cÜ`wYZ nq th, MYgra`g cwevj K GtRÜv wbañY Kti t`q| Zvntj GKÜv , iazcY`w`c`kce ntjv, MYgra`g hwi cwevj K GtRÜv wbañY Kti t`q Zvntj wgnWq GtRÜv wbañY Kti Kivi? G c`k`u` AZ`š`i , iazcY`w`Kivi Y GUv GtRÜv tmU Mtel Yv`tK GKÜv``v`ax` Pj`K` t`tK` GKÜv` Aax` Pj`tK` i`c`v`š`i` Z` Kti | MYgra`g cÜ`Z`v`b`i` Af`š`i`x`Y` Ges` emw`K` w`k`O`Z`c`v`b` i`t`q`0` hv` MYgra`gi Avtaq`K` c`f`w`e`Z` Kivi gva`tg GtRÜv tmUstq , iazcY`w` f`ig`Kv` cij` b` Kti | MYgra`g`K`g` i` e`w`M`Z``w`f`w`z` Ges` c`w`i` c`w`k`R`` Á`v`b` , m`i`se`w`i` K`i` t`c`k`u`M`Z` b`w`Z`g`v`v` , e`w`Y`u`R`K` b`w`Z`g`v`v` , g`w`j` K`i`v`i` a`i`b` , A`\_`w`k`Z`K` c`w`j` w`m` , w`e`Á`v`c`b` v`Z`v` Ges` m`e`k`l` m`i`K`i` MYgra`gi Avtaq`K` c`f`w`e`Z` Kti | GtRÜv tmUstqi m½ RwoZ KtqKüU c`q m=utK`w`b`P` Avtj`v`Pbv` Kiv` ntj`v`:

**K. MYgra`g`K`g`P`**

MYgra`gi Avtaq MYgra`g`K`g`P` thgb- w`i`t`c`v`U`ñ` , m`ú`v`K` , m`sev` c`Ü`Z`v`b`i` , m`sev` Dc`v`c`b` Ö`v`i`v` c`f`w`e`Z` nq| MYgra`g`K`g`P` i` e`w`M`Z``w`f`w`z` , g`j`-`t`e`v`a` , w`e`k`l`m` , A`v`k` , t`c`k`u`M`Z``q`Z`v` , w`k`q`v` I` m`i`g`w`i`R`K` c`U`f`ig` , K`i`f`R`i` c`w`i`t`e`k` , t`c`k`u`M`Z` c`U`f`ig` BZ`w` w`e`l`q` Avtaq`i` I`c`i` m`i`v`m`i` c`f`i`e` t`d`j` | m`i`se`w`i` K`i` i` t`c`k`u`M`Z` A`w`F`A`Z`v`i` g`a` w`t`q` Z`v`t` i` f`i`g`K`v` I` b`w`Z`K`Z`v`i` M`t`o` I`t`v` | A`v`i` MYgra`g` Avtaq`i` I`c`i` Z`v`t` i` f`i`g`K`v` I` t`c`k`u`M`Z` b`w`Z`K`Z`v`i` c`Ü``q` c`f`i`e` i`t`q`0` | MYgra`g` m`s`v`i` K`i`f`R`i` c`w`i`t`e`k` , m`i`se`w`i` K`i` i` m`i`e`i`v`n`K`Z` . m`t`h`M`-m`y`e`a`v` w`e`t`k`l` K`i` MYgra`g`K`g`P` i` t`e`Z`b` K`i`w`t`g`v` MYgra`g` Avtaq`Z` c`f`i`e` t`d`j` | i`a`y` K`g`e`w`i`t`e`k`i` K`i`v`t`Y` A`w`F`R`i`Z` MYgra`gi Avtaq`i` m½ A`t`c`q`v`K`Z` . t`Ö`v`U` MYgra`gi Avtaq`i` c`v`R``j``q` K`i`v` h`i`q` | m`sev` D`r`c`v`b` c`Ü`l`u`q`q` m`i`se`w`i` K`i` i` e`w`M`Z` , i`v`R`w`k`Z`K``w`f`w`z` I` a`g`r`q` g`j`-`t`e`v`a`i`l` c`f`i`e` i`t`q`0` |

m`v`ú`v`Z`K` m`g`t`q` g`w`k`b` h`y`i`v`t`o`m`sev` Avtaq`i` I`c`i` m`i`se`w`i` K`i` i` c`f`i`e` R`i`v`i` R`b``G`K`ü`U` R`w`i`c` P`r`j`v`t`b`v` nq| b`g`b`v` m`i`se`w`i` K`i` i` g`t`a``k`Z`K`i`v` 11` f`i`M``i`K`v`i` K`i`b` t`h` , Z`v`i`v` m`sev` Avtaq`Z` m`e`m`g`q`B` w`b`R``w`f`w`z` c`Ü`q`i`M` K`i`b` | 46` k`u`g`K` 4` f`i`M``i`K`v`i` K`i`b` t`h` , Z`v`i`v` c`Ü`q`B` G`Ü`v` K`i`i``v`t`K`b` | A`v`i` 92` k`u`g`K` 5` f`i`M``e`t`j`b` , Z`v`i`v` g`v`S`-g`v`S` m`sev` Avtaq`i` A`v`t`j` c`w`i`e`Z`B` K`i`b` | G`Q`ov`on` , 72` k`u`g`K` 3` f`i`M` m`i`se`w`i` K` e`t`j`b` , Z`v`i`v` w`b`R``w`f`w`z`t`K` m`g`\_`b` K`i`t`Z` t`c`h` w`i`w`j` R` t`t`K` Z`\_` m`S`M`h` K`i`b` | 20` f`i`M``e`t`j`b` , Z`v`i`v` G`Ü`v` L`g` K`g` K`i`i``v`t`K`b` A`v`i` 5` k`u`g`K` 3` f`i`M``e`t`j`b` , Z`v`i`v` K`L`t`b`v` G`Ü`v` K`i`b` b`v` | g`R`v`i` w`e`l`q` ntj`v` , G` R`w`i`t`c` A`sk`M`h`Y`K`i`v`i`x` i` 89` k`u`g`K` 2` f`i`M` R`i`v`i`b` , Z`v`i`v` m`sev` e`i`l`v`-w`e`t`k`l` Y` w`t`q`\_`v`t`K`b` | A`v`i` g`v`l` 10` k`u`g`K` 4` f`i`M` t`K`v`t`b`v` m`S`t`h`v`R`b` Ö`v`i`v`B` Z`\_` Dc`v`c`b` K`i`b` |

**L. MYgra`gi` i`a`l`b` ev` K`u`h`e`Ü`v`j`x`**

c`Ü`q` m`e` MYgra`g`K`g`P` G`K`ü`U` M`Z`v`b`M`i`Z`K` i`a`l`b`i` g`t`a```w`q`Z`i` c`ij` b` K`i`b` | MYgra`gi` i`a`l`b`i` g`t`a`` i`t`q`0` t`M`U`w`k`i`c`s` K`i`v` , t`W`W`j`v`B`t`b`i`

g`t`a`` m`sev` t`c`Ü`v`t`b`v` , A`w`c`l`m`q`v`j` t`m`t`m`P` I`c`i` w`b`f`P`Z`v` Ges` m`sev` m`S`v` , t`j`v`i` c`i`\_`ü`t`i`i` I`c`i` w`b`f`P`Z`v` | G`i`d`t`j` MYgra`g` G`K`ü`U` w`b`v`` Ö` K`i`v`t`g`v`i` g`a`w`t`q` c`w`i`P`w`j` Z` nq | MYgra`gi` A`v`t`a`q` G` R`i`Z`i`q` i`a`l`b` Ö`v`i`v` c`f`w`e`Z` nq | G`m`e` i`a`l`b` MYgra`g` Ö`v`i`v` w`P`l`w`q`Z` m`i`g`w`i`R`K` e`v`-`e`Z`v`t`K` c`f`w`e`Z` K`i`i` | m`i`se`w`i` K`i`v` m`v`a`i`Y`Z` m`sev`t`i` R`b` w`e`v`f`b`e` D`r`t`m`i` I`c`i` w`b`f`P` K`i`i` | w`K`S` t`m`m`P` Z`v`i` w`b`R``w`f`w`z` , e`i`w`M`Z` A`w`M`h` m`S`i``q`Y` K`i`i`B` Z`\_` c`Ü`v`b` K`i`i` | G`K`B`f`i`t`e` w`b`D`R` G`t`R`w`Y` Ges` I`q`v`i` m`w`f`t`m`i`l` MYgra`g` A`v`t`a`q`i` I`c`i` p` c`f`i`e` i`t`q`0` | m`v`a`i`Y`Z` m`sev` c`l` t`j`v` w`t`b`i` w`e`v`f`b`e` , i`a`z`c`Y`w`L`e`i` w`b`D`R` G`t`R`w`Y` t`t`K`B` m`i`e`i`v`n` K`i`i`\_`v`t`K` |

**N. Ab`v`b` MYgra`g`**

MYgra`g` m`S`v`v` , t`j`v` G`t`K` A`c`t`i`i` G`t`R`Ü`v` w`b`a`ñ`Y` K`i`v`i` t`P`ö`v` K`i`i` | G`R`b` Z`v`i`v` A`Z`š`i`m`Z`K`Z`v`i` m`t`½` c`i`\_`ü`t`i`i` m`sev` K`u`m`b`x` Dc`v`c`b` I` K`i`f`i`t`R` c`h`e`q`Y` K`i`i` | h`w`i` t`K`v`t`b`v` m`sev` g`v`a`t`g` t`K`v`t`b`v` G`K`ü`U` m`sev` t`K` A`v`K`l`Y`q`f`i`t`e` Dc`v`c`b` K`i`v` nq` Z`v`n`t`j` Ab` m`sev` g`v`a`t`g`l` m`sev` w`U` w`b`t`R`i` c`w`t`K`i` R`b` G`K`B`f`i`t`e` Dc`v`c`b`i` t`P`ö`v` K`i`i` | m`sev` c`l` t`j`v` m`v`a`i`Y`Z` t`i`w`i` I` t`U`w`j` w`f`k`b` P`v`t`b`j` t`t`K` A`t`b`K` L`e`i` w`t`q`\_`v`t`K` | Shoemaker and Reese-Gi` g`t`Z` , Ö`j`ournalists` r`e`l`y` h`e`a`v`i`l`y` o`n` e`a`c`h` o`t`h`e`r` f`o`r` i`d`e`a`s` a`n`d` t`h`i`s` r`e`l`i`a`n`c`e` c`o`n`s`t`i`t`u`t`e`s` a`n` i`m`p`o`r`t`a`n`t` o`r`g`a`n`i`s`a`t`i`o`n`a`l` r`o`u`t`i`n`e` (W`i`l`l`n`a`t` a`n`d` Z`h`u` , 1996) . A`\_`w` , m`i`se`w`i` K`i`v` Z`\_` e`v` a`v`i` Y`v`i` R`b` G`t`K` A`c`t`i`i` I`c`i` w`b`f`P` K`i`i` h`v` i`a`z`c`Y`w`m`i`S`M`v`b`K` i`a`l`b``Z`w`i` K`i`i` | G` K`i`v`t`Y`B` G`K`ü`U` m`sev` G`K`e`v`i` c`K`w`k`Z` n`l` q`i` c`i` Z`v` w`e`v`f`b`e`l`M`Y`g`r`a`t`g` c`P`v`i` n`t`Z`B`\_`v`t`K` | K`i`v`i` , M`Y`g`r`a`g` t`j`v`i` g`t`a`` m`t`e`P`P` m`S`L`K``k`R` e`v` M`h`K`t`K` A`v`K`ö` . K`i`v`i` R`b` G`K`ü`U` w`b`w`e`o` c`Ü`Z`t`h`w`M`Z`v` w`e``g`v`b` | A`v`i` G`f`i`t`e` Z`v`i`v` G`t`K` A`t`b`i` G`t`R`Ü`v` w`b`a`ñ`t`Y` , i`a`z`c`Y`w`f`i`g`K`v` c`ij` b` K`i`i` |

**O. cÜ`Z`ö`v`b`K` c`f`i`e`**

c`Ü`Z`i`U` MYgra`gi`B` w`b`R``j``q` I` D`t`i`k` i`t`q`0` | w`e`t`k`i` m`e` e`o` e`v`Z`P` m`S`v`B` t`K`v`t`b`v` b`v` t`K`v`t`b`v` c`f`i`e`k`v`j`x` e`i`w`P` e`v` c`Ü`Z`ö`v`b`i` g`w`j` K`i`v`i`a`x`b` i`t`q`0` | G`m`e` c`Ü`Z`ö`v`b` I` Z`v`i` g`w`j` K` m`v`a`i`Y`Z` m`i`se`w`i` K` e`v` MYgra`gi` m`t`½` m`i`v`m`i` R`w`o`Z` b`q` | t`h`g`b` : e`v`s`j` v`t``t`k` K`v`t`j` i` K`E` c`w`i` K`u`U` e`m`y`i`v` b`v`t`g`i` A`v`t`i`K`ü`U` e`o` e` e`m`v`q`x` M`t`c`i` g`w`j` K`i`v`b`v` I` e`e`v`c`b`v`i`a`x`b` i`t`q`0` | A`v`e`v`i` c`Ü`g` A`v`t`j`v` ntj`v` U`v`Y`K`g` M`t`c`i` g`w`j` K`i`v`i`a`x`b` | G`K`B`f`i`t`e` h`g`b`v` t`U`w`j` w`f`k`b` h`g`b`v` M`t`c`i` , G`w`e`m` t`i`w`i` U`v`Y`K`g` M`t`c`i` BZ`w` | Z`i`B` G` m`K`j` MYgra`g` GtRÜv tmUstqi t`q`i`t` w`b`R`-w`b`R` K`t`c`f`i`U` M`t`c`i``t`\_`P` w`e`l` q`U` g`v`\_`v`q` i`v`L`t`e`-G`Ü`v` A`v`f`w`e`K` b`q` |

**P. g`v`d`v`i` v`P`š`i`**

D`b`z` I` D`b`q`b`k`j` t`k` , t`j`v`i` A`w`K`i`k` MYgra`gi` g`j`-`j``q`i` ntj`v` A`\_` D`c`v`R`b` K`i`v` | m`t`e`P`P` g`v`d`v`i` A`R`b` K`i`v` Z`v`t`i` P`e`v`š`i`j``q`i` | A`v`i` G` a`i`t`b`i` A`w`\_`R` w`e`t`e`P`b`v` MYgra`gi` m`ú`v` K`i`q` b`w`M`Z`Z` e`v`c`K` c`f`i`e` t`d`j` | w`e`L`v`Z` c`Ü`Z` w`m`M`j` Z`w`i` M`t`e`l`Y`v`i` I`c`i` w`f`i`E` K`i`i` e`t`j`b` : Ö`p`r`o`f`i`t` m`a`x`i`m`a`z`i`t`i`o`n` p`r`o`v`i`d`e`s` n`o` g`u`i`d`e`p`o`s`t`s` , o`n`l`y` c`o`n`s`t`r`a`i`n`t`s` . A`\_`w` , g`v`d`v`i` m`t`e`P`P`K`i`Y` m`i`g`v`e`x`Z`v` Ö`v`on` t`K`v`t`b`v` c`\_`w`t`\_`R`b`v` w`t`Z` c`v`i` b`v` | Shoemaker and Reese e`t`j`b` , e`w`Y`u`R`K` MYgra`g` t`j`v` w`e`Á`v`c`b` v`Z`v`t`i` i` K`i`t`Q` `k`R`t`K` w`e`m`u` K`i`i` U`v`K`v` D`c`v`R`b` K`i`i`\_`v`t`K` | t`h` MYgra`g` h`Z` t`e`m`k` `k`R` A`v`K`ö` . K`i`t`Z` c`v`i` w`e`Á`v`c`b` v`Z`v`t`i` i` K`i`t`Q` Z`v`i` `v`g` Z`Z`t`e`m`k` (Shanto Iyengar and Adam Simon, 1996) | G`Q`ov`on` G` MYgra`g` , t`j`v` w`e`Á`v`c`b` v`Z`v`t`i` A`b`y`t`j` I` m`sev` c`K`i`v` K`i`i`\_`v`t`K` | MYgra`g` m`S`v`v` , t`j`v` m`i`g`v`š`t`q` K`t`c`f`i`U` m`S`v`i` A`a`i`x` n`t`q` h`v`l` q`v`q` m`i`se`w`i` K`Z`v`i``t`q`E`k`i`m`b` I` `v`a`x`b`Z`v` w`t`q` m`i`v`i`w`e`t`k`B` D`t`Ö`M` t`L`v` w`t`q`0` | h`w`i` I` MYgra`gi` m`ú`v` K`i`v`B` m`sev` A`v`t`a`q` I` e`e`m`w`q`K` w`K` w`b`q`S`Y` K`i`i`b` , Z`v`i`c`i` I` g`j`-`q`l`g`Z`v` G`i` g`w`j` t`K`i` K`i`f`Q`B`\_`v`t`K` |

**Q. f`i`e`v`k`**

m`sev` g`v`a`t`g`i` G`t`R`Ü`v` w`b`a`ñ`t`Y` f`i`e`v`k`G`K`ü`U` , i`a`z`c`Y`w`f`i`g`K`v` c`ij` b` K`i`i`\_`v`t`K` | t`e`K`v`t`i`i` f`i`l`v`q` f`i`e`v`k`ntj`v` , Ö`A`n` i`d`e`o`l`o`g`y` i`s` a`n`



ce@ni Kir Z Dik` t`k MYgva`gk wePzZ KitZ crti | wgvWqv-  
GtRÜv th tKutbv gytZP msev` m=útK@msew` K Ges tMUmKcvi` i  
wmxvšl tgvZiteK RbMtYi mvgtb djvdj Dc`vcb Kti |

Avei th ubw` BmyJ m=útK`epEi RbMtöxi AvMh itqtQ  
KLtbr-KLtbr MYgva`g tmlUj ctYl GtRÜv` Zwi Kti mgvRi  
msL`vMwiö gvbtl`i ctY Ae`vb Kti | GtYtI msL`vWöiv hw`  
mmlVKl nq ZviciI wgvWqv Zvi gZv`k`cwieZö Kti br | gj-Z,  
wbePtb mgq MYgva`gi gta` G ai`b GtRÜv tmlUs KivPig  
cwi`j`yZ nq | Avei MYgva`g KLtbr-KLtbr ubtRB GtRÜv tmlU Kti  
tm`el`tg RbgZ` Zwi Kti Avgv` i Rxbhvc`b GK ai`b Avtiwcz  
wek`vbgP Kivi tPöv Pjvq |

1968 mtji gmkö hyivotö tclntWU wbePtb mgq hLb b`  
K`vitiwjbri P`vtcj wntj tFvUit`i wbePb m=útK`Zv`i` w`fwi`  
e`3 KitZ ejv`ntqQj | t`Lv hvg th, Zv`i` gZvgZ AvtiMi KtqK  
mbvtni msev` Kfvti`Ri mtz` Nuböfite Avst`m=ümKZ | t`Lv tMtQ,  
thme tFvUvi BtZvctP msev`cI, tiiwvi -tUvj wfk`b wbePb w`elqK  
Abövb t`tLQb ev Lei ctöfQb Zv`i` cöZv`uqv MYgva`gi Zzj aiv  
evZP mt` A`bKLwb msMwZcY` Duj`mLZ MtelYwU cieZvZ  
wek`v`cx wzbkÖi AnaK cKwKZ MtelYvq msev`gia`gi cFve  
m=ümKZ` wj`j wntmte`vb tctqtQ (Blood and Phillips, 2000) |

**cwitkl**

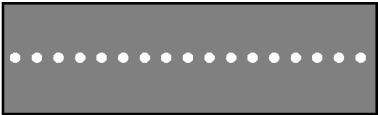
cwi`tkl Avtj`vPbvq Avgiv ejtZ cwii, GtRÜv tmlUs ZtEj` gj` w`elq  
ntjv` tKutbv GKUv Bmyev w`el`qi cöZ MYgva`gB gvbtl`i` w` wbeUJ  
Kti Ges w`elqU`K` iazj` mnKviti Zzj` a`i | tmB Bmy`m=útK`  
RbMtYi gta` GtRÜv wbgP Kti | GtRÜv tmlU Kivi tytI MYgva`gi  
w`bR`^`t` cFvekvj`x ev` ygZvmbt`i` Pvc, mvgwRK` w`vqZkxj` Zv  
BZ`w` w`elq` t`jv` iazcY` fvgKv` ivtL Ges MYgva`g Zvi w`bR`^`  
gZv`k`Abhvgx` RbgZtK` cFweZ` Kivi Rb` GtRÜv tmlU Kti` w`vK |  
MYgva`g gwij` Kivb` Kivv`g, w`Avicb`vZv` I Ab`vb` mg` t`Mz` tMvöxi  
t`t`y`vq GtRÜv wbgP`Yi` GB` cö`uqv` AskMhY` Kti |

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tjLK: mnKvix Aa`vck, MYtHvMthvM I mvsew` KZv` w`efiM,  
i`vRkivx` w`ek`te`` wj`q



M Y g v a g



**misewi tKi i PwKrmvq  
cãbgšyi mrvqZv**

evsjv t`k mser` ms`v (eimm)-Gi umibqi misewi K kvrviv qvi knxt`i i PwKrmvi Rb` 9B A t`vei 2016 cãP jvL UvKvi Avv R mn`thvMZv i tqtQb cãbgšyi tKL nvmvbl G Dcj t`y cãbgšyi tcm mivPe Bnmvbj Kvi g etj b, kvnti qvi knxt`i Dbz i PwKrmvi Rb` cãbgšyi cãP jvL UvKvi eivl i tqtQb/ i K WvB AKvhRi n l qvi ci m`cãZ ZvK A v t`cã t`jv n m cã Zv t`j f i v Z` K i v n q l ( m f : 10.10.16, cã g Av t`j v )

**XvKv i t`cãUv i BDv i v i e i Y  
K t i v b j b Z l y m` m t` i**

bZly m`m t`i Avbõv i K f i t e e i Y K t i v b j t q t Q X v K v i t`cãUv i B D v i v i ( i v A v i B D ) / k t g I K g m s`v b cãZ g š y i g v R e j y n K P l y v D c v i v Z` 28 t k t m t`P` t 2016 m s l M v t b i m v M i - i a v b v g j b v q Z t b e i Y A b õ v t b i A v t`q v R b K i v n q l G t Z m f v cã Z Z i K t i b i v A v i B D õ i m f v cã Z R i g v j D i x b l m v a v i Y m`v i v` K i v R y A v t`g t` i m A v j b v q e`e` i v t`L b m v s l M v b K m`v i v` K t k L g y r` š R i g v j t n m v B b , b Z l y m` m t` i c t` q l ð e v Y K e v Z` õ i b v R g j y n K Z c b I B u t`cã t`õ U v t` U i j v f k t b i d v i R v b v t k v f v c h y e` e` i v t`L b l i v A v i B D õ i g t`Z v t c k v i i l k v` k v j y m s l M v t b i b Z l y m` m t` i A v r f b` b R v b v b k t g cã Z g š y l t c k v i i m i s e w i K t` i G m s l M v t b i j v B i e v i i R b` k t g g š y j t q i A b y v b m r v q Z v i l t N v l Y v i` b v Z` v b l v Z` v b e t j b , A v r t`K h v i v b Z b m` m` c` t c t` j b Z v i v A v l M g t`Z Z v t` i t c k v M Z` v v q Z` c i j t b i g v a t`g G cã Z v i v t`K G i l M t`q v b t q h t e b l m f v cã Z i e` e` Z v q R i g v j D i x b e t j b , t h M` Z v` v` K v i c i l G Z v` b h v i v m` m` c` c v b v b Z v t` i m` m` K i v n t` q t Q l A v g i v A v k v K v i , b Z l y m` m` i v m s l M v t b i A M h v l v q m r v q K f i g K v c i j b K i t e b l ( m f : 29.9.16, B t` E d v K )

**Gv e G g g m v t`K v b t`q  
- š y i K M š` c` k i k**

cãX misewi K Gv e G g g m v t`K - š y i K t i v e i k o R b i v e t j t Q b , v Z` v b v Q t j b A b b` m r m x m i s e w i K l m v g v i K R v š t` i i` e` P` q l` z` K D t` c` q l v K t i v Z` v b e` v` b o m i s e w i K Z v K t i t Q b l m v` c` v` v` q K Z v e i v a x t P Z v b e v` x I e v O v j y R v Z i q Z v t` e v a` Z v i t` Z l f i g K v t i t` l t Q b v Z` v b l Z v i t` j L b x v Q j q l` z` v i v l U K t` k v t` Z l v Z` v b v Q t j b` - v` o` f v l` i x l Z v i K v i Z`



RvZxq tcm K t e i ð e l e U y g l W q v K g t c a` õ i v f i e` c` õ l i` - i` c b A b õ v t b e` e` i v t`L b cãbgšyi tKL nvmvbl

**misewi KZvi bmvZgvj v tqt b Pj ly: cãbgšy**

cãbgšy tKL nvmvbl etj tQb, t`tk MYgva`g I misewi K t`i c`y`-vaxZv i tqt Q l Z t e m i s e w i K i v t`K e j` -vaxZv t`f i M K i t e b , m v e a v t b t e b ,` v m q Z i c i j b K i t e b b v l Z v n t`Z c i t i b v l Z v t` i m g v R I t` t k i cãZ` v m q Z i t` q t Q , g v b y l i cãZ` v m q Z i t` q t Q l G e` v c r` t i Z v t` i m t` P Z b n t` Z n e l m i s e w i K Z v i b m v Z g v j v l g v b t` Z n e l M Z 20 t k A t` v e i R v Z i q t c m K t e i 62 Z g cã Z v e i m l R t` Z 31 Z j m e n k o` õ R v Z i q t c m K v e N e l e U y g l W q v K g t c a` õ - G i v f i e` c` õ l i` - i` c b A b õ v t b v Z` v b G K` v e t j b l m i s e w i K t` i` -vaxZv c h t` z` e l e U y e` e` t e` i D` x` v Z` v i t` q cãbgšy A v i l e t j b , M Y Z t` š y b m v Z g v j v` v` K t e , m i s e w i K t` i b m v Z g v j v` v` K t e b v , Z v n t`Z c i t i b v l t` t k m i s e w i K t` i R b` t h b m v Z g v j v i t` q t Q , Z v t` g t b P j t` Z n e l A b õ v t b v e t` k l A v Z` v i f v l` t` y Z` - g š y n m v b j y n K B b y R v z` e v` t` K M Y Z š y I g y` h t` x i t P Z v i g n i k t` a` v l` v` v` t` q R v z` e i v a x m s l M t` g M Y g v a` g t` K , i a` z` c` y` e` f i g K v c i j t b i A v n` v b R i v b v l v Z` v b e t j b , cãbgšy tKL nvmvbl t b Z t` Z j R v z` e v` - g t` b i P j g v b h y t` K m d t` j` i t k l a i t` c v b t` q t h t` Z n e l A v i R v z` , m š y m x G e s Z v t` i cã t` c v l K t` i g t` L i k D t b v P b K i v i g v a` t` g G h y` x M Y g v a` g t` K m i n m x f i g K v i v L t` Z n e l A b õ v t b e` e` Z v K v t` j cãbgšy i Z` - D c t` õ v B K e v j t m e n v b t P š a j x e t j b , A v R cãbgšy tKL nvmvbl t h f i t e t b Z Z i v` t` Q b , Z v i v e K i t b b l e l e U y g t` Z v i v Z` v b l A v g Z` Z v A v g t` i t b Z Z i v` t` q h t e b , A v g i v t K D K v š l n t e v b v l e i s j v t` k m`v i v` K c v i l` m f v cã Z I m g K v j m`v i v` K t` M j v g m v l q v i e t j b , cãbgšy tKL nvmvbl` - cã t` t`L b , P v t` j` A v b t` q t m B` - cã e v` - l e v q b l K t i b l cãbgšy R i e b - g Z y t` K c v t` q i f Z : K t i m š y m - R v z` e v` I l o h š y P v i v š l t g v K v t e j v i g v a` t` g t` k t` K G i l M t` q v b t` q h v` t` Q b l m f v cã Z i e` e` t e` R v Z i q t c m K t e i m f v cã Z g y r` š k v d K y i n g v b e t j b , e l e U y G K i v l` -vax- m i e` P f` š g R v i Z i v` o` cã Z v i v` - cã e v` - l e v q b K t i v` t` q t M t` Q b l Z v i K b` v` t` k L nvmvbl` - cã t` L t` Q b t m B R v i Z i v` o` t` K G i l M t` q t b l q v i l R v Z i q t c m K t e i v m i b q i m n - m f v cã Z I v e G d B D t` R õ i m f v cã Z g b R i g j A v n m v b e y e t j i m A v j b v q A b õ v t b` - M Z e` e` i v t`L b R v Z i q t c m K t e i m v a v i Y m`v i v` K K v g i a j B m j v g t P š a j x l ( m f : 21.10.16, m g K v j )

msi 17Y KiZ nte, hrtZ cieZPcRbftmLvb t\_tK uk17v ubtZ cvi |

MZ 30tk tmtPaf RiZiq tcn Kte GieGg gmv 17i KM0Si cKvkvb Drmte e3viv Gme K\_v etj b | GieGg gmv- tmZviv gmv diDitUKtbi Df vtm AvtqmRZ G Abgvtb wekI AwZu uQtj b XvKu mekpe vjtqi DcvPth cldmi W. Av Av g m Avitdb umvK | 17MZ e3e ivtLb 17i KM0Si mscr Kgdjxi mficwZ BvgtiUvm clldmi W. Avbm0Avigvb | cavb Z\_ Kugkvi clldmi W. tMjvg ingvbi mficwZtZ; AvtjvPbv Ask tbb mAvBie i Pqivgvb I mgKvj mscr K tMjvg mvi I qvi, ubDR UZv-i mscr K m qvR Dvib Avntg, clevUK mq Avejy gvkmj, weGdBDtR0i mficwZ gbRjaj Avnmvb ejev, ce0c0g weW WUKtgi mscr K cxi nweej ingvb, weGdBDtR0i GKistki gnvmPe Gg Ave jvn, dtUmwsew K GieGg iudKz ingvb, XvKu mekpe vjtqi MYthmMthm I mwsew KZv wefvMi mthvix AavcK ti vevtqZ tdit sm, 17i KM0Si cKvK gv jv efvtm P ZmaKvix Avntg gungy nK chly | abev Avcb Ktib diDitUKtbi mviY mscr K I GieGg gmv tqtq cvi fvb mjZvbu Sgv | Abgvtb mAvj bv Ktib 17i KM0Si mscr Kgdjxi m m mwsew K nmvb nmDR | Dcv Z uQtj b GieGg gmv cZtmZviv gmv | (mF: 1j v Atzei 2016, mgKvj)

**mwsew K Avj Zvd gungy uQtj b vbfK I mZZvi cZK**

mAvi BD0i vqx m m Ges evsjv k tdWvtj mwsew K BDibqb (weGdDBtR)-Gi mteK mficwZ Avj Zvd gungy i 17i Ymfvg e3viv etjtQb, mwsew KZv tckvq AvKvi Avvtqi Avt vjt b uzub uQtj b vbfK I mZZvi cZK | tckv vntZi t17t uzub thgb vqZkxj uQtj b, tZgub tUW BDibqbtbi tbZv vntmteI uQtj b vbtew Z-c0Y |

MZ 17B Atzei wekI t17v mAvi BD mvi-i ab wj bvqZtb XvKu m tcvUthm BDibw | (mAvi BD) AvtqmRZ 17i Ymfvg e3viv Gme K\_v etj b |

mAvi BD0i mficwZ Rivgij Di vtb mficwZtZ; I mviY mscr K ivRyAvntgt i cwi Pvj bvq 17i Ymfvg cavbgSji Z\_ I MYgva g melqK Dct or BKej tmvenvb tPajx, weGdBDtR0i mficwZ gbRjaj Avnmvb ejev, gnvmPe lgi dviak, mAvi BD0i mteK mficwZ tgv vK tvrtmb I kvtn tPajx, weGdBDtR0i hM gnvmPe cjk NUK, mBDtR0i mviY mscr K tmvtnj nvq vi tPajx chly e3e t b |

e3viv etj b, mwsew Kt i kxl tbZv nI qv mtEj Avj Zvd gungy AZ sl mviY Riebhc b Kti tQb | tKv bvi Kgv tgvf-jj mv ev ctjvftbi KvQ uzub gv v bZ Ktibub | uzub uQtj b vbtj ff, vbinskvi I Abb

e vntZi AvKvix | (mF: clg Avtjv: 18.10.16)

**MYgva tgi mKj chq bixi AskM0tYi mgwik**

MYgva tgi bmvbaftYx t\_tK mKj chq bixi Asif KitiYi mzymk Kti tQ mwsew K I brix tbZe. | clZu ugvwqv nvd m ASZct 30 kZvsk bixtK vbtqm t I qvi Avnevb Rvnb Zviv | MZ 6B Atzei 0tR0vi tmbwUf MvBwj vBb di DBtgb Bb tgbtWb mvd Gukqv0 kxl R GK RivZiq civgk vKvix AvtjvPbv mfvg Gme K\_v evj nq | XvKu mekpe vjtqi beve bl qie Avj tPajx vntbu fetb AbvZ GB mfv thS fite AvtqRb Kti gvbt i Rb diDitUKb, BDtbt Ges mvd Gukqv DBtgbm tBU qvK (tmvqvb) | 17Y Gukqvi bix mwsew Kt i Rb MvBwj vBb Zvi Kivi Df vtm Ask vntmte GB mfv AvtqRb Kiv nq | G MvBwj vBb t tki kxl vbxq mwsew K I brix tbZe. Zvt i AwfAZv Ges civgk Ztj atib | (mF: 7B Atzei 2016, BtEdvK)

**nmvmx mwsew KZvi Rb mscrbbv tctj b gndR Avbg**

mwsew KZv I mwsew KZvi t17t p. msKti Rb mscrbbv fntZ ntj b Bsti mR mbK tWbvj v-vi-Gi mscr K I cKvK gvnR Avbg | fviZ, AvdMvb lb, vclj cvBb I kxj vvi Avtjv cve mwsew KtK G mscrbbv v tqtQ h yivotfiek msvb B- I tq- tmvli |

fviZi ivRavb bqv wj tZ 9B tmtPaf 0mvd Gukqv jvKs B-0 kxl R GK mtejt b gvnR Avbg I Ab mwsew Kt i Avb0mbK fite G mscrbbv t qv nq |

cj viciB Ab c0 mwsew K ntj b: tivl qvB v Avingv tdrjtvm gvKvige b (vclj cvBb), t-jv cj (fviZ), Rvdi BKej tkl (fviZ), nwee Lvb tZvZmlj (AvdMvb lb) I jvmvsv wevgZtj (kxj vvi) | jvmvsv gitvEi G cj viciB | 2009 mvtj Kjtvg wj tZ cY nvi v uzub | mtejt b AvvKj v wefvbe mscr cti tR o mscr K, L vZgvb MYgva g wekI A, MYgva g tckvRex, MtelK, 40vUv tenk t tki MYgva g clZv tbi clZvbmam clq 350 Rb mwsew K Ask tbb | (mF: clg Avtjv, 20.9.16)

**AvyUvbx mwsew KZvi Rb mAvBie cj v**

ewj vfviek v mteivax ms v UYcvti wY BvUv vkvbj (mAvB)-Gi tPqivcimb tvrtm Kvtfm DMm etj b, evsjv t k mwsew KZv

AtbK Klv | cvkvcmk GLv b KvvtgWZ vZi AvtQ | GB vZ tvtfa mwsew K, vmvfj tmvmbw, GvRi Ges temi Kivi LvZtK GKI ntq KvR Kivi AvnYv Rvnb uzub |

AvyUvbx mwsew KZvi Rb UYcvti wY BvUv vkvbj evsjv k (mAvBie) AvtqmRZ cj v mZiY Avgvtb GK\_v etj b uzub | MZ 16B Atzei ivRavbri avbgvZt gvBvwm tmvvti tgNgv v Kbdvti Y itg G Abgvtb AvvZ nq |

Ge0i bqRb MYgva gKv G cj v tctj b | Zviv ntj b: vclj ugvwqv (RivZiq) K vUvMvi tZ Rv tMvb DR24. Ktgi v vclj vclj kvtn kvdK I vclj ugvwqv (AvvK) K vUvMvi tZ Pvcji i mbK Bjtkcvo cvl Kvi hM evZP mscr K ti Rvdj Kvi g | G0vov Btj KvbK ugvwqv clZte b K vUvMvi tZ GvUvfi kvdK kvnb, gvQivv tUv vftbi e iatvRv evey Btj KvbK ugvwqv clgY Avgvtb K vUvMvi tZ hgvv tUv vftbi tgv. Avj vDv b Avntes I vRGg dgmj Avj g, vfvvI vPvMvK gnmb gkz, KvRv tgvvS BmvgBj I tMjvg vKevv qv G cj v cib | (mF: 17B Atzei 2016, clg Avtjv)

**Abb v mscrbbv tctj b 11 KvZgvb bix**

MZ 3iv tmtPaf ivRavbri dvqMvUv KvL we Bv vUDKb wj bvqZtb 0Abb v-Gi AvtqRtb 11Rb mdj bixtK mscrbbv clvb Kiv nq | mscrbbv c0t i nvtZ 17i K, t v- I mb cI Ztj t b bix Avt vjtbi vzb tbtX gvnd Rv LvZb, Lxv Kvei Ges Wv. xcy gv | Abb v mscr K I cKvK Zvmvgv tvrtm tbi mAvj bvq mscrbbv clvb ceU c0ve slntq I t v |

**Awv iv eQti P vtbj AvB**

c\_Pjvi 17 e0i cvi Kti MZ 1j v Atzei 18 eQti c vcb Kti tQ P vtbj AvB | G DcjtY P vtbj AvB Kvthv iq v be vcr Avbvgv AvtqRb Kiv nq | GtZ Ask tbb P vtbj AvBtqi e e vcbv cwi PjK dvi y ti Rv mvi, cwi PjK I evZP cavb kvBL vni vRm MYgva tgi mscr Ke, vmv bq mwsew K, P vtbj vUv KvjvKjx I AvZ v | mF: 1j v Atzei 2016 mgKvj

**Zzt mscr K AvK**

Zzt mi Kvi mteivax cvl Kv Kgvv itqZ-Gi mscr K gvjZ mtejtRv I cvl KvUv AvURb vZcY mscr KgvK mscr AvUK Kti tQ cj k | v ovtq mscr gva g Avv vj yRivbq, B v t t\_tK Kgvv itqZ cvl Kv msk0 hrt i AvUK Kiv ntqQ Zvt i gta Avqv b GvRb I vB IR bvtgi vRb Kvjv tj LKl itqtQb | h yivotfiek agv tbZv tdZv











G cġkġġY tkicġy tRġvi tġvU 28 Rb  
mġsewġ K AskMġġY Kġġib|

**UvġvBġj eġġqwi Ges ġki I bvix  
Dbġb vclqK vi tġcWUŠ cġkġġY**

evsġvġ k tġġġ BbWŠ=UUDU (vġAvBvġe)-Gi  
AvġqvRġb UvġvBġj tRġvi Bġj KUġbK vġvWvqg  
KgġZ mġsewġ Kġġ i Rb vġb vġ be vġcx (25-  
27tk bġfġġ, 2016) eġġqwi Ges ġki I  
bvix Dbġb vclqK vi tġcWUŠ cġkġġY (26-  
27tk bġfġġ, 2016) cġkġġY mġšubġntġġQ|  
cġkġġYi mġvcb Abġvġb cġvb AvġZv  
vġtġte DcW Z vġġj b UvġvBġj i tRġv cġkġvK  
tġv ġvneġ tġvġb| mġvcb Abġvġb  
mġfġcġvġbi vġġZġ cġj b Kġġib UvġvBġj tġġ  
Kġġei mġfġcġZ Rvdi Avġtġġ| cġkġġY  
vġvġZ UvġvBġj tRġvi tġvU 60 Rb mġsewġ K  
AskMġġY Kġġib|

**vġvKġZ eġġqwi cġkġġY**

cUvġvLġj x tRġvi vġvK DcġRġvi  
mġsewġ Kġġ i Rb vġb vġ be vġcx (15-17B  
bġfġġ) eġġqwi cġkġġY mġšube nġġġQ|  
jġvġvġb tġj tKvġi tġvUvġ vġj bġvġZġb G  
KgRġvġvi Dġġvab Kiv nġ| GġZ Dġġvab  
Abġvġb cġvb AvġZv vġġj b cUvġvLġj x vġAvġ  
I cġġv vġġte vġġġġi Dcġvġvġ cġġdmi W.  
tġv. kvġmġvġb|

17B bġfġġ cġkġġYi mġvcb Abġvġb  
DcW Z vġġj b cUvġvLġj x tRġvi tRġv cġkġvK  
GġKGġ kvġġġv nK vġvġ Kġ| mġfġcġvġ vġġj b  
evsġvġ k tġġġ BbWŠ=UUDġUi cWġvġ K  
(Aġvġ I cġkġġY) Avġbġvġv tġMġ| vġvK  
tġġ Kġġei mġfġcġZ GBP Gġ Avġbġvġv  
tġvġtġbi mġfġcġZġ; Abġvġb eġŠe vġLb  
Dġiv BDġvġvġvġi cWġvġ K (vġvWvqg) i ġvġv  
ġvġvġR, jġvġvġb tġj tKvġi tġvUvġi i  
vġbġvġ cWġvġ K vġ. vġDm vġġġv Ges vġvK  
tġġ Kġġei mġvġvġ mġvġvġ K RvġKi tġvġb I  
mġsewġ K tġv. Avġbġvġv vġvġvġb Pġvġcġġ|

UvġvBġj Bġj KUġbK vġvWvqg mġsewġ Kġġ i eġġqwi cġkġġYi Dġġvab Abġvġb cġvbġġvġi Z vġ Dcġ vġ BKeġj tġvġvġb tPŠġġx eġŠZġ Kġġib| cġġk Dcġvġ vġAvġvġe ġvġvġvġ Pġj K tġv. kvġ Avġ ġMġi (evġġ) Ges vġGġBDġR mġfġcġZ ġbRġġġ Avġvġvġ eġġġvġ (Wġb vġZġġ)

**K. evRġi vġvWvqg eġġqwi cġkġġY**

evsġvġ k tġġġ BbWŠ=UUDU (vġAvBvġe)-Gi  
AvġqvRġb K. evRġi tRġvi vġvWvqg vġvWvqg  
KgġZ mġsewġ Kġġ i Rb vġv vġ be vġcx (13-  
16B bġfġġ) eġġqwi cġkġġY mġšubġntġġQ|  
K. evRġi vġv WvDb mġvKġ vġDm  
vġj bġvġZġb AbġvġZ G KgRġvġvi mġvcb  
Abġvġb cġvb AvġZv vġtġte DcW Z vġġj b  
vġAvġvġe ġvġvġvġ Pġj K tġv. kvġ Avġ ġMġi |  
K. evRġi tRġvi tRġv cġkġvK tġv. Avġ x  
tġvġtġbi mġfġcġZġ; Abġvġb vġġK AvġZv  
vġtġte DcW Z vġġj b K. evRġi mġsewġ K  
BDġvġbġbi mġfġcġZ AveġZġvġi | G cġkġġY  
K. evRġi tRġvi tġvU 35 Rb mġsewġ K  
AskMġġY Kġġib|

**tkicġy tRġvi Bġj KUġbK vġvWvqg  
mġsewġ Kġġ i cġkġġY**

evsġvġ k tġġġ BbWŠ=UUDU (vġAvBvġe)-Gi  
AvġqvRġb tkicġy tRġvi Bġj KUġbK vġvWvqg  
KgġZ mġsewġ Kġġ i Rb vġb vġ be vġcx (23-  
25tk bġfġġ) eġġqwi cġkġġY (AvevġmK)  
mġšubġntġġQ|  
vġAvġvġe tġvġvġi Kġġ vġAvġvġeġi  
Aġvġ I cġkġġY vġfġvġi cWġvġ K  
Avġbġvġvġv tġMġġi mġfġcġZġ; Abġvġb cġvb  
AvġZv vġtġte DcW Z vġġj b evsġvġ k mġsewġ  
mġvġvġ (evmm)-Gi cġvb mġvġvġ K I eġŠe vġcbv  
cWġvġ K Aveġj Kġj vġ AvġRġ | Abġvġb vġġK  
AvġZv vġtġte DcW Z vġġj b tġfġvġi K vġMġRi  
mġvġvġ K k vġġ vġE|

**UvġvBġj Bġj KUġbK vġvWvqg  
eġġqwi cġkġġY**

evsġvġ k tġġġ BbWŠ=UUDU (vġAvBvġe)-Gi  
AvġqvRġb UvġvBġj tRġvi Bġj KUġbK vġvWvqg  
KgġZ mġsewġ Kġġ i Rb vġb vġ be vġcx (25-  
27tk bġfġġ) eġġqwi cġkġġY AbġvġZ  
nġġġQ|  
UvġvBġj tRġvi tġġ Kve vġj bġvġZġb  
AbġvġZ G cġkġġYi Dġġvab Kġġib cġvbġġvġi  
Z vġ Dcġ vġ BKeġj tġvġvġb tPŠġġx| Abġvġb  
vġġK AvġZv vġtġte DcW Z vġġj b evsġvġ k  
tġvWġġj mġsewġ K BDġvġbġbi mġfġcġZ  
ġbRġġġ Avġvġvġ eġġġvġ I ġvġvġe I ġi  
dġvġK Ges UvġvBġj tġšimġvġi tġġi tġv.  
Rvġġj vġ ġvġvġ vġġb| cġkġġYi Dġġvab  
Abġvġb mġfġcġvġbi vġġZġ cġj b Kġġib  
vġAvġvġeġi ġvġvġvġ Pġj K tġv. kvġ Avġ ġMġi | G  
cġkġġY UvġvBġj tRġvi Bġj KUġbK vġvWvqg  
tġvU 35 Rb mġsewġ K AskMġġY Kġġib|



vġAvġvġeġi AbġvġZ mġsewġ Kġġ i Rb vġvWvqg vġlqK vi tġcWUŠ KgRġvġv