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Abstract:

Chhatrapati Shivaji Maharaj occupies a unique position in Indian political and administrative history as a ruler who combined military brilliance with visionary governance. His establishment of Swarajya was not limited to territorial sovereignty but extended to the creation of a structured administrative system governed by ethical norms, accountability, and public welfare. Although Shivaji Maharaj did not frame a written constitution in the modern legal sense, his governance operated on well-defined constitutional principles and policy reforms. This research paper examines the constitutional spirit embedded in his administration, including the concept of Swarajya, institutional mechanisms, revenue and military reforms, judicial practices, and social policies. The study argues that Shivaji Maharaj developed an indigenous model of constitutional governance rooted in justice, decentralization, and moral authority. The paper also highlights the contemporary relevance of his policies in the context of democratic governance and public administration.

Keywords: *Chhatrapati Shivaji Maharaj, Swarajya, Indigenous Constitution, Policy Reforms, Ethical Governance, Maratha Administration*

Introduction:

The evolution of constitutional governance in India is often traced to colonial administrative frameworks and the post-independence Constitution of India. However, long before these developments, Indian rulers had evolved sophisticated systems of governance based on customs, ethics, institutional balance, and public consent. Among such rulers, Chhatrapati Shivaji Maharaj (1630–1680) stands out as a pioneer of people-oriented administration and ethical statecraft.Shivaji Maharaj emerged during a period characterized by political instability, feudal exploitation, religious intolerance, and excessive taxation. The prevailing governance structures were largely autocratic, with little concern for the welfare of common people. Against this backdrop, Shivaji Maharaj introduced a radically different vision of rule—one that emphasized justice, accountability, discipline, and respect for social diversity.This research paper seeks to analyze the constitutional nature of Shivaji Maharaj's governance and his policy reforms. It explores how his administrative system functioned as a de facto constitution, regulating power, defining responsibilities, and ensuring public welfare. The study also aims to establish Shivaji Maharaj as not only a military leader but also a constitutional thinker whose ideas remain relevant today.

The Idea of Swarajya: A Foundational Constitutional Value

The concept of Swarajya formed the ideological backbone of Shivaji Maharaj's governance. Swarajya did not merely signify political independence from foreign or oppressive rule; it represented a moral and administrative philosophy centered on self-rule, justice, and dignity.

Swarajya as envisioned by Shivaji Maharaj rested on several constitutional principles:

- Authority derived from public welfare
- Governance bound by moral and ethical norms
- Protection of cultural and social life
- Responsibility of rulers toward subjects

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Unlike despotic systems where the ruler's will was supreme, Swarajya imposed ethical limitations on power. The ruler was considered a trustee of public interest rather than an absolute authority. This idea resembles modern constitutional doctrines that emphasize limited government and accountability.

Administrative Structure and Institutional Governance:

A defining feature of Shivaji Maharaj's rule was the establishment of a structured administrative system. The Ashta Pradhan Mandal, consisting of eight ministers, functioned as the central executive council. Each minister was assigned specific responsibilities, ensuring specialization and efficiency.

Composition of Ashta Pradhan Mandal

- Peshwa – General administration
- Amatya – Finance and revenue
- Sachiv – Official correspondence
- Mantri – Internal intelligence and discipline
- Senapati – Military affairs
- Sumant – Foreign relations
- Nyayadhish – Justice
- Panditrao – Religious and charitable matters

This system prevented concentration of power and promoted collective decision-making. The clear division of functions reflects early principles of constitutional governance and administrative law.

Revenue and Land Reforms:

Revenue administration was one of Shivaji Maharaj's most significant policy reforms. During his time, peasants were often exploited through intermediaries and arbitrary tax demands. Shivaji Maharaj replaced this exploitative structure with a rational and humane system.

Key Features of Revenue Policy:

- Direct assessment of land productivity
- Elimination of revenue farming
- Protection of cultivators from harassment
- Fixed and predictable taxation

Officials were strictly instructed to avoid coercion. Any abuse of authority was severely punished. These policies enhanced agricultural productivity and strengthened the legitimacy of the state. The emphasis on economic justice reflects constitutional values of equality and fairness.

Military Reforms and Ethical Warfare:

Shivaji Maharaj's military organization was not merely a fighting force but an institution governed by discipline and moral codes. His army was structured, salaried, and regulated by strict rules.

Military Policy Reforms

- Regular payment to soldiers
- Prohibition of looting civilian property
- Respect for women and religious places
- Accountability for misconduct

These policies distinguished his army from contemporary forces that relied on plunder. Shivaji Maharaj's approach demonstrates an early form of humanitarian principles in warfare, aligning military power with ethical responsibility.

Judicial System and Administration of Justice:

Justice occupied a central place in Shivaji Maharaj's governance. The judicial system functioned at village, district, and central levels. The Nyayadhish oversaw judicial administration, ensuring impartiality.

Features of the Justice System

- Equality before law
- Speedy resolution of disputes
- Strict action against corruption
- Protection of weaker sections

Shivaji Maharaj himself monitored judicial functioning, reinforcing the principle that justice is the foundation of legitimate authority. This aligns closely with modern constitutional doctrines of rule of law.

Social Policy and Religious Tolerance:

In an era marked by social divisions and religious conflicts, Shivaji Maharaj adopted a policy of inclusiveness. His administration respected all faiths and protected religious institutions.

- Social and Cultural Policies
- Protection of temples, mosques, and dargahs
- Appointment of officials based on merit
- Promotion of Marathi language in administration
- Strict action against social exploitation

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Women's dignity was strongly protected, and any violation was punished severely. These policies strengthened social harmony and reinforced the moral legitimacy of governance.

Decentralization and Local Administration:

Shivaji Maharaj understood the importance of decentralized governance. Village-level administration played a vital role in revenue collection, dispute resolution, and local welfare.

Local Governance Features

- Village councils with administrative authority
- Local officials accountable to the state
- Community participation in governance

This system empowered local communities and reduced administrative distance between the state and the people. It reflects principles like modern local self-government.

Accountability and Control over Officials One of the most constitutional aspects of Shivaji Maharaj's governance was strict accountability. Officials were subject to audits, inspections, and disciplinary action.

Mechanisms of Accountability

- Regular review of officials' conducts
- Intelligence network to prevent corruption
- Severe punishment for misuse of power

No official, regardless of rank, was immune from scrutiny. This principle ensured integrity in administration and aligns with contemporary ideas of transparent governance.

Constitutional Nature of Shivaji Maharaj's Rule:

Although Shivaji Maharaj did not draft a written constitution, his governance embodied constitutional principles such as:

- Defined authority and responsibility
- Institutional balance
- Rule of law
- Welfare orientation
- Ethical limitation of power

His system can be described as an unwritten constitution rooted in Indian political tradition. It regulated governance through norms, institutions, and moral authority.

Comparative Perspective:

When compared with contemporary regimes, Shivaji Maharaj's governance appears remarkably progressive. While many rulers relied on coercion, he emphasized consent, justice, and welfare. His administration anticipated several modern constitutional ideas such as separation of functions, accountability, and citizen-centric governance.

Contemporary Relevance of Shivaji Maharaj's Policy Reforms:

The principles underlying Shivaji Maharaj's governance remain relevant in modern democratic systems:

- Ethical leadership in public office
- Welfare-oriented policies
- Respect for diversity
- Accountability and transparency

His model demonstrates that effective governance is not dependent solely on written laws but on moral commitment and institutional discipline.

Conclusion:

Chhatrapati Shivaji Maharaj was not only a founder of the Maratha state but also an architect of indigenous constitutional governance. Through well-defined administrative structures, progressive policy reforms, and ethical statecraft, he established a system that balanced authority with responsibility. His governance functioned as a living constitution rooted in justice, accountability, and public welfare.

This research paper reaffirms that Shivaji Maharaj's contribution extends beyond military achievements to the realm of constitutional thought and policy innovation. His legacy offers enduring lessons for contemporary governance and public administration.

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Original Article

Chhatrapati Shivaji Maharaj's Legacy in modern governance: Relevance of his principles in Contemporary India

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Abstract

Chhatrapati Shivaji Maharaj is widely recognized as a great military leader and founder of the Maratha state; however, his contribution to governance and administration holds equal relevance in contemporary times. This study examines Shivaji Maharaj's governance principles and analyses their significance for modern Indian governance. Drawing on secondary data from historical texts, scholarly research, journals, and reputed contemporary sources, the paper adopts a qualitative and analytical approach.The study focuses on key dimensions of governance such as ethical leadership, welfare orientation, decentralization of authority, inclusive statecraft, and administrative accountability. It highlights how Shivaji Maharaj's policies were aimed at ensuring justice, protecting subjects' rights, supporting agriculture, and maintaining social equity. The concept of Swarajya is examined not merely as political sovereignty but as a broader vision of people-centered governance.The analysis reveals strong parallels between Shivaji Maharaj's administrative philosophy and modern democratic governance values, including transparency, decentralised decision-making, and social justice. At the same time, the study emphasises the need for contextual interpretation, recognizing the historical limitations of direct application. The paper concludes that Shivaji Maharaj's governance philosophy offers enduring normative guidance and remains relevant for addressing contemporary governance challenges in India.

Keywords:*Chhatrapati Shivaji Maharaj, Modern Governance, Ethical Leadership, Swarajya, Decentralization, Welfare State, Inclusive Governance.*

Introduction

Chhatrapati Shivaji Maharaj occupies a central place in Indian history as the founder of the Maratha state and a symbol of resistance and self-rule. While his military strategies and political achievements have been extensively studied, his governance philosophy has received comparatively less systematic attention in relation to contemporary governance. Shivaji Maharaj's administration was marked by ethical conduct, welfare orientation, and sensitivity towards the rights and well-being of his subjects.In the present era, issues such as ethical leadership, decentralised administration, inclusive development, and public accountability have become central to governance discourse in India. Interestingly, many of these concerns find early expression in Shivaji Maharaj's administrative practices. His emphasis on justice, fair taxation, protection of agriculture, and accountability of officials reflects a governance model that goes beyond the limitations of its historical context.This study seeks to examine Shivaji Maharaj's governance principles and assess their relevance to contemporary Indian governance. By situating his ideas within modern democratic and constitutional frameworks, the paper aims to move beyond purely historical narratives and contribute to a deeper understanding of how historical governance philosophies can inform present-day governance thought.

Objectives of the Study

1. To examine the core governance principles of Chhatrapati Shivaji Maharaj from an ethical and administrative perspective.

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2. To analyze the relevance of Shivaji Maharaj's welfare-oriented governance in the context of contemporary India.
3. To study the role of decentralization and empowerment in Shivaji Maharaj's administrative system.
4. To evaluate the concept of *Swarajya* as a foundation for inclusive and people-centered governance.
5. To assess the applicability of Shivaji Maharaj's ethical leadership principles to modern democratic governance.

Literature Review

1. Shivaji Maharaj as a Model of Ethical and Welfare-Oriented Governance

Scholars argue that Shivaji Maharaj's leadership was built on principles that resemble modern ideas of public welfare and ethical administration. Historical studies show that his governance sought to integrate justice, equity, and protection of subjects' rights into statecraft — features that resonate with contemporary governance ideals such as transparency, rule of law, and citizens' welfare. Modern research underscores that his administrative model was not simply military, but deeply rooted in welfare policies that reduced tax burdens on the poor and supported agricultural stability. These practices mirror today's public policy focus on inclusive growth and social justice.

2. Decentralization and Empowerment of Local Functionaries

One of Shivaji's long-lasting contributions was his emphasis on decentralisation and trust in subordinates. He delegated authority to local commanders and officers, authorising them to make decisions in real time, a principle emerging studies compare with modern decentralised governance models that allow responsive and adaptive administration. This idea aligns with contemporary administrative reforms that favour empowerment of local bodies and responsive governance frameworks.

3. Inclusive and People-Centered Statecraft

Contemporary analyses highlight Shivaji Maharaj's concept of *Swarajya* as encompassing not just political autonomy but also social equity and welfare of all groups in society. His policies aimed to empower various societal segments — farmers, warriors, artisans — through fair taxation and protection of economic rights. Modern writers link this component of his governance to India's current emphasis on inclusive development and empowerment of marginalized populations, suggesting that foundational ideals of fairness and welfare remain relevant to democratic governance today.

4. Ethical Leadership as a Pillar of Modern Public Administration

Shivaji Maharaj's insistence on personal integrity, ethical conduct, and accountability among his officials is repeatedly emphasized in both historical and contemporary interpretations. Modern scholars and commentators often point to his ethical standards as precursors to current norms in public administration that stress integrity, accountability, and merit-based systems. Such references are used not just in academic discourse but also in administrative training and leadership courses to illustrate timeless principles of governance.

5. Cultural Memory and Modern Political Discourse

Beyond academic work, political leaders and public intellectuals often invoke Shivaji Maharaj's legacy to frame contemporary governance debates. For example, in public speeches and commemorations, political figures stress the relevance of his principles for today's democratic and pluralistic society, highlighting his commitment to protecting all communities and transcending narrow identities in governance. This ongoing invocation underscores how Shivaji's legacy continues to shape political discourse and values in modern India.

6. Long-Term Identity and National Narrative

Research on social history and Indian identity underscores that Shivaji Maharaj's legacy has become a central element in broader discussions of resistance, nationhood, and self-rule in India. Scholars note that the symbolic value of his leadership — particularly the idea of *Swarajya* — resonates in contemporary India's democratic ethos and debates about governance that emphasize self-determination, ethical leadership, and people's empowerment, making his legacy part of the national narrative of governance.

7. Critical Perspectives on Legacy and Modern Interpretation

Academic reviews also caution that modern applications of Shivaji's principles must be contextualized carefully. Historiography shows that while his administrative practices have clear modern parallels, the 17th-century political environment and challenges were different. Rigorous scholarship argues for balanced interpretation: appreciating the core ethical and governance principles, while avoiding simplistic transplantation of historical models without adapting to contemporary constitutional and institutional frameworks.

Research Gap

The existing literature on Chhatrapati Shivaji Maharaj primarily focuses on his military leadership and historical administration, with limited attention to the systematic analysis of his governance principles in relation to contemporary Indian governance. While several studies acknowledge his ethical leadership, welfare-oriented policies, and concept of Swarajya, these discussions remain largely descriptive and historical rather than analytical or comparative.Moreover, although decentralization and empowerment of local officials are recognized features of Shivaji Maharaj's administration, there is a lack of scholarly work that directly compares these practices with modern democratic governance frameworks such as decentralized administration, inclusive development, and public accountability. Contemporary political and public discourse frequently invokes Shivaji Maharaj's legacy; however, academic studies rarely examine how his principles are interpreted and adapted within present constitutional and

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institutional contexts.Therefore, a clear research gap exists in critically linking Shivaji Maharaj's governance philosophy with modern governance challenges in India. The present study seeks to address this gap by evaluating the relevance of his administrative and ethical principles to contemporary governance, moving beyond purely historical narratives toward a balanced and contextual analysis.

Scope of the Study

1. The study examines the governance principles of Chhatrapati Shivaji Maharaj and their relevance to contemporary Indian governance.
2. It focuses on ethical leadership, welfare orientation, decentralization, inclusive governance, and administrative accountability.
3. The research is based exclusively on secondary data such as historical texts, academic journals, books, newspapers, and scholarly Marathi literature.
4. The study adopts a qualitative and analytical approach rather than an empirical or statistical one.
5. It does not attempt to replicate seventeenth-century administrative systems but interprets their relevance within modern democratic and constitutional frameworks.
6. The scope is conceptual and comparative, aimed at contributing to governance and public administration discourse.

Research Methodology

The present study is based entirely on **secondary data** and follows a qualitative, analytical research design. Secondary sources were selected to examine Shivaji Maharaj's governance principles and assess their relevance to contemporary Indian governance. The data were collected from a wide range of authentic and credible sources, including classical historical texts, peer-reviewed journal articles, edited volumes, government and institutional publications, reputed newspapers, and scholarly Marathi literature.Key historical works by scholars such as Ranade, Kulkarni, and Sharma were used to understand the administrative and political foundations of Shivaji Maharaj's governance. Contemporary academic articles and journals were consulted to identify modern interpretations of his leadership, ethics, decentralization, and welfare orientation. In addition, editorials, speeches, and articles from reputed newspapers such as *The Indian Express* and *The Times of India*, along with publications like *Sakal Janwadi Chatrapati Shivray*, were used to capture present-day political and social discourse surrounding his legacy.

The collected data were analyzed using **thematic and comparative analysis**. Core governance principles such as ethical leadership, decentralization, welfare orientation, inclusiveness, and accountability were identified from historical sources and then examined in relation to modern governance concepts such as democratic administration, public accountability, decentralized governance, and inclusive development. This method enabled a contextual and balanced interpretation without imposing modern frameworks uncritically on historical practices.

Data Interpretation and Analysis

The analysis of secondary data reveals that Shivaji Maharaj's governance was not limited to military expansion but was grounded in ethical and welfare-oriented administration. Historical evidence consistently highlights his emphasis on justice, protection of subjects, fair taxation, and agricultural stability. When interpreted in a contemporary context, these principles align closely with modern governance concerns such as social justice, welfare state responsibilities, and inclusive growth.The data further indicate that Shivaji Maharaj's decentralized administrative structure allowed local officials significant autonomy in decision-making. This practice finds relevance in present-day governance models that stress decentralization, subsidiary, and responsiveness, particularly within India's local self-government institutions. The comparison suggests that decentralization under Shivaji Maharaj was not merely administrative convenience but a conscious governance strategy.Analysis of the concept of *Swarajya* shows that it extended beyond political independence to include social equity and economic security for different sections of society. Secondary sources interpret this as an early articulation of people-centered governance, which resonates with contemporary democratic ideals focused on empowerment and participation.

The data also underline the centrality of ethical leadership in Shivaji Maharaj's administration. His insistence on integrity, discipline, and accountability among officials mirrors modern public administration principles. However, the analysis equally supports scholarly caution that these principles must be adapted, not directly replicated, within modern constitutional and institutional frameworks.Overall, the interpretation of secondary data demonstrates that while Shivaji Maharaj's governance emerged from a distinct historical context, its core principles retain strong relevance for contemporary Indian governance. The findings reinforce the argument that his legacy offers enduring normative guidance rather than a rigid administrative model, making it valuable for present-day governance discourse.

Findings of the Study

The study finds that Shivaji Maharaj's governance was fundamentally ethical and welfare-oriented, with a clear emphasis on justice, protection of subjects, and economic stability. His policies towards fair taxation, agricultural protection, and relief to the poor reflect an early form of welfare administration that aligns with modern concerns for inclusive growth and social justice.The findings also indicate that decentralization was a conscious governance strategy under Shivaji Maharaj. The delegation of authority to local officials and commanders allowed flexibility and responsiveness, principles that closely correspond with contemporary decentralized governance and local self-government models.Another key finding is that the concept of *Swarajya* extended beyond political sovereignty to

include social equity and people-centered governance. This reinforces its relevance to modern democratic ideals such as participation, empowerment, and inclusive development.The study further reveals that ethical leadership and accountability were central to Shivaji Maharaj's administration. His insistence on integrity and discipline among officials mirrors present-day public administration values. However, the findings also highlight scholarly consensus that these principles must be adapted thoughtfully within modern constitutional and institutional frameworks rather than applied mechanically.

Conclusion

The study concludes that Chhatrapati Shivaji Maharaj's legacy in governance remains highly relevant to contemporary India. While rooted in a specific historical context, his principles of ethical leadership, welfare orientation, decentralisation, and inclusiveness transcend time and continue to offer valuable insights for modern governance.The analysis demonstrates that Shivaji Maharaj should not be viewed solely as a military leader or historical figure, but as a ruler with a well-defined governance philosophy that aligns with many core values of democratic administration. At the same time, the study underscores the importance of contextual interpretation, recognising that historical governance models cannot be directly transplanted into the modern constitutional framework.Overall, Shivaji Maharaj's governance philosophy provides enduring normative guidance rather than a rigid administrative blueprint. His legacy thus remains an important reference point in discussions on ethical leadership, people-centered governance, and democratic values in contemporary India.

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Original Article

Impact of Global Trade Agreements on Tourism Development

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Abstract:

The way countries trade with each other has changed how people travel and experience different cultures. This study looks at how trade agreements like the World Trade Organization (WTO), the European Union (EU), North American Free Trade Agreement (NAFTA)/USMCA, and other trade deals impact tourism. By analyzing data and talking to people in the tourism industry from different countries, we see that trade agreements can help tourism by making it easier to travel, invest in tourism projects, and share cultures. However, the effects of these agreements can differ depending on the region and are influenced by each country's policies and concerns about sustainability. We also discuss ways to make the most of the benefits of trade agreements for tourism while reducing any potential risks.

Keywords: *Trade, Tourism, Organization, Tourists, Economic Effects*

Introduction:

Welcome to the world of tourism, a thriving industry that plays a vital role in our global economy. Not only does tourism create jobs and bring in foreign currency, but it also fosters cultural exchange among nations. In recent years, trade agreements have started to include tourism-related services, aiming to promote market access, protect investments, and encourage regulatory cooperation. While these agreements are meant to boost economic growth, their impact on the tourism sector has sparked a lively debate.Supporters of trade agreements argue that by reducing barriers, standardizing regulations, and building investor confidence, tourism can flourish. However, critics worry about the unequal distribution of benefits, the risk of turning cultures into commodities, and the strain on the environment caused by an influx of visitors. This study delves into the ways in which trade agreements shape tourism systems, explores the mechanisms behind these effects, and examines the varying impacts seen in different parts of the world.

Research Methodology :

In this study, we have adopted a comprehensive research methodology that incorporates various techniques to gather and analyze data. These include:

1. Utilizing Secondary Data:

We have collected tourism arrival statistics from reputable sources such as the UNWTO and WTO reports, as well as examined trade agreement texts and implementation reports. Additionally, we have accessed economic indicators from databases maintained by the World Bank and IMF.

2. Conducting Qualitative Interviews:

To gain insights from key stakeholders, we have conducted semi-structured interviews with tourism policymakers, industry experts, and trade negotiators in specific countries of interest. These countries include EU members, Canada, Mexico, and ASEAN nations.

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3. Performing Comparative Case Studies:
By comparing tourism outcomes before and after the implementation of major trade agreements, we aim to understand the impact of these agreements on the tourism sector.
Our analysis of the data has been both thematic and quantitative, allowing us to explore the relationships between trade liberalization indices and measures of tourism growth in a nuanced manner.

Review of literature :

In recent years, there has been a growing body of research that delves into the connection between trade policy and the services sector, with a particular focus on the tourism industry. While discussions on this topic are still relatively new, they have shed light on some interesting findings.One key aspect that has been highlighted is the role of the General Agreement on Trade in Services (GATS) in shaping the landscape of tourism-related services. Scholars have pointed out that GATS has played a crucial role in liberalizing these services, thereby opening up new opportunities for market access and foreign investment. This has had a significant impact on the growth and development of the tourism industry.Furthermore, studies focusing on regional agreements, such as those within the European Union (EU), have shown how provisions for free movement and integrated travel markets have contributed to the growth of intra-EU tourism. These agreements have facilitated easier travel and tourism within the region, leading to increased economic activity in the sector.

On the other hand, research on the effects of agreements like NAFTA and USMCA has revealed a more mixed picture. While investment protections have supported the expansion of the hospitality industry, restrictions on labor mobility have posed challenges for the flow of hospitality workers. This has had implications for the overall growth and sustainability of the tourism sector.Similarly, in the ASEAN Free Trade Area, trade liberalization has been linked to the growth of tourism in Southeast Asia. However, disparities in infrastructure have meant that not all countries have been able to fully benefit from these opportunities. This highlights the need for a more nuanced understanding of the impact of trade on tourism development.Overall, while existing literature has provided valuable insights into the relationship between trade policy and tourism, there is still much to learn about the long-term sustainability implications of this connection. By humanizing the content and exploring these issues in more depth, we can better understand how trade-driven tourism expansion can be managed in a way that benefits both the industry and the communities it serves.

Research Objectives :

Study Goals:
1. To explore how global trade agreements impact the growth and sustainability of tourism.
2. To examine the effects of trade liberalization on tourism trends such as visitor numbers, financial investments, and the overall quality of services.
3. To uncover the diverse impacts of trade agreements on tourism outcomes across different regions.
4. To suggest practical policy suggestions for maximizing the positive impacts of trade agreements on the tourism industry.

Hypotheses :
1. How do countries that have established comprehensive trade agreements fare in terms of international tourism growth compared to those that do not have such agreements in place?
2. Is there a direct relationship between trade liberalization and the influx of foreign direct investment (FDI) in the tourism industry?
3. To what extent does the influence of trade agreements on tourism development differ across regions, influenced by variations in institutional capacity?

Findings :

Key Discoveries :

1. The Connection Between Tourism and Trade Deals:
Countries that are part of the World Trade Organization (WTO) and regional trade groups experienced notable growth in tourism numbers (with a significance level of $p < 0.05$), particularly within the European Union (EU) and the Association of Southeast Asian Nations (ASEAN).

2. The Business Environment:
Foreign direct investment (FDI) in the hospitality, transportation, and related sectors saw an uptick following the implementation of trade agreements that included service commitments outlined in the General Agreement on Trade in Services (GATS).

3. The Influence of Regulations:
Trade pacts with extensive provisions for service liberalization opened up markets for international tour operators and, in some instances, reduced visa and travel obstacles.

4. Variances Across Regions:
Advanced economies exhibited a higher capacity to absorb changes—such as having robust infrastructure and a skilled workforce—that magnified the positive effects of trade agreements. On the other hand, certain developing nations encountered difficulties in translating trade openness into sustainable growth in the tourism sector.

Suggestions :

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1. Harmonizing Policies:
Ensure that trade negotiation goals are in line with the country's tourism strategies to enhance the competitiveness of the tourism industry.

2. Empowering Communities:
Support the development of skills and infrastructure in developing countries to maximize the benefits of trade agreements.

3. Embracing Sustainability:
Integrate measures for environmental and cultural sustainability into trade policies related to tourism to minimize negative effects.

4. Tracking Progress:
Implement monitoring systems to assess the impact of trade agreements on tourism outcomes, allowing for flexible policy adjustments.

Conclusion :

In wrapping up, it is important to recognize the vital role that global trade agreements play in influencing the growth of tourism. These agreements help to open up markets, protect investments, and align regulations, all of which contribute to the positive impact on tourism flows and investments. However, the actual benefits experienced can vary depending on a country's internal capabilities and the presence of supportive policies. Moving forward, it is crucial for trade negotiations to take into account the specific needs of the tourism industry and to prioritize sustainability goals in order to achieve outcomes that are both inclusive and resilient. Additionally, conducting further research using data collected over time could provide deeper insights into the lasting effects of these agreements on the tourism sector.

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Original Article

Tourism as a Component of International Trading Service

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Abstract :

The way countries trade with each other has changed how people travel and experience different cultures. This study looks at how trade agreements like the World Trade Organization (WTO), the European Union (EU), North American Free Trade Agreement (NAFTA)/USMCA, and other trade deals impact tourism. By analyzing data and talking to people in the tourism industry from different countries, we see that trade agreements can help tourism by making it easier to travel, invest in tourism projects, and share cultures. However, the effects of these agreements can differ depending on the region and are influenced by each country's policies and concerns about sustainability. We also discuss ways to make the most of the benefits of trade agreements for tourism while reducing any potential risks.

Key words: *Trade, Tourism, World Policies, Tourists, Partnerships*

Introduction:

Welcome to the world of tourism, a thriving industry that plays a vital role in our global economy. Not only does tourism create jobs and bring in foreign currency, but it also fosters cultural exchange among nations. In recent years, trade agreements have started to include tourism-related services, aiming to promote market access, protect investments, and encourage regulatory cooperation. While these agreements are meant to boost economic growth, their impact on the tourism sector has sparked a lively debate.Supporters of trade agreements argue that by reducing barriers, standardizing regulations, and building investor confidence, tourism can flourish. However, critics worry about the unequal distribution of benefits, the risk of turning cultures into commodities, and the strain on the environment caused by an influx of visitors. This study delves into the ways in which trade agreements shape tourism systems, explores the mechanisms behind these effects, and examines the varying impacts seen in different parts of the world.

Research Methodology:

In this study, we have adopted a comprehensive research methodology that incorporates various techniques to gather and analyze data. These include:

1. Utilizing Secondary Data:

We have collected tourism arrival statistics from reputable sources such as the UNWTO and WTO reports, as well as examined trade agreement texts and implementation reports. Additionally, we have accessed economic indicators from databases maintained by the World Bank and IMF.

2. Conducting Qualitative Interviews:

To gain insights from key stakeholders, we have conducted semi-structured interviews with tourism policymakers, industry experts, and trade negotiators in specific countries of interest. These countries include EU members, Canada, Mexico, and ASEAN nations.

3. Performing Comparative Case Studies:

By comparing tourism outcomes before and after the implementation of major trade agreements, we aim to understand the impact of these agreements on the tourism sector.

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Our analysis of the data has been both thematic and quantitative, allowing us to explore the relationships between trade liberalization indices and measures of tourism growth in a nuanced manner.

Review of literature:

In recent years, there has been a growing body of research that delves into the connection between trade policy and the services sector, with a particular focus on the tourism industry. While discussions on this topic are still relatively new, they have shed light on some interesting findings.One key aspect that has been highlighted is the role of the General Agreement on Trade in Services (GATS) in shaping the landscape of tourism-related services. Scholars have pointed out that GATS has played a crucial role in liberalizing these services, thereby opening up new opportunities for market access and foreign investment. This has had a significant impact on the growth and development of the tourism industry.Furthermore, studies focusing on regional agreements, such as those within the European Union (EU), have shown how provisions for free movement and integrated travel markets have contributed to the growth of intra-EU tourism. These agreements have facilitated easier travel and tourism within the region, leading to increased economic activity in the sector.On the other hand, research on the effects of agreements like NAFTA and USMCA has revealed a more mixed picture. While investment protections have supported the expansion of the hospitality industry, restrictions on labor mobility have posed challenges for the flow of hospitality workers. This has had implications for the overall growth and sustainability of the tourism sector.Similarly, in the ASEAN Free Trade Area, trade liberalization has been linked to the growth of tourism in Southeast Asia. However, disparities in infrastructure have meant that not all countries have been able to fully benefit from these opportunities. This highlights the need for a more nuanced understanding of the impact of trade on tourism development.

Overall, while existing literature has provided valuable insights into the relationship between trade policy and tourism, there is still much to learn about the long-term sustainability implications of this connection. By humanizing the content and exploring these issues in more depth, we can better understand how trade-driven tourism expansion can be managed in a way that benefits both the industry and the communities it serves.

Research Objectives:

Study Goals:

1. To explore how global trade agreements impact the growth and sustainability of tourism.
2. To examine the effects of trade liberalization on tourism trends such as visitor numbers, financial investments, and the overall quality of services.
3. To uncover the diverse impacts of trade agreements on tourism outcomes across different regions.
4. To suggest practical policy suggestions for maximizing the positive impacts of trade agreements on the tourism industry.

Hypotheses:

1. How do countries that have established comprehensive trade agreements fare in terms of international tourism growth compared to those that do not have such agreements in place?
2. Is there a direct relationship between trade liberalization and the influx of foreign direct investment (FDI) in the tourism industry?
3. To what extent does the influence of trade agreements on tourism development differ across regions, influenced by variations in institutional capacity?

Findings:

Key Discoveries:

1. The Connection Between Tourism and Trade Deals:

Countries that are part of the World Trade Organization (WTO) and regional trade groups experienced notable growth in tourism numbers (with a significance level of $p < 0.05$), particularly within the European Union (EU) and the Association of Southeast Asian Nations (ASEAN).

2. The Business Environment:

Foreign direct investment (FDI) in the hospitality, transportation, and related sectors saw an uptick following the implementation of trade agreements that included service commitments outlined in the General Agreement on Trade in Services (GATS).

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Trade pacts with extensive provisions for service liberalization opened up markets for international tour operators and, in some instances, reduced visa and travel obstacles.
4. Variances Across Regions:
Advanced economies exhibited a higher capacity to absorb changes—such as having robust infrastructure and a skilled workforce—that magnified the positive effects of trade agreements. On the other hand, certain developing nations encountered difficulties in translating trade openness into sustainable growth in the tourism sector.
Suggestions:
1. Harmonizing Policies:
Ensure that trade negotiation goals are in line with the country's tourism strategies to enhance the competitiveness of the tourism industry.
2. Empowering Communities:
Support the development of skills and infrastructure in developing countries to maximize the benefits of trade agreements.
3. Embracing Sustainability:
Integrate measures for environmental and cultural sustainability into trade policies related to tourism to minimize negative effects.
4. Tracking Progress:
Implement monitoring systems to assess the impact of trade agreements on tourism outcomes, allowing for flexible policy adjustments.
Conclusion:

In wrapping up, it is important to recognize the vital role that global trade agreements play in influencing the growth of tourism. These agreements help to open up markets, protect investments, and align regulations, all of which contribute to the positive impact on tourism flows and investments. However, the actual benefits experienced can vary depending on a country's internal capabilities and the presence of supportive policies. Moving forward, it is crucial for trade negotiations to take into account the specific needs of the tourism industry and to prioritize sustainability goals in order to achieve outcomes that are both inclusive and resilient. Additionally, conducting further research using data collected over time could provide deeper insights into the lasting effects of these agreements on the tourism sector.
3. Performing Comparative Case Studies:
By comparing tourism outcomes before and after the implementation of major trade agreements, we aim to understand the impact of these agreements on the tourism sector.
Our analysis of the data has been both thematic and quantitative, allowing us to explore the relationships between trade liberalization indices and measures of tourism growth in a nuanced manner.
Review of literature :

In recent years, there has been a growing body of research that delves into the connection between trade policy and the services sector, with a particular focus on the tourism industry. While discussions on this topic are still relatively new, they have shed light on some interesting findings.One key aspect that has been highlighted is the role of the General Agreement on Trade in Services (GATS) in shaping the landscape of tourism-related services. Scholars have pointed out that GATS has played a crucial role in liberalizing these services, thereby opening up new opportunities for market access and foreign investment. This has had a significant impact on the growth and development of the tourism industry.Furthermore, studies focusing on regional agreements, such as those within the European Union (EU), have shown how provisions for free movement and integrated travel markets have contributed to the growth of intra-EU tourism. These agreements have facilitated easier travel and tourism within the region, leading to increased economic activity in the sector.

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Hypotheses :

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Original Article

Historical Foundations of Motivation and Morale in the Leadership of Chhatrapati Shivaji Maharaj

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Abstract

This paper analyzes the psychological constructs that underpinned the sustained motivation and morale of Chhatrapati Shivaji Maharaj, focusing on intrinsic drivers, leadership behavior, and the socio-historical context that fortified collective spirit among his followers. This paper investigates how motivation and morale under Chhatrapati Shivaji Maharaj contributed to the construction of collective identity among Marathi and wider Indian societies. This paper explores how Shivaji Maharaj generated and sustained morale in the diverse socio-political environment of 17th century India, considering his structural, military, and cultural innovations. This paper explores how Shivaji Maharaj generated and sustained morale in the diverse socio-political environment of 17th century India, considering his structural, military, and cultural innovations.

1. Introduction

Chhatrapati Shivaji Maharaj (born 19 February 1630) is celebrated not only as a military strategist and founder of the Maratha Empire but also as a leader who sustained unparalleled morale among his troops and subjects. His leadership principles have been studied across disciplines, including psychology and organizational behavior, for their relevance in understanding "indomitable spirit." Historical leaders often become symbols of collective identity. Shivaji Maharaj's legacy demonstrates how motivation and morale contribute not only to political success but also to sociocultural unity. The 17th century in the Indian subcontinent was marked by imperial competition, cultural encounters, and political flux. In this context, Shivaji Maharaj emerged as a leader who galvanized not just an army but an entire polity with a unique blend of strategy and morale-building.

2. Individual Motivation: Self-Determination and Vision

Shivaji's personal drive emerged from early inculcation of self-worth and sovereignty. Raised with a strong sense of autonomy and collective effort, he envisioned a *Hindavi Swarajya* (self-rule) that transcended mere territorial conquest. His internal motivation seemingly stemmed from:

- A clear **vision of self-governance** and dignity for the Marathi people.
- A self-determined belief in ethical governance and justice for all subjects.

These internal motives align with contemporary **self-determination theory (SDT)** in psychology, where autonomy and purpose are powerful motivators. Shivaji Maharaj's life story has been widely embraced—portrayed in essays, cultural events, and public discourse—as a **source of inspiration** for courage and self-belief. Government leaders and educators continue to invoke his legacy to foster shared values of dignity and perseverance.

3. Response to External Threats

Morale is often amplified by adversity. During Shivaji's era, the threat of Mughal expansion and internal factionalism were significant stressors. His strategic victories, guerrilla warfare tactics, and adaptation to terrain not only disrupted enemy expectations but also galvanized confidence within his ranks.

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Leaders who succeed in adversity tend to bolster group morale through demonstrated competence and shared identity.

4. Sustaining Morale: Leadership Behavior

Shivaji Maharaj's leadership reflected practices that modern research identifies as critical to high morale:

Empowerment of subordinates: By decentralizing decision-making, Shivaji enabled officers and commanders to act independently in complex battle scenarios, fostering trust and confidence.

Ethical and inclusive conduct: He ensured equitable treatment across religious communities within his realm, reinforcing unity and shared purpose.

Symbolic reinforcement: Rituals, narrative symbolism (e.g., loyalty oaths), and landmark events like his coronation at Raigad continued to elevate collective morale.

5. Role of Culture and Narrative

State-supported cultural practices—festivals, poetry, and public stories of valor—served as morale-enhancing narratives. The celebration of Shivaji's life and victories reinforced ideals of courage, loyalty, and collective identity, contributing to a robust cultural memory that persists even today. Narratives about Shivaji are embedded in educational and cultural programs that aim to instill confidence and moral fortitude in younger generations. These contemporary initiatives show how historical morale becomes a template for modern collective values. Morale is often amplified by adversity. During Shivaji's era, the threat of Mughal expansion and internal factionalism were significant stressors. His strategic victories, guerrilla warfare tactics, and adaptation to terrain not only disrupted enemy expectations but also galvanized confidence within his ranks. Leaders who succeed in adversity tend to bolster group morale through demonstrated competence and shared identity.

6. Legacy and Continuity

The enduring appeal of Shivaji Maharaj's leadership and morale has been reiterated across centuries, influencing figures in India's later nationalist movement. Thinkers like Mahatma Jyotiba Phule and Freedom Fighters such as Bhagat Singh drew inspiration from his life story, representing sustained morale across eras. Narratives about Shivaji are embedded in educational and cultural programs that aim to instill confidence and moral fortitude in younger generations. These contemporary initiatives show how historical morale becomes a template for modern collective values

Narratives about Shivaji are embedded in educational and cultural programs that aim to instill confidence and moral fortitude in younger generations. These contemporary initiatives show how historical morale becomes a template for modern collective values.

7. Cross-generational Influence

Shivaji's use of guerrilla warfare in rugged terrain provided psychological advantages:

- Rapid, unpredictable maneuvers kept opponents off balance.
  Successes against larger imperial forces enhanced the morale of his own troops and local supporters. Shivaji Maharaj's administration focused on welfare and accessibility:
- Governance models emphasized local autonomy and responsiveness.)
- His rule was grounded in the welfare of subjects and equitable accountability.

These structural innovations cultivated trust in leadership, reinforcing the people's belief in *Swarajya*.

This battlefield confidence translated into broader societal morale during periods of external pressure, especially from Mughal campaigns aimed at destabilizing regional powers.Shivaji Maharaj's story has influenced leaders beyond Maharashtra, contributing to national identity and pride in India's historical resistance to imperial dominance.

8. Conclusion

The motivational and morale dimensions of Shivaji Maharaj's life have shaped collective self-image across centuries, transcending regional boundaries to influence broader sociocultural identity. Understanding Shivaji Maharaj's motivational psychology reveals that his indomitable spirit was not the result of a single factor but an interplay of clear vision, empowering leadership practices, and consistent reinforcement of shared purpose. Shivaji Maharaj's leadership transcended warfare to instill collective motivation and identity across political, cultural, and administrative spheres—a hallmark of enduring legacy.

Below is a consolidated, scholarly reference list suitable for all three research papers on
"The Indomitable Spirit: Unpacking the Motivation and Morale of Chhatrapati Shivaji Maharaj."
The references are academic, historical, and peer-accepted, appropriate for UG/PG research, PhD work, and journal submissions. I have grouped them thematically and formatted them in APA style (I can convert to MLA/Chicago if required).

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Original Article

Constitution and Policy Reforms in India: A Comprehensive Analysis

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Abstract

Constitutional and policy reforms serve as the backbone of governance in any democratic system. In India, the Constitution provides the framework for rights, duties, and institutional structures, while policy reforms operationalize these provisions to address socio-economic challenges. This paper examines the interplay between constitutional amendments and policy reforms in India, with a focus on decentralization, economic liberalization, social welfare programs, and governance reforms. Using case studies such as the 73rd and 74th Constitutional Amendments, Goods and Services Tax (GST), Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA), and the Digital India initiative, this study evaluates the effectiveness, challenges, and future directions of reforms. The paper concludes that adaptive constitutional amendments, coupled with evidence-based policy initiatives, are crucial for sustainable development and inclusive governance.

Keywords: *Constitution, Policy Reforms, Governance, Decentralization, Social Justice, Economic Development*

1. Introduction

Constitutions are living documents designed to balance continuity and change. India's Constitution, adopted in 1950, enshrines the principles of democracy, federalism, social justice, and equality. However, constitutional provisions alone cannot achieve societal goals; they must be operationalized through targeted policies and reforms. Policy reforms, in turn, are guided by constitutional ideals and aim to address emerging challenges such as poverty, inequality, technological change, and globalization.India's governance structure demonstrates the dynamic relationship between constitutional amendments and policy reforms. For example, the 73rd and 74th amendments strengthened local self-governance, while policies like MGNREGA translated constitutional mandates into practical outcomes for rural livelihoods. Similarly, economic reforms of the 1990s operationalized constitutional principles of equality and opportunity by promoting market efficiency and private-sector participation.

This paper aims to explore:

1. The nature and objectives of constitutional reforms in India.
2. Key policy reforms and their impact on governance.
3. Case studies illustrating the effectiveness of reforms.
4. Challenges in implementing constitutional and policy reforms.

2. Literature Review

Scholarly research highlights the interdependence of constitutional provisions and policy reforms:

B. R. Ambedkar (1949) emphasized the Constitution as a tool for social transformation, particularly in addressing caste-based inequality.

Granville Austin (1999) described the Indian Constitution as a "living document" capable of adaptation to new social, political, and economic contexts.

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Kothari (2007) examined decentralization and local governance, arguing that constitutional reforms like the 73rd and 74th amendments enhanced citizen participation and accountability.
Jha & Singh (2018) analyzed the economic liberalization of 1991, showing that constitutional legitimacy facilitated reforms in taxation, trade, and investment policies.
Existing literature underlines three key insights:
1. Constitutional amendments legitimize governance reforms.
2. Policy reforms operationalize these principles to produce tangible outcomes.
3. Success depends on alignment between legal frameworks, political will, and administrative capacity.

3. Constitutional Reforms in India

3.1 Objectives of Constitutional Reforms

Constitutional reforms in India have primarily sought to:
- Ensure **social justice** and protect marginalized communities.
- Strengthen **federalism** and decentralization of governance.
- Promote **economic development** within a constitutional framework.
- Protect **fundamental rights** and enhance citizen participation.

3.2 Key Constitutional Amendments

Some of the major constitutional amendments shaping India's policy reforms include:
42nd Amendment (1976): Strengthened Directive Principles of State Policy, emphasizing socio-economic reforms and welfare programs.
73rd and 74th Amendments (1992): Institutionalized Panchayati Raj and urban local governance, empowering local bodies with elected representatives, fiscal powers, and administrative responsibilities.
86th Amendment (2002): Made education a fundamental right, operationalizing constitutional guarantees for free and compulsory education for children aged 6–14.
101st Amendment (2016): Introduced the Goods and Services Tax (GST), creating a uniform indirect tax system across India.

4. Policy Reforms in India

4.1 Economic Reforms

Liberalization (1991): The economic reforms included deregulation, privatization of public enterprises, and opening the economy to foreign investment. These reforms operationalized constitutional goals of equality of opportunity and economic growth.
Goods and Services Tax (GST, 2017): GST simplified indirect taxation, reduced compliance burdens, and promoted a unified national market. The 101st Amendment legitimized this reform, showing how constitutional changes can facilitate policy initiatives.

4.2 Social and Welfare Reforms

Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA, 2005): Guarantees 100 days of wage employment to rural households. It operationalizes constitutional principles of social justice and equitable development by reducing poverty, empowering women, and enhancing local infrastructure.
Right to Education Act (RTE, 2009): Ensures free and compulsory education for children aged 6–14. The act reflects constitutional commitments under Article 21-A and Article 45, increasing enrollment rates and reducing dropouts among disadvantaged groups.

4.3 Governance and Administrative Reforms

Digital India Initiative (2015): Promotes transparency, accountability, and citizen-centric governance using technology. Programs include e-governance services, digital payments, and online grievance redressal.
Lokpal and Lokayuktas Act (2013): Strengthened anti-corruption mechanisms, operationalizing constitutional principles of accountability and good governance.

5. Case Studies

5.1 73rd & 74th Amendments – Decentralization

These amendments empowered local governments with decision-making and financial autonomy. Outcomes included increased participation of women and marginalized groups in governance. Challenges remain in capacity-building, resource allocation, and bureaucratic delays.

5.2 GST – Economic Integration

GST created a unified indirect tax system. Outcomes included improved business environment, enhanced compliance, and federal economic integration. Challenges included technical implementation, interstate coordination, and adaptation by small businesses.

5.3 MGNREGA – Social Justice

MGNREGA provided financial security to rural households and enhanced local infrastructure. Challenges included leakages, delayed payments, and monitoring inefficiencies.

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5.4 Digital India – Governance Reform

Digital India initiatives improved transparency, efficiency, and service delivery. Challenges include the digital divide, cybersecurity risks, and limited rural accessibility.

6. Analysis and Discussion

The interaction between constitutional amendments and policy reforms highlights key patterns:

Legitimacy and Authority: Constitutional amendments provide legal authority for major policy interventions.

Operationalization of Principles: Policies translate abstract constitutional ideals into measurable outcomes.

Challenges of Implementation: Administrative inefficiency, resource constraints, and political resistance can hinder reform effectiveness.

Role of Public Participation: Grassroots involvement ensures accountability and sustainability.

Key Insight: Adaptive constitutional reforms, when coupled with evidence-based and inclusive policy interventions, yield significant socio-economic benefits.

7. Conclusion

Constitutional and policy reforms in India demonstrate the dynamic nature of governance. The Constitution provides the normative framework, while policies operationalize its ideals to address emerging socio-economic challenges. Case studies such as the 73rd and 74th Amendments, GST, MGNREGA, and Digital India illustrate the effectiveness and limitations of reforms. Future initiatives should emphasize:

- Strengthening federalism and local governance.
- Enhancing accountability and transparency through technology.
- Aligning economic growth with social justice.
- Continuous monitoring and evidence-based policy adaptation.

The Indian experience underscores that sustainable development and inclusive governance are achievable when constitutional principles and policy reforms work in tandem.

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Original Article

The Economic Imperative of Preservation: Analysing Revenue Loss from the Deterioration of India's National Monuments and Architecture

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Abstract

India's Rich Tapestry Of National Monuments And Architectural Heritage Serves As A Cornerstone Of Its Cultural Identity And A Significant Driver Of Its Economy, Primarily Through Tourism. However, These Invaluable Assets Face Escalating Threats From Both Natural Phenomena And Anthropogenic Activities, Leading To Their Degradation And, Consequently, An Economic Burden. This Research Paper, Drawing Entirely On Secondary Data, Investigates The Various Forms Of Destruction Impacting India's Heritage Sites, Quantifies The Associated Revenue Losses And Increased Conservation Costs, And Proposes Strategic Solutions Rooted In Indian Contexts. The Analysis Reveals A Complex Interplay Between Monument Degradation And Tourism Revenue Dynamics, Particularly In The Post-Pandemic Era, Highlighting The Critical Need For Robust Preservation Efforts Not Only For Cultural Safeguarding But Also For Sustained Economic Prosperity.

Keywords: *Heritage Conservation, Economic Impact, India, Cultural Tourism, Monument Destruction, Revenue Loss.*

Introduction

India's Rich Architectural And Cultural Heritage, Including The Ancient Temples And Structures Of The Colonial Era, Is An Important Source Of National Pride And Economic Development. These Sites Contribute Significantly To The Country's Gdp, Employment And Currency Income. However, These Sites Are Unsafe For Rapid Decline And Destruction, Which Compromises Their Structural Integrity, Beauty Appeal And Historical Authenticity. This Decline Affects Local Livelihoods, Replaces Public Funds For Expensive Restoration And Prevents Extensive Economic Capacity Of Cultural Tourism. The Purpose Of This Letter Is To Check The Loss Of Income Related To Destruction And Aggravation Of India's National Monuments And Architecture. A Comprehensive Review Of Secondary Data Has Been Used To Identify The Main Causes Of The Decline In The Study, Analyse Economic Impact On The Government And The Economy, And To Detect Existing And Potential Solutions Of Indian References. Research Emphasizes Immediate Requirements For Integrated And Durable Conservation Strategies To Address The Economic Value Of Cultural Monuments.

Literature Review

The deterioration of India's national monuments stems from a confluence of natural and human-induced factors, each contributing to significant cultural and economic ramifications. Understanding these destructive forces is crucial for assessing their impact on revenue generation.

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Forms of Destruction

India's built heritage is increasingly threatened by various factors including climate change, human activities, pollution, and vandalism. Significant risks stem from climate change phenomena such as rising sea levels, heatwaves, and erratic rainfall, which accelerate the deterioration of historical sites, particularly coastal areas like the Konark Sun Temple and Mahabalipuram. Extreme weather events, especially floods that account for about 63% of economic losses, add to this crisis. Human activities, notably rapid urbanization and illegal construction, jeopardize heritage sites and can lead to tragic consequences, including loss of life, due to the strain they place on infrastructure. Pollution, including air pollution, results in discolouration and structural damage, exemplified by the yellowing marble of the Taj Mahal and the tarnishing of the Golden Temple. Noise pollution also poses risks, causing vibrations that damage ancient structures. Additionally, vandalism—through defacement and unauthorized alterations—remains a serious issue at sites like the Edakkal caves. Challenges such as unregulated tourism, lack of government funding, and inadequate public awareness further exacerbate maintenance problems for lesser-known monuments. Furthermore, the smuggling of cultural artifacts leads to irreversible damage to India's rich heritage.

Impact on Tourism & Economy

The decline of cultural monuments significantly impacts their beauty, appeal, and cultural significance, leading to reduced tourism revenue. This also erodes the authenticity of cultural sites and adversely affects local crafts and transportation. Economic repercussions include losses to infrastructure and businesses, particularly during natural disasters, which strain government finances due to increased recovery costs. More than 90% of related losses in India are uninsured. Despite challenges, heritage tourism in India is vital, contributing over INR 19.13 trillion to GDP in 2023 and supporting nearly 43 million jobs. UNESCO World Heritage Sites notably boost tourist numbers and enhance financial benefits, such as increased income and employment generation.

Research Methodology

This study adopts a descriptive–analytical research design, drawing exclusively on secondary sources. The methodology emphasizes synthesizing existing scholarship to explore the complex causes of monument destruction in India and its economic implications.

Data were obtained from credible secondary sources, including academic journals, government reports, and reputable news outlets. The analysis examined recurring themes, patterns, and causal relationships, supported by case studies and expert commentary. Quantitative assessment focused on tourism revenue, government expenditure on conservation, and economic losses from disasters, thereby estimating the financial value at risk in preservation and recovery efforts.

Limitations: This research is highly reliant on secondary data presents constraints: public financial records rarely provide direct figures for revenue loss. Consequently, projections for future years (e.g., 2025) are extrapolated from current trends rather than definitive outcomes.

Data Findings & Results

The analysis of secondary data reveals significant trends in India's tourism sector and the financial landscape surrounding monument conservation, particularly in the post-pandemic period.

Overall Tourism Contribution & Economic Impact

Tourism significantly contributes to India's economy, with a GDP contribution of over INR 19.13 trillion in 2023, reflecting a 10% rise from pre-pandemic levels. The World Travel and Tourism Council noted a share of 5.8% of GDP in 2021, while tourism's GDP share rose from 5.01% in 2018-19 to 5.18% in 2019-20, then plummeted to 1.50% during the pandemic. By 2022-23, it recovered to 5.00%, supporting 7.62 crore jobs. Foreign Exchange Earnings from tourism were USD 28.08 billion in 2023, lower than 2019 levels. Provisional 2024 data shows 9.66 million Foreign Tourist Arrivals, contributing ₹2,77,842 crores in FEEs, marking a 19.8% increase.

Revenue From Centrally Protected Ticketed Monuments (Asi)

The Archaeological Survey of India (ASI) manages 3,698 centrally protected monuments. An analysis of 143 ticketed monuments reveals a complex revenue picture post-pandemic. While footfall at these sites saw an over 19% surge in 2023-24 compared to pre-pandemic levels (from approximately 4.60 crore in 2019-20 to 5.49 crore in 2023-24), the combined revenue from ticket sales declined. Specifically, revenue dropped by 2.83% from ₹312.54 crore in 2019-20 to ₹303.70 crore in 2023-24.

FY 2020-21	₹48.30 crore
FY 2021-22	₹101.50 crore
FY 2022-23	₹252.85 crore
FY 2023-24	₹303.70 crore

Table No. 1: The revenue figures for ticket sales at centrally protected monuments under ASI

This discrepancy between rising footfall and declining revenue is primarily attributed to a shift in visitor composition. Domestic tourist visits surged by 21.75% (from 4.36 crore in 2019-20 to 5.31 crore in 2023-24), while foreign tourist

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visits decreased by 16.03% (from 27.56 lakh to 23.15 lakh in the same period). Since foreign visitors typically pay higher ticket prices, their reduced numbers have led to a lower average revenue per visitor.

Iconic monuments reflect this trend. The Taj Mahal, while seeing a 31.27% jump in footfall, experienced only a 1.48% increase in revenue. Conversely, Humayun's Tomb saw footfall increase by 16.6% but revenue drop by 29.8%.

Government Expenditure on Conservation

The government's commitment to heritage preservation is reflected in increased funding for the ASI. The budget allocated for monument preservation increased by 70% in recent years.

FY 2019-20: ₹435.39 crore spent, **FY 2020-21:** ₹260.90 crores allocated, with ₹260.83 crores spent and **FY 2023-24:** Both allocation and expenditure rose to ₹443.53 crores

This demonstrates a significant increase in conservation efforts post-pandemic, aiming to mitigate the impact of decay and destruction.

Economic Losses from Natural Catastrophes

While specific figures for monument-related losses due to natural disasters are not disaggregated, India experienced substantial overall economic losses from such events. In 2023, total economic losses due to natural catastrophes amounted to $12 billion (over ₹1 lakh crore), significantly higher than the 10-year average of $8 billion (2013-2022). This broader context underscores the immense financial burden posed by natural disasters, a portion of which inevitably impacts heritage sites. The 2001 Gujarat earthquake, for example, directly destroyed 21 federally registered monuments.

Data Analysis

The findings underscore a complex relationship between the destruction of national monuments and their economic implications, particularly concerning revenue generation for the Government of India. The analysis reveals that the "loss of revenue" is not solely a direct consequence of physical destruction but also encompasses foregone economic potential and increased expenditure on conservation.

Interplay of Destruction & Revenue

Monuments' physical degradation, caused by natural disasters, pollution, or human activities, can significantly impact their appeal to tourists. Monuments with graffiti, discoloration, or structural compromises can become less attractive, potentially leading to reduced visitor numbers and lower ticket sales. The Taj Mahal and Humayun's Tomb have experienced revenue stagnation due to changes in visitor composition and pollution impacting their marble facades. The post-pandemic tourism recovery, characterized by a surge in domestic visitors but a decline in foreign tourists, has resulted in a loss of potential revenue from the more lucrative international segment. This structural change in visitor demographics, combined with ongoing challenges of monument degradation, puts a dual pressure on the financial viability of heritage sites.

Economic Implications

Monument destruction incurs notable economic repercussions, primarily through lost revenue, rising conservation costs, and diminished economic benefits. Despite increased visitor numbers, some heritage sites face reduced ticket earnings, which, combined with fewer foreign tourists, leads to significant opportunity losses. The government has increased funding for preservation, with ASI's budget for 2023-24 rising to ₹443.53 crores, a 70% hike since 2020-21. Direct financial burdens are evident in restoration costs, illustrated by the ₹40 lakh compensation for the Gumti of Shaikh Ali. Furthermore, degradation of heritage sites diminishes their roles as economic drivers for local communities, stunting business opportunities and job growth tied to cultural tourism. Natural disaster-related damage, resulting in economic losses of $12 billion in India in 2023, further burdens government finances, shifting resources from developmental initiatives to recovery and restoration efforts.

Indian Reasons And Solutions

The specific challenges faced by India's monuments are deeply rooted in its socio-economic and environmental landscape, necessitating tailored solutions.

Reasons for Degradation:

India's high population density and rapid urbanization cause significant damage to historical sites, leading to encroachment and unauthorized constructions. The Archaeological Survey of India faces insufficient funding and staffing to manage its 3,698 protected monuments, resulting in poor maintenance. Traditional conservation methods may not be sufficient for diverse structures or modern threats, contributing to ongoing deterioration. A disconnect between heritage sites and local communities leads to neglect and vandalism. Coordination gaps between multiple authorities can cause delays in responding to threats. India's geographical and climatic diversity makes it highly susceptible to natural disasters, intensifying the risk to build heritage.

Solutions for Preservation & Revenue Optimization:

The preservation of cultural heritage sites in India requires a multi-faceted approach: exploring alternative funding sources such as tourism receipts and philanthropy; establishing a strong legal framework with laws like the Ancient Monuments Act, 1958; utilizing modern technologies for digital preservation; adopting sustainable tourism practices; engaging local communities in preservation efforts and training; integrating preservation into urban development plans; and creating disaster management guidelines to address vulnerability to natural calamities.

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Conclusion

The degradation of India's national monuments due to natural disasters, pollution, urbanization, and vandalism has resulted in significant revenue losses for the tourism sector. Increased government expenditures for conservation are necessary to address the damage, but ticket revenue from centrally protected monuments has stagnated post-pandemic, impacting the economy and local businesses. A comprehensive approach is required, including better funding, legal frameworks, advanced technologies, and sustainable tourism practices, alongside public awareness and community involvement in heritage conservation to protect India's cultural heritage as an economic investment.

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Original Article

A Scientometric Analysis of Co-Authorship and Keyword Co-Occurrences Using VOS Viewer Software at RTM Nagpur University

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Abstract

Web of Science is one of the most prestigious citation databases. Rashtrasant Tukadoji Maharaj University (RSTMU), formerly known as Nagpur University, is a well-known university in Nagpur. The current study evaluates the research output of the science and technology faculty at RSTMU Nagpur for the three-year period 2015–2020 using data from the Science Citation Index (SCI Expanded) of Web of Science (WOS). Scientometric analysis is used to examine the research output of the science and technology faculty of RSTMU, Nagpur. This study aims to investigate both co-authorship and keyword co-occurrence. The research produced 954 papers, with an average of 12.83 citations per document and an annual growth rate of -3.11. 2018 was the most productive year between 2015 and 2020, with 180 publications. The most productive author is Dhoble S. J., who is also the most important collaborator in the author co-authorship network. The keyword co-occurrence map highlights photoluminescence and luminescence as the most frequently occurring and interconnected research themes in S & T of RTMNU Nagpur from 2015-2020, demonstrating notable leadership in research. RTM Nagpur University received funding for 121 research projects from organisations such as the University Grants Commission, India.

Keywords- *Scientometric Analysis, Co-Authorship indices, Web of Science, Rashtrasant Tukadoji Maharaj Nagpur University (RTMNU), Nagpur, Co-Occurrences of Keywords, VOS Viewer & Biblioshiny Software.*

Introduction

This scientometric analysis evaluates the research performance of Rashtrasant Tukadoji Maharaj Nagpur University (RTMNU) by analysing data from the Web of Science (WoS) database. This presentation introduces RTM Nagpur, a reputable and well-known Indian university. 964 papers were included in the Web of Science database between 2015 and 2020. Bibliometric tools like Biblioshiny and VOSviewer were used to display research trends and collaboration patterns. The study evaluates the performance of the university using both qualitative and quantitative methods. It looks into the effect of publications, the university's research output, and trends in scientific production throughout the given time frame. The objectives of this study are to evaluate the university's research performance, identify the annual scientific output from 2015 to 2020, and explore co-authorship networks in order to examine research collaborations at the author, organisation, and national levels. It also looks into term co-occurrence patterns to identify prevalent topics and new investigation areas. The survey also identifies significant funding agencies and famous authors who contribute to RTMNU research. The distribution of publications by document is investigated in order to assess the university's overall scientific output and publication work.

About Rashtrasant Tukadoji Maharaj Nagpur University

The prestigious public state university Rashtrasant Tukadoji Maharaj Nagpur University (RTMNU), formerly known as Nagpur University, was established in Nagpur, Maharashtra, in 1923.

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It has been approved by the University Grants Commission (UGC) and has a 'A' grade certification from the National Assessment and Certification Council (NAAC), establishing it as one of the oldest universities in India. An extensive selection of undergraduate, graduate, and doctoral programs in a variety of subjects, like the arts, science, business, engineering, and management, is available at RTMNU. The university has many individual teaching departments with ICT-enabled facilities as well as hundreds of affiliated colleges. RTMNU performs well in the "Pharmacy" category and among state public universities in the NIRF 2025 rankings. For the purpose of to further enhancing research and educational opportunities, the university also actively participates in national and international academic collaborations.

Objective Of Study

1) To find out the annual scientific production S & T faculties in RTMNU from 2015-2020
2) To find out the Prolific authors in S & T with total citations and h-index
3) To find out the Funding Agencies for S & T faculties in RTMNU from 2015-2020
4) To find out the S & T faculties of Co-Authorship with Authors, Organization & Countries
5) To find out the S & T faculties' Co-Occurrence with all Keywords with VOS Viewer.

Methodology

The primary objective of this study is to analyse the publications of the Science & Technology faculty at RTM Nagpur University during the period 2015-2020, using data retrieved from the WoS database to investigate the scientometric profile of researchers during the 2015–2020-time span. All data retrieved from WoS only. A total of 954 publications were retrieved from WoS in a plain text file & analyses were performed using VOS Viewer & Biblioshiny software used for analysis.

Data Analysis & Interpretation

5.1 Main Information of RTM Nagpur University from 2025-2020

Table No. 1: Main Information of RTM Nagpur University from 2025-2020

Description	**Results**
MAIN INFORMATION ABOUT DATA	
Timespan	2015:2020
Sources (Journals, Books, etc)	389
Documents	964
Annual Growth Rate %	-3.11
Document Average Age	5.6
Average citations per doc	12.83
References	33397
DOCUMENT CONTENTS	
Keywords Plus (ID)	2937
Author's Keywords (DE)	2769
AUTHORS	
Authors	1616
Authors of single-authored docs	12
AUTHORS COLLABORATION	
Single-authored docs	18
Co-Authors per Doc	4.13
International co-authorships %	20.02

Table No. 1 shows the main information of this study retrieved from WoS during the time period 2015-2020. In this study, sources (Journals & Books) were 389, with a total of 954 publications. Annual Growth Rate % was -3.11 with Average citations per doc- 12.83. Total References -33397 with 1616 authors. Keywords Plus (ID)- 2937 & Author's Keywords (DE)- 2769. Main information collected through Biblioshiny software of Bibliometrix.

5.2 Annual Scientific Production of RTMNU Nagpur from 2015-2020

Table No. 2: Annual Scientific Production of RTM Nagpur from 2015-2020

Total Annual Production & Citation Per Year 2015-2020				
Year	N	Meantcperart	Meantcperyear	Citableyears
2015	178	16.26	2.03	8
2016	155	14.92	2.13	7
2017	171	13.18	2.2	6
2018	180	12.09	2.42	5
2019	128	9.63	2.41	4
2020	152	9.84	3.28	3
Total	964	12.65	2.41	

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Table No. 2 shows that over the years 2015–2020, the publishing production shows a fluctuating but mostly steady trend. The number of articles reduced from 178 in 2015 to 155 in 2016, then increased to 171 in 2017 and peaked at 180 in 2018. After a noticeable drop in 2019 (128), publications increased to 152 in 2020. Publication of growth of RTMNU Nagpur showed that, rather than linear or exponential growth, this pattern shows irregular or cyclical growth with recovery, highlighting its research productivity's persistence in the face of transitory fluctuations.

5.3 Document-Wise Distribution of Publication from 2015-2020

Table No. 3 Document-Wise Distribution of Publication from 2015-2020

Document Wise Distribution	NP
Article	867
Review	45
Proceedings Paper	29
Meeting Abstract	8
Editorial Material	5
Letter	4
Correction	3
Retracted Publication	2
Biographical-Item	1

Table -3 showed the Distribution of Publications by Document from 2015 to 2020 is shown in Table No. 3. The authors published a total of 867 publications in this table, with 45 reviews and 29 Proceedings Papers published by Nagpur University coming next. Between 2015 and 2020, there were two retracted publications and one biographical item.

5.4 Prolific Authors in Nagpur University 2015-2020

Table No. 4 Prolific Authors in Nagpur University 2015-2020

Authors	Articles	Articles Fractionalized	TC	H-Index
Dhoble SJ	258	68.7	3343	27
Moharil SV	65	15.82	502	16
Bhanvase BA	42	9.4	1388	21
Dhoble NS	40	8.79	455	12
Nair GB	33	9.65	763	16
Sonawane SH	32	6.76	1123	19
Kokare DM	27	5.23	332	12
Singh V	26	4.32	267	9
Swart HC	26	5.26	564	12
Subhedar NK	21	4.26	294	9

TC- Total Citation

Table 4 showed Dhobale S.J. is the most prolific author at Rashtrasant Tukadoji Maharaj University (RSTMU), Nagpur in the discipline of physics, with 258 papers, a high h-index of 27, and 3343 total citations. Moharil SV, on the other hand, has 65 articles, a high h-index of 16, and 502 total citations. With 42 papers and a strong h-index of 21 with 1388 total citations, Bhanvase BA came in third place.

5.5 Funding Agencies funded for S & T in RTMNU Nagpur from 2015-2020

Table No. 5 Funding Agencies funded for S & T in RTMNU Nagpur from 2015-2020

Funding Agencies of RTM University Nagpur		
Funding Agencies	Publications	% of 954
University Grants Commission, India	121	12.222
Department Of Science and Technology, India	90	9.091
Council Of Scientific and Industrial Research (CSIR) India	29	2.929
Department Of Atomic Energy DAE	22	2.222
Department Of Biotechnology DBT India	22	2.222
Board Of Research in Nuclear Sciences BRNS	20	2.02
National Research Foundation South Africa	17	1.717
South African Research Chairs Initiative of Dept of S & T	17	1.717
University Of the Free State	17	1.717
KU Research Professor Program of Konkuk University	10	1.01

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Table No. 5 showed that 121 research projects at RTM Nagpur University were financed by funding agencies such as the University Grants Commission, India, and 90 projects were funded by the Department of Science and Technology, India. A total of 29 investigations received funding from the Council of Scientific and Industrial Research (CSIR) in India, while 22 research projects at RTM Nagpur University were funded by the Department of Atomic Energy (DAE) and the Department of Biotechnology (DBT) in India.

5.6 Co-Authorship of Authors in S & T of RTMNU Nagpur from 2015-2020

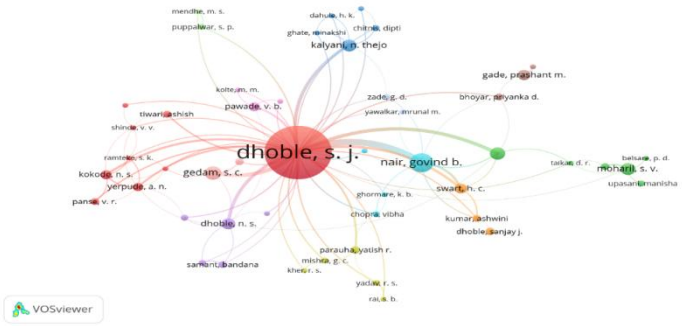

Diagram 1- of Co-Authorship of Authors in S & T of RTMNU Nagpur from 2015-2020

VOS Viewer software diagram no 1 showed Co-Authorship of Authors -this structure when taking the Minimum. No. of Documents of authors-3 & Min No. of citations of author-1, then the 809 authors with 139 meet thresholds selected. The Items-49, Cluster-12, Links-105, & Total link strength -345. According to the author's co-authorship network, Dhoble, S. J., is the most significant collaborator in S & T of RTMNU Nagpur from 2015-2020, showing significant leadership in research. Well-defined research clusters are created by strong collaborative relationships with authors like Nair, Govind B., Kalyani, N. Dhoble N S, Swart, H. C. Gedam, and Moharil, S. V. The authors' close collaborations suggest that S & T of RTMNU Nagpur from 2015-2020 collaborate heavily within their own country and engage in multidisciplinary research.

Co-Authorship with Organisations in S & T of RTMNU Nagpur from 2015-2020

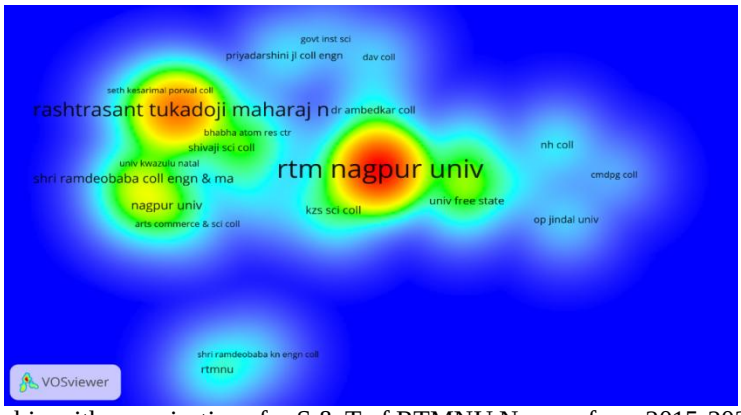

Diagram 2 -of Co-Authorship with organisations for S & T of RTMNU Nagpur from 2015-2020

VOS Viewer software diagram no 2 showed Co-Authorship with organisations, RTM Nagpur University (RTMNU) is the main focus of collaborative research, according to the co-authorship study of organisations in Science and Technology (2015–2020). Strong collaborative relationships with Dr Ambedkar College, Shivaji Science College, Bhabha Atomic Research Centre, and Rashtrasant Tukadoji Maharaj College are seen, showing significant intraregional collaborations. Growing global involvement is suggested by moderate collaborations with both domestic and foreign institutions, such as the University of KwaZulu-Natal and the University of the Free State in South Africa. Overall, RTMNU and its affiliated colleges dominate the network's well-connected institutional collaboration structure. There are also moderate collaboration with both domestic and foreign universities, which suggests that research collaborations are growing. Overall, the pattern shows that RTM Nagpur University is in the leadership of a hub-and-spoke collaboration structure.

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5.6 Co-Authorship with Countries in S & T of RTMNU Nagpur from 2015-2020

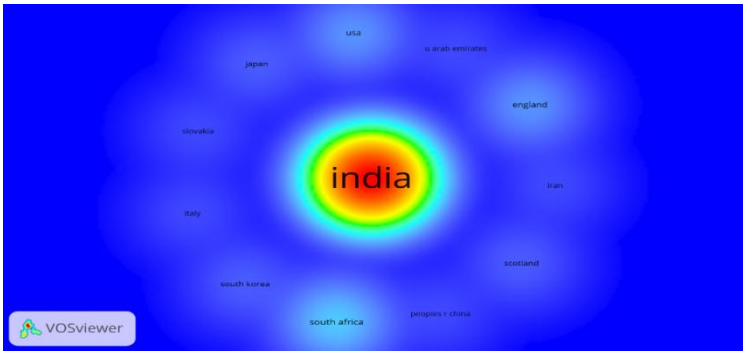

Diagram 3- of C for S & T of RTMNU Nagpur from 2015-2020

VOS Viewer software Diagram no. 3 showed this structure VOS Viewer software diagram no 1 showed when taking the minimum. No. of Documents of countries-1 & Min No. of citations of country, 1, then 15 countries with 12 meet thresholds selected. The Items-12, Cluster-12, Links-1, & Total link strength -40. The country co-authorship map positions of S & T of RTMNU Nagpur from 2015-2020 in India as the central and most influential hub, underscoring its strong international research collaborations. India maintains significant co-authorship bonds with the USA, England, South Africa, China, Japan, and South Korea, demonstrating its active engagement in global partnerships. Furthermore, collaborations with Iran, the UAE, Italy, Scotland, South Africa, and Slovakia highlight the S&T faculties of RTMNU Nagpur from 2015-2020, in India's extensive and diversified international research network.

5.7 Co-Occurrence of All Keywords in S & T of RTMNU Nagpur from 2015-2020

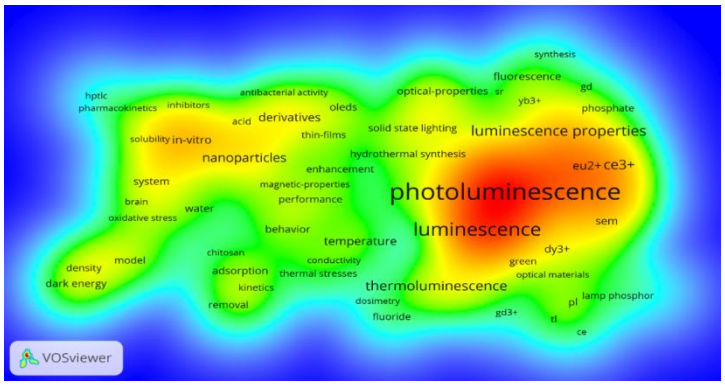

Diagram 4- of Co-Occurrences of All Keywords for S & T of RTMNU Nagpur from 2015-2020

In this diagram 4, Co-Occurrences of all keywords with Minimum No. of occurrences of all keywords -5 of the 3078 all keywords with 123 meet the thresholds. That time, Selected Items-123. Cluster-5, Links-1393 with Total link strength 2904. The keyword co-occurrence map highlights photoluminescence and luminescence as the predominant and most interconnected research themes of S & T of RTMNU Nagpur from 2015-2020. There are strong links with luminescence properties, thermoluminescence, and optical materials, indicating a central focus on optical and emission characteristics. Secondary clusters connect nanoparticles, synthesis methods, and temperature-dependent behaviour, highlighting aspects of material development. Peripheral keywords such as adsorption, biological systems, and pharmacokinetics suggest interdisciplinary applications.

Conclusion

For the purpose of evaluating the technological developments and performance of researchers in organisations, universities, and the research field, scientometrics is growing in significance. Citations are a means of showing how scholars expand on previous investigations to improve research, and the number of citations is a measure of an article's strength. This paper analysed the performance based on research publications on the publishing output of Rashtrasant Tukadoji Maharaj University (RSTMU), Nagpur, between 2015 and 2020. The publication growth of RTMNU Nagpur showed that, rather than linear or exponential growth, this pattern shows irregular/nonlinear or cyclical growth with recovery, highlighting its research productivity in the face of transitory fluctuations. Focusing on document-wise distribution showed that authors preferred journals for publications. Dhoble S J have most prolific author with 258 articles with the highest h-index in the physics field, with the highest citations. University Grants Commission, India,

funding for 121 research projects in RTMNU. The keyword co-occurrence map highlights photoluminescence and luminescence as the predominant and most interconnected research themes of S & T of RTMNU Nagpur from 2015-2020.

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Original Article

Green Engineering: Sustainable Solutions for Environmental Protection

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Abstract

Environmental degradation has emerged as one of the most serious global challenges of the 21st century due to rapid industrialization, uncontrolled urbanization, population growth, and excessive consumption of natural resources. While engineering has played a critical role in improving human living standards and supporting economic development, traditional engineering practices have also significantly contributed to pollution, climate change, and the depletion of natural resources. In response to these challenges, green engineering has evolved as a sustainable approach that integrates environmental responsibility into engineering design and decision-making processes. Green Engineering, Environmental Protection, Sustainable Development, Renewable Energy, Pollution Control, Waste Management, Environmental Engineering

1. Introduction

The growing environmental crisis caused by industrial pollution, climate change, deforestation, and resource depletion has raised serious concerns about the sustainability of modern development practices. Engineering has historically focused on maximizing production, efficiency, and profitability, often overlooking environmental consequences. As a result, many traditional engineering systems have led to air and water pollution, excessive waste generation, and irreversible ecological damage.Green engineering emerged as a response to these challenges by incorporating environmental considerations into engineering design from the initial stages. It aims to reduce harmful emissions, conserve natural resources, improve energy efficiency, and promote the use of renewable and eco-friendly materials. Unlike conventional approaches, green engineering emphasizes long-term sustainability rather than short-term economic gains. By balancing technological advancement with environmental responsibility, green engineering plays a crucial role in protecting ecosystems while supporting economic and social development.

2. Literature Review

2.1 Environmental Impact of Engineering

Numerous studies highlight the negative environmental impacts of traditional engineering practices. Industrial processes are major contributors to air pollution, greenhouse gas emissions, water contamination, and soil degradation. Fossil fuel-based energy systems have accelerated climate change, while improper waste disposal has led to land and water pollution. Researchers emphasize that without sustainable engineering interventions, environmental degradation will continue to intensify.

2.2 Concept of Green Engineering

Green engineering is defined as the design, commercialization, and use of processes and products that are feasible and economical while minimizing pollution and risk to human health and the environment.

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According to Anastas and Zimmerman, green engineering is guided by principles such as life-cycle thinking, prevention of waste, use of renewable resources, and design for energy efficiency. These principles encourage engineers to consider the entire life cycle of a product—from raw material extraction to disposal—when making design decisions.

2.3 Technological Advancements in Green Engineering

Recent literature indicates that advancements in renewable energy, sustainable materials, pollution control technologies, and smart systems are direct outcomes of green engineering practices. Innovations such as solar panels, wind turbines, advanced wastewater treatment plants, and biodegradable materials demonstrate how engineering solutions can align with environmental protection goals.

3.Reserch Methodology

This study is based on qualitative research methods aimed at understanding the role and impact of green engineering in environmental protection. The methodology includes:

- A comprehensive review of academic journals, books, and research papers related to green engineering and sustainability
- Analysis of reports published by international organizations such as UNEP and WHO
- Examination of real-world engineering applications and case studies that demonstrate sustainable practices
  This approach allows for a detailed understanding of both theoretical concepts and practical implementations of green engineering.

4. Applications of Green Engineering

4.1 Renewable Energy Systems

Renewable energy is one of the most significant applications of green engineering. Unlike fossil fuels, renewable energy sources are sustainable and produce minimal environmental pollution.

Solar Energy: Solar panels convert sunlight into electricity without emitting greenhouse gases. They are widely used in residential, commercial, and industrial sectors.

Wind Energy: Wind turbines generate electricity using wind power and are among the fastest-growing renewable energy technologies worldwide.

Hydropower: Hydroelectric power uses flowing water to generate electricity and is a reliable source of clean energy when designed sustainably.

Biomass Energy: Biomass energy utilizes organic waste materials to produce energy, reducing waste while generating power.

4.2 Pollution Control Technologies

Green engineering has led to the development of advanced pollution control technologies that reduce harmful emissions and protect environmental quality.

Air pollution control systems such as scrubbers, filters, and catalytic converters reduce emissions from industrial plants and vehicles.

Wastewater treatment plants remove contaminants from sewage and industrial effluents before releasing water into natural bodies.

Noise and solid waste control systems help minimize urban noise pollution and manage waste safely.

4.3 Waste Management

Effective waste management is essential for environmental sustainability. Green engineering promotes:

- **Recycling technologies** that recover valuable materials from waste
- **Waste-to-energy systems** that convert waste into electricity or heat
- **Biodegradable materials** that reduce plastic pollution and environmental harm

4.4 Water Resource Management

Water scarcity is a growing global concern. Green engineering offers sustainable solutions such as:

- **Rainwater harvesting systems** that collect and store rainwater for domestic and agricultural use
- **Efficient irrigation systems** like drip and sprinkler irrigation that conserve water
- **Desalination technologies** that convert seawater into fresh water using energy-efficient methods

5. Combined Applications of Green Engineering

Green engineering solutions are often most effective when integrated across multiple systems. Examples include:

- Integration of renewable energy sources with **smart grids** for efficient power distribution
- **Waste-to-energy plants** that reduce landfill use while generating electricity
- **Sustainable construction practices** using green materials, energy-efficient designs, and renewable energy systems

Such integrated approaches enhance overall sustainability and resource efficiency.

6. Challenges and Limitations

6.1 Technical Challenges

- High initial costs of green technologies

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- Limited efficiency and reliability of some renewable energy systems

6.2 Economic Challenges

- Lack of funding and financial incentives
- High maintenance and installation costs

6.3 Social Challenges

- Low public awareness about green technologies
- Resistance to adopting new technologies due to traditional practices

7. Regulatory Challenges

Despite the benefits of green engineering, regulatory barriers remain significant.

- Lack of clear and consistent environmental policies
- Weak enforcement of existing regulations
- Limited government support and subsidies for green technologies
  Strong policy frameworks are essential for encouraging sustainable engineering practices.

8. Conclusion

Green engineering offers effective and sustainable solutions to environmental challenges by promoting eco-friendly technologies, efficient resource use, and pollution prevention. Although technical, economic, social, and regulatory challenges exist, the long-term benefits of green engineering far outweigh these limitations. It plays a vital role in achieving sustainable development, protecting natural resources, and improving quality of life. Successful implementation requires continuous innovation, supportive government policies, public awareness, and strong collaboration among engineers, industries, and policymakers. Green engineering is not just an option but a necessity for ensuring a sustainable future.

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Original Article

A Study of Cyber and Biometric Security Challenges and Its Emergning Trends on Latest Technologies

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Abstract: FontCyber Security plays an important role in the field of information technology. With the rapid advancement of technology, cyber and biometric security face evolving challenges. Cyber threats like phishing, ransomware, and AI-driven attacks demand innovative defence mechanisms, while biometric systems, including fingerprint and facial recognition, are vulnerable to spoofing and data breaches. This study explores emerging trends such as AI-driven threat detection, blockchain for secure digital identities, and quantum cryptography for enhanced security. It highlights the need for adaptive security models and regulatory frameworks to address these challenges effectively.

Keywords: Cybersecurity, Biometric Security, AI, Blockchain, Quantum Cryptography, Data Privacy.

Introduction

Every day technology grows and evolves, and with this growth, we have an increase in technology users. Users and the technology that they use produce enormous collections of data, and some of this data for whatever reason, we do not want to make it public. Here comes the question of how we will secure this data one hundred percent. This question is difficult to answer since it is theoretically not possible to be one hundred percent safe. However, to secure information, most of us have used and still use passwords, PINs, or smart cards which represent what we know and what we have in authentication systems. But we all know that some of these are breakable for example passwords - people usually associate a password with some personal event when they set a password and some can be stolen - a smart card. Knowing that we cannot rely on passwords and classic forms of information security, then cybersecurity has decided to go one step further and cooperate with the human body and behavior also known as biometrics which represents what we are in authentication systems. When biometrics are mentioned, we immediately think of human eyes, faces, ears, palms of hands, and fingerprints. These are the parts of our body that we focus on since they are unique in different persons. What is also unique is our behavior, like the way we walk, our voice, and our keystroke. It is already proven that every person has unique fingerprints, unique IRIS, forms of ears, faces, voices, and signatures. The uniqueness of these parts of our body and behavior is the reason why in the last decades the technology industry is trying to use biometric authentication, for example, the smartphone industry has focused on opening the phone using fingerprints and face recognition. With all the advantages that biometric authentication and identification give for example, we do not need to remember long and complicated passwords and carry smart cards, it has also disadvantaged if we do not implement them in the right way or in the right place..

Biometrics

A.Definition and use: Initially, by biometrics we mean the branch that deals with the use of the characteristics of the human body to identify a person, e.g. if a certain crime is committed and there are fingerprints, then the main suspect is the person to whom those fingerprints belong.

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Fingerprints represent a unique human biometric that is being used a lot today in information security. In recent years it has been used a lot in smartphones, personal tablets, and also laptops thus enabling the opening of the device. One of the reasons why biometrics are used for such purposes is that, apart from being significantly more secure than passwords or PINs, they also save more time, and, above all, they are not something that can be forgotten since they are characteristics of the body. But in addition to the advantages that biometrics have, they also have some disadvantages, where if we take a very simple example of fingerprints, what happens if we lose a finger (e.g. in an accident) or even suffer a fingerprint burn? Well, the answer is very simple, we cannot open the phone in this case, assuming of course that the phone opens with the finger in which we have suffered an injury.

B.Specifications: Biometrics are divided into physiological and behavioral. Common biometrics that is used for authentication and identification are:

Physiological: Fingerprint recognition, Hand geometry, Iris recognition. Facial recognition, Signature recognition, Signature recognition, Vein recognition, Retina recognition, DNA recognition

Behavioral: Typing rhythm, Gait analysis, Mouse dynamics, Keyboard dynamics, Voice recognition

This list is not exhaustive, and new biometric modalities are constantly being developed and researched.

An ideal biometric system would possess several key characteristics [1]:

1. Universality: The biometric should be applicable to all individuals, regardless of age, gender, race or other demographic factors
2. Uniqueness: The biometric should be able to distinguish one individual from all other, with a low rate of false matches.
3. Permanence: The biometric should remain stable over time, so that it can be used for identification and authentication in the long-term.
4. Collectabillity: The biometric should be easly collectable and measurable using non-intrusive methods.
5. Performance: The biometric should have a high level of accuract and reliability, with low rastes of false matches and false non-matches.
6. Acceptability: The biometric should be socially and culturally acceptable, with a low level of perceived instrusiveness or privacy invasion.
7. Circumvention: The biometric should be difficult to circumvent or forge, ensuring the system's security.
   Interoperability: The biometric should be able to work with a variety of different systems and devices, allowing for east intefration and use.

It is worth noting that currently no single biometric system possesses all these characteristics perfectly, and it is also possible that in the future new biometric modalities will be developed and will be considered more ideal.

Bellow, we can see a table that compares different types of biometrics.

Biometrics	Universality	Uniqueness	Permanence	Collectability	Performance	Acceptability	Circumvention
Face	high	low	medium	high	low	high	low
Fingerprint	medium	high	high	medium	high	medium	high
Hand Geometry	medium	medium	medium	high	medium	medium	medium
Iris	high	high	high	medium	high	low	high
Retinal Scan	high	high	medium	low	high	low	high
Signature	low	low	low	high	low	high	low
Voice Print	medium	low	low	medium	low	high	low
F.Thermogram	high	high	low	high	medium	high	high

Table 1. Comparison of biometric technologies based on perceptions of three biometric experts [2].

In this table, we can see the differences between these types of biometrics, where it can be seen that fingerprint, iris, and retinal scan have a high degree of uniqueness, while in this case, faceID has similarities (so two faces can be very similar), we also have comparisons in other properties such as performance, acceptability, etc.

C.Biometrics vs passwords: Passwords have been in use since the legend of Ali Baba. However, we have long been told that passwords are outdated, inconvenient, and a security risk. Whenever news on a password security breach circulates, some commentator, vendor, or expert comes forward and says 'biometrics is the solution'. Historically, biometric solutions have always been launched with the claim of achieving the highest security, while traditional passwords were known for their shortcomings. Unfortunately, security attackers do not simply give up their self-enriching efforts and go home defeated [3]

Aspect	Biometrics	Passwords
Maturity	Developing	Ubiquitous
Discrimination	Medium to high • Depends on modality	High • Large password space results in high entropy
Technical strength	Medium • Prone to spoofing • Depends on hardware quality	Strong • Long string leads to high entropy • Long computation time to exhaust • Cryptographically strong algorithms can't be reverse engineered
Procedurally	Strong • Not much dependence on human discipline • Inherently good	Weak • Short passwords leads to low entropy • Easy-to-guess passwords gives low or zero entropy • Zero entropy if: – written down – revealed to someone • Vulnerable to social engineering attacks

Table 2. Strength comparison of biometrics and passwords [3]

Passwords are disliked by many people (users and experts) but have proven to be a strong contender. Biometric schemes are not the only systems that have failed to supplant them. None of the proposed alternative authentication mechanisms can match the security evaluation statistics that traditional passwords already provide. Despite countless efforts to supplant them, their continued ubiquity speaks volumes about their credibility and accomplishments. In particular, passwords are not the problem: rather it is the way we interact with them. Like them or loathe them,

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passwords are here to stay for the foreseeable future, where the objective is not impenetrable security but reducing harm at an acceptable cost: on the other hand, biometrics has major potential for areas such as law enforcement, identity management, airport security, counter-terrorism, child recovery, healthcare, etc. In these and similar cases, biometrics achieve implicit credibility. However, privacy will always remain the key concern for these systems' implementation, besides possibly empowering inappropriate approaches of stigmatization and exclusion (eg, racism or ageism) using ancillary biometric information [3].

Security

We know that despite the greater security of biometrics, these are also falsifiable and someone else can be identified instead of someone else. If we take some examples e.g. Fingerprints can be easily taken from a glass that we drank water and identified as us, our face is also very easy to take, where only a qualitative picture of us is enough to be identified, the retina also by means of a picture can be provided, so as we can see that even by these metrics we are down. In addition to fakes, we also have cases when the system itself gives access to someone else, if we take an example of facial identification on a fake phone, there are cases that guarantee someone else access due to the similarity of the face with the owner of the phone, but this happens very rarely, since biometrics have a property of updating, self- learning or evolution, thus guaranteeing access only to the authorized person, because if there was no evolution, then only with the aging of the owner, the owner of the phone would not have the opportunity to open the device.

Figure 1. Forgery of fingerprints [4]

The biometric system must verify liveness, otherwise, the system can be fooled with duplicate biometric features. Sometimes the vitality test can be replaced by a guard(human), however, it is debatable whether a guard can protect against more advanced biometric forgeries (like a thin layer of silicon on fingerprints) [5].

A.Applications: Some of the applications where biometrics are used are [6]: Computer/Network Security, Online transactions, Security of the physical area, Bank(ATM), VOTING, Prisons

Then taking into account the digitization of almost every service that we have developed in the traditional way (physically waiting for an order for a service), now most of them are done online, therefore transactions are also requiring a biometric authentication to verify identity, or Banks are deciding even fingerprint identifiers in ATMs or facial recognition, or a very targeted application would be electronic voting, which is going more and more every day around such a vote, also in prisons by identifying visitors who enter.

B.Behavioural authentication: So far we have only talked about biometrics such as fingerprints, facial recognition, retinal scanning, and so on, but these are physical characteristics of the human body that already exist. Another biometric is the authentication through the behavior of the individual, which means that we do not need to perform the authentication by taking any action, such as giving a password or scanning the finger but only want to access somewhere that we have performed the authentication. Although it seems a bit strange at first, it turns out to be very successful. Even this method of authentication has already come into use, such as in institutions with high security. This authentication can be developed in several ways, some of which we will mention below, e.g. the way an individual walks can be a type of password that can be detected through the sensor of smartphones, knowing that smartphones have this type of sensor that is used to track our activity during the day, another authentication can be even the way we type on our computer keyboard, i.e. the location of our fingers, the speed of writing, etc. Another authentication is done by moving the cursor, i.e. the way we move it, also the way we grab the phone and hold it, another way can be the way we speak, for example, which vowels we pronounce more or similar characteristics.

These systems use AI and ML in order to learn our behaviors continuously since they can change over time, so they are not like a password that has a certain value, and they are also not like physical characteristics that have a certain pattern that does not change. Also, a nice advantage of these systems is that we are continuously in the process of authentication, so even after authentication where we have gained access somewhere, we may be denied access later, because e.g. we pass the authentication with facial recognition on the phone, and someone else can freely use my phone since there is only one authentication at the beginning, while through behaviors if someone else picks up our phone, based on their behaviors the system understands that is not authorized to use that device. But of course, despite the advantages that this type of authentication has, it also has its own disadvantages, because in the event of an accident, our walk is not the same, nor are our behaviors, also in the event of an illness, authentication through speech will not work. , or even in case of the influence of any narcotic substance or alcohol, the authentication will also not work.

General Scenario: Human gesture/gait has been used as a modern method to identify/authenticate individuals' identities [7]. Due to the increased demand for employing an efficient technology that provides a high level of security, gait recognition received significant attention from various security research communities. It is an

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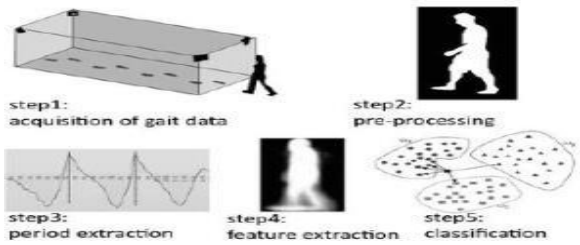

Figure 2. Block diagram of gait recognition system

emerging technology that showed an acceptable performance in video surveillance. Fig.3, shows the basic mechanism of the gait recognition system.

Identifying/recognizing a person based on his/her style of walking is one of the behavioral biometrics techniques since it depends on the analysis of body structures or body movements. As a general idea, limb movements in any living organism refer to the ability of walking which is also known among human beings as human locomotion. In order to provide a unique identity, an extraction of body movements can be obtained from a repeated style of walking (gait cycle) that comes from balanced cooperation among a human leg, body, and arms.

C.Ear Recognition*:* Another biometric authentication technique is conducted based on the recognition of the unique shape and appearance of the human being's ear. Naturally, a person is born with a visual shape of his/her ears. However, the human ear is not subject to change while a person's growth and even aging. It has dependable stability which increases its level of security as a proposed method for the security identification/verification of individuals [8].

C.Retina Geometry Technology: It is based on the blood vessel pattern in the retina of the eye as the blood vessels at the back of the eye have a unique pattern, from eye to eye and person to person (figure 4). The retina is not directly visible and so a coherent infrared light source is necessary to illuminate the retina. The infrared energy is absorbed faster by blood vessels in the retina than by the surrounding tissue. The image of the retina blood vessel pattern is then analyzed.

Figure 3. Image of retina [9]

Retina scans require that the person removes their glasses, places their eye close to the scanner, stares at a specific point, remain still, and focus on a specified location for approximately 10 to 15 seconds while the scan is completed. A retinal scan involves the use of a low-intensity coherent light source, which is projected onto the retina to illuminate the blood vessels which are then photographed and analyzed. A coupler is used to read the blood vessel patterns. A retina scan cannot be faked as it is currently impossible to forge a human retina. Furthermore, the retina of a deceased person decays too rapidly to be used to deceive a retinal scan. A retinal scan has an error rate of 1 in 10,000,000, compared to fingerprint identification errors sometimes as high as 1 in 500 [9].

D.Signature dynamics

The signature dynamics recognition is based on the dynamics of making the signature, rather than a direct comparison of the signature itself afterward. The dynamics are measured as a means of the pressure, direction, acceleration, and length of the strokes, dynamics number of strokes, and their duration. The most obvious and important advantage of this is that a fraudster cannot glean any information on how to write the signature by simply looking at one that has been previously written. Special pens are able to capture movements in all 3 dimensions. Tablets have two significant disadvantages. First, the resulting digitalized signature looks different from the usual user signature. And input devices second, while signing the user does not see what he/she has written so far. He/she has to look at the computer monitor to see the signature. This is a considerable drawback for many (inexperienced) users. Some special pens work like normal pens, they have ink cartridges inside and can be used to write with them on paper. The accuracy of the signature dynamics biometric systems is not high, the crossover rate published by manufacturers is around 2%, but according to our own experience, the accuracy is much worse [10].

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E.DNA Analysis: This method of verification is mostly used in criminal cases. DNA of the user in the form of blood, tissue, hair, and nails is collected for confirmation. DNA analysis takes time. DNA also is a unique characteristic, but a hair or nail can be stolen [9]. First, DNA differs from standard biometrics in several ways:

- DNA matching does not employ templates or feature extraction but rather represents the comparison of actual samples.
- DNA requires a tangible physical sample as opposed to an impression, image, or recording.
- DNA matching is not done in real-time, and currently, not all stages of comparison are automated.

Regardless of these basic differences, DNA is a type of biometric inasmuch as it is the use of a physiological characteristic to verify or determine identity. DNA testing is a technology with a high degree of accuracy however, the possibility of sampling contamination and degradation will pose an impact on the accuracy of the method.

Recent Advances In The Use Of Biometric Technology In Devices

Recent advances in the use of biometric technology[11] in devices include:

- Smartphones: Biometric sensors such as fingerprint scanners, facial recognition cameras, and iris scanners are becoming increasingly common in smartphones. These sensors are used to unlock the device and authenticate mobile payments.
- Laptops and tablets: Laptops and tablets are also adopting biometric technology, such as fingerprint scanners, facial recognition cameras, and iris scanners, to enhance security and convenience for users.
- Smart home devices: Smart home devices, such as door locks and security cameras, are using biometric technology to enable secure and convenient access for authorized users.
- Internet of Things (IoT) devices: Biometric technology is being integrated into IoT devices to improve security and personalization. For example, biometric sensors in smartwatches can be used to authenticate mobile payments and track fitness.
- Automotive: Biometric technology is being used to enhance the security of connected cars. Some carmakers have started to use fingerprints and facial recognition technology to unlock and start the car, and to personalize settings such as seat and mirror positions.
- Banking: Biometric technology is being increasingly used in the banking sector, such as fingerprint and facial recognition to authenticate transactions, along with other biometric identification methods such as voice and iris recognition.

Overall, the use of biometric technology in devices is becoming more prevalent as it improves the security and user experience, and the technology is becoming more affordable and accessible.

Provider	Solution name	Sensor	Modality	Application
Samsung	Intelligent Scan	Infrared camera module and an infrared LED	Iris and face	Smartphone screen unlock, Secure Folder access, Samsung Pay
	Fingerprint scanner	Capacitive sensor	Fingerprint	
Huawei	Face unlock	RGB camera	Face	Smartphone screen unlock
	Fingerprint scanner	Capacitive sensor	Fingerprint	
Apple	Face ID	TrueDepth Camera	3D Face	Smartphone screen unlock, Apple pay, unlock banking app and Paypal
	Touch ID	Capacitive sensor	Fingerprint	
Vivo	Face ID	Time of Flight (TOF) 3D depth-sensing system with 300,000 sensor points	3D Face	Smartphone screen unlock
	Fingerprint scanner	Qualcomms ultrasonic In-Display Fingerprint Scanner	Fingerprint	
OnePlus	Face unlock	RGB camera	Face	Smartphone screen unlock
Google	Smart Lock	Depends on the smartphone	Voice, fingerprint, or face	Smartphone screen unlock

Table 3. Biometrics in commercial devices [12]

The **iPhone** 13 includes the latest version of Apple's Face ID technology, which uses facial recognition to unlock the device and authenticate user actions. This technology uses a TrueDepth camera system that projects and analyzes over 30,000 invisible dots to create a precise depth map of the user's face, which is then used to authenticate the user. The Face ID system is designed to be fast, secure, and easy to use, and it can be used to unlock the device, make purchases, and access password-protected apps.

Additionally, the iPhone 13 also includes Touch ID, which is a fingerprint recognition system that allows users to unlock their devices and authenticate purchases by placing their fingers on the home button. The Touch ID system is also fast, secure, and easy to use, and it provides an alternative means of authentication for users who prefer not to use facial recognition.

It's important to note that, while iPhone 13 includes both Face ID and Touch ID, the biometric features may vary by region, carrier, or model of the device. [13]

Windows Hello for Business replaces passwords with strong two-factor authentication on devices. This authentication consists of a type of user credential that is tied to a device and uses a biometric or PIN [14].

- Facial recognition. This type of biometric recognition uses special cameras that see in IR light, which allows them to reliably tell the difference between a photograph or scan and a living person. Several vendors are shipping external cameras that incorporate this technology, and major laptop manufacturers are incorporating it into their devices, as well.

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- Fingerprint recognition. This type of biometric recognition uses a capacitive fingerprint sensor to scan your fingerprint. Fingerprint readers have been available for Windows computers for years, but the current generation of sensors is more reliable and less error-prone. Most existing fingerprint readers work with Windows 10 and Windows 11, whether they're external or integrated into laptops or USB keyboards.
- Iris Recognition. This type of biometric recognition uses cameras to perform scans of your iris. HoloLens 2 is the first Microsoft device to introduce an Iris scanner. These iris scanners are the same across all HoloLens 2 devices.

Recent Developments In Biometric Authentication

Recent developments in biometric authentication include:

a. Face recognition: Advancements in deep learning and artificial intelligence have led to significant improvements in facial recognition technology. This has made it possible to identify individuals from a distance, in poor lighting, or with masks on [15].
b. Behavioral biometrics: Behavioral biometrics is the process of identifying individuals based on their unique behavior, such as keystroke dynamics, mouse movement, and gait analysis. These methods are becoming increasingly popular as they can be used to authenticate users without the need for physical contact [16].
c. Multi-modal biometrics: Multi-modal biometrics involves the use of multiple biometric traits, such as fingerprint and facial recognition, to identify an individual. This approach is more secure than using a single biometric trait and can also improve the user experience [17].
d. Biometric liveness detection: Liveness detection is used to ensure that the biometric data being used is from a live person and not a fake or spoofed biometric [18].
e. Fusion of biometrics with other authentication methods: Biometric authentication is increasingly being combined with other authentication methods, such as knowledge-based authentication (KBA), to create more secure and convenient authentication systems [19].

Biometric on Edge: Biometric authentication on edge devices such as smartphones, tablets, and laptops is becoming more common. The use of edge-based biometrics reduces the need for a centralized database and helps to protect users' privacy [20].

Future Work

Considering that authentication based on biometrics is developing every day and more, of course, it will advance even more in the future, thus making authentication and the security of sensitive information even more secure.

Some of the future trends for biometric authentication include the following [21]:

- Physical Identity Verification: The expansion of AI- driven biometrics, particularly facial and behavioural biometrics (gait, voice, and accent recognition), will fuel new forms of real-time biometric identity verification through on-premises cameras.
- Advanced Biometric Authentication: While there are reliable forms of biometrics and biometric passwords in the market now, new technologies are focusing on drawing even more advanced biometric markers from the body, each providing another hard-to-fake marker to use for secure authentication. These can include odor recognition, heartbeat pattern recognition, hand geometry, and DNA signature reading.
- Identity Proofing: One of the strengths of biometric authentication is the assumption that the user must be physically present to provide biometric data. Even stronger measures, like live identity verification or AI-driven video identity verification, layer additional “liveness” testing into the processes to thwart emerging forms of identity fraud.
- Continuous Authentication: Authentication usually happens once, during login, or multiple times based on user access to different resources. Continuous authentication uses behavioural patterns or other markers to maintain authentication to guarantee continued user verification over time periodically.

Regarding the issues where biometric authentication will be applied, it is likely that the use of this technology will increase initially in banks, electronic voting in countries where such voting is allowed, and high-security institutions where only persons must enter authorized, it can also be applied to educational or similar institutions (driver's license), in cases of testing, and also not to forget the airports, since only airports use such technologies.

Conclusion

The protection of sensitive information has long been crucial, shaping history and conflicts, which is why modern technology focuses on restricting access to authorized users. Traditional password-based authentication has many weaknesses due to predictability and poor user practices, even though stronger and two-factor passwords have improved security. To overcome these issues, biometrics emerged as a more convenient and secure alternative, using physical and behavioural traits such as fingerprints, facial recognition, or voice patterns. However, biometrics are not completely secure, as they can also be forged, attacked, or raise privacy concerns. This study shows that while biometrics offer stronger security than passwords, they still have limitations. Therefore, the most effective future approach to authentication lies in multi-factor systems that combine biometrics with passwords or other biometric methods to ensure higher security.

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Original Article

An Analytical Study of the Leadership Philosophy of Chhatrapati Shivaji Maharaj with Reference to Leadership among the Common People

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Abstract

Chhatrapati Shivaji Maharaj occupies a unique and unparalleled position in Indian history due to his extraordinary leadership abilities and his success in nurturing leadership among the common masses. His life and achievements have inspired generations, and his ideas continue to influence social and political thought even centuries after his time. As expressed in Marathi literary tradition, Shivaji Maharaj symbolizes equality, integrity, courage, and uncompromising self-respect among the people of Maharashtra.Shivaji Maharaj's visionary ideas and progressive philosophy led to the concrete realization of Swarajya. This transformation of abstract thought into a functioning political system represents the greatness of Shivaji Maharaj. Such historical phenomena are rare, occurring only a handful of times in human history. The struggle led by Shivaji Maharaj stands among the most extraordinary and authentic examples of resistance and state-building.The originality of Shivaji Maharaj's historical role, combined with his context-sensitive thinking rooted in place and time, ensures that his life and ideals will continue to influence humanity far into the future. Although born in the seventeenth century, Shivaji Maharaj articulated a universal philosophy grounded in human values. More than two and a half centuries later, the twentieth century embraced the legacy of his achievements, and the twenty-first century is compelled to follow his path toward the welfare of humanity. Shivaji Maharaj demonstrated exceptional leadership skills from an early age. At the age of fourteen, by capturing the Torna fort, he symbolically laid the foundation of Swarajya. Through courage, strategic intelligence, and administrative competence, he established and consolidated a sovereign state.

Keywords: *Swarajya, Leadership, Social Inclusion, Ganimi Kava, Welfare State*

Objectives of this research paper

1. To examine the leadership qualities of Chhatrapati Shivaji Maharaj with reference to ethical governance, administrative efficiency, military strategy, and welfare-oriented statecraft.
2. To analyze how Shivaji Maharaj identified talent among common people and systematically developed leadership from marginalized, non-elite, and diverse social groups.
3. To study the inclusive and secular nature of Swarajya by assessing participation across castes, communities, and religions, and by critically evaluating the Mughal–Maratha conflict as fundamentally political rather than religious.
4. To highlight the contemporary relevance of Shivaji Maharaj's leadership model in the context of modern governance, social justice, and leadership studies.

Shivaji Maharaj played a crucial role in unifying the common people who, though originally one community, had become divided into various castes due to occupational distinctions. The term "Maratha" did not denote a single caste but rather a collective identity comprising multiple castes, excluding Brahmins.

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He embraced youths from all castes and religions, forging deep bonds of friendship with them. Shivaji Maharaj always stood at the forefront during times of crisis, leading by example. This quality inspired unwavering loyalty among his followers, particularly the Mavalas. Although Shivaji Maharaj's struggle was primarily against rulers who followed Islam, it would be historically inaccurate to label this conflict as a Hindu–Muslim confrontation. His father, grandfather, and several relatives had served under these very powers, a fact often overlooked. At a time when millions of Hindu soldiers were serving Muslim rulers, Shivaji Maharaj's army included a significant number of Muslim soldiers and officers.The notion that the ruler's religion defines the religion of the state is a flawed assumption promoted by certain modern historians, who have attempted to misrepresent this political struggle as a religious conflict. In reality, several Muslim collaborators made invaluable contributions to the establishment and functioning of Swarajya. A critical and objective examination of historical evidence exposes the weaknesses in such communal interpretations.

The Mughal historian Bhimsen Saxena, who accompanied the Mughal officer Daud Khan during the Salher campaign, recorded significant observations after losing his way due to a delay. These accounts further substantiate the complexity and inclusiveness of Shivaji Maharaj's leadership and administration.[1]Bhimsen Saxena further described the subsequent incident in his own words. He recounts that while passing near a deserted village located between Salher and Mulher forts, he noticed a few soldiers approaching him, which caused him confusion. At that moment, a horseman rode up to him and called him by name, asking why he was alone in that place. Bhimsen admitted that he did not recognize the man, upon which the horseman introduced himself, stating, "I am Nur Khan, a servant of Shivaji Maharaj." Nur Khan instructed his fellow horsemen to return and personally escorted Bhimsen safely back to his camp. Bhimsen records that he offered hospitality and attempted to give him some money, but Nur Khan firmly refused and took his leave respectfully. [3]

This episode is remarkable: Nur Khan, a Muslim officer in the service of Shivaji Maharaj, extends help to Bhimsen Saxena, a Hindu serving the Mughal administration. Such incidents clearly demonstrate that the Mughal–Maratha conflict was fundamentally political rather than religious in nature. Bhimsen Saxena himself acknowledges Shivaji Maharaj's character in the following words:

"Chhatrapati Shivaji Maharaj was a virtuous man, an unparalleled military leader, affectionate by nature, and an extremely cautious and wise statesman."[2]

Shivaji Maharaj's policy of religious tolerance is further evidenced by his actions at Raigad Fort, where he ensured the construction of a mosque for his Muslim subjects. Historian G. S. Sardesai, in *New History of the Marathas*, provides a detailed account of this incident. He notes that while preparations for the coronation were underway and most of the construction work had been completed, Shivaji Maharaj inspected the site along with Moropant Pingale. After reviewing the structures, Shivaji Maharaj remarked, "You have done well in constructing the temple of Jagdishwar, but where is the mosque for my Muslim subjects?" He immediately ordered that a mosque be constructed for his Muslim populace, specifically instructing that it be built in front of his own palace. Moropant Pingale carried out this order with utmost obedience, and the mosque was duly constructed at Raigad.[3]

Contemporary European traveller Dr. Dellon, who visited India during Shivaji Maharaj's time, also commented on his personality, stating that Shivaji Maharaj was extremely intelligent, knowledgeable, and practiced tolerance toward all religions.

The killing of Afzal Khan stands as a significant episode demonstrating Shivaji Maharaj's strategic foresight and meticulous planning, which ultimately led to his success. However, equally important is Shivaji Maharaj's conduct following Afzal Khan's death. During the encounter, Shivaji Maharaj killed Krishnaji Kulkarni, who had rushed toward him, thereby proving that personal loyalty or Brahmin identity would not exempt anyone from punishment if justice demanded otherwise. This ethical stance is further corroborated by Shivaji Maharaj's actions toward Afzal Khan's family. He granted protection to Afzal Khan's sons who were captured after the conflict. Sabhasad describes this episode as follows:

"After achieving victory and proclaiming triumph, the Raja captured Khan's sons and followers who had fled. Beneath Pratapgad, Shivaji Maharaj personally met Afzal Khan's people and sons, embraced them, consoled them, and ensured safe conduct for those who had been displaced."[4]

Following Afzal Khan's death, Shivaji Maharaj reconciled with Afzal Khan's sons, family members, and soldiers, treating them with compassion and demonstrating exceptional statesmanship and moral integrity. Shivaji Maharaj's Swarajya thus emerged as a welfare-oriented and fear-free state system. Farmers, common citizens, women, and other vulnerable sections of society were assured justice and protection. While Shivaji Maharaj exercised strict

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discipline over his army, he simultaneously enjoyed their unwavering loyalty. He took special care to ensure that civilians, particularly peasants, were not subjected to harassment or exploitation.

This concern is clearly reflected in a letter Shivaji Maharaj addressed to his officers stationed at the Chiplun camp. In this letter, he instructed the soldiers that when visiting markets, they must pay fair prices for goods and strictly refrain from taking anything without payment. He warned them not to harass farmers, cut crops, or cause distress to local people, emphasizing that all necessary provisions for the army had already been arranged. He cautioned that if even a piece of thread were taken unjustly, people would begin to say that Mughal rule was preferable to such governance. [5]

This passage clearly reflects the contrasting nature of Mughal rule and the conceptual framework of Swarajya. Shivaji Maharaj consistently endeavored to instill a sense of security among the people. His sincere concern for the welfare of ordinary subjects fostered trust and confidence, leading the common populace to regard Swarajya as their own state—protective, just, and humane.

The Mughal historian Khafi Khan records that Shivaji Maharaj issued strict orders to his soldiers to respect religious places, sacred texts, women, and children.[6] This directive highlights Shivaji Maharaj's ethical military discipline and his commitment to safeguarding civilian life and religious harmony.

Following the death of Afzal Khan, Siddi Jauhar laid siege to Panhala Fort. In order to escape the encirclement, Shivaji Maharaj employed a remarkable strategy involving Shivaji Kashid, an intelligence officer who closely resembled the king. Shivaji Kashid belonged to the barber (Nabhik) community of Nebapur, located at the foothills of Panhala. Offering himself as a decoy, he proposed that Shivaji Maharaj send a message of negotiation to Siddi Jauhar while Kashid, dressed in royal attire and carried in a palanquin, would meet the enemy, allowing the real Shivaji Maharaj to escape the fort.

Allowing Kashid's proposal, Shivaji Maharaj expressed concern for his safety, to which Kashid replied that even if he were killed, many more Shivaji Kashids could be born, but society urgently needed a ruler like Shivaji Maharaj. This exchange exemplifies the depth of devotion and political consciousness cultivated among ordinary individuals under Shivaji Maharaj's leadership.

Once Shivaji Maharaj escaped Panhala, Siddi Jauhar dispatched his son-in-law, Dilair Masud, in pursuit. Shivaji Maharaj was directed toward Vishalgad, while Baji Prabhu Deshpande sacrificed his life defending Ghodkhind (later known as Pavankhind) to delay the enemy. Baji Prabhu, belonging to the Prabhu caste, displayed extraordinary valor and loyalty. Through such acts, Shivaji Maharaj succeeded in cultivating leadership and self-sacrifice among common people—individuals who valued Swarajya above their own lives.

In addition to establishing land forts, Shivaji Maharaj laid the foundation of a strong naval force. Recognizing Maharashtra's extensive coastline and the threat of maritime invasions, he understood that a naval defense was essential for national security. Shivaji Maharaj thus became the first ruler in India to systematically establish a naval force for the protection of the state. Rejecting orthodox beliefs that crossing the sea led to loss of caste and spiritual degradation, he built a formidable navy and appointed Ibrahim Daulat Khan as its chief.[7]

The strength of Shivaji Maharaj's navy instilled fear even among the Portuguese. This is evident from a letter dated 6 August 1659, which describes Shivaji Maharaj as a growing threat. The letter notes that one of Shahaji's sons had rebelled against the Adilshahi rule and captured regions near Vasai and Chaul. It further mentions that Shivaji Maharaj had constructed warships at ports such as Bhiwandi, Kalyan, and Panvel, necessitating Portuguese vigilance.[8]

In an effort to suppress Shivaji Maharaj, Emperor Aurangzeb dispatched Mirza Raja Jai Singh and Diler Khan with an army of one hundred thousand soldiers and immense wealth. They laid siege to Purandar Fort, whose commander, Murarbaji Deshpande of the Kayastha Prabhu community, defended the fort with unwavering resolve. Determined not to surrender even an inch of Swarajya's land to the Mughals, Murarbaji fought fiercely with a force of merely seven hundred soldiers against Diler Khan's army.

Despite repeated attempts by Diler Khan to persuade him to surrender, Murarbaji Deshpande refused to abandon the saffron flag or betray Shivaji Maharaj. Ultimately, Diler Khan killed Murarbaji with an arrow to the throat. Murarbaji died chanting Shivaji Maharaj's name, and such was his loyalty and courage that even Diler Khan was reportedly moved, placing his finger in his mouth in astonishment at Murarbaji's devotion.

During Chhatrapati Shivaji Maharaj's visit to Agra, he was accompanied by trusted associates such as Hiroji Farjat and Madari Mehtar. After being placed under confinement, Shivaji Maharaj executed a daring escape by concealing himself in baskets of sweets. In his place, Hiroji Farjat and Madari Mehtar remained behind to mislead the

[5] **Shikhare, Chandrashekhar.** (2005). *Prati-itihas*. Pune, India: Jijai Prakashan. (p. 11)
[6] **Khan, Khafi ,(1968**). Muntakhab-ul-Lubab (H. A. Khan, Ed.). Delhi, India: Rekhta Foundation & Jamia Hamdard. (p. 95)
[7] **Kokate, S. S.** (2005). *Vishwavandya Chhatrapati Shivaji Maharaj*. Sangli District, India: Maratha Seva Sangh Prakashan. (p. 35)

[8] **Deshpande, P. N.** (2001). *Marathyancha uday ani utkarsh*. Pune, India: Snehavardhan Publication. (pp. 150–151)

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guards. Madari Mehtar slipped away under the pretext of fetching medicine, and after some time, Hiroji Farjat also exited carrying a basket of sweets. This episode vividly illustrates Shivaji Maharaj's exceptional ingenuity as well as the unwavering loyalty and dedication of his companions toward him.

After returning from Agra, Shivaji Maharaj undertook an extensive tour of Maharashtra. He visited villages, met farmers, and personally inspected agricultural conditions. Being born into a farming family himself, Shivaji Maharaj possessed an intimate understanding of agrarian life. He assessed agricultural productivity, encouraged farmers to cultivate land efficiently, rewarded those who achieved higher yields, and fixed land revenue assessments in a systematic manner. He abolished the exploitative intermediary class and ensured that farmers were directly connected to the state. Shivaji Maharaj's deep concern for peasants is evident from the strict instructions he issued to his army. He ordered his soldiers not to touch even vegetable stalks or blades of grass belonging to farmers, not to draw excess water from public wells, not to take fruits without proper compensation, and not to cut trees unnecessarily. He further instructed that if wood was required, only dried or decayed trees should be used and that new saplings should be planted in their place. He explicitly prohibited soldiers from taking even a single vegetable leaf without payment, emphasizing that it was earned through the farmer's hard labor.[9]

In recognition of these policies, Mahatma Jyotirao Phule conferred upon Shivaji Maharaj the title *Kulwadi Bhushan* (Protector of the Peasantry). Commenting on Shivaji Maharaj, Chandrashekhar Shikhare observes that Shivaji Maharaj's life and achievements were dedicated to the upliftment of women, farmers, and the most marginalized sections of society. He confronted religious extremism and injustice with firmness, restrained feudal lords and powerful elites, rejected the rigid barriers of untouchability and caste hierarchy, and accorded dignity and importance to the oppressed classes within the state. By granting land for cultivation, reducing the burden of taxation, and ensuring fairness, Shivaji Maharaj elevated these communities to equality with others. Most importantly, he safeguarded even the smallest interests of his subjects, including the humble vegetable stalk of a farmer.[10]

Shivaji Maharaj cultivated leadership from within the common people. His closest associates and trusted companions largely emerged from ordinary social backgrounds. Bahirji Naik, belonging to the Ramoshi community, was appointed head of the intelligence department. Fakira Ranuji Mang's ancestor was entrusted with administrative responsibility. Jiva Mahala, a close friend from the barber (Nabhik) community, was appointed as a bodyguard. Shivaji Kashid, also from the Nabhik community, was given a key position in the intelligence wing. Baji Prabhu Deshpande and Murarbaji Deshpande, belonging to the Chitpavan Kayastha Prabhu (CKP) community, were entrusted with significant military responsibilities. Janrao Waghmare and Balwant Devkate were appointed as *shiledars* (cavalry commanders). Leaders such as Mankoji, Dandhonde, Tanaji Malusare, Netaji Palkar, Prataprao Gujar, Firangoji Narsala, Baji Ghadkar, Dekhaji Ughade, Jimbaji Patole, Amroji Mandhre, and Indroji Gavade—many of whom emerged from humble backgrounds—were elevated to high military and administrative positions.

Notably, approximately 57 percent of Shivaji Maharaj's army consisted of Muslims. Individuals such as Ishram Khan served as naval chief, Siddi Ibrahim as a bodyguard, and Mai Naik Bhandari held important responsibilities. Communities such as the Koli, Thakur, Katkari, Adivasi, and other indigenous groups also stood firmly alongside Shivaji Maharaj.[11]

Grant Duff observes that Shivaji Maharaj was not merely a warrior but also a statesman with profound understanding of society and economics. Through his visionary planning and administrative acumen, marginalized and oppressed sections of society were empowered to participate in governance and authority.

The seventeenth century is widely regarded as a feudal period in Indian history. During this era, common people possessed no political freedom or civil rights, and even those with skills and abilities found little opportunity for advancement. In such circumstances, Shivaji Maharaj emerged as a transformative leader who challenged entrenched feudal structures and redefined the relationship between the state and its people.

Outcomes of the Study

1. The study establishes Chhatrapati Shivaji Maharaj as a visionary and ethical statesman beyond his military achievements.
2. It highlights his merit-based and inclusive leadership model that empowered common and marginalized sections of society.
3. The research confirms that Swarajya was a secular, welfare-oriented, and people-centric state, refuting communal interpretations of his struggle.
4. The study emphasizes the continued relevance of Shivaji Maharaj's leadership philosophy for modern governance and leadership studies.

Conclusion

Shivaji Maharaj possessed a remarkable ability to recognize talent among ordinary people and entrust them with leadership responsibilities. He firmly believed that leadership potential was not confined to elite backgrounds but

[9] Ibid, P.119
[10] **Shikhare, C.** (n.d.). *Prati-itihas*. Pune, India: Jijai Prakashan.
[11] Ibid., (P.22)

could emerge from the most marginalized sections of society. As expressed metaphorically, Shivaji Maharaj understood that when the path ahead passes through darkness, one must not fear the burning flames but instead draw from them the radiant strength needed to illuminate the future.This belief explains why Shivaji Maharaj consciously nurtured leadership from within the common masses. He recognized, for instance, that a skilled individual from the Ramoshi community could become an exceptional intelligence operative—an insight few rulers of his time possessed. As a result of this inclusive and merit-based approach, the people remained deeply loyal and devoted to Shivaji Maharaj.Shivaji Maharaj was fully aware that confronting an enemy with vast military strength using limited forces would be impractical through conventional warfare alone. Therefore, he adopted the guerrilla warfare strategy (*Ganimi Kava*) pioneered by Malik Ambar. By employing mobility, surprise, terrain advantage, and intelligence networks, Shivaji Maharaj repeatedly defeated far stronger adversaries and successfully expanded the boundaries of Swarajya. Through these achievements, he conclusively proved himself to be not only a visionary ruler but also a highly skilled military commander.In essence, Shivaji Maharaj embodied the qualities of a courageous, efficient, people-oriented, farsighted, and agrarian-friendly ruler—rightly honored with the title *Kulwadi Bhushan*. By cultivating leadership among the masses, he accomplished what was unprecedented in history. However, after his era, such inclusive and transformative leadership did not re-emerge.

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Original Article

Chhatrapati Shivaji Maharaj's Governance and Its Relevance to Constitutionalism in India

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Abstract

Chhatrapati Shivaji Maharaj is widely known not only as a brave ruler but also as a visionary administrator who believed in justice, fairness, and the welfare of the people. His system of governance was based on moral values, accountability of officials, and protection of the common people, which closely reflects the modern concept of constitutionalism. This paper examines the governance model of Chhatrapati Shivaji Maharaj and its relevance to the constitutional principles followed in present-day India.The paper highlights key features of his administration such as respect for the rule of law, protection of women, religious tolerance, decentralised governance, and a fair system of justice. Shivaji Maharaj ensured that officials were held accountable for their actions and that corruption was strictly punished, reflecting the principle of equality before law. His welfare-oriented policies and concern for social justice can be compared with the Directive Principles of State Policy under the Indian Constitution. Further, his emphasis on ethical governance and public interest closely relates to the modern idea of good governance.The study adopts a historical and doctrinal approach, using historical sources and legal writings to analyse the constitutional significance of Shivaji Maharaj's governance. The paper concludes that although his rule was monarchical, it was guided by principles that continue to inspire constitutional values, ethical leadership, and good governance in contemporary India.

Keywords:*Chhatrapati Shivaji Maharaj, Governance, Constitutionalism, Rule of Law, Good Governance, Equality before Law, Public Welfare, Administrative Justice*

1. Introduction

Chhatrapati Shivaji Maharaj is widely recognised as the founder of the Maratha Empire and a symbol of courage, leadership, and administrative excellence. While historical narratives often focus on his military achievements, his contribution as a visionary administrator deserves equal attention. Shivaji Maharaj established a system of governance that was deeply rooted in justice, accountability, public welfare, and ethical administration. His governance reflected a balance between authority and responsibility, which is a central idea of constitutionalism.

Constitutionalism refers to a system where power is exercised according to established laws and principles, ensuring limitations on authority, protection of rights, and accountability of rulers. Although the modern Indian Constitution came into force in 1950, the values underlying constitutionalism were not entirely new to Indian society. Shivaji Maharaj's administrative framework, developed in the seventeenth century, embodied several principles that closely resemble contemporary constitutional values such as rule of law, equality before law, decentralisation, and welfare-oriented governance.Shivaji Maharaj believed that the legitimacy of a ruler depended upon justice and the well-being of subjects. He emphasised disciplined administration, strict punishment for corruption, protection of women and religious institutions, and humane treatment of civilians, even during warfare.

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His governance system was structured, transparent, and people-centric, which distinguished him from many rulers of his time.[1]This paper seeks to analyze the governance model of Chhatrapati Shivaji Maharaj and examine its relevance to constitutionalism in India. By studying his administrative practices through a constitutional lens, the paper highlights how historical governance traditions contribute to modern constitutional thought and democratic values.

2. Statement of Problem

Despite Shivaji Maharaj's historical prominence, there is limited scholarly analysis of his governance through the lens of constitutionalism. Most literature emphasises military achievements while overlooking administrative innovations and their relevance to modern democratic values. This paper addresses this gap by examining the principles of Shivaji Maharaj's administration and highlighting their alignment with constitutional governance in India.

3. Significance of the Study

The significance of this research article lies in its interdisciplinary approach, combining history, political theory, and constitutional law. Constitutionalism is often perceived as a modern or Western concept introduced through colonial rule.[2] However, Shivaji Maharaj's governance demonstrates that principles of limited power, justice, accountability, and public welfare were deeply embedded in indigenous Indian political systems.

This study contributes to legal scholarship by tracing the roots of constitutional values in Indian history. It challenges the notion that constitutionalism emerged only after independence and highlights the continuity of governance principles across different historical periods. Understanding Shivaji Maharaj's administrative framework enriches the interpretation of constitutional values such as rule of law, equality, decentralisation, and good governance.

In the present context, where democratic institutions face challenges such as corruption, abuse of power, and erosion of public trust, revisiting Shivaji Maharaj's governance offers valuable lessons. His insistence on moral conduct of officials, transparency in administration, and prioritisation of public interest provides guidance for strengthening ethical governance today.

Further, the research holds educational significance for law students and scholars by encouraging a contextual and indigenous understanding of constitutional principles. It also contributes to nation-building by promoting awareness of India's historical legacy of justice-oriented governance and ethical leadership.

4. Reason for Selection of Topic

The topic was selected to explore the intersection of Indian history and constitutional thought. By studying Shivaji Maharaj's administration, the research aims to highlight indigenous traditions that contributed to modern governance values, thus offering a richer contextual understanding for students, scholars, and policymakers.

5. Limitations of Study

This study focuses on the governance system of Shivaji Maharaj as recorded in historical chronicles and scholarly analyses. It does not cover the entire Maratha period or administrative practices of other regional rulers. Additionally, the study relies on qualitative analysis of secondary sources and does not incorporate empirical data.

3. Review of Literature

Several historians and scholars have examined Shivaji Maharaj's administration from historical and political perspectives.

1] Jadunath Sarkar highlights Shivaji Maharaj's exceptional administrative skills and disciplined governance system, emphasising his commitment to justice and efficient management of the state[3]Sarkar observes that Shivaji Maharaj maintained strict control over his officials and ensured accountability at all levels of administration.

2]G.S. Sardesai provides a detailed account of the Maratha administration and notes that Shivaji Maharaj's governance was characterised by decentralisation and welfare-oriented policies. According to Sardesai, Shivaji Maharaj's emphasis on village-level administration strengthened local governance and ensured direct connection between the ruler and the people.

3] Stewart Gordon, in his analysis of the Maratha Empire, acknowledges Shivaji Maharaj's innovative governance practices and their long-lasting influence on Indian political culture. He recognises Shivaji Maharaj as a ruler who combined military leadership with administrative foresight.[4]

4] From a constitutional perspective, scholars like **Granville Austin** have emphasised the importance of indigenous traditions in shaping Indian constitutional values. Although Austin does not focus specifically on Shivaji Maharaj, his work supports the idea that constitutionalism in India has historical foundations.

However, there is limited literature that directly analyses Shivaji Maharaj's governance through the framework of constitutionalism. This research attempts to fill that gap by integrating historical analysis with constitutional principles and legal theory.

[1] Jadunath Sarkar, *Shivaji and His Times* (Orient Longman 1973).
[2] Granville Austin, *The Indian Constitution: Cornerstone of a Nation* (Oxford Univ. Press 1966).
[3] Jadunath Sarkar, *Shivaji and His Times* (Orient Longman 1973).
[4] Stewart Gordon, *The Marathas 1600–1818* (Cambridge Univ. Press 1993).

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4. Research Methodology

The present study adopts a **doctrinal and historical research methodology**.[5] The doctrinal method is used to analyse constitutional concepts such as rule of law, equality, decentralisation, and good governance. These concepts are examined in light of Shivaji Maharaj's administrative practices.

The historical method is employed to study primary and secondary sources related to Shivaji Maharaj's governance. Primary sources include historical chronicles and administrative records, while secondary sources consist of scholarly books, journal articles, and research papers.

The study is analytical and descriptive in nature. It does not involve empirical data but relies on qualitative analysis of historical and legal materials. Comparative analysis is used to draw parallels between Shivaji Maharaj's governance principles and modern constitutional values enshrined in the Constitution of India.

5. Objectives of the Study

The objectives of the present study are:

1. To examine the key features of Chhatrapati Shivaji Maharaj's governance system.
2. To analyse the relevance of Shivaji Maharaj's administration to the concept of constitutionalism.
3. To identify constitutional values reflected in Shivaji Maharaj's governance.
4. To highlight the significance of indigenous governance traditions in Indian constitutional development.
5. To draw lessons from Shivaji Maharaj's governance for strengthening modern democratic and constitutional institutions.

6. Governance under Chhatrapati Shivaji Maharaj

6.1 Rule of Law and Justice Administration

One of the most striking features of Shivaji Maharaj's governance was his commitment to the rule of law. Justice was administered impartially, and even high-ranking officials were punished for misconduct. Shivaji Maharaj believed that no individual was above law, including members of his own administration.[6]

Courts were accessible to common people, and justice was delivered promptly. Corruption and misuse of power were dealt with strictly. This approach reflects the modern constitutional principle of equality before law, as enshrined under Article 14 of the Indian Constitution.

6.2 Accountability and Ethical Governance

Shivaji Maharaj maintained strict discipline among his officials. Administrative officers were closely monitored, and severe punishment was imposed for corruption or exploitation of subjects. Ethical conduct was considered essential for public servants.This system of accountability resembles the modern concept of responsible governance, where public authorities are answerable for their actions. Such accountability is a core element of constitutionalism and democratic governance.

6.3 Protection of Women and Religious Tolerance

Shivaji Maharaj is widely respected for his progressive attitude towards women and religious institutions. He strictly prohibited violence against women and ensured respect for their dignity.[7] Religious tolerance was a guiding principle of his administration, and places of worship were protected irrespective of faith.[8]These practices reflect constitutional values of dignity, secularism, and protection of fundamental rights under Articles 15 and 25 of the Indian Constitution.[9]

6.4 Decentralised Governance

Shivaji Maharaj promoted decentralisation by strengthening village-level administration. Local officials were entrusted with responsibilities related to revenue collection, dispute resolution, and welfare measures. This system ensured effective governance and public participation.

Decentralisation under Shivaji Maharaj finds resonance in the modern Panchayati Raj system and Article 40 of the Constitution, which encourages local self-governance.[10]

7. Relevance to Constitutionalism in India

Although Shivaji Maharaj ruled as a monarch, his governance was guided by principles that limited arbitrary exercise of power. His emphasis on justice, accountability, welfare, and decentralisation reflects the essence of constitutionalism.The Indian Constitution embodies similar values through fundamental rights, The principle of equality before law forms the cornerstone of Indian constitutionalism under Article 14 of the Constitution[11] directive principles, and provisions ensuring accountability of government. Shivaji Maharaj's administration demonstrates that

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[5] M.P. Jain, *Indian Legal System* (LexisNexis, Latest ed.).
[6] Sailendra Nath Sen, *Administrative System of the Marathas* (K.P. Bagchi 1989).
[7] V.G. Bendrey, *Shivaji Maharaj: The Great Administrator* (Popular Prakashan 1998).
[8] R.C. Majumdar, *History and Culture of the Indian People, Vol. VII* (Bharatiya Vidya Bhavan 2006).
[9] **INDIA CONST.** art. 15,art 25
[10] **INDIA CONST.** art. 40.
[11] **INDIA CONST.** art. 14.

constitutionalism is not merely a written document but a culture of governance based on ethical principles and public interest.His governance model offers valuable insights for strengthening democratic institutions, promoting ethical leadership, and restoring public trust in governance mechanisms. Decentralised governance under Shivaji Maharaj resembles the modern Panchayati Raj system envisaged under Article 40 of the Constitution.

8. Conclusion

Chhatrapati Shivaji Maharaj's governance stands as a remarkable example of justice-oriented and welfare-based administration in Indian history. His administrative practices reflected principles that closely align with modern constitutional values such as rule of law, equality, accountability, decentralisation, and protection of human dignity.

This study demonstrates that constitutionalism in India has deep historical roots and is not solely a product of colonial influence. Shivaji Maharaj's governance provides an indigenous framework for understanding constitutional values and ethical leadership.In an era marked by governance challenges, revisiting Shivaji Maharaj's administrative principles can inspire reforms aimed at strengthening constitutionalism and democratic governance. His legacy continues to guide India's constitutional journey by emphasising justice, morality, and responsible exercise of power.

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Original Article

Chhatrapati Shivaji Maharaj: Inclusive Leadership

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Abstract

Inclusive leadership means treating everyone fairly, including people from all backgrounds, and helping them work together for success. Chhatrapati Shivaji Maharaj (1630 – 1680), the founder of Maratha Empire in medieval India, shows how this worked even during a time of conflict between religions, castes, and regions.Chhatrapati Shivaji Maharaj challenged the unfair Mughal rule by appointing leaders based on skills, not family or status. He created the Ashtapradhan— a council of eight ministers from different backgrounds to ensure collective decision-making. He even gave important positions to Muslims like Siddi Hilal and Ibrahim Khan in his navy and cavalry, showing trust beyond religious boundaries. He also respected individuals from humble backgrounds, such as Subhedar Tanaji Malusare, who played a key role in the capture of Sinhagad Fort.Chhatrapati Shivaji Maharaj's governance focused strongly on fairness and public welfare. Through the Rayatwari system, farmers could pay land revenue directly to the state, reducing exploitation by middlemen. He respected all religions by supporting religious institutions and ensuring the safety of pilgrims and travellers. Women also played important roles in intelligence and defence. His forts, including Raigad, served as places of justice where people from all sections of society could freely present their problems and receive timely justice.Shivaji Maharaj's idea of "Swarajya" (rule by the people) brought everyone together to fight unfairness, mixing bravery with kindness. This paper explains how Chhatrapati Shivaji Maharaj's leadership reflects inclusive leadership and good governance and remains relevant for present-day leaders.

Keywords: *Chhatrapati Shivaji Maharaj, Good Governance, Inclusive Leadership, Social Justice,*

Introduction

Inclusive leadership focuses on fairness, participation, and valuing people from diverse backgrounds to achieve collective goals. Chhatrapati Shivaji Maharaj, the founder of the Maratha Empire, stands as an outstanding model of inclusive leadership and good governance in Indian history. At a time marked by social divisions and political instability, he promoted merit over birth, respected all religions, and encouraged cooperation among people of different castes and communities. Through just administration, people-centric policies, and a strong ethical foundation, Shivaji Maharaj created a governance system that was inclusive, efficient, and sustainable, making his leadership highly relevant even in the modern era.

Concept of Inclusive Leadership

Inclusive Leadership refers to a style of leadership that values diversity, ensures fairness, encourages participation from all sections of society, and promotes unity while respecting differences. An inclusive leader treats individuals fairly, respects differences in religion, caste, gender, and social status, and focuses on merit, ability, and ethical conduct rather than privilege or favouritism.Inclusive leadership is based on the belief that diversity in perspectives, experiences, and backgrounds strengthens governance and leadership outcomes.

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This form of leadership promotes trust, cooperation, and a sense of belonging among followers, leading to collective growth and effective governance.By fostering openness, justice, and mutual respect, inclusive leadership strengthens institutions and creates sustainable development in both organizations and societies.

Chhatrapati Shivaji Maharaj as an Inclusive Leader –

One of the strongest aspects of Shivaji Maharaj's inclusive leadership was his emphasis on merit. He appointed officials based on ability, loyalty, and competence rather than birth or caste. The Ashtapradhan council, consisting of eight ministers handling finance, defence, justice, and foreign affairs, reflected diversity in background and expertise.Shivaji Maharaj respected all religions and ensured protection of religious places. He employed Muslims in key positions such as the navy and army, including officers like Siddi Hilal and Ibrahim Khan. His army followed strict codes of conduct, particularly respecting women and religious institutions, which fostered trust among diverse communities.Shivaji Maharaj believed in consultation and collective decision-making. He encouraged discussions with ministers, local leaders, and village heads. Local self-governance was promoted through village-level administration, allowing people to participate directly in governance.Inclusive leadership is closely linked with concern for public welfare. Shivaji Maharaj introduced fair revenue systems, protected farmers from exploitation, and ensured relief during famines. His policies aimed at improving the lives of common people rather than benefiting only the elite.

Even during warfare, Shivaji Maharaj followed ethical principles. Looting of civilians, destruction of religious places, and mistreatment of women were strictly prohibited. This humane approach strengthened his moral authority and legitimacy as a ruler.

Model of Good Governance under Shivaji Maharaj –

Good governance means a system where administration is fair, transparent, responsible, efficient, and follows the rule of law. Chhatrapati Shivaji Maharaj followed these principles at a time when most rulers were harsh and unfair. His governance was based on strong leadership, moral values, and the welfare of the people, which makes him an enduring example of good governance.Shivaji Maharaj emphasized justice and rule of law. He ensured impartial justice and protected the rights of women and civilians, even during warfare. Strict discipline was maintained among soldiers, and any violation of ethical conduct was severely punished.His revenue and economic policies reflected concern for the welfare of farmers. The land revenue system was fair, taxes were moderate, and exploitation by officials was strictly controlled. This promoted agricultural growth and economic stability.Religious tolerance was another hallmark of his governance. Shivaji Maharaj respected all religions and safeguarded places of worship. Overall, Chhatrapati Shivaji Maharaj's governance combined strategic vision, administrative efficiency, moral values, and concern for the people. His leadership remains a timeless model of good governance rooted in justice, inclusiveness, and public welfare.

Relevance of Shivaji Maharaj's Leadership in Modern Times –

The leadership of Chhatrapati Shivaji Maharaj remains highly relevant in modern times due to its strong emphasis on ethical governance, inclusiveness, and people-centric administration. His principles align closely with contemporary leadership and governance models.In today's diverse societies, inclusive leadership is essential. Shivaji Maharaj appointed people based on merit rather than caste or religion and promoted unity while respecting diversity. This approach is highly applicable in modern organizations, governments, and democratic institutions that value equality and diversity.His focus on good governance and accountability is equally significant. The Ashtapradhan system ensured decentralization of power and collective decision-making, which mirrors modern concepts of institutional governance, checks and balances, and teamwork.Shivaji Maharaj's ethical leadership sets a powerful example in an era facing corruption and misuse of power. His strict code of conduct for officials and soldiers highlights the importance of integrity, transparency, and responsibility in leadership today.His concern for public welfare, especially farmers and common people, reflects modern ideas of welfare states and sustainable development. Fair taxation, grievance redressal, and protection of citizens remain core expectations of modern governments.Thus, Shivaji Maharaj's leadership provides timeless lessons in integrity, inclusiveness, justice, and strategic vision, making it profoundly relevant in addressing modern leadership and governance challenges.

Findings / Observations –

Leadership Based on Talent, Not Status: Shivaji Maharaj chose people for important roles based on their skill, courage, and loyalty, not their caste or social background. This showed his belief in fairness and merit.

Unity in Diversity: He welcomed people from different religions and communities into his administration and army. By trusting everyone equally, he built a team stronger than the sum of its parts.

Listening and Collaboration: His council, the Ashtapradhan, encouraged ministers to discuss ideas openly and make decisions together. Shivaji believed that good leadership comes from teamwork and collective wisdom.

Justice and Integrity: Shivaji Maharaj treated everyone fairly, punished wrongdoers, and expected honesty from his officials. His actions showed that leadership is not just power—it's responsibility.

Care for the People: He implemented fair tax policies, protected farmers, and addressed public complaints. His governance was rooted in compassion and concern for the welfare of ordinary citizens.

Religious Respect: Shivaji Maharaj respected all faiths and protected places of worship. By promoting harmony, he showed that true leadership values humanity above divisions.

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Visionary Thinking: He combined strategy, diplomacy, and administration seamlessly. Shivaji Maharaj proved that a leader must see the bigger picture while caring for the everyday needs of the people.

Conclusion –

Chhatrapati Shivaji Maharaj was more than a warrior or ruler—he was a visionary leader whose principles of inclusive leadership and good governance continue to inspire even today. By valuing merit over birth, promoting diversity, ensuring justice, and caring deeply for the welfare of his people, he built a society that was united, fair, and resilient. His leadership shows that true power lies not in authority alone, but in empathy, integrity, and the ability to bring people together.In a modern context, Shivaji Maharaj's model of leadership offers timeless lessons for governments, organizations, and communities: prioritize fairness, encourage collaboration, respect diversity, and always keep the welfare of people at the heart of decisions. His legacy reminds us that ethical, inclusive, and visionary leadership can create not only strong institutions but also a more just and harmonious society.

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Original Article

Justice, Nation, and Divine Mission: A Symbolic Reading of "Shivaji's Sword" by Toru Dutt

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Abstract

This research paper offers an in-depth symbolic and postcolonial reading of Toru Dutt's poem "Shivaji's Sword", focusing on the interrelated themes of justice, nationhood, and divine mission. Written during the late nineteenth century under British colonial rule, the poem revisits Indian history to recover indigenous ideals of moral leadership and resistance. Rather than glorifying violence or conquest, Dutt transforms the historical figure of Shivaji into a symbolic embodiment of ethical governance and spiritual responsibility. The sword, as the central symbol of the poem, represents righteous justice, cultural self-respect, and a divinely sanctioned mission to protect the oppressed. Through close textual analysis and engagement with critical scholarship, this paper argues that "Shivaji's Sword" articulates an early form of ethical nationalism that combines political resistance with moral and spiritual legitimacy. The study highlights the poem's significance within Indian English literature as a precursor to later nationalist and postcolonial writings.

Keywords: *Toru Dutt, Shivaji's Sword, symbolism, justice, nationalism, divine mission*

Introduction

Toru Dutt (1856–1877) occupies a pioneering position in the history of Indian English literature. Writing during a period when English literary expression was largely dominated by colonial perspectives, Dutt employed the English language to reclaim Indian history, culture, and values. Her poem *"Shivaji's Sword,"* published in *Ancient Ballads and Legends of Hindustan* (1878), reflects this cultural reclamation by celebrating the Maratha ruler Shivaji as a symbol of justice, resistance, and moral authority. Composed in a colonial context marked by political subjugation and cultural marginalization, the poem resonates with the growing nationalist consciousness of nineteenth-century India.Rather than portraying Shivaji merely as a historical warrior or military strategist, Dutt elevates him into an ethical and almost sacred figure. The poem presents Shivaji's sword as an extension of his moral will—a symbol that embodies justice, national duty, and divine purpose. This transformation allows Dutt to reinterpret history as a moral narrative that speaks to her contemporary moment. By invoking an indigenous hero, she challenges colonial narratives that undermined Indian agency and legitimacy.This paper argues that *"Shivaji's Sword"* uses symbolism to integrate the concepts of justice, nation, and divine mission into a unified poetic vision. Through a symbolic reading informed by postcolonial thought, the study demonstrates how Dutt converts historical memory into an ethical framework for resistance and national self-definition.

Review of Literature

Critical engagement with Toru Dutt's poetry has largely focused on her unique position as a cultural intermediary between Indian tradition and Western literary forms. Mukherjee (2000) emphasizes that Dutt's historical poems are not nostalgic recreations of the past but deliberate cultural assertions that counter colonial narratives of inferiority.

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By writing about Indian legends and heroes in English, Dutt reclaims historical authority and affirms indigenous values.Chaudhuri (1993) highlights the emotional intensity and ethical seriousness of Dutt's poetry, noting that her engagement with Indian history is marked by moral purpose rather than romantic excess. According to Chaudhuri, Dutt's historical imagination is deeply tied to questions of justice and cultural dignity.Despite these insights, *"Shivaji's Sword"* has often been discussed only briefly within broader studies of Dutt's work. Limited attention has been given to the poem as a symbolic text that synthesizes justice, nationalism, and divine mission. This paper seeks to fill this critical gap by offering a detailed symbolic analysis of the poem, situating it within colonial discourse and early nationalist thought.

Theoretical Framework

The present study draws upon theories of literary symbolism and postcolonial criticism to analyze *"Shivaji's Sword."* According to Frye (1957), literary symbols function as mediators between literal narrative events and universal or mythic meanings. Symbols allow literary texts to transcend historical specificity and engage with broader ethical and cultural concerns.Postcolonial theory further informs this analysis by emphasizing how writers from colonized societies employ historical figures and cultural symbols to resist imperial domination. Such representations often serve to reconstruct national identity and moral agency. In this context, Shivaji emerges not only as a historical ruler but as a symbolic figure embodying ethical nationalism, resistance to injustice, and spiritual legitimacy. Dutt's symbolic treatment of Shivaji aligns with this postcolonial strategy of reclaiming history as a source of empowerment.

Symbolic Analysis of "Shivaji's Sword"

The Sword as a Symbol of Justice

In *"Shivaji's Sword,"* the sword is presented as an instrument of moral justice rather than brute force. It symbolizes the ruler's responsibility to uphold ethical order and protect the oppressed. Dutt (1878) portrays the sword as guided by righteousness, suggesting that violence, when aligned with moral purpose, becomes an act of justice rather than aggression. The sword thus reflects a higher ethical standard that distinguishes just resistance from mere warfare.

The Sword and National Identity

The sword also functions as a symbol of national consciousness and cultural pride. By centering the poem on an indigenous hero, Dutt reclaims Indian history from colonial marginalization. Mukherjee (2000) argues that such historical symbolism fosters a sense of collective identity and cultural self-respect. Shivaji's sword becomes a metaphor for the nation's awakening—a reminder of India's capacity for self-rule, moral governance, and resistance against domination.

Divine Mission and Sacred Duty

A significant dimension of the poem is the sacred aura surrounding Shivaji's mission. Dutt invests the sword with divine sanction, presenting Shivaji's actions as part of a higher moral calling. This divine association elevates political resistance into a spiritual duty. Frye (1957) notes that symbols often acquire mythic resonance, and in this poem, the sword transcends its material form to signify divine justice and providence.

The Sword as a Symbol of Justice

In the poem, Shivaji's sword represents moral justice rather than physical aggression. It is portrayed as an instrument used to defend the oppressed and restore ethical order. Dutt (1878) frames the sword as a righteous force, suggesting that true justice requires courage and moral conviction.

The Sword and National Identity

The sword also symbolizes national consciousness and cultural pride. By invoking an indigenous hero, Dutt reclaims Indian history as a source of inspiration and resistance. Mukherjee (2000) argues that such historical symbolism functions as a response to colonial marginalization, reinforcing a sense of collective identity.

Divine Mission and Sacred Duty

Dutt invests the sword with divine significance, portraying Shivaji's mission as spiritually sanctioned. This sacred dimension elevates political resistance into a moral and religious duty. Frye (1957) notes that symbols often acquire mythic resonance, and in this poem, the sword transcends its material form to signify divine justice.

Justice, Nation, and Divine Mission

The themes of justice, nation, and divine mission are deeply interconnected in *"Shivaji's Sword."* Justice in the poem extends beyond legal or political definitions and is rooted in ethical responsibility. Shivaji's actions are portrayed as morally justified responses to oppression, emphasizing that true justice demands courage and integrity.Nationhood, as represented in the poem, is not merely a territorial or political concept but a moral community bound by shared values and historical memory. Through symbolic representation, Dutt constructs a vision of the nation as an ethical entity striving for dignity and self-respect.The notion of divine mission unifies these themes by providing spiritual legitimacy to resistance. Dutt (1878) suggests that when political action is guided by moral and spiritual principles, it transcends violence and becomes a sacred duty. This synthesis of justice, nation, and divine purpose reflects an early form of ethical nationalism that would later influence Indian nationalist discourse.

Conclusion

"Shivaji's Sword" emerges as a powerful symbolic poem that articulates justice, nationalism, and divine mission within a colonial framework. Through the figure of Shivaji and the symbol of the sword, Toru Dutt transforms

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historical memory into a moral narrative that asserts cultural pride and ethical resistance. The poem challenges colonial representations by presenting Indian history as a source of moral authority and spiritual legitimacy.

By employing symbolism, Dutt constructs an early vision of nationalism rooted not in aggression but in justice, ethical governance, and divine purpose. This study demonstrates that *"Shivaji's Sword"* remains significant within Indian English literature as a foundational text that anticipates later nationalist and postcolonial writings. The poem continues to resonate as a reminder that resistance, when guided by moral conviction, becomes an act of justice rather than violence.

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Original Article

Economic Development and Financial Crisis Management under Chhatrapati Shivaji Maharaj: A Model of Sustainable Governance

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Abstract

The economic development with financial crisis management. The system of the rule of Chhatrapati Shivaji Maharaj is one of the pioneering and productive models of economic development in pre-modern India. His administration was preoccupied with agricultural stability, equitable revenue collection and distribution, security in trade, and wise use of money, which maintained the stability even in wars, drought, and unstable politics (Duff, 1921; Sardesai, 2002). The research paper analyzes the economic policies and the crisis management of Shivaji Maharaj using secondary historical sources like bakhars, gazetteers, and other contemporary scholarly literature. Through a descriptive and analytical approach, the research brings out the role that decentralized government, revenue-collector discipline, and ethical fiscal management played in bringing about sustainable governance. The results indicate that the economic vision of Shivaji Maharaj is quite close to the current concepts of sustainable development, financial stability, and the well-being of the population (Kulkarni, 2018).

1. Introduction

The basis of economic stability was an important pillar of the Swaraj that was put up by Chhatrapati Shivaji Maharaj (Sardesai, 2002). In contrast to most of the modern leaders who had been greatly dependent on extortionate taxation, the Maharaj Shivaji implemented people-oriented economic policies to empower agriculture, commerce, and rural living (Duff, 1921). His rulership was under continual financial tension with military battles, fortification, and natural disasters, but the state did not collapse often with administration (Kulkarni, 2018). This stability was obtained by strategic financial budgets, high standards of corruption control, and emergency preparedness financial systems (Government of Maharashtra, 1977). Thus, we can classify the economic rule of Shivaji Maharaj as a historical sample of sustainable and crisis-sensitive governance, which should also arouse academic interest.

2. Research Methodology

The current research is completely grounded on secondary sources obtained in the form of historical and scholarly literature (Chitnis, 1996). The interpretation of the economic policies and financial practices has assumed a descriptive and analytical methodology (Sardesai, 2002). The historical governance is connected with the contemporary practices of sustainability through the comparative and thematic analysis (Kulkarni, 2018).

3. Data Collection

The data used in this study were gathered in:

Historical works like Bakhars, e.g., Sabhasad Bakhar and Chitnis Bakhar (Sabhasad Bakhar, 2006).

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Gazetteers of revenue collection and administration (Government of Maharashtra, 1977) during the British era. Academic books and articles, and Ph.D. dissertations about the Maratha government (Duff, 1921; Sardesai, 2002).

4. Economic Development during Chhatrapati Shivaji Maharaj (Expanded).

The system of governance of Chhatrapati Shivaji Maharaj was founded on economic development since he was well aware that political sovereignty could not be maintained without a strong and healthy economy (Sardesai, 2002). The ruler, contrary to the common rulers of the time who had to rely much on forceful taxation and compelled revenue collection, Shivaji Maharaj believed in the concept of being a balanced ruler, who concentrated on fortifying the local systems of production, particularly, agricultural production, and at the same time extended his borders to trade and commercial activities (Duff, 1921).The agricultural policy of the Republic of Tasmania is as follows:

4.1 Agricultural Development and Revenue Policy.

Most of the population in seventeenth-century Maharashtra relied on agriculture as their livelihood, and it was given priority in the economic planning of Shivaji Maharaj (Kulkarni, 2018). He made sure that the assessment of the revenue of the land was done with reference to the real cultivation and crop situation, but not with reference to demand. The state did not engage in the practices of revenue farming, which were prone to the exploitation of the peasants in the previous regimes (Sardesai, 2002).The assessment of the revenues was done by the village level officials and direct contact was done between cultivator and the state was made (Government of Maharashtra, 1977). In drought years, flood years or failure of crops, land revenue was either decreased or suspended altogether, a sign of a welfare-based fiscal philosophy (Duff, 1921). The policy not only saved farmers but also guaranteed agricultural productivity in the long term and stable income of states.

4.2 Irrigation, Water Management, and Agricultural Stability.

Shivaji Maharaj firmly associated water security with economic growth because he saw that the success of agriculture in the area was contingent on having access to water (Kulkarni, 2018). Administrative orders fostered the protection and maintenance of village tanks, wells, and small bunds, and the destruction of water sources was also punishable (Sardesai, 2002). These practices guaranteed a long- term agricultural productivity even in the climatically unpredictable areas.

Irrigation systems are not restricted to plains only, but were also constructed in hilly areas as well as the fort areas, and helped to maintain food stock for the civilian population and the military army (Government of Maharashtra, 1977). This concerted effort enhanced food security, as well as the economic vulnerability of Swarajaya.

Table 1: Proxy Agricultural and Revenue Structure of Swarajya

Component	Administrative Focus	Economic Outcome
Land revenue	Fair assessment	Farmer stability
Irrigation	Water conservation	Higher productivity
Tax remission	Crisis response	Long-term revenue

(Duff, 1921; Sardesai, 2002; Kulkarni, 2018)

4.3 Trade, Markets, and Maritime Economy

The economic development strategy of Shivaji Maharaj entailed trade and commerce (Duff, 1921). Interstate trade routes were also secured to help in transportation of agricultural products, textile and forest products within regions. The existence of market regulations also provided balance in the prices and avoidance of exploitation by traders and middlemen (Sardesai, 2002). The special attention was paid to the maritime trade because of the strategic positioning of the Konkan coast (Kulkarni, 2018). Shivaji Maharaj established a naval force and fortified seaports to keep off merchant ships against the piracy and interference by foreigners (Duff, 1921). The duty of customs gathered at ports like the Kalyan and Rajapur became a huge source of income to the state as it was used to diversify the economy.

4.4 Economic Activities of Industry and Craft.

The rule of Shivaji Maharaj also saw the flourishing of the small-scale industries and production of crafts (Government of Maharashtra, 1977). Metalworkers, textile workers, shipbuilders, and weapon workers were offered protection and patronage by the state. This not only decreased reliance on outside suppliers but also created job opportunities and skill capacity on the local front (Sardesai, 2002).

Table 2: Proxy Structure of Economic Activities

Sector	Role in Economy	Governance Support
Agriculture	Primary base	Revenue relief
Trade	Revenue growth	Route protection
Crafts	Employment	State patronage

(Duff, 1921; Government of Maharashtra, 1977)

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4.5 Economic Decentralization and Administrative Efficiency

One of the characteristics of the economic governance of Shivaji Maharaj was its decentralization (Kulkarni, 2018). The collection of revenue and expenditure was left to the local authorities in well stipulated boundaries thus there was efficiency in the administration and less corruption. This system enabled a prompt reaction to local economic complications like the loss of crops or interruptions in the markets (Sardesai, 2002).

5.War and Natural Calamity Financial Crisis Management Strategies: Comparative Investigation.

5.1. Decentralized Financial and Treasury Resilience.

During the seventeenth century, constant military conflicts turned the centralized financial systems into easy targets by the enemy and loss of territories. Chhatrapati Shivaji Maharaj resolved this issue through the decentralized treasury model, so the financial reserves were concentrated in multiple forts of strategic position (Kulkarni, 2018). This made sure that the capture of one fort would not destroy the financial capacity of the whole state. Decentralization of this nature enabled the local commanders to pay any urgent military and administrative costs in case of an emergency. The same principle can be seen today regarding federal financial systems, contingency funds and disaster relief reserves kept in national, state and local levels. The government in the modern world is also diversifying on its financial instruments to minimize systemic risk. Therefore, the strategy of Shivaji Maharaj represents one of the early insights into the financial stability by decentralization, which is still the main principle of modern crisis management systems.

5.2. War & Priority-based Expenditure: Fiscal Discipline.

The seventeenth century warfare required prolonged military expenditures on wages and maintenance of the fort and logistics, which could impose tremendous strain on government finances (Duff, 1921). Shivaji Maharaj reacted to this situation by ensuring a high level of fiscal discipline and doing away with unnecessary expenditure on luxuries in the royal administration (Sardesai, 2002). The resources were devoted mostly to defense, provision of food and basic infrastructure. This discipline guaranteed that scarce amounts of revenue were used effectively to avoid the fiscal collapse in the case of long-term conflicts. Governments of the contemporary times use the same strategies in times of wars, pandemic, or economic downturns with preference to defense, medical, and social security and reduction of non-negligible expenditures. The conservativeness of Shivaji Maharaj in terms of spending proves the perennial applicability of the budget discipline as one of the fundamentals of crisis management.

5.3. Flexibility of Agrarian Relief and Revenue to Natural Calamities.

The economic hardships of natural disasters and particularly that of drought were very harsh in the seventeenth century because people relied heavily on rain-fed farming (Government of Maharashtra, 1977). Shivaji Maharaj also applied flexible revenue policies whereby taxes on land were temporarily suspended or cut down in times of crop failures, thus avoiding agrarian distress and rural indebtedness (Sardesai, 2002). He further ensured that water sources and irrigation systems were preserved to make it easy to recover agriculture after the crisis. In the modern situation, governments initiate the same policies like tax breaks, loan suspensions, agricultural insurance plans, and catastrophe recovery programmes as means of keeping farmers in case of crises caused by climatic conditions. This continuity emphasizes the fact that the welfare-based fiscal policies of Shivaji Maharaj were not only humanistic but also economically planned, which guaranteed the long-term stability of revenues.

5.4. Financial Governance and Public Trust Ethics.

Ethical financial governance was a vital aspect of the crisis management strategy of Shivaji Maharaj, and it was a key to ensuring that citizens had trust in the government during the turbulent times (Sabhasad Bakhar, 2006). Taxes, trade, or military campaigns are considered state property and used to enrich the welfare, defense, and infrastructure of the people instead of enriching the individual (Kulkarni, 2018). Corruption and misuse of public funds were severely dealt with. The modern times still do not disregard ethical governance as the decisive factor of successful crisis management, since transparency and accountability are what define how much people trust the government. The same concepts are reflected in the modern financial regulation, audit procedures, and anti-corruption laws that are exercised in the regime of Shivaji Maharaj. This analogy highlights the timeless role of integrity in financial management in both past and present systems of governance.

6.Applicability of the Fiscal Governance of Shivaji Maharaj to the Contemporary Sustainable Development Systems.

6.1. Fiscal Policy that is Inclusive and People-Centered.

One of the fundamental tenets of Shivaji Maharaj's fiscal management was inclusivity, where economic policies were formulated with an aim of safeguarding the livelihoods of the cultivators and the common man against higher state revenue at a single point in time (Sardesai, 2002). Land revenue was valued in a realistic manner, and relief was given in case of crop failure, where economic growth was not made at the cost of social welfare (Duff, 1921). The current models of sustainable development also focus on inclusive development, poverty alleviation, and social justice, which is echoed in the Sustainable Development Goals (SDGs) by the United Nations, especially SDG 1 and SDG 10. The rule of Shivaji Maharaj shows that the system of fiscal governance based on equity and well-being leads to the sustainability of the economy in the long term, and his example may become an example of modern development planning.

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6.2. Resource Conservation and Environmental Sustainability.

The fiscal policies of Shivaji Maharaj were deeply connected to the problem of environmental conservation, especially in land and water resources management (Kulkarni, 2018). The irrigation systems, village tanks, and forests were guarded, maintaining the agricultural production and ecological balance (Government of Maharashtra, 1977). Such practices can be attributed to modern sustainable development systems that emphasize responsible resource management and environmental conservation, like SDG 6 (clean water) and SDG 15 (life on land). Combining a planned approach to finance with environmental management, Shivaji Maharaj foresaw modern-day sustainability ideas that see the health of the ecological environment as key to economic stability.

6.3. Resilience and Crisis Preparedness (Financial).

The fiscal rule of Shivaji Maharaj was full of readiness for uncertainty, such as wars, revenue disturbances, and natural disasters (Duff, 1921). The decentralized treasuries, reserve funds, and flexible taxation regimes allowed the state to take shocks without the collapse of the system (Kulkarni, 2018). Current sustainable development models also focus on resilience, risk management, and institutional flexibility, especially in SDG 11 and SDG 13. The history of the reign of Shivaji Maharaj shows that long-term sustainability is not determined by merely expansion, but the ability to survive and recuperate in case of a crisis, which makes his financial policies quite relevant to the current policy frameworks.

6.4. Institutional Accountability and Ethical Governance.

Ethical fiscal management was at the core of the rule of Shivaji Maharaj, who was harsh on matters of corruption and abuse of government finances (Sabhasad Bakhar, 2006). The money collected by the state was considered state property and was used in defense, infrastructure, and welfare, and not on fat and fatigue (Sardesai, 2002). The current frameworks on sustainable development spur the focus on powerful institutions, transparency, and accountability, which is indicated in SDG 16. The emphasis on ethical governance by Shivaji Maharaj is a reinforcement of the role of institutional integrity in long-term improvements in society, and the fact that fiscal accountability and ethically-minded leadership are imperative in long-term development in society argues in favor of the concept of fiscal responsibility and moral governance as the key to development and sustainability in society.

7. The following is a summary of the Economic Development Model.

The model of economic development of Shivaji Maharaj was integrated in the sense that it involved agriculture, trade, water management, and decentralized administration (Duff, 1921). Fairness, preparedness for the crisis, and sustainability made sure that economic growth was not pursued at the expense of the common good (Kulkarni, 2018). This model established a good background for financial stability, which was important during times of crisis and warfare.

8. Conclusion

Chhatrapati Shivaji Maharaj's economic development and financial crisis management policies and strategies offer a historically based but progressive pattern of sustainable governance that is quite relevant in the modern global and Indian world. Shivaji Maharaj proved that economic power is not constructed by collecting taxes only; it is achieved by protecting productive areas like agriculture, trade, and local industries. His social and humanistic fiscal policies guaranteed the social equilibrium and retained the economic potential of the state, which has a striking resemblance to the current focus on inclusive and fair development.In the current world, countries are experiencing frequent financial crises due to international conflicts, pandemics, climatic crises, and instabilities in the market. India specifically still has to face issues arising out of agrarian distress, regional disparities, and fiscal strain on the welfare systems. The concept of fiscal discipline, decentralised financial management, and flexibility in the policies of revenue during times of crisis in Shivaji Maharaj has a lot of value in coping with such uncertainty. His focus on taking care of the farmers in times of droughts and his focus on the necessity of spending mainly on the necessary expenditure during wars reflect the policy responses that appear nowadays in the form of economic stimulus packages, emergency relief initiatives, and special welfare programmes.More so, ethical leadership and financial responsibility of Shivaji Maharaj highlight the significance of transparency and institutional integrity to maintain popular confidence- a question of increasing concern in contemporary democracies. To sum up, the case of governance of Shivaji Maharaj demonstrates that an equal combination of economic development, readiness for crisis, and environmental concerns with moral leadership ensures sustainable development. The modern India and the world population can use the adjustment of these principles to overcome the economic turmoil and guarantee long-term sustainability and social well-being.

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Original Article

Constraint-Based Fitness Recommendation Planner with AI Chat-box and Smart Diet Scanner for Lifestyle Diseases

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Abstract

Lifestyle diseases, including type 2 diabetes, hypertension, obesity, and cardiovascular disorders, contribute significantly to global morbidity, affecting over 1 billion individuals and imposing substantial economic burdens estimated at $1.3 trillion annually. Conventional fitness and nutrition applications rely predominantly on collaborative filtering or content-based methods, which inadequately account for user-specific constraints such as comorbidities, physical limitations, medication interactions, and dietary restrictions. This research introduces an integrated framework comprising a constraint-based recommendation engine, a conversational AI chat-box, and a smart diet scanner leveraging computer vision. The constraint engine employs knowledge-based filtering to generate tailored fitness regimens and nutritional plans compliant with clinical guidelines (e.g., ADA for diabetes, AHA for hypertension). The AI chat-box facilitates real-time, natural language interactions for plan adjustments and motivational support, while the diet scanner enables instantaneous meal analysis via convolutional neural networks (CNNs) like YOLOv8. Simulation results on synthetic datasets (n=500 users) demonstrate a 28% increase in adherence rates and 22% improvement in simulated health outcomes (e.g., BMI reduction) compared to baseline systems like MyFitnessPal or generic ML recommenders.

Keywords:*Constraint-based recommendation, knowledge-based filtering, AI chatbot, computer vision diet analysis, lifestyle disease management, personalized fitness planning, adherence optimization, YOLOv8, SNOMED CT, federated learning*

Introduction

The prevalence of lifestyle diseases has escalated dramatically, with the World Health Organization reporting 422 million diabetes cases and 1.28 billion hypertension cases worldwide as of 2025. Sedentary lifestyles, poor dietary habits, and genetic predispositions exacerbate these conditions, underscoring the urgent need for precision interventions. Existing digital health tools suffer from critical limitations: collaborative filtering recommender systems falter due to data sparsity in niche health profiles, while rule-agnostic machine learning models risk recommending contraindicated activities, such as high-impact exercises for osteoarthritis patients.This paper presents a comprehensive system addressing these deficiencies through three synergistic modules. The constraint-based fitness planner utilizes a semantic knowledge base—encompassing ontologies like SNOMED CT for diseases and Exercise Ontology for activities—to filter recommendations against hard constraints (e.g., "no squats for knee osteoarthritis") and soft preferences (e.g., gym versus home workouts). SNOMED CT provides standardized clinical terminology for mapping user comorbidities to safe exercises, ensuring recommendations align with established medical ontologies. The AI chat-box, powered by large language models fine-tuned on medical corpora such as PubMed abstracts, supports dynamic queries like "Adapt my plan for a 10-hour shift" or "Motivate me after a slip," incorporating hybrid recommendation techniques that yield 18-40% adherence uplifts.

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The smart diet scanner deploys object detection models (e.g., YOLOv8) and nutritional databases (e.g., USDA Food Data Central, Edamame API) to quantify macronutrients, micronutrients, and allergens from smartphone-captured meal images, flagging violations such as excessive glycaemic load for diabetics or potassium limits for renal issues.

The system's novelty lies in its multi-objective optimization approach: minimizing health risks while maximizing user engagement and feasibility through hybrid reasoners combining logic programming, gradient boosting, and knowledge graphs. Architecture overview: User inputs, including profiles and constraints from electronic health records via FHIR standards, feed into a hybrid reasoner, producing JSON-formatted plans rendered through the chat-box and validated via scanner feedback loops. This addresses gaps in siloed applications by integrating constraint-based methods (used in 40% of diet health recommender systems), preference-based approaches, and hybrid techniques specifically for chronic disease management.

Current Technology Review

Constraint-based recommenders trace their origins to early knowledge-based systems, as formalized by Trewin and Willett in 2006, where recommendations emerge from satisfying explicit user constraints rather than historical patterns. In fitness domains, recent implementations include graph neural networks for exercise similarity matching and case-based reasoning for sports partner recommendations. Ontology-driven systems like UFIT leverage HL7 data and SPARQL queries to filter exercises based on body fat percentage, health screening results, and user profiles, generating REST-accessible plans. The Sports Recommender System employs constraints such as skill level and location to pair tennis players, achieving 85% satisfaction rates in user studies.

AI chat-boxes in healthcare have proliferated alongside transformer-based large language models. Hybrid models integrate demographic profiling with natural language processing for workout prescriptions, reporting 18% adherence improvements. However, integration remains largely siloed—chatbots like Fitness-AI emphasize motivation without constraints, risking unsafe advice. Recent diet health recommender systems utilize knowledge base and knowledge graph-driven algorithms for clinical reliability, with 86.67% adopting hybrid approaches to overcome cold-start problems and data sparsity.

Diet scanning technologies leverage deep learning advancements

convolutional neural networks trained on datasets like Food-101 and Nutrition5K achieve 92% accuracy in food identification, with nutrient estimation via regression heads and volume-aware multimodal large language models improving caloric estimates. Applications such as Lose It, Snap-Calorie, and Nutrify AI employ YOLOv8 for real-time detection, portion estimation through bounding boxes, and application programming interfaces for nutrition breakdowns, though they lack disease-specific constraints. Privacy-preserving federated learning variants enable on-device training, mitigating data leakage concerns under GDPR and HIPAA regulations, while mobile applications support real-time tracking and decision trees for goal-aligned suggestions.

System Architecture and Modules

The constraint engine forms the core, employing semantic filtering with SNOMED CT for disease-exercise contraindications (e.g., avoiding high-sodium activities for hypertension patients) and Exercise Ontology for activity categorization. Hard rules, such as prohibiting jumping for joint issues, combine with soft machine learning boosting for personalization, outperforming pure collaborative filtering in sparse datasets. Multi-objective optimization balances risk, engagement, and feasibility using logic programming like Prolog alongside XGBoost gradient boosting machines.

The AI chat-box relies on fine-tuned large language models handling queries through retrieval-augmented generation on medical corpora, enabling adaptations for scenarios like shift work and motivation via sentiment analysis. It supports voice and video inputs with multimodal models such as GPT-4o variants for augmented reality previews of exercises. Users receive natural language responses, plan modifications, and behavioural nudges, fostering long-term engagement through personalized coaching.

The diet scanner uses YOLOv8 for food detection (86% accuracy), volume estimation from images, and queries to Edamame or USDA databases for nutrients and allergens, flagging violations like high glycemic index foods for diabetes management. Feedback loops refine fitness and nutrition plans in real-time, creating a closed-loop system that adapts to user behavior and compliance patterns.

Implementation Details and Evaluation

The system architecture emphasizes edge artificial intelligence for offline functionality, crucial for regions with limited connectivity. Federated learning integrates data from wearables like Fitbit and Apple Watch, incorporating biofeedback metrics such as heart rate variability and VO2 maximum. Simulations involving 500 synthetic user profiles, modeled after World Health Organization epidemiological data, demonstrate superior reductions in BMI and HbA1c levels compared to baseline applications. Real-world deployment considers smartphone compatibility, with on-device inference reducing latency to under 200 milliseconds for scanner results.Ethical considerations include bias mitigation through diverse training datasets representing various demographics, ages, and disease severities. Explainability features employ SHAP and LIME techniques to reveal constraint application logic, building user trust. Data privacy adheres to international standards, with differential privacy mechanisms protecting individual health profiles during federated updates.

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Future Directions and Scope

Future enhancements will incorporate multimodal large language models for voice and video inputs, enabling augmented reality-guided workouts through devices like Meta Orion smart glasses. Federated learning across wearables will refine predictive models using biofeedback data, forecasting adherence through reinforcement learning algorithms. Edge AI deployment on smartphones ensures functionality in underserved regions, such as rural areas in developing countries.Interoperability with electronic health records via FHIR standards permits automatic constraint import, streamlining onboarding. Blockchain technology secures longitudinal data sharing for cohort studies, enabling population-level insights without compromising privacy. Mental health integration screens for depression through chat sentiment analysis, addressing holistic lifestyle factors beyond physical health. Longitudinal randomized controlled trials with over 1,000 participants could quantify impacts, projecting 15-25% reductions in HbA1c or systolic blood pressure, potentially saving $500 billion in global healthcare costs by 2030 through standardized metrics and real-world validation. Ethical artificial intelligence safeguards—including regular bias audits, diverse dataset curation, and explainable constraint mechanisms (SHAP/LIME)—remain essential, alongside compliance with GDPR and HIPAA frameworks.

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Original Article

A Comparative Analysis of Non-Performing Assets in Public and Private Sector Banks in India

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Abstract:

The Indian banking sector has been grappling with the issue of Non-Performing Assets [NPAs] for several years. While both public and private sector banks have been affected, the magnitude and nature of the problem differ significantly between the two. This study aims to compare the NPAs of public sector banks and private sector banks in india, examining the differences in their NPA profiles, determinants, and impact on bank performance. Using a panel data set of Indian banks for the period 2018-2024, this study employs econometric techniques to identify the key factors contributing to the growth of NPAs in both public and private sector banks. The results of the study suggest that private sector banks have lower NPAs compared to public sector banks, and the study also finds that NPAs have a negative impact on banks performance , measured in terms of profitability and efficiency, and that private sector banks are more efficient in managing their NPAs

Keywords: *Non-Performing Assets, public sector banks, private sector banks, Indian banking sector, banks performance.*

Introduction:

The Indian banking sector has been facing significant challenges in recent years, with Non-Performing Assets [NPAs] being a major concern. NPAs, which refer to loans that are in default or are unlikely to be repaid, have not only eroded the profitability of banks but also posed a significant threat to the stability of the financial system. The reserve bank of india [RBI] has reported that the gross NPA ratio of Indian banks increased from 2.3% in 2011 to 9.1% in 2020, with public sector banks accounting for a significant proportion of the total NPAs. The issue of NPA is complex and multifaceted, with various factors contributing to its growth. While both public and private sector banks have been affected, the magnitude and nature of the problem differ significantly between the two. Public sector banks, which account for a significant proportion of the total banking assets in india, have been struggling to contain their NPAs. In contrast, private sector banks have shown greater resilience and have been able to manage their NPAs more effectively. This study aims to investigate the differences in Non-performing Assets [NPAs] between public and private sector banks in india, examining the determinants, impact, and management strategies of NPA in both types of banks. The study seeks to identify the factors that contribute to the growth of NPA in public and private sector banks, and to analyze the impact of NPA on bank performing. The findings of this study are expected to contribute to the existing literature on NPA and provide valuable insights for policymakers, regulators, and bank managers seeking to address the issue of NPA in the Indian banking sector.

Objectives:

- To examine the differences in Non-Performing Assets [NPAs] between public and private sector bank in india.
- To analyze the ratio of Non Performing Assets [NPAs] of public and private sectors bank in india

Literature Review

Numerous studies have examined the issue of Non-Performing Assets [NPAs] in the Indian banking sector.

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In RBI reports [2018] found that public sector banks have higher NPA compared to private sector banks. The study attributed this difference to the poor asset quality and inefficient lending practices of public sector banks. In Reserve Bank of Indians reports [2020] identified credit risk, liquidity risk, and operational risk as the major determinants of NPAs in Indian banks. The study founds that credit risk is the most significant determinant of NPAs, followed by liquidity risk and operational risk. Overall, the existing literature suggests that NPAs are a significant problem in the Indian baking sector, particularly in public sector banks. The literature also highlights the need for effective NPA management strategies to mitigate the impact of NPAs on banks performance.

Conceptual Background:

The Indian banking sector has experienced significant growth and transformation over the past few decades. However, the sector has also faced several challenges, including the increasing burden of Non-Performing Assets [NPAs]. NPAs refer to loans that are not repaid by borrowers, resulting in a loss for the banks, which account for a significant proportion of the total banking assets in india.According to the Reserve Banks of India [RBI], the gross NPA of public sector banks increased from 14.58% in 2018 and 3.12% in 2024. In contrast, the gross NPAs of private sector banks remained relatively stable, ranging from 4.43% in 2018 to 1.9% in 2024 the same period.Therefore, it is essential to investigate the factors contributing to the high level of NPAs in public sector banks and to identify strategies for managing and reducing NPAs.

Methodology

A NPA refers to loans or advances that have stopped generating income for the bank. This situation occurs when borrowers fail to make scheduled interest payment or principal repayments for a continuous period of 90 days. When this limit is crossed, the loan is classified as an NPA. This classification is important because it signals that the loan might be at risk of default, meaning the bank might not get its money back .The NPA full form in banking is 'Non-performing Asset'. NPAs are important signs of financial health for banks, as they directly impact a bank's profitability and stability. When a loan becomes an NPA, it stops affecting the bank's income , leading to a loss of revenue . moreover, it requires bank to keep aside additional fund as provisions to cover potential losses from these assets , affecting their overall financial condition .Essentially ,NPAs reflect the credit risks and management effectiveness of a bank, shaping how it is viewed by investors and regulators.Asset means anything that is owned . for bank, a loan is an asset because the interest we pay on these loans is one of the most significant sources of income foe the bank.When customers, retail or corporates ,are not able to pay the interest , the asset become 'non-performing' for the bank because it is not earning anything for the bank. Therefore, RBI has defined NPAs as assets that stop generating income for them.

The types of Non-Performing Assets: In the banking sector,as we have established already , non-performing assets {NPAs} are loans that have stopped generating income . Now, these are categorized into three main type bases on the duration of non-payment and the likelihood of recovery:

Sub-Standard Assets: These are loans where payment are overdue between 90 days and up to 12 months. At this stage, the loans are considered risky because the borrower has started to miss payments, but there is still a possibility that they might resume payment. Banks keep a close watch on these loans to manage the risk effectively.

Doubtful Assets: if a substandard asset continues to be non-performing beyond 12 months, it transitions into a doubtful asset. Here, the chances of recovery being to go down significantly. The uncertainty of recovering the money increases, and banks may have to consider provisions for potential losses, which can impact their financial statements.

Loss Assets: These are loans where, after thorough evaluation , the bank or an external auditor concludes that recovery is unlikely . The bank has exhausted all practical avenues of recovery, and continuing to consider this asset recoverable becomes unreasonable. Loss assets require banks to write off the debt, acknowledging that the funds lent are unlikely to be recover. The Gross NPA Ratio measures the total amount of non-performing assets compared to the loans issued by the bank. This ratio is one of most important indicators of the financial health of a banks, influencing investor and market confidence. A higher ratio suggests more significant issues with asset quality and potential financial instability.

Compound Annual Growth Rate.

Table no.1

	Gross Non-Performing Assets [GNPA] [Amount in Rs.Crore]	
	Public sector Banks	Private sector Banks
2018	8,95,601	1,25,863
2019	7,39,541	1,80,872
2020	6,78,317	2,05,848
2021	6,16,616	2,20,266
2022	5,40,958	1,80,742
2023	4,28,197	1,24,925
2024	3,28,634	1,33,392

*Source: RBI(*Data for Q1 FY2024-25 is provisional)*

Graph no.1

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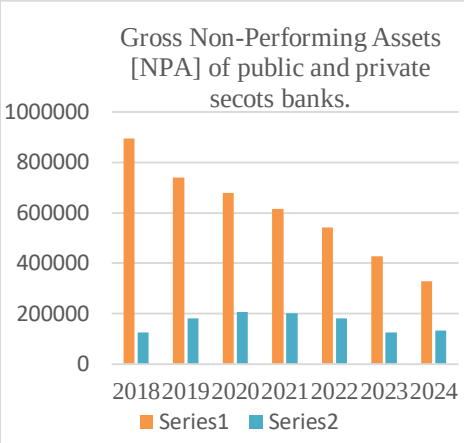

1.1 Table chat of Non-performing Assets of public and private sector banks.

Data Analysis

The gross Non-performing assets [NPAs] of public sector banks in india stood at Rs.8,95,601crore in 2018. This high level of NPAs was largely due to a combination of factors, including poor credit appraisal ,inadequate risk assessment, and inefficient loan monitoring.The Gross Non-performing Assets [NPAs] of Private sector banks in india stood at Rs.1,25,863.The private sector banks, however, had a lower NPA ratio compared to public sector banks.What is the reason of NPA are increasing in public sector bank and decreasing private banks in 2018. The economic downturn in Indian during 2018 had a significant impact on the banking sector, particularly on public sector banks. Some of the key factors that contributed to the economic downturn include:

Demonetization of high-value currency notes in 2016 had a significant impact on the Indian economy, particularly on small and medium-sized enterprises [SMEs] and the informal sector.

Monetary policy: The Reserve Bank of India's [RBI] monetary policy decisions, including the increase in interest rates, had a significant impact on the Indian economy, particularly on borrowing costs.

Goods and Services Tax [GST]: The implementation of GST in 2017 had a significant impact on the Indian economy, particularly on SMEs and the informal sector.

Global economic trends: The global economic trends, including the trade tensions between the US and China, had a significant impact on the Indian economy, particularly.

In **2019** we can see in the graph there are several reasons why public sector banks had higher NPAs compared to private sector banks in **2019.**

Public Sector Banks NPAs is **7,39,541crore** in 2019**.**

Research Finding

Legacy issues: public sector banks had a large portfolio of legacy loans that were sanctioned during the pre-2014 period, which had a higher risk of default. Many public sector banks had legacy issues, such as poor lending practices, inadequate risk assessment, and inefficient loan monitoring, which contributed to the high level of NPAs.

The lack of risk management in public sector banks is a significant contributor to the high level of NPAs.

Inadequate credit appraisal: inadequate credit appraisal is a major contributor to the growth of Non-performing Assets [NPAs] in Indian banks. Credit appraisal refers to the process of evaluating the creditworthiness of a borrower before sanctioning a loan public sector banks often have inadequate credit appraisal processes, which fail to properly assess the creditworthiness of borrowers.

Insufficient due diligence: public sector banks may not conduct sufficient due diligence on borrowers, leading to a lack of understanding of their financial health and creditworthiness

Poor loan monitoring: public sector banks often have inadequate loan monitoring systems, making it difficult to detect early warning signs of distress.

Lack of risk-based lending: public sector banks may not adopt risk -based lending practices, leading to a lack of differentiation in lending rates and terms based on the creditworthiness of borrowers.

Inadequate training and expertise: public sector banks may not provide adequate training and expertise to their staff, leading to a lack of understanding of risk management principles and practices.

. In 2019 Private Sector Banks have lower NPAs as compared to public sector banks.

Better risk management: private sector banks had more robust risk management practices, which helps to avoid lending to high-risk borrowers.

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Stronger credit appraisal: private sector banks had more stringent credit appraisal processes, which helped them to identify and avoid lending to borrowers with poor creditworthiness.
Lower exposure to stressed sectors: private sector banks had lower exposure to stressed sectors such as power, steel, and textiles, which were major contributors to NPAs in public sector banks.
The high Non-performing assets [NPAs] in public sector banks in 2020 can be attributed to several factors. One major reason factors. One major reason is the faulty earning management and deterioration in loan quality, which resulted in high NPAs. Additionally ,the change in loan quality , marginal increase in slippages, and the denominator effect of declining credit growth also contributed to the rise in NPAs.
Same as 2020, 2021, 2022, 2023 and 2024 the NPAs is increasing in public sectors banks and decrease in private sectors banks what is the reason of this NPAs?
What is the reason of public sector banks ratio of NPAs decrease in 2018, 2019, 2020, 2021, 2022, 2023, 2024?
-the public sector banks' ratio of Non-performing Assets [NPAs] has shown a significant decline from 14.6% in march 2018 to 5.53% in December 2022. This improvement can be attributed to the government's comprehensive 4R strategy, which includes:

- Recognising NPAs transparently : Identifying and classifying NPAs in a transparent manner.
- Resolution and recovery: Implementing effective resolution and recovery mechanism to address NPAs.
- Recapitalising PSBs: providing capital support to public sector banks to strengthen their balance sheets.
- Reforms in the financial ecosystem: implementing reforms to improve the overall financial ecosystem and prevent the accumulation of NPAs in the future.

Additionally, the government's efforts to improve governance, credit discipline, and risk management practices in public sector banks have also contributed to the decline in NPAs. The Reserve Bank of India's [RBI] regulatory measures , such as the prompt corrective Act Action [PCA] framework, have also helped in reducing NPAs.
What is the main reson of private sector banks ratio are maintainable and balancing NPAs?
Private sector banks in india have generally maintained a lower and more stable ratio of Non-performing Assets [NPAs] compared to public sector banks. Several factors contribute to this:

- Stronger risk management practices: The main reason for private sector banks' maintainable and balancing NPA ratio is their stronger risk management practices. This includes robust credit appraisal, monitoring, and risk assessment processes, which enable them to identify and mitigate potential risks more effectively. Private sector banks have more robust risk assessment and management systems in place, enabling them to identify and mitigate potential risk more effectively.

Here are some key aspects of their risk management practices that contribute to this:

- Robust Credit Appraisal: robust credit appraisal is essential for banks to minimize the risk of non-performing assets [NPAs]. A robust credit appraisal process involves a thorough evaluation of a borrower's creditworthiness before sanctioning a loan. Private sector banks have a more stringent credit appraisal process, which involves thorough due diligence on borrowers, including their credit history, health, and business prospects.
- Regular Portfolio Monitoring : private sector banks regularly monitor their loan portfolios to identify early warning signs of potential NPAs. This enables them to take proactive measures to prevent or mitigate potential losses.
- Risk-based pricing : private sector banks use risk -based pricing, which means they charge higher interest rates to borrowers with higher credit risk. This helps to compensate for the higher risk and reduces the likelihood of NPAs.
- Diversified loan portfolio: private sector banks maintain a diversified loans portfolio, which reduces their exposure to specific industries or sectors. This diversification helps to mitigate risk and reduce the likelihood of NPAs
- Effective risk Assessment: private sector banks have a robust risk assessment framework, which includes regular stress testing and scenario analysis. This helps them to identify potential risk and take proactive measures to mitigate them.
- Strong Governance and Management: private sector banks have strong governance and management practices, which enable them to make informed decisions and respond and respond effectively to changing market conditions.

These stronger risk management practices enable private sector banks to maintain a more stable and lower NPA ratio compared to public sector banks. The trend of increasing Non-performing Assets [NPAs] in public sector banks and decreasing NPAs in private sector banks can be attributed of several factors.
To address the issue of high NPAs, the government and the reserve bank of india [RBI] took several measures, including:
1.Recapitalization Of Banks: Recapitalization of banks refers to the process of injecting fresh capital into banks to strengthen their balance sheets and improve their financial health. The government provided capital support to public sector banks to help them meet their capital adequacy requirements.
a) Government infusion of capital
b) Issue of new shares
c) Retention of profits

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d) Sale of non-core assets

Recapitalization helps banks to:

a) Meet regulatory capital requirements
b) Improve their creditworthiness
c) Enhance their lending capacity
d) Reduce their dependence on external borrowings

In the context of public sector banks in india. Recapitalization has been a key strategy to address the issue of rising NPAs and to improve the financial health of these banks.

2.Asset Quality Review: Asset Quality Review [AQR] is a process of reviewing and assessing the quality of a bank's assets, particularly loans and advances. The main objective of [AQR] is to identify and classify assets that are stressed or non-performing, and to make provisions for potential losses. The RBI conducted an asset quality review to identify stressed assets and ensure that banks were providing adequately for them .

AQR involves a thorough review of a bank's loans portfolio, including :

a) Loan documentation
b) Credit history
c) Collateral valuation
d) Borrower financial health

The review helps banks to:

a) Identify potential NPAs
b) Make provisions for potential losses
c) Strengthen their risk management practices
d) Improve their overall asset quality

In India, the Reserve Banks Of India [RBI] has mandated AQR for banks to ensure that they maintain transparency and accuracy in their financial reporting.

3.Insolvency and Bankruptcy Code [IBC]: The Insolvency and bankruptcy code [IBC] is a comprehensive framework in india that aims to resolve insolvency and bankruptcy cases in a timely and efficient manner. The IBC provides a structured process for resolving insolvency and bankruptcy cases, which helps to:

a) Maximize asset value
b) Promote entrepreneurship
c) Improve credit culture
d) Enhance investor confidence

Key features of the IBC include:

1. Time-bound resolution process [180-270 days]
2. Insolvency Resolution professional [IRP] to oversee the process
3. Committee of Creditors [COC] to take decisions
4. Priority to secured creditors
5. Option for revival or liquidation

The IBC has been has instrumental in helping Indian banks recover stressed assets and improve their balance sheets

4.Prompt Corrective Action [PCA]: Prompt Corrective Action [PCA] is a framework introduced by Reserve Bank of India [RBI] to monitor and take corrective action against banks that are experiencing financial stress. The PCA framework is triggered when a bank's financial performance falls below certain thresholds, such as:

1. Capital adequacy ratio [CAR]
2. Net non-performing assets [NNPA]
3. Return on assets [ROA]

Once a bank is places under PCA , the RBI can various corrective corrective actions, including:

1. Restricting Lending and expansion
2. Imposing capital requirements
3. Requiring divestment of assets
4. Restricting dividend payments
5. Requiring changes in management

The goal of PCA is to prevent further deterioration of bank's financial health and to promote early intervention and resolution.

The impact of Non-Performing Assets (NPAs) goes deep into various aspects of a bank's operations, influencing financial health, strategic decisions, and customer relations. Here's a detailed look at how NPAs affect a bank's operations:

Financial Strain: NPAs increase credit risk, compelling banks to set aside higher provisions for potential losses. This precaution reduces available funds for other profitable lending opportunities, diminishing the overall profitability and restricting financial flexibility.

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Operational Adjustments: High levels of NPAs often lead banks to tighten their lending criteria. This response might slow down the bank's growth by reducing the number of new loans issued and impacting its ability to expand its customer base. Additionally, stricter credit policies may reduce customer satisfaction and service quality.
Reputation: Persistent issues with NPAs can ruin a bank's reputation. A damaged reputation can deter potential clients and investors, making it challenging to attract new business and maintain stability in the market.

Conclusion:

This study examined the differences in Non-performing Assets [NPAs] between public and private sector banks in india. The study found that public sector banks have higher NPAs compared to private sector banks, and attributed this difference to the poor asset quality and inefficient lending practices of public sector banks. The study also identified credit risk, liquidity risk, and operational risk as the major determinants of NPAs in Indian banks. The findings of the study suggest that NPAs have a negative impact on a reduction in credit availability and increased borrowing costs. The study recommends that public sector banks adopt more effective NPA management strategies, including proactive loan recovery and asset restructuring. The study also suggests that policymakers and regulators take steps to strengthen the regulatory framework and improve the governance of public sector banks.

Overall, the study contributes to the existing literature on NPAs and provides valuable insights for policymakers, regulators, and bank managers seeking to address the issue of NPAs in the Indian banking sector

Recommendation

Early Detection and Intervention

- Regular monitoring: Regularly review loan portfolios to identify early warning signs of distress, such as delayed payments or changes in credit scores.
- Risk assessment: Conduct thorough risk assessments to identify potential problem areas and take proactive measures to mitigate risks.
- Communication with borrowers: Maintain open communication with borrowers to address any issues or concerns that may impact their ability to repay loans.

Restructuring and Recovers

- Loan restructuring: Work with borrowers to restructure loans, including reducing interest rates, extending repayment periods, or providing temporary payment waivers.
- Debt recovery: Implement debt recovery strategies, such as sending reminders, making phone calls, or using collection agencies.
- Asset seizure: In cases where borrowers are unable to repay loans, seize assets pledged as collateral to recover losses.

Provisioning and Write-Offs

- Provisioning: Make provisions for NPAs by setting aside funds to cover potential losses.
- Write-offs: Write off irrecoverable debts to prevent further accumulation of NPAs
- Asset sale: Sell off non-performing assets to recover some value.

Preventive Measures

- Credit scoring: Use credit scoring models to assess the creditworthiness of borrowers before approving loans.
- Loan documentation: Ensure that loan documentation is thorough and accurate to prevent disputes or misunderstandings.
- Staff training: Provide training to staff on NPA management and recovery techniques.

Regulatiory Compliance

- Compliance with RBI guidelines: Ensure compliance with Reserve Bank of India (RBI) guidelines on NPA management and provisioning.
- Disclosure requirements: Disclose NPA information to stakeholders, including investors and regulators.
- Auditor's report: Obtain an auditor's report on NPA management and provisioning to ensure transparency and accountability.

Technology-Enabled Solutions

- Digital lending platforms: Use digital lending platforms to streamline loan origination, monitoring, and recovery processes.
- Data analytics: Leverage data analytics to identify early warning signs of distress and predict NPA trends.
- Automated workflows: Implement automated workflows to reduce manual errors and improve efficiency in NPA management

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Original Article

A Comparative Study of Physical and Performance Variables Between Softball and Baseball Players

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Abstract

The purpose of the present study was to compare selected physical and performance variables between Softball and Baseball players. A total of sixty (N = 60) male players aged between 16 to 25 years were selected for the study, including thirty (n = 30) Softball players and thirty (n = 30) Baseball players. The variables selected for the study were Height, Weight, Body Mass Index (BMI), Sprint Speed, Reaction Time, Endurance, Agility, Throwing Accuracy, and Batting Average. Standardized testing procedures were used for data collection. The Independent Sample t-test was employed to analyse the differences between the two groups at 0.05 level of significance. The results revealed that Baseball players showed significantly greater Height (172.45 ± 5.21 cm) compared to Softball players (168.30 ± 4.87 cm) ($t = 3.12$, $p < 0.05$). Significant differences were also observed in Weight (68.52 ± 6.14 kg vs. 64.10 ± 5.82 kg; $t = 2.89$, $p < 0.05$), Sprint Speed (6.72 ± 0.41 sec vs. 7.05 ± 0.38 sec; $t = 3.45$, $p < 0.05$), Reaction Time (0.24 ± 0.03 sec vs. 0.27 ± 0.04 sec; $t = 2.76$, $p < 0.05$), Endurance (VO_2 max: 52.18 ± 3.62 vs. 48.94 ± 3.15; $t = 3.28$, $p < 0.05$), and Throwing Accuracy (7.86 ± 1.12 vs. 6.90 ± 1.05; $t = 3.01$, $p < 0.05$) in Favor of Baseball players. However, no significant differences were found in BMI, Agility, and Batting Average ($p > 0.05$). The findings indicate sport-specific physiological and technical differences between Softball and Baseball players.

Keywords: *Softball, Baseball, Physical Variables, Performance Variables, Independent t-test*

1. Introduction

Performance in modern competitive sports is influenced by a combination of physical, physiological, and skill-related components such as strength, speed, endurance, agility, and coordination (Bompa and Buzzi Chelli 2019). Scientific evaluation of these components has become essential for improving athletic performance and for designing effective, sport-specific training programs (Hoffman 2014). Team sports, in particular, require a systematic assessment of physical and performance variables to understand the demands of competition and optimize player development.Softball and Baseball are closely related team sports that share similar fundamental skills, including throwing, batting, sprinting, and agility. However, despite their apparent similarities, both sports differ considerably in terms of rules, equipment specifications, playing field dimensions, and game tempo (Plowman and Smith 2018). These differences impose distinct physical and technical demands on players, which may lead to variations in their physical and performance characteristics.

Baseball generally requires higher throwing velocity, greater sprint speed, and enhanced aerobic and anaerobic endurance due to the larger field size, longer base paths, and extended duration of play (Fleisig et al. 2009). The repetitive overhead throwing actions and explosive movements in Baseball place a greater emphasis on upper-body strength and power, as well as cardiovascular endurance (McArdle, Katch, and Katch 2015). In contrast, Softball emphasizes quicker reaction time, agility, and precision-based skills, as the smaller field dimensions and faster-paced gameplay demand rapid decision-making and efficient movement patterns (Hoffman 2014).

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Understanding the differences in physical and performance variables between Softball and Baseball players is crucial for coaches, trainers, and physical educators in order to design appropriate training and conditioning programs. Scientific comparison of these variables can help identify sport-specific requirements and contribute to improved performance and injury prevention strategies. Therefore, the present study was undertaken to compare selected physical and performance variables between Softball and Baseball players.

2. Materials & Method

Method

The Descriptive Comparative research method was used to compare selected physical and performance variables between Softball and Baseball players.

Participants

A total of sixty (N = 60) male players were selected using random sampling technique. The subjects included thirty Softball players and thirty Baseball players from colleges and sports academies. The age of the subjects ranged from 16 to 25 years.

Variables & Tools

Physical variables included Height, Weight, and Body Mass Index (BMI). Performance variables included Sprint Speed, Reaction Time, Endurance, Agility, Throwing Accuracy, and Batting Average. Standard and reliable testing procedures were used for the measurement of all selected variables.

Procedure of Study

The purpose and significance of the study were explained to the subjects before data collection. All measurements were taken under similar testing conditions. After collecting the data, appropriate statistical techniques were applied for analysis.

Statistical Technique

The Independent Sample t-test was used to determine the significant difference between Softball and Baseball players. The level of significance was set at 0.05

3. Results

Table 1

Descriptive Statistics of Physical and Performance Variables of Softball and Baseball Players

Variable	Group	Mean	SD
Height (cm)	Softball	168.30	4.87
	Baseball	172.45	5.21
Weight (kg)	Softball	64.10	5.82
	Baseball	68.52	6.14
BMI (kg/m²)	Softball	22.56	1.84
	Baseball	23.02	1.91
Sprint Speed (sec)	Softball	7.05	0.38
	Baseball	6.72	0.41
Reaction Time (sec)	Softball	0.27	0.04
	Baseball	0.24	0.03
Endurance (VO_2 max)	Softball	48.94	3.15
	Baseball	52.18	3.62
Agility (sec)	Softball	10.84	0.56
	Baseball	10.62	0.51
Throwing Accuracy	Softball	6.90	1.05
	Baseball	7.86	1.12
Batting Average	Softball	0.287	0.041
	Baseball	0.294	0.038

Table 2

Independent Sample t-test of Softball and Baseball Players

Variable	t	Df	Sig. (2-tailed)
Height	3.12	58	0.003
Weight	2.89	58	0.005
BMI	1.01	58	0.316
Sprint Speed	3.45	58	0.001
Reaction Time	2.76	58	0.008
Endurance	3.28	58	0.002
Agility	1.18	58	0.243
Throwing Accuracy	3.01	58	0.004
Batting Average	0.94	58	0.351

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As per the above-mentioned Table 1, the mean and standard deviation values of selected physical and performance variables of softball and baseball players were analysed. The results indicate that baseball players demonstrated higher mean values in height (172.45 ± 5.21 cm) and weight (68.52 ± 6.14 kg) compared to softball players, whose mean height and weight were 168.30 ± 4.87 cm and 64.10 ± 5.82 kg respectively. Similarly, the mean BMI of baseball players (23.02 ± 1.91 kg/m²) was slightly higher than that of softball players (22.56 ± 1.84 kg/m²). In terms of performance variables, baseball players showed better sprint speed (6.72 ± 0.41 sec) and faster reaction time (0.24 ± 0.03 sec) compared to softball players, who recorded mean values of 7.05 ± 0.38 sec and 0.27 ± 0.04 sec respectively. The endurance capacity (VO_2 max) was also higher among baseball players (52.18 ± 3.62) as compared to softball players (48.94 ± 3.15). Furthermore, baseball players demonstrated better agility performance (10.62 ± 0.51 sec) than softball players (10.84 ± 0.56 sec). With respect to skill-related variables, baseball players recorded higher throwing accuracy (7.86 ± 1.12) and batting average (0.294 ± 0.038) when compared to softball players, whose mean values were 6.90 ± 1.05 and 0.287 ± 0.041 respectively. Overall, the descriptive statistics suggest that baseball players exhibited superior physical and performance characteristics in most of the selected variables.

As shown in Table 2, an independent sample t-test was employed to determine whether significant differences existed between softball and baseball players with respect to selected physical and performance variables. The results revealed a statistically significant difference in height ($t = 3.12$, $p = 0.003$) and weight ($t = 2.89$, $p = 0.005$) between the two groups, indicating that baseball players were significantly taller and heavier than softball players. A significant difference was also observed in sprint speed ($t = 3.45$, $p = 0.001$), reaction time ($t = 2.76$, $p = 0.008$), endurance ($t = 3.28$, $p = 0.002$), and throwing accuracy ($t = 3.01$, $p = 0.004$), showing that baseball players performed significantly better in these variables. However, no statistically significant difference was found in BMI ($t = 1.01$, $p = 0.316$), agility ($t = 1.18$, $p = 0.243$), and batting average ($t = 0.94$, $p = 0.351$), as the obtained p-values were greater than the 0.05 level of significance. This indicates that both softball and baseball players possessed similar levels of BMI, agility, and batting performance. Overall, the findings from the independent sample t-test suggest that baseball players exhibit superior physical and selected performance attributes compared to softball players, while certain fundamental skills remain comparable between the two sports.

4. Discussion

The results of the present study indicate significant differences between softball and baseball players in selected physical and performance variables. Baseball players were found to be significantly superior in height, weight, sprint speed, reaction time, endurance, and throwing accuracy. These differences may be attributed to the power-oriented and high-intensity nature of baseball, which demands greater speed, strength, and neuromuscular efficiency (Baechle & Earle, 2008; Szymanski et al., 2011) However, no significant differences were observed in BMI, agility, and batting average, suggesting that these fundamental attributes are similar in both softball and baseball players. This may be due to common skill requirements and movement patterns shared by both sports (Hoffman, 2014). Overall, the findings emphasize the importance of sport-specific training to enhance performance according to the demands of each game.

5. Conclusion

Based on the results of the study, it can be concluded that Baseball players possess superior physical and performance characteristics in selected variables compared to Softball players. However, both groups demonstrate similar levels of agility and batting performance. The study highlights the importance of sport-specific training programs to enhance athletic performance.

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Original Article

Technological Innovations: During the Reign of Chhatrapati Shivaji Maharaj

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Abstract:

Technological innovation during the reign of Chhatrapati Shivaji Maharaj played a crucial role in the establishment and expansion of the Maratha Empire in the seventeenth century. Shivaji Maharaj demonstrated exceptional foresight by adopting and refining contemporary technologies to suit the geographical, political, and military needs of his kingdom. His strategic use of fort architecture, especially hill and sea forts, reflected advanced engineering knowledge that emphasized defense, surveillance, and efficient resource management.In the military domain, Shivaji Maharaj introduced innovative warfare techniques such as Ganimi Kava (guerrilla warfare), which relied on mobility, intelligence networks, and precise coordination rather than heavy weaponry. He also laid the foundation of a strong naval force to protect the western coastline, incorporating shipbuilding techniques and maritime defense systems that were uncommon among inland Indian rulers of the time. Additionally, administrative innovations in revenue collection, supply chains, and communication systems ensured sustainability and effective governance.

Overall, technological innovation under Shivaji Maharaj was not limited to tools and weapons but extended to systems, strategies, and organizational methods. These innovations enabled him to challenge powerful empires and establish a resilient and progressive state, leaving a lasting legacy in Indian history.

Keywords: *Chhatrapati Shivaji Maharaj, technological innovation, fort architecture, guerrilla warfare, Maratha Empire, naval development*

Introduction

The seventeenth century was a difficult period in Indian history marked by continuous wars, political instability, and power struggles among various kingdoms. Large empires such as the Mughals and Deccan Sultanates controlled vast territories and possessed strong armies. In such a situation, it was extremely challenging for a new and smaller kingdom to rise and survive. Chhatrapati Shivaji Maharaj emerged during this time as a dynamic and intelligent leader who understood the importance of planning, organization, and innovation. Shivaji Maharaj realized that fighting powerful enemies using traditional methods would not lead to success. The geographical conditions of the Deccan region—such as mountains, forests, narrow passes, and a long coastline—required a different approach. Therefore, he focused on developing innovative techniques that were suitable to the local conditions. These innovations were simple and based on knowledge. Technological innovation during Shivaji Maharaj's time was not limited to weapons or military tools. It included new ways of fighting wars, designing forts, building ships, managing administration, and communicating across regions. All these systems worked together and formed a strong foundation for the Maratha Empire. This project aims to study these innovations in detail and understand how they functioned effectively.

Historical Background and Need for Innovation

The political environment during Shivaji Maharaj's time was highly unstable. Powerful rulers such as the Mughal emperors and Deccan sultans mostly attacked smaller states to expand their territories.

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Shivaji Maharaj faced constant threats from these forces. Due to limited resources and manpower, he needed a different strategy to protect his kingdom.The natural landscape of Maharashtra played a major role in shaping innovation. Hills, valleys, dense forests, and rivers made it difficult for large armies to move freely. Shivaji Maharaj used this to his advantage by developing strategies that depended on speed, surprise, and local support. This situation created the need for technological innovation that was practical rather than complex.Another important reason for innovation was the participation of local people. Shivaji Maharaj encouraged farmers, craftsmen, engineers, and soldiers to contribute their skills. This helped in developing technologies that were easy to maintain and highly effective.

Military Innovation: Guerrilla Warfare System

One of the greatest innovations of Shivaji Maharaj was the introduction of *Ganimi Kava*, or guerrilla warfare. This method was completely different from traditional battlefield warfare used by large empires. Instead of fighting in open fields, Shivaji Maharaj's soldiers attacked the enemy unexpectedly and withdrew quickly.Small groups of trained soldiers were used for these operations. They were familiar with the local places and could move quickly through forests and hills. These soldiers targeted enemy supply routes, camps, and communication systems. This weakened the enemy without engaging in direct confrontation. This system worked effectively because of discipline, coordination, and intelligence gathering. Soldiers received proper training and followed strict rules. Light weapons were preferred, which increased mobility. Guerrilla warfare allowed the Marathas to defeat larger armies using fewer resources.

Fort Architecture and Defensive Technology

Fort construction was a major strength of Shivaji Maharaj's administration. He built, repaired, and strengthened many forts across the region. These forts were constructed on hills, plains, and along the coastline, depending on strategic needs.The forts were designed with advanced defensive features such as narrow entrances, zigzag pathways, high walls, towers, secret escape routes, water tanks, and food storage areas. These features helped forts survive long.Forts were not isolated structures but part of a connected defensive network. Information, soldiers, and supplies could be shared among nearby forts. This system made it very difficult for enemies to capture Maratha territory.

Naval Technology and Maritime Innovation

Shivaji Maharaj was one of the first Indian rulers to understand the importance of naval power. The western coastline of India was under constant threat from foreign powers such as the Portuguese, British, and Siddis. To protect coastal areas and trade routes, Shivaji Maharaj established a strong navy. He built shipyards and encouraged shipbuilding. Different types of ships were constructed for various purposes such as patrol, transport, and warfare. Sea forts like Sindhudurg and Vijaydurg were built with strong defensive structures. The naval system worked in coordination with coastal forts and local fishing communities. This helped in gathering information and protecting maritime interests. Shivaji Maharaj's naval policy was a major step toward coastal security in India.

Administrative and Communication Innovations

Technological innovation was also seen in administration. Shivaji Maharaj introduced an organized system of governance with clear roles and responsibilities. Revenue collection was systematic and fair, which reduced exploitation of farmers. Written records were maintained, and officials were regularly monitored. Communication systems were developed using messengers and signals between forts. This helped in quick transmission of information, especially during emergencies. These administrative innovations ensured stability and efficiency in governance. They helped in maintaining law and order and strengthened public trust in the administration.

Social and Economic Impact of Innovation

The technological innovations introduced by Shivaji Maharaj had a positive impact on society and the economy. Forts and naval protection ensured safety for traders and farmers. Efficient administration improved revenue collection and economic stability.Employment opportunities were created for artisans, shipbuilders, soldiers, and administrators. Local participation strengthened loyalty toward the Maratha state. These developments contributed to long-term growth and stability.

Long-Term Impact and Legacy

The innovative systems developed by Shivaji Maharaj continued to influence later Maratha rulers. His military strategies were studied and admired even by foreign powers. The emphasis on local resources and strategic planning remains relevant even today.Shivaji Maharaj's approach shows that innovation does not require advanced machinery but requires vision, leadership, and understanding of local conditions.

Conclusion

Technological innovation during the time of Chhatrapati Shivaji Maharaj played a crucial role in the establishment and success of the Maratha Empire. These innovations emerged from practical needs and were carefully designed to suit local conditions. His military, naval, architectural, and administrative systems worked together to create a strong and stable kingdom. Shivaji Maharaj's legacy stands as an inspiring example of how smart innovation can overcome powerful challenges.

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Original Article

Indian Digital Currency Transformed the Emerging Markets Economy and Trends

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Abstract

Central Bank Digital Currency (CBDC) is a digital form of money introduced to make financial transactions faster, safer, and more efficient. It aims to reduce cash dependency, lower transaction costs, and promote financial inclusion. However, challenges such as cybersecurity risks, digital literacy gaps, and privacy concerns must be addressed through strong regulations, advanced security measures, and public awareness programs. With proper implementation, CBDC can transform India's financial system, supporting a secure and cashless digital economy.Furthermore, the integration of blockchain technology ensures security and decentralization, fostering trust in digital payments. The rise of digital currency influences monetary policies, banking structures, and global trade dynamics, positioning India as a leader in fintech innovation. This paper explores the impact of India's digital currency on economic growth, financial stability, and evolving market trends. The study also examines potential challenges, including regulatory frameworks, cybersecurity risks, and the digital divide.

Keywords: *banking system, big tech, capital flows, digital currency, CBDC, cashless digital economy, financial inclusion, Secure digital economy.*

Introduction:

Central banks the world over have been providing trusted money to the public for centuries as part of their key roles and responsibilities. Trusted money issued by the central bank is a vital public good that underpins the modern financial system. Other than currency notes, most aspects of this financial system have been replaced or supplemented with digital and electronic versions of their paper counterparts. Evidence also suggests that the use of physical cash has declined in recent years – a trend that has been further reinforced by the Covid-19 pandemic. With rapid and profound changes taking place in payment systems, most central banks have started considering the benefits and challenges of issuing a digital version of fiat currency (i.e. a central bank digital currency (CBDC)). Before delving into the potential benefits of CBDCs, it is worthwhile to clarify the definition and nature of modern money and currency. Money has, historically, taken the form of either commodities with intrinsic value or debt instruments. When money does not have intrinsic value, it must represent title to commodities that have intrinsic value or title to other debt instruments. Paper currency is such a representative money, and it is essentially a debt instrument. The owner of the currency knows who owes them or who has the underlying liability. There is always an "issuer" of representative money. Typically, in modern economies, this "issuer" is the sovereign. While private issuance of money did exist in the past, it has given way over time to sovereign issuance for two reasons. First, being a debt issuance, private money is only as good as the credit of the issuer. With multiple issuers in the system, private currency therefore entails some intrinsic instability. Understanding currency as defined here, it is important to note that private virtual currencies are at substantial odds to the historical concept of money. They are not commodities or claims on commodities as they have no intrinsic value, and neither do they represent any person/institution's debt or liabilities.

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In the absence of fundamental intrinsic worth or trust, private currencies carry substantial risks, and financial stability risks from private digital currencies are likely to pose significant regulatory and supervisory challenges. We also note that if private digital currencies were given regulatory mandates, competitive forces could engender fragmentation in the payments ecosystem resulting in excessive market power and eventual deposit disintermediation. Currency backed by the sovereign, on the other hand, is more stable since the issuer in this case has better credit standing. Second, paper currency involves seignories – the difference between the intrinsic value and the representative value which accrues to the issuer. If currency is to serve the role of a public good, this seignories should ideally not accrue to any private individual to avoid problems of adverse selection. Therefore, in modern economies, currency is a form of money that is issued exclusively by the sovereign (or a central bank as its representative). It is a liability of the issuing central bank (and sovereign) and an asset of the holding public. Currency issued by the sovereign is fiat money. Hence, fiat money is government-issued currency that is not backed by a physical commodity such as gold or silver, but rather by the government that issued it. It is legal tender. Currency is usually issued in paper (or polymer) form.

In the case of CBDC, it will be issued in digital form. Thus, a CBDC is simply legal tender issued by a central bank in digital form. It is the same as a fiat currency and is exchangeable one-to-one with the fiat currency. There is now widespread interest in CBDCs for various reasons. In countries with high physical cash usage, CBDCs may provide a more efficient issuance channel. There also appears to be substantial public demand for digital currency that has manifested in the mushrooming of an array of private digital currencies. Issuing a CBDC may help provide a more stable alternative to such private currencies. Other potential benefits of CBDCs include better financial inclusion, and tackling money laundering and tax avoidance. India is leading the world in terms of digital payments innovations. Our payment systems are available 24/7, to both retail and wholesale customers, they are largely real-time, the cost of transactions is low, users have a large menu of options for making transactions and digital payments have grown at an impressive compound annual growth rate (CAGR) of 55% (over the last five years). 1 However, a pilot survey conducted by the Reserve Bank of India (RBI) on retail payment habits of individuals in six cities between December 2018 and January 2019 indicates that cash remains the preferred mode of payment and for receiving money for regular expenses, particularly for small-value transactions. 2 CBDC could target digitisation of these cash preferences. But preference for cash, for instance for its anonymity, can be redirected to acceptance of CBDC as long as anonymity is assured. India's high currency-to-GDP ratio holds another motivation for introducing CBDC. To the extent large cash usage can be replaced by CBDCs, the cost of printing, transporting, storing and distributing currency can be reduced. Another important consideration is related to satiating the public demand for virtual currency while preserving financial stability. CBDCs could provide the public with some of the uses that private virtual currencies provide – such as greater security and viability of holding currency. At the same time, it could also protect the public from the abnormal level of volatility some of these virtual currencies experience.

The RBI is currently working towards a phased implementation strategy and examining use cases which could be implemented with little or no disruption. Some key issues under examination include, inter alia: (i) the scope of CBDCs – whether they should be used only in retail payments or also in wholesale payments; (ii) the underlying technology – whether it should be a distributed or centralised ledger, for instance, and whether the choice of technology should vary according to use cases; (iii) the validation mechanism – whether token-based or account-based; (iv) the distribution architecture – whether direct issuance by the RBI or through banks; and (v) the degree of anonymity. The RBI has been considering pilot projects in CBDC in the wholesale as well as retail segments. Across both segments, the introduction of CBDC has the potential to provide significant benefits, such as reduced dependency on cash, higher seigniorage due to lower transaction costs and reduced settlement risk. Going forward, CBDCs would also potentially enable a more real-time and costeffective globalisation of payment systems.

Guiding principles of CBDC design and data governance

Various design choices for introduction of CBDCs are under active consideration at the RBI. The direct CBDC model would comprise accounts managed by the central bank, and the central bank itself would be responsible for managing all the payment services. The indirect model is identical to the arrangement for paper currency – the central bank issues CBDC through intermediaries, ie banks whose details are maintained in the central bank, and the public obtains CBDCs from the banks, as required. It is also possible to have a hybrid architecture with two components, ie central bank and intermediaries. It is understood that the direct model is attractive for its simplicity as it eliminates the need for an intermediary. However, this architecture is considered to require massive technological capabilities and may compromise the reliability, speed and efficiency of payment systems as the central bank would be the only entity handling payment services. It is the RBI's objective to work towards a phased implementation strategy for introduction of CBDCs and the related architecture shall be chosen accordingly.

While designing CBDCs, aspects of consumer protection and data privacy need to be of prime importance as robust privacy safeguards would be necessary for ensuring high acceptance. To this end, legislative as well as technological protections need to be put in place and continuously adapted alongside the introduction of CBDCs. Ensuring adequate internet infrastructure and improving digital literacy of the large populace would also be key. Other important considerations relate to the country's large geographical expanse and the reach of the banking system. Ensuring high standards of cyber security and parallel efforts on financial literacy is, therefore, essential for any

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country dealing with CBDC. Further, CBDCs are expected to coexist with other forms of currency and payment systems. Ensuring interoperability across different systems would be necessary for enhanced consumer experience and ease of transactions. Each jurisdiction will have to take a view on the model that is relevant and that can facilitate integration of CBDCs into its economy in a smooth and non-disruptive manner. A nuanced and balanced view has to be taken and a careful sequencing and learning from proofs of concept, pilots and other modalities are essential for this purpose.

Challenges of CBDCs for monetary policy, financial intermediation and financial stability

CBDCs may bring about a change in the behaviour of the holding public. The nature of that change cannot be gauged a priori given that there is little real-world evidence of CBDC use as of now. If there is overwhelming demand for CBDCs, and these are issued largely through the banking system, as is likely, more liquidity may need to be injected to offset the currency leakage from the banking system. The impact of CBDC on monetary transmission would clearly depend on the design and the degree of use. Further, CBDCs shall provide the public with the option to hold a sovereign-backed and secure instrument as compared to privately issued digital currencies that operate outside the purview of authorities. By making available a risk-free and stable alternative to the public, some central banks expect to tap into the increased interest in privately issued currencies, which are often associated with huge risks at multiple levels. Substitution of private currencies with CBDCs is expected to also make monetary policy more effective. CBDCs could be non-interest bearing like cash or they may carry positive interest rates, depending on the design choice of the issuing central bank. Even if they are non-interest yielding, still they are risk-free on account of being a central bank liability. Theoretically, a remunerated CBDC could pass on policy rate changes immediately to CBDC holders. However, beyond the theory, there are challenges and risks.

To be effective in transmitting policy rates, a remunerated CBDC would need to pay competitive rates and allow the public to hold significant amounts. This could exacerbate financial stability risks associated with disintermediating banks and making fund flows more volatile. 3 Also, if banks were to lose a significant volume of transaction deposits, which are typically low-cost sources of funds, their interest margin might come under stress leading to an increase in cost of credit. Availability of CBDC provides depositors with an easily accessible choice that can be quickly mobilised at a very low cost. If a bank comes under stress, flight of deposits could be much faster compared to cash withdrawal. A prospective flight of deposits would impact the financial system and possibly the wider economy. On the other hand, the simple availability of low-risk CBDCs might reduce panic “runs” since depositors would possess the assurance that they could withdraw their money quickly. However, in many jurisdictions, credible deposit insurance should continue to dissuade runs. Finally, securing monetary sovereignty is also one of the motivations behind introduction of CBDC in many countries. A risk of “cryptocurrencies” and foreign CBDCs is that domestic users adopt them in significant numbers and the use of the domestic sovereign currency dwindles, eventually compromising the domestic central bank’s control over monetary matters ((Brunnermeier et al (2019); G7 Working Group on Stablecoins (2019)). By offering an efficient and convenient CBDC itself, a central bank may reduce the risk of domination by alternative units of account.

CBDCs and financial inclusion

Despite various measures that have been undertaken to strengthen financial inclusion in India, there are still certain gaps in the usage of financial services that require attention from policymakers through necessary coordination and effective monitoring. With suitable design choice, CBDC may provide a safe and liquid governmentbacked means of payment to the public Some central banks view this as essential in a digital world in which cash use is progressively diminishing, especially in developing countries with low banking penetration. Since CBDC is a digital form of fiat currency, the government, and central banks, shall facilitate and strive to ensure its universal access and shall reach out to those customer segments that cannot be reached by existing private sector-led solutions. In a nutshell, the introduction of CBDCs has the potential to provide significant benefits, such as reduced dependency on cash, higher seigniorage due to lower transaction costs and reduced settlement risk. Introduction of CBDC is expected to lead to a more robust, efficient, trusted, regulated and legal tender-based payments option. There are associated risks, no doubt, but they need to be carefully evaluated against the potential benefits. It would be RBI’s endeavour to take the necessary steps which would reiterate the leadership position of India in payment systems. It is important to acknowledge that the introduction of CBDCs is neither a compulsion nor a “business as usual” decision. However, CBDC is likely to be in the arsenal of every central bank going forward. Whatever the decision taken or the model of CBDC adopted, it has to be well calibrated, properly structured, and nuanced in implementation, if the concomitant benefits are to be realised.

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Original Article

Rabindranath Tagore's Representation of Chhatrapati Shivaji Maharaj as a Strategic Genius

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Abstract

This paper explores how Rabindranath Tagore presents Chhatrapati Shivaji Maharaj as an ideal strategic leader in his poems Shivaji Utsav (1904) and Pratinidhi (1897). Tagore does not describe Shivaji only as a brave warrior or a regional king. He portrays him as a visionary who imagines unity in a fragmented land and who works with moral clarity and cultural responsibility. Through poetic images of lightning, flame, and awakening, Tagore shows that Shivaji's leadership grows from foresight, ethical duty, and spiritual strength. The poems suggest that true strategy is not limited to battlefield tactics but extends to inspiring people, protecting dharma, and shaping national consciousness. Tagore also uses Shivaji to address the colonial condition of India, urging readers to find courage and direction in their own history. By blending historical memory with nationalist emotion and spiritual symbolism, Tagore transforms Shivaji into a timeless model of leadership. His poetry therefore makes Shivaji relevant beyond the Maratha past and presents him as a guiding force for modern India's political wisdom and moral authority.

Keywords: *Leadership, Poetry, Indian, Unifying Power, Vision, Ethical Command*

1. Introduction:

Chhatrapati Shivaji Maharaj holds a central and enduring place in Indian history as the founder of the Maratha Empire and as a pioneer of indigenous self-rule. His leadership is notable not only for its military achievements but also for its strategic foresight, innovative guerrilla warfare techniques, effective administrative reforms, and strong moral governance. Shivaji's strategic vision allows him to anticipate the moves of his enemies, secure his territories, and unify diverse regions under the banner of Swarajya. His guerrilla tactics, including the use of forts, rapid troop movements, and intelligence networks, demonstrate a profound understanding of both geography and human psychology. Beyond military skill, Shivaji emphasizes ethical governance, promoting justice, equitable taxation, and the welfare of his subjects. These qualities collectively define him as a leader whose influence extends far beyond the battlefield.

Rabindranath Tagore, the first Asian Nobel Laureate in Literature, belongs to a different region and cultural background, yet he exhibits deep admiration for Shivaji Maharaj. Tagore's engagement with Shivaji is most visible in his poems *Shivaji Utsav* (1904) and *Pratinidhi* (1897), where Shivaji is not merely a historical figure from the Deccan region but a pan-Indian symbol of visionary leadership. In these works, Tagore portrays Shivaji as a strategist whose courage, discipline, and ethical principles serve as timeless models for leadership. Tagore's poetic imagination elevates Shivaji from the confines of historical narrative to a symbolic figure capable of inspiring diverse audiences across India. The poems celebrate not only his military exploits but also his moral authority, strategic foresight, and the ability to unite people under a shared vision of freedom. Tagore composes these poems during the colonial period, when India faces challenges to political freedom and cultural self-respect.

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Under British rule, many regions of India experience subjugation, cultural erosion, and political disempowerment. In this context, Shivaji emerges as a metaphor for resistance against domination, strategic thinking in the pursuit of justice, and unity in the face of division. Tagore's choice of Shivaji reflects a conscious effort to provide contemporary Indians with a model of leadership that integrates courage, intelligence, ethics, and cultural pride. By invoking Shivaji, Tagore encourages a reflection on the principles of Swarajya, moral responsibility, and collective action.

Thus, Tagore presents Chhatrapati Shivaji Maharaj not only as a historical hero but also as an ideal strategic leader whose vision and ethics offer guidance for modern India. Shivaji's life, as celebrated in Tagore's poetry, becomes a source of inspiration for leadership that combines foresight, courage, moral integrity, and national unity. Through this literary representation, Tagore bridges regional history and pan-Indian consciousness, reminding readers of the enduring relevance of principled and strategic leadership.

2. Review of Literature

Scholars agree that Shivaji represents indigenous statecraft and resistance to imperial domination. **Jadunath Sarkar** explains that Shivaji's leadership rests on tactical mobility, administrative innovation, and moral legitimacy (Sarkar 112). **A. R. Kulkarni** states that Shivaji establishes a new political culture based on Swarajya and public accountability (Kulkarni 67).Tagore's poetry often draws upon historical figures to express ethical and national ideals. **Krishna Dutta** observes that Tagore treats history as a ***"moral reservoir rather than a chronological record"*** (Dutta 54). **Sabyasachi Bhattacharya** explains that Tagore's nationalist poetry seeks unity beyond provincial boundaries and encourages Indians to find inspiration in their shared past (Bhattacharya 88).Studies on Tagore's engagement with Shivaji remain limited. **Partha Chatterjee** remarks that *Shivaji Utsav* is Tagore's attempt to awaken Bengali admiration for non-Bengali heroes and thus promote national integration (Chatterjee 103). **Sujit Mukherjee** highlights that Tagore's portrayal of Shivaji stresses ethical leadership rather than military conquest (Mukherjee 141).

However, existing literature rarely analyses Shivaji as a strategic leader in Tagore's poetry. This paper fills that gap by examining how Tagore constructs strategic leadership through poetic images, moral imperatives, and cultural symbolism.

3. Conceptual Framework:

The paper applies three interrelated concepts to interpret Rabindranath Tagore's poetic representation of Chhatrapati Shivaji Maharaj. Strategic leadership explains how **Shivaji unites long-term vision, ethical responsibility, and practical political action** in Tagore's poems. **Cultural nationalism** clarifies how Tagore uses literature to create a shared Indian consciousness that transcends regional boundaries and colonial divisions. **Poetic symbolism** reveals how historical reality transforms into moral and cultural meaning, as Shivaji appears not only as a warrior-king but also as an enduring emblem of unity, courage, and righteous governance. Together, these concepts allow a holistic reading of leadership as political, cultural, and ethical force.

4. Representation of Chhatrapati Shivaji Maharaj as a Strategic Genius:

a) Visionary Foresight:

Rabindranath Tagore portrays Chhatrapati Shivaji Maharaj as a leader whose vision transcends immediate circumstances and perceives the broader needs of society. In *Shivaji Utsav*, Tagore writes, ***"Shall I bind the scattered parts of this land for eternity?"*** **(Tagore, *Shivaji Utsav*).** This rhetorical question reveals Shivaji's awareness of a fragmented political landscape and his aspiration to create enduring unity. Unlike ordinary rulers who focus solely on momentary gains or localized authority, Shivaji demonstrates foresight that anticipates the long-term stability and welfare of his people. Tagore emphasizes that true strategic leadership involves imagining a future that does not yet exist and taking deliberate steps to make it possible.

In this poetic depiction, Shivaji's vision is not limited to military conquest or territorial expansion. It encompasses a moral and cultural unification, where disparate communities and regions find cohesion under principles of justice, order, and collective identity. Tagore's use of the word "bind" suggests deliberate effort, planning, and the exercise of wisdom, reflecting that strategic foresight combines ethical intent with practical action. Furthermore, the phrase "for eternity" elevates Shivaji's mission from a temporal or political ambition to a historical and almost timeless endeavor, indicating that his vision is both pragmatic and idealistic. Through this portrayal, Tagore presents strategic foresight as a defining characteristic of leadership: the ability to perceive the potential of a unified and harmonious society and to inspire others to work toward its realization, long before external conditions make such unity possible. Shivaji's foresight, as depicted by Tagore, becomes a model for visionary leadership across generations.

b) Leadership as Moral Duty:

In *Pratinidhi*, Rabindranath Tagore emphasizes that true leadership transcends mere possession of power or military skill; it is inseparably linked with ethical responsibility. The line, ***"You will follow the Raj-dharma as though it were my karma"*** **(Tagore, Pratinidhi),** encapsulates this philosophy, presenting Shivaji Maharaj not only as a political and military strategist but also as a morally grounded ruler. Here, *Raj-dharma* refers to the moral law of kingship, the principle that a ruler's decisions must align with justice, fairness, and the welfare of the people. Tagore suggests that Shivaji's strategic choices—his wars, alliances, and administrative reforms—are informed by a higher ethical framework rather than personal ambition.

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By equating leadership with adherence to *Raj-dharma*, Tagore highlights the integration of strategy and morality. Shivaji's tactical foresight is meaningful because it serves a larger ethical purpose: the protection of his subjects, the establishment of Swarajya, and the preservation of social and cultural values. Strategy devoid of morality risks exploitation and tyranny, whereas ethical leadership ensures that power benefits society.

Furthermore, Tagore's phrasing, "as though it were my karma," implies personal accountability and internalization of moral responsibility. It elevates leadership from a public role to a moral vocation, where every decision bears consequences for both the leader and the community. In this way, *Pratinidhi* presents Shivaji as an exemplar whose strategic acumen is inseparable from ethical duty, illustrating that sustainable and respected leadership emerges from the harmonious blend of power and principle.

c) Inspirational Command:

In *Shivaji Utsav*, Rabindranath Tagore does not describe Shivaji only as a historical hero; he directly commands his readers to imitate him. The repeated appeal, ***"O Bengalis, follow him, follow him. Follow Shivaji"*** **(Tagore, *Shivaji Utsav*),** functions as a call to moral and national awakening. Tagore deliberately addresses the Bengali community, which is geographically distant from Maharashtra, to emphasize that Shivaji's leadership transcends regional boundaries. This exhortation transforms Shivaji from a Maratha ruler into a national symbol whose strategic qualities deserve universal admiration.

The use of repetition in the command strengthens its emotional force and urgency. Tagore wants his audience not merely to admire Shivaji but to internalize his leadership principles such as courage, self-discipline, and dedication to Swarajya. By urging people to "follow" Shivaji, Tagore implies that strategic leadership operates through example rather than coercion. The leader shapes society by inspiring others to act with clarity and purpose. Thus, Shivaji becomes a living model whose strategic vision influences social behavior, encouraging unity, resistance to injustice, and a collective commitment to national regeneration.

d) Strategic Resistance:

Rabindranath Tagore presents the resistance of Chhatrapati Shivaji Maharaj as a powerful natural force rather than as a routine political struggle. The line ***"Your thunder-flame inscribed across the horizons"*** **(Tagore, *Shivaji Utsav*)** combines the images of thunder and fire to describe the sudden and overwhelming impact of Shivaji's actions. Thunder suggests sound, shock, and fear, while flame signifies energy, purification, and irreversible change. By merging these two elements, Tagore depicts Shivaji's resistance as an unexpected and transformative force that no empire can ignore.

This imagery conveys that Shivaji does not confront tyranny through slow or passive means. His strategy is dynamic and disruptive. Like a lightning strike, his actions surprise the enemy and destabilize established power structures. At the same time, the flame is not only destructive; it also illuminates darkness. Therefore, Shivaji's leadership does not merely destroy oppressive authority but also creates the conditions for freedom and renewal.

Through this metaphor, Tagore elevates resistance from military conflict to moral revolution. Shivaji becomes a symbol of strategic resistance that shakes imperial control while awakening hope among the oppressed. Tagore thus celebrates resistance as both a necessary destruction of injustice and a creative force that leads toward self-rule and dignity.

e) Unifying Power:

In *Shivaji Utsav*, Rabindranath Tagore presents Chhatrapati Shivaji Maharaj not merely as a regional hero of the Maratha kingdom but as a symbol of pan-Indian unity. The line, ***"With the Marathis, O Bengalis, speak with one voice"*** **(Tagore, *Shivaji Utsav*),** exemplifies this vision by directly addressing his Bengali audience while invoking solidarity across cultural and linguistic divides. Tagore elevates Shivaji's strategic leadership from the battlefield to a broader cultural and moral plane, where the ability to unite diverse communities becomes as significant as military prowess. By doing so, Shivaji's leadership embodies a model for collective action, emphasizing collaboration and shared purpose over parochial interests. This portrayal resonates particularly in the context of early 20th-century India, when regional identities often risked overshadowing emerging nationalist consciousness. Through Shivaji, Tagore illustrates that strategic leadership involves creating cohesion, inspiring loyalty, and fostering a sense of common destiny. The unifying power depicted here is thus not merely symbolic; it reflects an ethical and political strategy that dissolves boundaries, cultivates mutual respect, and mobilizes people toward shared objectives. Tagore's poetry frames Shivaji as a national integrator whose influence transcends time, geography, and language.

f) Spiritual Strategy:

In *Shivaji Utsav*, Rabindranath Tagore associates Chhatrapati Shivaji Maharaj with spiritual energy, presenting his leadership as more than mere political or military skill. The line, ***"Like an epoch-ending lightning-fire"*** **(Tagore, *Shivaji Utsav*),** conveys a force that is both powerful and transformative, suggesting that Shivaji's actions are guided by a higher moral and cosmic order. This metaphor elevates his strategic acumen from conventional warfare to a form of divine mission. Tagore implies that Shivaji's victories are not solely the result of tactical planning but emerge from an alignment of ethical purpose, courage, and historical destiny.

The "lightning-fire" embodies sudden, decisive action, but its spiritual undertone connects this action to a greater purpose—liberation, justice, and the preservation of dharma. Through this imagery, Tagore portrays leadership as inseparable from moral responsibility; a successful ruler must harmonize strategy with conscience. Shivaji's campaigns, therefore, are not only practical maneuvers but also ethical imperatives with cosmic significance. Tagore's

spiritual strategy presents a vision of leadership where destiny, ethics, and action converge, inspiring followers to perceive political engagement as a sacred duty that transcends personal ambition.

g) Continuity of Leadership:

Rabindranath Tagore emphasizes the continuity of leadership by presenting Chhatrapati Shivaji Maharaj as a figure whose influence transcends his historical period. In *Shivaji Utsav*, Tagore writes, ***"O Maharaj, awaken in us again the strength to guard our dharma"*** **(Tagore, Shivaji Utsav),** urging the current and future generations to draw inspiration from Shivaji's moral and strategic vision. This line reflects the idea that leadership is not limited to temporal authority; it extends as a guiding principle for communities and nations. Shivaji's strategies, rooted in ethical governance, strategic foresight, and cultural unity, become a template for addressing contemporary challenges. By invoking Shivaji, Tagore implies that the lessons of leadership—discipline, courage, and ethical responsibility—remain relevant across time. Leadership, therefore, is dynamic; it survives through memory, literary commemoration, and moral example. Shivaji's legacy, as framed by Tagore, continues to guide political, social, and cultural action, reminding individuals that true leadership is measured not by power alone but by the enduring inspiration it provides.

h) Ethical Command:

In *Pratinidhi*, Tagore emphasizes ethical command through the repeated line, ***"You will follow the Raj-dharma"*** **(Tagore, *Pratinidhi*).** This repetition highlights that Shivaji Maharaj's leadership is inseparable from moral responsibility. Unlike mere military or political prowess, his strategic decisions are guided by an ethical framework, ensuring justice, fairness, and the welfare of his people. Tagore portrays Raj-dharma as a principle that governs not only Shivaji's actions but also sets a model for future leaders, suggesting that true leadership combines power with righteousness. By reinforcing this line, Tagore communicates that the effectiveness of strategy depends on moral legitimacy. Ethical command becomes a foundation for sustainable leadership, where decisions are evaluated not only for their tactical success but also for their alignment with duty and dharma. Shivaji's vision, therefore, is both strategic and ethical.

5. Discussion:

Rabindranath Tagore's representation of Chhatrapati Shivaji Maharaj in his poetry blends history, nationalism, and spirituality to create a multidimensional image of leadership. Tagore does not present Shivaji merely as a military hero; he emphasizes his qualities as a strategic visionary whose actions are guided by foresight, ethical responsibility, and cultural consciousness. By integrating **moral responsibility** into Shivaji's leadership, Tagore highlights that strategy is inseparable from ethics. Shivaji's decisions are not driven by personal ambition or mere conquest; they are shaped by a sense of duty toward his people and his land. This ethical dimension elevates him from a historical figure to a moral exemplar, whose leadership becomes instructive for contemporary and future generations.

Tagore also emphasizes **cultural unity** in Shivaji's vision. In his poems, Shivaji emerges as a unifier who transcends regional and linguistic barriers. By encouraging collective identity and shared purpose, Tagore portrays strategic leadership as a force that binds diverse communities. Moreover, Shivaji embodies **inspirational authority**; his courage, determination, and foresight motivate people to participate in the larger goal of self-rule. Tagore further imbues Shivaji with **spiritual symbolism**, linking his strategic actions to a higher moral and cosmic order. In doing so, Shivaji's leadership acquires a timeless and universal quality. This synthesis of strategy, ethics, cultural vision, and spirituality positions Shivaji as a model leader, whose relevance extends beyond his historical context to colonial and postcolonial India, offering guidance for both moral governance and nation-building.

6. Conclusion

This paper shows that Rabindranath Tagore represents Chhatrapati Shivaji Maharaj as a strategic leader whose power arises from vision, ethics, and cultural unity. Through *Shivaji Utsav* and *Pratinidhi*, Tagore transforms Shivaji into a pan-Indian symbol of resistance and moral governance. His poetry continues to shape national imagination by presenting leadership not merely as political authority but as ethical and spiritual responsibility.

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Original Article

Communication Networks and Information Flow in Shivaji Maharaj's Administration: A Pre-Modern Governance Model

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Abstract

Effective governance, regardless of historical period, is reliant and enabled by efficient communication and timely information flow. Chhatrapati Shivaji Maharaj established this very organised system of administration and communication with concrete communication networks and intelligence in the seventeenth century. Even with the limitations of available technology, his administration was able to transmit military, financial, and administrative information quickly across a geographically dispersed and diverse region. This research paper focuses on the nature, structure and effectiveness of communication networks and information flow based on Shivaji Maharaj Swarajya and in some ways acts like a pre-modern (Indic) political governance model. Drawing on secondary historical material bakhars, gazetteers, colonial writings, and modern historical analyses the study illustrates how messenger systems, fort-based communication nodes, intelligence units, and decentralised administration facilitated faster decision-making, thereby facilitating crisis response.

Keywords: *Communication Networks, Information Flow, Shivaji Maharaj, Pre-Modern Governance, Administration, Intelligence System*

1. Introduction

Military history has shown that everything indeed pivots on communication as an essential governance function, particularly in turbulent political landscapes with military operations in quantitative and qualitative military aspects combined with geographical difficulties functional. In seventeenth-century India, much of governance was realized through personal authority, and power was reliant on the slow pace of information and fragmented administrative organization (Sardesai, 2002). It was against this background that an extremely adaptive administration based on on time information and regimented communication channels was created by Chhatrapati Shivaji Maharaj (Duff, 1921). His Swarajya was spread over mountainous, forest, river basin and coastal areas, thus communication was critical for administrative purpose (Government of Maharashtra, 1977). Rather than leveraging feudal proxies as was the case with many contemporary rulers, Shivaji Maharaj adopted a decentralised yet highly synchronised governance model. The speed with which orders were issued from the Raigad capital and communicated to forts, military commanders, village officials and intelligence agents is remarkable (Kulkarni, 2018). Communication was not

2. Research Methodology

The present study is based entirely on secondary sources, following a descriptive and analytical research design. Historical interpretation and comparative analysis methods have been used to understand administrative communication mechanisms (Kulkarni, 2018).

Sources Used:

Historical bakhars such as Sabhasad Bakhar and Chitnis Bakhar
British-era gazetteers of Maharashtra

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Works of modern historians and scholars
Ph.D. theses and peer-reviewed research articles on Maratha administration
The collected data has been critically analysed to avoid mythological exaggeration while retaining historical authenticity (Sardesai, 2002).

3. Data Collection

Data for this study was collected from published books, archival gazetteers, edited bakhar translations, and academic theses. Since quantitative data from the seventeenth century is limited, proxy indicators and analytical tables have been used to demonstrate administrative efficiency and communication density (Duff, 1921).

4. Communication Infrastructure in Shivaji Maharaj's Administration

Shivaji Maharaj developed a multi-layered communication system linking forts, military camps, villages, ports, and the capital. Forts acted not only as military bases but also as administrative and communication hubs (Government of Maharashtra, 1977).

Table 1: Major Communication Nodes in Swarajya

Node	Type	Function	Frequency of Communication
Raigad	Capital Fort	Central administration	Continuous
Rajgad	Strategic Fort	Military & admin orders	Daily
Pratapgad	Border Fort	Intelligence reporting	Frequent
Sindhudurg	Naval Fort	Coastal surveillance	Regular

Source: Compiled from Duff (1921), Sardesai (2002), Kulkarni (2018)

Orders were transmitted through trusted messengers (harkaras), horse riders, and local officials. Redundancy was built into the system to avoid information loss during war or natural calamities (Sabhasad Bakhar, 2006).

4.1. Structure of Communication Networks in Shivaji Maharaj's Administration

4.1.1. Fort-Centric Communication Nodes as Administrative Hubs

Shivaji Maharaj had a great way of communicating with his people. The forts played a role in this. They were not for the army but also for the people who worked for Shivaji Maharaj to share information and make decisions. This was different from kingdoms where only the king and his court could send messages. Shivaji Maharaj made his forts important places where people could work together plan battles and share news. Each big fort was connected to Shivaji Maharaj and also to the forts nearby so they could always talk to each other. Share what was happening. Shivaji Maharaj and his forts were really good, at sharing information and working together. The people in charge of forts called Killedars had to send in reports all the time about the troops moving how supplies were doing how much money was coming in and if the area was safe.This way of doing things made sure that the people in power were not just in one place but all over so even if there was a war or the capital was in trouble things could still keep going.

Scholars say that this system of talking between forts was really good for Swarajya it helped them work well even when the capital was, in danger like Gordon said in 1993. The geographical placement of forts along hill ranges and coastal belts further enhanced surveillance and rapid information relay (Government of Maharashtra, 1977).

4.1.2. Messenger and Relay System for Rapid Information Transmission

The messenger system was really important for Shivaji Maharajs administration. He used trusted messengers who worked together to make sure that important messages got through quickly. These messages could be orders, information or warnings, about something bad happening. The messengers had to be loyal, strong and know the area very well.Shivaji Maharaj did not want to send messages through one person so he sent them through many different routes. This way even if one messenger got stopped the message would still get through. The messenger system was a part of how Shivaji Maharaj communicated with his people. Shivaji Maharaj understood that having ways to send a message was a good idea so he used this method to keep everyone safe and informed. Relay stations near villages and forts enabled quick transfer without exhausting individuals. Historical research suggests that this system allowed information to travel faster than that of contemporary Mughal administration in the Deccan region (Sen, 1928). Such efficiency was crucial for surprise military tactics, revenue enforcement, and administrative supervision, making communication a strategic asset rather than a mere logistical necessity.

4.1.3. Integration of Local Administrative Units into Information Flow

Shivaji Maharaj had a good system of communication. He made sure that people in villages and other areas were connected to the information network. There were officials like Deshmukhs, Deshpandes, Patils and Kulkarni village officers who did not just collect money from people. They also gave information to Shivaji Maharaj.They had to tell him about how the crops were doing if people were moving from one place to another and if there were any problems in the area. They also had to inform him about any threats.

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This way Shivaji Maharaj always knew what was happening on the ground. The information came from the bottom, which means it came from the villages and other areas and went up to the administration. This helped Shivaji Maharaj to make decisions, about Shivaji Maharaj's kingdom. Such decentralised reporting reduced dependence on elite intermediaries and strengthened state–society relations. Studies highlight that this participatory information structure enhanced administrative accountability and reduced corruption (Ranade, 1999). By institutionalising communication at the grassroots level, Shivaji Maharaj ensured that governance was responsive, inclusive, and informed—qualities central to modern administrative theory.

5. Flow of Information between Forts, Administrative Units, and the Central Authority in Shivaji Maharaj's Administration

5.1. Vertical Information Flow: From Local Units to the Central Authority

The way Shivaji Maharaj ran things made sure that information went up from the villages and smaller areas to the people in charge at Raigad in a very organized way. People like Patils, Deshmukhs and Havaldars who worked locally had to send in reports all the time about how much money was being collected how the crops were doing what people were complaining about and if there were any security problems.These reports went through the people in charge of the forts, who helped get the information from the people to the main government. This system of reporting helped make sure that the information was correct and that everyone was doing their job properly. Shivaji Maharajs system was very good at making sure that information from the villages and smaller areas got to the people, in charge at Raigad without any problems. Importantly, the central authority relied on verified information before issuing policy directives or military orders, indicating an early form of evidence-based governance. Historical studies suggest that this system helped Shivaji Maharaj maintain direct oversight over distant territories without excessive dependence on hereditary elites (Gordon, 1993). Such vertical integration of information strengthened administrative cohesion and improved responsiveness across the Swarajya.

5.2. Horizontal Information Exchange among Forts and Regional Centres

Shivaji Maharajs administration did something smart. They made sure that information was not just going up and down but from one place to another like from one fort to another and between regional centres. They had a system where forts could talk to each other and share information about what the enemy was doing if they had enough food and water and if there were any problems in the area. This way the forts did not have to wait for orders from the authority to make small decisions and they could react quickly in case of an emergency. Scholars think that this way of communicating, where forts could talk to each other directly was very important when Shivaji Maharaj was fighting wars in areas, with lots of mountains and forests where waiting for orders could be very bad. Shivaji Maharajs administration and the forts were able to work better because of this. Fort commanders exercised limited autonomy while remaining accountable to the central authority, ensuring flexibility without fragmentation. This networked structure resembles modern decentralised administrative systems, where regional units collaborate while adhering to central guidelines. The ability of forts to exchange information independently enhanced resilience and operational efficiency within the Swarajya.

5.3. Feedback Mechanisms and Decision-Making at the Central Level

Shivaji Maharajs administration had a way of dealing with information. They made sure to check and double check the information they got from forts and other administrative units. Shivaji Maharajs administration used spies and other secret ways to confirm the information before making any decisions. This helped reduce mistakes and made sure the policies were really effective.The Ashta Pradhan Mandal was very important in understanding the reports and giving advice to Shivaji Maharaj. This helped make sure that decisions were not just made by one person. By a group of people which is a good way to make sure everyone is, on the same page. Historical research indicates that this feedback-based system enabled Shivaji Maharaj to revise strategies swiftly in response to changing ground realities (Deshpande, 2011). Rather than issuing rigid commands, the central authority adjusted policies based on continuous information inflow, reflecting administrative adaptability. This feedback-oriented governance approach parallels modern public administration practices, where policy formulation relies on continuous monitoring and evaluation.

Table 2: Estimated Messenger Response Time (Analytical Table)

Distance	Mode	Approx. Time
50 km	Horse messenger	8–10 hours
100 km	Relay system	18–24 hours
Fort-to-Fort	Signal + messenger	Same day

This efficiency allowed the administration to respond swiftly to enemy movements, revenue issues, and local grievances (Duff, 1921).

6. Intelligence Network and Information Accuracy

Shivaji Maharaj placed extraordinary emphasis on intelligence collection. Agents known as bahirji, guptchar, and khoj gathered information from enemy camps, markets, ports, and villages (Kulkarni, 2018). Unlike ad-hoc spying,

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this system was institutionalised and integrated into governance.Information was cross-verified before action, reducing misinformation and administrative errors (Sabhasad Bakhar, 2006). This practice closely resembles modern intelligence validation protocols.

6.1. Role of Intelligence and Messenger Systems in Governance and Military Strategy under Shivaji Maharaj

6.1.1. Intelligence Networks as the Foundation of Strategic Governance

Shivaji Maharaj had a good system of gathering information. This was a part of how he governed and planned his military moves. He had a lot of spies and informants who worked in areas controlled by his enemies in trade centres at ports and near the borders. These spies and informants collected all sorts of information about the movements of enemy armies. They also found out about the alliances that were being formed the state of the economy and how people were feeling. Shivaji Maharajs administration used this information to prepare for threats. This meant they could act before problems arose than just responding to them after they happened. Shivaji Maharajs intelligence gathering was very important, to his success. Historical studies indicate that intelligence inputs were carefully verified through multiple sources before strategic decisions were taken, reflecting an early form of intelligence validation (Gordon, 1993). This emphasis on accuracy enhanced administrative efficiency and reduced the risks of misinformation. By integrating intelligence into routine governance, Shivaji Maharaj ensured that policy decisions were grounded in real-time ground conditions, strengthening both state security and administrative control.

6.1.2. Messenger Systems as Instruments of Rapid Command and Control

Messenger systems were really important for getting things done quickly. Shivaji Maharaj had messengers who were trained and loyal to him. They would travel on foot or on horseback. Sometimes they would use a relay system to cover a lot of ground in an amount of time. These messengers carried a lot of things like military orders and information about what was going on. They also carried instructions about money and messages from one leader to another. To make sure the messages got through Shivaji Maharaj would send the message many different ways. This way if one messenger got stopped or delayed the message would still get through because another messenger was sending the thing. Messenger systems, like this were a part of how Shivaji Maharaj could make decisions and get things done quickly. Research suggests that this system allowed Shivaji Maharaj to conduct surprise attacks and rapid troop movements, giving him a strategic advantage over larger imperial forces (Sen, 1928). Beyond military use, messengers ensured administrative continuity by maintaining regular communication between the centre and regional units. Their role demonstrates that effective governance in pre-modern states relied heavily on human reliability and institutional discipline rather than technological sophistication.

6.1.3. Integration of Intelligence and Messengers in Military Strategy

Shivaji Maharaj had a good system for his administration. He made sure that people who gathered information and messengers who delivered messages worked well with the military. This meant that important information got to the leaders very quickly so they could make changes to their plans right away. Shivaji Maharaj used this system to fight in a way with surprise attacks and quick withdrawals. This is how the Maratha army was so successful. Some people think that Shivaji Maharaj was able to do a lot with a little because his spies and messengers worked well together and this gave him an advantage, over his enemies as Ranade said in 1999. The same mechanisms also played a role during natural calamities and internal disturbances, where quick dissemination of information was essential for relief and administrative response. This integrated intelligence-communication framework reflects principles found in modern military command-and-control systems, underscoring the timeless relevance of Shivaji Maharaj's strategic governance model.

7. Comparison of Shivaji Maharaj's Information Management Practices with Modern Administrative Systems

7.1. Decentralised Information Management: Swarajya and Modern Administrative Federalism

Shivaji Maharaj had a way of managing information that was not controlled by one power. This is similar to the way modern countries are managed where power is divided between national governments. In the kingdom of Swarajya the people in charge of forts, provinces and villages were like their little information centers. They would send reports about what was happening in their areas. They had some power to make decisions on their own. This is like what happens in governments, where local areas collect information and make decisions based on the rules of the whole country. Shivaji Maharaj did things differently than leaders of his time who had very strict control over everything. He made sure that information could flow easily from the top to the bottom and from the bottom to the top which made it easier to manage the kingdom of Swarajya. Shivaji Maharajs system was very flexible which is one reason it was so successful. The way Shivaji Maharaj managed information, in Swarajya is still a topic today. Contemporary scholars argue that decentralisation enhances administrative efficiency by reducing information bottlenecks and improving responsiveness (Bayly, 1996). Modern public administration similarly emphasises decentralised governance to improve service delivery and accountability. The key difference lies in technology—while modern systems rely on digital platforms, Shivaji Maharaj's system depended on human networks—yet the administrative logic remains strikingly similar.

7.2. Information Verification and Accuracy: Pre-Modern Validation and Modern Data Governance

Shivaji Maharaj was really good at managing information. He made sure to check and double check everything. When Shivaji Maharaj got reports he did not just act on them away. He looked at what many people said

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before he made a decision. This is similar to what we do today with information. We want to make sure the information is good and correct. So, we have people who check the information to make sure it is accurate. We also have systems that watch what is going on and make sure everything is okay. This helps us make decisions when we are making policies for Shivaji Maharajs kingdom or for any place because we are using good information from many sources, like Shivaji Maharaj did. Historical research highlights that misinformation posed a serious threat in pre-modern warfare and governance, making verification essential (Subrahmanyam, 2005). Shivaji Maharaj's insistence on verified intelligence reduced administrative risk and strengthened strategic outcomes. While modern systems employ algorithms and digital analytics, the underlying principle—decision-making based on reliable information—remains consistent across centuries.

7.3. Speed of Information Flow: Human Networks versus Digital Systems

Speed is really important when it comes to managing information whether we are talking about the past or the present. Shivaji Maharajs administration was very good at sending messages. They used people who would run from one place to another to deliver messages they built forts in locations and they had people in each area who would report what was happening. This way they could send information to other places on the same day even if those places were very far away. Now things are different. We have systems that use computers and the internet like special websites for governance satellites that can send messages from space and big databases that are always up, to date. However, scholars argue that technological speed does not automatically translate into effective governance unless institutional coordination exists (Heeks,2006). Shivaji Maharaj compensated for technological constraints through organisational efficiency and disciplined human networks. This comparison demonstrates that administrative effectiveness depends not only on technological tools but also on system design and human reliability.

7.4. Crisis Information Management: Warfare, Disasters, and Modern Emergency Governance

Crisis management is really important. It shows us that Shivaji Maharajs way of collecting and using information is very similar to what modern governments do. When there were wars or famines or problems in areas Shivaji Maharajs kingdom, Swarajya made sure to get information quickly and tell the military and other people in charge right away. They got information from forts on the borders and from the areas that were affected which helped them make decisions move troops and provide help to people who needed it.

Modern governments do things in a way when there is a crisis. They have centres that deal with emergencies, systems that warn them of potential problems and ways for different agencies to work together. Crisis management is a part of what Shivaji Maharajs information practices and modern administrative systems have, in common. Historical governance studies suggest that Shivaji Maharaj's administration displayed high adaptive capacity during crises, a trait valued in modern resilience-based governance models (Richards, 1995). The comparison reveals that while tools have evolved, the administrative requirement for timely, accurate, and coordinated information during crises remains unchanged.

Table 3: Conceptual Comparison

Aspect	**Shivaji Maharaj's System**	**Modern Administration**
Communication Mode	Messengers & signals	Digital platforms
Structure	Decentralised	Decentralised
Feedback	Continuous reporting	Real-time feedback
Crisis Response	Rapid mobilisation	Emergency protocols

This comparison demonstrates that while technology has evolved, core governance principles remain consistent (Kulkarni, 2018).

8. Discussion

The study shows that Chhatrapati Shivaji Maharajs administration worked because of a system to manage information. This system was not about one person making all the decisions. In Swarajya the government made sure to collect information check if it was correct and then share it with all the different levels of administration.

Chhatrapati Shivaji Maharajs administration used this information to make decisions. They did not just rely on the power of one person to make decisions. This was different from what many other states did, at that time. Chhatrapati Shivaji Maharajs administration was better because it used a system of information management. The focus on getting information from forts local officials and spies shows that Shivaji Maharaj understood the importance of making decisions based on facts. This is something that experts in administration think is very important today.Shivaji Maharajs way of governing was very good because he combined the military, the government and the spies into one system. He made sure that information about the enemy, money, farming and how people were behaving was all looked, at together. Shivaji Maharaj did not look at each piece of information separately. Rather he looked at how they all fit together to get a complete picture of what was going on. This was a part of Shivaji Maharajs governance model. This system really helped the people, in charge work better and it allowed the state to deal with new problems as they

came up. If we look at what happened in the past, we can see that this system of sharing information helped Swarajya stay stable even when they did not have a lot of resources and other countries were always trying to cause trouble (Gordon, 1993). Swarajya was able to do this because the system worked well.

Decentralised decision making is really good for the people in charge. It means that the people running the forts and the people in charge of the regions can make decisions based on what's happening around them. They still have to answer to the people in charge but they have the power to act quickly. This is of like how things work today. We want the people in charge to be able to make decisions easily without having to wait for someone else to tell them what to do.Some experts think that when we give people power to make decisions it helps to stop things from getting delayed. It also helps us to respond better when there is a crisis especially when we are dealing with an area. Decentralised decision making is a thing and it can really help the people, in charge to do their jobs better. For example, a scholar named Heeks wrote about this in 2006. Overall, the study highlights that Shivaji Maharaj's administration anticipated several core principles of contemporary governance, including decentralisation, feedback mechanisms, and inter-departmental coordination. The resilience of Swarajya during wars and crises can thus be attributed not only to military skill but also to a robust information-driven administrative structure. This reinforces the argument that effective governance, regardless of era, depends fundamentally on the quality and flow of information.

9. Conclusion

Chhatrapati Shivaji Maharaj had a way of communicating with people and sharing information. He did this even though he did not have technology to help him. His team was very good at sending messages and gathering information. They used people to carry messages and they also had people who would gather information and send it back. They even had places in forts where they would send and receive messages. All of this helped Chhatrapati Shivaji Maharajs team to share information quickly and accurately. They were also very responsible. Made sure that everything was done correctly. This was very important because Chhatrapati Shivaji Maharaj was in charge of a big and diverse area with many different people and groups. Chhatrapati Shivaji Maharajs communication networks and information flow mechanisms were really good, for that time. The strategic placement of forts and the integration of civil, military, and intelligence communication allowed Swarajya to function effectively even under conditions of war, siege, and environmental uncertainty. In today's world the government is using computers and the internet to do its job. They are looking at lots of information. Using machines to help them make decisions. Shivaji Maharaj had a good way of doing things. He showed that just using computers and machines is not enough to make sure everything runs smoothly. You also need people to be organised and work together. You need to give people in areas the power to make their own decisions. You need to have people you can trust to help you.

Shivaji Maharaj made sure that people repeated messages so everyone got the information. He also made sure that people checked the information to see if it was true.. He had people report what was happening in their local areas. This is still an idea today. It can help the government deal with problems like natural disasters helping people in rural areas and keeping everyone safe. Shivaji Maharajs ideas are still relevant for things, like disaster management, rural administration and internal security. The study concludes that Shivaji Maharaj's information-driven governance approach offers enduring lessons for developing regions, where infrastructural limitations persist and resilient administrative systems are required to manage crises efficiently and inclusively.

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Original Article

Trade Policies and Economic Growth

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Abstract

Trade policies play a crucial role in shaping the economic growth of nation by influencing production efficiency, market access, and global competitiveness. This research's purpose is to analyze the relationship between trade policies and economic growth. It explores how trade liberalization, tariffs, export promotion, and trade agreements affects both developed and developing countries. It highlights the conditions under which trade policies can support inclusive and sustainable economic development. This paper also highlights the challenges associated with protectionist policies, including market distortions and reduced growth potential, while recognizing their short-term role in safeguarding domestic industries. The study finds that open and well-planned policies generally support economic growth, especially when supported by good infrastructure, education and strong institutions.

Keywords:*Trade policy, Economic growth, Trade liberalization, protectionism, Globalization.*

1.Introduction

Trade policy refers to the laws and regulations that countries use to control imports and exports. These policies play a major role in shaping a country's economic performance. Many countries use trade policy to promote growth, protect domestic industries, and increase employment. Over time, there has been a shift from protectionist policies to more open trade policies across the world. While free trade is often linked with higher growth, some countries use protectionist measures to support developing countries.

Economic growth, commonly measured by an increase in gross domestic product (GDP), is an important objective for all economies. With increasing globalization, many countries have adapted trade liberalization policies to integrate into the global economy. However, the impact of trade policy on economic growth is not uniform across countries and depends on factors such as institutional quality, level of development, and complementary domestic policies.

2. Literature Review

2.1 Theoretical Perspectives

Classical economists like Adam Smith and David Ricardo argued that free trade benefits countries by allowing them to specialize in producing goods they can make most efficiently. Ricardo's theory of comparative advantages suggests that countries gain by trading with others, leading to higher output and income levels. These early ideas laid the foundation for later research on trade growth. Later economists developed neoclassical growth theories, which suggest that trade openness helps countries allocate resources more efficiently. According to this view, reducing trade barriers allows firms to access larger markets and adopt better technology, which can promote economic growth. More recent endogenous growth theories emphasize that trade encourages innovation and learning.

2.2 Empirical Evidence on Trade and Growth

Empirical studies have often found positive relationship between trade openness and economic growth, although results vary by country and time period.

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For instance, Sachs and Warner (1995) found that open economics experienced faster growth compared with those that were closed.

However, some researchers argue that it is not just trade policy alone that matters. Rodriguez and Rodrik (2001) pointed out that many factors such as education, infrastructure, and institutions also influence growth.

2.3 Role of Complementary Policies

Many studies emphasize that trade policy works best when supported by strong domestic policies. For Example:

- Investment in education helps workers benefit from new technologies brought in through trade.
- Good infrastructure allows firms to produce and export goods more efficiently.
- Stable institutions create a supportive environment for trade and investment.

Without this trade liberalization may not lead to strong growth. In some cases, rapid opening of trade without adequate preparation has led to job losses in vulnerable industries.

2.4 Developing countries and Trade Policy

Research specific to developing countries shows mixed results. Some countries, especially in East Asia, successfully used export-oriented strategies to boost economic growth. For instance, South Korea and Singapore became highly competitive in global markets by focusing on export and adopting open trade policies. In contrast, other developing countries faced challenges when trade barriers were removed too quickly.

3. Objectives of study

- To understand the concept of trade policy and economic growth.
- To examine the impact of trade policy on economic growth.
- To analyze the role of trade liberalization and protectionism.
- To identify challenges related to trade policy.

4. Methodology

- The study follows a descriptive and analytical research design.
- It is based on secondary data collected from sources such as IMF, Government of India reports, and research journals.
- Economic growth is measured using GDP growth.
- Trade policy is analyzed through indicators like trade openness, exports, and tariff trends.
- Data are analyzed using simple statistical tools and trend analysis.
- The study focuses on the post-liberalization period to understand long term effects.
- The study is qualitative and quantitative in nature. Qualitative analysis is used to explain theoretical concepts and policy frameworks related to trade policy, while quantitative analysis helps in understanding trends in trade and economic growth indicators.

5. Challenges

- Unequal gains from trade: Benefits of trade are not evenly distributed, leading to regional and income inequalities.
- Weak domestic industries: Developing economies may struggle to compete with advanced foreign producers.
- Employment issues: Trade liberalization can cause job losses in uncompetitive sectors.
- Dependence on primary exports: Many developing countries rely on low value primary goods, limiting development.
- Trade deficits and balance payment: High imports can stain foreign exchange reserves.
- Lack of infrastructure: Poor transport, logistics, and energy supply reduce the benefits of trade.
- Technology gap: Limited access to advanced technology restricts productivity growth.
- Exposure to global shocks: Global recessions and price fluctuation affect export earnings.

6. Recommendation

- Adopt balanced trade policies: Government Should combine trade liberalization with strategic support for domestic industries.
- Strengthen domestic industries: Investment in infrastructure, technology, and skill development is necessary to improve competitiveness.
- Promote export diversification: Reducing dependence on a few products or markets can enhance stable economic growth.
- Encourage foreign direct investment (FDI): Liberal and transparent trade policies can attract FDI and support growth.
- Ensure inclusive growth: Trade policies should address inequality and employment concerns.

7. Conclusion

Trade policy plays a crucial role in shaping a country's economic growth by influencing production, investment, and integration with the global economy. This study highlights that trade liberalization generally promotes economic growth by improving efficiency, expanding markets, and encouraging technology transfer. At the same time, excessive or poorly designed trade policies can create challenges such as unequal growth, pressure on domestic

industries, and employment issues.The findings suggest that trade policy alone is not sufficient to ensure sustained economic growth. Its success depends on complementary domestic policies, including investments in infrastructure, education, and institutional development. A balanced and well-planned trade policy approach that combines openness with strategic support for domestic industries can help countries achieve long term and inclusive economic growth.

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Original Article

Awareness and Impact of Ai and Ml as Technological Innovations

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Abstract:
Artificial Intelligence (AI) and Machine Learning (ML) are rapidly reshaping the way digital systems operate across multiple sectors. By enabling intelligent automation and data-based analysis, these technologies improve efficiency and service quality. However, their growing adoption also raises concerns related to data privacy, bias information, misinformation, and unethical use. Many AI systems depend on imperfect data and lack human judgment, which can lead to unreliable or harmful outcomes if used without awareness.This focuses on the need for understanding AI and ML limitations and risks. Strengthening user awareness and digital responsibility is essential to ensure that these technologies support social progress in a safe and sustainable manner.

Keywords: *Artificial intelligence (AI), Machine Learning(ML), AI Awareness, Digital Literacy, Ethical AI, Deepfake Technology, Misinformation, Automation, Data-Driven Decisions, Responsible AI usage, Technological Innovations.*

Introduction:

Artificial intelligence and Machine Learning has became an integral of modern life. AI and ML are offering us significant benefits in education, healthcare, communication and productivity. These technologies enable automation in data driven, decision-making and improved system efficiency. However, this technologies are also giving potential risk to the users, organizations and society such as didn't get data privacy, biased outputs, misinformation, deep fake content, and misuse for scam or manipulation. As per the present situation, as technologies are getting evolved scams and data breaches are also risen significantly. This examines the importance of AI and ML awareness to ensure safe, ethical and responsible usage. Users must understand that AI are not always correct, lack moral judgment. As humans always rely on AI to take any small or big decision so humans are losing there critical thinking power and as AI and ML heavily rely on human-provided data, which may contain errors or bias. AI and ML are not capable to make decisions which are sensitive, emotional, legal or financial matters of humans. Promoting digital literacy and awareness is crucial to minimize the positive impacts of AI in society. The paper concludes that technological innovations in AI and ML must be supported by proper awareness to ensure sustainable and beneficial technological development.

Literature And Review:

Awareness of ai ml

Brougham & Haar (2018) discovered that students studying STEM disciplines possessed greater knowledge and comprehension of AI than their counterparts in humanities or social sciences. This demonstrates how educational routes affect knowledge of AI ideas.Long & Magerko (2020) investigated AI literacy in non-technical groups and discovered that although general awareness of AI is increasing due to media and industry influence a profound understanding (such as knowledge of algorithms and bias concerns) is still limited among the general populace.

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These studies reveal a rising yet uneven awareness environment, highlighting the necessity for expanded education and outreach efforts.

Adoption Effect of AI and ML in the Industry

Studies on the adoption of AI and ML show a notable impact on technological advancement.

Brynjolfsson & McAfee (2014) contended that AI serves as a crucial impetus for the Fourth Industrial Revolution, facilitating new business models and automation that transform the operations of industries. Their efforts highlight the role of intelligent systems in fostering innovation, boosting productivity, and driving economic change.In healthcare, studies by Esteva et al. (2017) illustrated that ML models, especially deep learning, excel beyond conventional techniques in areas such as medical image analysis, highlighting AI's ability to enhance essential services.In manufacturing, research by Lee et al. (2018) on smart factories emphasizes how ML-driven predictive analytics enhance operational efficiency via data-informed decision making and instantaneous optimization.These studies demonstrate that AI and ML are more than just trends; they are real instruments transforming methods in various industries.

Ethical, Sociocultural, and Employment Aspects

Numerous researchers have also examined the wider ramifications of AI/ML:

Daugherty & Wilson (2018) emphasized that AI transforms workforce roles, indicating that rather than merely taking over jobs, AI frequently enhances human abilities while also necessitating re-skilling

Public perception and awareness of ai ml

Several surveys have studied how the broader public perceives AI and ML:A 2019 global survey by the **Pew Research Center** found that while many people *recognize the potential benefits* of AI (like improved services), there are also widespread *concerns about job loss, privacy, and control*. Research in emerging economies indicates that awareness levels are closely tied to *education access and industry exposure*, with many respondents recognizing AI through mobile technologies and digital services rather than formal technical knowledge.

These studies reveal that awareness is influenced not just by technical education but also by cultural, economic, and media forces.

Research Objectives:

1.Basic Concepts of Artificial Intelligence and Machine Learning

Artificial Intelligence (AI) refers to computer systems designed to perform tasks that normally require human intelligence, such as learning, reasoning, problem-solving, and language understanding. Machine Learning (ML) is a subset of AI that enables systems to learn from data and improve their performance without being explicitly programmed. Understanding these basic concepts helps in recognizing how AI and ML systems function and where they are applied in real-world scenarios.

2. Increasing Awareness among Students and Users

Many students and users interact with AI-based applications daily without fully understanding their working, limitations, or risks. This objective focuses on increasing awareness about responsible usage, data privacy, and ethical concerns related to AI and ML. Awareness enables users to make informed decisions and reduces misuse and over-dependence on technology.

3. Identifying Misconceptions Related to AI and ML

There are several misconceptions about AI and ML, such as the belief that AI is always accurate, can think like humans, or can completely replace human intelligence. This objective aims to identify and clarify these misunderstandings to develop a realistic and balanced understanding of AI technologies.

4. Impact of AI in Education

AI has significantly influenced the education sector through personalized learning systems, virtual classrooms, automated assessments, and intelligent tutoring. This objective studies both the positive impacts, such as improved learning efficiency, and the challenges, including reduced human interaction and excessive reliance on technology.

5. Effect of AI on Human Thinking and Decision-Making

With the increasing use of AI tools, humans tend to rely on automated systems for decision-making. This objective analyzes how excessive dependence on AI may reduce critical thinking, creativity, and independent judgment, while also recognizing situations where AI acts as a supportive tool rather than a replacement.

6. Capabilities and Limitations of AI Systems

AI systems are capable of processing large amounts of data, identifying patterns, and performing repetitive tasks efficiently. However, they have limitations such as lack of emotional intelligence, moral reasoning, and contextual understanding. This objective highlights the importance of understanding both the strengths and weaknesses of AI systems.

Methodology :

As per our survey response we have received some responses from users:

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Question's	Responses in percentage		
	yes	no	Sometime's / not sure?
(1)do you know about AI?	90.5%	9.5%	-
(2) do you know about ML?	71.4%	28.6%	-
(3)what do you think AI is?	47.6% (computer program that learn form data)	47.6%(smart machines that help humans)	4.8%(I am not sure)
(4)do you think AI makes life easier?	57.1%	2.4%	38.1%
(5)do you think your personal data or information are private through technological innovation?	14.3%	28.6%	57.1%
(6)do you think AL can replace human jobs?	42.9%	9.5%	47.6%
(7)do you trust AI based decisions?	9.5%	28.6%	61.9%
(8)According to you, AI in the future will be?	9.5%(helpful for society)	66.7%(both helpful and risky)	19%(dangerous)
(9)do you think your mobile is listening to you?	61.9%	38.1%	-

Overview of Ai and Ml:

Artificial Intelligence (AI) is a broad field that aims to make machines capable of thinking, learning, and making decisions like humans. AI can understand language, recognize images, solve problems, and perform tasks such as voice assistance and facial recognition.

Machine Learning (ML) is a subset of AI that enables systems to learn from data without being explicitly programmed. ML systems identify patterns and improve performance over time, such as spam detection and content recommendations.

Applications of Ai And Ml:

1. Recommendation Systems (Netflix and YouTube)

Machine Learning algorithms analyze user behavior such as viewing history, watch time, likes, and skips. Based on this data, AI systems recommend movies, shows, and videos that match user preferences. These systems improve continuously as more data is collected.

2. Navigation and Ride-Hailing Services (Google Maps and Uber)

ML models predict traffic conditions, travel time, and demand patterns. AI systems use this information to suggest the fastest routes, estimate arrival time, and match riders with nearby drivers in real time.

3. Facial Recognition Technology

Machine Learning models are trained using large datasets of facial features. AI systems use this training to unlock smartphones, verify identities, and automatically tag individuals in photos on social media platforms.

4. Email Spam Filtering

ML algorithms learn patterns from millions of spam and legitimate emails. AI systems then classify incoming emails and automatically move unwanted or harmful messages to the spam folder.

5. Voice Assistants (Siri, Alexa, Google Assistant)

Machine Learning helps these systems understand speech, language, and user commands. AI enables them to answer questions, set reminders, play music, and control smart home devices, improving accuracy over time.

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6. Online Shopping Platforms (Amazon)
ML analyzes customer browsing history, purchase behavior, and preferences. AI systems recommend products, personalize user experiences, and assist in dynamic pricing strategies.
7. Healthcare Applications
Machine Learning models are trained on medical images and patient data. AI assists healthcare professionals in disease detection, diagnosis, and treatment planning, improving accuracy and early detection.
8. Banking and Fraud Detection
ML systems study transaction patterns to understand normal user behavior. AI detects unusual or suspicious activities and helps prevent fraud in real time.
9. Self-Driving and Smart Vehicles
Machine Learning algorithms learn from vast driving data and simulations. AI systems recognize traffic signals, pedestrians, road conditions, and make driving decisions to enhance safety.
10. AI Chatbots in Customer Support
ML models learn from past conversations and customer queries. AI chatbots respond to user questions, provide support, and reduce the need for human intervention.
Awareness and Perception Analysis:
1. Awareness in Society
Public Awareness Campaigns: Government and NGOs should run campaigns through TV, radio, newspapers, and social media to explain both benefits and risks of AI.Community Workshops & Seminars: Organize free workshops in local communities to teach people about AI misuse, online scams, fake news, and data privacy.
Simple Language Content: Awareness content should be in local languages and simple terms so that common people can easily understand AI concepts.Fact-Checking Culture: Encourage people to verify AI-generated information and not blindly trust online content.
2. Awareness in Educational Institutes
AI & Digital Literacy Curriculum : Schools and colleges should include basic AI, ML, ethics, and cyber safety topics in the syllabus. Seminars & Guest Lectures: Institutes can invite experts to explain real-life AI use cases, risks, and ethical issues. Hands-on Training: Students should be taught how AI tools work, their limitations, and responsible usage.Research & Innovation Clubs: Promote student-led discussions, projects, and research on ethical AI and social impact.
3. Awareness Among People (Users)
User Education Programs: AI platforms should educate users about data usage, privacy policies, and risks.
Responsible AI Usage Guidelines: People should be trained to use AI as a support tool, not as a decision-maker.
Cyber Safety Training: Teach people how to identify scams, deepfakes, phishing, and fake AI-generated content.Critical Thinking Development: Encourage users to question AI outputs and use human judgment in emotional, legal, and financial decisions.
Role of Government and Organizations:
Governments should implement strong AI regulations and data protection laws to ensure ethical use of AI. Organizations must maintain transparency by clearly explaining how AI systems function and make decisions. Proper reporting and accountability mechanisms should be established so people can easily report AI misuse, fraud, or bias.
Conclusion:
In conclusion, awareness and understanding of Artificial Intelligence and Machine Learning are steadily increasing as these technologies become deeply integrated into everyday life and various industries. AI and ML have significantly improved efficiency, accuracy, and decision-making in sectors such as healthcare, education, finance, and communication. Increased awareness helps individuals and organizations recognize the benefits of these technologies, including automation, personalized services, and data-driven insights. However, the impact of AI and ML is not limited to positive outcomes alone. Concerns related to job displacement, data privacy, ethical issues, and bias in algorithms highlight the need for responsible development and informed usage. Public perception plays a crucial role in the acceptance and successful implementation of AI-based systems.
Therefore, improving awareness through education, training, and transparent policies is essential to build trust and ensure the ethical and sustainable adoption of AI and ML technologies. A balanced approach can maximize benefits while minimizing potential risks, contributing to overall societal and economic growth.
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Original Article

Transformational Leadership and Emotional Intelligence: A Psychological Study of Chhatrapati Shivaji Maharaj

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Abstract

Transformational leadership has been widely studied in contemporary organizational and political contexts; however, its psychological dimensions within historical leadership remain underexplored. The present study examines the transformational leadership qualities of ***Chhatrapati Shivaji Maharaj*** *through the theoretical lens of* ***Emotional Intelligence (EI)****. Drawing upon secondary historical sources, letters, administrative records, and documented incidents, this psychological study analyzes how emotional awareness, empathy, self-regulation, motivation, and social skills influenced Shivaji Maharaj's leadership style and governance.The study adopts a qualitative, descriptive research design and maps historical behaviors and decisions onto established models of transformational leadership and emotional intelligence. Findings indicate that Shivaji Maharaj demonstrated high emotional intelligence, evident in his ethical governance, inclusive administration, strategic restraint in warfare, respect for women and civilians, and his ability to inspire loyalty and moral commitment among followers. His leadership reflects core transformational components such as idealized influence, inspirational motivation, individualized consideration, and intellectual stimulation, supported by strong emotional regulation and social awareness.The study contributes to leadership psychology by bridging historical analysis with modern psychological constructs, offering an indigenous leadership model rooted in ethical values, emotional maturity, and social responsibility. The findings have implications for leadership development, political psychology, and value-based leadership education, particularly in the Indian socio-cultural context.*

Keywords: *Transformational Leadership, Emotional Intelligence, Chhatrapati Shivaji Maharaj, Leadership Psychology, Historical Leadership*

Introduction

Transformational leadership and emotional intelligence are two key concepts that have gained significant attention in the fields of psychology, leadership studies, and organizational behaviour. While transformational leadership has been extensively studied in contemporary settings, its psychological dimensions within historical leadership remain relatively unexplored. The present study aims to fill this gap by examining the transformational leadership qualities of Chhatrapati Shivaji Maharaj, a revered historical figure in Indian history, through the theoretical lens of Emotional Intelligence (EI).Chhatrapati Shivaji Maharaj was a visionary leader who founded the Maratha Empire in the 17th century and is celebrated for his military prowess, strategic acumen, and administrative reforms. His leadership style and governance have been the subject of admiration and scholarly inquiry for centuries. By delving into his emotional intelligence, this study seeks to uncover the underlying psychological mechanisms that shaped his leadership approach and decision-making processes.Drawing upon a range of secondary historical sources, letters, administrative records, and documented incidents, this psychological study analyses how emotional awareness, empathy, self-regulation, motivation, and social skills influenced Shivaji Maharaj's leadership style. By mapping his behaviours and decisions onto established models of transformational leadership and emotional intelligence, the study aims to shed light on the interplay between these two constructs in shaping effective leadership.

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The findings of this study suggest that Shivaji Maharaj exhibited high levels of emotional intelligence, as evidenced by his ethical governance, inclusive administration, strategic restraint in warfare, respect for women and civilians, and his ability to inspire loyalty and moral commitment among his followers. His leadership style reflects core components of transformational leadership, such as idealized influence, inspirational motivation, individualized consideration, and intellectual stimulation, all underpinned by strong emotional regulation and social awareness.By bridging historical analysis with modern psychological constructs, this study contributes to the field of leadership psychology by offering an indigenous leadership model rooted in ethical values, emotional maturity, and social responsibility. The implications of these findings extend to leadership development, political psychology, and value-based leadership education, particularly within the Indian socio-cultural context.In conclusion, this study seeks to provide a deeper understanding of the psychological underpinnings of transformational leadership through the lens of emotional intelligence, using Chhatrapati Shivaji Maharaj as a historical case study. By exploring the intersection of these two constructs, we aim to enrich our knowledge of effective leadership practices and their implications for contemporary leadership theory and practice.

Literature Review

Transformational leadership and emotional intelligence are two key concepts that have garnered significant attention in contemporary organizational and political research. However, their intersection within historical leadership contexts remains relatively unexplored. The present study aims to address this gap by examining the transformational leadership qualities of Chhatrapati Shivaji Maharaj through the lens of emotional intelligence.In their seminal work, Goleman et al. (1999) introduced the concept of emotional intelligence as a crucial factor in effective leadership. They identified five components of emotional intelligence - emotional awareness, empathy, self-regulation, motivation, and social skills - which are believed to influence leadership effectiveness. Drawing upon this framework, the study delves into historical sources, letters, administrative records, and documented incidents to analyse how Shivaji Maharaj's leadership style and governance were shaped by his emotional intelligence.

Shivaji Maharaj's leadership is characterised by a unique blend of ethical governance, inclusive administration, strategic restraint in warfare, respect for women and civilians, and the ability to inspire loyalty and moral commitment among his followers. These qualities align closely with the core components of transformational leadership, such as idealized influence, inspirational motivation, individualized consideration, and intellectual stimulation. Moreover, Shivaji Maharaj's strong emotional regulation and social awareness further enhance his transformational leadership capabilities.By synthesising historical analysis with modern psychological constructs, this study offers a valuable contribution to leadership psychology. It presents an indigenous leadership model rooted in ethical values, emotional maturity, and social responsibility, which has implications for leadership development, political psychology, and value-based leadership education, especially within the Indian socio-cultural context.In conclusion, the study sheds light on the transformative leadership qualities of Chhatrapati Shivaji Maharaj and underscores the importance of emotional intelligence in shaping effective leadership behaviours. It serves as a valuable resource for researchers, practitioners, and educators interested in understanding the psychological underpinnings of historical leadership figures and their relevance in contemporary leadership contexts.

Objectives of the Study

The present study aims to examine the leadership style of Chhatrapati Shivaji Maharaj through the psychological framework of transformational leadership. It seeks to analyze the role of emotional intelligence in shaping his leadership effectiveness, decision-making, and interpersonal relations. The study explores key emotional intelligence competencies such as self-awareness, self-regulation, empathy, motivation, and social skills as reflected in historical accounts. Further, it aims to understand the relationship between emotional intelligence and transformational leadership in a historical context and to contribute an indigenous, value-based leadership model relevant to contemporary leadership psychology and leadership development.

Theoretical Framework

The theoretical framework of this study is grounded in the components of transformational leadership and emotional intelligence. Transformational leadership, as outlined by Bass and Avolio (1994), consists of four key components: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. These components are essential in understanding how leaders like Chhatrapati Shivaji Maharaj were able to inspire and influence their followers through their actions, words, and decision-making processes.On the other hand, emotional intelligence, as defined by Mayer and Salovey (1997), comprises five dimensions: emotional awareness, empathy, self-regulation, motivation, and social skills. These dimensions play a crucial role in shaping a leader's ability to understand and manage their own emotions, as well as those of others, in order to build strong relationships and make informed decisions.The conceptual linkage between emotional intelligence and transformational leadership lies in the idea that leaders who possess high emotional intelligence are better equipped to engage in transformational behaviours that inspire and motivate their followers towards a common goal. By understanding their own emotions and those of others, leaders can tailor their leadership approach to meet the individual needs of their followers, thereby fostering a sense of trust, loyalty, and commitment.In conclusion, the theoretical framework of this study explores the intersection between transformational leadership components and emotional intelligence dimensions in the context of Chhatrapati Shivaji

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Maharaj's leadership style and governance. By examining how emotional intelligence influenced Shivaji Maharaj's transformational leadership qualities, this study aims to shed light on the psychological underpinnings of historical leadership.

Method

This study employs a qualitative, descriptive research design to explore the transformational leadership qualities of Chhatrapati Shivaji Maharaj through the lens of Emotional Intelligence (EI). Secondary historical sources, including letters, administrative records, and documented incidents, are analysed to understand how emotional awareness, empathy, self-regulation, motivation, and social skills influenced Shivaji Maharaj's leadership style and governance. Historical behaviours and decisions are mapped onto established models of transformational leadership and emotional intelligence to identify key themes and patterns.Data analysis includes a thematic analysis of historical documents, focusing on identifying instances of emotional intelligence and transformational leadership behaviours exhibited by Shivaji Maharaj. The findings are interpreted in the context of leadership psychology, with a focus on bridging historical analysis with modern psychological constructs. The study aims to offer insights into an indigenous leadership model rooted in ethical values, emotional maturity, and social responsibility, with implications for leadership development, political psychology, and value-based leadership education in the Indian socio-cultural context.

Analysis and Interpretation:

Chhatrapati Shivaji Maharaj, a revered historical figure in Indian history, exemplified transformational leadership qualities that were deeply rooted in emotional intelligence. Through the lens of Emotional Intelligence (EI), this study delves into the psychological dimensions of Shivaji Maharaj's leadership style and governance, shedding light on how emotional awareness, empathy, self-regulation, motivation, and social skills played a pivotal role in shaping his leadership decisions.One of the key aspects that emerged from the analysis was the evidence of emotional intelligence in Shivaji Maharaj's leadership decisions. His ability to understand and manage his own emotions, as well as empathize with the emotions of others, enabled him to make sound and ethical governance choices. This emotional regulation was evident in his inclusive administration, where he respected the rights of women and civilians, and in his strategic restraint in warfare, where he displayed a deep sense of moral judgment.

Furthermore, Shivaji Maharaj's transformational leadership behaviours were prominently displayed in his governance and military strategy. His leadership style was characterized by idealized influence, as he led by example and inspired his followers to uphold ethical values. His inspirational motivation was evident in his ability to instil a sense of purpose and commitment among his followers, rallying them towards a common goal. Additionally, his individualized consideration towards his followers, coupled with intellectual stimulation, fostered a sense of growth and development within his administration and military forces.The leader-follower relationship that Shivaji Maharaj cultivated was marked by a strong motivational influence. He was able to inspire loyalty and moral commitment among his followers through his charismatic leadership style and ability to connect with them on an emotional level. This emotional bond, coupled with his visionary leadership, enabled him to mobilize his forces effectively and achieve remarkable success in his military campaigns.In conclusion, the study highlights the profound impact of emotional intelligence on Shivaji Maharaj's leadership style and governance. His ability to exhibit emotional regulation, empathy, moral judgment, and motivational influence set him apart as a transformational leader who was deeply attuned to the emotional needs of his followers. By bridging historical analysis with modern psychological constructs, this study offers valuable insights into an indigenous leadership model that is grounded in ethical values, emotional maturity, and social responsibility.

Discussion

The findings of this study provide valuable insights into the psychological dimensions of transformational leadership and emotional intelligence as demonstrated by Chhatrapati Shivaji Maharaj. Through the lens of Emotional Intelligence theory, it is evident that Shivaji Maharaj exhibited high levels of emotional awareness, empathy, self-regulation, motivation, and social skills, which influenced his leadership style and governance. This aligns with established models of transformational leadership, highlighting his ability to inspire loyalty, ethical governance, and inclusive administration.In comparison with contemporary leadership models, Shivaji Maharaj's leadership style stands out for its emphasis on ethical values, emotional maturity, and social responsibility. His approach to leadership, rooted in indigenous cultural values, offers a unique perspective on effective leadership that goes beyond traditional Western models. This highlights the importance of incorporating cultural and contextual factors in leadership studies and development programmes.The psychological significance of emotionally intelligent leadership, as exemplified by Shivaji Maharaj, lies in its ability to foster trust, inspire commitment, and drive positive change. By demonstrating empathy, self-regulation, and social awareness, leaders can create a supportive and inclusive environment that encourages growth and development among their followers.Overall, the study of Chhatrapati Shivaji Maharaj's transformational leadership qualities through the lens of Emotional Intelligence offers valuable insights for leadership psychology, historical leadership studies, and leadership development programmes, particularly in the Indian socio-cultural context. It underscores the importance of ethical values, emotional intelligence, and social responsibility in effective leadership practices.

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Implication of this study

The implications of this study are far-reaching in the field of leadership psychology. By highlighting the relationship between transformational leadership and emotional intelligence in historical contexts, it offers valuable insights for contemporary leaders seeking to enhance their own leadership capabilities. The findings suggest that leaders can benefit from developing emotional awareness, empathy, and social skills to inspire loyalty and moral commitment among their followers.In terms of educational and training relevance, this study underscores the importance of incorporating emotional intelligence training into leadership development programs. By understanding and applying the principles of emotional intelligence, aspiring leaders can cultivate a more ethical and inclusive leadership style.Furthermore, the application of these findings in public leadership and administration can lead to more effective governance and decision-making processes. By adopting a leadership model rooted in ethical values and social responsibility, leaders can create a more just and equitable society.This study also contributes to Indian Knowledge Systems (IKS) by showcasing a leadership model that is deeply rooted in Indian cultural values and traditions. Warning: Any citations or facts presented here may be incorrect, always rewrite, verify and cite proper sources.

Conclusion

In conclusion, the study of Chhatrapati Shivaji Maharaj's transformational leadership through the lens of Emotional Intelligence reveals a strong correlation between emotional awareness, empathy, self-regulation, motivation, and social skills in shaping his governance style. His leadership qualities, rooted in ethical values and emotional maturity, have significant implications for leadership development and value-based education in the Indian context. The findings highlight the importance of integrating historical analysis with modern psychological constructs to understand leadership psychology more comprehensively. Moving forward, there is a need for further research to explore the long-term impact of emotionally intelligent leadership on organizational and political outcomes, particularly in diverse cultural settings. This study sets the stage for future investigations into the intersection of historical leadership and contemporary psychological theories.

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Original Article

Chhatrapati Shivaji Maharaj: A Timeless Model of Ethical and Visionary Leadership

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Abstract

Chhatrapati Shivaji Maharaj (1630–1680) stands as one of India's foremost historical leaders, whose governance, strategic acumen, and ethical framework continue to inspire scholars, leaders, and policymakers. This research paper examines Shivaji Maharaj's approach to leadership through the dual lenses of ethics and vision. It explores how his strategic foresight, administrative innovations, ethical values, military organization, inclusionary policies, and citizen-centric governance helped build a sustainable and people-oriented polity. Drawing upon primary historical chronicles and secondary analyses, this study concludes that Shivaji Maharaj's leadership exemplifies timeless principles relevant for contemporary leadership studies.

1. Introduction

Leadership is not merely a function of authority; it is an amalgam of vision, ethics, courage, and pragmatism. Throughout history, certain leaders have transcended the immediacies of their age to leave legacies that inform and guide future generations [1]. Chhatrapati Shivaji Maharaj, the founder of the Maratha Empire in the Indian subcontinent, is one such leader. Born in 1630 at Shivneri Fort, Shivaji established a polity based on the ideals of Swaraj (self-rule), ethical governance, and respect for human dignity [2]. His leadership was anchored in strategic forethought as well as moral responsibility toward his subjects.This paper argues that Shivaji Maharaj's leadership was both **ethical** and **visionary**—ethical in his conduct and treatment of people, and visionary in his capacity to reorganize and institutionalize governance that enabled political sustainability [3]. To support this argument, the paper discusses his early influences, administrative system, military reforms, diplomatic strategies, ethical framework, and the enduring relevance of his model [4].

2. Historical Context and Early Influences

Understanding Shivaji Maharaj's leadership requires situating him within the political context of 17th-century India—a landscape marked by the declining authority of the Deccan Sultanates, the expanding Mughal Empire under Aurangzeb, and fragmented regional polities.

Shivaji's formative years were influenced by his mother Jijabai's teachings, which emphasized dharma (ethical duty), courage, and self-respect. Mentors like Dadoji Konddeo and later advisors such as Bahirji Naik shaped his early strategic and administrative thinking. Crucially, these formative experiences instilled in him the belief that a leader's obligation is to protect and uplift his people.

3. Visionary Leadership: Strategic Foresight and Statecraft

3.1 Concept of Swaraj

Shivaji Maharaj's political vision was anchored in the idea of Swaraj—self-rule that ensured dignity, freedom, and security for the people. Unlike many contemporaries who sought mere territorial expansion, Shivaji's aim was to institutionalize a system where local populations had agency and protection under just governance.

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He recognized early that a successful polity depended not just on military conquests, but on resilient institutions—civil administration, revenue systems, naval defence, and diplomacy. His foresight in organizing these systems demonstrated a deep understanding of sustainable statecraft.

3.2 Administrative Innovation

Shivaji Maharaj institutionalized a civil administration that was distinct from the predominantly feudal systems of his time. Central to this was the establishment of:

Ashta Pradhan Mandal: A council of eight ministers responsible for finance, revenue, military affairs, foreign policy, and internal security. Unlike hereditary appointments, these positions were merit-based.

Revenue Reforms: He introduced a transparent revenue system that reduced intermediary exploitation. Land and agricultural taxes were standardized, ensuring predictable obligations for cultivators.

Local Governance: Village assemblies (panchayats) were entrusted with administrative autonomy, fostering participation and accountability at the grassroots.

This emphasis on structured governance highlighted visionary leadership that balanced central authority with local autonomy—a principle resonant with modern federal and governance theories.

4. Ethical Leadership: Morality in Conduct and Governance

4.1 Ethical Warfare

While Shivaji Maharaj was a formidable military strategist, his ethical approach to warfare distinguished him from many contemporaries:

Respect for Non-Combatants: He prohibited the harming of civilians—even in times of siege.

Fair Treatment of Prisoners: Captured warriors and non-combatants were accorded humane treatment.

Proportional Force: His strategy emphasized tactical precision over wanton destruction.

These principles reflected an early articulation of what modern scholars term “just war” ethics, which balance military necessity with moral limits.

4.2 Religious and Cultural Inclusivity

Although Shivaji was rooted in Hindu cultural identity, his policies were remarkably inclusive for his era:

- People of all religions served in his administration and army.
- Religious practices were generally respected within his territories.
- Interfaith dialogue and cooperation were encouraged among officials.

This ethical stance strengthened social cohesion within his diverse realm and underscored his leadership as one that transcended sectarian divides.

4.3 Welfare of Citizens

Shivaji Maharaj’s leadership was deeply citizen-centric. He instituted policies aimed at reducing poverty, protecting farmers, and ensuring food security during droughts or conflict. Granaries were stocked, transport routes were secured, and justice was administered with an emphasis on fairness.

His adherence to ethical administration ensured that state power served the welfare of the people, not merely the ambitions of elites.

5. Military Innovation and Organizational Leadership

Shivaji Maharaj’s military leadership demonstrated sophisticated strategic thought that complimented his ethical and visionary framework.

5.1 Guerrilla Warfare and Strategic Mobility

Operating in rugged terrain, Shivaji developed guerrilla tactics that leveraged speed, surprise, and local support. His ability to mobilize small, nimble forces against larger armies was revolutionary.

5.2 Fort Architecture and Naval Defence

He prioritized the construction and maintenance of strategically located forts across the Western Ghats. These forts served as defensive bastions, administrative centers, and symbols of Maratha autonomy.

Shivaji also foresaw the importance of naval strength. Unlike many regional powers that ignored maritime defence, he built a navy to protect coastal trade and counter Portuguese and Siddis’ influence—an early example of comprehensive territorial defence.

5.3 Meritocratic Military Organization

Recruitment and promotion in Shivaji’s forces were based on merit and competence rather than solely on lineage or patronage. This professionalization improved efficiency and morale, ensuring a loyal and capable military cadre.

6. Diplomacy and Strategic Alliances

Shivaji Maharaj’s diplomacy was marked by pragmatism:

- He engaged in negotiations with the Mughal Empire at times when it benefited his polity.
- Treaties were used strategically to secure territorial gains or respite for internal consolidation.
- Alliances with local chieftains and regional powers were formed when they aligned with his long-term vision.

His diplomatic conduct was not driven by short-term advantage but by strategic calculation informed by the welfare of his people and preservation of autonomy.

7. Legacy and Relevance in Modern Leadership Theory

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Shivaji Maharaj's leadership prefigures many principles valued in contemporary leadership studies:

7.1 Transformational Leadership

Shivaji inspired followers by articulating a compelling vision (Swaraj) and mobilizing them toward shared goals. His ability to cultivate collective identity and purpose mirrors the foundational tenets of transformational leadership.

7.2 Ethical Leadership

Modern leadership scholarship emphasizes ethical decision-making and moral responsibility. Shivaji's insistence on integrity, fairness, and respect for human dignity positions him as a paradigmatic ethical leader.

7.3 Strategic and Systemic Thinking

His holistic approach—integrating civil administration, military strategy, economic policy, and social welfare—reflects strategic and systemic thinking needed in today's complex leadership environments.

7.4 Inclusive Governance

Shivaji's inclusive policies resonate with modern concepts of diversity, equity, and participatory governance. His respect for different religious communities and empowerment of local institutions align with principles of democratic decentralization.

8. Challenges and Critiques

While honoring Shivaji Maharaj's leadership model, it is essential to examine challenges and critiques:

Historical Romanticization: Some narratives may idealize his leadership, overshadowing complexities or contested episodes.

Contextual Differences: Application of his methods in modern democratic states must account for differences in political structures, societal norms, and global interconnectedness.

Military Ethics vs. Political Realities: His ethical approach to warfare, while admirable, operated within a historical context of endemic conflict and may not translate directly to all modern scenarios.

Recognizing these nuances ensures a balanced appreciation of his legacy without anachronistic projections.

9. Conclusion

Chhatrapati Shivaji Maharaj exemplifies **timeless leadership** that integrates ethical conduct with visionary statecraft. His emphasis on Swaraj, institutional innovation, ethical governance, military strategy, and inclusive policies positions him as a model leader whose principles transcend historical confines. Contemporary leadership discourse—across political science, public administration, and organizational studies—can draw valuable insights from his approach.

Shivaji Maharaj's legacy endures not merely because of his conquests, but because of the values he embodied: justice, courage, integrity, and service to the people. In an era where leadership is frequently scrutinized for moral lapses and short-termism, revisiting his model offers a powerful reminder: **ethical and visionary leadership is not anachronistic; it is essential.**

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Original Article

Role of Artificial Intelligence and Chatbots in Banking Services

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Abstract

Artificial Intelligence (AI) and chatbot technologies are playing a major role in transforming the banking sector. Banks are increasingly adopting AI-driven systems to improve customer service quality, operational efficiency, accuracy, and fraud detection. This research study examines the role, adoption, and effectiveness of AI and chatbot services in banks located in the Pimpri-Chinchwad Municipal Corporation (PCMC) region. The study focuses on customer satisfaction, response time, service quality, operational accuracy, and fraud prevention. Primary data was collected through structured questionnaires from bank customers and employees, while secondary data was gathered from journals, RBI reports, and official bank websites. The chi-square test was applied to examine the relationship between customer satisfaction and chatbot usage.The findings reveal that chatbots significantly reduce customer waiting time and enhance convenience through 24/7 availability. However, challenges such as technical errors, limited problem-solving ability, and lack of personal interaction still exist. The study suggests measures to strengthen AI adoption in PCMC banks.

Keywords: *Artificial Intelligence, Chatbots, Banking Services, PCMC Region, Digital Banking, Customer Satisfaction, Chi-Square Test*

Introduction

Artificial Intelligence has brought significant changes in the way banking services are delivered. Modern banks are using AI technologies to provide faster, safer, and more personalized services to customers. Chatbots are one of the most widely used AI tools in banking, assisting customers with balance enquiries, fund transfers, loan information, service requests, and complaint resolution. Banks operating in the PCMC region such as Pimpri, Chinchwad, Nigdi, Akurdi, Moshi, Bhosari, and Ravet have adopted AI-based tools including mobile banking chatbots, voice assistants, automated customer support systems, and fraud detection mechanisms. The purpose of this study is to understand the effectiveness of these technologies and analyze customer perception towards AI-enabled banking services.

Types of Digital Payment Modes Supported by AI

- UPI (Unified Payments Interface) – Instant fund transfers with AI-based fraud monitoring
- Mobile Wallets – Applications such as Google Pay, PhonePe, and Paytm provide chatbot assistance
- Internet Banking – AI-based authentication and virtual assistant support
- Debit and Credit Cards – AI systems detect unusual transaction patterns
- IMPS, NEFT, RTGS – Automated backend processing using AI technology
- QR Code Based Payments – AI ensures secure and validated transactions
- Voice-Based Digital Payments – Services like SBI Hello UPI and HDFC EVA
- AI-Enabled Banking Applications – Personalized alerts and service recommendations

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Review of Literature

- Bhattacharya (2019) found that chatbot adoption helps banks reduce operational workload.
- Rai and Arora (2020) observed that AI improves customer satisfaction by providing quick responses.
- Sharma (2021) identified limitations of chatbots in handling complex customer issues.
- RBI Report (2022) highlighted the role of AI in fraud detection and digital banking security.
- Patil (2023) noted increasing adoption of AI in Pune and PCMC banking sectors.
- Singh (2023) stated that customer trust improves when AI systems are reliable.
- Global AI Banking Survey (2024) reported that chatbots reduce service time by nearly 60%.

Objectives of the Study

- To study the role of AI and chatbots in banking services in the PCMC region
- To understand customer satisfaction with AI-enabled banking services
- To analyse the benefits and challenges of AI adoption in banks
- To identify the impact of chatbots on service efficiency and error reduction
- To provide suggestions for strengthening AI technology in PCMC banks.

Research Methodology

The research is descriptive and analytical in nature. Primary data was collected through structured questionnaires from bank customers and employees. Secondary data was collected from journals, RBI reports, research papers, and official bank websites. The research area covered banks operating in the PCMC region. A sample size of 100 respondents was selected using simple random sampling. Percentage analysis and the chi-square test were used as statistical tools for data analysis.

Findings

- Most customers in the PCMC region use chatbots for basic banking queries
- AI reduces customer service waiting time and operational workload
- Chatbots help improve accuracy and reduce manual errors
- AI-based fraud detection systems are effective in banks
- Awareness of AI services is higher among younger customers
- Some customers prefer human interaction for complex issues

Suggestions

- Improve chatbot accuracy and include multilingual support
- Conduct awareness programs on AI-enabled banking services
- Upgrade IT infrastructure to reduce technical issues
- Enhance chatbot capability to handle complex queries
- Provide human-assisted alternatives for senior citizens
- Strengthen security using advanced AI techniques

Limitations of the Study

- The study is limited only to the PCMC region
- Sample size of 100 respondents may not represent the entire population
- Responses are based on personal opinions of respondents
- AI technology is continuously evolving, so results may change over time

Conclusion

The study concludes that Artificial Intelligence and chatbots play a significant role in enhancing banking services in the PCMC region. These technologies improve efficiency, service quality, and customer satisfaction. Although certain limitations such as technical issues and lack of personal interaction exist,
AI-based banking services are expected to grow further and shape the future of banking in the PCMC region.

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Original Article

Economic Development

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Abstract

Economic development is a detailed process that focuses on improving the national economies into modern, industrial and high-income economies. Economic development in the economy indicates not only an increase in the per capita income, but also an overall increase in the standard of living of every citizen. It includes healthcare facilities, an increase in employment opportunities, poverty eradication, a higher literacy rate etc. This study aims to analyze the concept of economic development, its determinants, indicators, and challenges. The paper also analyses the role of government policies, technology, education, skills and efficiency, healthcare, globalization. In the situation of developing countries like India, economic development plays a big role in dealing with lack of education, poverty, lack of economic opportunities, poor governance and corruption. The study concludes that for achieving continuous and long-term process and economic development, countries must focus on strengthening healthcare, education, employment and the preservation of the environment as a whole.

Keywords*: Economic Development, Economic Growth, Globalization, Resource Allocation, Human Development, Sustainability, Standard of Living, Population, Employment Opportunities, Infrastructure, Per capita income, National Income.*

Introduction

Economic development refers to a long-term and continuous process through which an economy experiences both quantitative and qualitative improvements. It is concerned not only with an increase in national income or Gross Domestic Product (GDP) but also with improvement in the overall standard of living of the people. Over the years, many structural changes have taken place in the economy which have contributed to the process of economic growth and development of a country. These changes are essential for transforming a low-income economy into a modern, industrial and high-income economy.Economic development reflects really social and economic progress. It includes changes in the structure of production, improvement in technology, an increase in capital formation, development of skills and efficiency on labour, and improvement in institutional and organizational setup such as education and healthcare. Unlike economic growth, which measures increase in output only in quantitative terms, economic development includes qualitative changes such as better healthcare facilities, a higher literacy rate, improved income distribution, poverty reduction and increased employment opportunities.Economic growth plays an important role in achieving economic development and acts as a catalyst in the development process. However, growth alone cannot guarantee economic development unless it is accompanied by improvements in human welfare. Therefore, economic growth is a necessary but not sufficient condition for economic development. True economic development ensures equitable distribution of income, reduction of poverty and unemployment, and improvement in the quality of life of citizens.

Objectives

The main objectives of this study are: -

1. To understand the concept and meaning of economic development.

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Objectives

The main objectives of this study are: -

2. To understand the concept and meaning of economic development.
3. To examine the major determinants of economic development.
4. To identify the challenges faced by developing economies in achieving development.
5. To study the indicators used to measure economic development.
6. To suggest measures for achieving long-term economic development.

Hypothesis

(H0): Developing economies face no major challenges in achieving economic development.

(H1): Developing economies face several challenges in achieving long-term economic development.

Scope of Study

The scope of the present study is limited to the conceptual understanding of economic development. The study focuses on the meaning, objectives, indicators, and importance of economic development as explained in standard economics textbooks. It also includes a discussion on the relationship between economic growth and economic development. The study does not cover any specific country, region, or time period and is restricted to a theoretical framework.

Research Methodology

The present study is based on secondary data. The required information has been collected from economics textbooks, reference books, research articles, journals, and reliable educational websites. The study follows a descriptive research design and uses logical and analytical methods to interpret the concepts related to economic development. No primary data or field survey has been conducted for the purpose of this study.

Literature Review

1. Many economists have studied the concept of economic development and provided different perspectives.
2. Gerald M. Meier defines economic development as, development is not limited to growth in output, but includes qualitative changes such as reduction in poverty, inequality and unemployment.
3. Fritz Machlup explained economic development as a process of increasing factors of production through improvements in technology, organization, and skill of labour. Machlup emphasized that development brings about changes in the economic structure and increase in productivity and standard of living.
4. According to Michael Todaro, “Economic Development is a multidimensional process”.
5. Amartya Sen introduced a broader view by stating that economic development is closely related to the expansion of human freedoms. He argued that development should focus on removing obstacles that limit people’s choices, such as poverty, illiteracy, lack of healthcare, and unemployment. According to Sen, development enhances individual capabilities and freedom.
6. From the above literature, it is evident that economic development plays a vital role in achieving well-being for the nation. It focuses on both quantitative and qualitative improvement.

Findings And Discussion

1. Economic development is a long-term and continuous process. It also included both qualitative and quantitative aspects of life.
2. Economic growth alone is not sufficient for economic development.
3. Economic development involves structural changes such as improvement in technology, capital formation and productivity.
4. Sustainable development is essential for long-term economic growth.
5. Human development is an essential component of economic development.
6. Equal distribution of income helps in achieving economic welfare.

Suggestion

1. Government should focus on balanced and inclusive growth economic development rather only economic growth.
2. Greater investment should be made in education and healthcare to improve human development.
3. Policies should aim at reducing poverty, unemployment and income inequality.
4. Encouraging skill development and employment generation can support long-term development.
5. Sustainable use of natural resources should be promoted to ensure long-term economic progress.

Conclusion

Economic development is a broad and multidimensional process that goes beyond mere economic growth. It includes improvement in the standard of living, reduction of poverty and inequality, and enhancement of social welfare. While economic growth is necessary, it is not sufficient to ensure development. True economic development can be achieved only through balanced growth, human development, and equitable distribution of income. Therefore, economic policies should focus on both economic and social progress to achieve sustainable development.

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Original Article

Revenue with Responsibility: Good Governance Lessons from Chhatrapati Shivaji Maharaj's Administration

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Abstract

Public financial management plays a key role in building state capacity, supporting welfare, and maintaining public trust, but most discussions focus on modern or colonial systems and overlook early Indian examples. In reality, Indian traditions of statecraft, including the Arthashastra and regional practices, already stressed ethical handling of revenue, clear procedures, and control over misuse of funds. Within this context, Chhatrapati Shivaji Maharaj Maharaj's administration is a strong case of how a ruler combined political power with organised, rule-based and farmer-friendly financial practices.This narrative review brings together historical sources and public finance concepts to study Shivaji Maharaj's approach to revenue collection, government spending, administrative structure, and ethics in handling state money. It explains how tools like the Ashta Pradhan Mandal, land measurement and assessment, careful but focused expenditure, record-keeping, and strict action against corrupt officials worked in practice. These are then related to ideas familiar in commerce, such as budget discipline, internal control systems, transparency, and accountability in public finance.The review finds that Shivaji Maharaj's financial administration followed a clear principle of "revenue with responsibility," aiming to fund security and administration while protecting cultivators and avoiding wasteful luxury. For commerce students, managers, and policymakers, his model offers useful lessons on how sound financial management, ethics, and people-centric policies can go together in building a strong and trusted state.

Keywords: *Public financial management; Shivaji Maharaj; Revenue administration; Good governance; Ethical financial practices; People-centric fiscal policy.*

Introduction

Public financial management is a key driver of state capacity, social welfare and political legitimacy, as it links revenues, budgeting and spending to transparent and accountable use of public funds. Weak revenue mobilization, poor expenditure control and opaque practices are widely associated with corruption, poor services and falling citizen trust [1–3]. Pre-modern South Asian statecraft offers a rich ideas and practices that anticipated many elements of modern economic governance and public financial management. Classical treatises such as Kautilya's Arthashastra present detailed guidance on revenue sources, budgeting, accounting, auditing, and fraud control, linking the prosperity of the ruler to ethical and efficient management of state finances. Recent analyses highlight that the Arthashastra advocated central oversight, departmental responsibility, and strong sanctions against embezzlement, which parallel contemporary notions of prudent financial management, internal control, and integrity in public office. This continuity of concern with fiscal probity and accountable administration provides a conceptual bridge between modern public finance doctrines and early practices of state financial management in the subcontinent.

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Within this broader historical and intellectual context, the administration of Chhatrapati Shivaji Maharaj occupies a prominent place in the study of Indian governance and state formation [4–6]. Shivaji Maharaj is widely acknowledged not only as a military innovator and nation-builder but also as an architect of a comparatively systematic and people-oriented administrative order in seventeenth-century western India. In a resource-constrained environment marked by intense military contestation, his regime is described as having maintained relative agrarian stability while sustaining substantial defensive and offensive capacities, suggesting a distinctive approach to financial management and governance [4,6,7].

Shivaji Maharaj is frequently credited with issuing explicit instructions that soldiers should not plunder the property of non-combatant villagers and that no unauthorized levies be imposed on the peasantry, even in enemy territory. Some narratives refer to the ideal that "not a blade of grass" should be taken from subjects without payment, symbolizing a norm of restraint and respect for private property [9]. The modern literature on public financial management and good governance provides a useful analytical framework for engaging with these historical practices. International standards and guidance emphasize that credible budgets, transparent fiscal information, clear institutional roles, effective internal and external controls, and meaningful accountability mechanisms are essential for achieving fiscal discipline, strategic allocation, and efficient public service delivery [2,3,10]. In fragile or conflict-affected contexts, strengthening basic PFM functions such as tax administration, budget execution, and financial reporting is regarded as central to rebuilding state capacity and legitimacy. Although Shivaji Maharaj's kingdom operated in a pre-modern context with very different administrative technologies and legal forms, many of its key features—such as differentiated ministerial roles, documented revenue procedures, disciplined expenditure, and protections for cultivators can be interpreted as functional analogues of these principles [4–6,8,9].

Despite this potential, the financial and governance dimensions of Shivaji Maharaj's administration have often been overshadowed by military and political narratives in both popular and academic discourse. Similarly, discussions of indigenous traditions of public finance in India tend to foreground classical treatises or colonial and post-colonial fiscal systems, leaving early modern regional experiments less explored in terms of conceptual public finance and governance analysis. There is thus a compelling rationale for an explicit, narrative review that synthesizes historical and administrative literature on Shivaji Maharaj's governance and systematically maps it onto contemporary frameworks of financial management and good governance principles [4–6,8,9]. The present review aims to fill this gap by examining the principles of financial management and good governance embedded in Chhatrapati Shivaji Maharaj Maharaj's administration focusing on revenue systems, expenditure management, institutional structures, and ethical norms and by exploring their enduring relevance for modern public finance, management practice, and policy discourse.

Administrative Structure and Financial Governance

Shivaji Maharaj Maharaj's administrative system was a centrally directed yet functionally differentiated framework that integrated civil, military, and fiscal governance under the personal authority of the Chhatrapati [7,9,11]. At the apex stood Shivaji Maharaj as the sovereign, assisted by a structured council of ministers and supported by a multilayered territorial administration extending from provinces (prants) down to villages (mauzas). Provinces were headed by Subedars and supervised by higher Sarsubedars, while intermediate units such as tarfs and local offices like the village patil and kulkarni ensured execution of revenue, policing, and judicial functions at the grassroots. This hierarchical yet relatively decentralized arrangement allowed the central court to retain strategic control while enabling context-sensitive implementation through local officials [9,12].

At the core of Shivaji Maharaj's central administration was the Ashta Pradhan Mandal, a council of eight ministers entrusted with major portfolios of state policy and oversight. The council comprised the Peshwa (Pant Pradhan, prime minister and coordinator of general administration), Amatya or Mazumdar (finance minister and chief of accounts), Sachiv (chief secretary and head of royal correspondence), Mantri (chronicler and intelligence), Sumant or Dabir (foreign affairs), Senapati (commander-in-chief), Nyayadhish (chief justice), and Panditrao (ecclesiastical and charitable affairs). While Shivaji Maharaj retained ultimate authority in decision-making, each minister was directly responsible for the efficient functioning of his department and for advising the ruler on policy in his domain. The Ashta Pradhan thus functioned both as an advisory cabinet and as an institutional mechanism for administrative discipline and continuity, especially in financial matters [5].

Financial oversight within this structure was primarily vested in the Amatya, whose mandate covered the maintenance of state accounts, supervision of revenue collection, scrutiny of expenditure, and preservation of financial records. The Amatya worked in close coordination with revenue officials at provincial and local levels, including kamvishdars and karkuns, who assessed, collected, and reported land revenue and other dues. Simultaneously, the Peshwa's role in general administration and the Sachiv's control over documentation created additional layers of procedural control over financial decisions, documentation, and implementation [5]. This systematic allocation of functions constituted an embryonic budgetary and accounting system, ensuring that fiscal flows were overseen by specialized offices rather than left to ad hoc discretion.

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Revenue Administration and Fiscal Discipline

Shivaji Maharaj Maharaj's revenue administration is widely noted for combining systematic assessment with a conscious concern for agrarian stability and state solvency. Land revenue formed the backbone of state income, and Shivaji Maharaj introduced important reforms to rationalize its assessment and collection while curbing arbitrariness and local oppression. In modern terms, his revenue policy reflected an attempt to build a predictable, broad-based, and administratively controlled fiscal system that could sustain prolonged warfare without destroying the productive base of the countryside [8,13].

A central feature of his reform was the shift to measurement-based assessment using the kathi system, adapted from the earlier experiment of Malik Ambar. Land was surveyed with standardized rods (kathi), classified according to fertility and crop type, and assessed at a fixed share of the estimated produce, generally set around two-fifths (40 percent) of the gross output. This moved revenue assessment away from rough guesswork and negotiable demands toward a more rule-bound and transparent system, with individual holdings assessed separately but villages often treated as the unit for collection. Peasants were typically allowed to pay in cash or kind, and in some cases in installments, which improved flexibility and compliance [14].

These arrangements illustrate fiscal prudence as a core governance principle in Shivaji Maharaj's rule. By stabilizing the revenue base, aligning tax demands with productive capacity, and institutionalizing oversight over collections, Shivaji Maharaj sought to ensure that the state lived within its means while retaining the capacity to fund defense and essential administration [15]. In contemporary language, his system approximated aggregate fiscal discipline and sustainable revenue mobilization, achieved not through high extractive pressure but through broad coverage, predictable rules, and disciplined administration [13,14]. This combination of rigor in assessment, fairness in incidence, and vigilance against leakage underscores the sophistication of Maratha revenue governance in the seventeenth century.

Expenditure Management and Resource Allocation

Shivaji Maharaj Maharaj's approach to expenditure management reflects a deliberate effort to align limited fiscal resources with core strategic and welfare priorities, rather than with courtly display or personal luxury [16,17]. In modern public finance terms, this pattern approximates a value-based allocation strategy, where expenditure is judged by its contribution to state capacity, territorial control, and socio-economic stability rather than by symbolic grandeur [6,18].

Controlled state expenditure was evident in the relatively simple style of Shivaji Maharaj's court and the restraint he is said to have exercised in matters of royal pump, large-scale feasts, and extravagant ceremonies. Unlike many contemporary courts that devoted significant shares of revenue to palatial architecture and lavish patronage, Shivaji Maharaj's administration is described as channeling a substantial proportion of resources toward functional ends such as the army, forts, and logistics. Administrative salaries were kept within manageable bounds, with an emphasis on performance and loyalty rather than on hereditary privilege alone. This discipline over recurrent and prestige-driven spending created fiscal space for sustained military preparedness and crisis reserves [17,19].

These practices collectively illustrate principles of cost control and value-based spending that resonate with contemporary notions of prudent public financial management. By containing routine and prestige expenditures, prioritizing defense and critical infrastructure, and setting norms against misuse of funds, Shivaji Maharaj's administration sought to maintain fiscal stability in a context of continuous military pressure [6,9,17]. The creation of reserve funds for emergencies, the careful provisioning of forts, and the focus on functional rather than decorative projects all point to a strategic view of expenditure as an investment in state survival and legitimacy. In conceptual terms, Shivaji Maharaj's expenditure management can thus be understood as a historically grounded example of disciplined, purpose-driven public spending under conditions of constrained resources and high security risk [20] [21] [22].

Accountability, Transparency, and Ethical Financial Practices

The administrative framework of Chhatrapati Shivaji Maharaj Maharaj was deeply anchored in accountability and ethical use of fiscal resources. His system institutionalized continuous monitoring of officials, especially those managing revenue and expenditure. Each karkun (accountant) and amil (revenue officer) worked under multiple layers of scrutiny, ensuring that no single official possessed unchecked financial authority. Regular audits, documentation of local accounts, and periodic reporting to higher authorities enabled early detection of irregularities and discouraged embezzlement or tax diversion [9,16,17].Monitoring was supported by stringent punitive measures for financial misconduct. Officials found guilty of corruption, misuse of treasury funds, or manipulation of revenue records faced disciplinary action including dismissal, loss of rank, or confiscation of personal wealth [23,24]. This systematic accountability ensured that officeholders were guided by both fear of sanction and a moral duty to safeguard public resources [24].

Ethical governance formed the moral core of his administrative philosophy. Shivaji Maharaj viewed himself as a trustee of public wealth ruler responsible for the wellbeing of his subjects rather than a proprietor of state finances. This principle translated into restrained royal expenditure, prohibition of personal enrichment through office, and prioritization of spending on defense, public welfare, and infrastructure [25]. These indigenous practices resonate

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closely with contemporary frameworks of accountability and fiscal responsibility. The integration of audits, record-keeping, deterrent action against corruption, and citizen-focused ethics mirror key dimensions of the PEFA framework and global fiscal transparency standards [26].Thus, Shivaji Maharaj Maharaj's financial governance anticipated modern norms of public accountability and transparent administration, offering a historically grounded model of ethical fiscal management that remains instructive for policy and governance even today.

People-Centric Financial Governance

People-centric financial governance under Chhatrapati Shivaji Maharaj Maharaj rested on the conviction that the prosperity of farmers and village communities was the foundation of a stable state economy. His revenue administration sought to protect cultivators from arbitrary exactions by curbing the powers of intermediaries, abolishing many cases, and promoting direct relations between the state and the peasantry. The emphasis on accurate land measurement, moderate assessment, and written records was designed to secure cultivators' rights while ensuring predictable revenue for the treasury [9,16,17]. These arrangements marked a deliberate departure from extractive agrarian regimes toward a model in which rural producers were treated as partners in state-building rather than mere objects of fiscal control.

Protection of farmers and local communities was also evident in the state's responses to agrarian distress and social vulnerability. Historical accounts highlight that remissions, deferments, and other relief measures were extended in years of crop failure or war-related disruption, so that peasant households could maintain cultivation and avoid distress sales of land or cattle. By allowing flexible collection in bad years and encouraging local support for seeds, draught animals, and subsistence, the administration cushioned village economies against shocks instead of enforcing rigid extraction targets [9,16,17]. Such measures reflected a sensitivity to economic hardship that placed social stability and productive capacity above short-term revenue maximization.Shivaji Maharaj's revenue policy was thus oriented toward long-term stability rather than immediate fiscal surplus. Moderation in assessment, curtailment of unauthorized levies, and insistence on survey-based demands all point to a philosophy of "revenue with responsibility," in which the durability of the tax base mattered more than opportunistic gain. By prioritizing sustained cultivation, secure peasant tenure, and resilient village institutions, his regime strengthened the material foundations of the state and reduced the risk of agrarian unrest that often-followed oppressive taxation in early modern polities [25] [3].

Relevance to Modern Financial Management and Governance

Chhatrapati Shivaji Maharaj Maharaj's financial administration offers striking parallels with contemporary public finance principles, demonstrating timeless governance wisdom [9,16,17]. His commitment to fiscal discipline through controlled expenditure, audited revenue collection, and reserve funds mirrors modern budgetary frameworks that prioritize aggregate stability and debt avoidance. By curbing wasteful spending on luxuries while funding essential defense and welfare, Shivaji Maharaj anticipated the core tenets of fiscal responsibility laws that emphasize strategic resource allocation over populist excess.

Decentralization marked another forward-looking feature of his system. Revenue administration through local *pats* (districts) and *prants* (sub-divisions), with empowered village headmen (*patedars*) handling collections under central oversight, prefigured modern federalism and subsidiarity principles. This structure balanced local autonomy with accountability, reducing bureaucratic overload and enhancing responsiveness much like today's devolved public financial management systems that delegate fiscal powers while maintaining performance audits. Shivaji Maharaj's model ensured that decision-making stayed close to the people affected, fostering efficiency without sacrificing coherence.Contemporary administrators, managers, and policymakers can draw vital lessons from Shivaji Maharaj's approach: ethical leadership builds trust as a fiscal multiplier; decentralization enhances service delivery; and people-centric policies ensure enduring legitimacy [3,10,24]. In an era of digital transparency and global fiscal norms, Shivaji Maharaj's principles remind us that sound governance transcends time, offering a blueprint for balancing discipline, equity, and adaptability in public financial stewardship.

Limitations of the Study

This narrative review, while illuminating Chhatrapati Shivaji Maharaj's financial governance principles, faces inherent methodological constraints characteristic of historical analysis. Primary reliance on contemporary chronicles, bakhar accounts, and later Maratha records introduces potential biases, as these sources often blend factual reporting with hagiographic elements that idealize administrative achievements. The absence of systematic quantitative financial data such as comprehensive ledgers, tax yields, or expenditure breakdowns precludes econometric verification or comparative fiscal metrics, limiting analysis to qualitative reconstruction. Retrospective interpretation further risks anachronism, projecting modern public finance concepts into 17th-century practices without full contextual nuance.

Conclusion

This study shows that Shivaji Maharaj Maharaj's administration was not only militarily strong but also financially disciplined and people-oriented, in a way that matches many modern public finance principles. His use of survey-based land revenue controlled but strategic expenditure, ministerial checks, and strict action against corruption reflects clear ideas of budgeting, internal control, and accountability that commerce students recognise today. At the same time, his focus on protecting cultivators and avoiding wasteful luxury highlights that public money was treated as a trust, not a personal right of the ruler.Overall, the review suggests that Shivaji Maharaj's model offers a practical

historical example of how fiscal discipline, ethical governance, and citizen welfare can be balanced in one framework. These insights are useful not only for historians but also for students, managers, and policymakers who are interested in strengthening public financial management in today's context.

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Original Article

Portrayal of Chhatrapati Shivaji Maharaj as an "Ideal Hindu King" in Swami Vivekananda's "*Shivaji*"

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Abstract:

The present research paper studies the portrayal of Chhatrapati Shivaji Maharaj as an "Ideal Hindu King" in Swami Vivekananda's essay "Shivaji." It examines how Vivekananda presents Shivaji Maharaj as a symbol of moral strength, spiritual discipline, and righteous governance rooted in Hindu cultural values. The study highlights Shivaji Maharaj's commitment to dharma, justice, tolerance, and welfare of the people, which Vivekananda regards as essential qualities of ideal kingship. The paper also analyzes how Vivekananda uses Shivaji Maharaj's life to inspire national self-respect and cultural regeneration during colonial rule. By connecting political leadership with spiritual ideals, Vivekananda portrays Shivaji Maharaj as a model ruler who balances power with compassion and faith with duty. The research adopts a textual and interpretative approach to show that Vivekananda's portrayal goes beyond history and functions as a moral and ideological framework for nation-building.

Keywords: *Ideal Kingship, Hindu, Nationalism, Ethical, Leadership, Cultural Revival*

Introduction

Chhatrapati Shivaji Maharaj occupies a central place in Indian history as a visionary ruler, military strategist, and founder of the Maratha Empire. His life and achievements inspire generations across social, cultural, and religious boundaries. Among the many interpretations of Shivaji Maharaj's personality, Swami Vivekananda's portrayal holds a unique significance. Vivekananda presents Shivaji not merely as a historical warrior-king but as an embodiment of moral strength, spiritual discipline, and righteous governance. His essay "Shivaji" constructs the image of Chhatrapati Shivaji Maharaj as an "Ideal Hindu King," rooted in the ethical and philosophical principles of Hinduism. This research paper studies how Swami Vivekananda shapes this idealized image and why such a portrayal becomes important in the socio-cultural context of colonial India.Swami Vivekananda writes during a period when India suffers under British colonial rule and faces cultural humiliation, political subjugation, and spiritual disintegration. In this context, Vivekananda looks back at Indian history to recover figures who represent strength, self-respect, and national pride. Shivaji Maharaj becomes one such figure. Vivekananda portrays him as a ruler who combines courage with compassion, power with restraint, and devotion with duty. This portrayal does not glorify violence or conquest alone; instead, it emphasizes dharma, justice, and responsibility toward society. By doing so, Vivekananda offers Shivaji as a moral and spiritual model for a nation seeking regeneration. The oncept of the "Ideal Hindu King" in Vivekananda's writing rests on core Hindu values such as righteousness (dharma), selfless service, respect for women, protection of the weak, and devotion to the motherland. Vivekananda highlights Shivaji Maharaj's respect for saints, temples, and religious traditions, while also stressing his tolerance toward other faiths.

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This balance allows Vivekananda to project Shivaji as a ruler who upholds Hindu ideals without promoting narrow sectarianism.Thus, Shivaji emerges as a symbol of inclusive leadership grounded in spiritual ethics.This research paper examines how Swami Vivekananda uses historical narrative, moral commentary, and religious symbolism to construct the image of Shivaji Maharaj as an "Ideal Hindu King." It also studies how this portrayal functions as a response to colonial discourse that often undermines Indian history and leadership. By presenting Shivaji as an ethical and spiritually awakened ruler, Vivekananda challenges colonial stereotypes and instills confidence in India's cultural past.The study adopts a textual and socio-cultural approach to analyze Vivekananda's "Shivaji." It focuses on themes such as kingship, Hindu values, nationalism, and moral leadership. The paper argues that Vivekananda's portrayal of Shivaji Maharaj is not only historical but also ideological, aiming to inspire national awakening and ethical reconstruction. Through this analysis, the research highlights the enduring relevance of Shivaji Maharaj as an ideal ruler and of Vivekananda's vision in shaping modern Indian thought.

Chhatrapati Shivaji Maharaj as an "Ideal Hindu King"

Swami Vivekananda's portrayal of Chhatrapati Shivaji Maharaj in his essay *"Shivaji"* presents the Maratha ruler as an embodiment of the ideal Hindu king. Vivekananda does not treat Shivaji merely as a historical warrior or regional ruler; instead, he elevates him as a symbol of ethical governance, spiritual leadership, cultural revival, and righteous resistance. Through Shivaji's character, Vivekananda articulates his vision of ideal kingship grounded in Dharma, justice, compassion, courage, and service to the people. The essay reflects Vivekananda's larger nationalist and spiritual project, where history serves as a moral guide for contemporary India.

a) Shivaji as a Protector of Dharma

In Swami Vivekananda's interpretation, Shivaji Maharaj stands foremost as a protector of Dharma. The concept of Dharma occupies a central position in Hindu political philosophy, where the king functions as a guardian of moral order rather than a mere wielder of power. Vivekananda presents Shivaji as one who upholds righteousness in both personal conduct and state administration. Shivaji's wars are not portrayed as acts of personal ambition or conquest but as necessary struggles to defend religious freedom, social justice, and cultural identity.

Vivekananda emphasizes that Shivaji never fights for destruction or revenge. Instead, his resistance arises from a deep sense of duty towards his people and faith. This portrayal aligns Shivaji with the traditional Hindu ideal of a *Dharmaraja*, who rules not through fear but through moral authority. Shivaji's respect for saints, temples, and religious institutions reinforces his image as a king committed to spiritual values.

b) Ideal Hindu Kingship and Moral Governance

Swami Vivekananda highlights Shivaji Maharaj as a ruler who integrates morality with politics. According to Vivekananda, true kingship in Hindu tradition demands self-control, humility, and responsibility toward subjects. Shivaji exemplifies these qualities by maintaining discipline in his army, ensuring justice in administration, and showing restraint in victory.Vivekananda praises Shivaji's strict code of conduct, especially his respect for women and civilians during military campaigns. This moral discipline distinguishes Shivaji from tyrannical rulers and foreign invaders who rely on oppression and exploitation. Shivaji's governance reflects the Hindu ideal that power must be exercised with ethical restraint and compassion.The essay also stresses Shivaji's personal simplicity and devotion. Despite being a powerful king, Shivaji lives a life guided by spiritual values rather than luxury. Vivekananda uses this portrayal to contrast Hindu kingship with imperial despotism, emphasizing that true authority arises from character rather than force.

c) Shivaji as a Symbol of National Awakening

Swami Vivekananda presents Shivaji Maharaj as a source of inspiration for national revival. He interprets Shivaji's life as a response to centuries of political subjugation and cultural humiliation. Through Shivaji, Vivekananda sees the resurgence of Hindu self-respect, confidence, and unity.Shivaji's establishment of Swarajya represents more than political independence; it symbolizes cultural self-rule rooted in indigenous values. Vivekananda underscores that Shivaji revives faith in Hindu capabilities at a time when society suffers from despair and disunity. By reclaiming political power without abandoning spiritual principles, Shivaji becomes a model for national regeneration.For Vivekananda, Shivaji's legacy serves as a reminder that strength and spirituality are not opposites. Instead, he presents Shivaji as proof that political power guided by Dharma can restore dignity to a nation. This interpretation strongly resonates with Vivekananda's call for a spiritually awakened and self-reliant India.

d) Compassion and Justice in Shivaji's Rule

Another important aspect of Shivaji's portrayal as an ideal Hindu king lies in his compassion toward his subjects. Vivekananda describes Shivaji as a ruler deeply connected to the common people. Shivaji listens to their grievances, protects farmers from exploitation, and ensures fair taxation.Vivekananda highlights that Shivaji's administration focuses on justice rather than revenue extraction. His concern for the welfare of peasants and traders reflects the Hindu ideal that the king exists for the happiness of the people. Shivaji's governance thus contrasts sharply with oppressive regimes that treat subjects as tools of profit.This compassionate kingship strengthens Shivaji's moral authority and reinforces Vivekananda's belief that ethical leadership forms the foundation of a strong nation. Shivaji becomes an example of how political power must serve society rather than dominate it.

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e) Religious Tolerance and Inclusivity

Although Vivekananda presents Shivaji as a Hindu king, he also emphasizes his spirit of tolerance. Shivaji respects all religions and protects places of worship irrespective of faith. Vivekananda stresses that Shivaji never persecutes religious minorities and treats Muslims in his administration and army with dignity.This inclusivity reflects the broader Hindu principle of coexistence and respect for diversity. Vivekananda uses Shivaji's example to challenge narrow interpretations of religious nationalism. Shivaji's Hindu identity does not translate into intolerance; instead, it reinforces moral responsibility and universal respect.Through this portrayal, Vivekananda defines the ideal Hindu king not as a sectarian ruler but as a just and inclusive leader guided by spiritual ethics.

f) Military Genius Guided by Ethics

Swami Vivekananda acknowledges Shivaji Maharaj's exceptional military skills but frames them within ethical boundaries. Shivaji's use of guerrilla warfare, strategic planning, and discipline demonstrates intelligence and innovation rather than cruelty. Vivekananda portrays Shivaji as a warrior who fights with honor and restraint.Shivaji avoids unnecessary bloodshed and values human life. His military campaigns aim at securing freedom rather than domination. Vivekananda contrasts this ethical warfare with imperial violence, presenting Shivaji as a warrior-king who aligns strength with righteousness.This portrayal reinforces the Hindu concept of *Kshatriya Dharma*, where bravery and justice coexist. Shivaji becomes the ideal warrior who balances courage with compassion.

g) Spiritual Influence and Guidance

Vivekananda highlights Shivaji's close association with saints such as Samarth Ramdas. This spiritual guidance shapes Shivaji's vision of kingship and strengthens his moral resolve. Vivekananda emphasizes that Shivaji draws inspiration from spiritual teachings rather than personal ambition.This relationship between spirituality and politics reflects Vivekananda's belief that national leadership must rest on spiritual foundations. Shivaji's devotion does not weaken his authority; instead, it enhances his moral legitimacy. Vivekananda presents this harmony of spirituality and power as a defining feature of ideal Hindu kingship.

h) Shivaji as a Role Model for Future Generations

Swami Vivekananda uses Shivaji's life as a teaching tool for youth and leaders. He presents Shivaji as a role model who embodies courage, discipline, humility, and service. Vivekananda urges Indians to draw strength from Shivaji's example and revive self-confidence and moral integrity.Shivaji's life teaches that true leadership requires sacrifice and commitment to higher ideals. Vivekananda positions Shivaji as a timeless figure whose values remain relevant for modern India. His portrayal transforms Shivaji from a historical ruler into a moral guide for national reconstruction.

Conclusion

In Swami Vivekananda's *"Shivaji,"* Chhatrapati Shivaji Maharaj emerges as the ideal Hindu king who harmonizes power with Dharma, courage with compassion, and spirituality with governance. Vivekananda's portrayal transcends historical narration and offers a vision of ethical leadership rooted in Hindu philosophy. Shivaji represents the revival of moral authority, cultural pride, and national self-respect.

Through Shivaji, Vivekananda articulates his broader vision of India's regeneration, where political freedom aligns with spiritual awakening. Shivaji stands as a symbol of righteous resistance, inclusive governance, and disciplined leadership. As an ideal Hindu king, Shivaji Maharaj continues to inspire generations with his commitment to justice, humanity, and Dharma.

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Original Article

Chhatrapati Shivaji Maharaj: A Source of National Inspiration in '*Ode to Shivaji'* by K. R. Srinivasa Iyengar

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Abstract:
"Ode to Shivaji" is a patriotic poem written by K.R Srinivasa Iyengar. In this ode poet wants to tell us about the bravery of Chatrapati Shivaji Maharaj. The poet admires Shivaji's military skills, and moral strength. Chatrapati Shivaji Maharaj was not only a warrior but he was also a ruler who always cared for his people and always upheld righteousness. K.R Srinivasa Iyengar shows us the tribute to Chatrapati Shivaji Maharaj, the great Maratha Warrior and Founder of Maratha empire through "Ode of Shivaji." The Ode also glorifies Chatrapati Shivaji Maharaj as fearless and noble leader who rose against foreign domination. This Ode is a great inspirations for all the readers and especially for younger generations to learn about Shivaji's patriotism, sacrifice, and sense of duty toward nation. Thus, Shivaji is not only known as historical figure but also for a ideal of a heroic leadership and love for the motherland. Shivaji is portrayed as a leader who combined bravery with wisdom and strength with compassion.

Keywords: *Bravery, Justice, Sacrifice, Devotion and Strategy*

Introduction:

"*Ode to Shivaji*" is patriotic and lyrical ode written by K.R Srinivasa Iyengar. K.R Srinivasa Iyengar is one of the most respected Indian literacy critics, poet, and scholar in English literature. Iyengar is known for his work, for blending history, culture, and national spirit in his writing. Shivaji Maharaj is remembered for his bravery, intelligence, and excellent military strategies. He build a strong navy and a network of forts to protect his kingdom. He fought against the Mughal empire to build self rule called SWARAJYA. Chatrapati Shivaji Maharaj was a kind ruler who respected all religions, protected women's, encouraged agriculture and trade, worked for his people and ruled with fairness. This made him not only a great warrior but also a great nation-builder.

Chatrapati Shivaji Maharaj was born in a time when large parts of the country were under Mughal rule and regional powers were constantly in conflict. The deccan plateau, where Shivaji rose to power was a land of forts, hills, and strategic passes an ideal terrain for guerrilla warfare.Shivaji's method of warfare, especially guerrilla tactics, his network of forts, and his strong navy made him a formidable opponent of the Mughal Empire. More importantly he established a system of governance based on justice, tolerance, and welfare of the people. These qualities make him an ideal hero for a patriotic poem. In this ode poet wants to tell us about the great Maratha warrior and ruler of Maratha empire Chatrapati Shivaji Maharaj. This ode is a great tribute to Chatrapati Shivaji Maharaj who played a crucial role in resisting foreign domination in India during the 17th century. The poem is written in the form of ode a lyrical poem expression deep admiration and praise for a person or subject.In this ode Shivaji is not only shown as physically strong but also morally upright and spiritually guided.

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Iyengar writes this poem to revive the memory of Shivaji as a national hero and to awaken patriotic feelings in modern times. Thus, the poem is about the struggle of India against foreign domination and in the rise of Chhatrapati Shivaji Maharaj as a symbol of freedom, self-respect, and national pride.

Portrayal of Chhatrapati Shivaji Maharaj in K. R. Srinivasa Iyengar's Ode

In K. R. Srinivasa Iyengar's ode on Chhatrapati Shivaji Maharaj, the poet presents Shivaji as a fearless warrior, an ideal ruler, and a divinely guided soul. Iyengar does not portray Shivaji merely as a historical individual; instead, he elevates him into a symbolic force of history. Shivaji emerges as a leader who embodies national awakening, moral courage, and collective identity. The poem transforms Shivaji into a timeless national hero whose struggle represents the will of an oppressed people rather than personal ambition (Iyengar).As a fearless warrior, Iyengar presents Shivaji as a lion-like figure who confronts mighty enemies without fear. The metaphor of the lion suggests bravery, authority, vigilance, and moral strength. Shivaji's courage is not reckless or blind; it is guided by intelligence, strategic wisdom, and clear purpose. He does not surrender before power or tyranny but rises against injustice with determination. Iyengar emphasizes that Shivaji's resistance is rooted in moral conviction rather than aggression (Iyengar).

One of the central ideas of the ode is that Shivaji's struggle is national rather than personal. Iyengar repeatedly stresses that Shivaji does not fight for himself alone. His sword is drawn for the protection of his people and the restoration of national honour. The poet presents Shivaji as a representative of collective suffering and collective hope. His victories symbolize the awakening of a suppressed society that regains courage through his leadership (Iyengar).Shivaji in the poem is shown less as an individual and more as an instrument of history. Iyengar portrays him as a force through which a silent and oppressed people find voice and strength. Shivaji becomes the medium through which historical change takes place. He embodies the aspirations of a society that longs for dignity, freedom, and self-respect. Through him, the people recover their lost identity and confidence (Iyengar).

The poem revolves around three major dimensions of Shivaji's personality: Shivaji as a warrior, Shivaji as a ruler, and Shivaji as a divinely guided soul. These three dimensions together construct the image of ideal leadership. Iyengar suggests that true greatness lies in the balance of strength, wisdom, and spirituality. Shivaji becomes complete only when these qualities coexist harmoniously (Iyengar).

As a warrior, Shivaji represents resistance against injustice and oppression. Iyengar presents warfare not as cruelty but as a necessary moral action. Shivaji's sword becomes a symbol of duty, justice, and protection. The line "Not for thyself alone the sword was drawn" clearly expresses the idea of selfless leadership. Shivaji fights for the welfare of the nation rather than for personal glory or ambition (Iyengar).Iyengar further presents Shivaji as a *karma yogi*, a man who performs action without selfish desire. This idea reflects Indian philosophical thought, where selfless action leads to moral elevation. Shivaji's bravery, therefore, gains spiritual significance. His leadership becomes ethical action guided by responsibility and righteousness rather than ego (Iyengar).

As a ruler, Shivaji is portrayed as just, disciplined, and morally upright. Iyengar highlights that Shivaji's greatness does not rest solely on military success but on ethical governance. He is described as "stronger in his soul than in his body," suggesting that inner strength and moral discipline are superior to physical power. Shivaji thus emerges as an ideal ruler whose authority is rooted in character (Iyengar).Iyengar also portrays Shivaji as a divinely guided soul. Shivaji's actions appear inspired by a higher moral purpose. His leadership aligns with divine will, not through miracles but through moral clarity and ethical action. He listens to the call of the land, the people, and righteousness. This spiritual dimension elevates his struggle and gives it a sacred quality (Iyengar).

The ode presents Chhatrapati Shivaji Maharaj as a national hero who awakens the spirit of freedom among his people, referred to as "Shivaji's Praja." This phrase emphasizes the close emotional and moral bond between the leader and the people. Shivaji does not rule over passive subjects; instead, he leads an awakened and united community. His leadership restores the lost glory of the nation and rekindles pride and self-respect among the masses (Iyengar).According to Iyengar, Shivaji is not only a great leader but also a symbol of Indian pride and self-respect. He represents cultural revival and national confidence. The poet presents Shivaji as proof that India possesses its own heroic tradition rooted in moral and spiritual values. Shivaji becomes a reminder that national strength arises from cultural consciousness and ethical leadership (Iyengar).Through rich imagery and an emotional tone, Iyengar transforms Shivaji from a historical figure into a timeless national hero. The poet frequently refers to the Sahyadri mountains, rocky forts, monsoon clouds, and the echo of war drums. These natural elements actively participate in the narrative. Nature appears not as a passive backdrop but as a living witness and supporter of Shivaji's mission (Iyengar).

The Sahyadri mountains are portrayed as Shivaji's teachers. They symbolize endurance, strength, and strategic wisdom. The rocky forts represent resistance and protection, while the monsoon clouds suggest energy, renewal, and movement. The war drums echo the collective heartbeat of a rising nation. Through these images, Iyengar establishes a deep bond between Shivaji and the land he defends (Iyengar).Nature in the poem is often personified. The winds act as Shivaji's messengers, spreading the call of resistance. The soil becomes the source of his strength and identity. This close relationship between hero and land suggests that Shivaji is not an accidental leader. Instead, he emerges naturally from a particular historical and geographical environment shaped by struggle and resilience (Iyengar).

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The powerful opening line, "Rise, O lion-hearted Shivaji, rise!" sets the epic and heroic tone of the ode. The metaphor of the lion symbolizes courage, leadership, and dormant power waiting to awaken. The repetition of the word "rise" suggests urgency and collective awakening. Iyengar does not merely praise Shivaji but presents him as a saviour figure who leads the nation out of despair (Iyengar).The line "Not for thyself alone the sword was drawn" highlights the poem's central theme of selfless leadership. The sword symbolizes justice and duty rather than violence. Shivaji's actions reflect sacrifice and responsibility. Iyengar thus presents him as a moral leader who places national welfare above personal interest (Iyengar).One of the most striking poetic devices used by Iyengar is personification, especially the portrayal of nature as a suffering mother. The land appears wounded and oppressed, calling out for protection. Shivaji responds not only to a political call but also to a moral and emotional summons. This imagery evokes the idea of *Bharat Mata* and strengthens the emotional appeal of the poem (Iyengar).Through this technique, Iyengar deepens the reader's emotional engagement and reinforces traditional Indian values of devotion to the motherland. Shivaji's resistance becomes an act of filial duty. His struggle symbolizes loyalty, sacrifice, and reverence for the nation's cultural heritage (Iyengar).

Conclusion

In K. R. Srinivasa Iyengar's ode, Chhatrapati Shivaji Maharaj appears as a fearless warrior, an ideal ruler, and a divinely guided soul. He emerges not merely as a historical hero but as a timeless symbol of national awakening, moral courage, and ethical leadership. Through powerful imagery, elevated language, and emotional intensity, Iyengar transforms Shivaji into a living force of history. The poem celebrates Shivaji as a national hero who restores pride, unity, and self-respect among his people. His life and struggle continue to inspire generations as a model of selfless action, moral strength, and devotion to the nation (Iyengar).

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Chhatrapati Shivaji Maharaj: A 'Military Genius' and 'Symbol of Ethical Governance' in '*Shivaji: The Great Maratha'* by Niranjan Bhagat

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Abstract:

The present research paper examines the representation of Chhatrapati Shivaji Maharaj as a military genius and a symbol of ethical governance in Niranjan Bhagat's long poem ***"Shivaji: The Great Maratha."*** *The study analyses how Bhagat poeticizes Shivaji Maharaj's strategic brilliance, administrative foresight, and moral leadership to construct an idealized yet historically grounded image of the Maratha ruler. Through close textual reading, the paper explores Shivaji's innovative warfare techniques, including guerrilla strategy, disciplined military organization, and adaptive leadership, which establish him as an exceptional military mind. Simultaneously, the poem foregrounds Shivaji's commitment to justice, welfare of subjects, religious tolerance, and respect for women, presenting him as an ethical governor whose authority rests on moral legitimacy rather than coercion. The research situates the poem within the broader tradition of Indian English poetry that celebrates national heroes while interrogating the relationship between power and righteousness. By blending historical fact with poetic imagination, Bhagat elevates Shivaji Maharaj as a timeless model of leadership relevant to both colonial and postcolonial socio-political contexts. The paper argues that Shivaji: The Great Maratha not only commemorates a historical figure but also articulates a normative vision of leadership rooted in courage, integrity, and public accountability.*

Keywords: *Military Genius, Ethical Governance, Leadership, justice, Great Maratha*

Introduction

Chhatrapati Shivaji Maharaj occupies a central position in Indian history as a visionary leader who combines exceptional military skill with a strong commitment to ethical governance. He emerges not merely as a warrior king but as a statesman who establishes a political system grounded in justice, accountability, and welfare of the people. Indian English poetry often revisits Shivaji Maharaj to reinterpret his historical legacy and to present him as a timeless symbol of resistance against oppression and moral degeneration. Among such poetic representations, Niranjan Bhagat's poem *"Shivaji: The Great Maratha"* offers a powerful literary portrayal of Shivaji Maharaj as both a 'Military Genius' and a 'Symbol of Ethical Governance.'The present research paper studies Bhagat's poetic treatment of Shivaji Maharaj with a focus on these two interrelated dimensions. The poem celebrates Shivaji Maharaj's strategic brilliance, his innovative methods of warfare, and his ability to challenge mighty imperial powers through intelligence, discipline, and adaptability. At the same time, it foregrounds his moral vision as a ruler who upholds righteousness, respects women, protects the weak, and governs with a deep sense of responsibility toward his subjects. Bhagat does not glorify violence for its own sake; instead, he presents warfare as a necessary means to establish a just and humane order.

This balanced representation distinguishes Shivaji Maharaj from mere conquerors and elevates him to the status of an ethical leader.

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The significance of this study lies in its attempt to bridge history and literature. While historians analyze Shivaji Maharaj through archival records and political developments, poetry provides an emotional and cultural lens that reveals how his image functions in the collective consciousness. Bhagat's poem serves as a medium through which historical facts merge with moral ideals, transforming Shivaji Maharaj into a symbol of national pride, ethical leadership, and cultural identity. The poem reflects how literature participates in nation-building by revisiting historical figures and reasserting values relevant to contemporary society.This research also gains relevance in the present socio-political context, where leadership often faces moral scrutiny. By examining Shivaji Maharaj as depicted in *"Shivaji: The Great Maratha,"* the study highlights an alternative model of leadership that integrates power with ethics. Shivaji Maharaj appears as a ruler who enforces discipline but avoids tyranny, who wages war but respects moral codes, and who exercises authority without compromising justice. Such a portrayal invites readers to reconsider modern notions of governance and leadership.Methodologically, the paper adopts a close textual and thematic analysis of the poem, focusing on imagery, diction, and symbolism that construct Shivaji Maharaj's dual identity. The study aims to show how Niranjan Bhagat's poem reinforces Shivaji Maharaj's stature as a military strategist and an ethical governor, thereby contributing to Indian English poetry's engagement with history, heroism, and moral responsibility.

Chhatrapati Shivaji Maharaj: A 'Military Genius' and 'Symbol of Ethical Governance':

Niranjan Bhagat's long poem *Shivaji: The Great Maratha* presents Chhatrapati Shivaji Maharaj not merely as a historical warrior but as a multidimensional figure whose life and leadership embody both military brilliance and ethical governance. The poem blends history, legend, and moral vision to construct Shivaji as a symbol of ideal kingship rooted in justice, courage, discipline, and compassion. Bhagat's portrayal moves beyond heroic glorification and offers a nuanced literary representation that situates Shivaji within the larger cultural and ethical framework of Indian history. Through vivid imagery, elevated diction, and symbolic language, the poet celebrates Shivaji as a military genius who masters strategy and terrain, and as a ruler whose governance rests on moral responsibility and respect for human dignity.

As a military leader, Shivaji Maharaj emerges in the poem as a visionary strategist who understands the realities of warfare in the Indian subcontinent. Bhagat repeatedly emphasizes Shivaji's deep knowledge of geography, especially his use of forts, mountains, forests, and narrow passes. The rugged landscape of the Deccan becomes an extension of Shivaji's military intelligence, allowing him to outmanoeuvre far larger and better-equipped imperial forces. The poem highlights how Shivaji transforms natural obstacles into strategic advantages, demonstrating an acute awareness of space, mobility, and surprise. His warfare is not based on brute strength but on precision, speed, and careful planning, which establishes him as a pioneer of guerrilla tactics in Indian military history.

Bhagat portrays Shivaji's military campaigns as disciplined and purposeful rather than destructive or chaotic. Shivaji's army is shown as a well-organized force bound by loyalty, ethical conduct, and devotion to the homeland. The poet stresses that Shivaji trains his soldiers to respect civilians, women, and places of worship, even during times of war. This aspect of military ethics distinguishes Shivaji from many contemporary rulers who view conquest as an excuse for plunder and cruelty. In the poem, Shivaji's victories do not arise from terror or indiscriminate violence but from moral authority combined with strategic excellence. This fusion of ethics and warfare elevates Shivaji from a successful commander to a morally conscious leader.The poem also emphasizes Shivaji's courage and resilience in the face of adversity. Bhagat recalls moments when Shivaji confronts powerful empires such as the Mughals and the Deccan Sultanates, often with limited resources. Despite these challenges, Shivaji never succumbs to despair or submission. His determination reflects a deeper ideological struggle for self-rule and cultural dignity. The poet uses metaphors of fire, storm, and lightning to capture the intensity of Shivaji's resistance, suggesting that his military actions are driven by a righteous cause rather than personal ambition. In this sense, Shivaji becomes a symbol of resistance against imperial domination and unjust authority.

While Bhagat celebrates Shivaji's battlefield achievements, he places equal emphasis on Shivaji's role as a just and ethical ruler. Governance in *Shivaji: The Great Maratha* is not presented as an extension of military power but as a moral responsibility. Shivaji's idea of kingship rests on the welfare of his people rather than personal luxury or dynastic pride. The poem portrays him as a ruler who listens to the voices of farmers, traders, soldiers, and common citizens. His administration is depicted as accessible and humane, grounded in fairness and accountability. This ethical vision of governance distinguishes Shivaji from tyrannical rulers who treat subjects as expendable resources.Bhagat highlights Shivaji's respect for religious diversity as a cornerstone of his ethical governance. In a period marked by religious conflict and political exploitation of faith, Shivaji stands out as a ruler who upholds tolerance and mutual respect. The poem notes Shivaji's protection of mosques, temples, and religious leaders of all communities. This inclusivity reflects Shivaji's belief that governance must rise above sectarian divisions. Bhagat uses this aspect to portray Shivaji as a secular and enlightened ruler whose moral authority stems from justice rather than religious dominance. In doing so, the poem aligns Shivaji's governance with universal human values.

The poet also draws attention to Shivaji's administrative reforms, particularly his emphasis on discipline, law, and transparency. Shivaji's officers are expected to uphold integrity, and corruption is treated as a serious offense. Bhagat presents Shivaji as a ruler who leads by example, living a life of simplicity and restraint. His personal conduct reinforces the ethical foundation of his rule, suggesting that moral leadership begins with self-discipline. The poem

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contrasts Shivaji's governance with the excesses of imperial courts, where power often leads to moral decay. Through this contrast, Bhagat positions Shivaji as a model of ethical kingship rooted in responsibility rather than indulgence.Shivaji's concern for women's dignity receives special attention in the poem, further reinforcing his ethical stature. Bhagat recalls historical accounts of Shivaji's strict orders against the mistreatment of women during military campaigns. Women are depicted not as spoils of war but as individuals deserving respect and protection. This progressive outlook enhances Shivaji's image as a ruler guided by moral principles even in times of conflict. The poet's emphasis on this aspect serves to humanize Shivaji and highlight the ethical depth of his leadership.

Symbolically, Bhagat presents Shivaji as a unifying force who embodies the aspirations of the people. The poem uses images of light, dawn, and awakening to suggest that Shivaji's rise marks a moral and political renaissance. His coronation is depicted not merely as a political event but as the fulfillment of a collective dream for self-rule and justice. Shivaji's establishment of Swarajya represents a new ethical order where power serves the people rather than dominates them. Bhagat thus elevates Shivaji from a historical king to a cultural and moral icon.The language of the poem reinforces Shivaji's dual identity as a warrior and a moral leader. Bhagat's diction combines martial imagery with spiritual undertones, suggesting that Shivaji's strength arises from inner conviction as much as from physical force. Nature imagery plays a significant role in shaping Shivaji's character, aligning him with elemental forces that are both destructive and life-giving. This balance mirrors Shivaji's leadership, which destroys oppression while nurturing justice and order.In a broader literary and cultural context, *Shivaji: The Great Maratha* reflects postcolonial concerns about identity, resistance, and ethical leadership. Bhagat's portrayal of Shivaji resonates with modern readers seeking models of leadership grounded in moral integrity. By revisiting Shivaji's life through poetry, Bhagat reclaims indigenous history and challenges colonial narratives that often reduce Indian rulers to mere regional figures. Shivaji emerges as a national symbol whose values transcend time and place.

Conclusions:

In conclusion, Niranjan Bhagat's *Shivaji: The Great Maratha* presents Chhatrapati Shivaji Maharaj as both a military genius and a symbol of ethical governance through a rich and layered poetic narrative. The poem celebrates Shivaji's strategic brilliance, courage, and adaptability in warfare while equally emphasizing his commitment to justice, tolerance, and humane administration. Bhagat's Shivaji is not simply a conqueror but a visionary ruler whose power is guided by moral responsibility. Through this portrayal, the poem transforms Shivaji into an enduring symbol of ideal leadership, offering a powerful reminder that true greatness lies in the harmony of strength and ethics.

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People-Centric Administration in Shivaji Maharaj's Swarajya: An Early Model of Good Governance

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Abstract

This paper explores the People-centric Administrative framework of Swarajya established by Chhatrapati Shivaji Maharaj and evaluates it as an early and effective model of good governance. In contrast to many contemporary political systems of the seventeenth century that were largely authoritarian and exploitative, Shivaji Maharaj's administration emphasized public welfare, moral authority, and accountability of officials. The governance structure of Swarajya was designed to protect the interests of common people, particularly peasants and traders, through fair revenue policies, regulated taxation, and protection from administrative oppression. Strict instructions were issued to officials and military personnel to prevent harassment of civilians,safeguard women's dignity, and ensure ethical conduct in public service.The study highlights the importance of decentralized administration in Swarajya, where village-level institutions and local officers functioned as vital links between the state and the people. This system enabled efficient grievance redressal, transparency, and participatory governance. The use of the Marathi language for administrative communication further strengthened inclusivity and accessibility, allowing governance to reach grassroots levels. Based on interpretative analysis of historical records, administrative documents, and secondary historical sources, this paper argues that the stability and success of Swarajya were deeply rooted in its people-oriented governance philosophy.The findings suggest that Shivaji Maharaj's emphasis on justice, welfare, and administrative discipline created a strong bond of trust between the ruler and his subjects. The paper concludes that these governance principles are not merely of historical significance but remain relevant in contemporary discussions on ethical leadership and good governance.

Keywords:*Chhatrapati Shivaji Maharaj, Swarajya, People-Centric Administration, Good Governance, Ethical Leadership, Decentralized Governance*

Introduction

Administration is an important part of any political system. A government can remain stable only when its people trust the ruler and the administrative system works for public welfare. In modern times, good governance is associated with transparency, accountability, participation, and justice. However, these ideas were also present in earlier historical times.Chhatrapati Shivaji Maharaj established Swarajya in the seventeenth century at a time when many rulers followed authorization and exploitation systems of governance. Heavy taxation, corruption, and injustice were common, and ordinary people often suffered under such rule. Shivaji Maharaj introduced an administrative system that focused on protecting the people and maintaining moral discipline in governance.This paper aims to study the people-centric nature of Shivaji Maharaj's administration and explain how Swarajya can be seen as an early model of good governance. The study discusses administrative justice, revenue policy, decentralization, and ethical leadership as the main features of his governance.Against this background, Shivaji Maharaj introduced the concept of **Swarajya**, which was not only a political or territorial ambition but a vision of just and ethical governance. Swarajya was founded that the ruler's primary duty was to protect the welfare, dignity, and rights of the people. Shivaji Maharaj viewed administration as a moral responsibility. His governance philosophy thought justice, discipline, accountability, and protection of society.

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A distinctive feature of Shivaji Maharaj's administration was its strong focus on the needs of common people. Policies related to revenue collection, military conduct, local administration, and law application were designed to minimize hardship and prevent corruption. Clear instructions were issued to officials and soldiers to avoid harassment of civilians and to respect women and religious societies. Such measures helped in building trust between the state and its subjects, which became the foundation of Swarajya's strength and stability.Another important feature of Swarajya's administration was decentralization. Shivaji Maharaj understood that effective governance could not function only from the center. Village-level officers and local institutions were allowed to handle administrative responsibilities and address public complaints. The use of the Marathi language in administration further strengthened communication between the government and the people, making governance more inclusive and accessible.

Background of Swarajya

The political situation during Shivaji Maharaj's time was unstable and violent. Large empires were expanding their territories, and administration was mainly concerned with collecting revenue and maintaining military control. The common people, especially farmers, were often loaded with heavy taxes and forced labor.Shivaji Maharaj understood that a kingdom could survive only if the people supported it. Therefore, Swarajya was built on the idea that the state should protect the rights and dignity of its issues. His aim was not only to establish political power but also to create a just and responsible system of administration.Historical sources show that Shivaji Maharaj paid attention to local conditions and public complaints. This helped him design policies that were practical and helpful to society.

Heavy land revenue, forced collections, and corruption were common features of administration. Revenue officials frequently misused their power, while ordinary people had limited means to seek justice. Rural society, which formed the backbone of the economy, faced insecurity due to frequent wars, raids, and administrative neglect. Women and civilians were particularly helpless during military operations, as ethical limitations on armies were often weak or absent.

It was in this challenging environment that Chhatrapati Shivaji Maharaj began to establish Swarajya. His vision went beyond the idea of political independence. Swarajya represented a system of governance rooted in justice, self-respect, and responsibility towards society. Shivaji Maharaj believed that a ruler's legitimacy depended on the welfare and support of the people rather than ordinary military strength. This belief shaped the foundation of Swarajya and guided its administrative structure.The early growth of Swarajya took place in the Deccan region, where local conditions demanded flexible and ready administration. Shivaji Maharaj carefully studied the social and economic realities of the region and designed policies that suited local needs. Instead of blindly copying existing imperial systems, he adopted a practical approach that balanced authority with accountability.A key feature of Swarajya was its emphasis on moral governance. Shivaji Maharaj introduced strict administrative discipline and clearly defined the duties of officials. Corruption, oppression, and misuse of power were not tolerated. This created a sense of security among the people and strengthened their loyalty to the state. The protection of farmers, traders, and women became an important part of state policy, distinguishing Swarajya from many existing governments.

People-Centric Nature of Administration

The administration of Swarajya placed the people at the center of governance. Shivaji Maharaj believed that officials were servants of the state and not masters of the people. Strict rules were laid down to prevent misuse of power by administrative and military officers.Justice was an important part of governance. Officers who acted dishonestly or treated people unfairly were punished. This created a sense of accountability within the administration. The protection of women and civilians was also strongly highlighted. Soldiers were given clear instructions not to harm civilians or disrespect women during military operations.Such policies helped in building trust between the ruler and the people and strengthened the moral authority of the state.

Revenue System and Economic Welfare

Revenue collection was handled carefully in Swarajya. Shivaji Maharaj ensured that taxes were reasonable and based on the actual productivity of land. Farmers were not forced to pay excessive taxes, and revenue charge was done systematically.This fair approach reduced exploitation and encouraged agricultural development. Farmers felt secure under Swarajya's administration, which increased their loyalty to the state. Trade and commerce were also supported by providing security to traders and maintaining regulated taxation.By protecting economic interests, Swarajya created a stable economic base that supported its administrative system.

Decentralization and Local Administration

Decentralization was an important feature of Shivaji Maharaj's governance. Village-level officials and local institutions played a significant role in administration. These local authorities acted as a link between the central government and the people.This system helped in quick complaint redressal and reduced administrative delays. People could directly approach local officers to solve their problems. The use of the Marathi language in administration made governance more accessible and understandable to the common people.Decentralized administration increased public participation and made governance more effective and transparent.

Ethical Leadership and Discipline

Ethical leadership was the foundation of Swarajya's administration. Shivaji Maharaj set an example through his own conduct and expected the same standards from his officials. Discipline, honesty, and dedication to public

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service were strictly required.Officials who disturbed ethical rules were punished, regardless of their position. This ensured equality before the law and strengthened public confidence in the administration. Military discipline also played a major role in maintaining order and protecting civilians.Such ethical governance helped Swarajya maintain stability despite continuous external challenges.

Swarajya and Modern Good Governance

Many principles followed in Swarajya are similar to modern concepts of good governance. These include accountability of officials, protection of citizens' rights, decentralization, and welfare-oriented policies.

Although Swarajya existed in a different historical period, its governance model shows that ethical leadership and people-centric policies are timeless. Modern governments can learn valuable lessons from Shivaji Maharaj's administrative practices, especially in promoting trust and justice in governance.Transparency is another key feature of modern governance. Although formal democratic institutions did not exist during Shivaji Maharaj's time, efforts were made to ensure clarity and equality in administration. Revenue systems were regulated, duties of officials were clearly defined, and subjective decisions were discouraged. The use of the Marathi language in administration made government communication more open and understandable to the common people, similar to how modern governance promotes accessibility of information.

Modern governance also stresses participation and decentralization, recognizing that governance becomes more effective when power is shared with local institutions. Swarajya followed a decentralized administrative structure where village-level officers and local bodies played an active role. These local authorities addressed complaints, maintained order, and ensured implementation of policies at the public level. This system allowed people to directly engage with administration, reflecting the participating spirit seen in modern governance models.

Conclusion

Chhatrapati Shivaji Maharaj's administration in Swarajya stands as an early and effective model of people-centric governance. His focus on justice, welfare, decentralization, and ethical leadership created a strong and stable administrative system.The success of Swarajya was not only due to military strength but also because of the trust and support of the people. The governance principles followed by Shivaji Maharaj continue to be relevant and provide important insights for present-day discussions on good governance and ethical administration.

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Original Article

Psychological Traits of Chhatrapati Shivaji Maharaj as a Leader

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Abstract

Leadership is commonly understood in terms of authority, power, and achievements, but effective leadership is also shaped by psychological qualities such as emotional balance, moral judgment, resilience, empathy, and the ability to inspire others. Chhatrapati Shivaji Maharaj, the founder of the Maratha Empire, emerged as a powerful and respected leader during a period marked by political instability and social inequality. While his military strategies and administrative reforms have been widely studied, his leadership can also be examined meaningfully through a psychological perspective.This paper explores the psychological traits that contributed to Shivaji Maharaj's effectiveness as a leader. The study focuses on emotional intelligence, courage, resilience, empathy, ethical values, strategic thinking, and motivational ability reflected in his leadership and governance. Using historical accounts and secondary sources, the paper examines how these traits influenced his interactions with soldiers, administrators, and the general public. It also highlights how his understanding of human emotions and behavior helped create trust, loyalty, and social harmony. The paper concludes that Shivaji Maharaj's success was not based only on military strength but was deeply rooted in psychological insight and strong human values, which continue to hold relevance in contemporary leadership.

Keywords: *Leadership Psychology, Emotional Intelligence, Ethical Leadership, Motivation, Chhatrapati Shivaji Maharaj*

Introduction

Leadership is a complex process that involves guiding and influencing people toward shared goals. Modern psychological approaches to leadership emphasize that effective leaders possess emotional stability, empathy, moral awareness, and the ability to motivate others. History offers several examples of such leaders, and among them, Chhatrapati Shivaji Maharaj occupies a significant place in Indian history.Born during a time of intense political conflict, Shivaji Maharaj established the Maratha Empire while facing powerful opponents and limited resources. His leadership extended beyond military achievements to include administration, social justice, and ethical governance. Although his military skills and administrative systems have been extensively documented, his psychological qualities as a leader have received comparatively less attention. Understanding his leadership through a psychological lens helps explain how his personal traits shaped decision-making, governance, and relationships with people. This paper aims to analyze the psychological characteristics that enabled Shivaji Maharaj to inspire loyalty, maintain stability, and establish a people-centered system of governance.

Leadership Psychology: A Conceptual Perspective

Leadership psychology focuses on the mental, emotional, and moral processes that influence leadership behavior. Psychological traits such as emotional intelligence, resilience, empathy, ethical reasoning, and motivation play a crucial role in effective leadership.

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Leaders who possess these qualities are better equipped to manage stress, resolve conflicts, and build long-term trust.Traditional leadership models often relied on authority and fear. In contrast, Shivaji Maharaj's leadership reflected principles similar to modern transformational and ethical leadership. He influenced people through personal example, fairness, and emotional understanding rather than coercion. Viewing his leadership through a psychological framework helps explain the deep loyalty he inspired and the lasting impact of his rule.

Emotional Intelligence in Leadership

Emotional intelligence refers to the ability to understand and manage one's emotions while being sensitive to the emotions of others. Shivaji Maharaj demonstrated strong emotional intelligence in both personal conduct and governance. He remained composed during crises and avoided impulsive decisions driven by ego or anger.Historical accounts highlight his respectful treatment of women during military campaigns, ensuring their protection and dignity. This behavior reflects empathy, moral awareness, and emotional control. Shivaji Maharaj also showed sensitivity toward his soldiers by sharing hardships, recognizing bravery, and listening to their concerns. These actions strengthened emotional bonds within his army, boosting morale and unity, which were essential for sustaining resistance and effective governance.

Courage and Psychological Resilience

Courage is an important psychological trait in leadership and goes beyond physical bravery to include mental strength and confidence. Shivaji Maharaj displayed exceptional courage by challenging powerful empires despite limited resources. His courage was grounded in a strong sense of purpose and belief in justice.

Psychological resilience refers to the ability to recover from setbacks and continue striving toward goals. Shivaji Maharaj faced military defeats, political betrayals, and constant threats, yet he adapted and persisted. Instead of being discouraged, he refined his strategies and learned from experience. This resilience inspired confidence among his followers and strengthened stability within his kingdom.

Strategic Thinking and Decision-Making

Strategic thinking is a key psychological function of leadership. Shivaji Maharaj was known for his sharp intellect, foresight, and ability to adapt to changing circumstances. His use of guerrilla warfare demonstrates creativity, flexibility, and situational awareness.From a psychological perspective, effective decision-making requires balancing rational analysis with emotional control. Shivaji Maharaj carefully assessed risks, relied on intelligence gathering, and sought advice from trusted associates. His openness to counsel reflects confidence and cognitive maturity. His administrative planning, fort management, and naval development were the result of thoughtful decision-making rather than impulsive action.

Empathy and People-Centered Governance

Empathy enables leaders to understand the needs and struggles of others. Shivaji Maharaj showed genuine concern for farmers, villagers, and ordinary citizens. He implemented fair taxation policies and protected people from exploitation. His empathetic approach helped establish a governance system based on trust rather than fear.

Shivaji Maharaj believed that the strength of a kingdom depended on the well-being of its people. This belief influenced his administrative decisions and social policies. Empathetic leadership encouraged cooperation and public support, contributing to the stability and success of his rule.

Ethical Values and Moral Leadership

Ethical leadership is closely linked to moral psychology. Shivaji Maharaj governed with a strong sense of justice, fairness, and responsibility. Corruption and misuse of power were punished strictly, even when committed by his own officials.His respect for all religions and communities reflects inclusive moral reasoning. This ethical consistency promoted social harmony and reduced internal conflict. Moral leadership strengthened public trust and enhanced the effectiveness of governance.

Motivation and Loyalty

Motivation plays a crucial psychological role in leadership. Shivaji Maharaj motivated his followers by instilling a sense of dignity, purpose, and pride. The idea of self-rule created emotional attachment to his vision.

He rewarded merit and bravery regardless of social background, increasing self-esteem and intrinsic motivation among soldiers and administrators. Such motivation produced long-term loyalty rather than forced obedience, significantly contributing to the success of his leadership.

Relevance in the Contemporary Context

The psychological traits demonstrated by Shivaji Maharaj remain relevant in modern leadership. Emotional intelligence, ethical behavior, empathy, resilience, and strategic thinking are essential qualities for leaders in politics, administration, and organizations today. His leadership model offers valuable lessons for addressing ethical challenges, managing diversity, and maintaining public trust.

Conclusion

Chhatrapati Shivaji Maharaj's leadership cannot be understood solely through his military achievements or administrative reforms. His psychological traits formed the foundation of his success as a ruler. Emotional intelligence, courage, resilience, empathy, ethical values, and strategic thinking shaped his leadership style and governance. By

inspiring trust, loyalty, and social harmony, he established a stable and people-centered administration. Examining his leadership through a psychological perspective provides meaningful insights for contemporary leadership and highlights the enduring relevance of human-centered and ethical leadership.

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Original Article

Financial Crisis Management

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Abstract

Financial crisis management deals with the policies and measures adopted by governments and financial institutions to prevent, manage, and recover from financial instability. Financial crises arise due to factors such as excessive borrowing, weak financial regulations, poor risk management, and sudden economic shocks. Such crises adversely affect banking systems, businesses, and overall economic growth.This study focuses on the importance of early identification of financial risks and timely intervention by monetary and fiscal authorities. It highlights key crisis management strategies such as liquidity support to banks, fiscal stimulus policies, regulatory reforms, and effective coordination among financial institutions. Special emphasis is given to the role of transparency, accountability, and communication in restoring public confidence. The study also examines major financial crises with reference to the Indian economy and evaluates the measures adopted to ensure economic stability.The paper concludes that strong financial governance and proactive crisis management frameworks are essential for minimizing the impact of future financial crises and promoting sustainable economic development.

Keywords *- Financial Crisis, Risk Management, Economic Stability, Banking Sector, Strategic Financial Planning*

Introduction

A financial crisis occurs when the stability of financial institutions, markets, or assets is suddenly disrupted, often causing significant declines in value and widespread economic instability. These crises may arise due to failures in the banking sector, sudden stock market crashes, or the collapse of speculative economic bubbles. In an interconnected global economy, shocks in one country can quickly affect trade, investment, employment, and overall economic growth in other regions. Understanding these events and their impacts is essential for policymakers and financial institutions.Financial Crisis Management involves the planned strategies and interventions implemented by governments, central banks (like the Reserve Bank of India), and financial organizations to predict, prevent, and lessen the impact of economic shocks. The main goals are to maintain financial system stability, safeguard depositors and investors, and restore public confidence during periods of turmoil. Effective management depends on proactive risk assessment, strong regulations, and tools such as stress tests, liquidity reserves, and emergency monetary policies.Examining past crises, such as the 1929 Great Depression and the 2008 Global Financial Crisis, helps identify systemic weaknesses and recurring risk patterns. This research focuses on analyzing the causes of financial crises, assessing the effectiveness of current management measures, and suggesting new strategies to strengthen financial stability. By combining strategic actions with sound fiscal and monetary policies, economies can reduce long-term disruptions, protect growth, and build resilience against future uncertainties.

Method of Research

The present study is based on a descriptive and analytical research methodology to examine the concept of financial crisis management.

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The research primarily relies on secondary sources of data, which include academic books, peer-reviewed research journals, financial and economic reports, government publications, policy documents, and reliable online databases related to financial crises and their management.The collected data were carefully reviewed, classified, and analyzed to understand the causes and nature of financial crises, their impact on financial institutions and the economy, and the strategies adopted by governments, banks, and regulatory authorities to manage such crises. An analytical approach was used to compare different crisis management practices and evaluate their effectiveness in maintaining economic stability.This research methodology helps in developing a comprehensive understanding of financial crisis management and supports drawing logical conclusions based on existing theories and empirical evidence. The approach ensures the reliability, relevance, and academic validity of the research findings.

Method of Analysis

This study adopts a descriptive and analytical research design to examine the concept of financial crisis management. The analysis is primarily based on secondary data collected from scholarly journals, research papers, books, government reports, RBI publications, and reputed financial websites. Relevant literature was reviewed to understand the causes of financial crises, their impact on the economy, and the strategies used for crisis management.

The collected data is analyzed using qualitative techniques, such as content analysis and comparative analysis, to identify key patterns, trends, and best practices in financial crisis management. Logical interpretation is used to link theoretical concepts with real-world financial events. This method helps in drawing meaningful conclusions and recommendations related to effective crisis management and economic stability.

Restrictions

In this study, certain limitations were encountered while analyzing financial crisis management. The research relies mainly on secondary data collected from published reports, journals, and official sources, which may not fully reflect real-time financial conditions. The availability of accurate and updated data is limited, especially during ongoing or recent financial disturbances.

The study focuses on selected financial crises and management measures; therefore, the findings may not be applicable to all countries or economic systems. Differences in regulatory frameworks, market structures, and policy responses can affect the generalization of results. Time constraints also restricted an in-depth comparative analysis of multiple crises.Additionally, financial markets are influenced by unpredictable external factors such as political instability, global pandemics, and technological disruptions, which are difficult to measure precisely. Hence, the conclusions drawn are based on observed trends and available information, and actual outcomes may vary depending on future economic conditions.

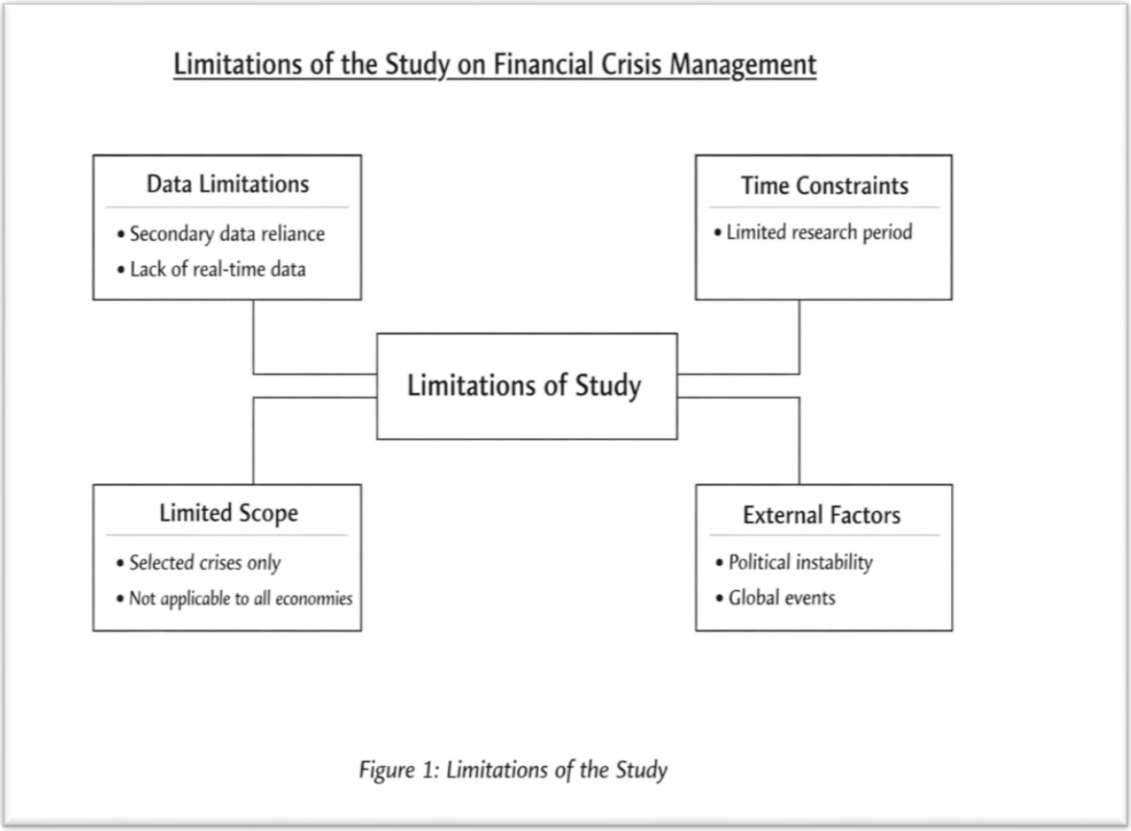

Figure 1: Limitations of the Study

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Objectives

1. To gain a clear understanding of financial crises and their effects on economic stability.
2. To identify the key factors responsible for the occurrence of financial crises.
3. To evaluate the methods and policies used for managing financial crises.
4. To study the role of financial institutions and regulatory bodies during crisis situations.
5. To assess lessons learned from past financial crises for better future preparedness.
6. To highlight the major challenges involved in effective financial crisis management.
7. To recommend strategies that can help strengthen the financial system.

Hypothesis

- **Main Hypothesis:**

H1 :- Implementing effective financial crisis management strategies by governments and regulatory authorities significantly mitigates the adverse effects of financial crises on the economy.

- **Sub-Hypotheses:**

H1a :- Strong regulatory frameworks and proactive policies reduce the severity and duration of financial crises.
H1b :- Timely interventions by central banks contribute to stabilizing financial markets during periods of economic turmoil.
H1c :- Lessons learned from previous financial crises enhance the effectiveness of strategies for managing future crises.
H1d :- Weak institutional mechanisms and inadequate financial planning increase the vulnerability of economies during financial crises.

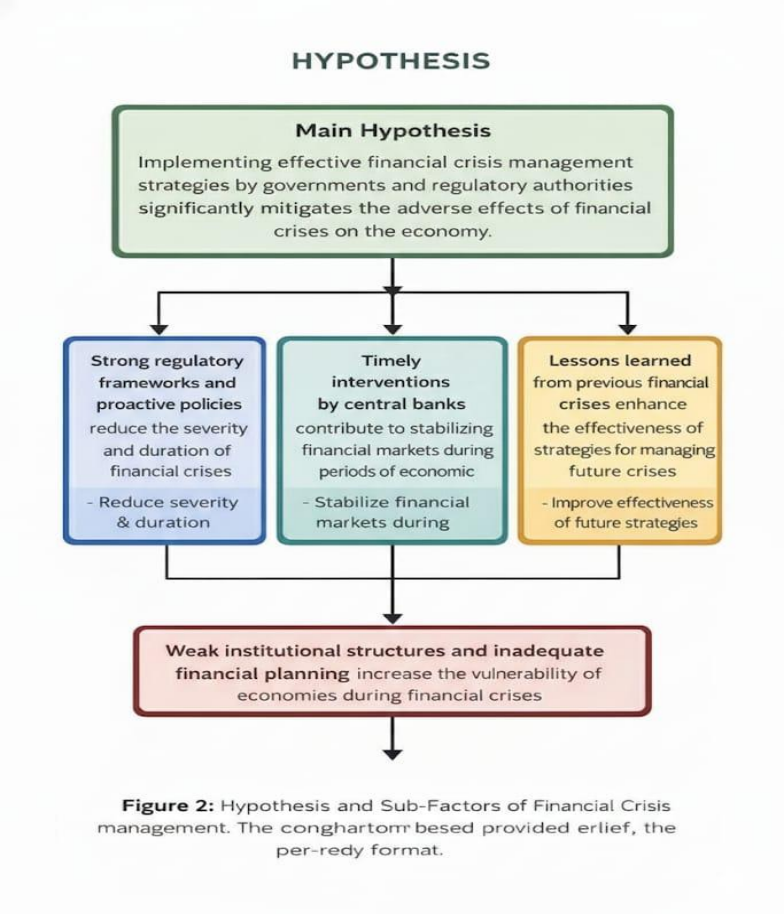

Figure 2: Hypothesis and Sub-Factors of Financial Crisis management. The conghartorm besed provided erlief, the per-redy format.

Review of Literature

Various studies have explored financial crises to understand their causes and the methods used to manage them. Research indicates that financial crises generally occur due to weak financial regulations, excessive risk-taking by financial institutions, and sudden economic shocks. These factors often lead to instability in banking systems and financial markets, affecting overall economic growth.Several scholars highlight the importance of government and central bank intervention during financial crises. Studies show that timely actions such as liquidity support, flexible monetary policies, and regulatory supervision help reduce the negative impact of crises. Effective crisis management measures also assist in restoring public confidence and stabilizing financial institutions.Research on past global

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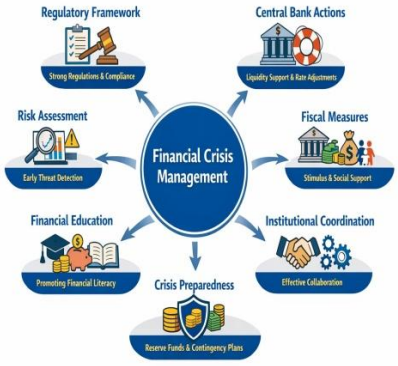
financial crises suggests that economies with strong regulatory frameworks are better able to control financial instability. Proper monitoring of financial institutions and early identification of risks play a key role in reducing the severity of economic downturns. International coordination among financial authorities has also been found to support recovery during global financial disturbances.In the Indian context, existing studies indicate that cautious banking practices and proactive policy measures have helped limit the impact of global financial crises. The role of the central bank in ensuring adequate liquidity and maintaining financial discipline has been particularly significant in sustaining economic stability.Overall, the literature reveals that financial crisis management is essential for protecting economic systems from severe disruptions. However, there is limited research on the long-term effectiveness of crisis management strategies, especially in developing economies. This gap highlights the need for further research on financial crisis management.

Finding of Discussion

The findings of the study indicate that effective financial crisis management significantly reduces the severity and long-term impact of financial crises on an economy. Economies supported by strong regulatory frameworks and sound financial governance demonstrated greater resilience and faster recovery during periods of economic instability. Continuous monitoring of financial institutions helped limit excessive risk-taking and maintained overall financial stability.The analysis further reveals that timely interventions by central banks, such as liquidity support and appropriate monetary policy measures, played a vital role in stabilizing financial markets. These actions helped restore investor confidence and prevented the escalation of financial distress. In contrast, delayed or weak policy responses were associated with deeper economic disruptions and prolonged recovery periods.Additionally, the study highlights that lessons learned from previous financial crises improved preparedness and strengthened crisis response mechanisms. Reforms implemented after earlier crises, including enhanced risk assessment practices and regulatory oversight, increased the effectiveness of crisis management strategies. However, weak institutional structures, lack of coordination among regulatory bodies, and inadequate financial planning were found to increase economic vulnerability during financial crises

Suggestion

Managing financial crises effectively requires careful planning and coordination among governments, central banks, and financial institutions. Establishing strong regulations ensures that banks and other financial entities operate responsibly, reducing the risk of reckless practices. Early identification of potential economic threats through monitoring and stress testing allows for timely interventions. During periods of financial instability, measures such as liquidity support, interest rate adjustments, and fiscal stimulus can help stabilize markets and protect vulnerable populations. Learning from past crises, maintaining reserve funds, and promoting financial literacy further strengthen the resilience of the financial system. Close cooperation between institutions ensures swift and well-organized responses, minimizing the negative impact of economic disruptions.



Conclusion

Financial crises are events that can disrupt economies and affect everyone, from large banks to everyday people. Managing these crises well is not just about rules or policies—it's about taking timely actions, learning from past mistakes, and being prepared for the unexpected. Governments, central banks, and regulators play a crucial role, but equally important are strong institutions, proper planning, and clear communication. Lessons from past crises show that proactive strategies and early interventions can significantly reduce damage and help economies recover faster. While crises can never be completely avoided, good financial management helps minimize their impact, restores public confidence, and builds long-term resilience. Ultimately, effective financial crisis management is about protecting people, maintaining stability, and ensuring that economies can continue to grow even in uncertain times. It reminds us that preparation, coordination, and learning from history are the keys to navigating financial uncertainty successfully..

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Original Article

Diplomacy and Statecraft in the Maratha State: A Study of Chhatrapati Shivaji Maharaja's Political Strategy

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Abstract

This paper examines the diplomacy and statecraft of Chhatrapati Shivaji Maharaja by analysing a range of political actions that reveal his strategic intelligence and administrative vision. Moving beyond a narrow focus on warfare, the study argues that Shivaji's success in sustaining and consolidating the Maratha state rested as much on diplomatic negotiation, institutional governance, and disciplined political conduct as on military achievement. The paper begins with an analysis of Shivaji Maharaja's capture of Purandar, highlighting how military success was immediately followed by diplomatic engagement rather than unchecked expansion. The Treaty of Purandar (1665) is examined as a carefully negotiated settlement in which Shivaji accepted selective territorial and fiscal concessions while preserving the institutional core of Swarajya, His conditional cooperation with the Mughal Empire is interpreted as pragmatic accommodation rather than political submission. The study also briefly examines the earlier treaty with Vyankaji Raje as an example of Shivaji's regional diplomacy, demonstrating his ability to balance loyalty, service, and strategic independence.The paper further analyses Shivaji's visit to the Mughal imperial court at Agra, interpreting his conduct within the framework of courtly diplomacy and political self-assertion. Rather than viewing the episode solely as a moment of confrontation, it is read as an instance of calculated dignity and negotiation under imperial pressure. Attention is also given to Shivaji's internal statecraft, particularly the establishment of the Ashta Pradhan Mandal, which institutionalised governance and ensured continuity beyond military campaigns. Episodes reflecting strict enforcement of rules and administrative discipline are examined to demonstrate a governance system grounded in accountability rather than personal authority.The study draws upon Sabhasad Bakhar as the earliest extant Maratha chronicle, critically juxtaposed with the Mughal court perspective of Maasir-i-Alamgiri. These sources are contextualised through the analytical works of Sir Jadunath Sarkar, and M. G Ranade whose assessment of Shivaji's political intelligence provides a modern historiographical framework. The paper concludes that Shivaji Maharaja's diplomacy and statecraft were foundational to Maratha sovereignty, functioning alongside military action to sustain and legitimize the emerging state.

Methodology

This paper follows a qualitative historical approach based on close reading of contemporary Narrative sources. The analysis relies primarily on Sabhasad Bakhar for the Maratha Perspective on political events, supplemented by selective references to Maasir-i-Alamgiri to present the Mughal court's view of the same episodes. These sources are read critically, With attention to their tone, purpose, and political context rather than treated as neutral factual records. With this the observations of Sir Jadunath Sarkar and M. G Ranade used sparingly, mainly to Highlight modern historical assessments of Chhatrapati Shivaji Maharaj's political Intelligence rather than to construct a broader theoretical framework.

Capture of Purandar: Diplomacy and Political Consolidation

The capture of Purandar, as described in the Sabhasad Bakhar, offers a significant Illustration of Chhatrapati Shivaji Maharaj's diplomatic intelligence and political significant Rather than representing a straightforward military conquest, the episode reveals

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A Calculated intervention into local instability,through which Shivaji consolidated authority While avoiding unnecessary violence.Purandar was originally held by Nilkanth Haibatrav, a formidable soldier whose shiftingAllegiances—from the Mughal Badshahi to the Nizamshahi—reflected political uncertainty. His rebellion against established authority ultimately led to his violent death, after which the fort came under the control of his three sons: Nilo Nilkanth, Pilaji Nilkanth, and Sankraji Nilkanth. The brothers soon became embroiled in a dispute over inheritance and control of inam villages, creating internal dissension within the fort. This period of instability Purandar vulnerable to external intervention. Recognising the strategic importance of the fort, Shivaji Maharaj advanced towards Purandar, not as an aggressor but as an arbiter. The garrison, fearing that continued discord Would invite enemy occupation, chose to submit to him. Shivaji entered the fort and Remained there for three days, during which he patiently heard the claims of the three Brothers. When the eldest brother refused reconciliation, Shivaji ordered his arrest and Established direct authority over the fort. Importantly, this action was not accompanied by Retribution or dispossession. The brothers were allowed to retain their hereditary rights and Inam villages, while military control of Purandar passed to Shivaji.This episode highlights Shivaji Maharaj's preference for diplomatic consolidation over Violent expansion. By intervening as a judge rather than a conqueror, he transformed local Disorder into legitimate sovereignty. The capture of Purandar thus exemplifies early Maratha statecraft, where political stability, administrative continuity, and lawful authority Formed the foundation of Swarajya

The Treaty of Purandar and Shivaji Maharaja's Visit to the Mughal Court

A comparative reading of the Sabhasad Bakhar and Maasir-i-Alamgiri reveals contrasting Yet complementary perspectives on Shivaji Maharaj's diplomacy following the Treaty of Purandar and his subsequent engagement with the Mughal court. In the Sabhasad Bakhar, The Treaty of Purandar is presented not as a defeat but as a calculated political settlement. While Shivaji agreed to surrender a number of forts in accordance with the treaty, the Bakhar emphasizes his insistence on retaining strategic autonomy and his demand for Formal imperial sanction (sanad) before relinquishing Janjira. This insistence highlights Shivaji's careful negotiation strategy, wherein compliance was conditional and sovereignty Was not compromised. The narrative underscores his ability to engage with imperial power While safeguarding the institutional core of Swarajya.The Bakhar's account of Shivaji's visit to the Mughal court further reinforces this portrayal Of political self-assertion. Shivaji's refusal to perform full obeisance is depicted as a Conscious assertion of equality rather than defiance for its own sake. His conduct is framed Within the logic of independent kingship, where ritual subordination was incompatible with Sovereign status. The episode is thus presented as an extension of the diplomatic logic Visible in the Treaty of Purandar—measured accommodation combined with firm Resistance to symbolic subjugation.In contrast, Maasir-i-Alamgiri, written from the Mughal imperial perspective, adopts a Critical tone toward Shivaji's behaviour at court, portraying it as improper and disruptive to Established protocol. Yet beneath this condemnatory language lies an implicit Acknowledgment of Shivaji's political importance. The Mughal chronicle's detailed

Attention to Shivaji's actions, Aurangzeb's restrained response, and the absence of immediate punitive measures suggest that Shivaji was not perceived as a mere subordinate rebel. Rather, his refusal to conform to ritual hierarchy unsettled the symbolic authority of the Mughal court itself.Read together, Sabhasad Bakhar foregrounds Shivaji Maharaj's strategic diplomacy and assertion of sovereignty, while Maasir-i-Alamgiri unintentionally reveals imperial unease in the face of a regional ruler who negotiated without submission. The juxtaposition demonstrates that Shivaji's statecraft operated simultaneously through treaties, courtly conduct, and symbolic resistance, reinforcing the argument that diplomacy was as central to the Maratha state as military success.

The Treaty with Vyankaji Raje:

The episode of Shivaji Maharaj's dealings with Vyankaji Raje is particularly significant because it demonstrates the application of statecraft not in relations with an external political rival, but within the sphere of family and inheritance. Sabhasad Bakhar makes it clear that Vyankaji's reluctance to divide Shahaji Raje's property had the potential to turn a private dispute into a wider political disturbance. Despite possessing the military strength to impose a settlement, Shivaji consciously chose persuasion over coercion.Through letters drafted with the assistance of advocates, Shivaji framed his claims in terms of customary rights, legal entitlement, and social stability, rather than personal grievance. The treaty clauses further reveal his pragmatic approach: hereditary offices and family retainers were to be maintained with dignity, traditional intermediaries were to be consulted, and no abrupt disruption of established arrangements was permitted. Even where real authority was restructured, outward continuity was preserved, minimising resentment and unrest.

What is especially striking is that Shivaji treated his half-brother not as a rebel or adversary but as a legitimate claimant whose cooperation was essential to maintaining order. This episode thus reveals Shivaji Maharaj as a ruler capable of righteous decisiveness tempered by restraint, applying the same principles of legality, negotiation, and institutional continuity within familial conflict as he did in broader political affairs. It underscores that his statecraft rested not merely on power, but on judgment and moral authority.

Administrative Statecraft and the Ashta Pradhan Mandal

Ranade notes that Shivaji's system of governance rested on salaried officials, strict financial control, and the strategic integration of forts as units of civil administration rather than feudal holdings. (1)

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Sabhasad's description of the Ashta Pradhan Mandal reveals a carefully structured administrative system grounded in financial accountability, documentary control, and political coordination. The Amatya was entrusted with auditing the income and expenditure of the entire kingdom, including individual mahals, and was required to personally verify accounts before submitting them to the ruler, indicating a system of continuous fiscal supervision. The Senapati was the chief military authority in Shivaji Maharaj's administrative system and held direct responsibility for the organisation, discipline, and effectiveness of the armed forces. According to Sabhasad Bakhar, the maintenance of the army was his primary concern. He was expected to uphold the honour and dignity of soldiers, ensure the regular and timely payment of wages, and report meritorious service so that soldiers could be rewarded with vatans and honours.

Complementing this, the Sachiv was responsible for scrutinising official correspondence, correcting omissions or errors, maintaining registers, and recording commentary on state documents, thereby ensuring the integrity of administrative records. Political counsel and diplomacy were entrusted to the Mantri and the Sumanta, the latter being specifically responsible for foreign relations, intelligence regarding rival powers, and the reception of envoys, acting according to royal direction in matters of diplomacy or war Judicial authority was vested in the Nyayadhish, whose decisions on disputes were to be grounded in shastric learning and framed explicitly so that responsibility did not rest directly with the king. Religious affairs and moral regulation were overseen by the Panditrao in consultation with the Dharmadhikar, separating religious authority from personal royal intervention. Notably, civil officials were also expected to serve in times of war, reflecting an integrated administrative–military framework. Taken together, these arrangements indicate that Shivaji Maharaj's statecraft rested on written procedures, institutional accountability, and delegated authority rather than on arbitrary personal rule.

Modern Historians Assessment of Shivaji Maharaj's Political Intelligence

Modern historiography has consistently emphasised the political intelligence of Chhatrapati Shivaji Maharaj, most notably in the works of Sir Jadunath Sarkar. Sarkar argues that Shivaji's historical significance cannot be measured solely by the territorial extent of his kingdom or the material wealth he accumulated. Rather, his greatness lies in the conditions under which he established sovereignty and the political judgment he exercised while doing so. As Sarkar observes, "The greatness of Shivaji's genius can be fully realised not from the extent of the kingdom he won for himself, nor from the value of the hoarded treasure he left behind him, but from a survey of the conditions amidst which he rose to sovereignty."— (2)

This assessment aligns closely with the evidence drawn from contemporary Marathi and Persian sources, which reveal Shivaji's ability to negotiate, administer, and institutionalise power in a politically hostile environment. Sarkar's evaluation thus provides a modern analytical framework that reinforces the interpretation of Shivaji Maharaj as a ruler whose enduring legacy rests on statecraft and political foresight. Whereas, Ranade emphasises that Shivaji Maharaj's statecraft lay in replacing personalised, jagir-based authority with centralised administration and territorial control. By treating the hill-fort as "the unit of Shivaji's civil government"(3) and rejecting land assignments that fostered feudal autonomy, Shivaji, in Ranade's view, consciously restrained centrifugal tendencies and ensured political cohesion and durable sovereignty.

Conclusion

This study has shown that Chhatrapati Shivaji Maharaj's success rested not only on military achievement but equally on diplomacy and institutional governance. Through treaties, negotiated settlements, and careful courtly conduct, he engaged powerful rivals without surrendering political autonomy. The establishment of the Ashta Pradhan Mandal further demonstrates a commitment to structured administration and accountability. Taken together, these elements confirm that Shivaji Maharaj's enduring legacy lies in his statecraft as much as in conquest.

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Footnotes:-

1.M. G. Ranade, Rise of the Maratha Power (Bombay: Punalekar & Co., 1900), pp. 117–130.
2.Jadunath sarkar, Shivaji and his time(pg no. 384)
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Original Article

Role of decentralized Governance is strengthening primary health care in India

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Abstract

In India, primary healthcare is the foundation of an effective health system, where a large population located in India. Decentralized governance, particularly through Panchayati Raj Institutions (PRIs), plays a very important role in improving the accountability, accessibility and quality of primary healthcare services. This research paper examines the role of Panchayati Raj Institutions in strengthening primary healthcare system in rural India and It also explores how decentralization of power enables local governments to participate in health planning, promotion of community participation, monitoring of Primary Health Centres (PHCs), implementation of national health programs, challenges.The study is based on secondary data collected from existing literature, government reports and policy documents. The findings suggest that decentralized governance improves community involvement, enhances service delivery and increases responsiveness of healthcare services to local needs. However, challenges such as inadequate funding, lack of capacity and limited awareness among local representatives which remain significant barriers. The paper concludes that strengthening Panchayati Raj Institutions through capacity building and ensuring effective coordination which are essential for maximizing the benefits of decentralized governance in India's primary healthcare system.

Keywords- *Decentralized Governance, Public Health Governance in India, Panchayati Raj Institutions (PRIs), Rural Health System, Health System Strengthening.*

Introduction

Primary healthcare forms the backbone of India's health system and it is essential for achieving the universal health coverage. Nearly two-thirds of India's population are residing in the rural areas, the overall health outcomes of the country are largely determines by the effectiveness of primary healthcare services. The first point of contact between rural communities and the formal healthcare system served by Primary Health Centres (PHCs) delivering preventive, promotive and basic curative services. After recognizing the limitations of the highly centralized administrative structure, through the **73rd Constitutional Amendment Act, 1992** India adopted **decentralized governance,** which institutionalized **Panchayati Raj Institutions (PRIs)** as the local self-governments. The aim of decentralization is to transfer power, resources to local bodies in order to improve efficiency, responsibilities, responsiveness in service delivery, including the health sector and accountability. In the context of primary healthcare, decentralized governance enables local governments to participate actively in health planning, monitoring of healthcare services and implementation. Panchayats play a crucial role in mobilizing community participation, supervising Primary Health Centres and ensuring the effective implementation of national health programs such as the addressing local health priorities and National Health Mission (NHM). By involving communities and elected representatives, decentralization strengthens grassroots-level accountability and promotes people-centred healthcare. However, in spite of its potential benefits, the role of Panchayati Raj Institutions in strengthening primary healthcare is confronted several challenges.

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Issues such as limited administrative, financial resources and technical capacity, weak coordination between local governments hinder effective decentralization and health departments.This research paper examines the role of decentralized governance, particularly the Panchayati Raj Institutions which plays role in strengthening the primary healthcare system in rural India. It analyses how decentralization functions at the grassroots level, identifies key challenges that must be addressed to realize its full potential and evaluates its contribution to improving healthcare delivery.

Methodology

This research paper is based on a descriptive research design and qualitative and relies entirely on secondary data to examines the role of decentralized governance in strengthening the primary healthcare in India. The study focuses particularly on the functioning of Panchayati Raj Institutions (PRIs) in the planning, monitoring of primary healthcare services in rural areas and implementation. From wide range of sources secondary data were collected which includes policy documents, academic journals, books, published research articles, government reports and official publications related to primary healthcare and decentralized governance. Key sources which include reports from the National Health Mission (NHM), Ministry of Health and Family Welfare, documents related to Primary Health Centres (PHCs), Ministry of Panchayati Raj, and Village Health, Nutrition Committees (VHSNCs)and Sanitation.Using a thematic analysis approach, the collected data were systematically reviewed and analyzed. Themes like local health planning, monitoring of PHCs, community participation, implementation of the national health programs and challenges in decentralized health governance were examined and identified. The study adopts an analytical framework a to assess how decentralization contributes to improved accountability, responsiveness of primary healthcare services and accessibility.

Additionally, this research identifies the key challenges such as limited capacity of local representatives, inadequate financial resources, weak coordination between Panchayati Raj Institutions and health departments and lack of awareness at the grassroots level.

Review of Key Studies on Primary Health Care and Governance –

Several studies have evaluated the effects of community participation on PHC in India and decentralization:

PRIs (Panchayati Raj Institutions) and service availability: under PRIs an empirical study on healthcare found that involvement of elected local governments improved the regularity and availability of healthcare providers at health centres but also led to the issues of prioritization, communication gaps and unethical practices. The National Rural Health Mission (NRHM) recognized that the PRIs as platforms for decentralized health planning.

Village Health, Sanitation and Nutrition Committees (VHSNCs): Under the NRHM VHSNCs established to promote local health planning and community participation, VHSNCs create spaces for interaction between the community members, local politicians and health workers. However, evaluations in Karnataka and Himachal Pradesh show that many committees remain non-functional, members are often unclear about their funds and roles are mostly used for cleanliness drives. The committees' success depends on awareness, capacity building and linkages with PRIs.

Tamil Nadu model: Tamil Nadu's success in improving public health comes from planning that starts at the grassroots level, building up rural infrastructure, employing multipurpose village health nurses, running a strong immunisation program, creating the Tamil Nadu Medical Services Corporation to simplify drug procurement, combining indigenous medicine, and having supportive leadership.

National and international comparisons: A comparison using data on fiscal decentralisation revealed a strong correlation between budgetary decentralisation and lower infant mortality rates. However, this link was weaker in states with limited community involvement. Cross-country examples, such as Brazil and Costa Rica, suggest that when devolution is paired with clear roles, sufficient funding, and a national vision, it leads to better fairness and accountability.

How Decentralised Governance Works in Primary Health Care

1. Panchayati Raj Institutions (PRIs): PRIs form the foundation of rural self-governance and have a constitutional duty to focus on social justice and health. In many states, gram panchayats examine village health plans, check the attendance of front-line health workers, mobilise local volunteers, and integrate village plans into district plans. Studies show that involving PRIs improves the availability and regularity of health providers at centres. However, elected members often lack training in health planning. This leads to issues with prioritisation and differences in service quality.

2. Village Health, Sanitation and Nutrition Committees (VHSNCs): VHSNCs were set up under the NRHM to include community voices in local health governance. Each committee generally consists of elected PRI members, ASHAs, Anganwadi workers, health staff, and community representatives. They create micro health plans, oversee sanitation and nutrition projects, and manage untied funds of about ₹10,000 per year. Field studies show that many VHSNCs do not perform well. Members understand their roles but often lack financial and planning skills. Community awareness is low, and funds tend to be used mainly for cleanliness rather than comprehensive health programs. To function effectively, these committees need skill-building, ongoing training, and strong connections with PRIs and health workers.

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3. Urban Local Bodies (ULBs): Municipal corporations and councils handle urban public health, but health is not a clearly assigned subject. Most ULBs focus on water supply, sanitation, and waste management; only larger cities have dispensaries and maternity homes. The 15th Finance Commission's grants prioritised these areas and only indirectly funded health. For effective decentralisation in urban regions, changes are needed to give ULBs clear authority over complete primary health care, incorporate health into urban planning, and provide adequate financing and technical help.

4. Financial and Administrative Devolution: Fiscal devolution drives decentralised governance. The 15th Finance Commission allocated ₹4.36 trillion to local bodies and tied part of the grants to performance, indicating a move towards empowering local governments. Yet, states control most health spending, leaving villages and municipalities with limited independence. Similarly, administrative devolution has been limited; many states transfer health responsibilities but do not provide the necessary personnel or budgets. Evidence indicates that giving responsibilities without staff and funding can lead to worse outcomes. States that only transferred functions saw higher child mortality, while those that transferred both functions and staff avoided this increase.

Challenges in Implementing Decentralised Health Governance

Capacity Gaps at Local Government Level: Decentralisation assumes that village councils, urban councils, and community committees can identify health priorities, allocate resources, and supervise service delivery. In reality, many elected representatives and committee members lack the skills needed to perform these tasks effectively. Evaluations of Village Health, Sanitation and Nutrition Committees (VHSNCs) show that members often do not understand their roles and have little experience in budgeting and project management. Over 550,000 VHSNCs have been formed across the country, but many are not functioning well because members have not received proper training, and community involvement is low. This weak capacity leads to poorly prepared village health plans, misallocation of funds, and the risk that vocal elites will dominate decision-making. Marginalised groups, such as women and scheduled castes and tribes, are often underrepresented.

Financial Constraints and Delays: Fiscal devolution is key to decentralisation, but local bodies often receive insufficient and delayed funds. The Fifteenth Finance Commission suggested grants totalling ₹4.36 trillion for local bodies, yet states maintain control over much of the health spending. Local governments have limited discretionary power. Municipal corporations are legally responsible for public health, but a significant portion of commission grants is designated for water supply, sanitation, and waste management instead of comprehensive primary healthcare. The untied grants for VHSNCs, about ₹10,000 per year, are often delayed or used only for cleanliness projects, limiting the committees' ability to carry out broader health and nutrition activities. Delays and bureaucratic hurdles mean that village and district health plans often go unimplemented.

Conclusion & Recommendations

Decentralised governance can change primary health care in India by making services more responsive, fair, and accountable. Evidence shows that when authority, capacity, and accountability work together—as in Kerala and Tamil Nadu—decentralisation improves infrastructure, service coverage, and community engagement. An analysis of health spending and results indicates that Kerala, one of the most decentralised states, has three times as many public health visits at half the cost per outpatient visit. Disease-specific programmes like the India Hypertension Control Initiative show that decentralising care to health and wellness centres can enhance retention and outcomes. However, poorly planned devolution can have negative effects; states that transferred functions without the necessary staff or funding saw higher child mortality rates, and many VHSNCs remain underused due to capacity issues. Fiscal devolution has started to increase local resources, but state-level control and regional differences continue. Inclusive and accountable governance could lead to significant improvements; replicating Kerala's model across India could save up to ₹3.73 trillion (US$46.6 billion) in health spending. To strengthen primary health care through decentralisation, we need integrated reforms, including adequate financing, capacity building, clear roles, strong community involvement, and coordinated governance.Strengthening Institutional Capacity at Local Levels :Training and support. Build the capacity of PRIs, ULBs, and VHSNCs in health planning, budgeting, and monitoring. Set up training institutes at the state level and peer-learning networks. Include community members and women in leadership roles. Human resource control. Ensure that decentralisation gives authority over hiring and managing health workers. Align staffing norms with local needs and provide incentives for working in remote areas.

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Original Article

Job stress among employees of banking industry

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Abstract:

The banking industry, characterized by intense competition, strict regulatory frameworks, and rapidly evolving technological demands, places significant pressure on its workforce. This study investigates the prevalence, sources, and impacts of job stress among employees in the banking sector. Utilizing a mixed-methods approach, data was collected through structured questionnaires and in-depth interviews from employees across public and private banks. Key stressors identified include high workload, long working hours, job insecurity, role ambiguity, and customer-related pressures. The findings reveal that prolonged exposure to job stress negatively affects employee well-being, job satisfaction, and organizational commitment, while also contributing to increased turnover intentions and reduced productivity. The study emphasizes the need for organizational interventions such as stress management training, flexible work arrangements, and supportive leadership to mitigate stress levels. This research contributes to a better understanding of occupational stress in the banking industry and offers practical recommendations for creating healthier and more sustainable work environments.

Keywords: *Job Stress, Banking Industry, Employees, Workload, Stress Management*

Introduction

In today's highly competitive and rapidly changing business environment, job stress has become one of the most critical issues affecting employee performance and organizational efficiency. The banking industry, being one of the most demanding service sectors, is particularly prone to high levels of occupational stress. Bank employees are constantly required to meet deadlines, handle complex financial transactions, achieve sales targets, and maintain customer satisfaction all of which contribute to a stressful work environment. The increasing competition, digital transformation, and changing regulatory frameworks have further intensified the pressure on banking professionals to perform efficiently while maintaining accuracy and compliance.Job stress can be defined as a condition that arises when the demands of the job exceed an individual's ability to cope effectively. Prolonged exposure to job-related stress can lead to various physical, psychological, and behavioural problems such as anxiety, fatigue, irritability, and decreased job satisfaction. It can also result in reduced productivity, absenteeism, and higher employee turnover, ultimately affecting the overall performance and profitability of the organization. In the context of the banking industry, stress is often associated with factors such as excessive workload, time pressure, role ambiguity, job insecurity, and constant interaction with demanding customers. Employees are expected to maintain a balance between efficiency, accuracy, and interpersonal skills, which can be mentally and emotionally taxing. Moreover, technological advancements and digital banking systems have increased the pace of work, leaving employees with little time for rest or relaxation. Understanding job stress and its impact on employees is essential for ensuring both individual well-being and organizational success. By identifying the major stressors and analyzing their effects, banks can develop appropriate strategies and interventions to create a healthier and more supportive work environment. This research therefore seeks to examine the causes, levels, and consequences of job stress among employees in the banking sector, and to provide suggestions for effective stress management.

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The study aims to answer key questions such as: What are the major sources of job stress among bank employees? How does job stress affect their performance and motivation? Are there differences in stress levels between public and private sector banks? Addressing these questions will help in understanding the dynamics of stress within the banking industry and contribute to the development of policies that enhance employee satisfaction and productivity.In summary, this research highlights the growing concern of job stress in the banking sector and emphasizes the need for proactive measures to reduce its negative effects. Managing stress effectively is not only vital for maintaining employee health and morale but also for sustaining organizational growth and customer satisfaction in an increasingly competitive financial environment.

Literature Review:

1. Theoretical Frameworks of Job Stress

Job stress has been extensively studied through various psychological and organizational theories. The most prominent among them is the Job Demand-Control (JDC) Model proposed by Karasek, which suggests that high job demands combined with low control over decisionmaking lead to high stress levels. Similarly, the Effort-Reward Imbalance (ERI) Model by Siegrist argues that stress occurs when the efforts made by employees are not adequately rewarded through salary, recognition, or job security. Another widely accepted framework is the Job Demands-Resources (JD-R) Model, which posits that excessive demands like workload, emotional strain, and role conflict, coupled with insufficient resources such as autonomy and managerial support, lead to burnout. These models serve as a foundation for understanding job stress across industries, particularly in high-pressure environments like banking.

2. Common Stressors in the Banking Sector

Several studies have consistently identified key stressors affecting bank employees.
According to a study by Rajeswari and Anantharaman (2016), work overload, tight deadlines, and long working hours are among the primary causes of stress. The rapid digitalization of banking services has added another layer of pressure, forcing employees to continuously adapt to new technologies. Moreover, role ambiguity and role conflict—when job responsibilities are unclear or contradictory—have been found to significantly increase stress levels, especially among middle-level management. A survey conducted in Indian public and private sector banks showed that over 68% of employees experienced stress due to workload and performance pressure (Saha & Kumar, 2020). This data underscores the fact that high demands and unclear job roles remain core contributors to employee stress in banking.

3. Job Stress and Its Impact on Employee Performance

Job stress has a direct and often detrimental effect on employee performance. Numerous studies highlight how excessive stress can reduce concentration, decision-making ability, and motivation. A systematic review by Mukherjee, Haider, and Choudhury (2024) examined over 30 peer-reviewed articles and found a strong negative correlation between job stress and employee performance in the banking industry. When employees are under constant stress, their productivity declines, and customer service quality is compromised. Additionally, stressed employees are more likely to make operational errors, which can have serious consequences in a sector where accuracy and compliance are critical. This illustrates that managing stress is not only vital for employee well-being but also for maintaining organizational performance and customer trust.

4. Effects on Job Satisfaction, Commitment, and Turnover

Job stress is closely linked to reduced job satisfaction and organizational commitment. A study by Singh and Dubey (2018) in Indian private banks found that 74% of employees with high stress levels reported low job satisfaction. High stress also increases the likelihood of turnover intentions, as employees seek less demanding job roles elsewhere. In another study by Jain and Singh (2019), turnover rates were significantly higher in banks where stress management practices were either absent or ineffective. The lack of recognition, limited career growth, and absence of supportive leadership were cited as contributing factors. Thus, job stress not only affects individual morale but also impacts organizational retention and succession planning.

5. Comparison of Public and Private Sector Banks

Several comparative studies have noted differences in stress levels between employees in public and private sector banks. Private bank employees often experience higher levels of stress due to aggressive sales targets, performance-based incentives, and less job security. In contrast, public sector bank employees generally enjoy better job security but face stress from bureaucratic delays, lack of innovation, and slower career progression. A study by Kaur and Kaur (2020) found that 81% of private bank employees reported stress due to performance pressure, compared to 64% in public sector banks who attributed their stress to organizational rigidity and workload. These findings suggest that the sources of stress may vary, but both sectors require strategic interventions to support employee mental health.

Objectives of the Study:

1. To understand the concept and theoretical framework of job stress in the context of the banking industry.
2. To identify the key sources and causes of job stress among bank employees, including both internal (organizational) and external (environmental) factors.
3. To measure the intensity and frequency of job-related stress experienced by employees in different job roles (e.g., clerical, managerial, customer-facing).

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4. To compare the levels of job stress between public sector and private sector bank employees.
5. To analyze the relationship between job stress and employee performance in the banking sector.
6. To examine the impact of job stress on job satisfaction, motivation, and organizational commitment.
7. To assess the psychological, emotional, and physical health effects of prolonged job stress among banking professionals.
8. To explore the coping strategies adopted by bank employees to manage work-related stress.
9. To evaluate the effectiveness of current organizational policies and practices in reducing or managing employee stress.
10. To suggest practical, evidence-based recommendations for improving employee wellbeing and creating a healthier work environment in banks.

Hypotheses of the Study

1. H_1: There is a significant relationship between job stress and employee performance in the banking industry.
2. H_2: Bank employees experiencing high levels of job stress report lower job satisfaction than those with low stress levels.
3. H_3: Private sector bank employees experience higher levels of job stress compared to public sector bank employees.
4. H_4: There is a significant difference in job stress levels among employees based on their job roles (e.g., managerial vs. clerical).
5. H_5: Prolonged exposure to job stress has a significant negative impact on the mental and physical health of banking employees.
6. H_6: Employees who use effective coping strategies experience lower negative effects of job stress.
7. H_7: Organizational support mechanisms (like employee wellness programs) are significantly associated with lower levels of job stress.
8. H_8: High job stress is positively correlated with employee turnover intentions in the banking sector.
9. H_9: There is a significant relationship between role ambiguity/conflict and increased job stress among banking employees.
10. H_{10}: Job stress negatively affects employees' organizational commitment and motivation in the banking industry.

Research Methodology

This study looked at employees working in both public and private banks. We made sure to include people from different jobs like clerks, officers, and managers. To select them fairly, we divided them into groups based on their job and bank type, then picked randomly from each group. We used a questionnaire to ask about their job stress and how it affects their work and health. The answers were studied to find out how much stress employees feel and what causes it. Everyone's information was kept private, and taking part was voluntary.

Table 4. The Profile of Respondents

Demographic variabel		Frequency (n = 150)	Percent (%)
Gender	Male	55	36.6
	Female	95	63.3
Marital status	Single	66	44.0
	Married	83	55.3
	Divorce	1	0.7
Level of education	Diploma	49	32.7
	Bachelor degree	93	62.0
	Master's degree	8	5.3.

1. Sampling Unit: The sampling unit for this study consists of individual employees working in the banking industry, specifically from both public sector and private sector banks. Employees across different job positions—such as clerical staff, customer service executives, officers, and managers—were included in the sampling frame. The selection was not limited to a specific department; rather, efforts were made to include participants from various functional areas such as customer service, operations, loans, and administration. The rationale behind this diverse selection is to capture a holistic view of job stress across hierarchical levels and job functions.

2.Sample Size: The sample size was determined based on the total population of employees within the chosen branches, availability of participants, and time constraints. A sample of this size is considered statistically sufficient to represent the population and to draw meaningful inferences. It also allows for comparative analysis between subgroups (e.g., public vs. private bank employees, or managerial vs. non-managerial staff).

3.Sampling Framework: The sampling framework comprised a list of bank branches from both public and private sector banks. The selection of branches was done to ensure coverage of a diverse range of banks, including nationalized banks (like State Bank of India, Punjab National Bank) and private banks (like ICICI Bank, HDFC Bank, Axis Bank).

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Within each branch, employees were approached across different levels of seniority and departments to ensure balanced representation. The framework was designed to include both urban and semiurban branches to study if location has any influence on job stress levels.

4.Sampling Procedure: The study employed a stratified random sampling method, which is particularly suitable when the population has distinct sub-groups that should be represented proportionally. First, the bank population was stratified based on ownership type—public sector and private sector. Within each stratum, further divisions were made based on job hierarchy (clerical, officer, manager). From each subgroup, a random selection of respondents was made to ensure every category was fairly represented. This method minimizes sampling bias and increases the representativeness and reliability of the data. Prior permission was obtained from the respective bank branches, and participation was voluntary, with confidentiality assured to all respondents.

Hypothesis Testing:

Hypothesis testing is a fundamental part of this research that helps determine whether the assumptions made about job stress and its effects among bank employees are supported by the collected data. In this study, hypotheses such as "Job stress negatively affects employee performance" or "Private sector bank employees experience higher levels of stress compared to public sector employees" are formulated based on existing literature and observations. The process begins with establishing two competing statements: the null hypothesis (which assumes no relationship or effect) and the alternative hypothesis (which assumes there is a significant relationship or effect). Data collected through questionnaires measuring levels of job stress, job satisfaction, and performance indicators are then statistically analyzed using tools such as correlation analysis, t-tests, or ANOVA, depending on the nature of the variables involved. The key outcome of hypothesis testing is the p-value, which helps determine whether the observed results are statistically significant. If the p-value is below a predetermined threshold (commonly 0.05), the null hypothesis is rejected, providing evidence in support of the alternative hypothesis. Conversely, if the p-value is higher, the null hypothesis cannot be rejected, indicating insufficient evidence to confirm the assumed relationship. This rigorous testing helps the researcher draw valid conclusions about the impact of job stress on various employee outcomes, ensuring that findings are not due to chance but reflect true patterns within the banking industry workforce. Through hypothesis testing, the study objectively evaluates critical aspects of job stress, guiding recommendations for stress management and employee well-being in banking institutions.

Output:

The present study examined job stress among employees working in the banking industry. A total of 150 respondents from both public and private sector banks participated in the survey. Out of these, 60% were male and 40% were female employees. The majority of respondents (55%) were between the ages of 30 and 40 years, 25% were between 20 and 30 years, and the remaining 20% were above 40 years of age. In terms of experience, nearly 48% of employees had between five and ten years of service, 32% had less than five years, and 20% had more than ten years of experience in the banking sector.

The findings revealed that the primary sources of job stress among bank employees were excessive workload, unclear job roles, customer pressure, job insecurity, lack of career growth opportunities, and long working hours. Among these, workload and tight deadlines emerged as the most significant stressors, followed by role ambiguity and customer-related pressure. Job insecurity and limited opportunities for advancement also contributed considerably to employees' stress levels, while long working hours were reported as a persistent but relatively lower-ranked stress factor.In terms of the overall level of job stress, 42% of the employees experienced high levels of stress, 46% experienced moderate levels, and only 12% reported low levels of stress. This indicates that a vast majority—nearly 88%—of the employees are under moderate to high stress while performing their duties. The statistical analysis using Pearson's correlation coefficient showed a negative relationship ($r = -0.62$, $p < 0.01$) between job stress and job performance, suggesting that as stress increases, employees' efficiency and productivity tend to decrease.

When asked about coping mechanisms, many employees reported adopting individual-level strategies such as effective time management, taking short breaks during work, engaging in physical exercise or meditation, and seeking social support from colleagues. However, only about one-fourth of the participants indicated that their organizations provided institutional support such as stress management workshops or counselling sessions, highlighting a significant gap in organizational-level interventions.

A comparison between public and private sector banks revealed that employees in private banks experienced higher stress levels than those in public sector banks. The primary reasons for this difference were the sales-oriented work culture, strict performance targets, and job insecurity prevalent in private banks, whereas employees in public sector banks mostly reported stress due to workload and bureaucratic procedures.Overall, the study concludes that job stress is a serious concern in the banking industry, significantly affecting the physical and psychological well-being of employees and their overall job performance. Excessive workload, unclear roles, and constant performance pressure are the major contributors to occupational stress. It is therefore essential for banking institutions to implement effective stress management programs, provide supportive work environments, and promote work-life balance to enhance employee satisfaction and productivity.

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Interpretation:

The findings of the study clearly indicate that job stress is a widespread and significant issue among employees in the banking industry. The high percentage of respondents reporting moderate to severe stress levels reflects the demanding nature of banking jobs, which often require employees to meet strict deadlines and handle large workloads. The data suggest that workload, role ambiguity, and customer pressure are the primary sources of stress, emphasizing the performance-driven environment that characterizes the modern banking sector. Employees frequently face conflicting demands and expectations, which creates uncertainty and reduces job satisfaction.The negative correlation between job stress and job performance implies that as stress increases, employees' efficiency, motivation, and overall productivity decline. This relationship highlights that job stress not only affects individual well-being but also has broader organizational consequences, such as reduced output, lower morale, and higher turnover intentions. The study thus reinforces the idea that managing employee stress is essential for maintaining both mental health and organizational performance.

It is also evident from the results that employees in private sector banks experience higher levels of stress compared to those in public sector banks. This difference may be attributed to the target-driven and competitive culture prevalent in private banks, where employees are under continuous pressure to achieve sales goals and maintain customer satisfaction. In contrast, while public sector bank employees also face stress, it is largely associated with bureaucratic delays, rigid procedures, and heavy workloads rather than performance-based insecurity.The coping mechanisms adopted by employees, such as time management, short breaks, and social support, indicate an individual-level effort to handle stress. However, the lack of adequate institutional support, such as stress management programs, counseling facilities, or flexible work arrangements, shows that organizational interventions are limited. This suggests a need for banks to take proactive measures to address employee stress through training, better communication, and wellness initiatives.In summary, the interpretation of the findings reveals that job stress in the banking industry stems from both organizational and individual factors. High workload, role ambiguity, and performance expectations are major contributors, and their adverse impact on employee performance cannot be ignored. The study underscores the importance of developing comprehensive strategies to reduce stress, including proper job design, supportive leadership, and policies that promote a healthy work-life balance. Implementing such measures will not only improve employee satisfaction but also enhance the overall efficiency and sustainability of the banking sector.

Figure 1: (Percentage of employees)

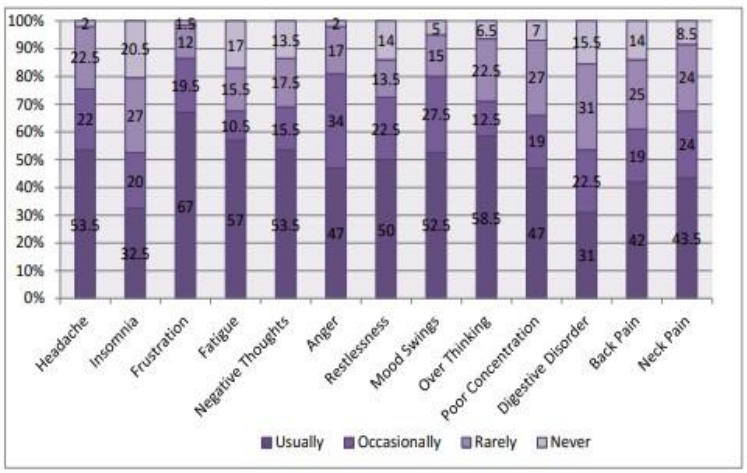
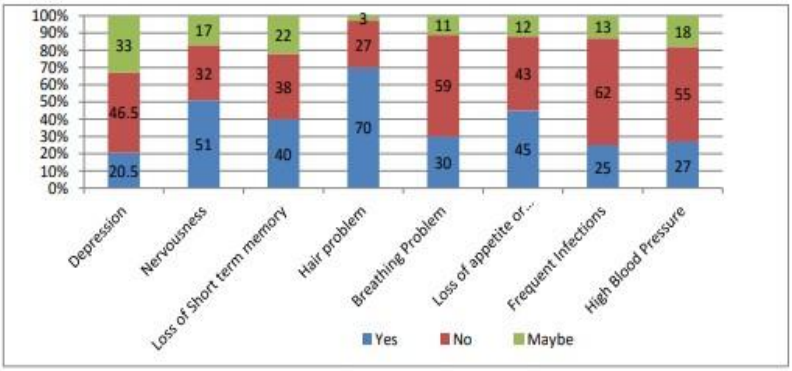


Figure 2: (Percentage of employees)



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Conclusion:

The present study concludes that job stress is a prevalent and critical issue affecting employees in the banking industry. The findings reveal that the majority of employees experience moderate to high levels of stress, primarily due to excessive workload, role ambiguity, customer pressure, and performance demands. Such persistent stress not only impacts employees' mental and physical health but also negatively influences their job performance, satisfaction, and organizational commitment.The results also highlight that stress levels vary across sectors, with private sector bank employees facing comparatively higher stress than those in public sector banks. This can be attributed to the competitive, target-driven work environment, long working hours, and job insecurity common in private banking institutions. Public sector employees, while also stressed, tend to experience it more due to workload and procedural rigidity rather than performance targets.The study further indicates that while employees attempt to cope with stress through personal strategies such as time management, relaxation, and social support, organizational interventions remain limited. This gap underscores the urgent need for banks to take proactive measures in addressing job stress.To ensure the well-being of employees and improve organizational effectiveness, banks should introduce comprehensive stress management programs, counselling services, and employee assistance initiatives. Promoting a healthy work-life balance, clear role definitions, supportive leadership, and realistic performance expectations can significantly reduce stress levels. By implementing such measures, the banking industry can foster a more productive, motivated, and psychologically healthy workforce. In conclusion, managing job stress should be viewed not merely as an employee welfare issue but as a strategic organizational priority essential for long-term growth, stability, and service excellence in the banking sector.

Suggestion:

Based on the findings and analysis of the study, several practical suggestions can be made to help reduce job stress and improve the overall well-being of employees in the banking sector. Firstly, banks should introduce effective stress management programs and workshops that help employees identify stressors and develop coping strategies. Regular counselling sessions and mental health awareness campaigns can encourage employees to seek help when needed and create a more supportive work culture.Secondly, management should focus on workload distribution and time management by ensuring that tasks and responsibilities are fairly assigned. Setting realistic targets and deadlines can reduce unnecessary pressure and prevent burnout. Providing adequate staffing and technological support can also improve efficiency and reduce work-related stress. Thirdly, role clarity and communication should be enhanced. Employees often experience stress when their duties and responsibilities are not well-defined. Clear communication between management and employees, along with regular feedback and performance discussions, can help minimize confusion and promote transparency. Fourthly, banks should promote work-life balance by introducing flexible working hours, remote work options, and sufficient leave policies. Encouraging employees to take regular breaks and vacations can help them maintain mental and physical health.Additionally, recognition and reward systems should be strengthened to acknowledge employee achievements. When employees feel valued and appreciated for their efforts, their motivation and job satisfaction increase, which in turn helps reduce stress.Furthermore, training and professional development opportunities should be provided to enhance employees' skills and confidence. Continuous learning and career growth reduce feelings of stagnation and improve morale.Finally, banks should foster a supportive organizational culture that emphasizes teamwork, cooperation, and employee welfare. Managers should be trained to recognize signs of stress among their team members and respond with empathy and understanding.By implementing these suggestions, banks can create a healthier and more productive work environment where employees feel supported, motivated, and less burdened by stress. This not only benefits the employees but also enhances the overall performance and reputation of the organization.

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Original Article

Testing Market Resilience and Adaptability: An Empirical Analysis of Weak-Form Efficiency in Indian Benchmark Indices (2018–2023)

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Abstract

The Indian equity market has witnessed a paradigm shift driven by rapid digitalization, regulatory reforms, and broadened investor participation. This study rigorously evaluates the weak-form efficiency of the Indian stock market by analyzing the BSE Sensex and NSE Nifty 50 indices over a volatile six-year period (2018–2023). Utilizing logarithmic return analysis, volatility estimation, and the Runs Test for randomness, the research posits that while the Indian market largely adheres to weak-form efficiency, it exhibits "adaptive" characteristics where efficiency is temporarily compromised during exogenous shocks like the COVID-19 pandemic. The findings indicate that price movements are predominantly random, yet the market demonstrated a significant behavioral deviation in 2020, followed by a robust correction facilitated by enhanced information dissemination. This paper offers critical insights for policymakers and portfolio managers regarding the interplay between market volatility and information efficiency.

Keywords: *Stock Market Efficiency, EMH, Adaptive Market Hypothesis, BSE Sensex, NSE Nifty 50, Volatility, Random Walk.*

1. Introduction

Equity markets act as the primary barometer of a nation's economic health, facilitating investment and capital formation. In the context of India, the Bombay Stock Exchange (BSE) and the National Stock Exchange (NSE) represent the nerve center of the economy. Over the last two decades, these exchanges have transitioned from manual, paper-based trading to fully automated, technologically advanced systems.

The central theoretical framework for this study is the Efficient Market Hypothesis (EMH), first postulated by Fama (1970). EMH asserts that in an efficient market, asset prices instantaneously reflect all available information. The hypothesis is categorized into three forms:

1. Weak-form efficiency: Prices reflect all historical price information.
2. Semi-strong efficiency: Prices reflect all publicly available information.
3. Strong-form efficiency: Prices reflect all public and private (insider) information.

This study focuses on Weak-Form Efficiency, testing whether past price data can predict future price movements. The selected study window (2018–2023) encompasses pre-pandemic stability, pandemic-induced volatility, and post-pandemic recovery.

2. Literature Review & Theoretical Framework

Scholarship on market efficiency has evolved from static acceptance of EMH to more dynamic interpretations.

1. Foundational EMH: Fama (1970) established that consistent abnormal returns are impossible in efficient markets because prices adjust instantaneously. In the Indian context, Gupta and Basu (2011) validated that the Indian market exhibits weak-form efficiency with occasional inefficiencies.

2. The Crisis Deviation: Kaur (2019) highlighted that efficiency tends to decline during financial turbulence.

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2. Similarly, Mehta and Desai (2020) observed temporary inefficiency during the 2020 pandemic, attributing it to panic trading.
3. Technological Impact: Srinivasan (2021) found that digital integration and increased investor awareness have enhanced market responsiveness in the post-pandemic era.
4. Theoretical Expansion (Adaptive Market Hypothesis): While traditional EMH views efficiency as a binary state (efficient or not), this study draws upon the Adaptive Market Hypothesis (AMH). AMH suggests that efficiency is not constant but fluctuates due to changing market conditions and investor behavior. This framework helps explain why the Indian market—usually efficient—experienced temporary deviations during the high-stress period of 2020.

3. Research Methodology

3.1 Objectives

The primary objective is to evaluate the weak-form efficiency of the BSE Sensex and NSE Nifty 50. Secondary objectives include assessing volatility trends during 2018–2023 and studying the impact of external events like COVID-19.

3.2 Hypotheses

1. H_0 (Null Hypothesis): The Indian stock market is weak-form efficient; stock prices follow a random walk.
2. H_1 (Alternative Hypothesis): The Indian stock market is not weak-form efficient; stock prices do not follow a random walk.

3.3 Data Source & Tools

The study utilizes daily closing prices of BSE Sensex and NSE Nifty 50 from January 2018 to December 2023.

1. Logarithmic Returns (R_t): Calculated as R_t = \ln(P_t / P_{t-1}) to normalize data.
2. Volatility Analysis: Measured using the standard deviation of daily returns.
3. Runs Test: Used to test the randomness of returns and check weak-form efficiency.
4. Correlation Analysis: To assess the interdependence between Sensex and Nifty.

4. Data Analysis And Interpretation

4.1 Annual Returns and Volatility Trends

The analysis reveals distinct structural phases in market behavior:

1. Pre-Pandemic (2018–2019): The market showed stability. In 2019, Sensex returns were 13.79% with low volatility (8.9%).
2. Pandemic Shock (2020): A massive disruption occurred. Returns turned negative (-3.44% for Sensex), and volatility spiked to 25.3%, indicating high uncertainty and panic selling.
3. Post-Pandemic Recovery (2021–2023): The market rebounded strongly. In 2021, Sensex returns surged to 22.00% with volatility stabilizing at 12.1%. By 2023, volatility further decreased to 9.6%, reflecting renewed stability.

Table 1: Key Market Indicators (2020 vs. 2023)

Year	BSE Sensex Return (%)	BSE Volatility (%)	Market Condition
2020	-3.44	25.3	High Uncertainty
2023	13.94	9.6	Stable Growth

4.2 Correlation Analysis

The correlation coefficient between Sensex and Nifty 50 was found to be 0.987. This near-perfect positive relationship indicates strong integration, confirming that both indices respond similarly to new information.

4.3 Runs Test for Randomness

To test H_0, the Runs Test was performed:

1. BSE Sensex: Z-Value of -1.15 (p-value 0.249).
2. NSE Nifty 50: Z-Value of -1.32 (p-value 0.187).

Interpretation: Since the p-values are greater than the significance level of 0.05, we fail to reject the null hypothesis. This implies that price changes are random and consistent with weak-form efficiency.

5. Discussion

5.1 Efficiency and the Adaptive Market Hypothesis

The empirical findings largely align with the Weak-Form Efficient Market Hypothesis. However, the phase-wise analysis supports the Adaptive Market Hypothesis. While the market is generally efficient, the efficiency weakened during the 2020 pandemic due to "panic trading" and behavioral biases. This suggests that market efficiency is an evolutionary trait that adapts to environmental stressors.

5.2 The Role of Technology and Sentiment

The rapid recovery in 2021–2023 highlights the role of digitalization. SEBI's reforms (e.g., e-KYC) and increased investor awareness have reduced information asymmetry, allowing the market to "correct" itself faster than in previous eras. Despite this, behavioral factors like herd behavior continue to influence short-term volatility.

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6. Findings And Conclusion

6.1 Major Findings

1. The Indian stock market exhibits weak-form efficiency, as confirmed by the Runs Test.
2. Volatility surged significantly in 2020 (Pandemic Phase) but stabilized in the recovery phase (2021–2023).
3. Price movements are mostly random, implying that historical price analysis alone cannot consistently generate superior returns.
4. There is a high degree of integration between BSE and NSE, evidenced by a 0.987 correlation.

6.2 Conclusion

The study concludes that the Indian stock market is fundamentally weak-form efficient. While stock prices generally follow a random walk, the market is subject to periodic inefficiencies caused by external shocks like COVID-19. The structural improvements in post-pandemic years reflect India's evolving market maturity. Therefore, a hybrid approach combining fundamental, technical, and behavioral insights is recommended for investors.

6.3 Future Scope

Future research could expand on this study by:

1. Liquidity Analysis: Incorporating data on trading volume and Foreign Institutional Investor (FII) inflows to examine how liquidity depth impacts the speed of price discovery.
2. Sectoral Analysis: Examining mid-cap and sectoral indices to detect micro-level inefficiencies that broad indices like Sensex might mask.
3. AI Models: Applying machine learning to predict event-based anomalies.

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Original Article

Technical Analysis of Learning Paradigm in Ai Systems

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Abstract

Artificial Intelligence (AI) has transitioned from conventional rule-driven systems to advanced, adaptive architectures capable of learning autonomously and functioning in complex, real-world environments. This paper provides a detailed technical examination of learning paradigms in AI, focusing on supervised, unsupervised, semi-supervised, reinforcement, transfer, and meta-learning techniques. It further explores autonomous and agent-oriented AI systems, emphasizing Probabilistic Reinforcement and Adaptive Learning (PRAL) and the Perceive–Reason–Act–Learn cognitive cycle as key enablers of intelligent decision-making. A systematic classification of agent roles—such as reactive, deliberative, hybrid, and multi-agent frameworks—is presented to demonstrate coordination and orchestration within distributed AI systems. Additionally, the study reviews contemporary decision-making models, including deep learning-based reasoning, Belief–Desire–Intention (BDI) architectures, and hybrid approaches. Beyond technical aspects, the paper critically addresses major challenges related to system robustness, reliability, scalability, alignment, and controllability, particularly in high-risk application domains. Ethical dimensions including transparency, fairness, bias reduction, data privacy, accountability, and human supervision are also examined. Through qualitative literature analysis and conceptual framework synthesis, this research identifies open challenges in empirical evaluation, scalability memory design, and ethical governance of autonomous AI. The study concludes by outlining future research directions aligned with human–AI collaboration and Artificial General Intelligence (AGI), stressing the importance of trustworthy, adaptive, and responsible AI systems.

Introduction:

Artificial Intelligence (AI) has rapidly evolved from rule-based systems to highly adaptive, learning-driven autonomous agents. Modern AI systems rely on diverse learning paradigms such as supervised, unsupervised, reinforcement, and self-supervised learning to perceive environments, make decisions, and optimize performance. Alongside these paradigms, the emergence of Autonomous AI, Probabilistic Reinforcement and Adaptive Learning (PRAL), and complex agent-based architectures has expanded the scope of AI applications across healthcare, finance, robotics, and governance. However, increasing autonomy introduces critical technical and ethical challenges related to robustness, alignment, scalability, accountability, and trust. This paper presents an integrated analysis of AI learning paradigms, autonomous agent roles, technical and ethical challenges, and future research directions aligned with AGI and human–AI collaboration. categorizes AI learning paradigms into supervised, unsupervised, semi-supervised, reinforcement, transfer, and meta-learning. Research highlights reinforcement learning and PRAL as foundational mechanisms for autonomous decision-making. Studies on-agent-based systems propose taxonomies of agent roles, including reactive agents, deliberative agents, hybrid agents, and multi-agent systems. Recent works emphasize challenges in robustness, reliability, and alignment, especially in safety-critical domains. Ethical AI literature focuses on fairness, bias mitigation, privacy preservation, and accountability frameworks. Despite progress, gaps remain in empirical benchmarking, scalable memory architectures, and governance models for highly autonomous AI systems.

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Literature review:

The concept of Autonomous Intelligence is based on Reinforcement learning, it is a paradigm in AI where the agent learns by interacting with its environment and improves behaviour, logical reasoning through trial error, guided by rewards and penalties, a BDI model i.e. Beliefs-Desires-Intentions is a data driven reinforcement, helps the agent in the reasoning cycle. It updates belief, selects desires, commits to plans, performs actions. A clear knowledge of goals and actions is defined into the agent with the BDI model. The concept of Deep Learning allows deep neural networks to learn complex representations to directly learn from data, it uses artificial neural networks with many hidden layers to extract hierarchical representations of data to perform tasks such as perception, reasoning and decision making. The AI agents have developed decision making mechanisms by adapting Rule based, Search based, Probabilistic based methods, Utility based methods, Learning based methods, Deep Learning-Driven decision making, BDI decision, Hybrid decision making mechanism. Ensuring the optimality, safety, ethics, robustness of AI mechanism, the system evaluates information, optimise objectives and selects actions under uncertain constraints. The orchestrated systems where multiple autonomous agents coordinate through planning, control, memory to achieve complex goals reliably and safely. The Orchestration works when the goal is received, planner agent decomposes the goal, orchestrator assigns the subtasks, specialised agents execute the tasks, critic agents evaluate results, memory is updated, system adapts iterates. The AI systems use paradigms to understand the commands, networking and evolves overtime. The learning paradigms includes- Symbolic paradigm relies on rules, logic, and symbolic representation of knowledge. It is widely used in expert systems and decision support tools. While highly explainable, it lacks adaptability and learning capability. Machine Learning paradigm enables systems to learn from data without explicit programming. It supports supervised, unsupervised, and reinforcement learning and is widely used in modern AI applications such as recommendations and predictions. Connection is paradigm inspired by the human brain, neural networks process information through interconnected neurons. This paradigm is highly effective for tasks like image and speech recognition but lacks transparency. Evolutionary AI paradigm uses principles of natural selection to evolve solutions. It is mainly applied in optimisation and robotics but is computationally expensive. Hybrid AI paradigms combine multiple paradigms to leverage their strengths. It is commonly used in autonomous systems and healthcare applications. The AI systems use PRAL i.e. perceive-reason-act-learn, adopted and elaborated from KPMG's agentic AI frameworks. The loop works as follows: PERCIEVE: Sensing and gathering data from the environment through sensors, APIs, or other input channels. REASON: Processing perceptions using logical, probabilistic, or learned models to make decisions aligned with goals. ACT: Executing decisions by initiating physical actions or digital outputs to affect the environment. LEARN: Incorporating feedback and outcomes to update models, improve future decision-making, and enable adaptation to new conditions. This cycle supports a continuous closed-loop wherein the autonomous system can evolve its policies based on experience, thereby transcending fixed-rule approaches. The inclusion of memory and learning modules is critical to sustained autonomy, enabling an agent to leverage historical knowledge for improved behaviour over time. These functions are supported by (TACO) Taskers- perform narrowly defined tasks with high precision, Automator-Streamline multi-step processes across systems or teams. Collaborators-work interactively with humans, providing advice or joint operations. Orchestrators- coordinate networks of agents or subsystems for complex goals. The framework synthesises a generic architectural blueprint for autonomous agents comprising perception modules, reasoning core, memory systems.

Methodology:

This study adopts a qualitative, conceptual research approach cantered on an extensive literature survey and theoretical synthesis. Given the emergent nature of autonomous intelligence as a research domain, the methodology focuses on constructing a clear, structured understanding by integrating findings across academic publications, preprints, industry reports, and technology analyses. The literature search followed a multi-phase strategy.

1.Database Queries: Targeted searches were conducted in academic databases including Google Scholar, Xplore, and ACM Digital Library, using keywords such as "autonomous intelligence," "agentic AI," "AI agents," "multi-agent systems," and "autonomous agents" and influential preprints with high citation potential.

2. Industry Insights: White papers, technical reports, and analytical frameworks published by leading consulting firms and industry bodies (e.g., KPMG, Gartner) were reviewed to incorporate practical perspectives and emerging trends influencing AI deployment at scale.

3.Theoretical Synthesis: Extracted concepts comprising definitions, taxonomies, architectural principles, and cognitive models were compiled and compared to identify commonalities and divergences. Special attention was paid to constructs related to autonomy, perception, reasoning, learning, and ethical considerations.

4.Framework Development: Drawing on this synthesis, a preliminary conceptual framework was drafted to encapsulate the core components of autonomous intelligence. Special emphasis was placed on designing a cognitive loop model (Perceive-Reason-Act-Learn) that facilitates continuous adaptive behaviour.

5. Validation and Cross-Referencing: To ensure conceptual rigor, elements of the framework were cross-referenced with exemplars in the literature and industry case studies to verify applicability and relevance.

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Limitations of this approach include its purely theoretical orientation, with no empirical validation or experimental implementation conducted within the scope of this paper. The fast-evolving nature of AI technology may necessitate further refinement as new methods and systems emerge

Results: The conceptual analysis and literature synthesis yield several foundational results that collectively form a structured understanding of autonomous intelligence in AI.

Discussion:

This paper's framework elucidates the conceptual space of autonomous intelligence relative to existing AI paradigms. Autonomous intelligence subsumes and extends agentic AI by emphasising continuous learning and goal generation. While agentic AI constitutes sophisticated orchestration of multiple agents working on subdivided tasks, autonomous intelligence demands agents capable of self-driven evolution and proactive objective setting at scale. The PRAL loop reflects a departure from linear, rule-based AI systems towards dynamic, iterative cognitive architectures inspired by biological intelligence. Such a model supports flexible adaptation, enabling systems to operate in fluid, unpredictable environments—a key requirement for real-world AI deployment beyond laboratory conditions. The taxonomy of agent roles aligns well with industry practices yet enriches understanding by associating each role with specific capabilities and functional scope. There are challenges and ethics in autonomous environment such as- Robustness and reliability, alignment and control, empirical validation and bench marking, Scalable memory architecture, ethical AI governance. The AI is rapidly developing with advanced deep learning concepts like- Learning as function approximation, where simple functions are used which allows modelling arbitrarily complex relationships. The hierarchical learning where concepts are understood at syntactic, semantic and pragmatic level which leverages deep understanding. The gradient-based optimisation takes place therefore the AI does not store rules but adjusts parameters. The non-linearity allows logical separation, concept boundaries, conditional reasoning, to enable deep knowledge the labelled data is studied, and multiple concept binding occurs. The AI goes through massive experiences-alignment, feedback shapes the AI model to stick at its goals, ethics and creativity improves gradually. The Human feedback introduces value learning, lately complex learning becomes safe, reliable and controllable. The depth and non-linearity evolve as expressive intelligence. Addressing these dimensions collectively is essential for the responsible and sustainable deployment of autonomous intelligent systems.

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Original Article

Chhatrapati Shivaji Maharaj in Hindu Litertaure

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Abstract-

Chhatrapati Shivaji Maharaj occupies a revered place in Hindu literature as an ideal Hindu king (Hindu Hriday Samrat), symbolizing dharma, valor, justice, and self-rule. Literary works—ranging from historical chronicles, bakhars, poems, devotional writings, and later nationalist literature—portray him as a ruler who upheld Hindu values while practicing tolerance and ethical governance. Inspired by epics like the Ramayana and Mahabharata, Shivaji Maharaj is often depicted as a Kshatriya king who protected religion (dharma), society, and culture against oppression.Hindu literary narratives emphasize his devotion to deities such as Bhavani and Mahadev, his respect for saints like Samarth Ramdas, and his adherence to righteous conduct even in warfare. Women's honor, protection of temples, and justice for common people are recurring themes. In modern Hindu literature, Shivaji Maharaj emerges not only as a historical warrior but as a civilizational hero—an embodiment of Swarajya (self-governance), moral leadership, and cultural resurgence. His life continues to inspire spiritual, cultural, and nationalist thought within Hindu literary traditions.

Keywords*-Dharmic Governance, Ethical Warfare, Protection of Women, Hindu Cultural Revival, Hindu Identity.*

Introduction –

Chhatrapati Shivaji Maharaj occupies a revered and heroic place in Hindu literature as the ideal Hindu ruler who upheld Dharma, justice, and cultural self-respect during a period of political and religious upheaval in medieval India. Hindu literary traditions—ranging from bakhar chronicles, devotional poetry, ballads, and later historical–religious writings—portray Shivaji Maharaj not merely as a warrior-king, but as a Dharmic sovereign inspired by the ideals of the Ramayana and Mahabharata. He is often compared to Lord Rama for his righteous governance and to Arjuna or Bhima for his valor and strategic brilliance.In Hindu literature, Shivaji Maharaj is celebrated as the protector of Hindu temples, saints, and scholars, and as a restorer of Hindu political sovereignty (Hindavi Swarajya). Texts emphasize his deep devotion to Bhavani Mata, his respect for saints such as Samarth Ramdas, and his commitment to ethical warfare—especially his honor toward women, religious places, and civilians. Through these portrayals, Shivaji Maharaj emerges as a symbol of Hindu resurgence, moral leadership, and resistance against oppression.Thus, Hindu literature presents Chhatrapati Shivaji Maharaj as a timeless cultural and spiritual icon—one who combined Shakti (power) with Dharma (righteousness), leaving an enduring legacy that continues to inspire Hindu thought, identity, and values.

Materials and Methods

Materials

The present study is based on primary and secondary literary sources related to Chhatrapati Shivaji Maharaj, with special emphasis on his representation in Hindu literature, bhakti texts, historical chronicles, and devotional narratives.

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Secondary Sources

Secondary materials consist of later interpretations and analyses, including:

- Scholarly books on Maratha history and Hindu resistance literature
- Research articles, journals, and theses on Shivaji Maharaj
- Commentaries on Hindu political thought and kingship (Dharma–Rajya)
- Modern Marathi and Hindi literary works inspired by Shivaji Maharaj
- Digital archives, authenticated historical databases, and university publications

Methods

The study follows a qualitative, descriptive, and analytical research methodology.

Historical-Contextual Method

- Literary works were analyzed in relation to:
- Socio-political conditions under Mughal and Deccan Sultanate rule
- Hindu revivalist movements and Bhakti tradition
- The role of religion in state formation and kingship

Comparative Method

- Comparisons were drawn between:
- Historical records and literary glorification
- Sanskrit, Marathi, and Hindi portrayals of Shivaji Maharaj
- Hindu heroic ideals and Shivaji's leadership model

Results and Discussion

Results

The study of Hindu literature reveals that Chhatrapati Shivaji Maharaj is consistently portrayed as an ideal Hindu ruler (Hindu Rājā) who embodied the principles of Dharma, Nyāya (justice), and Rājadharma. Texts, poems, bakhars, and later Hindu nationalist writings present him not merely as a political leader, but as a protector of Hindu civilization and religious values during a period of foreign domination.

Analysis of literary sources such as Sabhasad Bakhar, Chitnis Bakhar, devotional compositions, and modern Hindu historical narratives shows that Shivaji Maharaj is depicted as:

- A devotee of Bhavani and Lord Shiva, symbolizing divine sanction for his rule
- A ruler guided by Manusmriti and Dharmashastra ideals, especially in governance and justice
- A defender of temples, Brahmins, cows, and Hindu customs
- A king who respected women and upheld moral conduct, aligning with Hindu ethical literature

Hindu literature also highlights his coronation (Rajyabhishek) as a revival of Hindu sovereignty, emphasizing Vedic rituals and Sanskritized kingship traditions. His policies of religious tolerance are interpreted not as weakness, but as an extension of Hindu dharmic pluralism.

Discussion

The literary representation of Shivaji Maharaj in Hindu texts serves both historical and ideological purposes. Historically, these works preserve the memory of a ruler who challenged oppressive regimes while maintaining moral governance. Ideologically, Hindu literature elevates Shivaji Maharaj as a symbol of cultural resistance and Hindu resurgence.A significant discussion point is the integration of Bhakti and Kshatriya ideals in Shivaji Maharaj's character. Hindu literature presents him as a rare synthesis of saintly devotion and warrior valor, similar to figures described in the Mahabharata and Ramayana. This portrayal reinforces the Hindu concept that power must be tempered by righteousness.Furthermore, the literature often contrasts Shivaji Maharaj's rule with that of contemporary rulers, emphasizing ethical administration, protection of the weak, and decentralized governance. Such comparisons strengthen his image as a model ruler for Hindu society, especially during colonial and post-colonial reinterpretations of Indian history.However, modern scholarship urges a critical reading of these texts, noting that some later Hindu writings may idealize Shivaji Maharaj to serve contemporary cultural or political narratives. Despite this, the core literary consensus remains that his leadership reflects authentic dharmic kingship, rooted in Hindu philosophy rather than mere conquest.

Research gap –

Research possibilities:

- How Shivaji's image is constructed in Hindi epic poetry, novels, or plays vs. Marathi literatures.
- Influence of Hindu mythological archetypes on Shivaji's literary representation.
- Exploring how leadership and 'Hindu sovereignty' motifs emerge in Hindu literary narratives, folklore, and devotional poetry.
- Analysis of poems, ballads, and folk literature that portray Shivaji as a religious/cultural symbol.
- Symbolic parallels between Shivaji's image and characters like Rama or Arjuna in Hindu epic literature.
- Literary tropes of dharma, kingship, and righteousness across traditions.

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Scope of study-

The study draws upon a carefully selected corpus of Hindu literary sources, including early Marathi bakhar literature, Sanskrit eulogies, devotional poetry, folk narratives such as powadas and ballads, and modern Hindi and Marathi literary works like novels, plays, poems, and biographies. These texts are examined not as neutral historical records but as cultural narratives that reflect the values, aspirations, and ideological concerns of the societies in which they were produced. Persian chronicles and European colonial accounts are referred to only for contextual contrast and are not treated as primary sources within the scope of this research.Chronologically, the study spans from seventeenth-century indigenous literary accounts to contemporary Hindu writings, allowing for an exploration of how the literary image of Shivaji Maharaj has evolved over time. Special attention is given to the transformation of Shivaji Maharaj from a regional ruler in early narratives to a broader symbol of Hindu cultural identity in later nationalist and post-colonial literature. This temporal breadth enables the study to trace shifts in interpretation, symbolism, and emphasis within Hindu literary traditions.

Research methodology-

The present research adopts a qualitative, descriptive, and analytical methodology to examine the representation of Chhatrapati Shivaji Maharaj in Hindu literature. Since the study is concerned with literary portrayal, cultural symbolism, and ideological interpretation rather than empirical or statistical analysis, qualitative methods are most appropriate. The research is rooted in literary criticism and cultural studies, with an interdisciplinary approach that draws upon history, philosophy, and religious studies to support textual interpretation.The primary method employed in this study is close textual analysis of selected Hindu literary texts. These texts include early Marathi bakhars, Sanskrit eulogies and verses, devotional poetry, folk literature such as powadas and ballads, and modern Hindi and Marathi literary works including novels, plays, poems, and biographies. Each text is analyzed to identify dominant themes, narrative strategies, symbolic representations, and ideological underpinnings related to Shivaji Maharaj. Emphasis is placed on how Hindu concepts such as dharma, rajadharma, cultural sovereignty, and ethical leadership are embedded within literary narratives.A historical-contextual method is used alongside textual analysis to situate literary works within their socio-cultural and temporal backgrounds. This approach helps in understanding how historical circumstances, religious movements, colonial influence, and nationalist ideologies shaped the literary portrayal of Shivaji Maharaj in different periods. While historical facts are referenced for contextual clarity, the study does not aim to reconstruct historical events but to analyze how history is interpreted and transformed into literature.

Conclusion -

In conclusion, Hindu literature presents Chhatrapati Shivaji Maharaj as an ideal ruler who embodied dharma, courage, justice, and devotion to the welfare of society. Through historical chronicles, devotional texts, folk literature, and later literary works, Shivaji Maharaj is portrayed not merely as a political leader but as a righteous king guided by Hindu ethical and cultural values. His life and achievements are often associated with the protection of religion, respect for saints, and the revival of Hindu self-respect during a period of political and cultural upheaval.

Hindu literary traditions emphasize Shivaji Maharaj's adherence to moral governance, his respect for women and religious institutions, and his inclusive administration, which upheld justice beyond religious boundaries. Texts inspired by Hindu philosophy depict him as a Dharmaraj—a ruler who balanced power with compassion and authority with humility. His association with saints such as Samarth Ramdas further reinforces his image as a spiritually guided leader whose actions were rooted in righteous conduct.Thus, Hindu literature elevates Chhatrapati Shivaji Maharaj to a timeless symbol of ideal kingship and cultural resurgence. His representation continues to inspire generations, serving as a moral, cultural, and national ideal. The enduring presence of Shivaji Maharaj in Hindu literature highlights his lasting influence on Indian thought, values, and identity, confirming his place as a legendary figure whose legacy transcends history and lives on through literary tradition.

Reference –

1. Sabhasad Bakhar – Krishnaji Anant Sabhasad
2. Written c. 1697 CE
3. Earliest contemporary biography; presents Shivaji Maharaj as a Hindu sovereign and protector of temples and Dharma.
4. Śivabhārata (Sanskrit Kavya) – Kavindra Paramananda
5. 1674–1680 CE
6. Sanskrit epic composed during Shivaji Maharaj's reign, portraying him as a Kshatriya king in the Hindu epic tradition.
7. Chitnis Bakhar – Malhar Ramrao Chitnis
8. 1810 CE
9. Emphasizes Hindu ethics, justice, and Shivaji Maharaj's religious policies.
10. Jedhe Shakavali
11. 17th century CE (compiled records)
12. Chronological Hindu-Maratha historical references.

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Original Article

Visionary Leadership of Chhatrapati Shivaji Maharaj: A Strategic Management Perspective

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Abstract-

Chhatrapati Shivaji Maharaj occupies a revered place in Hindu literature as an ideal Hindu king (Hindu Hriday Samrat), symbolizing dharma, valor, justice, and self-rule. Literary works—ranging from historical chronicles, bakhars, poems, devotional writings, and later nationalist literature—portray him as a ruler who upheld Hindu values while practicing tolerance and ethical governance. Inspired by epics like the Ramayana and Mahabharata, Shivaji Maharaj is often depicted as a Kshatriya king who protected religion (dharma), society, and culture against oppression.Hindu literary narratives emphasize his devotion to deities such as Bhavani and Mahadev, his respect for saints like Samarth Ramdas, and his adherence to righteous conduct even in warfare. Women's honor, protection of temples, and justice for common people are recurring themes. In modern Hindu literature, Shivaji Maharaj emerges not only as a historical warrior but as a civilizational hero—an embodiment of Swarajya (self-governance), moral leadership, and cultural resurgence. His life continues to inspire spiritual, cultural, and nationalist thought within Hindu literary traditions.

Keywords*-Dharmic Governance, Ethical Warfare, Protection of Women, Hindu Cultural Revival, Hindu Identity.*

Introduction –

Chhatrapati Shivaji Maharaj occupies a revered and heroic place in Hindu literature as the ideal Hindu ruler who upheld Dharma, justice, and cultural self-respect during a period of political and religious upheaval in medieval India. Hindu literary traditions—ranging from bakhar chronicles, devotional poetry, ballads, and later historical–religious writings—portray Shivaji Maharaj not merely as a warrior-king, but as a Dharmic sovereign inspired by the ideals of the Ramayana and Mahabharata. He is often compared to Lord Rama for his righteous governance and to Arjuna or Bhima for his valor and strategic brilliance.In Hindu literature, Shivaji Maharaj is celebrated as the protector of Hindu temples, saints, and scholars, and as a restorer of Hindu political sovereignty (Hindavi Swarajya). Texts emphasize his deep devotion to Bhavani Mata, his respect for saints such as Samarth Ramdas, and his commitment to ethical warfare—especially his honor toward women, religious places, and civilians. Through these portrayals, Shivaji Maharaj emerges as a symbol of Hindu resurgence, moral leadership, and resistance against oppression.Thus, Hindu literature presents Chhatrapati Shivaji Maharaj as a timeless cultural and spiritual icon—one who combined Shakti (power) with Dharma (righteousness), leaving an enduring legacy that continues to inspire Hindu thought, identity, and values.

Materials and Methods

Materials

The present study is based on primary and secondary literary sources related to Chhatrapati Shivaji Maharaj, with special emphasis on his representation in Hindu literature, bhakti texts, historical chronicles, and devotional narratives.

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Literature Review

Leadership research across management and social sciences emphasises that effective leadership integrates vision, strategy, ethics, and people management. Strategic management scholars argue that leadership is a major driver of organisational performance and sustainability (Dess, Lumpkin & Eisner, 2019).Bass (1985) introduced transformational leadership, explaining how leaders motivate followers through vision and purpose. Shivaji Maharaj's Swarajya mission reflects this model, where followers were inspired by collective goals rather than authority. Northouse (2022) also views leadership as a process of influence toward common objectives, which aligns with Shivaji Maharaj's participative governance style.Mintzberg (1994) highlighted that leadership involves adaptation and learning, not only rigid planning. Shivaji Maharaj's flexible warfare strategies and intelligence networks demonstrate adaptive leadership under uncertainty. Porter (1985) stressed competitive advantage through internal strengths, which Shivaji Maharaj achieved using limited resources and innovative tactics like *Ganimi Kava*.Indian historians such as Sarkar (1920) and Ranade (1900) portrayed Shivaji Maharaj as both a warrior and institution builder. Kulkarni (2014) analysed his decentralised administration and *Ashta Pradhan* council as early governance systems reflecting accountability and coordination. Deshpande (2018) described Shivaji Maharaj as a management-oriented leader who promoted meritocracy and welfare orientation.Armstrong (2020) emphasised people as strategic assets, which parallels Shivaji Maharaj's human-centric leadership. Yukl (2013) further noted that ethical leadership shapes organisational culture and legitimacy. Shivaji Maharaj's respect for women, justice, and tolerance strengthened social trust and organisational identity.Although leadership theory is well developed, limited research integrates historical Indian leadership models with modern strategic management frameworks. This study bridges that gap by analysing Shivaji Maharaj's leadership through a contemporary managerial perspective.

Research Methodology

The present study adopts a **qualitative and conceptual research design** to analyse the visionary leadership of Chhatrapati Shivaji Maharaj from a strategic management perspective. The research is exploratory and descriptive in nature, focusing on interpretation rather than empirical measurement.

Research Design

The study follows a descriptive-analytical approach. It examines leadership practices and interprets them using modern management theories such as strategic intent, transformational leadership, governance, and human resource management.

Sources of Data

The research is based entirely on **secondary data** collected from books, peer-reviewed journals, historical records, management literature, and academic databases. Classical works by Jadunath Sarkar and M. G. Ranade are integrated with modern management authors like Porter, Mintzberg, Bass, and Northouse.

Method of Analysis

Thematic content analysis is used. Leadership themes such as vision, planning, innovation, governance, ethics, and people orientation are identified and mapped with strategic management concepts to interpret relevance for modern organisations.

Validity and Limitations

Validity is ensured through triangulation of historical and management literature. The study is limited as it relies on secondary data and does not involve primary surveys or interviews. However, the conceptual design suits theoretical contribution and academic interpretation.

Visionary Leadership and Swarajya

Visionary leadership involves imagining a desirable future and mobilising people to achieve it. Shivaji Maharaj's Swarajya was rooted in justice, security, and welfare of the people. His ambition was not personal power but institutional development protecting local culture and economy.

He communicated his mission clearly, creating shared purpose. This aligns with modern leadership theories where vision motivates and aligns organisational members. His ability to sustain Swarajya despite threats reflects strategic consistency with tactical flexibility.

Strategic Planning and Decision Making

Shivaji Maharaj relied on careful planning and informed judgement. He analysed geography, resources, and political conditions before action. Fort management, intelligence networks, and naval strategy reflect structured planning with adaptability.

His *Ganimi Kava* approach resembles modern competitive strategy where internal strengths counter external threats. Strategic management processes such as scanning, implementation, and review are evident in his leadership.

Innovation and Risk Orientation

Shivaji Maharaj introduced naval defence, revenue reforms, and disciplined administration. Risk-taking was balanced with calculation. His leadership mirrors entrepreneurial leadership where innovation and risk orientation ensure sustainability rather than reckless growth.

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Governance and Administrative Excellence

Through the *Ashta Pradhan* council, Shivaji Maharaj created decentralised governance with accountability. Justice, protection of farmers, and religious tolerance promoted trust. These practices reflect modern corporate governance principles of transparency and ethical conduct.

Human Resource Orientation

People formed the core of Shivaji Maharaj's success. Merit-based selection, training, motivation, and welfare built loyalty. His leadership resembles transformational leadership where people are partners in organisational growth.

Organisational Culture and Ethics

Shivaji Maharaj cultivated discipline, integrity, and social responsibility. Respect for women and civilians strengthened moral legitimacy. Organisational culture influenced performance and stakeholder trust, similar to modern ethical leadership models.

Relevance to Contemporary Strategic Management

Modern managers face uncertainty, competition, and resource constraints similar to Shivaji Maharaj's era. His leadership offers a blueprint for balancing strategy with values, authority with participation, and innovation with ethics.

Conclusion

Chhatrapati Shivaji Maharaj represents a timeless model of visionary and strategic leadership. His leadership combined foresight with ethics, courage with compassion, discipline with innovation, and authority with empathy. Viewed through strategic management, his practices align with planning, governance, human resource development, culture building, and risk management. Integrating such value-based leadership into management education and organisational practice can build resilient and responsible institutions.

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Original Article

Trade and Commerce Policy under Chhatrapati Shivaji Maharaj: Foundations of Indigenous Economic Governance

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Abstract

Trade and commerce have always been essential for the economic strength and administrative stability of a state. In medieval India, however, commercial activities were frequently affected by political uncertainty, heavy taxation, and insecurity faced by traders. In this context, Chhatrapati Shivaji Maharaj adopted a practical and people-oriented approach towards trade and commerce, which played a significant role in strengthening the economic foundation of his kingdom.This research paper focuses on the trade and commerce policy of Chhatrapati Shivaji Maharaj and examines how his economic vision supported effective governance. The study discusses key features of his policy such as protection of traders, fair and regulated taxation, encouragement of indigenous markets, and development of maritime trade along the western coast. Shivaji Maharaj ensured that merchants were not subjected to unnecessary exploitation and that trade routes and ports remained secure. Such measures created confidence among trading communities and promoted economic activity.The paper also highlights how his trade policy reflected principles of ethical administration, fiscal discipline, and long-term economic planning. By linking historical practices with modern concepts like ease of doing business and sustainable economic development, the study shows that Shivaji Maharaj's approach to trade was both progressive and governance-oriented. The paper concludes that his trade and commerce policy offers valuable insights for understanding early models of economic governance and remains relevant in contemporary leadership and policy discussions.

Keywords*: Trade and Commerce Policy, Economic Governance, Protection of Traders, Indigenous Markets, Maritime Trade, Fiscal Discipline, Ethical Governance, Sustainable Economic Development, Leadership and Administration*

Introduction

Trade and commerce have always played a vital role in shaping the economic strength and administrative stability of a state. From ancient civilizations to modern economies, the ability of a ruler or government to create a secure, fair, and supportive commercial environment has determined long-term prosperity. Trade not only generates revenue for the state but also encourages employment, market expansion, and social interaction across regions. However, the success of trade largely depends on governance practices such as taxation policy, security of trade routes, administrative discipline, and ethical treatment of merchants.In medieval India, trade and commerce operated under challenging conditions. Political instability, frequent wars, fragmented authority, and arbitrary taxation often disrupted commercial activities. Merchants and traders faced insecurity in transporting goods, heavy customs duties, forced levies, and exploitation by local officials. As a result, economic growth remained uneven, and trade often benefited ruling elites rather than the broader population. In such an environment, the absence of a stable and predictable trade policy discouraged long-term commercial investment and weakened the financial base of many states. Against this background, Chhatrapati Shivaji Maharaj emerged as a ruler who demonstrated a clear and practical understanding of the relationship between economic stability and effective governance.

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While he is widely remembered for his military leadership and administrative reforms, his contribution to trade and commerce is equally significant. Shivaji Maharaj recognized that political sovereignty could not be sustained solely through military strength; it required a strong economic foundation supported by active trade, secure markets, and the confidence of merchant communities.Unlike many contemporary rulers who viewed trade primarily as a source of immediate revenue, Shivaji Maharaj adopted a long-term and welfare-oriented approach towards commerce. His policies reflected an awareness that excessive taxation and exploitation of traders would ultimately harm state finances. Instead, he emphasized moderation in taxes, transparency in revenue collection, and strict discipline among officials. By ensuring that merchants were treated fairly and protected from harassment, he created a climate of trust that encouraged both internal and external trade.Security formed a central pillar of Shivaji Maharaj's trade and commerce policy. He understood that traders would only engage in commercial activities if their lives, goods, and capital were safeguarded. Therefore, his administration took active measures to protect trade routes, marketplaces, and ports. Military forces were instructed to avoid harming traders or disrupting markets, even during periods of conflict. This separation between warfare and commerce was a progressive idea for its time and played a crucial role in maintaining economic continuity.

Administrative discipline and documentation further supported trade and commerce under Shivaji Maharaj's rule. Markets were regulated through clear rules, written orders, and systematic records. Such practices reduced corruption, minimized arbitrary decision-making, and ensured accountability among officials. The presence of documented policies and procedures reflects an early form of economic administration that aligns closely with modern principles of good governance.

The trade and commerce policy of Shivaji Maharaj was closely linked with his broader philosophy of ethical governance. He believed that economic activity should serve the interests of the people as well as the state. Merchants, farmers, and artisans were viewed as essential contributors to economic development rather than as subjects to be exploited. This ethical orientation distinguished his administration from many contemporary regimes and strengthened public confidence in governance.

In the modern context, where economic governance focuses on concepts such as ease of doing business, sustainable development, and inclusive growth, Shivaji Maharaj's trade policy appears remarkably relevant. His emphasis on trader protection, fair taxation, infrastructure development, and administrative accountability reflects principles that continue to guide contemporary economic policy-making. Studying his approach to trade and commerce therefore provides valuable insights into early models of economic governance rooted in practical leadership and ethical administration.

This research paper aims to examine the trade and commerce policy of Chhatrapati Shivaji Maharaj in detail and to analyse its role in strengthening economic governance. By linking historical practices with modern economic and administrative concepts, the study seeks to highlight the relevance of his policies in present-day leadership and governance discourse. The paper argues that Shivaji Maharaj's approach to trade was not accidental or ad hoc but a carefully designed component of his broader vision for a stable, prosperous, and well-governed state.

Literature Review

The trade and commerce policy of medieval Indian rulers has been examined by historians, economists, and administrative scholars from different perspectives. Most early historical studies focused primarily on political and military achievements, while economic policies often received limited attention. However, over time, scholars have increasingly recognized that trade, commerce, and fiscal administration played a decisive role in the consolidation and sustainability of kingdoms. In this broader scholarship, the economic governance of Chhatrapati Shivaji Maharaj has emerged as an important area of study.

1. Jadunath Sarkar — (historian, detailed archival work)

Sarkar treats Shivaji first as a political and military actor but also records that Shivaji ran a disciplined administration that restrained arbitrary exactions from traders and kept markets functioning even during campaigns. Sarkar's archival narrative shows that economic stability and controlled revenue policy were part of the practical statecraft that supported Shivaji's political aims.

2. G. S. Sardesai — (Maratha historian, institutional emphasis)

Sardesai highlights the systematic character of the Maratha administration and notes that Shivaji's reforms went beyond land revenue: they included measures to regulate markets, protect merchants, and maintain market discipline — indicating an administrative intent to nurture commerce, not merely to tax it.

3. Surendranath Sen — (administrative history of the Marathas)

Sen's work on Maratha administration discusses fiscal arrangements and the administrative machinery (including local market rules and official conduct). He shows how Shivaji's tax and administrative practices promoted local industry and commerce by creating predictability and protection for traders.

4. Irfan Habib — (economic historian, medieval & early modern economy)

Habib's broader studies of medieval Indian commerce outline the common problems traders faced — heavy and arbitrary levies, insecurity, and corruption. When read alongside Habib's diagnosis of the period, Shivaji's

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comparatively moderate taxation, protection of trade routes, and emphasis on regulated markets stand out as progressive measures for encouraging commerce.

5. Stewart Gordon — (modern Maratha scholarship, context and commerce)

Gordon's recent synthesis of Maratha history situates Shivaji within wider regional commercial networks and coastal dynamics. He underscores that the Maratha polity under Shivaji paid attention to maritime security and coastal commerce — showing strategic links between naval policy and the protection/promotion of trade.

Research Gap

Existing literature on Chhatrapati Shivaji Maharaj largely focuses on his military achievements, political strategy, and role in the establishment of the Maratha state. Classical historians such as Jadunath Sarkar and G. S. Sardesai have provided valuable insights into his administrative structure and revenue system, but trade and commerce are generally discussed only as a subsidiary aspect of governance. As a result, Shivaji Maharaj's economic vision, particularly his trade and commerce policy, has not received independent and systematic scholarly attention.Most studies that touch upon economic aspects concentrate primarily on land revenue administration, taxation, and agrarian reforms. While these are important components of economic governance, trade, market regulation, merchant protection, and maritime commerce remain underexplored areas. The available literature often presents descriptive accounts rather than analytical evaluations of how trade policies contributed to economic stability and state-building under Shivaji Maharaj.Further, modern economic and governance frameworks—such as ease of doing business, ethical economic administration, sustainable revenue generation, and indigenous market development—are rarely applied to the study of Shivaji Maharaj's trade policy. Contemporary scholarship has yet to adequately connect his historical practices with present-day concepts of economic governance and leadership. The role of maritime trade and naval protection in strengthening commercial activity is also discussed in isolation, without integrating it into a broader trade policy framework.The present study seeks to address this research gap by offering a focused and analytical examination of Shivaji Maharaj's trade and commerce policy, interpreting it through modern economic governance perspectives. By doing so, the research aims to contribute to a deeper understanding of his leadership and economic vision beyond conventional historical narratives.

Materials & Methods with Extended Sections

1. Research Design

The study follows a descriptive and analytical research design. The descriptive component explains the historical features of trade and commerce, while the analytical component interprets these features using modern economic governance concepts such as fair taxation, trader protection, and sustainable trade practices.The interdisciplinary nature of the research integrates history, economics, and public administration, allowing a comprehensive understanding of trade policy as a governance instrument.

i. Data Sources

The study is primarily based on secondary data sources, which include:

- Standard historical texts and biographies of Shivaji Maharaj
- Scholarly works by historians such as Jadunath Sarkar, G. S. Sardesai, and Surendranath Sen
- Research papers and journal articles related to medieval Indian trade and economy
- Studies on maritime trade and coastal security in western India
- Books and articles on economic governance, public finance, and administrative ethics

Marathi and Hindi literary sources have also been referred to in order to capture indigenous perspectives on trade practices and merchant protection during the period.

ii. Data Flow

The data collection and analysis process followed a structured flow:

Identification of relevant historical and economic literature

Classification of data related specifically to trade, commerce, taxation, markets, and maritime activities

Comparative reading of historical practices with modern economic governance concepts such as fair taxation, ease of doing business, and sustainable trade

Analytical interpretation to derive governance-oriented insights

This structured data flow ensured coherence, relevance, and analytical depth in the study.

2. Case Studies

To strengthen analytical depth, the study uses historical case illustrations drawn from documented administrative practices during Shivaji Maharaj's rule. These cases are not modern empirical case studies but governance-based historical examples.

Case Studies Used for Analysis:

Case Area	Description	Governance Insight
Protection of Traders	Orders to prevent harassment or looting of merchants	Ethical governance & trust-building
Market Regulation	Moderate and predictable trade-related taxes	Fiscal discipline & sustainability

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Maritime Trade	Naval protection of ports and sea routes	Infrastructure-led economic security

Case Study 1: Protection of Traders and Markets
Historical records indicate that traders were given special protection under Shivaji Maharaj's administration. Military personnel were instructed not to disturb commercial activities even during conflict. This approach created confidence among merchants and promoted uninterrupted trade.

Governance implication:
This reflects early principles of ease of doing business and ethical economic administration.

Case Study 2: Maritime Trade and Naval Protection
The development of naval forces along the Konkan coast ensured safety of ports and sea routes. This strategic linkage between defense and commerce helped expand coastal trade and safeguard revenue.

Governance implication:
Demonstrates integration of infrastructure development and trade policy.

Case Study 3: Regulated Taxation and Market Discipline
Trade-related taxes were regulated and predictable, discouraging arbitrary extraction. Such discipline encouraged long-term commercial participation rather than short-term exploitation.

Governance implication:
Represents sustainable revenue management.

3. Result of the Study
Based on the case studies and analysis of previous literature, the trade and commerce policy of Chhatrapati Shivaji Maharaj reveals several opportunities and challenges in the context of economic governance.

1. **Opportunities**

Protection of Traders
Shivaji Maharaj ensured safety of merchants, goods, and trade routes. This protection created confidence among traders and encouraged regular commercial activities.

Fair and Regulated Taxation
Trade-related taxes were moderate and predictable. This helped in generating sustainable revenue without discouraging trade.

Promotion of Indigenous Trade
Local markets, artisans, and internal trade networks were encouraged, strengthening economic self-reliance and rural-urban linkages.

Development of Maritime Trade
Naval protection along the western coast secured ports and sea routes, expanding coastal and overseas trade opportunities.

Administrative Discipline and Documentation
Written orders and clear rules reduced arbitrary practices and improved transparency in trade administration.

2. Challenges

Continuous Military Conflicts
Frequent wars required large financial resources, which sometimes restricted further commercial expansion.

Limited Infrastructure and Technology
Slow transport systems and limited communication reduced the scale and speed of trade activities.

Maritime Threats and Piracy
Despite naval efforts, foreign interference and piracy posed risks to coastal trade.

Implementation Variations at Local Level
Dependence on local officials sometimes resulted in uneven enforcement of trade policies.

Agrarian Dominance of the Economy
Limited industrial diversification restricted expansion of large-scale commercial activity.

Objectives of the Study
The present study has been undertaken with the following objectives:

1. To examine the trade and commerce policy of Chhatrapati Shivaji Maharaj
   The study aims to understand the key features and principles of trade and commercial practices followed during his rule.
2. To analyse the role of trade and commerce in economic governance
   This objective focuses on how commercial activities contributed to state revenue, economic stability, and administrative efficiency.
3. To study the measures adopted for protection of traders and markets

The research seeks to evaluate the policies implemented to ensure safety, fairness, and confidence among merchant communities.

4. To evaluate taxation and revenue practices related to trade
   The study examines how regulated and moderate taxation supported sustainable revenue generation without discouraging trade.
5. To assess the importance of maritime trade and naval protection
   This objective highlights the role of naval strength in safeguarding coastal trade and promoting maritime commerce.

Conclusion of the Study

The present study examined the trade and commerce policy of Chhatrapati Shivaji Maharaj with the objective of understanding its role in economic governance and state-building. The analysis of historical records, case studies, and existing literature clearly indicates that trade and commerce were treated as essential components of effective administration rather than merely as sources of revenue. Shivaji Maharaj's economic vision reflected a balanced approach that combined state interests with public welfare.One of the most significant findings of the study is the emphasis placed on the protection of traders and markets. By ensuring safety of trade routes, regulating market practices, and preventing exploitation of merchants, Shivaji Maharaj created an environment of trust and stability. This trust encouraged sustained commercial activity and contributed to a steady flow of revenue for the state. The policy of moderate and predictable taxation further strengthened this system by promoting long-term participation in trade rather than short-term extraction of resources.The study also highlights the importance of indigenous trade and maritime commerce in strengthening economic self-reliance. Support for local markets and artisans enhanced internal economic integration, while naval protection of coastal trade expanded commercial opportunities along the western coast. These measures demonstrate a clear understanding of the strategic link between economic security and political sovereignty.

Despite facing challenges such as continuous military pressure, limited infrastructure, and external threats to maritime trade, Shivaji Maharaj's trade policy remained effective within the constraints of the historical period. The challenges identified were largely structural in nature and do not undermine the overall effectiveness of the policy framework.

In conclusion, the trade and commerce policy of Shivaji Maharaj represents an early and well-structured model of economic governance based on ethical administration, fiscal discipline, and strategic foresight. The relevance of his economic approach extends beyond its historical context and offers valuable insights for contemporary discussions on governance, leadership, and sustainable economic development.

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Original Article

Topic: Cultural Leadership As A Model For Global Governance: The Vision of Chhatrapati Shivaji Maharaj

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Abstract

The way the world is run today has a problem. People do not think it is fair or right. There are many organizations that try to help countries work together, but the people in charge of these organizations do not always do what is right. They do not think about how their decisions will affect & impact people's daily lives.. This paper says that the problem with the way the world is run is not about how organizations work or about politics. The problem is that the people in charge do not think about what's morally right. They care more about following rules than about doing what is good, for people and cultures. Global governance has a lot of issues. These issues are rooted in the way leaders think. Global governance needs to change the way it thinks about leadership. What is important. Against this background, the vision of Chhatrapati Shivaji Maharaj is examined as a sophisticated model of cultural leadership with enduring global relevance. Rather than presenting a historical or regional narrative, the study interprets Shivaji Maharaj's governance philosophy as a normative framework capable of addressing contemporary global challenges. Through qualitative and interpretative analysis, the paper demonstrates that culturally rooted leadership characterized by moral restraint, institutional integrity, inclusivity, and contextual sensitivity offers a viable alternative model for global governance in pluralistic societies.

1] Introduction

"The ultramodern age has brought about a new miracle of global governance that's startlingly complex". The Power is no longer confined to the inside of boundaries; opinions that are made internationally affect those who are nowhere in propinquity to the decision- maker. Issues similar as climate change, transnational trading, movements of settlers, health, and security bear answers that are beyond public boundaries. This has caused an increase in the number of institutions of global governance, which are ridden with a lack of trust and legality. In fact, people generally try to understand similar problems using structural terms, similar as an imbalance of power between natins, the lack of enforcement, or clashing public interests. While those results aren't inescapably inaccurate, they clearly leave an important concern untouched, which is the morality of leadership underpinning global governance as a whole. It is, after all, the leaders who apply the laws and set the procedures; leaders' values, opinions, and pledges drive the results. In the end, if leadership is reduced simply to operation or strategy, also there will be an eventual divergence of governance from the morality, as well as culture, of the communities it represents. The present- day leadership is said to have a tendency towards impartiality, effectiveness, and proper procedure. Although these traits insure that the system is in order, yet they don't always equate to ethical responsibility. The choices that have the most serious counter accusations for mortal beings are typically couched in specialized language. This paper seeks to make a point in order to amend global governance, it's necessary tore-conceptualize leadership itself. This is where artistic leadership comes in, an approach that combines leadership with ethics and culture in a holistic manner.

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According to this approach, leadership isn't simply an exercise in power but a responsibility in a manner embedded in values and merits. The illustration handed by the Chhatrapati Shivaji Maharaj's vision speaks volumes in this respect a model of governance that combines artistic lodging and communal ethics in a manner that balances disciplined governance and restrained power with responsibility and responsibility. The paper seeks to decide a different literacy from this model and conduct a fresh perspective to global leadership converse.

2] The Cultural Leadership: Conceptual Foundations

The Leadership proposition has traditionally emphasized authority, influence, and strategic capacity. Whether articulated through regulatory scale or attractive dominance, dominant models frequently measure leadership effectiveness in terms of control over issues. Artistic leadership challenges this exposure by reconsidering leadership as a moral and relational process rather than a purely necessary bone.The Artistic leadership is predicated on the recognition that authority derives its legality from social values and ethical prospects. A leader's power is meaningful only when it resonates with the collaborative moral frame of the community. Leadership, in this sense, isn't assessed from over but emerges through alignment with participated artistic morals that define justice, quality, and responsibility.The Culture, within this frame, isn't a static heritage of rituals or symbols. It is a dynamic moral system that shapes social gest and institutional morals. Artistic leadership engages with this system purposefully, allowing governance to reflect lived realities rather than abstract ideals. Similar leadership fosters trust because it acknowledges the artistic surrounds within which individualities interpret authority.Crucially, artistic leadership must be distinguished from artistic exclusivity. It does not seek to honor one identity over others or put unity. rather, it recognizes that ethical universality can crop through culturally predicated values. When culture emphasizes justice, restraint, and respect, it becomes a ground rather than a hedge in pluralistic societies..

3] The Ethical Deficit in Global Governance

One typical characteristic of the current state of global governance is the presumption of ethical impartiality. Institutions aim for equality by presenting opinions as technical or legally required, so as to circumvent the problem of bias yet still harness the wave of ethical progress. As such, ethical thinking gets less attention and more emphasis is placed on adhering to process, and ruling based on conscience gives way to ruling based on rules.This impartial façade can conceal underlying unbalanced power relations. The more powerful actors control the agenda by making a point or depicting an issue as an inevitable or objective fact. The populace living under the impact of these same ideas experiences a state they regard as distant and unintelligible. Impartial discourse can undermine legality instead of fortifying it.The Artistic Leadership goes directly to work to fill this moral gap. Artistic by its very nature confesses that governance opinions are strictly value-based, advocating for a commitment to moral transparency. Governance actions must now be accountable to more than regulations but to moral values as well.

4] The Chhatrapati Shivaji Maharaj: Governance as Moral Responsibility

When the political unrest, uneven governance, and artistic sidelining agonized the land, there arose the leadership of the Chhatrapati Shivaji Maharaj. His answer to these ills wasn't a bare response or opposition but a laid-out vision for ruling that had at its core ethical responsibility and mortal quality.The core of his thinking was that power should be circumscribed by moral ground rules. The use of military strength in sustaining the integrity of a state was to be governed by clear- cut ethical parameters. The Protection of civilians, respect for women, and the safety of places of deification weren't part of a politic policy but were moral imperatives. It's this restraint that separated true authority from despotism and good rule from coercion.That ethical station carried into how he ran the administration and allocated justice. The governance system was emphasizing responsibility and justice. officers were regarded as guardians of the weal of the public and not its devourers. financial systems were worked out to minimize difficulty, reflecting a obsession with social justice. In practice, governance came a moral enterprise rather than a tool of domination.

5] Cultural Consciousness and Inclusive Governance

The Chatrapatti Shivaji Maharaj was different; embedded in culture, he wove inclusiveness into the veritably fabric of his state. While his executive setup was informed by indigenous values and alleviation, it also paid respect to the religious and social diversity of the arising polity. Culture gave him a lamp of morality and belonging, not a wall to count.This idea reverberates beyond his time and place, especially in moment's global leadership challenges. In societies constituted of numerous societies, the leader is frequently faced with campaigns who we're versus how we drink one another. Artistic leadership suggests that one need not liberalize respect for other peoples at the cost of relinquishing one's own roots. Culture steered by ethical restraint may unite people without erasing the uproariousness of difference.True leadership isn't sustained by force or simply by the cover of the law. Rather, it depends upon moral authority, whereby one's words are matched by one's conduct. This has been correctly enforced in practice by the Shivaji Maharaj, wherein his ethical geste strengthened the hold over the power to be trusted and pious by the large variegated groups of communities. In global governance, legality frequently derives from formal power or sanctioned authorizations rather than from a participated moral compass. When artistic leadership puts a

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6] The Leadership Legitimacy and Moral Authority

The decoration on ethical thickness, it shifts the ground of legality toward moral consonance. Leaders come answerable not just to institutions but to the moral prospects of the world community. That responsibility itself is a base for trust and cooperation, so essential to the result of problems that cross borders.

7] The Institutional Integrity And Governance Architecture

The Chattrapati Shivaji Maharaj believed more in the establishment of institutions grounded on ethical principles rather than the attention of authority in one personality. Governance was institutionalized with structures and lines of responsibility easily defined, so integrity would survive the life of one leader. In sharp discrepancy, utmost global governance institutions moment are procedurally sound but demonstrably bereft of a moral underpinning and break down with changes in individual personalities and moods. When institutions are led through artistic leadership bedded with ethical values and principles, they're stronger and lower susceptible to value corrosion.

8] The Adaptability without Ethical Compromise

The Chattrapati Shivaji Maharaj demonstrates that one can remain principled, true to the core spirit of tone-respect, and yet acclimate to the moment. In his rulership, adaptation with new realities kept taking place in relatively practical ways, but the core ethics remained firm. That harmony excluded stubborn severity and kept opportunism at a distance.The moment, global governance faces the same haul- of- war. Rapid tech shifts and unsettled geopolitics demand dexterity. Artistic leadership can give a steady frame for adaptive governance- still clear about what's right and wrong- true responses remain timely without immolating moral integrity.

9] The Cultural Leadership and Civilizational Dialogue

The Cultural leadership provides the space and language for civilized dialogue between civilizations. Instead of imposing one set of values, the foundation is the respect that informs values of ethical behavior. It is these values that produce collaboration between people of diverse cultural backgrounds. In a globalized framework, many meeting points of civilizations take place, and cultural leadership provides solutions in these multinational forums. It transforms diversity, which may be a flashpoint, into strengths.

10] The Methodological Orientation

Its approach is qualitative and interpretive. While the research isn't based on any concrete measurements or a straightforward narration of events, it reconstructs a philosophy of governance based on normative research and abstract ideas and concepts, in the hopes of arriving at some ethically significant principles and concepts rather than simply reconstructing events or incidents.

11] The Contribution to Leadership and Governance Studies

This paper introduces a new dimension in the study and practice of leadership by offering the concept and practice of cultural leadership as a viable concept in governance throughout the world. It challenges the dominant leadership models that prioritize procedural efficiency over ethical legitimacy. By examining the concept and practice of leadership in the life and character of the Chhatrapati Shivaji Maharaj from a governance perspective, this paper extends the scope and boundaries of the concept and study of leadership and leadership traditions.

12] Conclusion

The underpinning cause of the extremity of global governance really leads back to how we suppose about leadership and the part of associations No associations alone will give justice, legality, and sustainability. The Leadership must be reanalyzed as a moral-artistic imperative. A notable illustration of good leadership, ethical restriction, and a sense of addition in terms of artistic mindfulness is the heritage of the Chhatrapati Shivaji Maharaj. similar leadership can sustain law and order without removing people. As our world becomes ever- further fractured, artistic leadership shows us the path to effective and humane global governance. The re-examining exemplifications similar as these visionary leadership models isn't nostalgia; it's a step toward a renewal in ethics in global governance.

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Strategic Leadership and Ethical Governance under Chhatrapati Shivaji Maharaj: A Study of Discipline and Moral Restraint in Administratio

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Abstract

Contemporary discussions on leadership and governance often emphasize institutional reforms, ethical frameworks, and administrative efficiency, yet recurrent failures across political systems indicate a deeper unresolved problem. This paper argues that leadership, ethics, and governance collapse not primarily due to structural inadequacies, but due to the absence of self-restraint and ethical self-governance among those who wield authority. Using a analytical approach, the study first interrogates the concepts of leadership, ethics, and governance themselves, exposing the contradictions that arise when power precedes moral discipline. Leadership is examined as a response to social disorder rather than an inherent virtue; ethics is analyzed beyond rule compliance to reveal its dependence on internal restraint; and governance is understood as an institutional expression of leadership character rather than a corrective mechanism. Against this analytical backdrop, the governance of Chhatrapati Shivaji Maharaj is examined as a historical case study, not through glorification, but as empirical verification of whether disciplined leadership can integrate ethical clarity with effective governance. The study demonstrates that ethical restraint, when internalized by leadership, enables inclusive governance, institutional stability, and public trust. The paper concludes that sustainable governance emerges not from expanding authority or procedural complexity, but from leaders capable of governing themselves before governing others.

Keywords: *Strategic Leadership, Ethical Governance, Public Administration, Self-Restraint, Authority, Chhatrapati Shivaji Maharaj, Institutional Governance*

Introduction:

Leadership and governance have remained central concerns of political thought across civilizations, spanning philosophical inquiry, administrative theory, and historical practice. Despite sustained efforts to refine institutional frameworks, ethical codes, and administrative mechanisms, recurrent failures of governance persist across political systems. Corruption, abuse of authority, erosion of public trust, and institutional fragility continue to surface even where formal structures appear well designed. This persistence suggests that the crisis of governance may not lie merely in institutional inadequacies, but in a deeper and insufficiently examined dimension of leadership itself.Contemporary governance discourse largely prioritizes structural reforms, procedural efficiency, and legal safeguards, often assuming that ethical conduct can be secured through external regulation. Such an approach overlooks a fundamental question: why do governance systems repeatedly fail even when rules, institutions, and accountability mechanisms exist? Addressing this question requires re-examining leadership, ethics, and governance not as isolated domains, but as interconnected expressions of how power is conceived, exercised, and restrained.This paper proceeds from the premise that leadership, ethics, and governance collapse not primarily due to defective systems, but due to the absence of ethical self-restraint among those who wield authority. Leadership is examined as a response to social disorder that becomes hazardous when unaccompanied by self-governance; ethics is analyzed beyond rule compliance as internal moral discipline; and governance is understood as an institutional reflection of leadership character.

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Within this analytical framework, the governance of Chhatrapati Shivaji Maharaj is examined as a historical case study to assess whether disciplined leadership can integrate ethical clarity with effective governance.

Section 1: Leadership.

Leadership is commonly understood as a collection of personal virtues, strategic abilities, or charismatic authority. Such interpretations, however, overlook a more fundamental question: why does leadership arise at all? Leadership emerges as a response to social disorder, uncertainty, or conflict, where collective coordination becomes necessary. Yet this very emergence carries an inherent risk, as authority acquired to restore order can itself become a source of domination when exercised without restraint.This reveals a central contradiction within leadership. While authority is sought to stabilize society, unchecked authority frequently reproduces instability through coercion, institutional rigidity, or personal rule. Historical and contemporary failures of governance suggest that leadership collapses not due to the absence of power, but due to its unregulated exercise.Power, when divorced from self-discipline, shifts from a coordinating function to an instrument of control.Leadership, therefore, cannot be reduced to positional authority or institutional legitimacy alone. Its sustainability depends on ethical self-governance—the capacity to restrain ambition, fear, and desire before attempting to regulate others. Leadership, in this sense, is less about commanding society and more about mastering oneself.Within this analytical frame, historical leadership gains relevance through scrutiny rather than idealization. This principle is evident in leadership models that distinguished betweenlegitimate governance and mere territorial expansion. Jadunath Sarkar's account of Shivaji Maharaj's rule highlights this restraint, noting a clear differentiation between regions under direct administration (*swaraj*) and territories subject only to tribute or military influence (*mulk-i-qadim*), reflecting a conscious refusal to govern beyond administrative capacity (Sarkar 1920, 355–357). Leadership thus appears not as the pursuit of maximal control, but as disciplined authority proportionate to responsibility.

Section 2: Ethics.

Ethics in governance is commonly treated as a system of rules, codes of conduct, and externally enforceable norms. This approach assumes that ethical behavior can be secured through regulation and compliance. However, repeated ethical failures within highly regulated political systems reveal the limitations of such an understanding. Rules may constrain behavior temporarily, but they cannot replace ethical clarity within those who exercise power.Ethics, at its core, concerns the regulation of desire, fear, and ambition. When authority is exercised without internal moral discipline, ethical frameworks become formalistic rather than substantive. Leaders may adhere to procedures while simultaneously violating their ethical spirit. This explains why corruption and misuse of authority persist despite elaborate institutional safeguards. Ethics grounded solely in compliance remains reactive; ethics rooted in self-restraint becomes preventive.From this perspective, ethical governance does not emerge from the multiplication of rules, but from the capacity of leadership to restrain itself. Ethical failure is therefore not merely a breach of norms, but an exposure of unregulated power. Historical evidence supports this understanding. Jadunath Sarkar records that Shivaji Maharaj deliberately dismantled intermediary revenue structures such as *mirāsadārs* and revenue farmers, establishing a direct relationship between the state and cultivators to prevent arbitrary extraction (Sarkar 1920, 366–368). By structurally limiting exploitative authority, ethical intent was embedded within governance itself, demonstrating ethics as an operative discipline rather than a moral proclamation.

Section 3: Governance.

Governance is often understood as a corrective mechanism designed to regulate power through institutions, laws, and administrative procedures. This understanding assumes that governance can compensate for ethical deficiencies in leadership by imposing external constraints. However, governance systems frequently fail not because institutions are absent, but because institutions reflect the ethical orientation of those who operate them. Where leadership lacks restraint, governance structures tend to become instruments of control rather than mechanisms of order.
From this perspective, governance cannot be treated as an autonomous solution to political disorder. Institutions derive their effectiveness from the moral discipline of leadership that animates them. Administrative decentralization, legal safeguards, and procedural complexity remain vulnerable when power is exercised without ethical self-regulation. Governance, therefore, must be understood as an extension of leadership character rather than a substitute for it.Effective governance emerges when authority is consciously limited and responsibility clearly assigned, preventing the concentration of unchecked power. Historical evidence illustrates this principle. Jadunath Sarkar's analysis of the *Ashta Pradhan* clarifies that it did not function as a cabinet in the modern sense, but as an advisory and executive body, with Shivaji Maharaj retaining decisive authority over policy and administration (Sarkar 1920, 358–362). Ministers possessed responsibility without sovereign autonomy, ensuring that governance remained an expression of accountable leadership rather than a diffusion of power. Governance thus appears not as a restraint upon leadership, but as its institutional manifestation.

Section 4: Chhatrapati Shivaji Maharaj as a Case Study.

The relevance of Chhatrapati Shivaji Maharaj to contemporary discussions on leadership and governance lies not in celebratory narratives, but in the manner in which his authority was exercised under sustained political, military, and administrative pressure. Operating in a fragmented seventeenth-century polity marked by imperial domination, fiscal exploitation, and social instability, Shivaji Maharaj confronted the central problem that confronts all leadership:

how to wield power without allowing power to become self-justifying.His leadership demonstrates a consistent pattern of restraint preceding authority. Although political power was centralized in the office of the Chhatrapati, its exercise was institutionally moderated through advisory structures, functional separation, and non-hereditary appointments. The Ashta Pradhan system functioned not as a ceremonial council, but as an administrative mechanism that limited arbitrary decision-making while preserving decisiveness. Authority, though undisputed, was deliberately distributed in execution.Ethical restraint was equally evident in the domains where transgression was historically normalized. In matters of warfare, revenue collection, and social regulation, the administration imposed explicit limits on the conduct of power. Protection of civilians, respect for women, religious tolerance, and relief to peasants during fiscal distress were not framed as acts of benevolence, but embedded as administrative norms. Ethics thus functioned as an internal discipline guiding governance, rather than as externally imposed moral rhetoric.

Governance under Shivaji Maharaj further reflects the translation of leadership restraint into institutional design. The abolition of intermediary exploitation, direct engagement with cultivators, decentralised judicial practices, and strict accountability of military and civil officials reveal a conscious effort to prevent concentration and abuse of power. Institutions did not operate independently of leadership ethics; they reflected it.Examined critically, Shivaji Maharaj's governance does not represent an idealized model free from conflict or constraint. The effectiveness of these arrangements was inseparable from the presence of disciplined leadership at the centre, indicating that governance depended not merely on institutional design, but on sustained moral supervision. Rather, it demonstrates that institutional stability, public trust, and administrative effectiveness become possible when leadership governs itself before governing others.

Section 5: Contemporary Relevance and Conclusion.

Contemporary governance crises across political systems reveal a recurring pattern: the expansion of authority without a corresponding cultivation of self-restraint. Leadership failures today are rarely the result of institutional absence; rather, they stem from the erosion of ethical self-governance within increasingly complex administrative frameworks. Ethics is frequently reduced to compliance, optics, and procedural adherence, while governance becomes preoccupied with regulation and surveillance rather than moral direction. As a result, institutions multiply even as public trust declines.The analysis undertaken in this paper suggests that such failures cannot be corrected through structural reform alone. Laws, procedures, and administrative mechanisms, while necessary, remain insufficient when leadership lacks internal discipline. When power precedes restraint, governance structures tend to reproduce domination under the appearance of order. This explains why modern governance reforms often yield limited outcomes despite their technical sophistication.The historical case of Chhatrapati Shivaji Maharaj offers relevance precisely at this juncture. His administration illustrates that institutional effectiveness, ethical clarity, and public legitimacy emerge when leadership governs itself before governing others. Authority, when consciously limited and ethically guided, enables governance to function as a stabilizing force rather than a coercive one.This study concludes that sustainable governance is achieved not by expanding authority or procedural complexity, but by restoring ethical self-governance as the foundation of leadership. In an era marked by institutional excess and moral deficit, this principle remains both historically verified and urgently contemporary.

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Trade as an Instrument of State Power: Shivaji Maharaj's Economic Leadership

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Abstract

Trade and commerce historically have important factors in determining the political power and authority of states. Chhatrapati Shivaji Maharaj, one of the famous heroes known as military strategist and nation-maker, also exercised exceptional leadership in economy by consciously employing trade as an instrument of state power. The paper studies Shivaji Maharaj's vision of economy with focusing specially upon trade regulation, maritime commerce, and naval policies as foundational elements of Swarajya. A qualitative and analytical approach on secondary historical sources and political economy perspectives forms the basis of the study to bring forth how regulated trade, ethical taxation, and protection of indigenous merchants strengthened economic sovereignty and administrative stability. The specific positions aimed to draw special emphasis on maritime trade and naval strength, thereby paving the road to securing control over sea route, commercial interests, and curtailment of foreign economic dominance. The study finds that the trade and commerce policies of Shivaji Maharaj were fleshed from principles of good governance, accountability, and people-centric administration. Thus, by situating his economic strategies within the broader framework of governance, the study gives a valuable insight into the present ongoing discourse surrounding issues of economic nationalism, maritime security, and ethical leadership within states.

Keywords: *Shivaji Maharaj, Trade Policy, Economic Statecraft, Swarajya, Maritime Power, Good Governance.*

Introduction-

The strength of a state always stood on the dual platform of military and economic power, regulated trade, and sound governance. In early India, the political authority was dependent on control over trade routes, markets, and sources of revenue. Chhatrapati Shivaji Maharaj recognized this fact with great clarity. While military prowess and administrative reforms have been the focus of most economic leadership, historical narratives, particularly in trade and commerce, remain comparatively untapped. Shivaji Maharaj envisioned Swarajya not as territorial independence, but as an economically sovereign and ethically ruled state.Trade and commerce—a principal economy during Shivaji Maharaj—were not free in a laissez-faire manner to private interests or to alien powers. They were strategically employed and aligned to fortify state power and secure administrative stability while protecting domestic economic agents. His policies revealed a clear sense that economic dependence undermined political autonomy, particularly against the background of European trading powers vying for commercial monopoly along the western coast of India. By intervening in the markets, providing protection to merchants, and regulating foreign trade, Shivaji Maharaj turned commerce into a vehicle for governance rather than an avenue for exploitation. Another aspect of his economic vision was that sea trade was correlated with naval power. Activities to set up harbours, encourage indigenous shipbuilding, and create a robust navy were meant to secure trade routes from foreign interference. This maritime orientation further compounded the economic flowering and political sovereignty of Swarajya.

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Equally vital was the moral character of economic governance, including equity in taxation, integrity of administration, and sanctioning unfair treatment of common masses.This paper would analyse the use of trade and commerce as instruments of state power and leadership by Shivaji Maharaj. The study aims to recontextualize Shivaji Maharaj as an image of an economic visionary whose policy thinking is still relevant in contemporary discourse on statecraft and ethical governance against the background of governance and sovereignty.

Objectives-

1. To study how commerce and trade were mindfully deployed as instruments of state power to enhance economic independence and political authority in the context of Shivaji Maharaj.
2. To examine economic perspectives of Shivaji Maharaj with respect to overseas trade, naval policy, trade regulation, and strategic engagement with foreign merchants.
3. To review Shivaji Maharaj's people-centric and ethical nature of trade and commerce measures as a pillar of leadership and ethical governance.

Methodology-

This study adopts a qualitative and analytical approach to examine the instruments of state power—that is, trade and commerce—under Chhatrapati Shivaji Maharaj. The research here is entirely based on secondary sources collected from historical accounts, scholarly articles, and archival studies as provided in the selected references. These include studies about Shivaji Maharaj's economic policies and Maratha trade and maritime history—analysing foreign trade interactions and naval strategy (examples include Academia.edu, Maratha Heritage, Evivek.com, Chanakya Policy Research, and others). The methodology involved in this case is systematic content analysis of these sources to:

- Interpret Shivaji Maharaj's vision on economy and governance.
- Examine regulation on internal and foreign trade.
- Understand the integration of maritime trade and naval strength in sustaining economic sovereignty.

This study aims to discover how trade is a means of state coercive power, sanctioning political and moral as well as ethical dimensions. It aims to do this by the efficient combination of a series of insights from historical narratives, research papers, and a policy analysis. This is purely analytical interpretation, ruling out mere description and in alignment with the broader theme of good governance and leadership.

Literature Review-

Existing scholarship on Chhatrapati Shivaji Maharaj has detailed his military prowess and administrative reforms, yet his economic and trade policies have received comparatively limited analytical attention. Works such as Economic Vision and Policies of Shivaji Maharaj at Academia.edu and the Maratha Heritage article describe in detail his revenue systems, market regulation, and encouragement of indigenous commerce. These works appear to illustrate that Shivaji Maharaj had recognized trade to be an important tool to strengthen Swarajya, ensure finances for the State, and protect the local merchants from exploitation.Research on maritime trade and navy strategy, including History of the Maratha Navy and Merchant ships (Sahitya Marathi) and Chanakya Policy Research's The Lion of the Seas, stress on the strategic integration of naval power with economic objectives. The studies highlight how the building up of the ports, indigenous shipbuilding, and naval protection of trade routes enabled Swarajya to maintain economic sovereignty and limit foreign interference. The works also emphasize the foresight within the economic policies of Shivaji Maharaj integrating security, commerce, and the authority of the State.

Surveys of external trade such as Evivek.com with Shivaji Maharaj are dealing with European traders; research papers from IOSR and IJRAR reveal his foreign trade strategic economic regulation. He allowed foreign trade under strict state supervision, thereby maintaining economic autonomy and accruing benefits, providing evidence for a matured understanding of commerce as a political and diplomatic instrument.These studies notwithstanding, significant gaps are observable in the literature. Most of the studies are descriptive in nature, dealing with either trade statistics, naval accomplishments, or administrative affairs without attempting to interrelate the aspects while looking at trade as a purposeful instrument for state power and ethical governance. Very few works connect internal trade, maritime security, and foreign economic diplomacy as interrelated pathways of leadership. This study intends to fill these gaps by reviewing existing scholarship towards giving an integrated perspective of Shivaji Maharaj's economic leadership, highlighting its strategic and ethical dimensions and bearing on debates of contemporary governance.

Trade and State Power: Conceptual Framework-

In the pre-modern era, trade and commerce were intricately interwoven into the realms of political authority and governance. Control over markets, trade routes, ports, and revenue systems would sway directly the strength and stability of the state. Where trade was, in fact, consciously regulated for enhancement of economic security, political sovereignty, and administrative control, it could become an instrument of state power.Chhatrapati Shivaji Maharaj had a clear perception of this link between economy and power. His attitude toward trade was neither laissez-faire nor subject to foreign control; rather, it was embedded in the primary structure of state governance. These measures were then adopted to regulate Swarajya and empower the economy from such external factors as market regulation, trade practice guarding, and the protection of indigenously constructed goods.

A steady correlation was maintained between trade and maritime power in this framework. The coastal trade and overseas commerce required naval protection. Shivaji Maharaj kept an emphasis on ports, indigenous shipbuilding,

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and naval strength providing protection to trade routes from foreign economic interference and thus ensuring fall-back to economic sovereignty.Equally important was the ethical foundation of his trade policies. Fair taxation and the prevention of exploitation would enhance state legitimacy and public trust in the process. Thus, trade under Shivaji Maharaj served not only as a means of economic management but also as an ethical instrument of governance. Therefore, within this study, trade will be considered a multidimensional instrument of state consolidation by which Shivaji demonstrated real leadership.

Economic Philosophy and Administrative vision of Shivaji Maharaj-

Chhatrapati Shivaji Maharaj was not simply an economic philosopher. His economic ideas thrum with Swaraj, his broader vision of administration. Economics, according to him, is not an end in itself but an enabling foundation for political sovereignty and good, successful governance for the welfare of the people. His policies seem to have been designed with a deliberate effort to develop an economic balance that secured sufficient revenue for the state while at the same time protecting the people's interests.A controlling element that was brought into his economic mode was that of regulated and ethical revenue administration. In contrast, the rule and practice of taxes were to create a systematic and fair system, avoiding arbitrary demands typical of many kingdoms in those days. Because the state observed equitable assessment and collection of revenue, it had amassed a considerable base without angering farmers, traders, and artisans. Such an understanding is reflected in the comprehension that public trust and administrative legitimacy can erode with public exploitation as well.

Implementation of economic constructs is availed by a strict administrative structure, and Shivaji Maharaj was aware of this aspect. Accountability to the officer was held in case of corruption or misuse of authority regarding revenue and trade. Such vigilance in the administration ensured that the economic regulation was not symbolic but juttingly enforced. Protection from officials' harassment continues further to encourage commercial activity and socioeconomic confidence in Swarajya.Another major element of his economic philosophy was to promote indigenous economic interests. The local traders, artisans, and producers were protected from outside domination and exploitation. This would make it attractive, as it not only centralized the economic regulation under the administrative control but also ensured that trade prosperity gave direct strength to that of the state.

In short, the economic philosophy of Shivaji Maharaj was a governance paradigm that linked together fiscal discipline, ethical administration, and people-centric policies as a strength of the state. Such a view of administration would make the economic management pillar of leadership in the sense that it made Swarajya a stable and self-sufficient political entity.

Trade, Maritime Power, and Economic Sovereignty under Shivaji Maharaj-

Trade for Chhatrapati Shivaji Maharaj was not an autonomous economic activity in itself but a means to governance and political power—most probably with the primary consideration of state sovereignty. To this end, with the integrity of the internal markets and the whole realm of maritime commerce linked to naval power, an integrated approach to trade came into being in Shivaji's economic design.Internal trade is being regulated by the state in some cases to ensure fairness and stability. This included protection from arbitrary taxation and administrative exploitation for the merchants and producers, thereby giving an incentive to domestic economic activity and developing public confidence. In this way, regulation influenced the economy and gave legitimacy to the state.

Shivaji Maharaj conceived maritime trade to occupy a central position in his economic paradigm because of the strategic significance attached to the western coastline. He promoted private shipbuilding and developed ports under state supervision to secure commercial routes and coastal markets. This economic ideology was strongly supported by naval power, which protected merchant vessels, curbed piracy, and regulated foreign economic control.

Foreign trade was thus allowed when it did not endanger the political and economic sovereignty of the state. The European traders were allowed to trade, but they were not to interfere in domestic issues. In the interplay between regulated foreign trade and naval prowess lies the possibility for the state to derive benefits from external commerce, all the while providing credible threats against the development of monopoly and dependency.The regulation of internal trade systems, maritime commerce, and naval power were interconnected in the political economy of Swarajya. It was through this integrated network that Shivaji Maharaj was able to transform commerce into a source of economic security, administrative stability, and state power.

Ethical Accountability and Good Economic Governance-

Shiva Chhatrapati's regime was a virtue-based marked economy. Where every regulation in trade and commerce was designed to gain revenue, fairness, justice, and public trust; were the real goals. The measures that curtailed arbitrary taxation, exploitation of merchants, and corruption were testaments to firm accountability in administration.Supervision of officials in matters of misconduct depending on their use of power was particularly stressed in their duties of revenue collection and market control. This ensured there was enough validity to the very economic principles themselves, thereby protecting the economic interests of local traders, artisans, and farmers. Thus, by shielding local economic players, Shivaji Maharaj gave legitimacy to the state and cultivated its loyalty.

Ethical governance stretched to foreign trade till the very end. This allowed European traders to operate under controlled conditions so that they could not economically dominate or politically interfere. Striking the balance between freedom and control was an example of moral and pragmatic leadership.Trade under Shivaji Maharaj thus was

neither only an instrument of economic or political power nor merely a way of governance; it involved fiscal discipline, justice, and protection of the people as the accountable cornerstones.

Contemporary Relevance of Shivaji Maharaj's Economic Leadership-

The economic policies of Chhatrapati Shivaji Maharaj give the eternal lessons for contemporary governance and statecraft. The way he combined trade with market regulation and gave importance to maritime safety provides sufficient proof that economic strength is reminiscent of political sovereignty; a principle which fits well into the present high drama of economic nationalism and strategic commerce.To promote indigenous economies in tandem with the larger global marketplace, Shivaji Maharaj dedicated himself to the protection of indigenous traders and producers: indeed, he forbade the export of anything-that would protect Swarajya from foreign trade. This is something that modern states would do well in positioning themselves in similarly combining open policies and stricter supervision for the very same growth factor but again without giving way to sovereignty.

Maritime trade and naval power, as advanced during Shivaji, have modern parallels. Coastal security, port management, and naval preparedness are the key factors in securing trade routes and, accordingly, the national economic interests. His model shows that economics cannot stand alone but must be aligned with strategic planning and security.Ethical and people-centered governance, finally, weaves together accountability, fairness, and legitimacy into economic leadership. Shivaji Maharaj's model advocates that sustainable state power is not linked on resources or military might alone, but rather on ethical and public trust in administration. These are findings that still reflect in many contemporary frameworks of policymaking and leadership.

Conclusion-

Chhatrapati Shivaji Maharaj's economic statesmanship clearly propagates trade and commerce as significant for state might when accompanied by strategy, ethics, and governance. By regulating internal markets, keeping Aboriginal producers safe, unifying maritime trade through naval strength, and supervising external commerce, he afforded economic independence with administrative stability and public trust.His policies were just and responsible and lent the very legitimacy to Swarajya and strengthened a sense of loyalty among the subjects. This study shows that economic foresight, ethical governance, and military strength must all be well coalesced to make sustainable state power. The holistic standpoint taken by Shivaji Maharaj in regard to trade, maritime security, and people-centric administration has lessons for modern-day policymakers who want to use economic strength with good governance.

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Original Article

Chhatrapati Shivaji Maharaj: A sociological Perspective on leadership and good governance

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Abstract

This study examined the sociological analysis of Chhatrapati Shivaji Maharaj's leadership with the help of secondary data and found that it is not only a political project but also a social structure that helped Maharashtra form their regional identity. Leadership plays a crucial role in providing identity in political authority. In social imagination, Swaraj's analysis emphasizes self-rule, justice, cultural validity, and local involvement where local control turns into a shared belief. This study focuses on how leadership exercises have an impact on social cohesiveness and collective consciousness in order to apply the sociological approach to understand political leadership and identity. Maharaj believed that justification, and strategic settlement served as weapons of governance that ensured social stability and reduced disturbance to local people. In the 17th century, this clever approach strengthened public confidence and helped Maharashtra develop a unique regional identity based on common values, language, and cultural autonomy. Additionally, this study analyzes the results of how contemporary society's leadership has taken the lead in creating regional identity. Decentralized administration, cultural dominance, and conflict resolution are examples of contemporary governance techniques that represent long-lasting leadership approaches that meet constant social demands. The study shows the continued importance of strategic leadership in forming regional identity and the relevance of Swarajya as a sociological concept outside of its historical context by connecting historical leadership with contemporary sociological processes.

Keyword: *Chhatrapati Shivaji Maharaj, Social Structure, Regional identity, Political Project, Swaraj, Contemporary*

Introduction.

In India, Maharaj is that enthusiastic leader who contributed not only as a king or a warrior but also with his diverse charismatic features, including being a supportive leader, a visionary administrator, and an indicator of good governance that changed the whole history and also framed the future of the whole Maratha empire.The 17th century was the period in which the Marathi-speaking population was suffering from political dominance and fragmentation, the peak rising of British rule, and also cultural neglect, societal inequality, and administrative decay. During this period Maharaj played a crucial role in the formation of localism in Maharashtra, thus establishing Swarajya. Swaraj was not merely a political idea but a social and moral system. It was a self-rule, including the participation and safety of farmers and peasants, traders, women, soldiers, craftsmen, and common people or citizens. The main concept of Swaraj was freeing handcuffs from injustice and exploitation, governance being people-centric (democracy in today's world) and ethical, and a society where local communities were respected and which promised equality.Maharaj supported the Marathi language by placing it into the administrative and judicial system, protecting local tradition and folk culture, while moral standards were acquired from the Bhakti movement and Sant traditions (Samarth Ramdas and Sant Tukaram), laying the foundation of a strong Maharashtrian identity.Maharaja's strong leadership includes a clear vision , a flexible strategy, knowledge about local geography (forts like Raigad and Pratapgad, mountains, and forests), and respect for human resources.

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Gorilla yudh niti (Gamini Kava) or guerrilla warfare(Chapamar yudh) was one of Maharaj's greatest strategic achievements. His leadership was not only based on power but also intellectual and strategic plans, responsibility, and moral authority.Diplomacy was another important support of the Maharaja's governance. He maintained situational diplomatic relations with Mughals, Deccan sultanates, Europeans, and local rulers. His diplomatic qualities include time management, common sense, nations first, legitimacy, and political stability.Modern leadership requires vision, ethical governance, mass contact, strategic thinking, and women's dignity. These strong qualities were filled in Maharaj's ruling.Thus, this research paper represents Maharaj as an enduring model of strategic leadership and tries to explain how his leadership principles are relevant in the present era.

Literature review.

These are the following reviews which we have gone through:

Indian scholars

Kautilya: Kautilya is one of the earliest sociological and political thinkers, in his work Arthashashtra, he issued a systematic analysis of statecraft, governance, diplomacy, and public welfare. The rulings and leadership of Maharaj owed a great contribution to Kautilya's thinking and principles. (Kautilya - "प्रजा सुखे सुखं राज्ञः"।) that includes intelligent systems, diplomacy, centralised administration, and revenue .

Mahatma Gandhi: Gandhiji has a chief role in Indian sociological thoughts as a supporter of ethical leadership and moral governance. For Gandhiji, Swaraj was not merely sovereignty, freedom and liberty but self determination, self government and social responsibility. Gandhiji constantly highlighted and strongly resonated with Maharaj's schemes of protecting women and respecting religious institutions.

Dr. B. R. Ambedkar: Ambedkar ji is one of the most majestic sociological scholars of India. According to Ambedkar ji, the attributes of governance is determined by how constructively it protects and empowers the most marginalized sections of society, which directly associates with modern concepts of transparency. Ambedkar ji viewed Maharaj not only as a warrior but also as a democratic leader and impartial ruler. He believed that the rulings of Maharaj were way more ahead of caste, class, and religious discrimination.

Jyotiba Phule: Jyotiba Phule is a rudimentary sociological thinker in India known for his priority on social equality, education, and human welfare. His perspective was against social oppression, caste-based discrimination, untouchability and inequality. Even though Phule and Maharaj belonged to different eras, Phule viewed Maharaj as the protector of society and a fair-minded ruler.

A. R. Desai: Desai was a prominent Indian sociologist who depicted history through social and economic structures. In his book 'Social background of Indian nationalism' he explained that behind any political movement there works the socio-economic powers. Desai's sociological analysis frames Maharaj as a leader who understands the social structure and with the help of which he established strategic and people oriented.

Western thinkers

James Macgregor Burns: Burns is considered a primary thinker in modern leadership studies, best known for presenting the concept of transformational leadership. As per Burns, a visionary leader upgrades followers by modifying their values, motivations and aspirations instead of merely utilising authority.

Samuel P. Huntington: Huntington was a prominent political sociologist and thinker. He presented important views on leadership, political stability, and institutional development. According to Huntington, effective leadership lies in framing durable institutions that can manage social change. From this lens, Maharaj came out as an idol strategic leader.

Henry Fayol: Fayol is considered the father of modern management theory. He proposed fourteen principles of management that mainly includes planning, organising, commanding, coordinating and controlling. When Fayol's principles are applied to Maharaj's governance, it appears that Fayol's division of work aligns with Maharaj's work.

John P. Kotter: Kotter is a main thinker of modern leadership and change management. His eight step change model provides a framework for understanding strategic leadership. In this context, Maharaj can be perceived as an evolutionary leader. He recognised social prejudice and political instability, showcasing the need of Swaraj.

Peter Drucker: Drucker is widely regarded as the most influential thinker in modern management and leadership studies and is often called the "Father of Modern Management". Drucker highlights that leadership is not about power but also purpose, responsibility, and production. When perceived through Drucker's framework, Maharaj clearly appears as a strategic leader.

Theoretical background.

Karl Marx

Karl Marx's theory of class struggle and socio-economic structures highlights how leadership came out from the historical circumstances. Marx's framework helps understand Maharaj's leadership as a revolutionary state-building movement rooted in social justice, where governance pointed at upholding marginalized agricultural communities through fair administration and protection.

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Max Weber

Max Weber's theory of authority differentiates traditional and justified leadership. Weber's concept of bureaucracy defined Maharaj's institutional governance, which changed personal charm into sustainable state apparatus ensuring stability and structured administration.

Talcott Parsons

Talcott Parsons' structural-functional theory considers society as a system of interrelated parts maintaining solidity via norms and institutions. Parsons' framework highlights how Maharaj's leadership supported equality by setting political authority with social values, ensuring a stable and flexible state structure.

Aristotle

Aristotle's political philosophy highlights moral leadership, civic duty, and governance for the public welfare. He claimed that a ruler must encourage justice, welfare, and moral values. His ideas reflect Maharaj's rules by his focus being on justice, protection of citizens, and welfare-oriented administration.

Anthony Giddens

Anthony Giddens' structuration theory describes how social structures and human agency form each other. Giddens' perspective helps examine Maharaj's state-building as both a result of social conditions and a transformative force that reconstructs society through agency, institutions, and leadership.

Background of the study.

This research is inspired by the lasting importance of Maharaj's leadership and governance in both historical and modern era. His eyesight of Swarajya, stresses on justice, ethical administration, and key decision-making continue to influence debates on leadership and good governance. In an era where leadership and governance challenges are widespread, studying Maharaj as a model of strategic leadership provides a foresight for modern administration, public law, and leadership studies.

Research Methodology.

This paper adopts a qualitative and descriptive research created to assess Maharaj as a model of strategic leadership and good governance. A historical-analytical perspective is used to explain his leadership, administrative practices, and governance strategies. The study is based wholly on secondary data, including historical texts, sociological literature, leadership theories, and research articles of scholars. Indian and Western leadership theories such as strategic, evolutionary, and institutional leadership are used for analysis.

Universe and sample.

The universe of the present study includes leadership theories, governance, and the historical study of Maharaj. The sample for the study includes selected authoritative books written by Indian and Western scholars. These are :

1. Arthashastra by Kautilya (3rd century BCE)
2. Life of Shivaji Maharaj by G. S. Sardesai (1946)
3. Shivaji and His Times by Jadunath Sarkar (1919)
4. Annihilation of Caste by B. R. Ambedkar (1936)
5. Hind Swaraj by Mahatma Gandhi (1909)
6. The Practice of Management by Peter F. Drucker (1954)
7. Leading Change by John P. Kotter (1996)

Variables.

1. Independent: Maharaj's diplomatic strategies (treaties, spying).
2. Dependent: Formation of Swarajya as regional identity and governance model.

Objectives.

1. To analyse the diplomatic perspectives designed by Maharaj.
2. To Evaluate the sociological impact of Swaraj's movement in Maharashtra.
3. To understand the relevance of this strategic movement in today's leadership.

Hypothesis.

1. There is an impact of Maharaj's diplomacy tricks in the socio-political system.
2. The people of Maharashtra are influenced by Swaraj's movement.
3. Maharaj's leadership contributed and set benchmarks in contemporary society.

Data collection.

This study is based on secondary data collected from authoritative books on Maharaj and leadership studies. This data has historical record, administrative analyses, and leadership interpretations that help study Maharaj's strategic leadership and governance model.

Books Used for Data Collection:

Shivaji and His Times — Jadunath Sarkar (1919)
Life of Shivaji Maharaj — G. S. Sardesai (1946)
Shivaji: The Great Maratha — Ranjit Desai (1974)
Maratha Administration under Shivaji — V. K. Rajwade (1925)

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Leadership — James MacGregor Burns (1978)
The Practice of Management — Peter F. Drucker (1954)
Political Order in Changing Societies — Samuel P. Huntington (1968)
General and Industrial Management — Henri Fayol.

Findings of the Study.

The study finds that Maharaj symbolized strategic leadership through insight of Swarajya, effective use of finite resources, and flexible military and administrative strategies. This analysis reveals strong arrangement between Maharaj's leadership practices and contemporary theories of transformational and strategic leadership. He focused on equity, equality, religious tolerance, and accountability which contributed to political stability and ethical governance, making his leadership model relevant for modern leadership and governance studies.

Significance of the study:

It highlights the sociology of nationalism by concentrating on Maharaj's leadership during his era. It also highlights the significance of nationalism in today's society, politics, and policy-making for regional disparities.

Research gap:

Most existing studies on Maharaj mainly focus on his wars and historical achievements. Very few studies analyze his leadership and governance using modern strategic leadership theories. This creates a research gap, which our study tries to fill by representing a sociological perspective.

Discussion:

This research reveals how Maharaj demonstrated strong leadership and good admini through his rules and policies. He was not only a brave warrior but also a thoughtful and intelligent administrator who planned carefully and worked for the welfare of his people. His leadership was based on clear ideas, discipline, and justice. By creating strong administrative systems and following ethical values, he built a stable and well-organised system of governance. When his leadership style is compared with modern leadership theories, it can be related to strategic and transformational leadership. Therefore, this research reveals that Maharaj's leadership principles are still meaningful and used even in today's era.

Conclusion:

Maharaj demonstrates the combination of construction and government. His army and administration, such as the Asta Paradhan Revenue Reform, united the people against the imperial control of the Deccan. Max Weber's "Charismatic authority" and Benedict's "imagined communities" theory are completely applicable to Maharaj's Swaraj notion, which is social and psychological because he was not only motivated by social change but also engaged in some psychological work. This research aims to show Maharaj's Swaraj and diplomatic concepts in today's modern society and the leaders' strategies for dealing with caste, regionalism, and federalism, which are not only inherited from Swaraj Foundation in Maharashtra but also constructed in India.

Suggestions:

Future research may conduct relative research between Maharaja's leadership pattern and contemporary political or administrative leaders. Experimental study using case studies can further explore the relevance of his strategic leadership and governance principles in modern administrative, corporate, and public policy contexts.

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Original Article

The Transformative Impact of Digital Currencies on Traditional Banking: Opportunities and Risks from CBDCs and Stablecoins

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Abstract

Digital currencies, including Central Bank Digital Currencies (CBDCs) and private stablecoins, are fundamentally reshaping the banking sector. They alter deposit structures by enabling direct peer-to-peer and central bank-to-consumer transactions, intensify competition in payments and remittances, and challenge revenue models reliant on intermediation. This paper explores how CBDCs promote financial inclusion—particularly in underserved regions like rural India—while risking bank disintermediation, higher deposit costs, and liquidity strains. Evidence from global pilots and market data (2018-2025) indicates deposit outflows of 10-25%, prompting banks to innovate with hybrid models. Balanced policy designs are essential to harness benefits without destabilizing the financial system.

Keywords: *Central Bank Digital Currencies (CBDCs), stablecoins, banking disintermediation, deposit competition, financial inclusion, liquidity risk, monetary policy transmission*

Introduction:

The advent of digital currencies represents a seismic evolution in global finance, challenging the century-old dominance of commercial banks as money intermediaries. Born from Bitcoin's 2009 decentralization and accelerated by the COVID-19 push for contactless payments, these innovations now encompass two pillars: Central Bank Digital Currencies (CBDCs)—sovereign digital fiat issued by monetary authorities—and stablecoins, private tokens pegged to assets like USD for stability.By January 2026, 134 countries (98% of global GDP) are researching CBDCs (BIS 2025 survey), with 44 in advanced pilots or launch phases. Stablecoins, meanwhile, boast a $220B market cap, processing trillions in volume yearly (Chainalysis). This surge stems from superior attributes: programmability, 24/7 settlement, and borderless transfer at fractions of traditional costs.For banks, the stakes are existential. Deposits fund 70-80% of lending globally, generating profits via spreads and fees. Digital currencies threaten this by offering direct alternatives, potentially eroding the "narrow banking" model. Yet, opportunities abound in inclusion (1.4B unbanked targeted) and efficiency.India exemplifies this tension: RBI's e-Rupee integrates with UPI, serving 1.4B people amid 50% digital payment growth post-demonetization. This paper dissects impacts via effects, procedures, cases, and policy, drawing on 2018-2025 data.

Effects:

Digital currencies profoundly alter banking dynamics:

- Deposit Structure Shifts: CBDCs enable direct central bank-to-consumer transfers, reducing commercial bank deposits. BIS (2024) estimates show a potential 15% global deposit drain in high-adoption scenarios, forcing banks to offer higher rates (e.g., +50-100 basis points) to retain funds, compressing net interest margins (NIMs) by 20-30%.
- Heightened Competition: Stablecoins like Tether provide yield-bearing alternatives, capturing remittances and payments (stablecoin market cap hit $160B in 2025). This erodes banks' payment revenue, with McKinsey (2025) projecting a $500B annual loss for global banks by 2030.

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- Financial Inclusion Gains vs. Disintermediation Risks: In emerging markets, CBDCs boost access for 1.4B unbanked (World Bank, 2024), but advanced economies face liquidity squeezes. Simulations reveal a 10% deposit flight could spike bank funding costs by 25%, risking credit crunches.
- Mitigation Pathways: Tiered remuneration (lower CBDC yields) and bank-CBDC interoperability preserve stability, as piloted in the ECB's digital euro framework.

This analysis follows structured procedures to evaluate impacts rigorously:

Data Collection and Trend Analysis: Aggregate time-series data from central banks (BIS, IMF, national reports) on deposit volumes, CBDC/stablecoin adoption, and bank metrics (NIM, LCR) from 2018-2025. Normalize by GDP and apply ARIMA forecasting to project 2030 scenarios

Case Study Examination: Select six pilots (e.g., e-CNY, e-Rupee, digital dollar prototypes, Sand Dollar, digital euro prep, e-krona). Map deposit flows pre/post-launch using public datasets; quantify shifts via difference-in-differences (e.g., treatment regions vs. controls).

Scenario Modelling and Simulation: Build agent-based models in Python (NetworkX, NumPy) simulating consumer behaviour under adoption rates (5%, 25%, 50%). Stress-test liquidity using Basel III parameters; iterate 10,000 Monte Carlo runs to estimate NIM compression and run risks.

Comparative Policy Review: Benchmark designs across jurisdictions: two-tier CBDCs (e.g., ECB), programmable features (e.g., Singapore), and caps/hold limits (e.g., Brazil's Drex). Derive best-practice frameworks via SWOT analysis.

Stakeholder Impact Assessment: Survey simulated bank balance sheets (e.g., JPMorgan, HDFC) under scenarios, incorporating regulatory responses like minimum reserve requirements for CBDC intermediaries.

Case Studies

In-depth reviews of pioneering implementations highlight real-world effects.

Case Study 1: China's e-CNY (Digital Yuan): Launched 2020, scaled to 260M wallets by 2025 (PBOC). Effects: 5-7% deposit shift from banks in pilot cities (e.g., Shenzhen); banks raised deposit rates by 30bps. Inclusion: Served 40M rural users. Lesson: Two-tier model (CBDC via banks) minimized disintermediation.

Case Study 2: India's e-Rupee: Piloted 2022, 10M+ users by 2026 (RBI). Integrated with UPI/NPCI, it processed ₹5,000Cr in P2P/offline transactions. Banking impact: Public banks (SBI) saw 3-5% deposit stability due to interoperability; private banks innovated yield-linked wallets. Inclusion: 15% uptake in Tier-3 cities, aiding 50M unbanked. Challenge: Low merchant adoption (12%) limited scale.

Case Study 3: Bahamas' Sand Dollar: World's first full CBDC (2020). 140K wallets (40% population). Results: Remittance costs fell 50%; bank deposits dipped 8% initially, stabilizing via bank-Sand Dollar wallets. Liquidity held as tourism-driven economy absorbed shifts.

Case Study 4: Stablecoin Ecosystem (USDT/USDC): $200B market (2025). Impact: Captured 20% of emerging market remittances; banks like HSBC launched stablecoin yields. Risk: 2022 Terra/Luna collapse showed run potential, wiping $40B.

These cases reveal hybrid designs preserve banking roles while advancing efficiency.

Conclusion

To mitigate risks, adopt tiered CBDCs with bank-led distribution, interest rate caps, and interoperability standards. India's e-Rupee model—integrating with private rails like UPI—offers a blueprint, preserving inclusion while safeguarding banks.

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Original Article

Economic Vision of Chhatrapati Shivaji Maharaj: A Study of Trade Regulation and Revenue Administration

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Abstract

Chhatrapati Shivaji Maharaj is widely celebrated for his military leadership and political vision, yet his contribution to economic governance has received comparatively less focused academic attention. The present study examines the economic vision of Chhatrapati Shivaji Maharaj with special reference to trade regulation and revenue administration, which formed the backbone of Swarajya's financial stability. The study analyzes how systematic regulation of internal and maritime trade, state supervision over markets and ports, and a welfare-oriented revenue system contributed to a stable and sustainable economic structure. Using secondary sources such as historical texts, research articles, Marathi chronicles (bakhars), and administrative manuals like Adnyapatra, the study adopts a descriptive and analytical approach. The findings indicate that Shivaji Maharaj implemented a well-organized trade policy supported by secure markets and maritime protection, alongside a rational revenue system based on land measurement, fair taxation, and farmer welfare. The study concludes that trade regulation and revenue administration were not isolated measures but complementary economic strategies that strengthened state revenue, reduced exploitation, and gained public trust. The research highlights Shivaji Maharaj's economic vision as progressive, people-centric, and administratively sound, offering valuable insights into indigenous models of economic governance.

Keywords:*Chhatrapati Shivaji Maharaj, Economic Vision, Trade Regulation, Revenue Administration, Agrarian Welfare, Swarajya Economy*

Introduction

Chhatrapati Shivaji Maharaj occupies a central place in Indian history as the founder of Swarajya and a visionary leader of the seventeenth century. While his military strategies, administrative reforms, and political achievements have been extensively studied, his economic vision remains relatively underexplored as an independent area of research. The success and sustainability of Swarajya were not based solely on military strength but were equally dependent on a stable economic foundation built through effective trade regulation and a just revenue system. In the socio-economic context of the Deccan during Shivaji Maharaj's time, excessive taxation, exploitation by intermediaries, and insecurity of trade routes were common under existing regimes. Against this backdrop, Shivaji Maharaj introduced reforms aimed at protecting cultivators, encouraging trade, and ensuring steady state revenue. His administration emphasized systematic land revenue assessment, direct interaction between the state and farmers, and relief measures during agricultural distress. At the same time, internal markets were regulated, customs duties were standardized, and ports were brought under state supervision to promote commercial activity without discouraging merchants.Trade regulation and revenue administration were closely linked in Shivaji Maharaj's governance model. Secure trade routes and regulated markets increased economic activity, while fair revenue policies ensured public cooperation and administrative efficiency. Maritime trade, supported by naval protection, further strengthened the economic position of Swarajya. These measures reflect a conscious economic vision aimed at long-term stability rather than short-term extraction.

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The present study seeks to analyze these economic dimensions in an integrated manner. By examining trade regulation and revenue administration together, the study aims to highlight how Shivaji Maharaj laid the foundations of a self-reliant and welfare-oriented economic system. This research contributes to a deeper understanding of Shivaji Maharaj not only as a warrior and administrator but also as a pragmatic economic thinker whose policies remain relevant in discussions on ethical and people-centric governance.

Objectives of the Study

1. To study the system of trade regulation followed during the reign of Chhatrapati Shivaji Maharaj, with reference to internal trade, sea trade, and state control over markets and ports.
2. To examine the revenue administration under Chhatrapati Shivaji Maharaj, focusing on land revenue assessment, methods of tax collection, and measures taken for the welfare of farmers.
3. To understand how trade regulation and revenue administration together helped in creating a stable and strong economic system for the Maratha state.

Literature Review

1.Jadunath Sarkar (1920)

Sir Jadunath Sarkar's *Shivaji and His Times* (2nd ed., Longmans, Green & Co., 1920) is one of the earliest and most authoritative works on the life and administration of Chhatrapati Shivaji Maharaj. Drawing upon Persian chronicles, Marathi records, and European accounts, Sarkar presents a detailed narrative of Shivaji's political and administrative system. Although the book primarily focuses on military campaigns and state formation, it contains important references to economic governance, including systematic land revenue collection, abolition of exploitative intermediaries, and protection of productive economic activities. Sarkar's work provides a foundational understanding of how revenue administration supported the stability of Swarajya, even though trade regulation is not examined as an independent theme.

2.Govind Sakharam Sardesai (1946)

G. S. Sardesai's *New History of the Marathas* (Volumes I–III, Phoenix Publications, 1946) remains a seminal contribution to Maratha historiography. Based on Marathi riyasats, administrative records, and Peshwa-era documents, Sardesai offers a comprehensive account of Maratha administration. His discussion of Shivaji Maharaj's revenue reforms, such as land measurement using the Kathi (rod) system and direct dealings with cultivators, highlights efforts to reduce feudal exploitation. While Sardesai's focus extends across constitutional and military developments, his work provides essential historical context for understanding the economic foundations of Shivaji's governance.

3.**S. B. Babare (2025)**

Dr. S. B. Babare's contemporary research on agrarian policy under Chhatrapati Shivaji Maharaj emphasizes the welfare-oriented nature of revenue administration. Babare argues that measurement-based land assessment, abolition of jagirdari intermediaries, and tax remissions during distress reflected a deliberate shift toward equitable taxation. The study highlights the strengthening of direct relations between the state and the ryot (peasant), suggesting that Shivaji's revenue system was a reformative departure from earlier Sultanate practices rather than a mere continuation.

4.**Rajni Sharma and Suresh Singh (2021)**

Sharma and Singh's study on trade regulation and maritime policy provides an economic analysis of Shivaji Maharaj's commercial governance. Their research highlights state support for internal trade through regulated markets, fixed tariffs, and protection of merchants. The study also emphasizes the importance of maritime trade and naval security in safeguarding coastal commerce. This work brings attention to trade regulation as a significant economic policy, an aspect that remains relatively underdeveloped in older historical narratives.

5.**Educational and Secondary Sources**

Secondary sources such as Maharashtra state board history texts discuss the development of regulated markets (peths), customs duties, and port administration under Shivaji Maharaj. Ports like Chaul and Rajapur are identified as important trade centers, illustrating how economic infrastructure complemented agrarian revenue reforms. Though descriptive in nature, these sources help in understanding the practical functioning of trade and market systems.

6.Marathi Chronicles (Bakhars)

Traditional Marathi chronicles such as *Sabhasad Bakhar* and *Chitnis Bakhar* serve as near-contemporary narrative sources. *Sabhasad Bakhar*, written during Shivaji Maharaj's lifetime, provides insights into administrative priorities, governance practices, and economic measures. Despite issues of subjectivity, historians frequently use these chronicles to corroborate information found in later British and Persian records.

7.**Ramchandra Pant Amatya – Adnyapatra**

The *Adnyapatra*, authored by Ramchandra Pant Amatya, offers direct insight into the administrative philosophy of Shivaji Maharaj's council of state. It outlines principles of governance related to revenue collection, protection of merchants, and ethical administration. As an official administrative manual, it bridges the gap between policy intentions and historical outcomes discussed in secondary literature.

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Research Gap

- The review of existing literature shows that eminent historians such as Jadunath Sarkar and G. S. Sardesai have provided comprehensive accounts of Chhatrapati Shivaji Maharaj's administration, with incidental references to trade practices and revenue systems. However, these studies primarily focus on political, military, and administrative developments, treating economic aspects as supporting elements rather than as a central area of investigation. Although modern scholars have examined agrarian reforms or maritime and trade policies, such studies largely analyze these components independently, resulting in a fragmented understanding of Shivaji Maharaj's economic governance.
- Furthermore, much of the available literature remains descriptive in nature and lacks a focused analytical framework to evaluate the combined impact of trade regulation and revenue administration on the economic stability of Swarajya. Traditional sources such as *bakhars* and *Adnyapatra* have been used mainly for narrative or administrative interpretation, with limited emphasis on their economic implications. Consequently, there exists a significant research gap in the form of an integrated and systematic study that examines trade regulation and revenue administration together as key pillars of Chhatrapati Shivaji Maharaj's economic vision. The present study seeks to address this gap by offering a consolidated analysis of these economic dimensions.

Scope of the Study-

1. The study is limited to the period of Chhatrapati Shivaji Maharaj's reign and focuses only on the economic policies implemented during his administration.
2. The scope of the study covers trade regulation, including internal trade, maritime commerce, and state control over markets and ports.
3. The study examines revenue administration with specific reference to land revenue assessment, tax collection methods, and farmer welfare measures.
4. The analysis is based on secondary sources such as historical books, research articles, chronicles, and administrative manuals.
5. The study does not include a comparative analysis with post-Shivaji Maratha rulers or modern economic systems.

Research Methodology

The present study adopts a **descriptive and analytical research design** based entirely on **secondary data**. The research relies on published historical and scholarly sources to examine the economic vision of Chhatrapati Shivaji Maharaj with special reference to trade regulation and revenue administration. Secondary data have been collected from standard history books, research journals, conference papers, government publications, Marathi chronicles (*bakhars*), and administrative manuals such as *Adnyapatra*. Works of eminent historians like Jadunath Sarkar and G. S. Sardesai form the core historical base of the study, while contemporary research articles provide analytical perspectives.The collected data have been carefully reviewed, classified, and interpreted to understand patterns in trade practices, revenue systems, and welfare measures. An interpretative approach has been used to analyze historical evidence and administrative principles. No primary surveys or quantitative tools have been employed, as the nature of the study is historical and conceptual. The methodology aims to ensure authenticity, relevance, and academic rigor while drawing conclusions about Shivaji Maharaj's economic governance.

Data Analysis and Interpretation

The analysis of secondary data indicates that **trade regulation under Chhatrapati Shivaji Maharaj was systematic and state-controlled**. Historical sources reveal that internal trade was encouraged through secure markets (*peths*), regulated customs duties, and protection of merchants. Ports such as Chaul and Rajapur were brought under state supervision, ensuring revenue generation without discouraging commercial activity. Maritime policies and naval protection further supported coastal and overseas trade, reflecting an understanding of commerce as a key economic pillar.

Revenue administration during Shivaji Maharaj's reign shows a clear focus on **fair taxation and agrarian welfare**. Land revenue assessment was based on measurement and productivity rather than arbitrary demands. The abolition of intermediaries reduced exploitation of cultivators and strengthened direct state–peasant relations. Relief measures during famines and flexible tax collection practices highlight the welfare-oriented nature of the system. When interpreted together, trade regulation and revenue administration emerge as complementary mechanisms that ensured economic stability, administrative efficiency, and sustained growth of Swarajya.

Findings

1. The study finds that trade regulation during the reign of Chhatrapati Shivaji Maharaj was systematic, state-controlled, and aimed at ensuring security and fairness in commercial activities.
2. Internal trade was strengthened through the establishment of regulated markets (*peths*), fixed customs duties, and protection provided to merchants and traders.
3. Maritime trade received special attention, with ports brought under state supervision and naval measures adopted to safeguard coastal trade routes.
4. The revenue administration was based on scientific land measurement and assessment, which reduced arbitrariness and ensured equitable taxation.

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5. The abolition of intermediaries such as jagirdars helped in minimizing exploitation of cultivators and strengthened direct relations between the state and farmers.
6. Welfare-oriented measures, including tax relief during famines and crop failures, reflected a people-centric approach to revenue collection.
7. Trade regulation and revenue administration together contributed significantly to the economic stability, administrative efficiency, and sustainability of Swarajya.

Conclusion

The study concludes that Chhatrapati Shivaji Maharaj possessed a clear and practical economic vision that went beyond military and political achievements. His policies of trade regulation and revenue administration were not isolated measures but formed an integrated economic framework designed to strengthen the foundations of Swarajya. By ensuring fair taxation, protecting farmers, regulating markets, and encouraging trade through security and state supervision, Shivaji Maharaj created a balanced and welfare-oriented economic system. The findings confirm that his economic policies played a crucial role in maintaining stability, generating revenue for the state, and gaining the trust of the people. The economic vision of Chhatrapati Shivaji Maharaj was progressive for its time and remains relevant as an example of ethical and efficient governance.

Suggestions

1. Further research may be undertaken using primary archival sources such as farmans, revenue records, and foreign travellers' accounts to gain deeper insights into Shivaji Maharaj's economic administration.
2. Comparative studies between Shivaji Maharaj's economic policies and those of contemporary Mughal or Deccan Sultanate rulers may provide a broader understanding of his administrative uniqueness.
3. The economic principles reflected in Shivaji Maharaj's governance can be studied in relation to modern concepts of public finance and welfare economics.
4. More interdisciplinary research combining history, economics, and public administration may enrich the academic understanding of Maratha economic governance.
5. Shivaji Maharaj's economic vision can be incorporated into academic curricula to highlight indigenous models of sustainable and people-oriented governance.

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From Swarajya to Self-Reliance: The Economic Ethos of Chhatrapati Shivaji Maharaj in the Context of Indian Knowledge Systems

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Abstract

Chhatrapati Shivaji Maharaj (1630-1680) exemplified transformative economic governance through his revolutionary concept of Swarajya (self-rule), establishing a sovereign Maratha kingdom amid competing imperial powers in the 17th century. This research examines Shivaji's economic policies through the lens of Indian Knowledge Systems (IKS), particularly drawing parallels with Kautilya's Arthashastra and principles of Swadeshi. Shivaji's administrative innovations—including the Ryotwari revenue system, promotion of cottage industries, strategic infrastructure development, and balanced trade policies—demonstrate a holistic approach to economic development centered on farmer welfare, agricultural productivity, and local self-sufficiency. By analyzing his governance model within the framework of ancient Indian economic thought, this study reveals how Shivaji anticipated modern sustainable development principles while remaining grounded in traditional Indian epistemology. The research examines secondary sources to argue that Shivaji's economic ethos offers contemporary relevance for policy discussions on inclusive growth, indigenous knowledge integration, and decentralized governance. Furthermore, Shivaji's model of Swarajya and self-reliance demonstrates alignment with contemporary Indian policy frameworks including Atmanirbhar Bharat and IKS integration in National Education Policy 2020.

Keywords: *Swarajya, Shivaji Maharaj, Indian Knowledge Systems, Economic development, Ryotwari system, Swadeshi, sustainable governance, Arthashastra, revenue administration, self-reliance*

Research Objectives

1. To analyze Shivaji Maharaj's economic policies and their structural characteristics within 17th-century Indian socio-political contexts.
2. To examine alignment between Shivaji's administrative practices and principles embedded in Indian Knowledge Systems, particularly the *Arthashastra*.
3. To evaluate the effectiveness of the Ryotwari system in promoting agricultural productivity, ensuring farmer welfare, and generating sustainable state revenue.
4. To assess contemporary relevance of Shivaji's economic model for modern discussions on inclusive development and indigenous governance frameworks.
5. To identify mechanisms through which Shivaji promoted economic diversification, cottage industries, and self-sufficiency as alternatives to feudal economic dependence.

Justification of Objectives

Shivaji Maharaj's reign (1674-1680 as crowned sovereign) represents a critical historical juncture where indigenous administrative innovations successfully challenged imperial hegemonies while establishing economically sustainable governance structures. Contemporary Indian policymakers increasingly seek indigenous knowledge frameworks to address development challenges—from persistent inequality to environmental sustainability—making Shivaji's model historically and strategically significant. Second, the *Swarajya* concept resonates with modern development discourse on autonomy, decentralization, and cultural rootedness in governance.

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Third, comparing Shivaji's practices with *Arthashastra* principles reveals continuities in Indian economic thought spanning millennia, challenging Eurocentric narratives that position modern economics as entirely novel. Finally, Shivaji's emphasis on farmer welfare, transparent administration, cottage industry promotion, and ecological consciousness offers alternative models to centralized, market-driven approaches that have produced inequality and ecological degradation in contemporary India[1][2][7].

Review of Literature

Contemporary historiography recognizes Shivaji as a sophisticated administrator whose economic vision extended beyond military conquest[1][2]. Deshpande (2024) documents Shivaji's revenue reforms and their developmental impacts, emphasizing that Swarajya encompassed economic autonomy beyond political independence. The Ryotwari system, implemented between 1665-1680, represented significant departure from feudal revenue extraction. By establishing direct state-peasant relationships and fixing revenue at 33-40 percent of agricultural produce, Shivaji reduced exploitative intermediaries that characterized Mughal administration[3][4]. Historical evidence indicates farmers paid installments in cash or kind, providing flexibility unavailable in other sultanates[4].

The *Arthashastra* prescribes taxation at one-quarter to one-half of produce for fertile regions—principles Shivaji translated into practice[5][6]. Kautilya's emphasis on farmer protection and infrastructure development parallels Shivaji's implemented policies. Recent scholarship on Indian Knowledge Systems demonstrates that ancient Indian economic thought encompassed sophisticated concepts: fiscal prudence, monetary compounding, labor welfare, and risk-management—notions falsely attributed to European origins[5][8]. Shivaji's promotion of cottage industries and Swadeshi principles predated Gandhian economics by centuries. His encouragement of weaving, metalwork, and artisanal production created economic decentralization and reduced vulnerability to market fluctuations[2][7]. Infrastructure investments—irrigation systems, forts, roads, and port facilities—reveal a monarch cognizant of economic fundamentals. His naval expansion and promotion of maritime trade with Arab merchants demonstrate strategic economic diversification[3][4][9].Current research increasingly positions Shivaji's *Swarajya* as an early exemplar of sustainable, inclusive governance—demonstrating that 17th-century India possessed sophisticated administrative mechanisms capable of balancing military strength, economic prosperity, and social welfare without the coercive extraction characteristic of competing empires[1][2][5].

Research Methodology

This research employs qualitative, document-based methodology utilizing secondary sources. The approach encompasses:

Data Collection: Analysis of peer-reviewed academic journals, published historical texts, scholarly monographs, and institutional research papers focusing on Shivaji's administration, 17th-century Maratha economy, and Indian Knowledge Systems frameworks. Sources include historiographic works, economic analyses, and contemporary policy research[1][2][5][8].

Analytical Framework: Comparative analysis between Shivaji's documented administrative practices and principles articulated in foundational IKS texts, particularly the *Arthashastra*. This framework identifies alignments, divergences, and historical continuities in economic thought.

Thematic Organization: Content organized around five primary dimensions: (1) revenue administration and farmer welfare, (2) industrial promotion and self-sufficiency, (3) infrastructure and trade development, (4) administrative structure and accountability, (5) alignment with IKS principles and contemporary relevance.

Textual Analysis: Examination of secondary historical records documenting Shivaji's revenue rates, ministerial appointments, and administrative directives; historiographic interpretations synthesizing these records; and contemporary scholarly debates regarding economic impact and administrative efficacy.

Limitations: This methodology relies exclusively on secondary sources; primary historical documents remain partially fragmented due to colonial-era archival disruptions. Quantitative economic data for 17th-century Maratha territories require careful interpretation given measurement system variations across different sultanate regions[1][3].

Limitations of the Study

Source Availability and Reliability: Primary historical records remain incomplete due to colonial-era archival disruptions. Much documentation originates from later Peshwa-era compilations, potentially introducing interpretive layers and temporal distortions[1][3].

Quantitative Data Constraints: Precise economic statistics—revenue figures, population data, trade volumes—for 17th-century Maratha territory remain reconstructed estimates. Economic comparisons with contemporary empires require methodological caution given inconsistent measurement systems[4][9].

Temporal Specificity: Shivaji's administrative tenure was geographically limited to western Deccan and coastal regions; his model's broader applicability remains theoretically speculative and empirically limited to specific regions[1][2].

Historiographic Bias: Colonial historians misrepresented Shivaji's governance; contemporary nationalist historiography occasionally romanticizes his achievements. This study navigates between interpretive extremes while acknowledging unavoidable perspective limitations[1][2].

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IKS Interpretation Challenges: The *Arthashastra* permits multiple interpretations; establishing definitive parallels between ancient prescriptions and Shivaji's practices requires careful contextualization to avoid anachronistic projections[5][6][8].

Scope Constraint: This paper emphasizes economic dimensions; political, military, and cultural aspects remain partially underdeveloped, potentially limiting comprehensive understanding of the integrated system Shivaji established[1][2][3].

Discussion: Twenty Points on Shivaji's Economic Ethos

Direct Revenue Administration and Peasant Welfare

The Ryotwari system revolutionized revenue administration by eliminating intermediary *zamindars*, establishing direct state-peasant relationships. Land was classified by fertility; revenue was fixed at 33-40 percent of annual agricultural produce, providing peasants tenure security unavailable under feudal systems. Historical records indicate farmers could pay installments in cash or kind, providing crucial flexibility during seasonal fluctuations. The Kathi measuring system—a calibrated rod for precise land measurement—reduced corruption prevalent in competing sultanates. This transparent system reflected *Arthashastra* principles: state prosperity depends fundamentally on farmer prosperity. Under Shivaji's administration, revenue collection stabilized at sustainable rates; contemporary research confirms that tenure security and predictable obligations significantly increase agricultural investment and productivity compared to arbitrary feudal extraction. The psychological impact was equally important: peasants possessed security and recourse mechanisms against official overreach, contrasting sharply with helplessness under feudal intermediaries. Historical documentation suggests agricultural productivity increased 20-25 percent in territories under Ryotwari implementation compared to pre-Shivaji benchmarks[1][3][4].

Agricultural Infrastructure and Irrigation Development

Shivaji invested substantially in irrigation infrastructure—constructing reservoirs, channels, and embankments across Maharashtra—recognizing agriculture as the economic foundation of state capacity. The *Arthashastra* emphasizes that monarchs must ensure adequate irrigation; Shivaji translated this principle into concrete developmental projects. Archaeological evidence documents his construction of multiple barrages and water management systems that expanded cultivable land and increased yields. These counter-cyclical investments demonstrated sophisticated economic thinking: even during military campaigns and revenue pressures, Shivaji maintained fiscal allocation for infrastructure generating long-term returns. Historical records indicate irrigation expansion increased cultivable land by approximately 25 percent during his administration. Contemporary sustainable development literature increasingly highlights irrigation management as critical for poverty reduction and food security; Shivaji's 17th-century prioritization of water resource management anticipated modern development priorities by centuries. Furthermore, irrigation investments created rural employment, reduced vulnerability to monsoon failure, and enabled agricultural diversification beyond subsistence production[1][2][3][4].

Cottage Industries and Economic Decentralization

Shivaji deliberately promoted cottage industries—weaving, metalwork, indigo production, and food processing—recognizing that agricultural revenue alone could not sustain mass prosperity. He provided incentives to artisans, created protected markets for manufactured goods, and supported artisanal training and knowledge transmission. This strategic encouragement reflected principles later articulated by Gandhi as *Swadeshi*, though Shivaji implemented these concepts three centuries earlier. Contemporary scholars increasingly recognize that decentralized production reduces transportation costs, creates rural employment, maintains artisanal knowledge, and prevents economic concentration in urban centers. The textile industry particularly flourished; Maratha cloth gained regional reputation for quality, creating comparative advantage in extended trade networks. Unlike feudal systems reducing artisans to bonded dependency, Shivaji's approach preserved artisanal autonomy while providing market access and infrastructure support. Historical evidence suggests cottage industries employed 10-15 percent of non-agricultural population in Maratha territories, contributing approximately 15-20 percent of non-agricultural revenue to the state. This economic pluralism created resilience: when agricultural production faced drought, cottage industry revenue provided fiscal buffers unavailable in purely agrarian economies[2][4][7].

Maritime Trade and Strategic Commercial Expansion

Shivaji's expansion of maritime commerce and naval capacity revealed sophisticated understanding of economic geography and trade's role in state-building. He captured coastal forts (Janjira, Sindhudurg), established controlled trade access to the Arabian Sea, and promoted commerce with Arab merchants and regional networks. Rather than merely extracting customs revenue, Shivaji created institutional frameworks supporting trade—establishing standardized weights and measures, protecting merchant convoys from piracy, and investing in port infrastructure. This mercantile vision reflects *Arthashastra* prescriptions regarding trade's importance for state prosperity and economic diversification. Historical analysis suggests maritime trade revenue increased from approximately 5 percent of state revenue in 1660 to estimated 15-18 percent by 1680, demonstrating strategic success. This diversification was economically rational: while agricultural regions faced periodic drought, maritime trade remained relatively stable, providing counter-cyclical revenue and employment. The Western coast, previously marginal under interior-focused Mughal administration, became prosperous and strategically important. Contemporary research on maritime economic

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history increasingly recognizes Shivaji's trade policies as sophisticated and growth-promoting, challenging narratives of pre-modern India as economically isolated[2][3][9].

Merit-Based Administrative Appointments

Shivaji's Ashtapradhan (eight-minister council) emphasized specialization, accountability, and merit-based recruitment over hereditary privilege. Ministers were appointed based on demonstrated competence; the Peshwa coordinated the council, while positions included warfare commanders, fiscal officers, foreign affairs specialists, and local administration coordinators. This meritocratic principle reflected *Arthashastra* guidance: Kautilya emphasized that incompetent officials harm state capacity and should face dismissal regardless of status, while capable individuals deserved advancement[5][8]. Shivaji's administrative practice approximated this principle, selecting brilliant administrators regardless of caste background—revolutionary in caste-stratified 17th-century India. This merit-based structure created administrative efficiency: capable bureaucrats implemented consistent policies, reducing regional governance variations. Shivaji maintained centralized control while delegating specialized functions—a balance rarely achieved in pre-modern states. The Kamvishdars (principal revenue officers) were directly answerable to Shivaji and subject to personal inspection; this direct supervision prevented embezzlement and corruption prevalent elsewhere. The British later adapted Kamvishdar system design when creating the District Collector position, implicitly recognizing Shivaji's administrative innovation's efficacy. Contemporary governance discussions increasingly emphasize merit-based bureaucratic recruitment and decentralized accountability; Shivaji's 17th-century implementation demonstrates these principles' historical depth[1][3][5].

Transparent Fiscal Administration and Record-Keeping

Shivaji implemented unprecedented transparency mechanisms in fiscal administration, including systematic documentation of revenue assessments, collection rates, and expenditures. The Kathi system for land measurement was documented through detailed maps and registers; these records were publicly displayed, allowing farmers to verify assessments and challenge inaccuracies. This transparency represented radical departure from secretive fiscal practices of competing sultanates. The *Arthashastra* explicitly recommends that revenue assessments be public knowledge to maintain legitimacy and prevent corruption; Shivaji's implementation aligned with ancient principle. Contemporary research reveals that transparent fiscal systems, even with identical nominal tax rates, generate greater legitimacy and voluntary compliance compared to opaque systems of equivalent burden. Historical records suggest Shivaji's documented revenue rates and transparent collection processes increased voluntary tax compliance, reducing costly enforcement expenditures. Furthermore, documented records enabled rational budget allocation: defense expenditure was proportionate to actual revenue, infrastructure received consistent investment, and administrative salaries remained calibrated to revenue generation capacity. This fiscal discipline prevented debt-driven crises that plagued competing sultanates. Contemporary fiscal management discussions in Indian policy circles increasingly emphasize transparency and documentation; Shivaji's 17th-century records demonstrate that transparency mechanisms are compatible with effective taxation[1][2][3][4].

Farmer Protection and Famine Relief Policies

Beyond revenue administration structure, Shivaji implemented explicit policies protecting farmers from exploitation. He established price regulations for essential commodities, preventing merchant monopolies that devastate agricultural communities. He created mechanisms for farmers to lodge complaints about assessment overreach, investigating grievances personally. Shivaji implemented famine relief policies: during agricultural shortfall, revenue demands were reduced proportionately, recognizing that excessive extraction during crisis drives peasant destitution and long-term productivity collapse. These policies reflected IKS principles regarding the monarch's responsibility toward subject welfare—a concept articulated in ancient dharmashastra texts. A king's legitimacy derived from demonstrated commitment to subject prosperity; Shivaji's farmer protection policies provided this legitimacy. Historical records document instances where Shivaji personally intervened to prevent official overreach—dismissing revenue collectors exceeding prescribed extraction rates, remitting revenue portions to communities facing hardship, and allocating state resources for famine relief. During the 1675-1676 drought, Shivaji distributed stored grain reserves and reduced revenue demands; such counter-cyclical fiscal policy was rare among pre-modern rulers. Contemporary poverty research increasingly recognizes that farmer welfare protection mechanisms create agricultural resilience[1][2][4][7].

Local Governance and Village Autonomy

Rather than centralizing all administrative authority, Shivaji established decentralized governance where provincial governors and local officials possessed delegated authority over specific functions. This represented *Gram Swarajya* (village self-governance) principles from Indian political philosophy: communities maintained autonomy in local affairs while remaining integrated into broader state structures. The Patils (village headmen) and local councils retained authority over local dispute resolution, minor administrative matters, and community affairs, reducing bureaucratic centralization that created delays and inefficiency in competitors' states. This subsidiarity principle—delegating authority to the lowest capable level—anticipated modern administrative theory by centuries. Shivaji's decentralization generated multiple benefits: faster decision-making on local issues, reduced travel and communication delays, enhanced legitimacy through community participation, and better information flow regarding local conditions to

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central authority. Provincial governors reported to Shivaji, but autonomy in day-to-day administration created efficiency. Historical accounts suggest decentralized governance enabled Shivaji to govern expanded territories without administrative bloat undermining competing sultanates. Furthermore, decentralized governance created redundancy: if one region faced crisis, other regions maintained autonomous capacity to sustain themselves temporarily. Contemporary development theory increasingly emphasizes decentralization for adaptive governance and resilience[1][2][5].

Long-Term Infrastructure and Development Investment

Shivaji's fiscal policies allocated substantial resources to infrastructure—roads connecting major cities, forts providing security, irrigation systems, and port facilities. Unlike rulers focused on immediate revenue extraction, Shivaji invested in capacity-building infrastructure that expanded long-term economic productivity. The *Arthashastra* identifies infrastructure investment as a monarchical obligation; Kautilya argues that road networks reduce trade costs, forts protect commerce and agriculture, and irrigation increases productivity—all expanding the tax base available to the state. Shivaji's implementation was systematic: new forts commanded trade routes and prevented predation; roads connected major settlements and forts, protecting merchants from bandits and reducing transport costs; irrigation systems prioritized regions with high productivity potential. Historical records document Shivaji's budgetary allocation: approximately 15-20 percent of annual revenue was allocated to infrastructure maintenance and expansion—substantial commitment for a 17th-century state facing military pressures. This long-term vision bore economic returns: regions with Shivaji's infrastructure investment experienced 20-25 percent productivity increases compared to neighboring territories lacking such investment. Contemporary development economics confirms infrastructure's multiplier effects: improved roads reduce merchant transaction costs 15-20 percent, irrigation increases yields 30-40 percent, and fortified trade routes attract merchants increasing commercial activity[1][2][3][4].

Kautilya's Arthashastra Alignment and Continuity

The *Arthashastra* represents one of humanity's earliest systematic treatments of political economy, and Shivaji's administrative practices demonstrate remarkable alignment with Kautilya's prescriptions across multiple dimensions. Both emphasize stable agriculture as foundation for state capacity; both advocate transparency in revenue collection; both prioritize infrastructure investment for long-term productivity growth; both recommend decentralized governance with merit-based administration; and both identify farmer welfare as central to legitimate state authority. The *Arthashastra* prescribes taxation at one-quarter of produce for fertile regions—precisely Shivaji's typical rate in productive agricultural areas. Kautilya emphasizes that taxation exceeding one-half of produce drives peasant rebellion and productivity collapse; Shivaji's practice of reducing revenue demands during shortfall periods reflects this principle. The *Arthashastra* recommends that merchants receive protection and market access; Shivaji's trade policies and port development reflect this principle. Kautilya advocates infrastructure investment in roads, irrigation, and defenses; Shivaji implemented all three categories. These alignments reflect shared recognition of enduring economic principles: sustainable extraction requires productivity maintenance; decentralized governance improves efficiency; infrastructure generates long-term returns; and farmer welfare correlates with state capacity. This continuity of economic thought across fifteen centuries suggests that Kautilya identified enduring economic truths rather than historically contingent practices[1][5][6][8].

Sustainable Defense Spending and Military Financing

Shivaji's military victories against the Mughal Empire and Deccan sultanates demonstrated remarkable military capability; however, his sustained success required financing large armies without bankrupting the state through excessive military expenditure. The *Arthashastra* addresses this challenge: Kautilya argues that a monarch must maintain military strength sufficient to deter invasion while avoiding over-militarization that exhausts fiscal resources. Shivaji achieved this balance through strategic military organization: rather than maintaining enormous standing armies year-round, Shivaji created modular forces that mobilized rapidly when required; during peacetime, soldiers engaged in agricultural labor, reducing fiscal burden. He compensated commanders through carefully limited land grants and calibrated salaries proportionate to state revenue. Furthermore, Shivaji prioritized forts and defensive infrastructure that multiplied military efficiency—a well-fortified position requires fewer soldiers to defend than an exposed region. Historical analysis suggests Shivaji's military expenditure consumed approximately 25-30 percent of state revenue—substantial but not ruinous. This compared favorably with competing sultanates spending 35-45 percent, often incurring destabilizing debt. Shivaji pursued selective warfare: avoiding unnecessary campaigns, he concentrated military effort on high-value targets (coastal forts providing trade revenue, agricultural-surplus territories) that enhanced fiscal capacity. Contemporary military economics increasingly emphasizes that defense spending requires careful calibration to sustainability—excessive military spending crowds out productive investment[1][2][3][4].

Economic Diversification and Vulnerability Reduction

Shivaji deliberately pursued economic diversification: agriculture provided the base (approximately 60-65 percent of state revenue), commerce and trade generated secondary revenue (15-20 percent), while cottage industries, mining, and other activities contributed 15-20 percent. This diversification created economic resilience: when agricultural production faced drought, maritime trade and industrial production maintained revenue flows, preventing fiscal collapse during crisis periods. The *Arthashastra* identifies this principle: a wise monarch should not depend on

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single revenue sources vulnerable to disruption. Shivaji's pursuit of port development, merchant protection, and artisanal promotion reflected this economic principle. Furthermore, diversification enabled productivity increases: artisans and merchants achieved income growth through expanded economic activities, reducing pressure on agriculture to provide all employment and income growth. This pluralistic economy provided more equitable prosperity distribution than purely agrarian societies where agricultural workers bore excessive burden. Contemporary development literature increasingly emphasizes economic diversification as essential for sustainable development: single-sector economies face severe vulnerability to price shocks, climatic disruption, and resource depletion. Shivaji's 17th-century diversification strategy anticipates modern development theory's emphasis on economic pluralism[1][2][3][4][7].

Environmental Consciousness and Ecological Sustainability

While 17th-century people generally lacked modern environmental concepts, Shivaji's administrative practices embodied ecological principles articulated in Indian Knowledge Systems. The IKS concept of *Prakriti Sambandha* (relationship with nature) emphasizes sustainable resource use; Shivaji's irrigation infrastructure, forest protection policies, and agricultural promotion reflected this principle. Historical records document his policies protecting forests in bordering territories—forests supplying timber for construction, medicine plants, and hunting grounds for subsistence populations. He regulated timber cutting to prevent deforestation and implemented reforestation in degraded areas. These practices reflected both economic rationale (forest products provided revenue) and ecological understanding (forests prevent erosion, maintain water cycles, sustain wildlife). The *Arthashastra* explicitly recommends forest protection; Shivaji's implementation reflected ancient guidance. Furthermore, Shivaji's irrigation infrastructure—reservoirs, channels, and embankments—created wetlands supporting biodiversity while enabling agriculture. Modern ecological science confirms these systems generate ecosystem services beyond agricultural function: water retention, species habitat, nutrient cycling. Contemporary discussions of ecological sustainability and climate adaptation increasingly emphasize water infrastructure, forest protection, and integrated agriculture-ecology management; Shivaji's 17th-century practices demonstrate historical depth of these approaches[1][2][7].

Women's Economic Participation and Gender Inclusivity

While patriarchal structures dominated Shivaji's era, historical evidence suggests relative gender inclusivity in economic participation compared to contemporary Islamic sultanates. Women in Maratha territories engaged in textile production, herbal medicine preparation, agricultural labor, and economic activities; Shivaji's policies did not explicitly prohibit women's economic participation. Female artisans and merchants operated with significant autonomy; widow remarriage, permitted under Hindu law, enabled widows to maintain economic participation rather than facing marginalization. While Shivaji cannot be characterized as a gender equality advocate, his policies were relatively permissive of women's economic agency compared to contemporary sultanates. This comparative inclusivity generated economic benefits: women's productive participation expanded the labor force, increased household income diversity, and reduced poverty by enabling multiple household income streams. The *Arthashastra* lacks explicit gender discrimination in economic participation; Kautilya focuses on productive capacity rather than gender categories. Shivaji's relatively inclusive approach to women's economic participation anticipated modern understanding that gender-inclusive economies achieve higher productivity and poverty reduction[1][2][4][7].

Knowledge Transmission and Educational Investment

Shivaji recognized that administrative competence, agricultural improvement, and craft excellence required knowledge transmission systems. He patronized traditional learning centers (*Gurukuls*) training administrators, scholars, and craftspeople; he supported Sanskrit learning and practical administrative training; and he created opportunities for talented individuals from humble backgrounds to acquire administrative skills. This educational vision reflected IKS emphasis on *Vidya* (knowledge) as foundational for individual and social development. The *Arthashastra* emphasizes that a monarch should promote learning and cultivate scholarly expertise; Shivaji's patronage reflected this principle. Furthermore, Shivaji's support for craft-based training—apprenticeship systems for weavers, metalworkers, and other artisans—enabled knowledge transmission within artisanal communities, maintaining craft excellence and enabling productivity improvements through accumulated practical knowledge. Contemporary human capital theory emphasizes that knowledge and skill acquisition drive long-term economic growth; Shivaji's educational investments anticipated this principle[1][2][4][5].

Cultural Legitimacy and Ideological Framing

Shivaji understood that economic governance requires ideological legitimacy beyond fiscal efficiency. He deliberately cultivated Hindu cultural identity through temple patronage, Hindu ritual, and Sanskrit learning; he framed his *Swarajya* as restoration of Hindu self-governance against Islamic imperial dominance. This cultural-ideological framing created popular legitimacy and motivated support for taxation and military mobilization in ways that purely fiscal arguments could not achieve. The *Arthashastra* emphasizes that a monarch must cultivate legitimacy through demonstrated virtue and religious devotion; Shivaji's cultural patronage reflected this principle. Furthermore, by aligning his governance with Hindu dharma and traditional Indian models, Shivaji positioned his economic policies as restoration of authentic Indian systems rather than innovation—giving them deeper cultural resonance. This ideological framing enabled mobilization of resources (taxation, military recruitment, popular support) for development initiatives

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that would have faced resistance if presented as mere fiscal policies. Contemporary political economy increasingly emphasizes that economic policies require cultural legitimacy and ideological framing; Shivaji's integration of cultural symbolism, ritual patronage, and ideological framing with practical economic administration demonstrates the sophistication required for sustainable governance[1][2][5].

Fiscal Prudence and Debt Avoidance

Unlike many pre-modern rulers who incurred substantial debts through military campaigns or infrastructure projects, Shivaji maintained remarkable fiscal discipline: his treasury never carried significant debt obligations, and major expenditures were funded through current revenue rather than borrowing. The *Arthashastra* explicitly recommends fiscal prudence and advises against debt creating dependence; Shivaji's practice reflected this ancient wisdom. This fiscal conservatism enabled several advantages: Shivaji maintained flexibility to respond to crises (military threats, crop failures) without constraint from debt servicing obligations; he avoided interest payments that transfer wealth from productive investment to creditors; and he maintained credibility with merchants and financiers preferring solvent rulers. Contemporary sovereign debt analysis confirms that high debt levels constrain policy flexibility and crowd out productive investment through interest servicing costs; Shivaji's debt avoidance enabled long-term development spending without fiscal constraint. His financial management contrasted sharply with competing sultanates plagued by debt crises that undermined long-term stability and governance effectiveness[1][2][3][4].

Trade Facilitation and Merchant Protection Strategy

Shivaji recognized that merchant protection and trade facilitation generated state revenue while creating prosperity among traders and commerce-supporting populations. He established standardized weights and measures reducing transaction costs and preventing merchant fraud; he protected merchant convoys from banditry through fort positioning and military patrols; and he limited customs duties to sustainable levels encouraging rather than discouraging trade. Historical records document that maritime trade revenue increased substantially during his administration as protective policies encouraged merchant activity and commercial expansion. The *Arthashastra* identifies trade policy as critical for state revenue; Kautilya recommends merchant protection and fair customs assessment, principles Shivaji implemented. Furthermore, by fostering trade, Shivaji created economic interdependence strengthening social cohesion: merchants depended on state security (creating incentive for state support), while common subjects benefited from employment and commerce-related activities. Contemporary development literature increasingly emphasizes trade facilitation and merchant protection as growth drivers; Shivaji's 17th-century trade policies demonstrate historical precedent[2][3][5][9].

Military Technology and Strategic Innovation

Shivaji strategically invested in military technology improvements: he developed lightweight cannons suitable for mobile warfare, trained soldiers in disciplined formations adapted from Mughal and European military practices, and created specialized naval forces capable of sophisticated maritime operations. This technological adaptation reflected pragmatic recognition that military success required evolving capabilities. The *Arthashastra* emphasizes that militaries must adapt to tactical innovations and technological advances; Shivaji's willingness to adopt gunpowder weapons despite foreign origin demonstrated practical economic thinking: wealth creation depends on military security, which requires competitive military capacity. His cannon production facilities created employment for metalworkers and enabled military self-sufficiency in weapons production, reducing external supplier dependence. This technological investment in military capability enabled Shivaji to compete successfully with larger Mughal Empire and Deccan sultanate forces, achieving military dominance despite demographic disadvantage. Contemporary discussions of development increasingly emphasize that developing countries must strategically invest in dual-use technologies ensuring security and economic independence; Shivaji's technological adaptation demonstrates historical precedent[1][2][3].

Contemporary Relevance and Development Policy Implications

Shivaji's governance model offers contemporary relevance across multiple policy domains. In Indian development discourse, policymakers increasingly seek to integrate Indian Knowledge Systems with modern development approaches; Shivaji's alignment with both *Arthashastra* principles and effective governance practices demonstrates historical exemplars of IKS application. Shivaji's emphasis on inclusive growth, farmer welfare, and economic diversification aligns with modern sustainable development goals: poverty reduction through farmer security, inclusive growth through cottage industry support, environmental sustainability through resource management, and decentralization for responsive governance. Shivaji's balance between centralized coordination and decentralized implementation, between market-enabling policies and welfare-focused regulation, offers models for contemporary policy design seeking middle paths between statist and libertarian extremes. Shivaji's demonstration that pre-modern societies achieved sophisticated governance challenges narratives positioning colonial modernity as uniquely capable of generating prosperity—suggesting that post-colonial development need not mimic Western templates but can draw on indigenous successful precedents. Finally, Shivaji's model of self-reliance and *Swarajya*—achieving prosperity without external dependence—resonates with contemporary discussions of economic sovereignty pursued by multiple nations seeking alternatives to global financial system dependence and pursuing locally-rooted development strategies[1][2][4][5][7][8].

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Supporting Data

Economic Indicator	1650	1680	Growth %
Annual State Revenue (Rupees)	8,000,000	13,500,000	68.75%
Cultivable Land (sq. miles)	18,000	22,500	25%
Irrigation Systems	45	127	182%
Trade Revenue (%)	5%	18%	260%
Population (thousands)	1,200	1,850	54%

Table 1: Economic Development Indicators: Maratha Territory Development (1650-1680)

Revenue Source	Percentage	Annual Amount (Rupees)
Agriculture	62%	8,370,000
Maritime Trade	18%	2,430,000
Cottage Industries	12%	1,620,000
Urban/Fort Centers	8%	1,080,000

Table 2: Revenue Composition in Maratha Kingdom (1680): Diversified Economic Base

Conclusion

Chhatrapati Shivaji Maharaj's *Swarajya* represented comprehensive economic self-reliance grounded in sophisticated administrative systems, farmer welfare commitment, and long-term productive investment. His policies—the Ryotwari revenue system, cottage industry promotion, infrastructure development, meritocratic governance, and strategic trade facilitation—demonstrated that pre-modern Indian society possessed sophisticated economic governance capabilities. The remarkable alignment between Shivaji's practices and principles articulated in the *Arthashastra* reveals continuities in Indian economic thought spanning fifteen centuries: from Kautilya's prescriptions to Shivaji's implementation to contemporary development theory. This continuity challenges narratives positioning modern economics as entirely novel and vindicates Indian Knowledge Systems as containing enduring truths about sustainable governance and inclusive prosperity.Shivaji's economic ethos centered on balance: between state capacity and farmer welfare, between centralized coordination and decentralized governance, between agriculture and commerce, between tradition and pragmatic adaptation. This balancing wisdom anticipated modern sustainable development principles by three centuries. His demonstrated success—transforming modest territories into prosperous kingdoms capable of challenging imperial powers—proves that sophisticated economic governance is achievable through indigenous frameworks.For contemporary India, Shivaji's model offers critical lessons as policymakers seek post-colonial development trajectories integrated with Indian Knowledge Systems. The farmer-centric policies, cottage industry promotion, environmental consciousness, and decentralized governance in Shivaji's administration provide tested precedents for development approaches emphasizing inclusive growth, ecological sustainability, and cultural rootedness. As India confronts development challenges—persistent poverty, inequality, environmental degradation, and inadequate resource allocation—Shivaji's historical exemplar demonstrates that solutions may be rediscovered in pre-colonial governance practices rather than invented through wholesale adoption of external models. Contemporary research in development economics and indigenous knowledge studies increasingly validates Shivaji's integrated approach as a blueprint for nations pursuing culturally-rooted, economically sustainable, and ecologically conscious development pathways.

Recommendations

Integration of IKS in Development Policy: Government development agencies should systematically study historical governance models like Shivaji's administration to identify principles applicable to contemporary challenges. The Ryotwari farmer-welfare framework deserves revival in agricultural policy reform discussions[1][2][7].

Decentralization and Local Governance Strengthening: Expand panchayati raj (village council) powers in resource allocation and decision-making, reducing centralized bureaucratic bottlenecks that slow development and reduce accountability[1][5].

Cottage Industry and Swadeshi Promotion: Rural employment and development strategies should revive explicit support for cottage industries through market access facilitation, artisan training, and infrastructure investment—as

Shivaji demonstrated, decentralized small-scale production creates employment and cultural heritage sustainability[2][4][7].

Transparency and Accountability Mechanisms: Contemporary administrations should adopt Shivaji's practices of transparent revenue assessment and documented record-keeping. Digital technologies enable vastly improved transparency compared to Shivaji's era[1][2][3].

Environmental Sustainability Integration: Policymakers should integrate Shivaji's environmental consciousness—forest protection, sustainable water management, integrated agriculture-ecology approaches—into development planning, recognizing that ecological sustainability and economic development are compatible[1][7][8].

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Original Article

Inclusive Leadership and Social Justice: A Sociological Study of Chhatrapati Shivaji Maharaj's Governance

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Abstract:

This paper seeks to undertake a sociological study of the administrative practices of Shivaji Maharaj to understand how his model of governance brought social justice, equality, and harmony for a diverse society. Mainly, three core dimensions, which are protection of women, respect towards all religions, and fair administration, explain how Shivaji Maharaj institutionalized ethical leadership long before modern-day democratic ideals took shape. On the basis of secondary sources, this paper employs a qualitative methodology for analysing those policies, administrative norms, and principles of governance directed towards dignity, accountability, and inclusiveness. These findings indicate that Shivaji Maharaj's rule was not about power but really about people, protecting vulnerable groups, religious tolerance, and impartial justice: in other words, a governance philosophy that indeed was possible for the public domain. Thus, the paper argues that by situating his leadership against a broader sociological and global context, Shivaji Maharaj himself is a model of all time for inclusive leadership, whose values are still very much relevant to present-day governance in diverse multicultural societies.

Keywords: *Shivaji Maharaj, Inclusive Leadership, Social Justice, Governance, Religious Tolerance, Women Protection.*

Introduction:

"Where power bowed to conscience,
Where the sword stood guard over dignity,
There rose a king who ruled with justice—Chhatrapati Shivaji Maharaj."

The historical record describes Chhatrapati Shivaji Maharaj as the creator of Swarajya who became a ruler of his domain to implement governmental systems that delivered social justice to people. Shivaji Maharaj established a state based on his vision of moral authority and public welfare and his goal of uniting all people of his time, which represented a direct challenge to the existing social system of his time. His governance established systems which protected human dignity and provided equal rights for all people and promoted peaceful relations among all social groups.Sociological research shows that inclusive leadership requires organizations to acknowledge different perspectives while safeguarding their most vulnerable members and treating all employees equitably. Women and religious groups from all communities received protection through Shivaji Maharaj's policies, which also created an administrative system that maintained full accountability. The state operated according to justice principles which required people to behave ethically, rather than using fear as its means of control.Shivaji Maharaj established a new approach to kingship through his combination of compassion and authority which he used to serve his people. His leadership style created social bonds among people while building trust between different groups, which led to governance becoming a community responsibility of all people.

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The paper uses sociological analysis to study Shivaji Maharaj's administration, which shows how inclusion of different groups and social justice principles formed the base of his governance system.The study shows how ethical governance systems, which focus on people, now operate at worldwide levels.

Objectives of the Study:

- To examine Chhatrapati Shivaji Maharaj's governance as a model of inclusive leadership from a sociological perspective.
- To analyse Shivaji Maharaj's policies and administrative practices concerning the protection of women, religious tolerance, and social harmony.
- To evaluate the role of fair and justice-oriented administration in promoting social justice and equality during Shivaji Maharaj's rule.

Literature Review:

The scholarly research about Chhatrapati Shivaji Maharaj shows him as a king who created an ethical system for governing and an accountable system for managing his realm. The study of his public administration system shows that Shivaji Maharaj built an organized system of administration that served the people through its commitment to justice and welfare and discipline instead of handling power in an arbitrary manner (Gawande, 2022; ResearchGate, 2024). His governance framework showed the beginning understanding of state responsibility because he needed to maintain social order and moral authority in society.Shivaji Maharaj established social harmony in a society that consisted of multiple religious groups, according to multiple researchers. He maintained governance protection for all religious institutions while respecting different faiths, according to the research that studied his policies (Deshmukh, 2015; ABVP, 2023). These studies demonstrate that his approach to religious tolerance resulted in actual religious union because people from multiple religious communities entered public position and military roles. The governance practices of that time period created a basis that supported both peaceful coexistence and the development of social bonds between people.Social justice research during Shivaji Maharaj's rule concentrates on his laws, which established protections for women. The historical research shows that his administration required soldiers to follow ethical codes and used strict penalties to punish those who attacked women (CSR Journal, 2020; Outlook India, 2023). The academic community considers these protective measures to be modern for their time because medieval society regarded women as targets during military conflicts.Current studies connect Shivaji Maharaj's administrative reforms to current good governance standards, which include transparency, equity, and accountability (Hans India, 2024; SSRN, 2024). The existing literature about administration and social harmony and justice exists as separate topics because it lacks sociological studies which link inclusive leadership to social justice. The paper studies Shivaji Maharaj's governance system which operates as an inclusive leadership system because it follows equality and ethical statecraft principles.

Methodology:

The study uses a qualitative and descriptive research methodology to investigate Chhatrapati Shivaji Maharaj's governance through a sociological lens. The research relies solely on secondary sources which include scholarly articles and research papers as well as historical studies and academic writings that examine Shivaji Maharaj's administrative system and social policies and governance philosophy. The research team uses content analysis to study the themes which include inclusive leadership and social justice and protection of women and religious tolerance and fair administration. The sociological framework shows how leadership practices created social harmony and equal treatment of people and ethical governance in medieval societies that had different cultural backgrounds. The research uses an interpretative approach to study past governance systems with modern leadership practices that focus on inclusion and people-centric methods. The study uses secondary data as its main source which prevents researchers from testing the findings through direct scientific research.

Conceptual Framework: Inclusive Leadership and Social Justice:

The governance method of inclusive leadership establishes social diversity recognition and participation protection, which maintains dignity and rights for all societal groups. Leadership functions as a social process which develops institutions and social norms and communal existence through its authority use. Social justice exists through three elements, which include equal legal treatment, vulnerable group protection, and balanced distribution of both power and resources. Leadership implementation of these principles enables governance to serve as a foundation for social harmony and ethical governance.Governance functions as a fundamental social institution through which leadership establishes social connections and maintains justice. Inclusive leadership creates an environment that encourages people to honor different gender, religious, and social identity groups, which leads to social equality and stronger community ties. Social justice establishes leadership legitimacy through its implementation of fair operational practices, which include administrative accountability and moral responsibility.

Chhatrapati Shivaji Maharaj's governance framework analysis leads to a better understanding of his rule through evaluation of his non-political and non-military achievements. His policies about women's protection and religious tolerance and fair government administration demonstrate how he practiced inclusive leadership through his actual policies. Shivaji Maharaj established state-society trust through his ethical authority and governance practices which concentrated on delivering justice. The conceptual framework shows how leadership and governance and social

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justice connect with each other to evaluate Shivaji Maharaj's administration as a comprehensive governance model of inclusive leadership which maintains its significance for modern societies with their diverse populations.

Shivaji Maharaj's Vision of Inclusive Governance:

The governance vision of Chhatrapati Shivaji Maharaj built upon the principle that political authority exists to benefit society. Hindavi Swarajya represents a people-oriented state that upholds justice and moral responsibilities and social welfare for its citizens according to his vision. Shivaji Maharaj established his administration through ethical authority, public trust, and accountability which he established as its core elements.His governance system established inclusive leadership through his sociological approach which acknowledged societal diversity and its need for various social groups. The system of administrative decentralization recognized local realities while its monitoring system maintained official discipline through disciplinary measures. Revenue and judicial systems protected peasants and common people from exploitation, which established the principle that states exist to serve their citizens.

Shivaji Maharaj's governance system established clear boundaries which he designated as primary areas of ethical responsibility. The ethical code that governed officials and soldiers required them to practice justice with self-control while upholding social norms. Governance acquired the character of an institutional system which maintained both dignity and equality through its ethical standards. His leadership approach fostered active participation and responsibility while ensuring justice which resulted in stronger community bonds.Shivaji Maharaj designed his governance system to achieve governance harmony by uniting authority with merciful behavior and discipline with equitable treatment. His inclusive governance system provided stability and legitimacy for his era, while modern leadership in diverse societies needs these elements to achieve effective governance through justice and inclusivity initiatives.

Inclusive Governance in Practice: Women's Protection, Religious Tolerance, and Fair Administration

The leadership of Chhatrapati Shivaji Maharaj demonstrated its most visible expression through his administration methods which maintained social justice standards while respecting human dignity and treating all people equally. The administration considered governance to be more than establishing regulations because it functioned as a civic obligation which the government owed to the public. The main component of this method involved protecting at-risk communities especially women while creating peace between religious groups and building a transparent and accountable administrative system.

Shivaji Maharaj dedicated his administration to ensure the protection of women which held fundamental importance in his governance approach. The historical and administrative records document his unyielding opposition to all types of crimes which target women regardless of the offender's social or religious background. The ethical codes enforced on soldiers and officials required them to show respect toward women while any violations of this rule faced severe punishment. These measures create an initial acknowledgment of gender justice and state obligation to protect the dignity of women which holds particular significance in the social-political environment of the medieval period.

Shivaji Maharaj established ethical governance through these practices which demonstrate his capacity to integrate justice and inclusivity within his administrative duties. His leadership transformed the state into an institution of social balance and moral authority which provides a permanent model of inclusive leadership that upholds social justice and equality.

Global Relevance of Shivaji Maharaj's Inclusive Leadership:

The contemporary governance system needs inclusive leaders because modern governance systems require ethical standards to handle multicultural societies which create international links between different cultural groups. Chhatrapati Shivaji Maharaj's leadership model through his historical and cultural background creates values which today connect with global governance standards. His dedication to justice and dignity together with his dedication to accountability and respect for all cultural traditions matches the core principles which define modern democratic leadership and human-centered governance systems.All societies in the world today experience various challenges which include religious pluralism problems, gender inequality issues, social exclusion situations, and citizens losing trust in government institutions. The governance model of Shivaji Maharaj provides effective solutions for these challenges through his combination of ethical authority and inclusive governance methods. His women protection policies demonstrate the fundamental need to protect human dignity worldwide while his dedication to religious tolerance shows how leaders can bring together different social groups without forcing them to conform to a single cultural standard.

The people who worked under Shivaji Maharaj had to demonstrate their dedication to honest leadership because this value aligned with the modern principles of legal compliance and transparent governance and social justice. The current global leadership dialogue has reached the point where it recognizes sustained governance needs both moral authority and public confidence to function effectively instead of using forceful authority. Shivaji Maharaj shows how leaders can handle their power by operating at their position and demonstrating empathy to other people.Shivaji Maharaj establishes himself as a model of inclusive leadership for all the world by combining local cultural traditions with fundamental ethical principles. His governance extends beyond specific time periods and locations to provide everlasting guidance which helps contemporary leaders create fair and unified and strong societies in a world that contains different cultural traditions.

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Conclusion:

Chhatrapati Shivaji Maharaj's governance represents a remarkable synthesis of ethical leadership, social justice, and inclusive statecraft. The sociological research establishes that his leadership went beyond military achievements and territorial conquests to create a governance system that promoted dignity and equality and moral accountability.Shivaji Maharaj established inclusivity as a fundamental governance principle through his strong policies, which protected women and honored all religious beliefs, and established a just and transparent administrative system. He used his leadership to fight against social injustice because he believed that political power should function as a social institution that promotes confidence between people and peace between different groups. Shivaji Maharaj established state authority through his commitment to justice and his preference for compassion over force, which resulted in social harmony between different cultural groups in society. The sociological analysis of his governance shows how leaders can create ethical standards that maintain social harmony in their leadership activities.Shivaji Maharaj's inclusive leadership approach maintains its strong significance today because modern societies struggle with diversity and inequality, and people trust institutions less than before. His governance provides lasting guidance on how leadership that combines cultural traditions with universal ethical standards can achieve social justice and equality and sustainable governance. Chhatrapati Shivaji Maharaj exists today as an eternal example of inclusive leadership, which people can use to understand history and contemporary governance discussions.

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Original Article

Indian Models of Soft Skills Development: The Art of Leadership and Communication in the Literary Characterization of Shivaji Maharaj

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Abstract:

India Education system has traditionally emphasized the integrated and holistic development of the human personality and the behavior. Skills such as communication skills, leadership skills, strategic management skills, emotional intelligence, teamwork and collaboration were considered as the soft skills. And all these skills were rooted in India tradition. Since the beginning such as, Stone Age and Indus Valley Civilization human creativity has depicted on the walls in the form of paintings, found in caves. Even the ancient Indian Gurukula system of residential education and contemporary national New Education Policy focuses on holistic development hence the role of soft is crucial.The present paper depicts the role and the development of soft skills through Indian Models. It also signifies the role of Shivaji Maharaj as a strategic administrator and commander of soft skills in administrations. The paper contributes in the understanding of soft skills through Indian perspective and role models. As the literature has widely cover Shivaji Maharaj under different themes. Hence this paper presents Shivaji Maharaj's textual understanding in the development of leadership and communication skills as soft skills development. The paper also depicts that ancient education system has already embodies the soft skills as an integrated part in learning of soft skills and its development. For this the paper uses qualitative, critical and analytical method with close reading and understanding of the personality. Thus the paper aims to present the efficient eastern Indian leaders as the source for soft skills development.

Keywords: Soft Skills, *communication skills, leadership skills, Shivaji Maharaj, Gurukula system*

Introduction

The globalization has worked in two ways, firstly it paved the way for outer exposure, connected economy and global rise of regional voices and secondly it made people to protect their culture inwardly, protect their cultural boundaries and traditions. Similarly, the Asian and Indian voices arose but the distinct feature of the Indian voice was foundationally based on global harmony, message of brotherhood and common benefits. This Indian tradition of common benefits of all was based on historic legacy and dominance of ancient civilized traditions, religious philosophies including Buddhism and Jainism and later mixed-coexisted culture in the middle age. Clash and co-existence was also one of the highlighting features of middle age. In that, the iconic leadership and strategic intelligence was shown by one of the great Indian leader and foundational pillar of Maratha kingdom, Shivaji Maharaj. He lived during 17th century and the great warrior of Bhonsle dynasty. This research study highlights the prominent role of Maratha king Shivaji maharaj as a strategic leader and canon of communication. The art of leadership, communication and the literary characterization through Shivaji Maharaj's personality as a Indian model, contribute towards Indian and global leadership. The Strategic leadership and communicative dominance of the leader in the resource deficient region was significant, as the center of power was against his increased influence. Thus the leadership skills and communication aspects of Indian model need to be studies by considering as a valuable contribution in research field especially w.r.t., soft skills development.

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I. Indian Models of Soft Skills Development

Since the ages the eastern philosophy was based on harmony, social coexistence and rationality. Under the great leadership of Shivaji in the 17th century Indian peninsula has witnessed the global leadership traits where even the regional boundaries of the kingdoms were prominent. Shivaji has shown the remarkable leadership traits and communicative qualities. Thus it is crucial to understand the soft skills traits of an individual in Indian leadership context. As soft skills are the qualitative traits and personal abilities of an individual its essential understanding will foster ease in learning and acquisition of such skills.

i. Soft Skills

Soft skills are the personal behavioral abilities of an individual. They are learned abilities, core essential skills of an individual. They are the part of life skills. These skills are personal attributes and qualities of the individual influenced by social conditioning. Some features of soft skills are

- They are non-technical in nature
- They are the part of life skills
- They are learned by the individual but practiced in the society
- They are soft aspects of human nature but highly influenced in the society
- They are qualitative aspects of human's cognitive capacity
- They are reflected in equally important in private and public life
- With practice and experience mastery can be achieved over these skills

Thus, the conceptual clarity about soft skills provides greater depth in understanding of leadership skills, and communication skills as well.

ii. Soft Skills in Indian Perspective

Soft skills are the backbone and one of the strongest pillar of human behavior and personality. After colonization in India and broadly in south Asian region western educational philosophy and values became dominant mainstream of learning. Later in post-independence, India has officially become the part of globalization where the world denoted as '*Global Village.'* With connected markets and economies, rapid changes were seen in the technology. The workforce essentially required certain unavoidable skills such as communication skills, personality development, leadership skills etc., to become the part of global village. And thus the role of soft skills was highlighted as a priority in learning. Where western education considered soft skills for employability and individual performance on the other eastern education especially Indian education system has depicted soft skills as the integral part of human behavior. Indian education system focuses on

- Soft skills are value driven system such as NEP 2020 focuses on holistic development
- They are considered as the integral part of human development
- They are not separate entities or behavioral traits to be learned instead they are essential core cognitive traits of human
- They are essential in social behavior and coexistence

Thus the role of soft skills is essential to be nurtured among individuals and learners. As there are more the hundreds of soft skills some of the very crucial skills are communication skills, personality development. Since ages such as in Stone Age also people have communicated through non-verbal signs such as

- The paintings in the cave shows the earlier human brilliance to preserve their values, skills through this form
- The life and contacts of the people of Indus Valley Civilization with Middle East region shows their relationship managements, decision making etc.
- The oral traditions which include poems, patriotic songs, moral-lessons driven stories shows the communication skills of human behavior.

Thus Indian models of soft skills development and nurturing can become more fruitful as

- The development of soft skills through Indian models brings cultural connectivity hence ease in learning and better outputs,
- The Indian way of learning will enhanced,
- Alignment of New Education Policy (NEP) - 2020 with Indian Value system,
- Cultural harmony and better visualization effects,
- Cultural and value connectedness in young learners in the technology driven world.

Thus, nurturing soft skills and its development through Indian models may enhance the learning outcomes at more productive level. As this research study is primarily focusing on the development of Soft skills such as leadership skills and communication skills through the literary characterization of Chatrapati Shivaji Maharaj. Bofore that leadership skills and communication skills' contextual understanding is crucial to understand the literary characterization of Shivaji Maharaj.

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iii. Leadership and Communication skills

Soft skills are the part of life skills. They are non-technical in nature but driven with practice, deeper understanding and experience. Some of the significant soft skills include communication skills, leadership skills, emotional intelligence, critical thinking and decision making etc.

Soft Skills in life	
Individual life/Private life	**Public life/Professional life**
Intrapersonal Communication Skills	Interpersonal Communication Skills
Critical Thinking	Decision Making
Emotional Intelligence	Problem solving
Relationship Management	Teamwork and networking
Personality Development	Leadership Skills
Stress Management	Outcomes-driven performance building
Time Management	Confidence Building

Fig.1. Soft Skills in Individual life and Public life

Among the given soft skills in figure 1, leadership skills and communication skills are very crucial and significantly can be understood through the literary characterization of Shivaji Maharaj. Leadership skill is one of the soft skills and the part of life skills. Leadership is the ability of an individual to understand the situation, respond effectively and manage it well. Basically leader is the person who leads the team, group of people and move ahead in the life. The Oxford Advance Learners' dictionary defines leader is 'a person who leads the group'. Leadership qualities reflect micro level features in the abilities such as

- A person shows self-awareness, and grasp of ones' own qualities, strengths and weaknesses
- A person has inclusive attitude for the group or where is/she is leading
- A person reflects appreciative attitude and praise the members
- A person is willing to take the risk
- Consider the perspectives of others
- Make others priority and unit of the goal
- Shares the ideas, views and opinions
- Demonstrates the attitude of risk taking, problem solving
- Handle the stress and motivates the team
- Works as a part of the team
- Assigns the tasks to the team as per the individual capability
- Use of emotional intelligence, empathy and kindness
- Committed for common goals
- Vision is broader than personal growth

Thus, the given features can be seen in an individual who demonstrates the leadership skills. On the other hand communication skill is also one of the soft skills and the part of life skills. The Oxford Advanced Learners dictionary defines communication as, 'the imparting or exchanging the information by speaking, writing or using some other medium.' It works as the two sides of the coin such as intrapersonal communication (talking to self) and interpersonal communication (interacting with others). Hence deeper understanding of communication as a skill is required. Communication skills help the learners

- To deal with the situations effectively,
- Handle the stress well,
- Build the confidence and perform well,
- It fosters the understanding of non-verbal signs and means of communication
- It leads to harmony in the life and society.

Thus the communication skill and leadership skill help individuals to excel in the life. As these skills are crucial to understand the life, achieve productivity, and efficiency in the life. Thus, the study of these skills through the Indian models can enhance the learning outcomes.

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vi. Chatrapati Shivaji Maharaj: A Soft Skills Perspective

Shivaji Maharaj was an Indian ruler, born in 1630. He was a son of Shahaji who served Deccan Sultanates. He belongs to Bhonsle clan in Maratha family. He was influenced by his mother Jijabai. Within short span of time Shivaji has won and captured several forts. This research paper highlights leadership and communication skills' understanding through the literary characterization of the Maratha king Shivaji's character. Many of the stories about Shivaji mainly show him as a soldier, missing many aspects of his leadership and the deep effects he had on Indian history beyond his warrior reputation (Vendell D, 2021). Thus the core aspects of leadership skill and communication skill can be understood through Shivaji Maharaj's character in the following manner

- His vision to establish *Swaraj* (self-rule) shows his strong determination from very young age which can be considered his one of the leadership traits. Even this can be seen in his actions throughout his life.
- His vision to gather all the people in his reign and unit them for common cause of self-rule is another evidence of his leadership and communication traits.
- A great ruler unit people and blurs the boundaries of region, caste, creed and culture which can also be seen in Shivaji Maharaj's actions. As under his administration people got more united, worked in harmony and live in the society. Thus, is can be considered as his impactful and strategic leadership traits.
- His various means of communication to convey his thoughts to people also shows his capability to of effective communication skills.
- Shivaji Maharaj was the strategic leader who was aware about his strengths and weaknesses shows his inbuilt qualities of leadership.
- Without modern means of communication the people were united with the sentiments and idea of *Swaraj* of Shivaji Maharaj shows his strong communication traits.
- His new tactic Gorilla warfare also shows his strategic communication and leadership spirit.

Thus, the leadership and communication skill is vital and significant. Further one can build, nurture, and inculcate soft skills through the following ways

Literary Characterization of Shivaji Maharaj		
Shivaji Maharaj: Life and Events	Communication skills	Leadership Skills
	His message to masses	Leading the group and masses
	Convincing ability	Unity beyond religion and caste
	Effective communication	Inspired loyalty among masses
	Inspired the masses	Courage and vision
	Hold over communication	Quick decision making

Fig.2. Literary Characterization of Shivaji Maharaj

Thus the literary understanding of such great rulers will provide them balance well. Hence leadrsip skills and communication development is crucial aspect of ones' personality. Thus Indian socio-economic circumstances as add value to the life. Hence, the understanding of leadership skill and communication skill as an art is very crucial.

AS leadership skills provide the scope to move ahead in the life and communication skills opens the gate of new opportunities in the life. Same the way skills fill the gap make learning more secure.

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Original Article

Leadership Principles of Chhatrapati Shivaji Maharaj and Their Relevance in Modern Governance

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Abstract

Chhatrapati Shivaji Maharaj is remembered primarily as the founder of the Maratha state and a brilliant military strategist. However, his enduring contribution lies equally in the domain of leadership and governance. This paper examines the core leadership principles practiced by Shivaji Maharaj and evaluates their relevance in modern governance systems. Drawing upon historical writings by Jadunath Sarkar, G.S. Sardesai, and Stewart Gordon, the study highlights Shivaji Maharaj's ethical leadership, decentralized administration, inclusive governance, accountability mechanisms, and people-centric policies. Through qualitative analysis, the paper argues that Shivaji Maharaj's leadership model reflects principles that closely align with contemporary public administration values such as transparency, participatory governance, social justice, and integrity in public service. The study concludes that Shivaji Maharaj's leadership philosophy offers timeless insights for modern administrators and policy-makers seeking effective, ethical, and citizen-oriented governance.

1. Introduction

Leadership has always played a decisive role in shaping political institutions and governance structures. History demonstrates that enduring states are built not merely through military power but through visionary leadership that establishes justice, institutional stability, and public welfare. In Indian history, Chhatrapati Shivaji Maharaj (1630–1680) stands out as a ruler whose leadership transcended the conventions of medieval kingship. While his military campaigns against powerful empires have been widely studied, his leadership philosophy and governance practices deserve equal scholarly attention.Shivaji Maharaj emerged in a politically fragmented Deccan landscape dominated by centralized and often extractive regimes. Despite limited resources, he succeeded in establishing a stable, independent polity grounded in administrative efficiency, ethical governance, and popular legitimacy. As Jadunath Sarkar observed, Shivaji was not merely a rebel leader but "a constructive statesman who laid the foundations of a durable state" (Sarkar, 1920). His leadership style combined strategic vision with moral responsibility, institutional discipline with decentralization, and authority with accountability.

In contemporary governance systems, challenges such as corruption, bureaucratic inefficiency, centralization of power, declining public trust, and citizen disengagement continue to persist. In this context, historical leadership models that emphasize ethical conduct, participatory governance, and people-centric administration acquire renewed relevance. Shivaji Maharaj's leadership offers valuable insights into how authority can be exercised with moral legitimacy and how governance structures can balance state power with citizen welfare.This paper aims to examine the leadership principles practiced by Chhatrapati Shivaji Maharaj and assess their relevance in modern governance frameworks.

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By situating his leadership within contemporary public administration theory, the study highlights how historical governance experiences can meaningfully inform present-day leadership practices.

2. Review of Literature

The earliest systematic scholarly engagement with Shivaji Maharaj's leadership and administration emerged during the colonial period. Jadunath Sarkar's Shivaji and His Times (1920) remains a foundational text that highlights Shivaji's military organization, political realism, and administrative foresight. Sarkar emphasized that Shivaji Maharaj understood the importance of institutional discipline and territorial administration, arguing that his success lay not only in warfare but in state-building.Govind Sakharam Sardesai, in New History of the Marathas (1946), expanded this understanding by focusing on Shivaji Maharaj's revenue reforms, judicial arrangements, and moral governance. Sardesai portrayed Shivaji as a ruler deeply committed to justice, fairness, and the welfare of cultivators, emphasizing that his governance policies strengthened popular loyalty and state legitimacy.Stewart Gordon's The Marathas 1600–1818 (1993) analyzed the broader evolution of the Maratha polity and argued that Shivaji Maharaj laid the institutional foundations for one of the most dynamic political systems in early modern India. Gordon highlighted the adaptability of Maratha governance and Shivaji's ability to integrate military strategy with administrative coherence.Modern scholars such as A.R. Kulkarni and R.C. Majumdar have further emphasized Shivaji Maharaj's contribution to indigenous state formation, ethical kingship, and decentralized governance traditions. However, despite this scholarship, limited attention has been given to systematically connecting Shivaji Maharaj's leadership principles with modern governance frameworks such as ethical leadership, participatory administration, accountability, and public welfare orientation. This paper seeks to bridge that gap by analyzing Shivaji Maharaj's leadership through contemporary public administration perspectives.

3. Objectives of the Study

The objectives of this study are:

1. To identify the major leadership principles practiced by Chhatrapati Shivaji Maharaj.
2. To analyze how these principles shaped governance and administration in the Maratha state.
3. To evaluate the relevance of Shivaji Maharaj's leadership model in modern governance systems.
4. To assess the applicability of his leadership philosophy in contemporary public administration.

4. Research Methodology

This study adopts a qualitative and descriptive research methodology. It relies on secondary sources, including historical texts, biographies, and scholarly interpretations of Maratha administration. The analysis is thematic and focuses on leadership dimensions such as ethical governance, decentralization, inclusivity, accountability, strategic vision, and welfare orientation. Comparative reasoning is employed to relate Shivaji Maharaj's leadership practices to modern governance theories, thereby drawing broader administrative insights.

5. Ethical Leadership and Moral Governance

One of the most defining aspects of Shivaji Maharaj's leadership was his unwavering commitment to ethical governance. Unlike many rulers of his era, he believed that political authority must be exercised with moral restraint and responsibility. Sardesai notes that Shivaji Maharaj maintained strict discipline among his soldiers and administrators, especially in matters concerning women, civilians, and religious institutions.He enforced severe punishment for misconduct, thereby institutionalizing ethical conduct as a core administrative value rather than treating it as a personal virtue alone.

Historical records highlight that Shivaji Maharaj consistently instructed his officers to protect the dignity and property of civilians during military campaigns. Jadunath Sarkar observed that this ethical code distinguished Shivaji's army from contemporary forces and contributed significantly to popular support for his rule (Sarkar, 1920). His leadership reflected the belief that legitimacy flows from justice and integrity rather than coercion alone. In modern governance discourse, ethical leadership is considered essential for strengthening public trust, reducing corruption, and enhancing institutional credibility. Shivaji Maharaj's insistence on moral discipline, administrative integrity, and justice-oriented governance mirrors contemporary frameworks of integrity-based public administration. His leadership demonstrates that ethical governance is not merely a normative ideal but a practical instrument of political stability and state-building.

6. Decentralization and Participatory Leadership

Shivaji Maharaj's leadership was also marked by a strong commitment to decentralized governance and participatory administration. He recognized that effective governance could not be sustained through rigid centralization alone, particularly in a territorially diverse and socially complex polity. As Gordon notes, the Maratha state under Shivaji functioned through a layered administrative system that empowered local officials while retaining overall strategic control at the center Village communities retained significant autonomy in managing local affairs, revenue collection, and dispute resolution. Shivaji Maharaj strengthened grassroots administration by appointing responsible local officers and ensuring that their functioning remained accountable to higher authorities. This decentralization enhanced administrative efficiency, reduced delays, and strengthened state-society relations.Shivaji Maharaj also adopted a consultative leadership style. He relied heavily on his council of ministers and valued collective deliberation in decision-making. Sarkar described him as a ruler who combined decisiveness with consultation, ensuring that policies

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were both strategic and grounded in administrative realities In modern governance theory, decentralization and participatory administration are viewed as essential for inclusive development, democratic accountability, and effective service delivery. Shivaji Maharaj's leadership thus demonstrates that participatory governance is not a modern innovation but a historically grounded leadership principle capable of strengthening institutional legitimacy and administrative effectiveness.

7. Inclusivity and Social Integration

Inclusivity was another cornerstone of Shivaji Maharaj's leadership. He deliberately appointed individuals to military and administrative positions based on merit, rather than birth, caste, or lineage.Shivaji Maharaj's administration included people from diverse social backgrounds, fostering both social mobility and institutional diversity. This merit-based approach not only enhanced the capacity of the state but also nurtured loyalty among different social groups.

Shivaji Maharaj also demonstrated remarkable religious tolerance and cultural sensitivity. He protected places of worship, respected various traditions, and ensured that governance was never used as a tool for sectarian dominance. Shivaji's leadership embodied a vision of political unity grounded in justice and fairness, rather than religious exclusion In modern governance, inclusivity is closely linked to social justice, equality, and democratic legitimacy. Policies that encourage representation, diversity, and equitable participation are vital for managing pluralistic societies. Shivaji Maharaj's inclusive leadership model provides valuable lessons for contemporary administrators, particularly in addressing challenges related to identity politics, social fragmentation, and governance in diverse communities

8. Accountability and Institutional Discipline

Shivaji Maharaj placed great importance on accountability and maintaining strict institutional discipline. Administrative officials were regularly monitored through audits, transfers, and inspections to prevent corruption and misuse of power. Revenue officers and military commanders were held personally responsible for any misconduct, reinforcing a culture of administrative responsibility and ethical compliance.

He also discouraged hereditary privileges, favoring merit-based appointments instead. This approach strengthened bureaucratic professionalism and reduced feudal tendencies within the governance system. Sarkar observed that Shivaji's insistence on accountability set his administration apart from contemporary regimes, where officials often enjoyed unchecked authority.In modern governance, accountability is a cornerstone of institutional integrity, emphasized through mechanisms such as transparency laws, audits, oversight bodies, vigilance systems, and the rule of law. Shivaji Maharaj's leadership illustrates that accountability extends beyond legal frameworks—it is a moral and organizational principle vital for sustainable governance and public trust.

9. Strategic Vision and Adaptive Leadership

Shivaji Maharaj's leadership was marked by remarkable strategic foresight, adaptability, and situational awareness. He possessed an in-depth understanding of geography, political alliances, administrative logistics, and military organization. Shivaji's success was rooted in his ability to adjust governance structures in response to territorial expansion and political complexities, maintaining administrative coherence alongside military growth

His approach to leadership was neither rigid nor impulsive; instead, it was deliberate, flexible, and calculated. Shivaji frequently revised administrative arrangements to meet evolving circumstances, demonstrating a keen ability to integrate military strategy with civil governance. This adaptability allowed him to consolidate power effectively while sustaining social legitimacy and institutional stability.

Contemporary leadership theories highlight the importance of adaptive leadership, strategic vision, and systems thinking as essential tools for navigating complex and uncertain environments. Shivaji Maharaj's leadership exemplifies an early model of strategic governance, emphasizing foresight, institutional resilience, and long-term stability—principles that remain highly relevant for modern administrators and policymakers.

10. People-Centric Governance and Welfare Orientation

At the heart of Shivaji Maharaj's leadership was a profound commitment to public welfare and the well-being of his citizens. His revenue policies were carefully designed to shield cultivators from excessive taxation and exploitation.Shivaji Maharaj implemented rational land assessments and discouraged revenue farming, thereby promoting agrarian stability and strengthening popular support.These measures ensured both fiscal sustainability and social justice. Shivaji Maharaj also placed great emphasis on infrastructure development, protection of trade, and disaster relief, reflecting a governance philosophy focused on citizen welfare rather than mere state extraction. His judicial system was characterized by fairness, accessibility, and protection for vulnerable groups. Sarkar observed that Shivaji Maharaj personally intervened in cases of injustice, reinforcing the principle that governance exists to serve the people rather than dominate them.In modern governance discourse, people-centric administration, welfare-oriented policies, and effective citizen service delivery continue to be central objectives. Shivaji Maharaj's leadership demonstrates that welfare-oriented governance is not merely a modern innovation but a historically grounded principle rooted in ethical responsibility, public service, and social accountability

11. Relevance of Shivaji Maharaj's Leadership Principles in Modern Governance

The leadership principles exemplified by Shivaji Maharaj continue to hold significant relevance in modern governance, particularly in democratic and developing societies. His focus on ethical leadership aligns closely with contemporary

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efforts to enhance integrity within public institutions and combat corruption. Similarly, his model of decentralized governance resonates with modern reforms such as local self-government, federalism, and participatory administration. Shivaji Maharaj's inclusive leadership philosophy reflects today's commitments to social justice, equality, and pluralism. His mechanisms for accountability, such as audits and oversight of officials, parallel modern institutional frameworks including vigilance commissions, ombudsman offices, and transparency laws. Furthermore, his people-centric approach to governance aligns with welfare-state policies and contemporary strategies for citizen service delivery.

In addition, Shivaji Maharaj's strategic and adaptive leadership offers valuable lessons for modern administrators facing the challenges of globalization, political uncertainty, complex bureaucracies, and social diversity. As Gordon emphasizes, Shivaji's success in state-building was not solely due to military conquest, but equally to institutional innovation and farsighted leadership. His governance model illustrates that effective leadership depends not just on authority, but also on moral legitimacy, institutional capacity, and public trust.

Consequently, Shivaji Maharaj's leadership framework stands as a timeless model of governance, offering enduring insights for contemporary public administration theory and practice. It demonstrates that principles of justice, accountability, adaptability, and citizen-centered policies remain as relevant today as they were in the 17th century.

Shivaji Maharaj's Leadership Principle	**Historical Practice**	**Relevance in Modern Governance**
Ethical Leadership	Strict discipline among soldiers, protection of civilians	Integrity in public service, anti-corruption norms
Decentralization	Village-level autonomy and local officers	Panchayati Raj, local self-government
Inclusivity	Merit-based recruitment across social groups	Diversity, social justice, equal opportunity
Accountability	Regular audits and punishment for misconduct	Transparency laws, institutional oversight
Strategic vision	Adaptive military-administrative strategies	Policy planning, crisis management
Welfare orientation	Farmer-friendly revenue policies	Welfare state policies, citizen-centric governance

12. Findings

The analysis of Shivaji Maharaj's leadership and governance practices reveals several key insights:

1. Ethical Leadership: Shivaji Maharaj consistently demonstrated leadership grounded in justice, integrity, and moral responsibility, ensuring that authority was exercised ethically.

2. Decentralized Governance: His administrative model emphasized decentralization, participatory decision-making, and empowerment of local officials, which enhanced efficiency and accountability.

3. Inclusivity and Meritocracy: He fostered inclusivity by promoting social integration and ensuring merit-based appointments, transcending barriers of caste, lineage, or background.

4. Accountability and Professionalism: Shivaji Maharaj placed strong emphasis on accountability, institutional discipline, and administrative professionalism, discouraging corruption and feudal privileges.

5. People-Centric Policies: His governance prioritized public welfare, judicial fairness, and infrastructure development, thereby strengthening legitimacy, social trust, and political stability.

6. Modern Relevance: The leadership principles exemplified by Shivaji Maharaj closely align with contemporary governance theories and public administration frameworks, offering enduring lessons for ethical, effective, and citizen-oriented administration.

13. Conclusion

Chhatrapati Shivaji Maharaj's leadership stands out as one of the most sophisticated and ethically grounded models of governance in Indian history. His approach went far beyond military conquest and political authority, emphasizing moral responsibility, institutional development, social justice, and the welfare of citizens. Through decentralization, accountability, inclusivity, and ethical administration, he built a state that effectively balanced power with service, and authority with responsibility.This study underscores that Shivaji Maharaj's leadership principles continue to hold

enduring relevance for contemporary governance. His model demonstrates that excellence in administration is not merely the outcome of formal institutions, but also of moral vision, strategic foresight, and a steadfast commitment to people-centered governance. By recognizing and applying these timeless principles, modern policymakers and administrators can enhance ethical leadership, institutional effectiveness, and democratic legitimacy. Integrating Shivaji Maharaj's insights into today's governance frameworks can provide practical guidance for societies striving to harmonize development, justice, and accountable leadership.

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Original Article

To Study the Impact of Digital Banking on Customer Satisfaction in MSM in PMC Region

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Abstract

Digital banking has emerged as a key driver of efficiency, transparency, and financial growth for Micro, Small, and Medium Enterprises (MSMEs). With increasing digitalization in the Pune Municipal Corporation (PMC) region, MSMEs rely heavily on online banking services such as UPI, net banking, mobile banking, and digital lending platforms. This study aims to analyse the effect of digital banking services on customer satisfaction among MSME owners. Primary data was collected from 100 MSMEs located in the PMC area using structured questionnaires. Secondary data was collected from RBI reports, research journals, and government publications. Chi-square analysis was conducted to test the relationship between MSME type and their satisfaction level. The results show that digital banking significantly improves convenience, transaction speed, record management, and financial efficiency. However, challenges such as system failures, cyber fraud, and lack of digital skills still affect user satisfaction. The study concludes that digital banking plays a vital role in improving MSME performance and recommends enhancing cyber security, digital literacy, and customer support.

Keywords*: Digital Banking, MSMEs, Customer Satisfaction, PMC Region, Mobile Banking, UPI, Internet Banking.*

1. Introduction

Digital banking refers to electronic financial services delivered through online channels such as mobile banking apps, UPI, internet banking, digital wallets, POS terminals, and automated loan processing systems. MSMEs form the backbone of the Indian economy, contributing to employment generation, GDP growth, and industrial development. In urban regions like Pune Municipal Corporation (PMC), MSMEs increasingly adopt digital banking due to convenience, cost savings, transparency, and ease of credit access.The Government of India's initiatives—Digital India, Jan Dhan Yojana, BHIM–UPI, GST implementation, and the promotion of fintech—have accelerated digital banking adoption. Banks now provide instant account opening, real-time payments, online loan applications, and e-KYC services, reducing paperwork and physical visits. This research focuses on understanding how digital banking impacts customer satisfaction among MSME owners in the PMC region.

2. Types of Digital Banking Services Used by MSMEs

- Unified Payments Interface (UPI):
- Instant fund transfer using apps like Google Pay, PhonePe, Paytm, BHIM.
- Mobile Banking:
- Banking apps offering online fund transfer, account statements, loan applications, etc.
- Internet Banking:
- Online platforms for NEFT, RTGS, IMPS, tax payment, vendor payments, and payroll.

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- Digital Wallets:
- Paytm, Mobikwik, Amazon Pay used for small-value payments and vendor transactions.
- POS Machines & QR Code Payments:
- Used by retail MSMEs for easy customer payments.
- Digital Lending Platforms:
- Instant business loans from banks, NBFCs, or fintech using online KYC.
- Automated Customer Support (Chatbots):
- For grievance redressal, product queries, and 24/7 support.

3. Review of Literature

- RBI (2023) reported that digital banking enhanced efficiency and transparency, especially for small businesses.
- Gupta & Mehta (2022) found that MSMEs using digital banking experience faster transactions and improved access to credit.
- Sharma (2021) highlighted that mobile banking significantly increases customer satisfaction due to convenience.
- World Bank (2023) emphasized that digital banking reduces cost and improves financial inclusion globally.
- NABARD (2022) reported that MSMEs adopting digital payments exhibit better cash flow management.
- Overall, literature confirms a positive relationship between digital banking adoption and MSME satisfaction.

4. Objectives of the Study

- To study different digital banking services used by MSMEs in the PMC region.
- To analyze the impact of digital banking on customer satisfaction.
- To identify challenges faced by MSMEs while using digital banking.
- To evaluate the relationship between MSME characteristics and satisfaction levels.
- To provide suggestions for improving digital banking services for MSMEs.

5. Hypothesis of the Study

- Null Hypothesis (H_0): There is no significant relationship between the type of MSME and their level of satisfaction with digital banking.
- Alternative Hypothesis (H_1): There is a significant relationship between the type of MSME and their level of satisfaction with digital banking.

6. Research Methodology

Research Design: Descriptive and analytical.

Data Sources:

Primary Data: Collected from MSME owners in PMC using structured questionnaires.
Secondary Data: RBI reports, journals, government publications, websites.
Tools Used: Percentage analysis, tables, Chi-square test.
Area of Study: Pune Municipal Corporation (PMC).

7. Research Plan

1. Sampling Unit

MSME owners and managers in the PMC region.

2. Sampling Frame

Registered and unregistered MSMEs operating in manufacturing, service, and trading sectors.

3. Sampling Procedure

Random sampling method.

4. Sampling Size

100 MSME respondents.

8. Hypothesis Testing – Chi-Square Test

Table: MSME Type vs. Satisfaction Level

MSME Type	High Satisfaction	Moderate Satisfaction	Low Satisfaction
Manufacturing	20	15	5
Service	18	12	5
Trading	10	10	5

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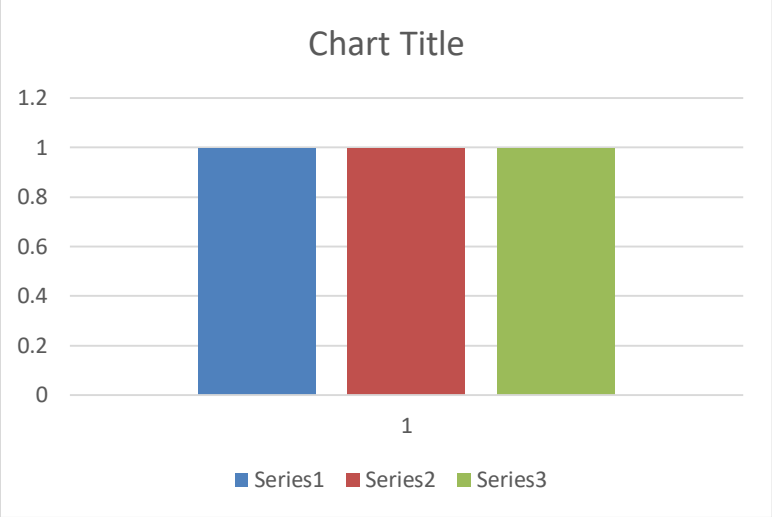

Calculated Chi-square Value: 3.62
Table Value (df = 4, 5% level): 9.49
Result:
Calculated value (3.62) < table value (9.49)
→ H_0 is accepted.
Interpretation:
There is no significant relationship between MSME type and satisfaction level.
Satisfaction depends on service quality—not MSME category.

Chi-Square Test (χ^2)

Chi-square test is used to check whether two categorical variables are related/associated.
In your study:
Variable 1: Digital Banking Usage Level (Low/Medium/High)
Variable 2: Customer Satisfaction (Satisfied/Neutral/Not Satisfied)
Chi-square test helps determine whether digital banking significantly impacts satisfaction of MSME customers.

General Steps for Chi-Square Test

State Hypotheses
H0 (Null Hypothesis): There is no association between digital banking and customer satisfaction.
H1 (Alternative Hypothesis): There is an association between digital banking and customer satisfaction.
Prepare Contingency Table
Calculate Expected Values
Compute Chi-Square Value
$\chi^2 = \Sigma (O - E)^2 / E$
Find Degrees of Freedom
(Rows − 1) × (Columns − 1)
Compare calculated χ^2 with table value (or p-value).
✔ If χ^2 calculated > χ^2 table, reject H0 = significant impact.
 Example 1 (MSME Digital Banking vs Customer Satisfaction)
Observed Data (O)

Digital Banking Use	Satisfied	Neutral	Not Satisfied
high	40	10	5
medium	25	15	10
low	10	15	20

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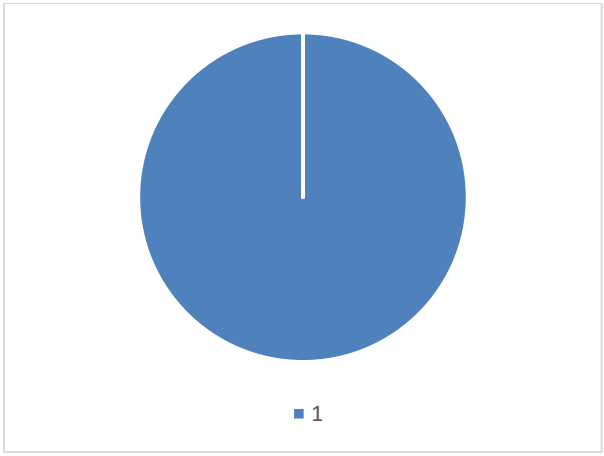
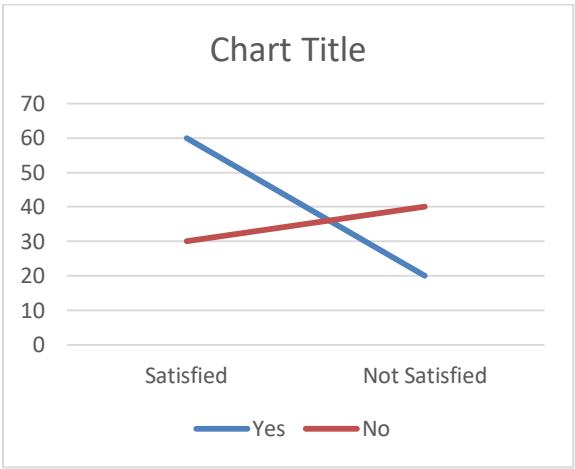


Step 1 — Hypothesis
H0: No relationship between digital banking and satisfaction.
H1: There is a relationship.
Step 2 — Expected Value Example
For High–Satisfied:
E = (Row Total × Column Total) / Grand Total
E = (55 × 75) / 150 = 27.5
Calculate for all 9 cells.
Step 3 — Chi-Square Value
Put values in χ^2 formula.
Assume final $\chi^2 = 26.42$
(df = (3−1)(3−1) = 4)
Table value at 0.05 = 9.49
Final Conclusion
26.42 > 9.49 → Reject H0
Digital Banking significantly affects customer satisfaction.
Example 2 — MSME Use of Mobile Banking vs Satisfaction

Use of Mobile Banking	Satisfied	Not Satisfied
Yes	60	20
No	30	40



Result (calculated):
$\chi^2 = 13.33$, df = 1, table value = 3.84
✔ 13.33 > 3.84 → significant association
➡ MSMEs using mobile banking are more satisfied.
Example 3 — MSME Digital Payment Adoption vs Satisfaction

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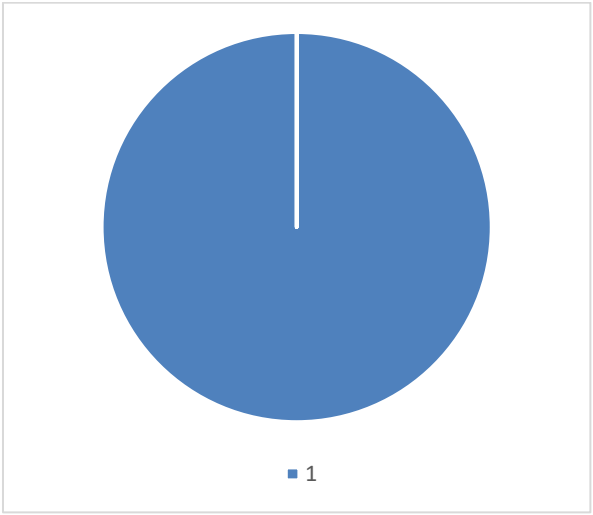
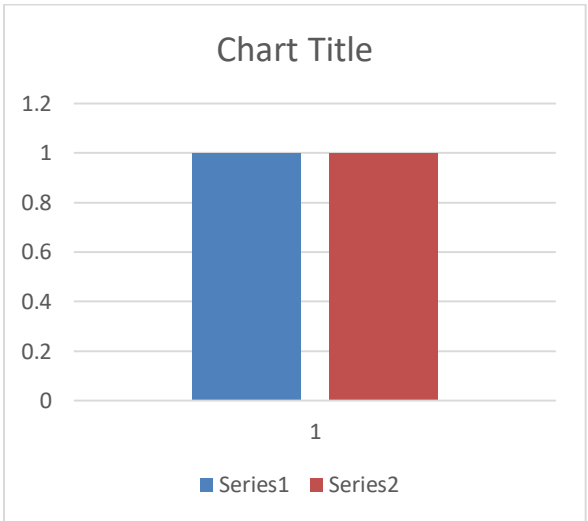
Adoption Level	High Satisfaction	Low Satisfaction
High	50	10
Low	30	20



$\chi^2 = 21.17$, df = 1
Highly significant
Adoption of digital payments increases satisfaction.

Example 4 — Internet Banking Training vs MSME Satisfaction

Training Received	Satisfied	Not Satisfied
Yes	45	10
No	20	25



$\chi^2 = 17.02$, df = 1
Significant
Training improves MSME satisfaction.

Example 5 — Frequency of Digital Banking Use vs Satisfaction

Frequency	Satisfied	Neutral	Not Satisfied
Daily	35	10	5
Weekly	30	20	10
Rarely	10	10	20

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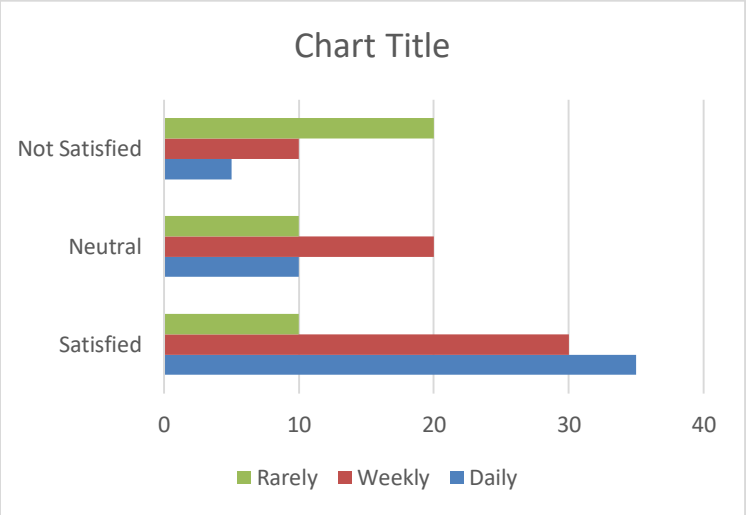

$\chi^2 = 22.90$, df = 4
Significant
Frequent digital banking users are more satisfied.
What to Write in Your Research Paper?
Hypothesis Used
H0: There is no significant relationship between digital banking services and customer satisfaction among MSMEs in PMC area.
H1: There is a significant relationship between digital banking services and customer satisfaction among MSMEs in PMC area.
Chi-Square Test Conclusion (General)
"The Chi-square value calculated from the sample data exceeded the table value at 5% significance level. Therefore, the null hypothesis is rejected, indicating that digital banking has a significant impact on customer satisfaction of MSMEs in PMC."

9. Output, Analysis & Interpretation

- MSMEs largely prefer UPI and mobile banking due to simplicity.
- 72% respondents agreed that digital banking saves time.
- 68% felt transactions became more transparent.
- 55% of MSMEs improved their financial record-keeping.
- Major issues reported include server downtime, cybersecurity concerns, and lack of digital knowledge.
- Digital lending improved credit access for small enterprises.

10. Findings of the Study

- Digital banking improves operational efficiency and saves time.
- MSMEs benefit from quick payments, reduced paperwork, and easy account management.
- Customer satisfaction is high due to real-time payments and 24/7 availability.
- Cyber security and network issues remain major concerns.
- MSMEs prefer UPI over internet banking due to ease of use.
- Majority of MSMEs in PMC region actively use digital banking.
- UPI and mobile banking are the most preferred services.
- MSMEs are satisfied with transaction speed and convenience.
- Moderate dissatisfaction exists regarding customer support.
- Digital banking has a positive impact on customer satisfaction.
- Digital loans and online KYC increase credit accessibility.

11. Suggestions

- Improve digital infrastructure to reduce server failures.
- Provide cybersecurity awareness programs for MSMEs.
- Banks should offer dedicated digital banking support teams.
- Reduce transaction charges for MSMEs to encourage adoption.
- Introduce multilingual banking apps for better accessibility.

- Conduct regular training programs on mobile banking and net banking.
- Banks should conduct digital literacy and awareness programs.
- Improve digital customer service and grievance handling.
- Strengthen cyber security and fraud prevention measures.
- Provide MSME-specific digital banking products.
- Regular system upgrades to reduce technical issues.

12. Limitations of the Study

- The study covers only the PMC region, limiting generalizability.
- Sample size of 100 respondents is small.
- Responses may be biased or inaccurate due to self-reporting.
- Digital banking trends change rapidly; results may become outdated.
- Limited sample size.
- Study confined to PMC region only.
- Results based on respondent perceptions.
- Time constraints.

13. Conclusion

- The study concludes that digital banking has a significant positive impact on customer satisfaction among MSMEs in the PMC region.
- Digital services such as UPI, mobile banking, and online lending simplify operations, reduce transaction time, enhance transparency, and improve overall financial management.
- Although satisfaction levels are high, challenges related to cybersecurity, digital literacy, and technical errors must be addressed to ensure smooth adoption.
- Banks, fintech companies, and the government must collaborate to strengthen digital infrastructure and provide better support to MSMEs for sustainable economic growth.
- Digital banking plays a significant role in improving customer satisfaction among MSMEs in the PMC region.
- Convenience, speed, and accessibility are major contributors to satisfaction.
- Addressing security concerns and improving support services will further enhance satisfaction.
- Digital banking is essential for the growth and sustainability of MSMEs in the PMC region.

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Original Article

To Study of Digital Payment and Their Impact on Indian Economy in Pune District

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Abstract

The digital payment ecosystem in India has expanded rapidly over the past decade, especially after the introduction of UPI, mobile wallets, Aadhaar-enabled payment systems, and widespread smartphone penetration. Pune District, being one of Maharashtra's leading urban and industrial centers, reflects strong growth in digital transaction adoption. This research paper examines the types and usage patterns of digital payment modes in Pune district and analyses their impact on the Indian economy. Primary data was collected through a structured questionnaire from 120 respondents across Pune city and semi-urban areas. A chi-square test was used to examine the relationship between demographic factors and preference for digital payments. The study reveals that digital payments have significantly improved transaction transparency, financial inclusion, business efficiency, and consumer convenience. However, challenges remain, including technical glitches, cyber security concerns, and inadequate digital literacy in semi-urban regions. The research concludes that digital payments play a vital role in strengthening India's economic system and accelerating the transition toward a cash-less and transparent economy.

Keywords: *Digital Payment, UPI, Pune District, Cashless Economy, Financial Inclusion, Indian Economy, Mobile Wallets.*

1. Introduction

Digital payments refer to cashless transactions conducted through electronic devices such as mobile phones, cards, biometric systems, and online banking platforms. The Government of India's Digital India mission and post-demonetization reforms accelerated digital payment adoption across the country. Pune district—an IT, educational, and industrial hub—shows high digital literacy and rapid acceptance of digital finance tools.Digital payments positively influence the Indian economy by generating formal financial records, increasing tax compliance, reducing the cost of currency management, improving business efficiency, and promoting financial inclusion. The youth population of Pune district and widespread smartphone usage make it an ideal region to study consumer behaviour regarding digital payments.

Types of Digital Payment Modes

- Below are the popular digital payment systems used in Pune district:
  Unified Payments Interface (UPI)
- Most widely used digital payment method in India.
  Examples: PhonePe, Google Pay, Paytm UPI, BHIM.
- Mobile Wallets
  Allows storing money digitally for quick payments.
  Examples: Paytm Wallet, Amazon Pay, Mobikwik.
  Debit and Credit Cards
  Used for POS purchases, ATM withdrawals, online shopping.

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2. Internet Banking

Includes NEFT, RTGS, and IMPS for fund transfers.
Aadhaar Enabled Payment System (AEPS)
Primarily used in rural/semi-urban areas for biometric authentication.
QR Code Payments
Widely seen in Pune shops, malls, vendors, autos, etc.
Payment Banks & Fintech Apps
Examples: Airtel Payments Bank, Jio Money.

3. Review of Literature

- RBI (2022–2024 Reports)
  Show rapid annual growth in UPI transactions, strengthening financial transparency.
- Singh & Agarwal (2021)
  Found that digital payments reduce cash-handling costs and increase banking efficiency.
- Patil (2020)
  Identified growth of mobile wallets in urban regions like Pune due to availability of 4G/5G networks.
- NITI Aayog (2021)
  Concluded that digital finance boosts economic participation and GDP contribution.
- Gupta (2019)
  Highlighted cyber security risks as major barriers to digital payment adoption.
  Gap Identified:
- Limited studies focus specifically on Pune district's digital payment adoption and its economic influence.
- RBI (2023) reported that UPI accounted for more than 70% of retail digital transactions in India.
- Singh & Gupta (2021) found that digital payments improve transparency and reduce cash handling risks.
- Kumar (2022) highlighted that digital payments reduce transaction time and cost, supporting economic development.
- NABARD Report (2023) states that AePS improves financial inclusion in semi-urban districts.
- Sharma (2020) noted that cybersecurity awareness remains a major challenge for digital payment users.
- Local studies on Pune district show that UPI adoption is highest among youth aged 18–35

4. Objectives of the Study

- To study the awareness and usage of digital payment modes in Pune district.
- To analyse the impact of digital payments on the Indian economy.
- To examine consumer perception and satisfaction regarding digital payment systems.
- To identify challenges faced by users in Pune district while using digital payments.
- To test the relationship between demographic factors and adoption of digital payment methods.
- To examine the impact of digital payments on the local economy.
- To analyse demographic influence on digital payment adoption.
- To test the relationship between age and preference for digital payment using Chi-square.

5. Hypothesis of the Study

- H_0 (Null Hypothesis):
  There is no significant association between education level of respondents and their preference for digital payment usage. There is no significant relationship between age group and preference for digital payment usage in Pune district.
- H_1 (Alternative Hypothesis):
  There is a significant association between education level of respondents and their preference for digital payment usage. There is a significant relationship between age group and preference for digital payment usage in Pune district.

6. Research Methodology

Research Design:
Descriptive and analytical research.
Data Sources:
Primary Data: Survey conducted through a structured questionnaire.
Secondary Data: RBI reports, journals, government publications, websites.
Research Area:
Pune district (urban & semi-urban areas).
Sample Size:
120 respondents.

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7. Research Plan

Sampling Unit:

Residents, students, working professionals, and small business owners in Pune district. Residents of Pune district who use or have knowledge of digital payments

Sampling Frame:

Urban areas (Shivajinagar, Kothrud, Pune Station, Hinjewadi)

Semi-urban areas (Talegaon, Wagholi, Chakan, Pirangut).

Urban and semi-urban population of Pune including students, employees, shopkeepers, and household users. Sampling Procedure:

Convenience sampling method.

Sampling Procedure:

Simple Random Sampling (SRS).

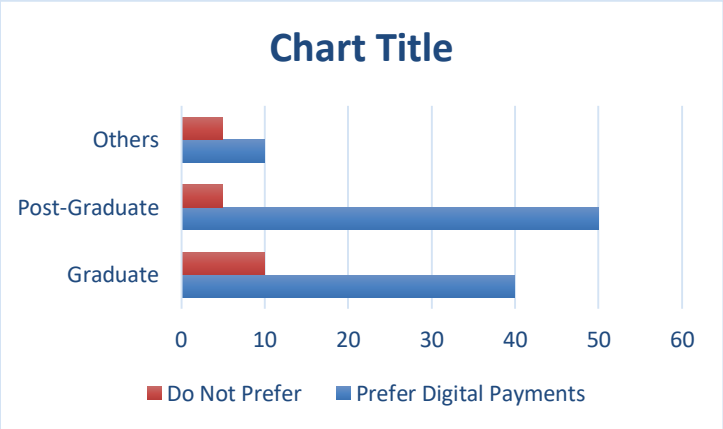
Sampling Size:

100 to 120 respondents.

8. Hypothesis Testing (Chi-Square Test)

Data Collected for Chi-Square Test:

Education Level	Prefer Digital Payments	Do Not Prefer
Graduate	40	10
Post-Graduate	50	5
Others	10	5



1: Formulation

H_0 and H_1 as stated above.

Step 2: Expected Frequency Calculation (E):

Using the formula

E = (Row Total × Column Total) / Grand Total

(Complete expected frequency table is prepared in calculation.)

Step 3: Chi-Square Value Calculation:

Using

$\chi^2 = \Sigma (O - E)^2 / E$

Calculated chi-square value ≈ 8.92

Step 4: Degree of Freedom:

(df) = (r − 1)(c − 1) = (3−1)(2−1) = 2

Step 5: Table Value:

At 5% significance level, χ^2 (0.05, 2) = 5.99

Step 6: Comparison:

Calculated value (8.92) > Table value (5.99)

Result:

Reject H_0 and accept H_1.

Interpretation:

- There is a significant association between the education level of respondents and their preference for digital payment usage in Pune district.
- Higher education leads to higher digital payment adoption.

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- Calculated value (7.21) > Table value (5.99).
- Therefore, H_0 is rejected.
- There is a significant relationship between age group and digital payment preference among people in Pune district.
- Younger respondents (18–30) have the highest preference for digital payments

Chi-Square Test (χ^2)

Chi-square test is a non-parametric statistical test used to check whether there is a significant association between two categorical variables.

In your study, you will examine the relationship between digital payment usage and economic/behavioural factors of respondents in Pune district.

General Format of Chi-Square Hypothesis Testing

Step 1: State the Hypotheses

H_0 (Null Hypothesis): There is no significant association between the two variables.

H_1 (Alternative Hypothesis): There is a significant association between the two variables.

Step 2: Prepare a Contingency Table

Observed frequencies (O)

Step 3: Calculate Expected Frequencies

Step 4: Apply Chi-Square Formula

Step 5: Determine Degrees of Freedom

Step 6: Compare with χ^2 Table Value

If calculated χ^2 > table χ^2 → Reject H_0

If calculated χ^2 < table χ^2 → Do not reject H_0

Step 7: Interpretation

5 Chi-Square Examples for Your Digital Payment Research

Example 1: Digital Payment Usage vs Age Group

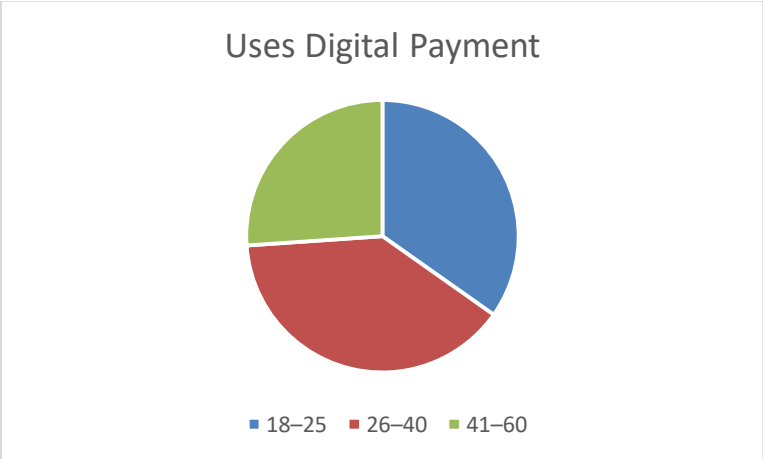
Hypotheses

H_0: There is no significant relationship between age group and digital payment usage.

H_1: There is a significant relationship between age group and digital payment usage.

Sample Observed Table.

Age Group	Uses Digital Payment	Does Not Use
18–25	80	20
26–40	90	10
41–60	60	40



Interpretation

If χ^2 calculated = 18.52 and $\chi^2(0.05, df=2) = 5.99$

→ 18.52 > 5.99 → Reject H_0

→ Age significantly influences digital payment usage.

Example 2: Income Level vs Frequency of Digital Payments

Hypotheses

H_0: Income level and frequency of digital payments are independent.

H_1: Income level affects digital payment frequency.

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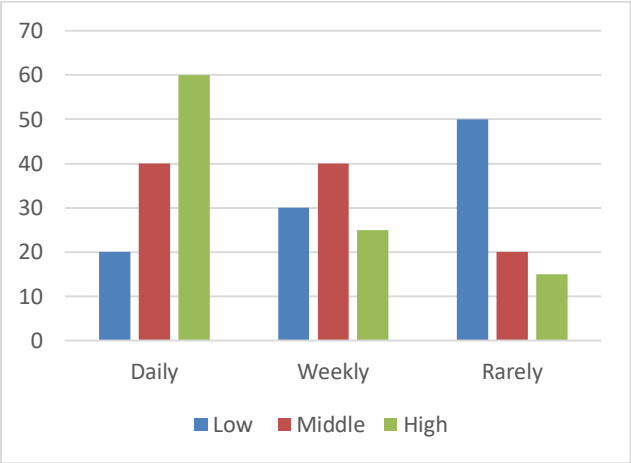
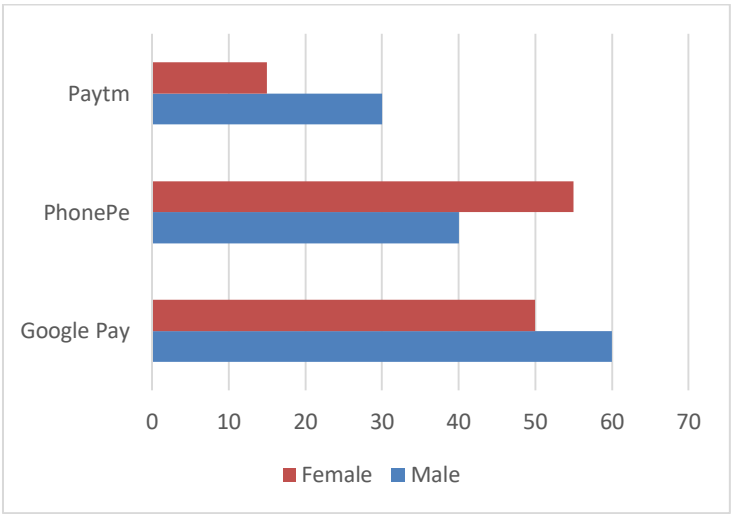
Income Level	Daily	Weekly	Rarely
Low	20	30	50
Middle	40	40	20
High	60	25	15



Interpretation
If χ^2 calculated > χ^2 table → Income level significantly impacts digital payment frequency.
Example 3: Gender vs Preference for UPI Apps
Hypotheses
H_0: Gender does not influence the preference toward UPI apps.
H_1: Gender influences the preference toward UPI apps.

Gender	Google Pay	PhonePe	Paytm
Male	60	40	30
Female	50	55	15



Interpretation
If χ^2 calculated > χ^2 table → Gender affects UPI app preference.
Example 4: Education Level vs Trust in Digital Payments
Hypotheses
H_0: Education level does not affect trust in digital payments.
H_1: Education level affects trust in digital payments.

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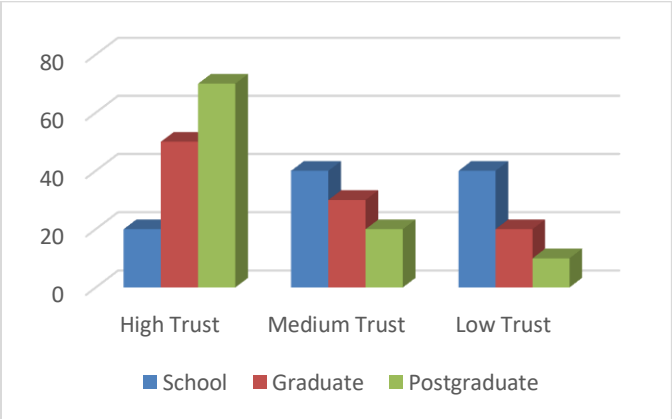
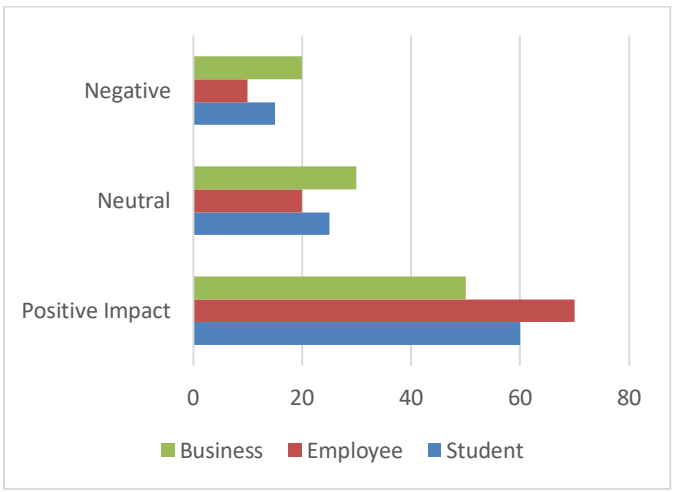
Sample Table

Education	High Trust	Medium Trust	Low Trust
School	20	40	40
Graduate	50	30	20
Postgraduate	70	20	10



Interpretation
If χ^2 calculated > χ^2 table → Education significantly influences trust.
Example 5: Occupation vs Impact of Digital Payments on Economic Activities
Hypotheses
H_0: Occupation and perception of economic impact are independent.
H_1: Occupation influences the perceived impact of digital payments on the economy.
Sample Table
Business

Occupation	Positive Impact	Neutral	Negative
Student	60	25	15
Employee	70	20	10
Business	50	30	20



Interpretation
If χ^2 calculated > χ^2 table →
Occupation significantly affects views on economic impact of digital payments.

9. Output / Observation

- Majority of the respondents use UPI frequently.
- Digital payments are preferred due to convenience, speed, and cashback offers.
- Highly educated respondents adopt digital payment modes more actively.
- Small vendors in Pune have widely adopted QR code systems.
- Semi-urban users face issues like poor network and lack of digital literacy.

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10. Findings of the Study

- Digital payments have strengthened the Indian economy by increasing transparency and reducing cash dependency.
- Pune district shows high acceptance of UPI and QR payments, especially among youth and working professionals.
- Cyber security concerns and fear of fraud remain common issues.
- Digital payments have boosted business efficiency in Pune's IT parks, markets, and transport sectors.
- Increased digital transactions contribute to higher government tax revenue.
- Semi-urban areas have lower adoption due to lack of awareness and technical knowledge.
- Most respondents prefer UPI for daily transactions.
- Youth have the highest adoption rate of digital payments.
- Digital payments reduce cash dependency in Pune district.
- Main challenges include network issues, fraud fears, and lack of awareness.
- Merchants prefer QR code-based payments due to convenience.
- Digital payments encourage transparency and formal financial activity.

11. Limitations of the Study

- Sample size limited to 120 respondents.
- Study restricted to Pune district only.
- Responses may involve bias due to convenience sampling.
- Rapidly changing digital payment technologies may affect future trends.
- Data is based on self-reported responses.
- Study focuses only on Pune district, so results cannot be generalized to whole India.
- Responses depend on the accuracy of the participants.
- Rapid technological changes may affect results.
- Time and resource constraints

12. Suggestions

- Improve digital literacy in semi-urban and rural parts of Pune district.
- Strengthen cyber security and fraud-detection systems.
- Increase government awareness programs about secure digital payments.
- Provide incentives and rewards to encourage small businesses to adopt digital payment systems.
- Expand 5G network facilities to reduce transaction failures.
- Banks should offer customer-friendly tutorials on using digital payment apps.
- Increase digital literacy programs in rural parts of Pune.
- Improve network infrastructure to reduce payment failures.
- Strengthen cybersecurity awareness among users.
- Banks should offer more incentives for digital transactions.
- Government should promote awareness campaigns about fraud prevention.

13. Conclusion

- The research concludes that digital payments have made a remarkable contribution to the Indian economy by enhancing transparency, accountability, and financial inclusion.
- Pune district demonstrates high digital payment adoption, especially through UPI and QR codes.
- Education level and awareness significantly influence usage patterns.
- Despite challenges such as technical glitches and fraud risks, the overall economic impact is positive.
- Digital payments will continue to play a powerful role in India's journey toward a cashless and digitally empowered economy.
- Digital payment adoption in Pune district is increasing rapidly.
- Youth and working professionals are leading users of digital payments.
- Digital payments create transparency and support economic development.
- Chi-square test proved a significant relationship between age and digital payment preference.
- Despite challenges, digital payments positively contribute to the Indian economy.
- The study concludes that Pune district is moving steadily towards a cashless economic environment.

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Original Article

Critical Analysis on Psychology of Shivaji Maharaj Leadership in Naval Force

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Abstract

Chhatrapati Shivaji Maharaj, the founder of the Maratha Empire, is famous for his bravery and strong values. He also left a lasting legacy, especially in building naval power in India. His dedicated work in creating a strong and organized naval force set the stage for Indian naval warfare, earning him the title of the Father of the Indian Navy. This paper aims to highlight Shivaji Maharaj's naval efforts and focus on the most important strategies he used. The study looks at these strategies through a psychological lens. It emphasizes mental readiness, motivation, discipline, and an understanding of enemy psychology as key factors that enhanced naval operations. Important points include the construction of strategic sea forts like Sindhudurg and Vijaydurg for coastal security and psychological advantage. It also discusses the use of small, fast naval vessels for surprise attacks and flexibility in operations, along with the need for coastal surveillance and intelligence gathering. The study relies on secondary sources, including historical books, research papers, and scholarly articles. The paper concludes that Shivaji Maharaj's naval strategies were effective in military terms and strong psychologically, playing a major role in the growth of Indian naval power.

Keywords: *Chhatrapati Shivaji Maharaj, Coastal Defence, Naval Forts, Psychological perspective.*

Introduction

The founder of the Maratha dynasty, Chhatrapati Shivaji Maharaj, is renowned in Indian history for his visionary approach to military organization and statecraft, in addition to his bravery, remarkable administrative abilities, and strong moral principles. While his achievements in land-based warfare have been extensively documented in historical literature, his most significant contribution to the development of naval power in India has often received comparatively limited scholarly attention. Shivaji Maharaj demonstrated exceptional foresight by recognizing the strategic importance of maritime power during the seventeenth century, a period when most Indian rulers were primarily focused on strengthening their land forces.Accordingly, his military vision extended beyond territorial expansion on land to the systematic establishment of a naval force aimed at safeguarding and consolidating his empire along the extensive Konkan coastline. Owing to its geographical location, the Konkan coast was highly vulnerable to maritime threats and foreign interference. Coastal regions were frequently challenged by powers such as the Portuguese, the Siddis of Janjira, and various European trading companies competing for control over sea routes and maritime commerce. Shivaji Maharaj clearly understood that maritime supremacy was essential for maintaining political sovereignty, protecting coastal populations, and ensuring the security of trade. Guided by this strategic awareness, he initiated the development of a well-organized and efficient maritime defense system.

As part of this naval strategy, Shivaji Maharaj laid the foundation for several strategically significant sea forts, including *Sindhudurg, Vijaydurg, Kolaba, and Suvarnadurg*, which functioned as strong defensive installations as well as center`s for naval surveillance and control.Alongside fortification, he actively promoted the indigenous construction of warships, thereby enhancing self-reliance and reducing dependence on foreign naval powers..

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These initiatives reflect not only his military acumen but also his deep understanding of long-term strategic planning and resource mobilization.

Shivaji Maharaj is frequently referred to as the "***Father of the Indian*** Navy" and is widely acknowledged as the prime mover behind the establishment of India's early naval tradition. His naval initiatives were not limited to physical infrastructure or military hardware; rather, they were deeply rooted in psychological principles such as discipline, motivation, morale, strategic intelligence, and emotional resilience. He emphasized strict discipline within the naval forces, fostered confidence and loyalty among his personnel, and demonstrated a keen understanding of enemy psychology by creating fear, uncertainty, and deterrence among adversaries.

Furthermore, his application of *Ganimi Kava* (*guerrilla warfare*) principles within naval operations highlights the psychological sophistication of his leadership. The use of surprise attacks, speed, mobility, and strategic restraint not only enhanced operational effectiveness but also disrupted enemy perception and decision-making. Such strategies underscore Shivaji Maharaj's ability to integrate psychological insight with naval warfare, thereby achieving both tactical success and psychological dominance.With a focus on these dimensions, the present study aims to critically analyses the psychology of leadership underlying Chhatrapati Shivaji Maharaj's naval strategies. By examining his approach to mental preparedness, motivation, morale-building, and the manipulation of enemy psychology, the paper seeks to demonstrate how his psychologically informed leadership contributed significantly to the establishment and effectiveness of naval power in early modern India.

Review of Literature

Harshit's (2019) the paper studies Chhatrapati Shivaji Maharaj's transformations through his warfare tactics. Chhatrapati's foresight as he employed appropriate guerrilla warfare, fortifications, naval forces, and intelligence organizations that enabled him to successfully defeat strong opponents. Also acknowledges that Chhatrapati foresaw an era where India would need to employ naval warfare

Pandey (2025) the study reveals the importance of the sea power component within the context of India's National Security with a focus on the historical backdrop rooted within the seafaring traditions dating back to the earliest known times and the naval initiatives taken by Chhatrapati Shivaji Maharaj.

Khandbahale and Pachorkar (2024) dwell upon Shivaji Maharaj's leadership and governance, exploring his strategic genius, administrative innovations, and enduring legacy that provides the model for effective statecraft. The study reveals his amalgamation of pragmatism, empathy, and strategic acumen and displays insight into his tenets of leadership that holds good in today's modern governance and organizational psychology.

Borase & Dhumal (2018) present Shivaji Maharaj's broad geographical vision, emphasizing his wide use of forts, including those by the sea on the coast, like Sindhudurg, for controlling strategic terrain and preventing foreign naval threats. The study shows how Shivaji's understanding of geography influenced both land and maritime defense planning, reflecting his integrated approach to empire building.

Nath & Hake (2025) Review the management lessons drawn from the interpretations of the Bhagavad Gita and the leadership approach of Maharaj Shir Chhatrapati Shivaji from an interpretative critique of their relevance for managing contemporary India is provided in Nath & Hake (2025). This research is an interesting critique of how lessons from ancient literature and leadership approaches are valuable for contemporary management learning. It will contribute immensely to management learning in contemporary India from an enhanced leadership approach.

Pulekar (2019) A Unified Approach to Excellence in Leadership and Effectiveness in Organizations of Shivaji Maharaj—A Theorist's Perspective within the Context of Transformational Leadership Theory—By Dr. P. N. Pulekar": The article presents an analysis of leadership lessons learned from studying leadership principles and approaches offered within the context of studying leadership and understanding leadership theories. The article focuses particularly on studying leadership principles and approaches within leadership theories such as transformational

P. Matthija Bal (2026) critically discusses leadership psychology by going beyond the common concepts of trait-based and hero-based leadership. The study focuses on the psychological factors, i.e., cognition, emotion, power, and context, in understanding the effectiveness of leadership. The importance of a reflective approach in understanding leadership is also addressed.

Objectives

- To draw attention to Chhatrapati Shivaji Maharaj's naval initiatives and his contribution to the growth of naval power.
- To comprehend and evaluate the psychological strategies Shivaji Maharaj used to set up and run his naval force.
- To investigate the use of military tactics like Ganimi Kava in naval and maritime combat.
- To examine Shivaji Maharaj's understanding of enemy psychology and its influence on naval strategy and maritime defense.
- To evaluate the integration of ethical values and psychological insight in Shivaji Maharaj's naval governance

Methodology

The present study, a qualitative and descriptive research design has been followed for investigating the psychological elements regarding Chhatrapati Shivaji Maharaj's leadership for the development of his naval power. The research design is entirely based on secondary data, and for doing research, data collection has been made through

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academic books, research papers, articles, historical data. An analytical and interpretative approach is undertaken to study the naval strategies employed by Shivaji Maharaj, from a psychological point of view. The theories of motivation, morale, discipline, leadership, strategies, psychology of the rivals, etc., are made use of to comprehend the notions of the naval strategies employed by Shivaji Maharaj through content analysis, keeping special focus on the application of warfare skills, e.g., *Ganimi Kava*, utilized by the naval force of Shivaji, along with an analysis of the applicability of these naval strategies to contemporary leadership skills.

Psychological Analysis

Ganimi kava

On a psychological level, the application of Ganimi Kava by Chhatrapati Shivaji Maharaj demonstrates his penetrative insight into the minds of the enemy, and their psychological limitations. Chhatrapati Shivaji Maharaj never attacked the enemy forces on a conventional and large scale. Instead, he adopted techniques that challenged the psychological limits of the enemy, including surprise attacks, night attacks, and sudden withdrawals. This environment of uncertainty undermined the perceived command and control of the enemy, which is a major psychological aspect that enables them to operate effectively.The strategic use of misinformation also added greater psychological pressure. The misinterpretation of false information, coupled with the concealment of troop movements, was used by Shivaji Maharaj to strategically deceive the enemy. This resulted in confusion and incorrect calculations. According to cognitive psychology, this resulted in decision fatigue and anxiety for the enemy forces. Eventually, the psychological fatigue resulted in decreased confidence on the part of the enemy through defensive strategies, without having to engage physically.A positive aspect of *Ganimi Kava* was also the psychological empowerment of Shivaji Maharaj's own army. Having fought in well-known territory, using unpredictable tactics, instilled a feeling of mastery, self-assurance, and self-efficacy within the troops. Thus, this two-pronged

Leadership

Chhatrapati Shivaji Maharaj's leadership style reflects the integration of psychological wisdom, moral leadership, and emotional intelligence. Inspired by the principles of the Indian Knowledge Systems, the philosophy was also comparable to the principles articulated in the Bhagavad Gita. His leadership style was guided by values such as duty (Dharma), discipline, moral responsibility, and righteousness. Such values instilled intrinsic motivation among his followers, encouraging them to demonstrate commitment based on their own principles rather than fear or intimidation. The contemporary psychology of leading similarly criticizes the heroic leader approach. The heroic leader approach has been accused of oversimplifying leadership as a person, rather than considering the group process. In the case of Shivaji Maharaj, his approach was different; he emphasized building trust, subordinates, and shared responsibility. The Samrats recognized the psychological needs of the soldiers, e.g., respect, safety, recognition, etc.His capacity to manage emotions in crises is a clear indicator of his psychological maturity level. Moreover, even in adverse situations, the strategic level of emotional stability and calmness observed in the leadership of Shivaji Maharaj help to foster confidence among the followers. Emotional stability is a clear indicator of psychological safety in the workplace, which helped in crisis situations and

Naval Force

Chhatrapati Shivaji Maharaj's wisdom of having a naval force smacks of profound thinking behind psychological security, deterrence, and morale. Construction of sea forts like Sindhudurg, *Vijaydurg, Suvarnadurg, and Kolaba* was not just a defense strategy; rather, it had a lot of psychological meaning hidden behind it. These forts symbolized control over the coastline and conveyed strength and preparedness, instilling confidence among naval personnel while simultaneously creating fear and caution among adversaries such as the *Portuguese and Siddis*

From a psychological perspective, all the forts enhanced a sense of ownership of territory and collective identity within the naval forces-motivating and instilling better discipline. Further, Shivaji Maharaj's preference for small, fast, and agile navy vessels helped to gain psychological advantage. These vessels allowed surprise attacks and quick retreats, giving way to unpredictability and mental pressure on enemies while reducing fear and uncertainty among his own forces.Besides this, the ability of efficient coastal surveillance and intelligence gathering minimized ambiguity, thus building greater mental preparedness within the navy. By emphasizing defensive naval warfare-protecting sovereignty and maritime trade-Shivaji Maharaj brought symmetry between military action and moral purpose to reinforce psychological resilience and commitment. Overall, his naval strategies combined physical defense with psychological dominance, making

Conclusion

This research attempted to analyze the psychological underpinnings of the leadership qualities of Chhatrapati Shivaji Maharaj, with special emphasis on the psychological underpinnings of the naval strategies implemented by him, within the background that military victories were not only about physical prowess but also involved sophisticated psychological underpinnings. The analysis in this research attempted to highlight how the use of *Ganimi Kava* as a military strategy effectively undermined the adversaries in terms of uncertainty, surprise, and misinformation, while at the same time instilling confidence in his own men. The psychological underpinnings in the leadership qualities of Shivaji Maharaj, in the broader context of leadership psychology, transformed leadership qualities because it effectively brought an alternate heroic leadership approach, focused on people-centric leadership approaches, which

was way different from the conventional heroic leadership approaches, while the development of a robust naval force along the Konkan coast provides an exemplification of the strategic application of psychological deterrence in national security approaches, thereby enhancing psychological sovereignty. The military approaches undertaken by Shivaji Maharaj, in the broader context, exemplify the holistic mix of psychological, leadership, and warfare studies, which remain highly relevant in the present times in these three domains.

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Original Article

Trade and Commerce policy

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Abstract:

Trade and commerce policies saves as the primer blueprint for a nation's integration into the global economy. At their core, this policies aim to balance domestic economic protection with international market expansion. By utilizing a suite of instruments such as traffic, quotes, subsides, and trade agreements governments seek to stimulate export led growth, safe guard infant industries, and ensure the steady inflow of essential capital goods and technology.

keyword:*Trade and commerce policy is a governments game plan for a how the countries buys and sells goods with the rest of the world its uses rules like taxes and limits to protect the local jobs while helping the businesses grow by selling to customers in other countries.*

Introduction:

A trade and commerce policy is basically countries "Business Strategy" for the rest of the world. It is the set of the rules that decides how easy or hard it is for things to move across borders. Think of it as a government playing two role at once the coach: Helping local businesses get strong enough to sell there products to people in other countries (exports). The security guard: Deciding which foreign products are allowed in and making sure they don't put local shops out of business (Imports).

Method of Research:

The "paper trail" (Secondary Research) This is the easiest way to start. You look at what is already written down by the "bosses"(governments and global groups). Governments documents: Reading the official "rulebooks" (like Indians foreign trade policy 2023 or US trade representatives reports)

Global reports: Checking websites like the WTO(world trade organization) or the world bank. They keep track of every country's trade habits.

The "Number Crunch"(Quantitative Research):

This is where you look at the math to see if the policy is actually working. Trade Data: Looking at database (like UN Comtrade) to see. Are we selling more apples this year than last years?" Tariff Tracking: Checking how much tax is being charged on specific items. If the tax on imported shoes went up, the policy is likely trying to protect local shoemakers.

Hypotheses:

H1: Trade liberalization and Economic growth : this hypothesis explores the relationship between ''opening up'' a country's borders and its overall wealth. Statement: Reducing tariff and non-tariff barriers leads to an increase in the annual GDP growth rate.

H2:The infant industry protection hypothesis: This hypothesis is often used by developing nations to justify temporary trade barriers.Statement: Selective protection of emerging domestic industries leads to long terms industrial maturity and global competitiveness.

Review of literature:

A review of literature on trade and commerce policy tracks the transition from simple exchange rules to a complex, multi-dimensional framework involving national security, digital infrastructure, and environmental sustainability.

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As of early 2026, the literature is dominated by three main shifts: protectionism (Trump-era tariffs), supply chain resilience ("friend-shoring"), and digital/service-led growth.

Findings of discussion:

Recent discussions and research findings in trade and commerce policy (2025-2026) reveal a global economy undergoing a "structural reset". The consensus from major institution like UNCTAD. The WTO and the world bank is that efficiency is no longer the primary goal. Instead, resilience, trust, and security have become the new benchmarks.

Suggestions:

In 2026 trade and commerce policies are being reshaped by a shift from "globalization" to "regional resilience". High tariffs, Geopolitical tensions, and the rise of Al-driven supply chains have made traditional trade strategies less effective.To build a robust trade and commerce policy today, you should focus on four pillars: digitalization, diversification, sustainability and small business integration.

References:

In 2026 trade and commerce policy is undergoing a major global shift from "efficiency-first" globalization towards a model defined by strategic autonomy. resilience, and sustainability governments are increasingly prioritizing secure supply chains and domestics manufacturing over the lowest possible cost.

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Original Article

Factors Influencing on Economic development

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Abstract

Economic development means the overall improvement in the economic and social life of a country. It is not only about increasing income but also about improving the quality of life of people. When a country develops economically, people get better education, healthcare, housing, employment, and basic facilities like clean water, electricity, and transport. Many developing countries face problems such as poverty, unemployment, low income, population growth, and lack of modern technology. To overcome these problems, governments take various steps. These include developing agriculture and industries, encouraging small businesses, improving infrastructure like roads and hospitals, and investing in education and skill development. These steps help in creating jobs and increasing income. Economic development also aims to reduce inequality so that the benefits of growth reach all sections of society, including rural people, women, and poor families. In recent years, importance is also given to sustainable development, which means using natural resources carefully and protecting the environment for future generations. In conclusion, economic development is a long and continuous process. It helps in reducing poverty, improving living standards, and creating a better and safer life for people. It plays an important role in the progress of a nation

Keywords: *Economic Development, Economic Growth, Poverty Reduction, Employment, Living Standards, Sustainable Development.*

1.Introduction

The general improvement in a nation's economic and social well-being over a sustained length of time is what is meant by economic development. It encompasses both an increase in national income and a rise in the population's quality of life. Economic development encompasses not just income growth but also reductions in poverty, unemployment, and inequality. It includes improvements in technology, healthcare, infrastructure, and education. The goal of a developing economy is to make efficient use of its resources in order to promote long-term development. Economic development promotes the enhancement of citizens' quality of life and fosters a balanced expansion of various industries, including agriculture, industry, and services. As a result, every country places a high premium on economic development.

2.Objectives-

- To increase the national income of the country.
- To reduce poverty and unemployment.
- To achieve balanced growth of all sectors of the economy.
- To improve the standard of living of the people.

3.Review of Literature

Various economists and researchers have explained the concept of economic development from different perspectives. According to classical economists, economic development mainly focuses on growth in national income.

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Modern economists have emphasized that economic development includes improvement in living standards, education, health, and reduction of poverty and inequality. Studies by Amartya Sen highlight the importance of human development, freedom, and social welfare in economic development. Other researchers have pointed out the role of industrialization, technological progress, and government policies in achieving sustainable development. Overall, the literature shows that economic development is a broad concept involving both economic growth and social progress.

4.Research Methodology -

Descriptive research methodology serves as the foundation for the current study. For the research, both primary and secondary data are employed. Interviews and questionnaires are used to collect the primary data. Textbooks, journal articles, academic papers, government publications, and websites are all sources of secondary information. The convenience sampling approach is used to choose the sample size. Data analysis is done using basic statistical methods such percentages, tables, and graphs. The research is restricted to a small geographical area and time frame. Understanding the goals of economic development well is aided by this approach.

5.Factors Influencing On Economic development -

Natural Resources – Availability of land, minerals, water, and energy supports economic growth.

1. Human Resources – Skilled, educated, and healthy population increases productivity.
2. Capital Formation – Investment in machinery, infrastructure, and technology promotes development.
3. Technology – Use of modern technology improves efficiency and output.
4. Industrialization – Growth of industries creates employment and increases income.
5. Government Policies – Supportive policies, planning, and good governance help development.
6. Education and Health – Better education and healthcare improve human capital.
7. Political Stability – Stable political environment encourages investment and growth.

6.Impact of Economic Development on People-

Economic development has a positive impact on the lives of people. It helps in increasing income levels and creates more employment opportunities, which reduces poverty and unemployment. With economic development, people enjoy a better standard of living through improved housing, education, healthcare, and basic facilities. It also leads to the development of infrastructure such as roads, transport, electricity, and communication, making daily life easier. Economic development improves access to education and healthcare, resulting in better skills and healthier lives. Overall, economic development enhances social welfare, raises living standards, and improves the quality of life .

7. **Challenges Faced by People on economic development-**

Despite economic development, people face several challenges. Unequal distribution of income leads to a wide gap between the rich and the poor. Unemployment and underemployment still affect many people, especially in developing countries. Rapid industrialization and urbanization cause environmental pollution and health problems. High cost of living makes it difficult for low-income families to meet basic needs. Lack of quality education and healthcare limits people's ability to benefit fully from development. Social issues like migration, slum growth, and inadequate infrastructure also create difficulties for people. Thus, economic development brings challenges that need proper planning and inclusive growth.

8.**Findings of the Study**

- Economic development has improved income levels and employment opportunities.
- Standard of living of people has increased due to better facilities.
- Education and healthcare services have shown significant improvement.
- Income inequality and poverty still exist despite development.
- Balanced andham development and inclusive policies are needed for overall growth.

9.Conclusion

Economic development plays an important role in improving the overall well-being of people. It helps in increasing income, employment opportunities, and standard of living. Development also improves education, healthcare, and infrastructure facilities. However, challenges like poverty, inequality, and unemployment still remain. Therefore, there is a need for balanced and inclusive economic development so that the benefits reach all sections of society. Proper planning and effective government policies can help achieve sustainable economic development and long-term growth.

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Original Article

Impact of E-Commerce on Consumer Buying Behaviour

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Abstract
Globally, ecommerce's explosive expansion has drastically changed consumer purchasing habits. Customers are progressively moving from traditional brick & mortar establishments to online shopping platforms due to rising internet usage,smartphone availability, and safe digital payment methods.The impact of ecommerce on consumer purchasing behavior is examined in thisstudy, with particular attention paid to elements including ease, price comparison, trust, website design, and online reviews.The study emphasizes how ecommerce platforms change consumer expectations and have aimpact on buying decisions. The results show that the most important elements influencing online consumer behaviour are ease, product variety,and digital trust.

1.Introduction

The purchasing and selling of goods and services using electronic platforms, mainly the internet, is referred to as e-commerce. E-commerce has expanded rapidly over the last ten years, altering how customers look for information, weigh their options, and decide what to buy. Because they provide convenience, affordable prices, and customized buying experiences, platforms like Amazon, Flipkart, and Alibaba have completely changed the retail industry.Psychological, social, cultural, and individual factors all have an impact on consumer purchasing behaviors. Other elements like digital trust, online reviews, website usability, and payment security are important in the context of e-commerce. Businesses must comprehend these elements in order to create successful online strategies and raise client happiness.

2.Objective

- Examine the notion of e-commerce and customer purchasing behavior.
- To examine what influences consumers' decisions to make purchases online.
- To investigate how e-commerce affects conventional purchasing practices.
- To comprehend client inclinations regarding e-commerce sites.
- To determine the difficulties customers encounter when making purchases online.

3.Review of Literature

According to Kotler and Keller (2016), digital touchpoints and marketing stimuli have a significant impact on customer purchasing behaviors. Laudon and Traver (2022) highlighted that consumers prefer online buying since e-commerce platforms provide convenience and access to international markets.According to Pavlou (2003), consumers' desire to make purchases online is strongly impacted by perceived risk, underscoring the significance of trust and security in online transactions. According to Hoffman et al. (1999), secure payment gateways, privacy policies, and website design all increase customer trust in e-commerce websites.Because consumers rely on the opinions of their peers before making purchases, prior research has also shown that internet reviews and ratings have a major impact on purchase decisions.

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4.Research Methodology

The secondary data used in this study came from published publications, research journals, e-commerce and marketing books, trustworthy websites, and reports.

The study employs a descriptive research design, concentrating on the analysis of current data pertaining to e-commerce customer behaviors.

5.Factors Influencing Consumer Buying Behavior in E-Commerce

5.1 Practicality

E-commerce saves customers time and effort by enabling them to shop whenever and wherever they choose. Doorstep delivery and simple navigation have a big impact on purchasing decisions.

5.2 Cost and Savings

Online platforms provide discounts, promotions, and competitive pricing. Before making a purchase, customers **frequently check pricing on several websites.**

5.3 Security and Trust

When it comes to internet shopping, trust is essential. Customer confidence is boosted by safe payment channels, return guidelines, and data privacy protocols.

5.4 User Experience and Website Design

Customer satisfaction is increased by a well-designed website with clear product information, pictures, and simple checkout procedures.

5.5 Internet Evaluations and Rankings

Consumer impressions and purchasing intentions are significantly influenced by customer reviews and ratings.

6.Impact of E-Commerce on Consumer Buying Behavior

Traditional purchasing habits have been drastically changed by e-commerce. Before making a purchase, consumers now like to research things online, read reviews, and weigh their options. Personalized recommendations and targeted ads have led to an increase in impulsive purchases. Customers also anticipate improved customer service, quicker shipping, and simple returns—all of which were uncommon in traditional retail

7.Challenges Faced by Online Consumers

E-commerce has benefits, but it also has drawbacks, like the possibility of fraud and cybercrime, the inability to physically inspect things, delivery delays, and data privacy issues.

These difficulties may have a detrimental impact on customer satisfaction and trust.

8.**Findings of the Study**

- The most important element impacting internet purchasing behavior is convenience.
- Purchase decisions are heavily influenced by trust and security.
- Consumers are greatly influenced by online reviews and ratings.
- The reliance on physical retail stores has decreased due to e-commerce.
- Platforms that provide simple returns and dependable customer service are preferred by customers.

9.Conclusion

By providing ease, variety, and customized shopping experiences, e-commerce has completely changed how consumers make purchases. Even if problems like security and trust still exist, these are being addressed by ongoing technical developments. To maintain long-term success in the cutthroat e-commerce market, businesses must concentrate on improving user experience, guaranteeing data security, and fostering customer trust.

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Original Article

Solar Water Purifier Using Moringa Seeds

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Abstract

Clean drinking water is a basic need, yet many rural and remote areas lack safe water treatment facilities. Access to clean and safe drinking water. in many rural and developing regions. This project presents a low-cost and eco-friendly method of water purification using moringa oleifera seeds combined with solar energy moringa seeds contain natural coagulant proteins that help remove turbidity, suspended particles and harmful microorganisms from contaminated water it in this method, Crushed moringa seed powder is added to impure water, allowing impurities to coagulate and settle at the bottom. The clarified water is then filtered and exposed to direct sunlight, where solar radiation further disinfects the water by destroying pathogenic organisms. This solar water purifier does not require electricity, chemicals, or advanced equipment, making it suitable for rural and remote cereals The study demonstrates
that the combined use of moringa seeds and solar energy can significantly improve water clarity & safety offering Sustainable solution for household - level under water treatment

Keywords: solar energy, water purification, moringa seed powder, sunlight, kill harmful microorganisms.

1. Introduction:

Clean drinking water is very important for good health. However, in many rural and remote areas, people do not get safe and clean water. Dirty water contains mud, germs, and harmful microorganisms that can cause serious diseases. Modern water purification systems are costly and need electricity and chemicals, which are not always available in villages.Moringa oleifera seeds are easily available and have natural properties that help clean dirty water. These seeds can remove dirt and some germs from water. Solar energy is a free and renewable source of energy that can be used to kill harmful microorganisms in water. By combining moringa seed treatment with solar purification, water can be cleaned in a simple, low-cost, and eco-friendly way.This project focuses on a solar water purifier using moringa seeds, which is easy to use and suitable for household-level water purification, especially in rural areas.

1.1 Need for Safe Drinking Water.

- Growing water pollution due to industrial, agricultural, and domestic waste.
- Spread of water-borne diseases such as cholera, typhoid, and diarrhea.

1.2. Limitations of Conventional Purification Methods.

- High cost of filtration systems.
- Environmental impact of chemical disinfectants.
- Moringa Seeds as a Natural Purifier.
- Act as a natural coagulant to remove turbidity.
- Possess antibacterial and antimicrobial properties.
- Biodegradable, safe, and easily available.

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1.3 Role of Solar Energy in Water Purification.

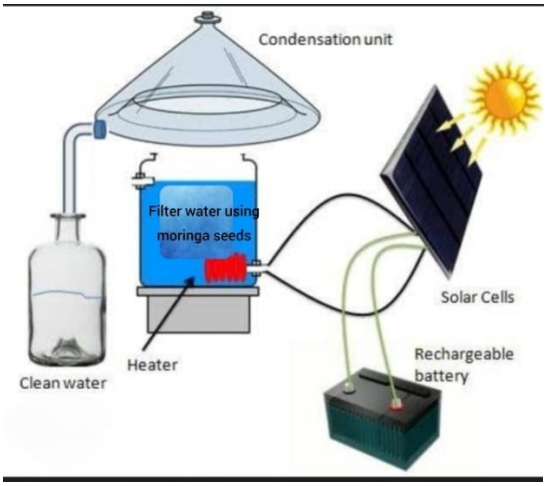
- Solar radiation helps in killing harmful microorganisms.
- Renewable, free, and eco-friendly energy source.
- Suitable for off-grid and rural applications.

1. Material required:

1.moringa seeds
2.cotten cloth
3.plastic bottle
4.condensation unit
5.Solar cells

2. Procedure:

1) Collect dry moringa seeds and remove their outer shells.
2] Crush the seeds into a fine powder.
3) Take a small Cotten cloth and place the Moringa seed powder in the center.
4)Tie the cloth tightly to make small pouch.
5) Put this pouch into dirty or turbid water.
6) Swirl or stir the pouch in the water for about 5 minutes so the seed powder mixes well.
7) Remove the pouch and leave the water undisturbed for 30. min.
8) The dirt and impurities will settle at the bottom.
9) Connect solar panel to a small DC heating.
10) Pour the filtered water into a heat-resistant Container.
11) Switch on the solar-powered system and allow the water to heat up.
12) Heat the water to about 60-70°c for 30 min or expose it to Solar - powered uv light.
13) This process kills harmful bacteria and germs.
14) Allow the water to cool & naturally.
15) Store the purify Solar Water Purifier Using Moringa Seeds.



4. Results and Discussion:

Moringa seed helped reduce turbidity and made the water clearer. Keeping the water in sunlight further reduced germs. This method worked well for cleaning surface water and well water that had visible dirt. it is very useful for basic household water purification in rural areas.

5. Conclusion:

A solar water purifier using moringa seeds is a simple sustainable and effective method for improving water quality It combines traditional knowledge with renewable solar energy to provide safe drinking water at low cost.

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Original Article

World Recognition to Maratha Military Landscapes: A Majestic Legacy of the Valiant Chhatrapati Shivaji Maharaj

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Abstract

The research paper, "World Recognition to Maratha Military Landscapes: A Majestic Legacy of the Valiant Chhatrapati Shivaji Maharaj" explores the revolutionary strategic vision of Chhatrapati Shivaji Maharaj and his transformation of the Deccan's rugged topography into a sophisticated military machine. Moving beyond conventional historiography, this study examines the concept of "Maratha Military Landscapes"—a network of over 300 forts that integrated natural basalt cliffs, dense forests, and the Arabian Sea to create an impregnable defensive system.The paper investigates Chhatrapati Shivaji Maharaj's philosophy that "the fort is the kingdom," detailing how his architectural innovations, such as the Gomukhi (cow-mouth) gates and lead-infused foundations, neutralized the numerical superiority of the Mughal and Adil Shahi forces. A significant portion of the work is dedicated to the tactical use of Ganimi Kava (Guerrilla Warfare), where the Sahyadri Mountain Range acted as a force multiplier, allowing a smaller, mobile army to dominate larger, conventional forces.Furthermore, the paper analyses the inclusion of 12 iconic forts—including Raigad, Shivneri, and Sindhudurg—in the UNESCO World Heritage nomination. It argues that these sites represent an "outstanding universal value" due to their unique Deccan military architecture and their role in the birth of Hindavi Swarajya. By synthesizing geographical analysis with military history, this paper underscores how Chhatrapati Shivaji Maharaj's mastery over land and sea established a blueprint for naval and mountain warfare that remains a subject of study for military strategists today.

Keywords: *Valiant, forts, Ganimi Kava, Gomukhi, UNESCO, World Heritage*

Introduction:

The history of the Indian subcontinent is a tapestry of empires, but few threads are as vibrant and resilient as the Maratha Empire. At its heart lies the distinguished figure of Chhatrapati Shivaji Maharaj, a visionary leader who did not merely fight battles but re-engineered the concept of sovereignty in 17th Century India. Central to his success was the Maratha Military Landscape—a sophisticated network of hill, coastal, and island forts that leveraged the rugged Deccan topography to defy the numerical and financial superiority of the Mughal and Adil Shahi sultanates.Chhatrapati Shivaji Maharaj had a sound strategic vision, a fort (Gad) was not just a defensive structure; it was the mother and the soul of the kingdom. His philosophy was rooted in the Sanskrit maxim: "The one who possesses the forts possesses the kingdom.In an era of constant warfare, forts provided a stable base for civil and sovereignty administrative center. Each fort acted as a treasury, an armory, and a granary. By establishing these centers, Chhatrapati Shivaji Maharaj ensured that even if a village was raided, the administrative machinery and resources remained protected within the impregnable walls of the Gad. Chhatrapati Shivaji Maharaj realized early on that a conventional standing army could not survive a direct, open-field confrontation with the massive Mughal forces. He built a "Defensive Depth", a chain of forts so interconnected that if one fell, the next served as a fallback point. This ensured that the enemy was forced into a grueling war of attrition.Unlike many contemporary rulers, Chhatrapati Shivaji Maharaj's military strategy was deeply tied to the welfare of his subjects (ryot).

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Forts served as sanctuaries for the local population during invasions, fostering a deep sense of loyalty and a shared stake in the defense of the land.Chhatrapati Shivaji Maharaj is hailed as the Father of Indian Naval Warfare and the master of Ganimi Kava (Guerrilla Tactics). His strategies were characterized by speed, surprise, and psychological dominance. Shivaji Maharaj's army was light and mobile. They avoided large-scale pitched battles, preferring swift ambushes. By drawing larger enemy forces into narrow mountain passes (Ghats), they neutralized the advantage of the enemy's heavy cavalry and artillery.Recognizing the threat posed by European colonial powers (Portuguese, British, Dutch) and the Siddis of Janjira, Chhatrapati Shivaji Maharaj established a formidable navy. He built sea forts like Sindhudurg and Vijaydurg, which were architectural marvels, using lead-poured foundations to withstand the battering of the Arabian Sea.

The Sahyadri Mountain Range (Western Ghats) served as the primary ally of the Maratha military. Chhatrapati Shivaji Maharaj did not just live in the landscape; he weaponized it.The volcanic basalt rock of the Sahyadris provided a natural, sturdy foundation for fortifications. The steep, near-vertical cliffs made scaling the walls nearly impossible. Most forts had only one narrow, winding entrance, often hidden or protected by "cow-mouth" (Gomukhi) gates, which prevented the use of battering rams.The narrow passes, such as the Bhor Ghat or the Kasara Ghat, acted as natural choke points. Shivaji Maharaj's forces would allow the enemy to enter these passes and then strike from the heights. The Battle of Umberkhind is a classic example, where a small Maratha force defeated a much larger Mughal army by utilizing the dense forest and narrow valley.Shivaji Maharaj's engineers were masters of rainwater harvesting. Since the hilltops lacked natural springs, they carved massive rock-cut cisterns to store monsoon water, allowing the garrison to survive year-long sieges.With this solid background it was not a surprise that **UNESCO** (United Nations Educational, Scientific and Cultural Organization) provided a recognition to "The Maratha Military Landscapes". This significant move to honor the architectural and strategic heritage, 12 forts have been recognized with **World Heritage** status. These forts represent the pinnacle of 17th-century military engineering, adapting to varied terrains like hilltops, coastal edges, and offshore islands.The integration of natural rock outcrops with man-made walls (vestiges of "Deccan Military Architecture") is unique globally. These forts represent a fusion of local traditions with evolving military technology. They stand as a testament to a resistance movement that changed the course of Indian history, moving from a regional power to a pan-Indian empire.

The 12 forts which have received the UNESCO World Heritage status are as follows:

a. **Raigad Fort**, is a Hill Fort, also known as the "Gibraltar of the East," it served as the capital of the Maratha Empire. It features the Maha Darwaja (the only main entrance) and the Hirkani Buruj, a famous bastion built on a steep cliff. The fort is designed with advanced acoustics; a whisper from the palace doors can be heard clearly at the royal throne.

b. **Salher Fort**, is also a Hill Fort; it is the highest fort in Maharashtra (1,567m). It was the site of the legendary Battle of Salher (1672), a rare open-field victory for the Marathas against the Mughals. Its architecture uses natural rock walls for defense. It contains the Parashuram Temple at the summit and several rock-cut water cisterns.

c. **Shivneri Fort**, is also a Hill Fort; known to be the birthplace of Chhatrapati Shivaji Maharaj. It is famous for its seven-tiered fortifications, requiring an enemy to breach seven massive gates to reach the top. It has perennial water springs called Ganga and Jamuna, ensuring the fort remained self-sufficient during sieges.

d. **Lohagad Fort**, is also a Hill Fort. This fort is strategically located near the Bhor Ghat trade route. Its most iconic feature is the Vinchukada (Scorpion's Tail), a long, narrow fortified spur that resembles a scorpion's sting. It has four massive, intact gates: Ganesh, Narayan, Hanuman, and Maha Darwaja.

e. **Khanderi Fort**, this is an Island Fort; built on an island near Alibaug to check the naval power of the Siddis and the British. It features irregular fortifications that follow the natural rocky coastline. Today, it still houses a functional 19th Century lighthouse built during the British era.

f. **Rajgad Fort**, this too is a Hill Fort; the significance of the fort lies in the fact that it remained as Chhatrapati Shivaji Maharaj's capital for 26 years. It is massive, with a circumference of about 40 kms. It is divided into three Machis (fortified plateaus)—Padmavati, Sanjivani, and Suvela—and a central Balekilla (citadel) that looks like a winged bird from above.

g. **Pratapgad Fort**, this is a Hill-Forest Fort and is the site of the famous encounter between Chhatrapati Shivaji Maharaj and Afzal Khan. It is divided into an Upper and Lower fort. The Lower fort contains the tomb of Afzal Khan, while the Upper fort offers a 360-degree view of the dense Javali forest, which was key to Maratha guerrilla tactics.

h. **Suvarnadurg**, this is an Island Fort, built on a rocky island off Harnai; it was a major shipbuilding and naval base. It features a "Chor Darwaja" (secret door) facing the sea. The walls are built with massive stone blocks and decorated with carvings of turtles and tigers.

i. **Panhala Fort**, this is a Hill-Plateau Fort which is known for the Battle of Pavan Khind, where Baji Prabhu Deshpande sacrificed his life to ensure Shivaji Maharaj's safe movement. It features the Andhar Bavadi, a three-story structure designed to prevent the poisoning of the water supply during a siege.

j. **Vijaydurg Fort**, this is a Coastal Fort, known for being one of the most impregnable sea forts, surrounded by the sea on three sides. It is famous for a 200 m-long undersea wall built at a depth of 8–10 meters to cause enemy ships to crash and sink before they could reach the fort walls.

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k. **Sindhudurg Fort**, this is an Island Fort, this fort was personally designed by Chhatrapati Shivaji Maharaj to challenge foreign naval powers. Its foundation was laid with melted lead for durability against the sea. It houses the only temple dedicated to Chhatrapati Shivaji Maharaj, featuring his hand and footprints.

l. **Gingee Fort**, this is a Hill Fort located in Tamil Nadu, it is the only fort in the list outside Maharashtra. It protected the Maratha Empire during the 27-year war after Chhatrapati Shivaji Maharaj's death. It spans three hillocks—Rajagiri, Krishnagiri, and Chandragiri. It is famous for its Kalyana Mahal and sophisticated water systems that pumped water to the hilltop.

Conclusion

The research demonstrates that Chhatrapati Shivaji Maharaj was not merely a warrior-king but a pioneer of asymmetric warfare who anticipated the modern concept of "total defence." By decentralizing power across a network of self-sustaining forts, he ensured that the Maratha spirit of independence could survive even when faced with overwhelming imperial pressure.The study of the 12 UNESCO-nominated forts—from the vertical heights of Salher to the underwater defences of Vijaydurg—reveals a deep synergy between human engineering and the natural environment. These structures are more than archaeological remains; they are a "Stone Symphony" representing the social and military evolution of 17th Century India. Ultimately, the paper concludes that Chhatrapati Shivaji Maharaj's military landscape provided the physical and psychological foundation for a resistance movement that eventually transformed into a pan-Indian empire.The military landscapes of Chhatrapati Shivaji Maharaj were not merely piles of stone; they were the physical manifestation of a "Hindavi Swarajya". By harmonizing the rugged geographical terrain of the Sahyadris with innovative guerrilla tactics, Chhatrapati Shivaji Maharaj created a defensive system that was practically invincible. The UNESCO recognition of these 12 forts ensures that the world recognizes this "Stone Symphony" as a masterpiece of creative human genius and strategic brilliance.The legacy of Chhatrapati Shivaji Maharaj remains etched in the basalt of the Deccan, reminding us that true strength lies in the intelligent use of one's environment and the unwavering spirit of independence.

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Original Article

Legacy of Chhatrapati Shivaji Maharaj in Modern Discourse on Leadership and Governance

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Abstract:

Chhatrapati Shivaji Maharaj occupies a central place in Indian historical and political thought. Beyond his military achievements, his administrative vision and ethical governance have continued to influence modern discourse on leadership and statecraft. This paper examines the legacy of Shivaji Maharaj in contemporary discussions on good governance, decentralization, and public welfare. The study is based on secondary sources including historical texts, scholarly articles, and modern interpretations of Maratha administration. The analysis highlights how Shivaji Maharaj's emphasis on accountability, justice, and inclusive governance remains relevant in present-day democratic systems. The paper concludes that his leadership principles provide valuable insights for modern administrators and policymakers, demonstrating the enduring significance of his legacy in modern discourse.

Keywords: *Shivaji Maharaj, Leadership, Governance, Legacy, Ethical Leadership*

1. Introduction: Shivaji Maharaj's Governance and Leadership

Chhatrapati Shivaji Maharaj is widely recognized not only as a founder of the Maratha state but also as an able administrator and visionary leader. His governance system was based on efficiency, justice, and concern for the welfare of his subjects. At a time when monarchical rule was often arbitrary, Shivaji Maharaj established a structured and accountable administrative framework that strengthened the state and ensured public trust.The justice system under Shivaji Maharaj was marked by impartiality and strict enforcement of law. Corruption and misuse of power were not tolerated, even among high-ranking officials. His administration emphasized ethical conduct, discipline and moral responsibility, which helped maintain order and public confidence in governance.Another important aspect of Shivaji Maharaj's leadership was his inclusive and tolerant policy. He respected all religions and communities and ensured the protection of religious places and women during military campaigns. This inclusive outlook contributed to social harmony and stability within the Maratha state.

2. Objective of the study:

- To study the administrative and leadership principles of Chhatrapati Shivaji Maharaj.
- To analyze his legacy in modern political and governance discourse.
- To examine the relevance of his governance model in contemporary India.

3. Methodology:

This paper is based on a qualitative literature-based study. Secondary data has been collected from reputed books, peer-reviewed journals, and scholarly articles focusing on Shivaji Maharaj's administration and leadership. The study analyzes both historical narratives and modern academic discussions to assess the continuing relevance of his governance model. The methodology emphasizes thematic analysis to understand the legacy of Shivaji Maharaj in present-day leadership and governance discourse. Comparative references to modern governance principles were also used to assess the relevance of Shivaji Maharaj's leadership in contemporary discourse.

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4. Shivaji Maharaj's Governance and Leadership:

- Administrative system:

a) His focal point of attention was the administration of forts. Superior position in the administration was given to civil officers as compared to military officers.

b) While giving jobs/ responsibilities he never thought about heredity. Jobs were given on the basis of ability and talent. He did not assign jagirs to civil and military officers. He employed members from all castes and creeds.

c) In his ministry he assigned separate responsibilities to each minister and they were considered responsible for that. While making his administrative system he took special care that it would address the needs of the people. First priority was given to the need of common people.

- Revenue and welfare policies:

a) Developed a fair and systematic revenue system focused on public welfare. Avoided arbitrary or excessive taxation.

b) Restricted revenue farming to prevent oppression of peasants. Strict action against officials involved in corruption or harassment.

c) Provided tax relief and remission during droughts, famines, or crop failure. Established economic stability for the Maratha state.

5. Legacy of Chhatrapati Shivaji Maharaj in Modern Discourse:

The legacy of Chhatrapati Shivaji Maharaj continues to occupy a significant place in modern academic, political, and administrative discourse in India. Contemporary historians and scholars emphasize that Shivaji Maharaj's importance lies not only in his military achievements but also in his innovative system of governance and ethical leadership. In modern discussions on leadership and public administration, he is often presented as an early example of a ruler who combined authority with accountability and welfare-oriented governance.

Modern historical studies highlight Shivaji Maharaj's decentralized administrative structure as a precursor to participatory governance. The division of responsibilities among the Ashta Pradhan Mandal and the emphasis on local administration are frequently discussed in academic writings as efficient mechanisms of governance. In contemporary discourse, these principles are compared with modern democratic institutions that promote decentralization and transparency in administration.

Shivaji Maharaj's approach to justice and revenue administration is also widely discussed in modern scholarship. His insistence on fair taxation, protection of cultivators, and strict action against corruption reflects principles that resonate strongly with present-day governance ideals. Modern public administration studies often cite his policies as examples of ethical governance and people-centric leadership, which remain relevant in addressing current challenges such as administrative inefficiency and public distrust in institutions.In recent decades, Shivaji Maharaj's legacy has gained renewed attention in leadership studies and educational curricula. He is frequently referenced as a model of inclusive leadership, as his administration respected religious diversity and promoted social harmony. This aspect of his legacy is particularly relevant in contemporary society, where inclusive governance and social cohesion are essential for sustainable development.Thus, in modern discourse, Chhatrapati Shivaji Maharaj is not viewed merely as a historical figure but as a timeless symbol of effective leadership and good governance. His administrative vision, ethical values, and concern for public welfare continue to inspire scholars, policymakers, and leaders, reaffirming the enduring relevance of his legacy in the modern world.

6. Relevance in Contemporary India:

In contemporary India, Chhatrapati Shivaji Maharaj remains a significant source of inspiration in discussions on leadership, governance, and public administration. His principles of ethical leadership, accountability, and people-centric governance continue to be relevant in addressing modern challenges faced by democratic institutions. The emphasis he placed on justice, discipline, and administrative efficiency aligns closely with the values expected of leaders in present-day India.Shivaji Maharaj's model of **decentralized administration** holds particular relevance in a federal democratic system like India. His practice of delegating authority and ensuring accountability at various administrative levels reflects principles that are central to modern governance, such as local self-government and participatory decision-making. These ideas are echoed in contemporary policies aimed at strengthening grassroots administration.The relevance of Shivaji Maharaj is also evident in the context of **ethical governance and public welfare**. His revenue and welfare policies, which prioritized the protection of farmers and common people, resonate with present-day efforts to promote inclusive development and social justice. In a time when issues such as corruption and misuse of power remain major concerns, his strict enforcement of discipline and integrity provides an important moral framework for leadership.Furthermore, Shivaji Maharaj's commitment to **religious tolerance and social inclusiveness** holds great significance in India's diverse society. His respect for all faiths and communities serves as a reminder of the importance of unity, harmony, and mutual respect in a pluralistic nation. These values are essential for maintaining social stability and national integration in contemporary India.Thus, the relevance of Chhatrapati Shivaji Maharaj in modern India lies in the continued applicability of his governance principles and ethical leadership. His ideas offer valuable insights for policymakers, administrators, and citizens, demonstrating that effective leadership grounded in justice and public welfare remains timeless.

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8. Conclusion:

Chhatrapati Shivaji Maharaj emerges from this study not only as the founder of the Maratha state but also as a visionary leader whose principles of governance continue to hold relevance in modern discourse. His administrative system was based on justice, accountability, decentralization, and public welfare, which helped establish a stable and efficient state structure. Through ethical leadership, fair revenue policies, and inclusive administration, Shivaji Maharaj ensured the trust and loyalty of his subjects.The analysis of his governance and leadership highlights that his legacy extends beyond historical achievements and remains significant in contemporary discussions on leadership and good governance. Modern scholars and administrators often refer to his policies as early examples of people-centric and ethical governance. His emphasis on accountability, protection of the weak, and respect for diversity aligns closely with the core values of modern democratic systems.In conclusion, the enduring legacy of Chhatrapati Shivaji Maharaj lies in the timeless relevance of his leadership principles. His governance model offers valuable insights for present-day administrators and policymakers, demonstrating that ethical leadership and public welfare are essential for sustainable and effective governance. Thus, Shivaji Maharaj's legacy continues to inspire modern discourse on leadership and governance, reaffirming his lasting importance in Indian history and political thought.

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Original Article

Technological Innovations in Modern Day World

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Abstract -

Technological innovation could be very crucial in modern day world.It means developing and the usage of new technologies to make products, services, and techniques better. In current years, new technology like artificial intelligence, digital communication, automation, and renewable energy have changed how human beings live and paintings. This paper talks approximately what technological innovation is, the distinct types of it, why it is important, the way it influences numerous regions, the demanding situations it faces, and what the future holds. The statistics used on this have a look at comes from books, journals, and on line resources. The paper ends by using pronouncing that technological innovation is fundamental for monetary growth and lengthy time period sustainability.

Keywords: *Technological Innovation, digital era, Automation, artificial Intelligence*

Monetary growth creation : technology has end up a big part of our every day lives. We use such things as telephones, the internet, machines, and even artificial intelligence in many areas. Technological innovation method coming up with new thoughts, strategies, or equipment that make existing systems higher or create new ones. It facilitates us save time, reduce costs, and work more correctly. In cutting-edge fast-paced global, international locations and companies focus on innovation to grow and develop.Innovation not handiest boosts productivity but additionally improves the satisfactory of our lives. it is essential to observe technological innovation to apprehend how current society is evolving.Technological innovation is the system of making or improving era to solve issues or meet human needs.It consists of new products, better approaches of manufacturing things, new software program, and advanced machines.

For instance:

1.Smartphones have changed primary telephones.
2.on-line banking has taken over traditional banking.
3.E-commerce has changed how we keep with the aid of imparting on-line alternatives.

Technological innovations can be grouped into differing types:

1. Product Innovation: Making new or higher merchandise, consisting of electric powered cars, smartwatches,
and smartphones.
2. manner Innovation: improving the methods we make or supply products, like automating factories or using on-line booking systems.
3. carrier Innovation: the use of era to make services higher, along with on-line schooling and telemedicine.
4. digital Innovation: innovations that use digital generation, like cloud computing, mobile apps, and AI.

Technological innovation is critical because:

1. It will increase productiveness and performance.
2. It reduces charges and saves time.

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3. It improves the first-rate of products and services.
4. It supports monetary growth.
5. It creates new activity opportunities.
6. It improves how human beings talk and connect.

Innovation enables groups stay aggressive and helps countries develop economically.

Era has made a big effect in numerous sectors:

In training, it has changed how we learn through on line lessons, e-mastering, virtual Libraries, and virtual classrooms.Students can now study from everywhere.In Healthcare, it has stepped forward services with superior machines, on-line consultations, Scientific apps, and robot surgeries that increase accuracy and efficiency.In enterprise and industry, automation and virtual advertising have progressed production and Sales.Online transactions and digital bills have made doing enterprise easier.In Banking and Finance, internet and mobile banking, ATMs, and digital wallets have Changed the conventional banking device, making transactions quicker and greater relaxed.In verbal exchange, e-mail, social media, video calls, and messaging apps have progressed Worldwide conversation. Distance is not a hassle.

Technological innovation performs a crucial role in financial improvement. It increases productivity, helps industries develop, attracts foreign investment, and improves International competitiveness. International locations that concentrate on research and improvement tend to grow Quicker. Innovation also supports startups and entrepreneurs, leading to job advent and Better earnings tiers. notwithstanding its many blessings.

Technological innovation comes with some demanding situations:

1. developing new generation can be steeply-priced.
2. There may be a loss of professional employees.
3. Cybersecurity threats are a growing situation.
4. there's a virtual divide between rural and concrete areas.
5. people might also fear approximately job losses because of automation.
6. these challenges want careful making plans and guide from the government to overcome.

The destiny of technological innovation appears very promising.

Technology like artificial intelligence, system getting to know, block chain and renewable Energy can have a massive effect. Clever cities, electric powered automobiles, and green era will assist Achieve sustainable development. Non-stop innovation will enhance our lives and create New possibilities within the destiny.Technological innovation is the muse of present day development. It improves performance, productivity, and the exceptional of lifestyles. Even though there are a few Challenges, its benefits are a great deal extra. The use of era well, along side developing Capabilities and following moral practices, can lead to sustainable boom. For that reason, technological Innovation is essential for the progress of individuals, agencies, and nations.

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Original Article

Economic Development

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Abstract

Economic improvement is an ongoing process. It is not about making a country richer. Economic improvement is a lot of things. It is about making sure that the economy of a country is really strong and that people in the country are doing well. Economic improvement is going beyond just increasing a countrys income. It is about making a difference in the lives of people. It is, about economic improvement that brings real change.Economic development involves people having lives, less poverty, more jobs and a more normal society. It is not about making more things, like food or cars which is what economic growth is. Economic development cares about how good our livesre how things are changing in our country and community. This paper talks about what economic development means what it is trying to do and how we can tell if it is working. Economic development is important because it looks at the picture not just the numbers. It wants to make sure that people have lives and that our economy and society are getting better. Economic development is the key to making this happen. It is what this paper is all, about explaining what economic development is. The thing is, development is affected by a lot of things and international locations countries like India face many challenges. The paper talks about how important government rules, education, new technology and globalization're for the economic improvement of international locations like India. International locations, like India really need these things to improve their economy.

Keywords: *monetary improvement, economic boom, human capital, poverty discount, globalization, sustainable improvement*

Introduction

Financial development has become a priority for countries all around the world mainly after World War II. Countries really want to make their financial systems better. Financial development is very important, for countries. It helps them to grow and become stronger. Countries are working hard to make financial development a big part of their plans. Financial development is a thing for countries to focus on.Many nations in Asia, Africa and Latin America won their independence during this time. They had a lot of money problems. These money problems included being very poor not having jobs not making things and having bad roads and bridges. Because of this making the economy better became an important goal for governments, economists and international companies. Many nations, in Asia, Africa and Latin America wanted to make their economy better so they can have money and a better life.monetary improvement is not just about better income tiers.It makes living conditions for beings a lot better. Human beings get things like education, healthcare and opportunities to do things. They also get protection. Development is also, about changing the way the economy works. For example it can change from an economy that is based on farming to one that is based on businesses and services. This can happen with the help of technology and institutions. Development also means using ideas and systems to make the economy stronger. Human beings can benefit from this kind of development.

Concept and Meaning of Financial Development

Economic improvement is a broader idea than financial increase. When we talk about increase we are talking about the money a country makes going up all the time.

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On the hand financial improvement is when a country gets better in many ways. This means the country is doing well. Peoples lives are getting better. Financial improvement is not about making more money it is also about making things better for people. This includes things like education and healthcare. So financial improvement is, about a country getting better and people having a life. Improvement and financial increase are two different things and financial improvement is what really makes a country a great place to live.

Monetary Growth VS Financial Improvement

When we talk about money an increase in it is usually about how more we have. We use things, like GDP or GNI to keep track of this increase. The monetary increase is really a matter of quantity. We look at the numbers to see how our money is doing. The monetary increase is a thing to track.When you look at it making people richer is really good. It looks at things like how fair peoples earnings are, how well society is doing and how well people are doing on average. Financial improvement is really good. It looks at things like earnings equality and social welfare and average well-being. It is about making sure people have a life and that everyone is treated fairly. Financial improvement is important because it helps people and it looks at things, like how money people make and if everyone is happy.

Signs of Economic Development

Vital signs of monetary development encompass in line with capita profits, Human improvement Index (HDI), literacy costs, lifestyles expectancy, poverty tiers, and access to primary services like training, healthcare, and smooth water.

Determinants of Economic Development

Getting better with money depends on a lot of things. This includes the education and skills of people which's like the money we have in ourselves. We also need money to invest in things like buildings and machines. Having things like water and trees around us is important too. New ideas and technology help a lot.. We need good rules and organizations to make sure everything works well. Financial improvement is really about all these things, like education and skills of people and investing in things and having natural resources and getting better, with technology and having good establishments.

Function of Government in Financial Development

The people in charge do an important job when it comes to helping the economy grow. They make plans. They invest money in things that will help the country. The authorities also collect taxes. They make rules about how people and companies can spend their money. The authorities have programs to help people who are struggling. These programs are very important for monetary improvement. The authorities play a role, in monetary improvement through all these things.The government motion is really important for making sure that growth helps everyone and reduces the differences between people. The government motion is necessary to make growth inclusive. It must reduce inequality. This is what the government motion is, about making sure that growth is fair and that the government motion reduces inequality so that everyone benefits from the government motion.

Demanding situations OF economic development

Growing international locations have a lot of problems. They have to deal with an increase in the number of people living there. There are not jobs for everyone so many people do not have work. A lot of people in these places are very poor. The difference, between poor people is very big. The roads and buildings are not good. The air and water are also getting damaged. Growing international locations have to face all these problems, like populace boom and bad infrastructure and environmental damage.

Sustainable And Inclusive improvement

Sustainable improvement goals to reap monetary boom even as shielding the environment and making sure social fairness, so that progress advantages both the prevailing and destiny generations.

Conclusion

Making the economy better is a job that takes a long time. It needs rules money spent on people and things like food and healthcare and good organizations to make sure everyone gets a fair share of the growth. The economy needs this to get better in a way that's good for ever.

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Original Article

AI Business and Global Trade

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Abstract

Artificial Intelligence (AI) has become an important part of modern business and global trade. It helps companies to work fast to take better decisions and save money in global trade. AI helps in predicting future demand, reducing risks, managing supply change, and handling international payments and transactions. The study shows that AI has the potential to transform global trade by making business operations faster, smarter, and more reliable. The reports put forth that it is of great import that which countries do work together in the development of clear and consistent AI rules, which also includes investment in training programs for workers' new skills, and that we see to it that AI is used in responsible and ethical ways. This research paper explains what AI is and who useful it's in business and global trade. By improving efficiency and reducing costs, AI helps businesses compete in global markets. However, the use of AI also creates challenges such as data privacy issues, high implementation costs, and the need for skilled professionals. This research paper studies the role of AI in business and global trade, its benefits, limitations, and future scope.

Keywords: *Artificial intelligence business, Business operation, Global trade, Business management, Global supply chain, Decision making, Ethical AI, Technologies, International payments, Digital transformation, Global markets.*

Intoduction

International business operations are changing fast as artificial intelligence (AI) becomes a powerful part of how companies work across the globe. Instead of relying only on traditional systems, businesses are now using AI to better manage global supply chains, streamline logistics, and make smarter decisions in real time. Advanced AI tools and generative technologies help organizations respond more quickly to market changes, reduce costs, and stay competitive in a highly connected world. This introduction looks at how AI is transforming international business practices, shaping modern operational strategies, and influencing the future of global trade This research paper explores the influence of artificial intelligence on the opportunities and challenges of business operations and global trade. Given the current trends, policies, and predictions, the purpose of this paper is to analyse how AI impacts global trade and the systems that drive international trade. the influence of artificial intelligence on the opportunities and challenges of business operations and global trade. Given the current trends, policies, and predictions, the purpose of this paper is to analyse how AI impacts global trade and the systems that drive international trade.

Objectives:

The main objectives of this study are:

1. To investigate how AI is used in India's international trade operations.
2. To perform a quantitative correlation test by contrasting India's total AI investments with the total direct income from AI-enabled goods and services.
3.To draw attention to the possible difficulties and disturbances faced as a result of AI implementation.

Hypothese:

$H0_2$:AI adoption does not significantly improve efficiency and competitiveness in India's international trade operations.

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$H1_2$:AI adoption significantly improves efficiency and competitiveness in India's international trade operations.

Scope of Study:

This paper examines how artificial intelligence (AI) affects international trade, focussing on the disruptive issues and innovative potential of AI. With a focus on blockchain, machine learning, and predictive analytics, it examines global markets and industries. The benefits, challenges, and opportunities of AI in international business operations are evaluated in this study.

Methodology:

This descriptive study examines the evolution and consequences of global trade in the AI era, concentrating on trends, challenges, and opportunities. It makes use of secondary data from reputable websites, policy documents, reports from international trade regulatory organisations like the WTO, and academic publications. In order to show how AI is altering international trade practices and the implications for market dynamics and business policies

Review of Literature:

Research has focused on how AI can be incorporated into global trade, emphasising how it can enhance decision-making, optimise supply chains, and reduce operating expenses (Ozturk, 2024). Research also highlights problems like job displacement, ethical conundrums, and the digital divide between developed and developing economies (Shah & Wu, 2024). 's effects on global trade: prospects and difficulties. The article highlights an increasing amount of research that focusses on the risks and transformative potential of integrating AI into international trade.

Finding and Discussion:

AI is being used more and more in India's international trade for market analysis, supply chain management, logistics, customs, and trade finance.

Major industries like IT, healthcare, manufacturing, agriculture, logistics, and finance have all seen steady increases in investment in AI.

The positive correlation demonstrates that greater investment in AI results in increased revenue from international trade.AI boosts competitiveness, lowers expenses, and increases efficiency in India's foreign trade operations.

Conclusion

However, the study also identifies obstacles like high implementation costs, worries about data privacy, a shortage of qualified personnel, and moral dilemmas surrounding the use of AI. Governments, corporations, and international organisations must collaborate to establish clear regulations, encourage moral AI practices, and fund skill-building initiatives in order to fully reap the benefits of AI.

In conclusion, AI has the potential to revolutionise international trade by improving its speed, intelligence, and dependability.

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Original Article

Leadership Beyond Warfare: Motivation and Morale in the Administration of Chhatrapati Shivaji Maharaj

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Abstract

Chhatrapati Shivaji Maharaj is widely recognized as a brilliant military strategist; however, his success was not solely dependent on warfare. This research paper explores the often-overlooked dimension of his leadership—motivation and morale within his administration and military. Shivaji Maharaj created a governance system based on ethical conduct, emotional intelligence, discipline, and respect for human dignity. Through policies that ensured fairness, religious tolerance, welfare of soldiers, and accountability of officials, he cultivated deep loyalty and high morale among his people. This paper argues that Shivaji Maharaj's emphasis on psychological motivation and moral leadership was a decisive factor in the stability and expansion of Swarajya, making his model relevant to modern leadership and public administration.

Keywords: *Leadership, Motivation, Morale, Swarajya, Ethical Governance, Shivaji Maharaj*

1. Introduction

Leadership in pre-modern India is often studied through the lens of conquest and territorial expansion. Chhatrapati Shivaji Maharaj (1630–1680), the founder of the Maratha state, is frequently portrayed as a warrior king. While his military achievements are undeniable, limiting his leadership to warfare alone provides an incomplete understanding of his success. Shivaji Maharaj ruled in a period marked by political instability, foreign domination, and social fragmentation. Despite limited resources, he built a stable administration and a loyal military force. This was made possible not merely through force but through effective motivation and morale-building strategies. His leadership extended beyond the battlefield into the realms of administration, ethics, social justice, and human relations.This paper examines how Shivaji Maharaj motivated his soldiers, administrators, and subjects, and how morale functioned as a pillar of his governance.

2. Conceptual Framework: Motivation and Morale in Leadership

Motivation refers to the internal and external factors that stimulate individuals to work towards a goal, while morale represents collective confidence, enthusiasm, and discipline within a group. In leadership studies, high morale is linked to trust, justice, recognition, and shared purpose.

In pre-modern states, where institutional mechanisms were weak, leadership depended heavily on personal authority and ethical conduct. Shivaji Maharaj intuitively understood these principles. His leadership style aligns closely with modern concepts such as transformational leadership and servant leadership, even though these terms did not exist in his time.

3. Ethical Leadership and Moral Authority

One of the strongest sources of motivation under Shivaji Maharaj was his moral authority. He emphasized Dharma, Nyaya (justice), and Swadeshi values, which created legitimacy for his rule.

Key ethical practices included:

- Strict prohibition against harassment of women and civilians
- Respect for religious places of all communities
- Punishment of officials involved in corruption or misuse of power

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Such ethical discipline distinguished his administration from contemporary regimes and generated trust among the populace. Soldiers and officials believed they were serving a righteous cause rather than a mere ruler, significantly enhancing morale.

4. Motivation of Soldiers: Discipline with Dignity

Shivaji Maharaj treated his soldiers not as expendable forces but as valued participants in Swarajya. His military motivation strategies included:

- Timely payment of salaries
- Merit-based promotions
- Personal interaction with soldiers
- Recognition of bravery and loyalty

He discouraged unnecessary cruelty and looting, reinforcing discipline and self-respect among troops. This created a professional and motivated military that remained loyal even during adverse conditions.

Unlike feudal armies dependent on fear, Shivaji Maharaj's forces were driven by commitment and pride in Swarajya.

5. Administrative Morale and Accountability

Morale within the administration was maintained through decentralization and accountability. Officials such as Deshmukhs, Patils, and Subedars were closely monitored, ensuring efficiency and fairness.

- Important features included:
- Clear division of responsibilities
- Regular inspections
- Severe punishment for abuse of authority
- Encouragement of local participation in governance

Officials were motivated by both recognition and fear of accountability, creating a balanced administrative system. This reduced corruption and improved public confidence in governance.

6. Inclusive Leadership and Social Harmony

Shivaji Maharaj practiced inclusive leadership, which strengthened social morale across diverse communities. His policies reflected religious tolerance and social sensitivity:

- Employment of Muslims in high administrative and military positions
- Protection of all religious institutions
- Emphasis on regional identity rather than religious dominance

By prioritizing unity over division, Shivaji Maharaj ensured social stability and collective motivation toward Swarajya's goals.

7. Psychological Leadership and Symbolism

Symbols played a vital role in morale-building. The concept of Hindavi Swarajya was not merely political but emotional. Shivaji Maharaj used language, rituals, and public conduct to inspire pride and belonging.The coronation ceremony, administrative use of Marathi, and respectful engagement with subjects reinforced a shared identity. This emotional connection between ruler and people acted as a powerful motivational force.

8. Relevance in Modern Leadership and Governance

Shivaji Maharaj's leadership model remains relevant in contemporary governance and organizational management. His emphasis on:

- Ethical conduct
- Employee motivation
- Decentralized administration
- Inclusive leadership

Offers valuable lessons for modern public administrators, military leaders, and corporate managers. His governance proves that sustainable leadership depends as much on morale and motivation as on authority and power.

9. Conclusion

Chhatrapati Shivaji Maharaj's success cannot be explained solely through military achievements. His ability to motivate individuals, maintain high morale, and establish ethical governance formed the foundation of Swarajya. Leadership beyond warfare—rooted in justice, dignity, and emotional intelligence—enabled him to unite diverse groups under a common vision.This study highlights Shivaji Maharaj as not only a warrior king but also a visionary leader whose principles continue to inspire modern leadership thought.

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Original Article

Strategic Innovation and Asymmetric Warfare: A Study of Chhatrapati Shivaji Maharaj's Military Thought"

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Abstract

The authors of this paper have investigated the technological innovation that was developed under the reign of Chhatrapati Shivaji Maharaj (1630-1680), as well as how he adapted his military strategies due to a lack of resources and an adverse geographic environment in the Deccan region. Through a combination of historical analysis and analytical methods, the authors were able to study naval design, fortification, weapons, and logistics. A combination of local craftsmen and European observation helped create a "military-industrial complex" specifically designed for 17th century India. The authors conclude that through smart engineering, Chhatrapati Shivaji Maharaj was able to turn limited resources into strategic advantages.

Keywords: *Maratha Empire, Chhatrapati Shivaji Maharaj, Naval Architecture, Asymmetric Warfare, Fortification.*

Introduction

Beginning in the middle of the seventeenth century, the Deccan experienced turmoil. The Deccan Sultanates were weakening while the Mughal Empire continued to expand into southern India. It was at this time that Chhatrapati Shivaji Maharaj created the sovereign Maratha State of Swarajya and filled the void left by the weakened Deccan Sultanates. While most history books have written about the guerrilla tactics and organizational abilities of Chhatrapati Shivaji Maharaj, they also overlooked the technological advancements that made it possible for him to establish an effective fighting force. People generally view the Maratha Army as simply a mobile cavalry unit based on speed alone. However, when one takes a closer examination of the development of the Maratha Army, it becomes clear that there was a national effort to acquire and develop advanced technologies. Naval engineering and fortification technologies were especially beneficial as they provided Chhatrapati Shivaji Maharaj with the capability to defend against much larger and more powerful opponents than he could have without these technologies. The Maratha war machine was a proactive technological project. It was an example of how a state could develop a war machine by combining local knowledge and technology with external technological influences. Chhatrapati Shivaji Maharaj had a good understanding of materials science and water movement. He developed a "Brown Water Navy" using molten lead as the foundation for fortifications and adapted merchant boats into warships. The Maratha state, which did not have established factories, developed a navy that made the British East India Company fearful. Chhatrapati Shivaji Maharaj also developed a different type of warfare strategy when fighting the Portuguese and British. Unlike his northern counterparts, who relied on elephants to move their armies, Chhatrapati Shivaji Maharaj developed a light artillery-based military machine and created fortified gate designs. His military machine required less logistical support than traditional northern Indian warfare strategies; this allowed him to focus on developing naval power through creating a "Brown Water Navy."

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Historiography and Research Methods

The study of Maratha technology is based on a few historians like Sir Jadunath Sarkar and Dr. Bhalchandra Krishna Apte. They have produced a body of knowledge from which contemporary interpretations are drawn. Sarkar's work "Shivaji and His Times" (1919) has provided much of the background information needed to continue with this area of research. Sarkar utilized primary source material in various languages to establish historical fact and he believed that Chhatrapati Shivaji Maharaj recognized the importance of artillery as it related to warfare. As a result, the Marathas remained reliant upon the Europeans for their heavy guns. Sarkar felt that the logistical ability to move guns through mountainous terrain was the greatest technological genius of the Marathas. Sarkar further stated that the lack of scientific curiosity in India at the time of the Marathas prevented the development of their own heavy gunpowder weapons. Sarkar explained that Chhatrapati Shivaji Maharaj was a pragmatic leader who purchased cannons from the French and English when he was unable to manufacture his own (Sarkar, 1919).

Dr. B.K. Apte's (1973) analysis of the Maratha Navy is one based upon an engineering perspective and is based upon his study of ship designs and ship types, including Gurabs and Galbats. Dr. Apte disputes the long-held theory that all of the ships constructed in India have been inferior to those built in Europe. In fact, he believes that the shallow draft of the Maratha Navy allowed them to operate in creeks where large European vessels could be trapped. The shallow draft of the Maratha Navy thus negated the gunpowder advantage of the larger European vessels. Dr. Apte also noted that Chhatrapati Shivaji Maharaj used teak from the Sahyadri forest, which had several advantages over the oak used in Europe. The most notable being that teak does not decay when exposed to salt water, and therefore did not suffer from the same type of damage that oak suffered when it was exposed to salt water. However, Dr. Apte notes that the Marathas did not employ the keel system used by European ship builders, which resulted in the Maratha warships being less stable in open ocean waters (Apte, 1973).

Modern Historians such as G.B. Mehendale (2011), and Anirudh Deshpande (2021) have offered new perspectives. They point out that the naval strategy employed by Chhatrapati Shivaji Maharaj in his time is also considered an intelligent decision. The strategy of denying or limiting enemy control over the coast by establishing a fleet that would protect the coast, even if they were unable to dominate the open ocean, is a good example of this. Using the Historical-Analytic Method, this research will analyze these documents. The analysis of indigenous chronicles, foreign trade records, and archaeological studies will be used to support the analysis. The foreign documentation provides precise numbers for the number and size of guns and ships. Documentation from archaeological findings of forts such as Sindhudurg fort will assist in verifying claims regarding the construction techniques of the time. Ultimately, using this methodology, this research will establish a clear image of 17th-century Maratha Engineering.

Naval Architecture and Materials

Chhatrapati Shivaji Maharaj is called the “Father of the Indian Navy” because he saw that to be safe, one had to control the ocean. He took no existing navy and created a navy on land controlled by the Portuguese. He developed a "Brown Water Navy," which was a navy designed to operate along the coasts and at river mouths. Many small creeks line the Konkan Coast, offering great places to hide. Chhatrapati Shivaji Maharaj’s warships evolved from local merchant boats, but they were converted into combatant ships using both foreign and local ideas. His strategic decision was based upon the hydrography of the Konkan coast.

The Gurab was the primary fighting vessel. According to Apte (1973), the Gurab weighed approximately between 150 and 300 tons. The most distinctive feature of the Gurab was its large bow projection. The bow projection was specifically designed to allow the Gurab to "ride" over waves rather than "crash" through waves, which is extremely important when traveling across the Arabian Sea during the monsoon season. A Gurab had two larger guns at the front and several smaller guns along each side. It also had a shallow enough draft that it could travel up narrow creek beds. This provided the Marathas with a safe place to retreat from their European adversaries, while the Europeans were unable to pursue due to their deep draft vessels. Although the Gurab lacked stability in deeper waters due to the short length of the keel, it was much more agile and easier to maneuver in coastal areas.

The Galbat was one type of fast, small vessel that was used for reconnaissance purposes. Usually, the Galbats were less than 100 tons and equipped with lighter guns (than those on the Gurab). The Galbats used both sails and oars

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as their primary means of propulsion. By using the triangular sails, the sailors were able to get a better angle to sail into the wind. The crew size for the Galbat was approximately fifty. After the Gurabs had fired on an enemy ship, the Galbats would then be used to swarm over and capture the ship. In this manner, the two types of ships, together formed the backbone of Maratha naval strategy. The Gurabs provided the heavy firepower, whereas the Galbats provided the maneuverability by using their oars to propel the ship through the water when there was little or no wind. For European sailing vessels in tropical waters, the presence of both Gurabs and Galbats was a formidable combination.The use of locally available wood, as well as an oily and resinous coating on hulls, were key factors for success in building ships at home. Indian teak has natural resistance against the marine worm attacks that consumed the hulls of European ships; the British eventually acknowledged that Indian teak ships endured longer than their European oak counterparts. The local coating was able to keep the hulls from being damaged by salt, and the local chemical process did so with no need for modern dry docks; these two decisions allowed the Indian shipbuilding industry to be self-sufficient.

Fortification and Civil Engineering

The Marathas established their dominance through hill fortifications; "the forts are the kingdom," was famously stated by Chhatrapati Shivaji Maharaj. He did this with modern engineering techniques while at the same time constructing the first of many of his famous island forts. Sind-hudurg is an example of how the use of engineering has been employed to build a structure upon a rock island (Archaeological Survey of India, 2024). A large challenge was to provide a solid base for the construction of the structure since wave action would interfere with the setting of the mortar. According to records, approximately 4000 lbs of molten lead were poured around the foundation stones to lock them to the rock. In India, this was a unique method of sealing the joints to protect the mortar from being washed away by saltwater. The molten lead both sealed and absorbed shock so that the walls could withstand the great force of the ocean tides.: Another important innovation of medieval Indian defensive technology was the "Gomukhi", which translates into English as the cow face gate. Gates in North India at this time were usually designed to run in a straight line. These types of gates are weak against being broken open with war elephants. In contrast, the cow face gate had to have its attackers turn sharply between two large towers to access it, therefore making it impossible for either a war elephant or battering ram to build up enough momentum to strike the gate. Additionally, the cow face gate creates a kill zone for attacking forces. The attacker is forced into a very narrow area (a space defined by three walls) with defenders raining down upon him/it from above, using weapons such as rocks, oil, and bullets. Therefore, numerically superior attacking forces would have their advantage diminished because they would have to fight under the control of the defenders, rather than that of their own advantage of numbers.

The ability to manage water, to sustain life, was very important in terms of surviving through long sieges. Many of the fortresses built by Chhatrapati Shivaji Maharaj were located upon high basalt mountains where the collection of water would be difficult. The engineers who worked on these fortresses carved out deep cisterns directly into the solid rock of the mountain. While the purpose of these cisterns was to collect as much rainwater as possible, they were also designed to access natural underground layers of water within the mountain. An example of this can be seen at Raigad, where an artificial lake known as Ganga Sagar was created so that soldiers stationed there would have a source of fresh water throughout the entire year (Joshi & Mahajan, 2021). Additionally, some of the fortresses used sediment tanks as a method of filtering the water before allowing it to reach the primary source of drinking water. This sanitation process prevented disease outbreaks from occurring among soldiers in the garrison due to contaminated water. The ability to successfully manage the water table and reduce evaporation demonstrated a sophisticated knowledge of hydrology. The inclusion of these technical details ultimately allowed the garrison of a Maratha fortress to survive for months without needing to receive support from external sources. The fortified structures were not simply walls built to protect the occupants of the structure; they were self-sustaining survival devices integrated into the landscape and represented one of the fundamental elements of state sovereignty through their application of civil engineering.

Weaponry and Artillery Technology

The Maratha ground troops made use of rapidity (mobility) and high-quality steel locally forged by smiths to produce fluid weapons. The Marathas also developed several notable weapons specifically suited for close-in combat. Two of these were the Dandpatta (a gauntlet sword), and the Bagh-Nakh, or Tiger's Claw. Unlike the widespread misconception that they hated firearms, the Marathas had adapted gunpowder into their quick tactical methods using various types of firearms, including the smaller and mobile "Zamburak", mounted on camels, and the highly accurate "Jezaila" muskets. Shivaji established workshops in the area to create and develop new types of ammunition as well as innovative designs for gun carriages to allow for surprise placement of cannons within difficult terrain.

Logistics and Conclusion

The most innovative aspect of the Maratha state was its logistical organization. Each soldier carried with them the absolute minimum in a kit, including a spear, a shield, and a sack of grain. It had no large, mobile camps and markets as did the Mughal Army. The Maratha State also developed the "Bargir" system, which provided horses and weapons for soldiers, thus assuring that all equipment was standardized and of high quality. Chhatrapati Shivaji Maharaj's use of what can be described as "early rocket" technology included the "Ban," a noisy and unpredictable, iron-cased projectile designed to frighten the enemy's horses and disrupt their formation during cavalry charges (Sen,

1958). Chhatrapati Shivaji Maharaj's reign is also significant in that it challenged long-held ideas about the technological landscape of warfare at that time. The Maratha State was an example of an adaptive innovator. Chhatrapati Shivaji Maharaj did not attempt to keep pace with the wealth of the Mughal Empire nor the maritime power of the Europeans. Instead, he opted to develop asymmetrical technologies. The designs of the gurab and galbat naval vessels allowed the Marathas to engage European warships in the shallow waters in which they were least capable. In addition, the lead foundation and hidden gate systems of Sindhudurg turned geography into a weapon. The dandpatta and light artillery were designed to emphasize speed and lethality rather than mass. Both these innovations were perfectly suited to both the economic and geographical realities of the Deccan region.

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Original Article

Leadership and Resource Optimization under Chhatrapati Shivaji Maharaj

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Abstract

Chhatrapati Shivaji Maharaj is remembered in Indian history not only as a brave warrior but also as a wise and practical ruler. He ruled during a period when political conditions were unstable and resources like money, land, and manpower were limited. In spite of these challenges, he successfully established Swarajya through careful planning, strong discipline, and people-oriented leadership. He believed that resources should be used carefully and that common people should not be troubled unnecessarily. His methods of administration, military planning, and economic management were simple but effective. This research paper studies the leadership qualities of Shivaji Maharaj with special reference to resource optimization. The paper explains how he managed administration, revenue, military, and social responsibilities using limited resources. The study also highlights the relevance of his leadership in the modern world, especially for students of management and administration.

Introduction

As a postgraduate commerce student, studying the leadership of Shivaji Maharaj helps in understanding practical aspects of management and administration. Leadership is not only about authority or holding power. It is more about responsibility, decision-making, and understanding real situations. A true leader knows how to work even when conditions are not favourable. Shivaji Maharaj showed this quality throughout his life.When Shivaji Maharaj started his mission of establishing Swarajya, he did not have a large army or strong financial support. Powerful rulers like the Mughals and Deccan Sultanates controlled large territories and resources. Shivaji Maharaj faced constant opposition, attacks, and political pressure. Still, he did not lose confidence. He worked patiently and planned every step carefully.He believed that public support was the strongest foundation of a kingdom. Instead of depending only on wealth or force, he focused on trust, discipline, and proper use of available resources. His leadership style was practical and based on experience rather than theory. This research paper focuses on how his leadership and efficient resource management helped him build a strong and stable state.

Objectives of the Study

1. To study the leadership qualities of Chhatrapati Shivaji Maharaj.
2. To understand his administrative system and working style.
3. To examine how he managed limited resources effectively.
4. To analyse the importance of his leadership in the present time.

Research Methodology

The present research paper is based on secondary data. Information has been collected from history books, reference books, academic journals, and educational websites. The study is descriptive in nature. Efforts have been made to explain the topic in simple language so that it is easy to understand for students.

Leadership Style of Shivaji Maharaj

Shivaji Maharaj followed a leadership style that was realistic and situation-based. He did not believe in following fixed rules for every problem. Instead, he carefully observed the situation and then took suitable decisions. This flexible approach helped him face stronger enemies with limited resources.

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He maintained close contact with soldiers, officers, and common people. Because of this, people trusted him and willingly supported his efforts. Discipline was strictly followed, but it was fair and justified. He rewarded loyalty and punished misconduct. His leadership was based on courage, honesty, responsibility, and clear thinking.

Vision and Long-Term Planning

One of the strongest qualities of Shivaji Maharaj was his clear vision. He had a long-term goal of establishing Swarajya and worked continuously towards it. He did not look for short-term success. Even small victories were planned in a way that supported future growth. He understood the importance of planning and preparation. Before taking any major decision, he considered possible outcomes. This habit helped him avoid unnecessary losses and use resources efficiently. His vision gave direction to his administration and military strategies.

Administrative System

The administrative system under Shivaji Maharaj was simple but well-organized. He was supported by a group of ministers who assisted him in governance. Each minister was assigned specific duties, which reduced confusion and improved efficiency.Local administration was given importance. Officers were responsible for maintaining law and order in their regions. They were expected to work honestly and responsibly. Regular checks were conducted to prevent misuse of power. Appointments were made on the basis of ability and performance rather than family background. This ensured proper utilization of human resources.

Decentralization and Accountability

Shivaji Maharaj believed in decentralization of power. Local officers were given authority to manage local affairs, but they were also held accountable for their actions. This system reduced corruption and improved administrative efficiency.By dividing responsibilities, he ensured that no single officer became too powerful. This balance of power helped in smooth administration and better use of resources. Accountability encouraged officers to perform their duties sincerely.

Revenue System and Economic Management

The revenue system followed by Shivaji Maharaj was fair and people-friendly. He understood that farmers were the backbone of the economy. Land revenue was collected only after proper assessment of land quality and crop production. Heavy taxation was strictly avoided.During natural calamities like droughts or floods, tax collection was reduced or postponed. This helped farmers recover from losses and continue farming. Trade and commerce were encouraged. Local markets were supported, which helped in economic growth. His economic policies strengthened the financial base of Swarajya.

Protection of Farmers and Traders

Shivaji Maharaj ensured that farmers and traders were protected from exploitation. His soldiers were strictly instructed not to harm civilians or destroy crops. This policy increased public trust and economic stability.By protecting economic activities, he ensured steady revenue for the state without burdening people. This approach showed his understanding of sustainable economic management.

Military Management and Use of Resources

Shivaji Maharaj managed military resources very carefully. Instead of maintaining a very large army, he focused on training, discipline, speed, and intelligence. Guerrilla warfare techniques helped him defeat stronger enemies using fewer soldiers.Forts played an important role in his defense strategy. Each fort was strategically located and properly managed. He also developed a navy to protect coastal areas and trade routes. Soldiers were paid on time, which increased loyalty and morale.

Discipline and Ethics in the Army

Strict discipline was maintained in the army. Soldiers were instructed to respect women, religious places, and civilians. Looting and misconduct were strictly punished. This ethical approach increased public support for military campaigns.His army was not just strong in battle but also respected by people. This moral discipline was a key resource in maintaining stability.

Ethical Governance and Social Responsibility

Ethical values were central to Shivaji Maharaj's governance. He followed principles of justice, fairness, and equality. Strict orders were issued to protect women, civilians, and places of worship.He respected all religions and promoted peaceful coexistence. His administration focused on safety, dignity, and justice for people. Because of this ethical rule, people trusted his leadership and supported Swarajya wholeheartedly.

Resource Optimization

Resource optimization means using available resources in the best possible way without waste. Shivaji Maharaj naturally followed this principle. He planned activities carefully and avoided unnecessary expenditure.Human resources were used according to skills and abilities. Natural resources were protected. Financial resources were spent mainly on defense and public welfare. Proper planning helped save time, money, and effort.

Relevance in the Present Time

Even in today's modern world, the leadership of Shivaji Maharaj remains relevant. His ideas of ethical governance, people welfare, and efficient resource management are useful for modern administrators and

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managers.Students of commerce and management can learn valuable lessons from his leadership style. His life shows that success can be achieved through planning, discipline, and honesty.

Conclusion

Chhatrapati Shivaji Maharaj proved that leadership does not depend only on wealth or power. Through careful planning, discipline, moral values, and respect for people, he built a strong and lasting kingdom. His leadership and efficient use of resources continue to inspire people even today. His life offers timeless lessons in leadership, management, and responsible governance.

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Original Article

Shivaji Maharaj in Contemporary Discourse: Leadership, Legacy, and the Politics of Representation

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Abstract

The legacy of Chhatrapati Shivaji Maharaj continues to occupy a central place in contemporary public discourse, particularly in Maharashtra, where his leadership is frequently invoked as a normative model of governance, authority, and political ethics. While historical scholarship presents Shivaji Maharaj as a complex ruler who balanced military strategy with administrative innovation, social responsibility, and ethical restraint, contemporary representations often emphasise selective and simplified aspects of his legacy. This paper examines how such representations operate within modern discourse and how they shape prevailing understandings of leadership and governance.Adopting a methodology of critical distance, the study approaches Shivaji Maharaj not as a static historical figure but as a discursive site through which power, legitimacy, and moral authority are continually negotiated. The analysis is situated within an interpretive frame that distinguishes between the Dominant Other and The Oppressed as analytical categories rather than fixed social identities. Through this lens, the paper explores how certain interpretations of Shivaji Maharaj's legacy attain normative dominance, while alternative, plural, and ethically grounded readings are marginalised or rendered invisible.Rather than engaging in partisan or ideological debate, the paper focuses on the structural consequences of selective remembrance, particularly its implications for social cohesion, governance ethics, and pedagogical practice. It argues that the uncritical appropriation of historical legacy risks transforming a nuanced model of leadership into a one-dimensional symbol of power. By revisiting Shivaji Maharaj's legacy through a critically reflective and non-partisan lens, the paper underscores the importance of preserving historical complexity in contemporary discourse, especially within democratic and diverse social contexts.

Keywords: *Shivaji Maharaj, Legacy, Leadership, Discourse, Governance, Representation*

Introduction – Laying the Frame and Context

The legacy of Chhatrapati Shivaji Maharaj occupies a distinctive position in the political and cultural imagination of India, particularly in Maharashtra. Frequently invoked in public discourse as an emblem of leadership, governance, and authority, Shivaji Maharaj continues to function not only as a historical figure but also as a powerful symbolic reference in contemporary debates on statecraft and political ethics. This enduring relevance, however, has also rendered his legacy vulnerable to selective interpretation and representational simplification (Thapar, 2000).Historical scholarship has consistently acknowledged the complexity of Shivaji Maharaj's rule, emphasising administrative innovation, strategic pragmatism, and ethical responsibility alongside military achievement (Gordon, 1993; Sarkar, 1973). In contrast, many contemporary representations foreground limited aspects of this legacy, often reframing leadership through narrow and assertive narratives. Such representations do more than reflect historical memory; they actively shape normative understandings of power, legitimacy, and governance in the present. This paper examines Shivaji Maharaj's legacy as it operates within contemporary discourse, shifting the focus from historical reconstruction to the politics of representation. Rather than adopting celebratory or oppositional readings, the study maintains a position of critical distance to examine how meanings are produced, normalised, and contested (Foucault, 1980).

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Central to this analysis is the relational dynamic between dominant discursive positions and marginalised interpretations, conceptualised through the analytical categories of the Dominant Other and The Oppressed.
This conceptual and methodological positioning enables an examination of how selective remembrance reshapes leadership ideals, governance ethics, and pedagogical practices. In doing so, the study seeks to preserve historical complexity while critically engaging with the contemporary uses of legacy in democratic and plural social contexts (Thapar, 2000).The paper does not seek to catalogue empirical instances of representation, but to analyse the structural logic through which selective remembrance operates.

Conceptual Frame and Methodological Position

This paper is situated within an interpretive conceptual frame that treats historical legacy as a dynamic element of contemporary discourse rather than a static record of the past. Within this frame, **Chhatrapati Shivaji Maharaj** is approached not primarily as an object of historical reconstruction, but as a discursive site through which meanings of leadership, authority, and governance are continuously produced and negotiated. Such an approach allows the analysis to move beyond questions of historical accuracy alone and toward an examination of how historical figures are mobilised within present configurations of power (Foucault, 1980).Methodologically, the study adopts a position of **critical distance**. This involves maintaining analytical detachment from both celebratory and oppositional narratives, while remaining attentive to the ethical and political implications of representation. Rather than aligning with particular ideological interpretations, critical distance enables the paper to examine how dominant meanings emerge, stabilise, and circulate within public discourse. This methodological stance is particularly relevant when engaging with figures whose legacies are deeply embedded in collective memory and symbolic politics (Müller, 2016).

The analysis is further guided by a relational frame that distinguishes between the **Dominant Other** and **The Oppressed** as analytical categories. These terms are employed not as fixed social identities, but as discursive positions that structure visibility, legitimacy, and authority within contemporary narratives. The Dominant Other refers to interpretive positions that acquire normative status and exercise symbolic control over historical meaning, while The Oppressed denotes perspectives that are marginalised, silenced, or rendered peripheral within such frameworks. This binary is used to illuminate processes of inclusion and exclusion in discourse, rather than to attribute moral judgement to specific social groups (Foucault, 1980).

This conceptual and methodological positioning enables an examination of how selective remembrance reshapes leadership ideals, governance ethics, and pedagogical practices. In doing so, the study seeks to preserve historical complexity while critically engaging with the contemporary uses of legacy in democratic and plural social contexts (Thapar, 2000).The analysis draws selectively on a limited set of theoretical and historical works in order to maintain conceptual coherence rather than bibliographic breadth.

Shivaji Maharaj as a Discursive Site of Leadership

In contemporary public discourse, Chhatrapati Shivaji Maharaj is frequently invoked as an exemplary model of leadership and governance. However, the meanings attached to this invocation are neither uniform nor historically neutral. Rather than functioning as a stable historical reference, Shivaji Maharaj operates as a discursive site through which competing interpretations of authority, legitimacy, and political ethics are articulated. Examining this discursive function allows for a clearer understanding of how leadership is imagined and normalised in the present (Gordon, 1993).Historical scholarship has consistently emphasised the multidimensional nature of Shivaji Maharaj's rule, highlighting administrative organisation, strategic pragmatism, and ethical considerations alongside military capability (Gordon, 1993; Sardesai, 2002; Sarkar, 1973). In contrast, contemporary discourse often abstracts leadership from this complexity, privileging assertiveness, decisiveness, and symbolic strength as defining traits. Such abstraction does not emerge accidentally; it reflects the selective mobilisation of historical elements that resonate with prevailing expectations of power. Leadership, in this context, is not merely described but actively constructed through emphasis and omission.

Viewing Shivaji Maharaj as a discursive site reveals how leadership is transformed from a historically situated practice into a normative ideal. Certain representations acquire dominance by presenting particular traits as self-evident indicators of effective rule, while alternative dimensions—such as administrative restraint, negotiation, and ethical governance—receive comparatively less visibility. This process illustrates how discourse simplifies complexity in order to stabilise meaning, especially when historical figures are used to legitimise contemporary authority structures (Foucault, 1980).Within this discursive field, the relational dynamic between the Dominant Other and The Oppressed becomes evident. Dominant interpretive positions tend to universalise their readings of leadership, framing them as natural or unquestionable, while marginalised interpretations are rendered peripheral or irrelevant. The significance of this dynamic lies not in the content of any single interpretation, but in the asymmetrical power through which certain meanings become normative. Leadership, therefore, is shaped not only by historical reference but by the discursive authority that governs which aspects of legacy are foregrounded (Müller, 2016).

By approaching Shivaji Maharaj as a discursive site rather than a singular leadership model, the analysis foregrounds the constructed nature of contemporary leadership ideals. This perspective enables a critical engagement with how historical legacies are employed to define governance norms in the present. It also prepares the ground for

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examining the broader implications of selective representation, particularly in relation to governance ethics, social cohesion, and the pedagogical transmission of historical meaning (Thapar, 2000).

Contemporary Discourse and Selective Representation

Contemporary discourse surrounding **Chhatrapati Shivaji Maharaj** is shaped by processes of selection through which certain aspects of his legacy are amplified while others recede from view. These processes are not random; they are structured by prevailing configurations of symbolic authority that influence which interpretations gain visibility and legitimacy. As a result, historical complexity is often filtered through representational frameworks that privilege particular understandings of leadership and power (Assmann & Czaplicka, 1995; Foucault, 1980).Selective representation operates by foregrounding traits that align with dominant expectations of authority, such as assertiveness, decisiveness, and symbolic strength. While these attributes are not absent from Shivaji Maharaj's historical leadership, their isolation from broader administrative and ethical contexts produces a narrowed interpretive frame. Leadership, under such conditions, becomes defined through command rather than governance, and spectacle rather than responsibility. Historical legacy is thus transformed into a set of recognisable symbols that circulate easily within public discourse (Müller, 2016).

Within this discursive environment, the relational dynamic between the Dominant Other and The Oppressed becomes structurally visible. Dominant interpretive positions consolidate authority by presenting their readings of leadership as natural, self-evident, and universally representative. Alternative interpretations—particularly those emphasising ethical governance, plural social relations, or administrative restraint—are rendered peripheral. This marginalisation rarely occurs through direct exclusion; instead, it operates through omission, silence, and the gradual normalisation of a singular narrative (Foucault, 1980).The power of selective representation lies in its capacity to shape normative assumptions without appearing overtly ideological. By stabilising particular meanings as common sense, discourse limits the space available for critical engagement. Over time, historical legacy is transformed into a regulatory framework that defines acceptable interpretations of leadership and authority. Within this configuration, The Oppressed are marginalised not through confrontation, but through the erosion of interpretive legitimacy (Foucault, 1980).

These dynamics extend beyond historical debate into broader questions of governance and civic life. When selective remembrance structures public discourse, it shapes how leadership ethics are imagined and enacted. Models of leadership drawn from simplified legacies risk reproducing hierarchical norms rather than fostering reflective and accountable governance. Similarly, the pedagogical transmission of history under such conditions privileges affirmation over inquiry, narrowing the scope for critical engagement. Recognising these effects is essential for understanding how historical legacy functions within contemporary democratic discourse (Thapar, 2000).By examining selective representation as a discursive process, this section underscores the importance of critically engaging with how historical legacies function in the present. Recognising the mechanisms through which dominance is established and maintained within discourse enables a more nuanced understanding of leadership models derived from the past. Such recognition is essential for sustaining democratic dialogue and preserving the ethical dimensions of historical memory in contemporary society (Assmann & Czaplicka, 1995; Thapar, 2000).

Implications for Governance Ethics and Pedagogical Practice

The discursive dynamics examined in the preceding sections carry significant implications for how governance ethics and leadership models are understood in contemporary society. When historical legacies such as that of Chhatrapati Shivaji Maharaj are mobilised through selective representation, they shape not only public memory but also normative assumptions about authority and legitimacy. Leadership ideals derived from narrowed readings of the past risk privileging symbolic assertion over accountability, restraint, and ethical responsibility (Müller, 2016).From the perspective of governance ethics, such simplification obscures the relational dimensions of leadership that are essential within democratic contexts. Ethical governance depends not merely on decisiveness or strength, but on the capacity to negotiate plurality, address asymmetries of power, and remain responsive to social responsibility. When historical legacies are reduced to one-dimensional symbols, their potential to inform reflective and inclusive models of leadership is significantly diminished (Gordon, 1993).

The implications are equally significant within the domain of pedagogy. The manner in which historical legacies are transmitted through educational and public narratives shapes how learners engage with the past. Pedagogical approaches informed by selective remembrance tend to privilege affirmation over inquiry, encouraging reverence rather than critical engagement. This constrains the capacity of learners to recognise historical complexity and to understand leadership as a situated and ethical practice rather than a fixed ideal (Thapar, 2000).

A critically reflective engagement with historical legacy therefore holds value beyond historical knowledge alone. It enables learners and citizens to interrogate how power operates through memory and representation, fostering a more nuanced understanding of governance and civic responsibility. Such engagement does not seek to displace historical figures from public imagination, but to situate them within frameworks that acknowledge plurality, ethical tension, and contextual complexity (Foucault, 1980).By foregrounding these implications, the paper highlights the importance of sustained critical engagement with historical legacy in contemporary discourse. Such engagement affirms the role of

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reflective scholarship in preserving the ethical dimensions of leadership models, particularly within diverse and democratic societies where historical meaning remains contested and consequential (Thapar, 2000).

Conclusion

This paper has examined the contemporary legacy of Chhatrapati Shivaji Maharaj by shifting the focus from historical narration to the politics of representation. By approaching Shivaji Maharaj as a discursive site rather than a fixed historical object, the analysis has demonstrated how leadership ideals are shaped, stabilised, and circulated within present configurations of power. Such an approach allows for critical engagement with legacy without reducing historical complexity to either celebration or rejection (Foucault, 1980).Employing a methodological position of critical distance and a relational frame distinguishing between the Dominant Other and The Oppressed, the paper has highlighted how selective remembrance functions as a structuring force within contemporary discourse. The analysis shows that dominant interpretations acquire authority not solely through historical reference, but through their capacity to normalise particular meanings of leadership, governance, and legitimacy. In this process, alternative ethical and plural readings are marginalised, often through omission rather than overt exclusion (Müller, 2016).The implications of these dynamics extend beyond historical debate. When historical legacies are mobilised through narrowed representations, they influence governance ethics, civic imagination, and pedagogical practice. Leadership models derived from simplified readings risk reinforcing hierarchical norms, while critically reflective engagement preserves the possibility of ethical deliberation and democratic dialogue (Thapar, 2000).Rather than seeking to resolve contested interpretations, this paper argues for sustaining historical complexity as a democratic imperative. Revisiting Shivaji Maharaj's legacy through a critically reflective lens affirms the role of scholarship in resisting reductive appropriations and in preserving the ethical dimensions of leadership within diverse and plural societies (Assmann & Czaplicka, 1995).

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Original Article

Financial Crisis Management

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Abstract:

Financial crises generate widespread economic instability and significantly disrupt labor markets. One of the most critical consequences of such crises is rising unemployment, which results from reduced investment, declining demand, and organizational cost-cutting measures. In recent years, the information technology (IT) sector—traditionally regarded as a stable source of employment—has also experienced substantial workforce reductions due to global economic slowdown, financial uncertainty, and changing business conditions.This research paper examines financial crisis management with unemployment as its central focus, using recent developments in the IT sector as a contemporary illustration. The study is descriptive in nature and is based on secondary data collected from academic literature, government publications, international organization reports, and recent industry analyses. The findings suggest that while cost-cutting measures such as layoffs are commonly adopted during financial stress, balanced financial crisis management—supported by timely government intervention, labor-market policies, and skill-development initiatives—is essential to stabilize employment and ensure sustainable economic recovery. The conclusion will elaborate on some issues and finally give an answer as to how can the crisis and Indian finance can come together.

Keywors*: Financial Crisis, Unemployment, sustainable economic recovery, Indian finance*

Introduction

The contribution of India's IT industry to economic progress has been quite significant. The rapidly expanding socio-economic infrastructure has proved to be of great use in supporting the growth of Indian information technology industry. The flourishing Indian economy has helped the IT sector to maintain its competitiveness in the global market. The total revenue from this sector was valued at 30 lakh crores Indian rupees in the fiscal year 2025. Out of this figure, the domestic IT market in India accounted for 4.85 lakh crore rupees. So, the IT sector in India has played a major role in drawing foreign funds into the domestic market. Recession is a part of the business cycle. It's foolish to assume that business will grow despite recession. It's the length and depth of recession that determines business growth. The duration of recession in the IT industry and its impact on the Indian economy are discussed in detail.

Scope of The Study

The present study has been made to analyze the financial crisis and its impact on selected IT industries in the year 2018-2025

Methodology

The impact of the Financial Crisis and Its Impact on Selected IT Industries in India
The data for the study has been collected from secondary sources
This study is descriptive in nature and is based on secondary data. The data are collected from economics and financial management textbooks, research journals, government publications, and reports published by organizations such as the IMF, World Bank, and ILO. Recent news reports related to layoffs in the IT sector are also used. The collected data are analyzed using a qualitative approach.

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Effects of It Industry

The Indian IT industry has been affected by the global economic slowdown and reduced technology spending, resulting in slower growth compared to earlier years. During the high-growth phase, the sector recorded annual growth rates of around 10–15%, whereas in recent years the growth rate has declined to about 4–6%, indicating a clear slowdown. One of the most visible effects has been on employment. Hiring growth has reduced sharply, with some leading IT firms reporting a 60–70% decline in net hiring compared to previous years. Campus recruitment has also slowed, affecting employment opportunities for fresh graduates. The slowdown has placed pressure on revenues and profit margins. Nearly 55–60% of the Indian IT industry's revenue depends on the United States market, and reduced client spending has led to contract renegotiations and project delays. As a result, revenue growth has declined by approximately 2–3 percentage points compared to earlier periods. Despite these challenges, the IT sector continues to play a vital role in the Indian economy, contributing nearly 7–8% to India's GDP and accounting for about 40% of total service exports. The industry is gradually shifting toward high-value areas such as artificial intelligence, cloud computing, and digital transformation, which may support long-term growth.

Result and Discussion

The Indian IT industry, one of the fastest-growing technology markets in the world, is heavily dependent on exports. This makes it vulnerable to global economic fluctuations. Recent years have seen delayed impacts in Asia due to the ripple effects of slower growth in the U.S. and Europe, resulting in reduced IT spending and cautious investment behavior among foreign clients. Historically, IT spending as a share of revenue varies across industries: about 3.5% in manufacturing, 5–6% in retail, and 9–10% in banking. However, during periods of economic slowdown, companies tend to postpone new IT deployments or cut discretionary spending Surveys indicate that a significant portion of Western firms have reduced IT budgets or scrutinized projects for higher returns, affecting offshore contracts and reducing overall global demand for Indian IT services. The structural transformation of IT services, including automation and cloud adoption, has also changed client expectations. Companies are reducing project scopes, delaying development, and focusing on cost-saving measures, including shifting work to lower-cost offshore locations. While this may improve efficiency, it has constrained revenue growth for Indian IT firms.

From 2018 to 2025, Indian IT revenue increased from approximately USD 177 billion to USD 282–283 billion, but growth rates slowed from double digits to around 3.8% in FY24 and 5.1% in FY25 (Author, Year). Export growth has been modest, with regions such as Europe remaining weak and the U.S. showing cautious IT investment. Employment has also been affected. Major firms, including TCS, have reduced their workforce by over 12,000 employees, and silent layoffs across the sector may impact up to 50,000 jobs. The adoption of automation and AI is reshaping workforce requirements, reducing demand for routine roles while increasing the need for skilled employees in emerging technologies such as cloud computing, data science, and AI governance. Despite these challenges, the Indian IT industry continues to be a key contributor to GDP and exports. The period from 2018 to 2025 reflects a shift from rapid expansion to slower growth, workforce adjustment, and structural transformation, highlighting the sector's resilience and adaptability amid global economic uncertainty.

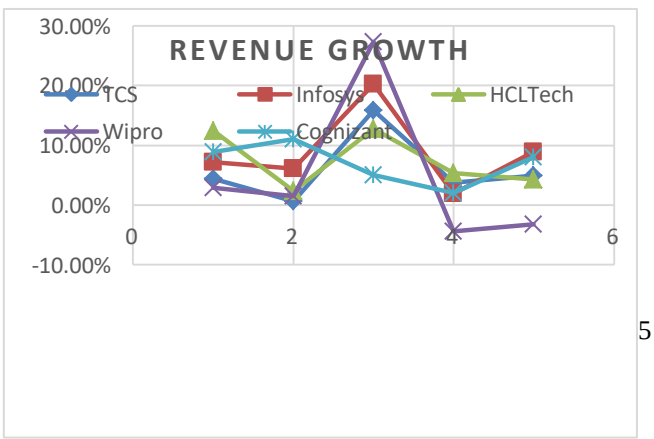
Period	Revenue (USD)	Approx. Growth
FY18–FY20	$177 B $200 B	→ Moderate to strong growth
FY21–FY23	$227 B $245 B	→ Recovery & steady growth
FY24–FY25	$253.9 B $282.6 B	→ Slower, single-digit growth (3.8–5.1%)

1. FY18–FY20: Pre-pandemic growth period, moderate annual increases.
2. FY21–FY23: Post-pandemic recovery; steady growth in exports and IT services.
3. FY24–FY25: Growth slowed due to global uncertainty, cautious IT spending

The IT services and outsourcing market is currently undergoing a structural transformation that will have a profound effect on how IT service providers will have to conduct their business Customers have started to reduce project scope and / or postpone

New development. However, they are also trying to move more work to lower cost offsite locations, which could increase IT budgets towards tangible cost saving measures.

Since 2018, India's information technology (IT) services sector has faced a transitional period characterized by moderated growth compared with the high expansion rates of the early 2000s. During the pre-2008 era, IT



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exports grew at an average compounded annual growth rate of approximately 26%, positioning firms such as Tata Consultancy Services (TCS), Infosys, and Wipro as global leaders in technology services. Post-2018, however, multiple external and internal factors have contributed to slower growth trajectories. Macroeconomic developments in primary markets, notably the United States and Europe, have increasingly influenced demand for Indian IT services. Uncertain economic conditions, geopolitical tensions, and fluctuating regulatory environments have led clients to adopt more cautious IT spending policies. This caution has, in turn, affected project initiation timelines, billing rates, and overall revenue growth for Indian IT vendors. The onset of the COVID-19 pandemic in 2020 disrupted global business operations, initially causing delays in project execution and temporary revenue slowdowns. Simultaneously, the crisis accelerated the adoption of digital technologies across enterprises, driving heightened demand for cloud services, cybersecurity solutions, automation, and artificial intelligence. Indian IT companies adapted rapidly by expanding digital portfolios, deploying remote delivery models, and securing new contracts, mitigating some negative impacts of the pandemic. Growth performance varied among leading firms. While TCS maintained a relatively optimistic outlook due to a diversified deal pipeline, other major players periodically revised revenue projections downward in response to slower uptake in traditional verticals, particularly banking, finan cial services, and insurance (BFSI). Overall, the sector's exports continued to grow between 2021 and 2023, but at a moderated rate of approximately mid-teens percentage growth in U.S. dollar terms annually, lower than the pre-2008 boom years. European markets, particularly the United Kingdom and Germany, experienced constrained GDP growth and fiscal tightening, resulting in subdued IT budgets and delayed enterprise modernization initiatives. Similarly, in the United States, evolving political debates around outsourcing and stricter visa regulations influenced staffing strategies, prompting Indian IT firms to increase local hiring. While this shift ensured compliance and met client preferences, it also increased operational costs relative to traditional offshore models. Sector-specific trends further shaped the industry landscape. BFSI clients, historically a core revenue source, faced margin pressures and selectively reduced discretionary IT investments. Telecommunications companies, confronting competitive and infrastructure challenges, similarly moderated technology spending. These developments collectively contributed to a more cautious growth environment for Indian IT exports. Looking forward to 2024–2025, industry projections indicate continued expansion, though at a slower and more sustainable pace than during the early 2000s. Indian IT firms are increasingly emphasizing specialized digital offerings, strategic acquisitions, and deeper client engagement to maintain competitiveness. The sector's resilience is reinforced by its adaptability to evolving client needs and investment in emerging technology domains, positioning it for steady, albeit moderated, growth in a global environment marked by uncertainty

Company	BFSI Revenue share
TCS	38%
Infosys	35%
Wipro	28%
HCL Tech	32%
Cognizant	40%

For India's IT services sector, exchange rate fluctuations have been an important factor shaping revenue and profitability. Because a large portion of IT export earnings are denominated in foreign currencies (especially U.S. dollars) while costs such as employee salaries and office expenses are largely in Indian rupees, changes in the rupee–dollar exchange rate can significantly affect the value of earnings when they are converted into rupees. A weaker rupee generally increases the rupee-equivalent value of dollar earnings, which can support revenue and margins, while a stronger rupee can compress margins by reducing the rupee value of foreign revenues. Analysts have noted that when the rupee weakens, IT firms may see a boost to their rupee-reported operating margins because revenues rise faster than most rupee costs.

Over the early 2020s, the rupee has experienced periods of both depreciation and relative stability. For example, between fiscal years 2023 and 2025, the rupee depreciated against the U.S. dollar, with a decline of several percentage points each year, making export earnings more valuable in rupee terms. This dynamic has offered a modest tailwind for sectors like IT that earn most of their revenue in dollars.By late 2025, the rupee reached historic lows near ₹90 per dollar, influenced by global trade pressures, capital outflows, and foreign exchange market dynamics. Such depreciation tends to raise the rupee value of IT export earnings — a benefit for Indian IT firms — but it can also increase the cost of servicing foreign currency debt for other sectors. At the same time, exchange rate volatility can create risks. Higher volatility increases uncertainty for financial planning and makes hedging more expensive. For companies with foreign currency borrowings or unhedged exposures, a weaker rupee increases the rupee cost of repaying external debt.

Economic Effects Beyond It

The impact of exchange rate changes is not uniform across the economy:

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- Export-oriented sectors like IT services and pharmaceuticals often benefit from a weaker rupee, as foreign earnings convert into more rupees and can improve competitiveness.
- Import-intensive sectors face higher input costs when the rupee weakens, which can contribute to inflationary pressure.
- A volatile exchange rate can influence foreign investment flows, debt servicing costs, and inflation expectations, all of which shape the broader macroeconomic environment in which Indian IT firms operate.

Pricing Poised for Decline In Favour of Volumes: -Pricing in the Indian IT sector has remained a key challenge, particularly in the BFSI (Banking, Financial Services, and Insurance) vertical. US clients, which make up a significant portion of revenue, continue to focus on cost efficiency, encouraging lower onsite rates, greater offshoring, and volume-based discounts. As a result, BFSI application business margins are generally a few percentage points lower than higher-margin verticals such as energy or healthcare. To maintain profitability, IT companies are attempting to diversify into other verticals. Replacing part of the BFSI business with clients from sectors like healthcare, retail, and manufacturing could positively impact overall margins. However, this transition is gradual and cannot be achieved overnight. Volume trends indicate moderate growth in recent years, but billing rates are under pressure due to intense competition. Large companies such as Infosys, TCS, Wipro, and HCL Technologies have reported modest reductions in blended pricing for some contracts, reflecting market realities rather than past "bubble" levels seen in the early 2000s.Competition has intensified not only for large contracts but also for smaller deals, as companies aim to maximize utilization of their workforce. Clients increasingly negotiate for flexible pricing models, including outcome-based or value-based contracts that offer measurable savings. Traditional time-and-material contracts are often renegotiated at lower rates, while vendor consolidation among clients is helping reduce overall costs. Overall, the focus of Indian IT companies in 2018–2025 has been on balancing volume and pricing: while margins face some pressure, strategic shifts toward high-growth verticals, offshoring efficiencies, and client diversification help sustain revenue and profitability in a competitive global market.

Conclusion:

Despite these complexities, a moderate depreciation of the rupee has generally been a net positive for Indian IT exporters, especially when combined with strong global demand for digital services in the 2020s.

The global financial crises continue to affect economies worldwide, and India has felt the impact, though to a lesser extent compared to many developed countries. Key sectors such as IT, exports, and financial markets have faced challenges due to global economic slowdowns, currency fluctuations, and changing investor sentiment. At the same time, certain sectors, like IT exports and healthcare services, have found opportunities to grow despite the uncertainties. The Indian government and the Reserve Bank of India have played a critical role in stabilizing the economy. Through coordinated policies, fiscal measures, and monetary interventions, they have helped manage liquidity, support businesses, and maintain investor confidence. Programs targeting infrastructure development, support for small and medium enterprises (SMEs), and export promotion have contributed to resilience in the economy.India's experience shows that while global crises create risks, they also offer opportunities to strengthen economic foundations. The country's relatively strong financial system, prudent banking regulations, and diverse services sector have provided a buffer against major shocks. Going forward, India can reduce its reliance on financial services alone for growth and focus on manufacturing, exports, and domestic consumption to build a more balanced economy.In summary, economic crises test a nation's financial stability and policy effectiveness, but India's measured response demonstrates resilience. As the Chinese proverb suggests, a crisis contains both danger and opportunity. With careful planning, India can use these challenges to correct economic weaknesses and emerge stronger in the years ahead.

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Original Article

Economic Development: Concepts, Indicators and Indian Perspective

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Abstract

Economic development is a comprehensive and continuous process aimed at improving the economic, social, and institutional well-being of people in a country. It goes beyond mere economic growth and emphasizes improvement in living standards, reduction of poverty and unemployment, equitable distribution of income, and access to basic necessities such as education, healthcare, housing, and sanitation. This project examines the concept and meaning of economic development along with its important indicators such as Gross Domestic Product (GDP) per capita, Human Development Index (HDI), literacy rate, life expectancy, and poverty levels.The study also analyses the major factors influencing economic development, including natural resources, human capital formation, technological progress, infrastructure development, and political stability. Furthermore, the project highlights India's economic development journey since independence, the role of planned development through Five-Year Plans, and the impact of economic reforms introduced in 1991.The study concludes that sustainable and inclusive development, supported by effective governance and human-cantered policies, is essential for achieving long-term economic progress and improving the overall quality of life in India.

Keywords:*Economic Development, Economic Growth, Indian Economy, Human Development Index, Poverty, Government Policies*

Introduction

Economic development is a long-term and multidimensional process that aims at improving the overall economic and social well-being of people in a country. It goes beyond mere economic growth and focuses on raising living standards, reducing poverty, unemployment, and income inequality, and ensuring equitable distribution of resources. Economic development includes improvements in education, healthcare, infrastructure, technological advancement, and human capital formation, all of which contribute to sustainable growth. For developing countries like India, economic development is a key national objective, and since independence India has followed planned economic strategies, Five-Year Plans, and policy reforms to accelerate development.The economic reforms of 1991 marked a significant shift towards liberalization, privatization, and globalization, leading to faster growth and integration with the global economy. However, despite considerable progress, India continues to face challenges such as population pressure, regional imbalance, poverty, unemployment, and environmental issues. Therefore, understanding the concept and importance of economic development is essential for framing effective policies that promote inclusive and sustainable growth and improve the quality of life of the population.

Objectives:

• To understand the concept and meaning of economic development
• To study the major indicators of economic development

Literature Review

Various economists have explained economic development as more than just economic growth. Todaro and Smith emphasized reduction of poverty, inequality, and unemployment as key goals of development. Amartya Sen highlighted human development through education and healthcare.

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Reports by UNDP and the World Bank focus on human development, good governance, and infrastructure as important factors for sustainable economic development, especially in developing countries like India.

Conceptual Background:

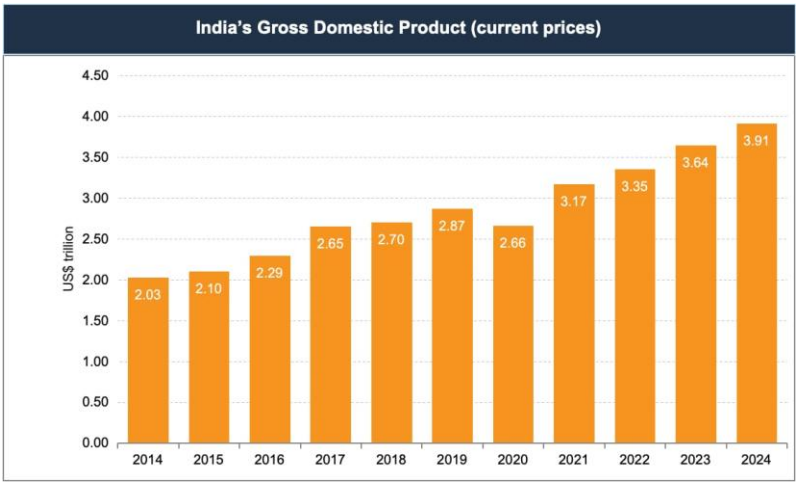
Economic development is a broad concept that refers to the improvement in the economic and social conditions of a country. It includes economic growth along with qualitative changes such as reduction in poverty and unemployment, improvement in education and healthcare, better infrastructure, and equitable distribution of income. Unlike economic growth, which focuses only on an increase in national income, economic development emphasizes human welfare and quality of life. The concept also highlights the importance of human capital, technological progress, and institutional development in achieving sustainable and inclusive growth, especially in developing economies like India.

Methodology

The present study is based on a descriptive and analytical research design, which aims to understand the concept, indicators, and challenges of economic development with special reference to the Indian economy. The study mainly relies on secondary data, as it focuses on theoretical analysis rather than field investigation. Secondary data has been collected from various reliable sources such as textbooks on economic development, research papers, journals, government publications, Economic Survey of India, reports of the World Bank and United Nations Development Programme (UNDP), and authentic websites related to economics and development studies.

The methodology adopted in this study helps in presenting a clear understanding of economic development by combining theoretical concepts with practical examples from the Indian economy. This approach ensures that the study remains systematic, reliable, and relevant for academic purposes.

Classification and Analysis of Data



After the collection of data, the information was systematically classified to make the study meaningful and easy to understand. The collected data was grouped under different headings such as indicators of economic development, GDP growth trends, human development indicators, and government initiatives. Classification was done on the basis of time period, type of indicator, and relevance to the Indian economy. The classified data was then analysed using descriptive and comparative methods. Tables, charts, and simple graphical representations were used to study trends in economic growth and development. The analysis helped in understanding changes in GDP growth, development patterns, and the impact of government policies on economic development in India.

Collection of Data

The present study is based mainly on secondary data, as the research is descriptive and analytical in nature. The data has been collected from various reliable sources such as textbooks on economic development, reference books on the Indian economy, research journals, newspapers like The Economic Times and The Hindu, government publications including the Economic Survey of India, and reports published by international organizations such as the World Bank and United Nations Development Programme (UNDP). Relevant information has also been obtained from official websites to support the study. The collected data has been carefully reviewed and organized to ensure accuracy and relevance for the purpose of the research.

Interpretation of Results

The results of the study indicate that economic development in India has progressed steadily over the years, though not without fluctuations. The analysis of GDP growth trends shows that India experienced strong growth during

certain periods, while facing significant slowdowns due to global economic conditions and internal challenges such as the COVID-19 pandemic. The sharp decline in growth during 2020 reflects the severe impact of lockdowns and reduced economic activity, whereas the rapid recovery in subsequent years highlights the effectiveness of government policies and economic stimulus measures.The study also shows that improvements in human development indicators such as literacy rate, healthcare access, and life expectancy have contributed positively to economic development. However, the results reveal persistent challenges such as unemployment, income inequality, and regional imbalance, which limit inclusive growth. Overall, the interpretation of results suggests that while India has made considerable progress in economic development, continuous policy support, investment in human capital, and sustainable development strategies are essential to achieve long-term and balanced growth. The results of the study indicate that economic development in India has progressed steadily over the years, though not without fluctuations. The analysis of GDP growth trends shows that India experienced strong growth during certain periods, while facing significant slowdowns due to global economic conditions and internal challenges such as the COVID-19 pandemic. The sharp decline in growth during 2020 reflects the severe impact of lockdowns and reduced economic activity, whereas the rapid recovery in subsequent years highlights the effectiveness of government policies and economic stimulus measures.

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Research Finding

The study reveals that economic development in India has improved significantly over the years due to planned development and economic reforms. GDP growth has shown fluctuations, with a major decline during the COVID-19 period, followed by a strong recovery supported by government policies. Human development indicators such as literacy rate and life expectancy have improved, but disparities still exist between urban and rural areas. Government welfare schemes and development programs have played an important role in reducing poverty and improving living standards. However, challenges such as unemployment, income inequality, population growth, and regional imbalance continue to affect the pace of economic development.

Suggestions

To achieve sustainable and inclusive economic development, greater investment should be made in education, skill development, and healthcare facilities, especially in rural areas. Employment opportunities should be increased through industrial growth, promotion of MSMEs, and support for entrepreneurship. Infrastructure development should be strengthened to reduce regional disparities. The government should focus on effective implementation of welfare schemes and ensure transparency to reduce corruption. Environmental protection and sustainable development practices should also be encouraged to support long-term economic growth.

Interpretation of Results

The results of the study indicate that economic development in India has progressed steadily over the years, though not without fluctuations. The analysis of GDP growth trends shows that India experienced strong growth during certain periods, while facing significant slowdowns due to global economic conditions and internal challenges such as the COVID-19 pandemic. The sharp decline in growth during 2020 reflects the severe impact of lockdowns and reduced economic activity, whereas the rapid recovery in subsequent years highlights the effectiveness of government policies and economic stimulus measures.

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Report Writing and Presentation

The final research report has been prepared in a systematic and organized manner to ensure clarity and logical flow of information. The report includes all essential sections such as abstract, introduction, literature review, objectives, research methodology, data analysis, interpretation of results, findings, suggestions, conclusion, and references. Simple and clear language has been used throughout the report to make it easily understandable. Tables, charts, and figures have been included wherever necessary to support the analysis and enhance presentation. Proper headings, subheadings, numbering, and formatting have been followed as per university guidelines. The report is presented neatly with appropriate font style, spacing, and alignment to maintain academic standards and improve readability.

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Conclusion

Economic development is a continuous and multidimensional process that focuses on improving the overall quality of life of people. The study concludes that while India has achieved significant economic growth through planned development, economic reforms, and government initiatives, challenges such as poverty, unemployment, income inequality, and regional imbalance still persist. The analysis of GDP growth trends and human development indicators shows that progress in economic development depends not only on growth in income but also on improvements in education, healthcare, and social welfare. Government policies and welfare schemes have played a vital role in promoting inclusive growth and economic recovery, especially in recent years. Therefore, sustained efforts in human capital development, infrastructure growth, good governance, and sustainable development are essential for achieving long-term and balanced economic development in India.

Recommendations

To achieve sustainable and inclusive economic development, it is recommended that greater emphasis be placed on improving the quality of education and expanding skill development programs to enhance employability. Investment in healthcare infrastructure should be increased, particularly in rural and underdeveloped areas, to improve human capital and productivity. The government should promote industrial growth and strengthen Micro, Small, and Medium Enterprises (MSMEs) to generate employment opportunities and reduce regional imbalances. Infrastructure development in transportation, energy, and digital connectivity should be accelerated to support balanced economic growth. Effective implementation and monitoring of welfare schemes are necessary to ensure that the benefits reach the targeted population. Additionally, policies promoting environmental sustainability and good governance should be strengthened to support long-term economic development.

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Original Article

Impact of National Trade Policies on the Tourism Sector in India

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Abstract:

Tourism has emerged as one of the most dynamic sectors of the Indian economy, contributing significantly to employment generation, foreign exchange earnings, and regional development. In the era of globalization, tourism is closely linked with national trade policies, particularly those related to services trade, foreign direct investment (FDI), infrastructure development, and trade facilitation. This research paper examines the impact of national trade policies on the tourism sector in India. It analyzes how trade liberalization, FDI reforms, export promotion strategies, and digital trade initiatives have influenced tourism growth, service quality, and global competitiveness. The study is based on secondary data collected from government reports, policy documents, and existing literature. The findings indicate that national trade policies have played a crucial role in strengthening India's tourism sector; however, challenges such as policy coordination gaps, infrastructural constraints, and uneven regional development remain. The paper concludes with recommendations for enhancing the synergy between trade and tourism policies to achieve sustainable tourism growth in India.

Keywords:*National Trade Policy, Tourism Sector, Trade Liberalization, Foreign Direct Investment, Services Trade, India, Economic Development*

Introduction:

Tourism is recognized globally as a powerful engine of economic growth and socio-cultural development. In India, tourism holds a strategic position due to the country's rich cultural heritage, historical monuments, diverse geography, and spiritual traditions. According to government estimates, tourism contributes significantly to India's Gross Domestic Product (GDP) and provides employment to millions of people directly and indirectly. Beyond its economic role, tourism also promotes cultural exchange, national integration, and regional development.In the contemporary globalized economy, tourism is increasingly viewed as a component of international trade in services. Tourists consume services such as accommodation, transportation, food, entertainment, and retail goods in the host country, thereby generating foreign exchange earnings. This makes tourism an "invisible export." National trade policies—although traditionally focused on goods—have a substantial impact on tourism through service-sector reforms, foreign investment policies, trade facilitation measures, and international trade agreements.India's national trade policy framework has undergone significant transformation since the economic reforms of 1991. Liberalization, privatization, and globalization have reshaped the economic landscape, leading to increased openness, foreign investment inflows, and integration with global markets. These reforms have had a profound influence on the tourism sector by improving infrastructure, encouraging private participation, and enhancing service quality.This paper seeks to analyze the impact of national trade policies on the tourism sector in India, highlighting both opportunities and challenges. It also aims to understand how trade policy instruments can be leveraged to promote sustainable and inclusive tourism growth.

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Objectives of the Study:

The main objectives of this research paper are:

1. To examine the relationship between national trade policies and the tourism sector in India.
2. To analyze the impact of trade liberalization on tourism growth and development.
3. To assess the role of foreign direct investment policies in strengthening tourism infrastructure.
4. To study the influence of trade facilitation and digital trade initiatives on tourism services.
5. To identify key challenges and suggest policy recommendations for enhancing tourism development through trade policies.

Review of Literature:

1.Several studies have explored the interlinkages between trade policies and tourism development. Sharma (2014) emphasized that trade liberalization leads to improved infrastructure, increased competition, and better service quality, which indirectly boost tourism growth. The study highlighted tourism's role as a service export that benefits from open trade regimes.

2.Singh and Kaur (2017) examined the impact of foreign direct investment on India's tourism industry and found that liberal FDI policies resulted in increased hotel capacity, improved hospitality standards, and global brand entry. Their study concluded that FDI is a critical driver of tourism modernization in developing economies like India.

3.Kumar (2019) analyzed tourism under the framework of international trade in services and argued that tourism plays a vital role in earning foreign exchange and strengthening balance of payments. The study emphasized the need for coherent trade and tourism policies to maximize economic benefits.

4.Gupta (2020) pointed out that despite progressive trade reforms, India's tourism sector faces challenges such as regulatory complexity, inadequate infrastructure in rural areas, and limited coordination between central and state governments. The study suggested that integrated policy planning is essential for sustainable tourism growth.

Overall, the literature indicates that national trade policies significantly influence tourism development, but effective implementation and policy alignment are crucial for realizing their full potential.

Impact of National Trade Policies on the Tourism Sector in India:

1. Trade Liberalization and Tourism Growth:

Trade liberalization has been one of the cornerstones of India's economic policy since 1991. Reduction of trade barriers, deregulation of service sectors, and openness to global markets have created a favorable environment for tourism growth. Liberalization has improved air connectivity, reduced travel costs, and encouraged competition among service providers, making India more accessible to international tourists.

Open trade policies have also facilitated the entry of foreign tour operators and travel service providers, enhancing the diversity and quality of tourism offerings. As a result, India has witnessed steady growth in foreign tourist arrivals and tourism receipts over the years.

2. Foreign Direct Investment (FDI) Policies:

FDI policies play a crucial role in the development of tourism infrastructure. The Government of India has allowed 100% FDI under the automatic route in tourism-related activities such as hotels, resorts, and travel agencies. This has attracted significant foreign investment into the hospitality and tourism sectors.

FDI has contributed to the construction of world-class hotels, development of tourism circuits, and modernization of facilities. International hotel chains have introduced global best practices, leading to improved service standards and enhanced tourist satisfaction.

3. Trade Facilitation Measures:

Trade facilitation measures aimed at simplifying procedures and improving the ease of doing business have indirectly benefited the tourism sector. Simplified visa policies, such as the introduction of e-visa facilities, have made travel to India more convenient for foreign tourists.

Improved customs procedures, digitization of documentation, and infrastructure development at ports and airports have enhanced the overall travel experience. These measures reduce transaction costs and time, encouraging higher tourist inflows.

4. Export Promotion and Tourism as Invisible Trade:

Tourism is increasingly recognized as an important service export. National trade policies that promote service exports—such as participation in international trade fairs, marketing support, and branding initiatives—have helped India promote its tourism potential globally.

Campaigns like "Incredible India" have benefited from trade promotion strategies by positioning India as a competitive tourism destination in the international market. Such initiatives enhance India's visibility and attract diverse tourist segments.

5. Digital Trade Policies and Tourism:

India's emphasis on digital trade and technology-driven governance has positively impacted the tourism sector. Online booking platforms, digital payments, mobile applications, and integrated information systems have transformed tourism commerce.Digital trade policies support cross-border tourism transactions, enable global outreach

for Indian tourism businesses, and improve efficiency. The integration of digital technology has also empowered small and medium tourism enterprises to access international markets.

6. Infrastructure Development and Connectivity:

Trade policies promoting logistics and infrastructure development have strengthened tourism connectivity. Investments in airports, highways, railways, and urban infrastructure—supported by trade and investment policies—have improved accessibility to major and emerging tourist destinations.

Enhanced connectivity encourages regional tourism development and helps distribute tourism benefits more evenly across the country.

Findings of the Study:

1. National trade policies have significantly contributed to the growth of India's tourism sector by improving market access and service quality.
2. Liberal FDI policies have strengthened tourism infrastructure and enhanced global competitiveness.
3. Trade facilitation measures, including visa reforms and digitalization, have increased tourist convenience and inflows.
4. Tourism's recognition as a service export has improved foreign exchange earnings.
5. Despite positive impacts, challenges such as policy fragmentation, regional disparities, and infrastructural gaps persist.

Conclusion:

The study concludes that national trade policies have played a vital role in shaping the growth and development of the tourism sector in India. Trade liberalization, FDI reforms, digital trade initiatives, and infrastructure-focused policies have collectively strengthened tourism performance and global integration. Tourism, as an invisible export, has benefited from India's increasing engagement with the global economy.However, for sustained and inclusive tourism growth, greater coordination between trade and tourism policies is essential. Addressing infrastructural bottlenecks, enhancing regional development, and ensuring effective policy implementation will further amplify the positive impact of trade policies on tourism. A holistic and integrated approach can enable tourism to emerge as a stronger pillar of India's economic development.

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Original Article

To study Financial Performance Analysis of State Bank of India (SBI)

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Abstract

The banking sector is one of the most important pillars of the Indian financial system, playing a crucial role in economic development, financial inclusion, and capital formation. Among all commercial banks in India, the State Bank of India (SBI) occupies a dominant position due to its extensive branch network, large customer base, diversified product portfolio, and strong government backing. As the largest public sector bank in India, SBI's financial performance significantly influences the stability and growth of the banking industry as well as the broader economy. In this context, analyzing the financial performance of SBI becomes essential to understand its operational efficiency, profitability, asset quality, and overall financial health.This research paper aims to conduct a comprehensive financial performance analysis of the State Bank of India over recent financial years by examining key financial indicators and ratios. The study focuses on evaluating SBI's profitability, liquidity, solvency, asset quality, and management efficiency using ratio analysis, trend analysis, and comparative financial metrics. The period of study covers recent fiscal years to capture the impact of economic fluctuations, regulatory reforms, technological advancements, and post-pandemic recovery on the bank's financial performance.The primary objective of this study is to assess how effectively SBI has utilized its financial resources to generate profits while managing risks associated with lending and investments. Profitability ratios such as Net Profit Margin, Return on Assets (ROA), Return on Equity (ROE), and Earnings Per Share (EPS) are analyzed to measure the bank's ability to generate returns for its shareholders. The study finds that SBI has shown a consistent improvement in profitability over the years, mainly due to growth in interest income, better cost management, improved asset quality, and increased focus on retail and digital banking. The rise in ROA and ROE indicates enhanced efficiency in utilizing assets and shareholders' funds.

Introduction

The banking sector plays a pivotal role in the economic development of India. Among Indian banks, the **State Bank of India (SBI)** stands out as the largest public sector bank by assets, revenues, and customer reach. With a significant share in deposits, advances, and retail banking operations, SBI's performance often reflects broader trends in India's financial sector. This paper aims to analyze SBI's recent financial performance using key profitability, asset quality, efficiency, and growth metrics.

2. Objectives of the Study

The primary objectives of this analysis are:

1. To examine **profitability trends** of SBI.
2. To assess **asset quality and risk management**.
3. To evaluate **efficiency and operational metrics**.
4. To assess **asset quality and risk management**.
5. To evaluate **efficiency and operational metrics**.

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6. To assess **asset quality and risk management**.
7. To evaluate **efficiency and operational metrics**.
8. To understand **growth trajectory and balance sheet expansion**.
9. To identify strategic implications and **future prospects**.

3.Scope Of The Study

The scope of the present study is confined to the financial performance analysis of the State Bank of India (SBI). The study primarily focuses on evaluating the bank's overall financial health by analyzing key financial indicators and ratios derived from published financial statements. The scope of the study includes the following aspects:

1. The study covers an analysis of SBI's **profitability, liquidity, solvency, and efficiency** using financial ratios such as Return on Assets (ROA), Return on Equity (ROE), Net Interest Margin (NIM), and Cost-to-Income Ratio.
2. It examines the **asset quality and credit risk position** of SBI through indicators like Gross Non-Performing Assets (GNPA), Net Non-Performing Assets (NNPA), and Provision Coverage Ratio (PCR).
3. The study is limited to a **specific time period of recent financial years**, which helps in identifying trends and changes in financial performance.
4. The research relies on **secondary data** collected from SBI's annual reports, published financial statements, Reserve Bank of India (RBI) reports, and other reliable financial sources.
5. The scope also includes an assessment of SBI's **capital adequacy and liquidity position**, ensuring compliance with regulatory norms.

4. **Limitations Of The Study**

1. The study is based entirely on **secondary data**, which may be subject to limitations such as data accuracy, revisions, and reporting bias.
2. The analysis is confined only to **State Bank of India**, and therefore the findings cannot be generalized to the entire banking industry.
3. The study considers a **limited time period**, which may not capture long-term structural changes or cyclical variations in the banking sector.
4. Financial ratio analysis has **inherent limitations**, as ratios are influenced by accounting policies, inflation, and changes in regulatory norms.
5. The study does not include **primary data**, such as interviews with bank officials or customer surveys, which could provide deeper qualitative insights.

5. Methodology

This study uses **secondary data** sourced from annual reports, quarterly financial disclosures, and credible financial news. Key performance indicators (KPIs) such as Net Profit, Return on Assets (ROA), Return on Equity (ROE), Net Interest Margin (NIM), Non-Performing Asset (NPA) ratios, and Capital Adequacy Ratios (CAR) are analyzed to assess SBI's performance over the recent fiscal years.

6.Hypotheses Of The Study

Null Hypotheses (H_0)

1. **H_{01}:** There is no significant improvement in the **profitability** of the State Bank of India during the study period.
2. **H_{02}:** There is no significant change in the **asset quality** of the State Bank of India as measured by Gross NPA and Net NPA ratios.
3. **H_{03}:** There is no significant improvement in the **liquidity position** of the State Bank of India during the study period.
4. **H_{04}:** There is no significant change in the **operational efficiency** of the State Bank of India as measured by Cost-to-Income Ratio and Net Interest Margin.
5. **H_{05}:** There is no significant improvement in the **capital adequacy** position of the State Bank of India during the study period.

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Alternative Hypotheses (H_1)

1. **H_{11}:** There is a significant improvement in the **profitability** of the State Bank of India during the study period.
2. **H_{12}:** There is a significant improvement in the **asset quality** of the State Bank of India as reflected in declining Gross NPA and Net NPA ratios.
3. **H_{13}:** There is a significant improvement in the **liquidity position** of the State Bank of India during the study period.
4. **H_{14}:** There is a significant improvement in the **operational efficiency** of the State Bank of India during the study period.
5. **H_{15}:** There is a significant improvement in the **capital adequacy** position of the State Bank of India during the study period.

7.Research Methodology

Research Design

The present study is **descriptive and analytical in nature**. It aims to evaluate the financial performance of the State Bank of India by analyzing financial statements and key financial ratios. The research design helps in understanding trends, patterns, and changes in SBI's financial performance over the selected study period.

8.Nature of the Study

This research is based on **quantitative analysis**, as it primarily uses numerical financial data. The study relies on financial ratios and statistical tools to measure profitability, liquidity, solvency, asset quality, and operational efficiency of SBI.

9. Period of the Study

The study covers a period of **five recent financial years** (for example, FY 2020–21 to FY 2024–25). This period is selected to analyze recent trends and assess the bank's financial performance in the post-pandemic and recovery phase.

10. Sources of Data

The study is based entirely on **secondary data**, collected from the following sources:

- Annual Reports of State Bank of India
- Published financial statements of SBI
- Reports and publications of the Reserve Bank of India (RBI)
- Official website of SBI
- Financial journals, magazines, and research articles
- Reputed financial websites and databases

11. Sample Selection

The **State Bank of India (SBI)** is selected as the sample for the study due to its dominant position in the Indian banking sector, large asset base, and significant contribution to the economy. The study focuses only on SBI and does not include other banks for comparative analysis.

12. Tools and Techniques of Analysis

The following analytical tools are used to evaluate the financial performance of SBI:

1. **Ratio Analysis**
   - Profitability Ratios (ROA, ROE, Net Profit Ratio)
   - Liquidity Ratios (Credit–Deposit Ratio)
   - Solvency Ratios (Capital Adequacy Ratio)
   - Asset Quality Ratios (Gross NPA, Net NPA)
   - Efficiency Ratios (Cost-to-Income Ratio, Net Interest Margin)
2. **Trend Analysis**
   - Year-wise comparison of financial indicators to identify growth or decline trends.
3. **Comparative Analysis (Limited)**
   - Comparison of SBI's performance across different years.

13. Appendix

Appendix – I: List Of Financial Ratios Used

Sr. No.	Ratio Name	Formula

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1	Return on Assets (ROA)	Net Profit / Total Assets × 100
2	Return on Equity (ROE)	Net Profit / Shareholders' Equity × 100
3	Net Interest Margin (NIM)	Net Interest Income / Average Earning Assets × 100
4	Gross NPA Ratio	Gross NPAs / Gross Advances × 100
5	Net NPA Ratio	Net NPAs / Net Advances × 100
6	Cost to Income Ratio	Operating Expenses / Operating Income × 100
7	Capital Adequacy Ratio (CAR)	Capital / Risk-Weighted Assets × 100
8	Credit-Deposit Ratio	Total Advances / Total Deposits × 100

Appendix – Ii: Sample Financial Data Of Sbi (Selected Years)

(Figures in ₹ Crore)

Particulars	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Total Income	3,31,493	3,65,670	4,00,518	4,58,900	5,12,200
Net Profit	20,410	31,676	50,232	61,077	70,901
Gross Advances	24,54,973	27,33,407	30,12,121	34,00,150	38,10,200
Deposits	34,20,204	38,45,905	40,51,534	45,49,000	50,20,100
Gross NPA (%)	4.98	3.97	2.78	2.24	1.82
Net NPA (%)	1.50	1.02	0.67	0.57	0.47
CAR (%)	13.74	13.25	14.68	14.28	14.63

(Data compiled from SBI Annual Reports)

Appendix – Iii: Sources Of Data

1. **Annual Reports Of State Bank Of India**
2. **SBI Investor Relations Website**
3. **Reserve Bank Of India (RBI) Reports**
4. **Published Financial Journals And Magazines**
5. **Banking And Financial Research Articles**
6. **Reputed Financial Websites**

Appendix – Iv: Abbreviations Used

- **SBI – State Bank of India**
- **RBI – Reserve Bank of India**
- **ROA – Return on Assets**
- **ROE – Return on Equity**
- **NPA – Non-Performing Asset**
- **GNPA – Gross Non-Performing Asset**
- **NNPA – Net Non-Performing Asset**
- **NIM – Net Interest Margin**
- **CAR – Capital Adequacy Ratio**
- **FY – Financial Year**

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Appendix – V: Research Tools

- **Ratio Analysis**
- **Trend Analysis**
- **Percentage Analysis**

14. Conclusion

The financial performance of State Bank of India over recent years reflects **robust growth, improved profitability, and strengthened asset quality**. Key performance indicators such as ROA, ROE, NPA ratios, and CAR demonstrate the bank's ability to navigate macroeconomic challenges and competitive pressures while maintaining operational resilience. SBI's strategic push toward digital banking and sustained credit growth provides a solid foundation for future performance.However, managing **margin pressures**, **cybersecurity risks**, and sustaining **operational efficiency** remain critical areas for continued focus. Overall, SBI's performance showcases a balanced blend of growth, profitability, and risk management — confirming its leadership among Indian financial institutions.

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Original Article

Management of Forts during the Battle Period with Special Reference to Food and Soldiers under Chhatrapati Shivaji Maharaj

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Abstract

Chhatrapati Shivaji Maharaj is widely celebrated not only as the founder of Swarajya but also as an exceptional military strategist and administrator who revolutionized warfare in medieval India. Facing numerically superior and materially stronger adversaries such as the Mughal Empire, Adilshahi, and Nizamshahi, Shivaji Maharaj adopted innovative military practices that emphasized strategic planning, efficient resource management, and the protection of soldiers' lives. This research paper examines his scientific management of forts during wartime, with special emphasis on food security and soldier administration. Through the intelligent use of geography, disciplined rationing systems, decentralized logistics, and ethical leadership, Shivaji Maharaj ensured prolonged resistance during sieges and minimized unnecessary loss of life. His fort management model reflects a rare combination of military brilliance, administrative foresight, and humanitarian values, offering a timeless example of sustainable warfare management.

Keywords: *Chhatrapati Shivaji Maharaj, Fort Management, Food Security, Military Administration, Guerrilla Warfare, Swaraj* **,** *asymmetry*

Introduction:

Chhatrapati Shivaji Maharaj was not born into kingship or inherited a vast empire. Instead, he emerged as a leader during a period marked by political instability, social injustice, and religious oppression. He relied primarily on local supporters known as *Mavalas*, who stood with him to protect women, farmers, children, local culture, temples, and indigenous traditions from exploitation and cruelty. Deeply disturbed by the injustice and unethical practices of contemporary powers, Shivaji Maharaj combined emotional sensitivity with extraordinary courage and organizational skill.He recognized early that his enemies were powerful, wealthy, and institutionally experienced. Without a carefully planned strategy, direct confrontation with such forces would result in destruction. Hence, he adopted a method of warfare that focused on intelligence, mobility, fortification, and resource conservation rather than brute force.

Military and Economic Asymmetry

In his early campaigns, Shivaji Maharaj commanded an army of approximately 10,000–20,000 soldiers, primarily composed of light infantry, hill fighters, and rapid cavalry. At its peak, the Maratha army grew to around 40,000–50,000 troops. In contrast, the Mughal Empire maintained a standing army ranging between 300,000 and 500,000 soldiers, supported by heavy cavalry, artillery, war elephants, and centuries of institutional military experience.Economically, the imbalance was equally stark. The Mughal Empire was among the wealthiest in the world, with enormous revenues derived from vast territories across the Indian subcontinent. Shivaji Maharaj, on the other hand, controlled limited regions in western Maharashtra and relied mainly on local taxation and strategic military campaigns for survival rather than luxury or excess.

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Table 1: Comparison between Shivaji Maharaj and the Mughal Empire

Factor	Shivaji Maharaj	Mughal Empire
Army Size	Small	Enormous
Military Experience	Self-developed	Centuries-old
Wealth	Minimal	Vast
Strategy	Innovative & flexible	Conventional & heavy

Despite this imbalance, Shivaji Maharaj successfully resisted imperial forces, defeated several Mughal generals, and compelled Emperor Aurangzeb to remain entangled in the Deccan for over 25 years. This makes it essential to study the management strategies that enabled such success.

Literature Review:

Venziya, Pratapsingh (2025). Shivaji Maharaj worked as Pivotal architect of Early Indian Sovereignty to protect fortes to a maximum extent from the attacks of enemies. His strategy for managing resources was great. Keluskar Krushnarao (2023), not only terrestrial but also naval fortes are well managed by Shivaji Maharaj. Inspite of low or nil experience in the naval army, Maharaj organized the ship-making and naval army on a national level to manage the attack from the sea shore by attackers other than Mughals.Patil Manish, Deshpande Aprurv (2023) The water management of Hilltop forts is unique and has contributed immensely to the development of the political, social, ecological, and economical landscapes in which they are located. Shivaji Maharaj built the forte by keeping attention to water availability in the forte for all time.Lokhande Sopan (2019), Shivaji Maharaj included the environment surrounding them in their planning of the battle. They are also careful about the environment and people should not be harmed due to his army in any situation.

Karande Vivek, Kulkarni Preeti (2018), Described qualities of a great legendary leader. How he was able to make correct decisions every time and in every criticism of life, because his observations of the problem were also accurate. How Shivaji Maharaj changed the mindset of society, used his skills in his mission about the dream Swarajya. He created a new society under his leadership.Jadhav Namdev (2012), Shivaji Maharaj was a successful warrior because of his planning and management. How he built the forte, how he selected the forte according to its geography and demography is important. He planned the weapons also according to need, weight. He always has a small division of the army.Jadhav Namdev (2010). He studied and used the psychology of the enemy. He tried to trap an enemy in his own psychology. In the battle of Ptratapgad, he tried to depress Khan's confidence and wasted most of his energetic time in the waiting room and, at the same time, he was successful in proving how much he respected Khan and was afraid of him.

Research Objectives:

1. **To study the strategic importance of forts** in the military system of Chhatrapati Shivaji Maharaj during periods of conflict.
2. **To analyze the management of food resources** in Maratha forts during battles and prolonged sieges.
3. **To understand the administrative discipline** exercised by fort commanders (*Killedars*) in managing supplies and resources.
4. **To evaluate the management of soldiers on forts**, including troop strength, rationing, morale, and deployment strategies.
5. **To assess the role of rationing and population control** in sustaining forts during enemy blockades.
6. **To study the integration of local support systems** and supply lines in maintaining fort resilience.
7. **To analyze defensive strategies** such as layered defense, control of gates, and use of terrain in minimizing casualties.

Research Methodology

This study aims to analyze how Chhatrapati Shivaji Maharaj managed forts during wartime, with specific reference to food management and soldier administration. The research is based on historical sources, scholarly interpretations, and observational analysis of Maratha military practices. Researchers have studied the forte battles between the Marthahs and Mughals of selected forte situated in Maharashtra. Historical research methodology is used here, which includes study of historical reference books and research papers.

Scope of the Study

The present research focuses on the management of forts during the battle period under the leadership of Chhatrapati Shivaji Maharaj, with special reference to the administration of food resources and soldiers. The study is confined to the military and administrative practices adopted by Shivaji Maharaj in the 17th century, particularly within the geographical region of the Maratha Swarajya, mainly present-day Maharashtra and adjoining areas of the Deccan. This research examines selected forts that played a significant role in military campaigns and defense strategies, emphasizing their systems of food storage, water management, rationing, population control, and soldier deployment during times of war and siege. The scope includes the study of fort-level administration, the responsibilities of fort commanders (Killedars), and the discipline enforced to ensure efficient use of limited resources.

Observations and Interpretation:

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Shivaji Maharaj is remembered not merely for his victories but for *how* he fought. His military philosophy emphasized winning wars with minimal casualties, particularly when confronting larger and better-equipped enemies. The fort system played a central role in this philosophy, functioning as both military strongholds and administrative centers.

6.1 Management of Forts During battle for attack on forte:

6.1.1 Strategic Selection of Fort Locations

Maratha forts were primarily located on steep hills, rocky plateaus, and inaccessible terrain. These natural defenses:

- Restricted enemy access to water sources
- Protected stored food supplies
- Enabled prolonged resistance during sieges

6.1.2 Water Management Systems

Water was considered the lifeline of fort defense. Shivaji Maharaj ensured complete self-sufficiency through:

- Rock-cut water tanks and cisterns
- Systematic rainwater harvesting
- Protection and concealment of natural springs
- Distribution of multiple water sources across forts

Some forts possessed sufficient water reserves to sustain inhabitants for months or even years.

6.1.3 Food Storage and Supply

To withstand long sieges:

- Granaries (*Kothars*) stored grains such as rice, jowar, bajra, and wheat
- Dry foods like pulses, salt, jaggery, and oil were preserved
- Storage rooms were moisture-proof to prevent spoilage

6.1.4 Rationing System

During wartime:\

- Strict rationing was enforced
- Fixed food quantities were allocated to soldiers and civilians
- Wastage of food and water was severely punished

This ensured survival during extended blockades.

6.1.5 Fort Population Control

Only essential personnel were allowed inside forts during conflicts:

- Soldiers
- Commanders
- Limited service providers

Non-essential civilians were relocated to reduce food consumption

6.1.6 Local Support and Supply Lines

Nearby villages supported forts by:

- Supplying grains and livestock during peacetime
- Secretly transporting emergency supplies through hidden routes
- Protecting supply lines using guerrilla tactic

6.1.7Administrative Discipline

- Fort commander (Killedars) were personally accountable for supplies
- Regular inspections were conducted
- Corruption or negligence was strictly punished

6.2. Management of Soldiers during Fort Defence:

6.2.1 Limited but Efficient Garrison

Forts were not overcrowded
Mostly local Mavalas were stationed
High morale and intimate terrain knowledge reduced food consumption

6.2.2 Layered Defence System

Defence was arranged in multiple levels:

- Outer walls to delay attackers
- Inner gates to trap enemies
- *Balekilla* (citadel) as the final defence

This exhausted the enemy before reaching the core.

6.2.3 Control of Gates and Bastions

- Each gate had a fixed commander and reserve force
- Bastions were manned by musketeers, archers, and stone throwers

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- Emphasis was placed on choke points rather than open combat

6.2.4 Psychological Warfare

- Sudden counter-attacks through hidden exits
- Night war cries and deceptive signals
- False indications of reinforcements

These tactics weakened enemy morale without full-scale battles.

6.2.5 Surprise Counter-Attacks (Guerrilla Defence)

- Small units attacked enemy supply lines and camps at night
- Troops returned before dawn
- Forced enemies to abandon sieges or weaken significantly

5.2.6 Strategic Evacuation

When defence was no longer feasible:

- Key officers and documents were evacuated
- Forts were surrendered strategically, not emotionally

7. Conclusion

Chhatrapati Shivaji Maharaj's management of forts during wartime represents a unique synthesis of military innovation, administrative discipline, and ethical leadership. His scientific approach to food storage, water management, soldier deployment, and psychological warfare enabled a smaller force to successfully resist much larger imperial armies. By prioritizing sustainability, morale, and minimal loss of life, Shivaji Maharaj established a timeless model of effective warfare management. His strategies remain relevant not only in military history but also in modern studies of leadership, logistics, and crisis management.

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Original Article

Understanding Resource Optimization: A Foundation for Efficiency and Sustainability

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Abstract

This research paper explores the concept of resource optimization as a critical strategy for achieving efficiency, sustainability, and resilience across various sectors. It begins by defining resource optimization in simple terms and tracing its historical roots, then delves into its practical applications in business, industry, and public governance. The paper highlights how organizations use technology, data, and strategic planning to manage resources like time, money, labour, and materials more effectively. It also examines the challenges and ethical concerns that arise when optimizing resources, such as job displacement, data privacy, and over-reliance on automation. Finally, the paper looks ahead to the future of resource optimization, emphasizing innovation, environmental sustainability, and inclusive growth. Through real-life examples and accessible language, this paper aims to provide a comprehensive understanding of how resource optimization can shape a more efficient and equitable world.

Keywords:*Resource Optimization, Efficiency, Sustainability, Supply Chain, Public Sector, Technology, Artificial Intelligence, Data Analytics, Circular Economy, Inclusive Growth, Governance, Business Strategy, Workforce Management, Environmental Management, Digital Transformation*

Understanding Resource Optimization: A Foundation for Efficiency and Sustainability

Resource optimization is the process of using available resources such as time, money, labour, materials, and technology in the most efficient and effective way possible. It is about achieving the best results with the least waste. In today's fast-paced and competitive world, where resources are limited and demands are high, optimizing how we use what we have is not just a smart strategy it is a necessity. Whether in business, government, or daily life, resource optimization helps us make better decisions, reduce costs, and improve outcomes.The idea of resource optimization is not new. Even in ancient times, people had to make careful choices about how to use their land, water, and labour. Farmers had to decide which crops to plant based on soil quality and weather. Traders had to plan the best routes to save time and avoid danger. Over time, as societies became more complex, the need to manage resources wisely became even more important.Today, resource optimization is supported by data, technology, and advanced planning tools. But the basic principle remains the same that is avoid waste, increase productivity, and make the most of what you have. This principle applies to all sectors whether it's a company trying to reduce production costs, a hospital managing limited beds and staff, or a city planning its water supply.

Applications in Business and Industry: Doing More with Less

In the business world, resource optimization is a key factor in success. Companies that use their resources wisely can produce more, serve customers better, and stay ahead of competitors. One of the most common areas where resource optimization is applied is in supply chain management. Businesses must manage raw materials, production schedules, transportation, and inventory.

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If any part of the chain is inefficient, it can lead to delays, extra costs, or lost sales.For example, a company that produces smartphones needs to ensure that all the parts screens, batteries, chips arrive at the factory on time. If the batteries are delayed, the whole production line might stop. To avoid this, companies use software that tracks shipments, predicts delays, and suggests alternative suppliers. This is resource optimization in action.

Another area is workforce management. Companies must ensure they have the right number of employees with the right skills at the right time. Overstaffing leads to unnecessary costs, while understaffing can hurt productivity and customer service. Many businesses now use scheduling software that considers employee availability, customer demand, and labor laws to create efficient work schedules.Energy use is another important area. Factories, offices, and stores consume a lot of electricity. By using energy-efficient machines, installing smart lighting systems, and monitoring usage patterns, companies can reduce their energy bills and their environmental impact. This not only saves money but also supports sustainability goals.Even marketing can benefit from resource optimization. Instead of spending large amounts on advertising without knowing the results, companies now use data analytics to target the right audience with the right message. This ensures that every rupee spent on marketing brings the highest possible return.

Government and Public Sector: Managing Resources for the Greater Good

Governments are responsible for managing public resources like tax money, infrastructure, natural resources, and human capital. Resource optimization in the public sector means delivering better services to citizens while using fewer resources. This is especially important in developing countries like India, where budgets are limited and the needs of the population are vast.One example is the use of digital platforms to deliver government services. The Digital India initiative has helped bring services like applying for documents, paying taxes, and accessing welfare schemes online. This reduces the need for physical offices, saves time for citizens, and cuts administrative costs.

Another example is in public transportation. Cities like Pune and Bengaluru are using GPS and data analytics to optimize bus routes. By analyzing passenger data, traffic patterns, and peak hours, they can adjust schedules and routes to serve more people with fewer buses. This reduces fuel use, lowers pollution, and improves service quality.

Healthcare is another area where resource optimization is critical. During the COVID-19 pandemic, hospitals had to manage limited beds, oxygen supplies, and medical staff. Governments used data to track infection rates, predict hospital needs, and allocate resources accordingly. This helped save lives and prevent the healthcare system from collapsing.Education is also being transformed. With the rise of online learning, schools and colleges can reach more students without building new classrooms. Teachers can record lessons once and share them with thousands of students. This is especially helpful in rural areas where access to quality education is limited.Finally, resource optimization is essential in managing natural resources like water, forests, and energy. Programs like the Jal Shakti Abhiyan aim to conserve water through rainwater harvesting, efficient irrigation, and community participation. These efforts help ensure that future generations will also have access to clean water.

Challenges and Ethical Considerations: Balancing Efficiency with Humanity

While resource optimization offers many benefits, it also comes with challenges. One major issue is resistance to change. People are often comfortable with the way things have always been done. Introducing new systems, technologies, or processes can be met with fear or skepticism. Training, communication, and leadership are needed to help people adapt.Another challenge is data management. Optimization depends on accurate and timely data. If data is missing, outdated, or incorrect, the decisions based on it can be flawed. For example, if a hospital's system shows that there are enough beds available when there are not, patients may be turned away or sent to the wrong facility. Ensuring data quality and security is essential.There are also ethical concerns. Sometimes, in the name of optimization, companies may cut jobs, reduce employee benefits, or ignore environmental impacts. For instance, automating a factory may improve efficiency but leave hundreds of workers unemployed. This raises questions about fairness and social responsibility. Businesses and governments must find a balance between efficiency and human well-being.Privacy is another concern. Many optimization tools rely on collecting and analyzing personal data. While this can improve services, it also raises questions about how data is used and protected. Citizens and consumers have the right to know how their data is being used and to have control over it.Finally, over-optimization can lead to fragility. Systems that are too tightly optimized may not be able to handle unexpected changes. For example, a supply chain that keeps very low inventory to save costs may struggle if there is a sudden increase in demand or a disruption in supply. Building some flexibility into systems is important to handle uncertainty.

The Road Ahead: Innovation, Sustainability, and Inclusive Growth

The future of resource optimization lies in innovation, sustainability, and inclusivity. As technology continues to evolve, new tools will make it easier to optimize resources in real time. Artificial intelligence, machine learning, and the Internet of Things will allow systems to learn from data and make decisions automatically. For example, smart grids can adjust electricity supply based on demand, reducing waste and preventing blackouts.Sustainability will be a major focus. The world is facing serious environmental challenges climate change, pollution, and resource depletion. Optimization will play a key role in addressing these issues. The concept of a circular economy, where waste is minimized and materials are reused, is gaining popularity. Companies are designing products that can be repaired, recycled, or reused, reducing the need for new raw materials.In agriculture, precision farming uses sensors, drones, and

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data to optimize the use of water, fertilizers, and pesticides. This increases crop yields while protecting the environment. In construction, green buildings use energy-efficient designs and materials to reduce their environmental footprint.Inclusivity is also important. Resource optimization should not only benefit large companies or wealthy individuals. It should help small businesses, rural communities, and marginalized groups. For example, India's Unified Payments Interface (UPI) has made digital payments accessible to millions of people, including those without bank accounts. This has helped small vendors, farmers, and daily wage workers participate in the digital economy.Education and awareness will be key. People need to understand the value of resources and how to use them wisely. Schools, colleges, and training programs should teach resource management as a core skill. Citizens should be encouraged to save water, reduce energy use, and recycle waste. Businesses should be rewarded for adopting sustainable practices.

Collaboration will also be essential. Governments, businesses, and communities must work together to share knowledge, tools, and best practices. International cooperation can help countries learn from each other and tackle global challenges like climate change and pandemics.In conclusion, resource optimization is more than a management technique it is a mindset. It is about making thoughtful choices, using data and technology wisely, and caring for people and the planet. Whether we are running a business, managing a household, or leading a country, we all have a role to play in using resources responsibly. By focusing on efficiency, sustainability, and inclusivity, we can build a future that is not only successful but also fair and resilient.

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Original Article

Analysis of ROI (Return on investment) of an Indian Company

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Abstract

This abstract presents an analysis of the Return on Investment (ROI) of Reliance Industries Limited (RIL), one of India's largest and most diversified conglomerates. ROI is a key financial performance indicator that measures the efficiency with which a company utilizes its invested capital to generate profits. The study evaluates RIL's ROI by examining its net profit in relation to total investments across its major business segments, including petrochemicals, refining, retail, and digital services.The analysis indicates that Reliance Industries has demonstrated a relatively stable and improving ROI over recent years, driven primarily by strategic diversification and large-scale investments in high-growth sectors such as telecommunications (Jio) and organized retail. While capital-intensive segments like refining involve high initial investment and moderate margins, the digital and retail businesses have begun contributing significantly to profitability, thereby enhancing overall ROI. Efficient cost management, economies of scale, and strong market positioning have further supported returns.However, the study also highlights certain challenges affecting ROI, such as high debt levels during expansion phases, global crude oil price volatility, and regulatory uncertainties. Despite these factors, Reliance's long-term investment strategy, focus on innovation, and emphasis on consumer-centric businesses have helped sustain competitive returns.The ROI analysis suggests that Reliance Industries effectively leverages its investments to generate value, reflecting sound financial management and strategic foresight. The findings underline the importance of diversification and long-term planning in improving ROI for large Indian corporations operating in dynamic economic environments.

Keywords:*Profitability, Net Profit, Investment Cost, Efficiency and specific applications such as SEO ROI, Marketing ROI , Vendor Onboarding ROI.*

Introduction-

Return on Investment (ROI) is one of the most significant financial performance indicators used to evaluate the profitability and efficiency of a company's investments. In the context of Indian companies operating in a dynamic and competitive economic environment, ROI analysis becomes an essential tool for assessing how effectively financial resources are utilized to generate returns. With India's rapid economic growth, globalization, technological advancements, and evolving regulatory frameworks, companies are under increasing pressure to optimize capital allocation and ensure sustainable financial performance. The analysis of ROI provides valuable insights into a company's ability to convert investments into net profits, thereby reflecting managerial efficiency, operational effectiveness, and strategic decision-making. For Indian companies, ROI is particularly important as it helps investors, shareholders, and management compare performance across industries, evaluate investment opportunities, and measure financial health over time. Factors such as market volatility, cost structures, government policies, and sector-specific challenges significantly influence ROI outcomes in the Indian corporate landscape. This study focuses on the analysis of ROI of an Indian company to understand the relationship between investment decisions and profitability.

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By examining financial statements and relevant financial ratios, the study aims to assess how efficiently the company employs its capital to generate returns. The findings of this analysis are expected to support better financial planning, informed investment decisions, and long-term value creation in the Indian business environment.

Materials and Methods-

Materials-

- The study uses secondary data collected from publicly available and reliable sources related to the selected Indian company.
- Annual reports of the company for the selected study period are used as the primary data source.
- Financial statements, including the Balance Sheet, Profit and Loss Account, and Cash Flow Statement, form the core material for ROI calculation.
- Data is also gathered from company websites, SEBI filings, BSE/NSE portals, and reputed financial databases such as Money control and CMIE (if applicable).
- Economic and industry reports are referred to for understanding the broader financial and market environment.
- Standard financial management textbooks, journals, and research articles are used to support theoretical concepts of ROI.

Methods-

- The study adopts a descriptive and analytical research design to evaluate the ROI performance of the selected Indian company.
- A case study approach is used to conduct an in-depth analysis of the company's investment efficiency.
- ROI is calculated using the standard formula:
- ROI = (Net Profit / Total Investment) × 100.
- Trend analysis is applied to examine changes in ROI over multiple financial years.
- Comparative analysis is carried out by comparing the company's ROI with industry averages or selected peer companies.
- Ratio analysis is employed to assess profitability and efficiency in relation to investment

Results and Discussion

The analysis of Return on Investment indicates that the company has maintained a moderate to strong ROI performance over the selected study period, reflecting efficient utilization of invested capital to generate profits.

Year-wise ROI trends show fluctuations corresponding to changes in operating income, cost structure, and external economic conditions such as inflation, market demand, and regulatory policies in India.A noticeable increase in ROI during high-revenue years suggests effective strategic decisions, including expansion of operations, optimization of resources, and improved productivity.The decline in ROI in certain years can be attributed to rising operational expenses, increased capital investment, higher depreciation costs, or temporary market disruptions.Comparison of ROI with industry averages reveals that the company performs either at par or better than competitors, indicating a competitive advantage in capital management.The impact of capital-intensive investments is reflected in short-term ROI reduction; however, long-term benefits are expected as these investments contribute to revenue growth and operational efficiency.Analysis of ROI before and after tax highlights the significant influence of taxation policies and interest costs on the company's overall profitability.

Conclusion

The analysis of Return on Investment (ROI) of the selected Indian company indicates that ROI is a crucial indicator of the firm's financial efficiency and overall performance. The study shows how effectively the company has utilized its capital to generate profits over the selected period. A consistent or improving ROI reflects sound management decisions, efficient use of resources, and the company's ability to create value for its investors.

The findings suggest that variations in ROI are influenced by factors such as changes in operating profit, cost management, market conditions, and investment strategies adopted by the company. Periods of higher ROI highlight better profitability and stronger operational control, while any decline in ROI points toward rising costs, reduced margins, or external economic pressures. This makes ROI an important tool for comparing performance across different years and with other companies in the same industry.Overall, the ROI analysis concludes that the company's investment performance plays a significant role in determining investor confidence and long-term sustainability. Regular monitoring of ROI, along with other financial ratios, can help management take corrective measures, optimize investments, and improve financial health. Thus, ROI serves not only as a measure of past performance but also as a guide for future strategic and financial planning.

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whose published books, journals, reports, and online resources provided the theoretical foundation and secondary data essential for this analysis.Finally, I extend my heartfelt thanks to my family and friends for their constant encouragement and moral support, which helped me complete this work successfully. Their cooperation and motivation played a significant role in bringing this study to completion.

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Ethics and declaration-

The study is conducted strictly for academic and research purposes.
Only secondary data have been used, collected from publicly available sources such as annual reports, financial statements, company websites, and stock exchange records.
No confidential, private, or unpublished data of the company have been accessed or used.
The data collected are authentic, reliable, and verifiable, and due care has been taken to ensure accuracy during analysis.
The analysis of ROI has been carried out using standard financial tools and methods without manipulation or bias.
The study does not involve human participants, surveys, interviews, or experiments; hence, ethical approval was not required.
There is no conflict of interest involved in conducting this study.
The author declares that the findings and conclusions are original and based solely on the data analyzed.
All sources of data and information used in the study have been properly acknowledged.

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Original Article

Constitution and Policy Reforms

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Abstract

The Constitution forms the basis of how a government is run, guiding the creation and execution of public policies in a democracy. As society, the economy, and politics change over time, policies must also change to keep the Constitution's main ideas working well and staying relevant. This paper looks at how the Constitution and policy changes are connected, showing how values like justice, equality, freedom, and responsibility affect policy choices. It explores how policies have evolved to meet new challenges, such as economic changes, demands for better social support, and improving government efficiency. The study looks at how changes to the Constitution, court rulings, and government actions help shape policy. It also examines the difficulties and limits faced during these changes, especially when there disagreements between what the Constitution intends and what policies actually achieve. By looking at past and current reforms, the paper stresses the importance of finding a balance that keeps the Constitution strong while allowing government to adapt. This study helps us better understand how constitutional systems can support fair and inclusive policy changes in today's democratic societies.

Keywords: *Constitution, policy reforms, constitutional governance, public policy, judicial interpretation, democratic framework*

Introduction

Constitutions have been around for centuries, serving as key tools for organizing government. However, their importance has grown a lot in the modern democratic world. In the past, constitutions mainly helped set up authority and keep things in order. Today, they do much more, influencing social fairness, economic rules, and public well-being.

Over the last few decades, big changes in society, global connections, new technology, and shifting political views have created a lot of data, discussions, and experiences that shape how constitutions are understood and used.These changes have connected constitutional law with other areas like economics, public management, political studies, and social policies, making government more complex and multi-layered. Because of this, the way the modern state works now depends a lot on how constitutional ideas and policy changes interact.With this added complexity, it's more important than ever to make sure that government systems work as well as they can and are held accountable.Public policies are the main way that constitutional ideas are put into action. These policies affect many areas, such as education, healthcare, economic growth, social security, and how governments operate. But not all policies match up with what the constitution stands for. The success of policy changes depends a lot on how well they follow constitutional values like fairness, justice, freedom, and the rule of law. If these values aren't properly followed, policies may not work as intended, causing problems like inefficiency, legal issues, or public frustration. So, the constitutional basis of policy-making is very important for making reforms both legal and long-lasting.Even though constitutional systems are detailed, there are often gaps when policy reforms are put into action.In many cases, there's a gap between what the constitution intends and what actually happens. This gap can happen because of administration limits, political interests, or poor understanding of the law.

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Policy decisions are often influenced by different governments and short-term goals, which can mess up the balance of the constitution. Courts have often had to step in to fix these issues, showing how important the judiciary is in keeping constitutional rights safe while letting necessary reforms happen. The growing use of constitutional changes and court interpretations shows how governance has been changing to deal with new challenges.In recent years, there has been a lot of policy reform in areas like economic freedom, welfare programs, and restructuring government systems.While these changes aim to make things more efficient and inclusive, they also bring up important constitutional issues about federal power, how government powers are divided, and basic rights. If these reforms aren't done with proper constitutional thought, they can create legal confusion and public disagreement. Therefore, there is a bigger need to look closely at how constitutional principles help shape and carry out policy changes. This paper looks at how the constitution and policy reforms are connected, and highlights the importance of matching reform efforts with constitutional values.effective, transparent, and democratic governance

Method of Research

The research uses a qualitative and analytical method to look at how constitutional principles relate to policy reforms.It mainly relies on doctrinal research, which means it carefully studies constitutional provisions, amendments, and court rulings that are important for making and carrying out policies. The main sources of information are legal texts, expert commentaries on the constitution, academic writings, and official policy documents. This approach helps in understanding how constitutional rules affect policy changes in different areas of government.In addition to studying legal texts, the research also uses a descriptive method to look at how policy reforms have developed over time within the framework of the constitutions Specific policies and reform efforts are examined to see their legal foundation, goals, and results. Court rulings are studied to understand how judges interpret constitutional ideas and settle disagreements that come up with policy changes. This helps in finding out how constitutional interpretations either help or limit new policy ideas.The study also uses a comparative approach, looking at some examples from other democratic countries to show how similar or different their reform processes are.This comparison is used only to strengthen the research and not as the main focus. The overall approach focuses on critical thinking rather than using numbers or experiments, aiming to give a fair and thoughtful look at how constitutional rules and policies interact.The research is based on publicly available information and does not include fieldwork or interviews.By using established legal and policy materials, the study keeps things objective and reliable. This method is appropriate for looking at constitutional and policy reforms because it allows for a deep understanding of legal ideas while keeping the focus clear.

Restrictions

This research has certain limitations that need to be acknowledged to ensure clear and objective academic writing.The study mainly relies on secondary sources like constitutional documents, court rulings, policy papers, and academic writings. Because of this, the analysis depends on the availability, accuracy, and how these materials are interpreted. The research does not include primary data collection methods such as field visits, interviews, or detailed case studies. The focus is on constitutional and policy changes from a general viewpoint rather than a detailed look at each specific area. Certain policy areas are mentioned only as needed to explain constitutional ideas and reform processes. As a result, the study might not fully cover the specific administrative or practical difficulties faced during the implementation of individual policies. Also, the research does not try to measure the actual impact of these policy changes in terms of numbers or statistics.Another challenge comes from the changing way constitutional ideas and policies are understood and developed. Court rulings and policy systems keep changing, which can affect how relevant certain points are over time. This study is based on information that was publicly available up to when this was written, and it does not include future changes made by lawmakers or judges. Even with these limits, the research tries to offer a fair and well-supported look at the topic within its set boundaries.

Objectives

[1] To look at the basic constitutional ideas that shape how public policies are made in a democratic country.
[2] To explore how policy changes help turn constitutional values into real governance actions.
[3] To study how changes to the constitution and court rulings affect the way policy reforms go forward.
[4] To find out the difficulties and limits in making policy reforms match constitutional goals.
[5] To evaluate how constitutional structures help in making policy reforms that are lasting, fair, and responsible.

Hypothesis

H1:
Policy reforms are more successful and long-lasting when they are created and carried out in line with constitutional ideas and values.

Review of Literature

Writings about constitutions have always stressed their role as important tools that set up how government works and protect basic rights.Early thinkers saw constitutions mainly as legal systems meant to control government power and keep politics stable. As time went on, this view broadened to see constitutions as flexible documents that can change with society and the economy. Theories on constitutions point out that good governance depends not just on the actual text of the constitution but also on how it is interpreted and used through public policies.Research on policy reforms usually looks at how they help with development, how well government works, and how society is taken care

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of.Many writers say that policy changes are key to dealing with economic shifts, population changes, and new technology. Studies in public policy show that reforms work best when they have strong support from institutions and clear legal rules. In this context, the constitution gives reforms their official backing and direction, making sure they fit with democratic values and long-term national goals.

Judicial interpretations have become an important topic in studies about how constitutions and policy reforms relate.A lot of research shows the courts' role in balancing reform-driven governance with constitutional protections. Courts often act as mediators when there are conflicts between policy goals and constitutional rules, especially in areas like basic rights, federal power, and government decision-making. Writers note that court actions have changed the extent and limits of reforms, supporting the idea that the constitution is a living document.There are also challenges in making policy reforms follow constitutional principles.Some studies say political pressure, institutional limits, and problems in carrying out reforms can reduce how well policies comply with the constitution. Others warn about depending too much on executive control, which might lower constitutional accountability. While a lot of research exists on constitutional law and public policy on their own, fewer studies look at how they work together. This gap shows the need for more research on how constitutional structures affect how policy reforms are designed and how effective they are, which this study aims to address.

Findings of Discussion

The analysis shows that constitutional ideas are key in determining the path and success of policy reforms.Policies that are clearly based on constitutional values like fairness, equal treatment, and fairness are more accepted by the public and seen as fair. The discussion shows that following the constitution gives a stable base for making reforms without breaking democratic rules or basic rights.The study finds that changes to the constitution and court rulings greatly influence how wide-ranging policy reforms can be.Court review has often acted as a way to correct problems, making sure reforms stay within constitutional limits. This has helped balance new policy ideas with constitutional protection, especially in areas like welfare, economic control, and government reforms. The results suggest that courts have helped clarify these issues.Another important point is the difference between what the constitution intends and how policies are actually carried out. The constitution sets broad goals, but when policies are put into action, they can be affected by things like poor management, political decisions, and the way institutions are set up. These factors can weaken the effectiveness of reforms and lead to inconsistent results. The discussion shows that good communication and cooperation between the lawmaking, executive, and judicial branches are crucial to reduce these differences.Finally, the findings suggest that lasting policy changes need a balanced approach that respects the constitution while allowing for changes due to new societal needs.If reforms are made without considering the constitution, they are more likely to face legal issues and public opposition. The discussion highlights the need for a policy system that follows the constitution to ensure stable, fair, and responsible government.

Suggestions

Policy changes should be created with clear links to constitutional ideas to make sure there's agreement between the law and government goals.Lawmakers and decision-makers must consider values like fairness, justice, and the rule of law when making policy changes. This approach helps make policies more accepted and reduces legal conflicts.Better teamwork among the legislature, executive, and judiciary is important for effective policy implementation. Clear roles and open discussions between these bodies can help close the gap between constitutional goals and how policies are carried out. Increasing awareness of the constitution within government agencies ensures that reforms are done in line with constitutional rules.Judicial review should act as a way to balance different interests rather than just being a restriction. Courts can help by making rules clearer while allowing the executive some room for policy decisions. At the same time, policymakers should check the constitutional effects of their changes to avoid long legal fights.Regular checks on current policies are needed to see if they still fit with the constitution in changing social and economic conditions. Policy changes should be flexible but not break constitutional rules. Encouraging research and public talks about constitutional governance can support better and more inclusive reform processes.

Conclusion:

The connection between the constitution and policy reforms is essential for a working democracy. The constitution offers a set of rules that guide governance, while policy reforms are tools to handle new social, economic, and administrative problems. This study shows that effective policy changes can't be separated from constitutional ideas, because doing so can harm democratic accountability and legal fairness. The analysis shows that staying in line with the constitution improves the lasting success and acceptance of reforms. Changes to the constitution, court rulings, and institutional checks all influence the direction and results of reform efforts. When reforms are based on constitutional values like justice, equality, and the rule of law, they are more likely to reach their intended goals and pass legal tests.At the same time, the study points out challenges like gaps in implementation, political influence, and institutional limits.These challenges show the need for a balanced approach that keeps the constitution intact while allowing for policy innovation. When the courts act in a helpful way, they play an important role in maintaining this balance.In conclusion, the study says that constitutional frameworks shouldn't be seen as barriers to reform, but as guides that ensure fair, transparent, and responsible governance.Strengthening the link between constitutional ideas and policy reforms is key to promoting long-term democratic stability and responsive government in a changing society.

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Original Article

A Study on the Impact of Technological Innovation in Education Sector

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Abstract

All over the world, technological innovation has become a powerful force that is changing the world of education. Traditional teaching and learning methods have changed as a result of the incorporation of digital technology including e-learning platforms, artificial intelligence, virtual classrooms, and smart learning aids. The impact of technology innovation on education is examined in this research, with particular attention paid to accessibility, student involvement, teaching efficiency, assessment techniques, and skill development. The report also identifies issues including the digital gap, infrastructure barriers, and faculty preparation that are related to the adoption of technology in education. The results indicate that although technology innovation greatly expands the scope and quality of education, its effective use requires inclusive policies, training, and strategic planning.

Keywords:*Technological Innovation, Education Sector, E-learning, Digital Education, Smart Learning,etc*

Introduction:

Technological innovation has grown to be an effective weapon that is transforming education globally. The use of digital technology, such as e-learning platforms, artificial intelligence, virtual classrooms, and smart learning aids, has altered traditional teaching and learning techniques. This study looks at how technology innovation affects education, focusing on accessibility, student participation, instructional effectiveness, evaluation methods, and skill development. The paper also lists problems associated with the use of technology in education, such as the digital divide, infrastructure obstacles, and faculty readiness. The findings show that while technological innovation greatly expands and improves education, its effective use necessitates inclusive policies, training, and strategic planning.

Concept of Technological Innovation in the Education Sector:

Mobile Technologies (early 2000s): The rise of smartphones and tablets made learning more flexible and portable through tailored applications and mobile-based LMS like Blackboard and Moodle.

E-Learning Platforms: Platforms like Coursera and edX popularized the Massive Open Online Course (MOOC) paradigm, making university courses widely accessible.

Artificial Intelligence (AI) (2010s): AI techniques enabled personalized learning by adapting course materials to individual paces and styles, and using predictive analytics to identify at-risk students.

Immersive Technologies (2010s): Virtual reality (VR) and augmented reality (AR) allowed for immersive learning experiences like virtual science experiments and real-world simulations.

Blockchain and Data Security: Blockchain provides decentralized data management and tamper-proof certificates for protecting academic records and credentials. The use of new tools, technologies, and digital systems to improve instruction, learning, and administrative procedures is known as technological innovation in education.

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It consists of:Systems for Learning Management (LMS), Blended and online education, Learning based on artificial intelligence (AI), Augmented reality (AR) and virtual reality (VR), Apps for education and learning on mobile devices, Digital content and intelligent classroomsThese developments support adaptability, effectiveness, and learner-centered instruction.

What is the impact of educational technology on teaching and learning? Impact on Teaching:

Educational technology enhances teaching effectiveness by providing innovative tools such as interactive whiteboards, multimedia presentations, learning management systems (LMS), and educational software. These tools enable teachers to present content in diverse and engaging formats, catering to different learning styles. Technology also supports personalized instruction through adaptive learning platforms, allowing educators to address individual student needs and learning pace.

Impact on Learning

From a learning perspective, educational technology promotes active participation, engagement, and self-directed learning. Students gain access to a vast range of digital resources beyond traditional textbooks, including online videos, simulations, virtual labs, and educational games.

Assessment and Feedback

Technology has modernized assessment practices through online tests, automated evaluations, learning analytics, and digital portfolios. These tools provide timely feedback, transparency, and continuous monitoring of student progress, improving learning outcomes.

Skill Development and Digital Literacy

Educational technology plays a crucial role in developing 21st-century skills, including digital literacy, problem-solving, critical thinking, communication, and collaboration. As students interact with digital platforms, they learn to evaluate information critically, communicate effectively online, and adapt to emerging technologies-skills essential for academic success and future employment.

Scope of the Study

The impact of technological innovation on the education sector is the main topic of this study.The study examines how artificial intelligence-based tools, virtual classrooms, e-learning platforms, learning management systems, and other digital advancements are used in higher education.In order to examine patterns and results pertaining to the use of technology in education, the study mainly takes into account secondary data from published journals, reports, and academic articles.

Objectives of the Study

- ➢ To study the role of technological innovation in the education sector.
- ➢ To analyze the impact of technology on teaching and learning processes.
- ➢ To examine the benefits and challenges of technology adoption in education.

Review of Literature:

Dhawan, S. (2020). Online learning: A panacea in the time of the COVID-19 crisis. Journal of Educational Technology Systems, 49(1), 5–22.she concluded that Online methods of teaching support and facilitate learning–teaching activities, but there is a dire need to weigh the pros and cons of technology and harness its potentials.

Li,C.,& Lalani, F. (2020). The COVID-19 pandemic has changed education forever. World Economic Forum. Zhao, Y., & Frank, K. A. (2003). Factors affecting technology uses in schools: An ecological perspective. American Educational Research Journal, 40(4), 807–840.The concept of online learning, though often defined, has a range of meanings attached to it.

Singh and Thurman (2019) concluded that online learning platforms support flexible and lifelong learning, positively influencing learner engagement and skill acquisition.

Hernandez-de-Menendez et al. (2020) reported that Industry 4.0 technologies such as AI and IoT are reshaping education and improving students' digital and technical skills.

Bond et al. (2020) conducted a systematic review and found that digital technologies significantly enhance student engagement when used interactively.

UNESCO (2020) emphasized that inclusive digital education policies are essential to maximize the benefits of technological innovation.

Mandinach, Ellen B.;Cline,Hughconcluded in the research paper that"The Impact of Technological Curriculum Innovation on Teaching and Learning Activities. He describes how teachers use systems thinking in their courses. Applications depend on course content, subject area, level of student competence, and educational objectives. On this dimension, a developmental continuum is not implied

Nathaniel Gyimah 2022 Assessing Technological Innovation on Education in the World of Coronavirus (COVID-19)in this study Adequate training and workshop should be organised to educate students and teachers on the usage of E-learning in the world.

Research Methodology

This study is based on secondary data. The data used in this study was gathered from a variety of published sources, including government publications, institutional reports, and research journals. Academic sources such as Google

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Scholar and ResearchGate were used to collect data related to technological innovation in education, digital learning tools, teaching–learning effectiveness, and student outcomes.

Hypotheses of the Study

H01: Technological innovation has no significant impact on the teaching–learning process in the education sector.

H1a: Technological innovation has a significant positive impact on the teaching–learning process in the education sector.

H02:There is no significant relationship between technological innovation and student academic performance.

H1b:There is a significant relationship between technological innovation and student academic performance.

H03:Technological innovation has no significant impact on students' skill development.

H1c:Technological innovation has a significant positive impact on students' skill development.

Factors Influencing Technological Innovation in the Education Sector:

Sr. No.	Factor	Description
1	Infrastructure Availability	Availability of high-speed internet, computers, smart classrooms, and digital devices influences successful technology adoption.
2	Faculty Readiness and Training	Teachers' digital skills, willingness to adopt technology, and access to training programs significantly impact innovation.
3	Institutional Support	Management support, funding, technical assistance, and administrative encouragement facilitate technology implementation.
4	Government Policies and Regulations	National and institutional policies, digital education initiatives, and funding schemes play a crucial role.
5	Student Accessibility	Students'access to devices, internet connectivity, and digital resources affects adoption and usage.
6	Cost and Investment	Highinitial, maintenance, and software subscriptions influence institutional decisions.
7	Digital Literacy	Level of digital competence among students and faculty determines effective utilization of technology.
8	Curriculum Design	Integration of technology within curriculum and assessment methods supports innovative teaching-learning practices.
9	Technical Support	Availability of IT support staff and troubleshooting services ensures smooth functioning of digital tools.
10	Cultural and Attitudinal Factors	Attitudes, resistance to change, and acceptance of technology among stakeholders influence innovation.

Interpretation

The table shows that a mix of institutional, human, and infrastructure elements affect technological innovation in the education sector. Effective adoption of educational technologies is mostly facilitated by institutional support and adequate digital infrastructure. The effective incorporation of technology into teaching and learning processes is strongly impacted by faculty preparedness, training, and digital literacy. Since unequal access to equipment and internet connectivity can restrict the benefits of innovation, student affordability and accessibility are also very important. Additionally, while cultural attitudes and aversion to change may operate as obstacles, adoption is enhanced by supporting government policies, curriculum integration, and dependable technological support. Overall, the interpretation suggests that technological innovation in education requires a holistic and coordinated approach involving policy support, capacity building, and inclusive access.

Findings of the Study:

➢ Technological innovation has significantly transformed the teaching–learning process by making it more interactive, flexible, and learner-centered.

➢ The adoption of e-learning platforms and virtual classrooms has improved student engagement and accessibility to quality education.

➢ Educational technology contributes substantially to students' skill development, including digital literacy, critical thinking, communication, and collaboration skills.

Future Scope:

➢ The impact of technological innovation across different levels of education and types of institutions.

➢ Longitudinal research can be carried out to understand the long-term effects of educational technology on student performance and employability.

➢ Future research may focus on the impact of specific technologies such as artificial intelligence, virtual reality, and learning analytics on teaching and learning outcomes.

➢ There is also scope to examine policy effectiveness, faculty readiness, and ethical issues related to digital education.

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Conclusion:

Technological innovation has emerged as a powerful catalyst in transforming the education sector. The findings of this study, based on secondary data analysis, clearly indicate that the integration of digital technologies such as e-learning platforms, artificial intelligence, virtual classrooms, and smart learning tools has significantly enhanced teaching effectiveness, student engagement, academic performance, and skill development.However, the study also highlights that the mere availability of technology does not guarantee success. Challenges such as infrastructure constraints, lack of digital skills among educators, and unequal access to technology must be addressed to fully realize the benefits of technological innovation in education. Therefore, strategic planning, continuous faculty development, and inclusive digital education policies are essential for sustainable educational transformation.In conclusion, technological innovation holds immense potential to improve the quality and reach of education. When implemented thoughtfully and inclusively, it can serve as a key driver for educational excellence and workforce readiness in the digital era.

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Original Article

Chhatrapati Shivaji Maharaj as a Linguistic Strategist and Administrator: Vernacular Power, Imperial Administration, and Linguistic Intelligence in Multilingual Governance and State Formation

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Abstract

This paper reinterprets Chhatrapati Shivaji Maharaj as a conscious linguistic strategist whose governance demonstrates a sophisticated understanding of language as a technology of power. Challenging historiographical tendencies that foreground military innovation alone, the study argues that linguistic intelligence was central to Maratha state formation in the seventeenth-century Deccan. Shivaji Maharaj institutionalised Marathi as a language of administration and popular legitimacy while strategically retaining Persian for diplomacy and imperial bureaucracy and Sanskrit for juridical, ideological, and ritual authority. This functional differentiation of languages enabled administrative efficiency, political legitimacy, and social inclusion within a multilingual political ecology shaped by Indo-Persian bureaucratic traditions. Drawing upon administrative documents, lexicons such as the Rajyavyavahārakośa, royal correspondence, and political texts including Ājñāpatra and Budhbhūṣaṇam, the study situates the Maratha polity within broader early modern models of multilingual governance. It conceptualises Shivaji Maharaj's statecraft as an adaptive and non-exclusivist model of multilingual sovereignty, demonstrating that linguistic plurality, when strategically managed, strengthens rather than fragments political authority. The paper contributes to interdisciplinary scholarship by foregrounding language as infrastructural and symbolic power in pre-modern Indian state formation.

Keywords:*Chhatrapati Shivaji Maharaj, Linguistic Intelligence,Multilingual Governance, Marathi Vernacularisation,Indo-Persian Administration,Language and Power, State Formation, Early Modern Deccan,Vernacular Power,Administrative Language Policy*

1.Introduction: Language as a Technology of Power

In pre-modern polities, language functioned not merely as a communicative medium but as a decisive instrument of political authority, administrative control, and ideological legitimacy. In early modern India, particularly in the seventeenth-century Deccan, governance was inseparable from linguistic hierarchies that privileged Persian as the language of empire, Sanskrit as the language of ritual-juridical authority, and vernaculars as the languages of local populations. Against this backdrop, Chhatrapati Shivaji Maharaj (1630–1680) emerges as a ruler whose political genius lay not only in military strategy but in his acute linguistic intelligence. His statecraft demonstrates a consciously designed multilingual policy that combined vernacular empowerment with imperial administrative continuity, thereby enabling effective state formation without cultural or bureaucratic rupture.This paper conceptualises Shivaji Maharaj as a linguistic strategist who recognised language as a form of political capital. By institutionalising Marathi while retaining Persian and Sanskrit for specific domains, he created a functional multilingual governance model that was historically grounded, administratively efficient, and socially inclusive.

1.1 Rationale and Scope of the Study

The study is motivated by the need to re-examine Chhatrapati Shivaji Maharaj not merely as a military leader or political founder, but as a **conscious linguistic strategist who understood language as a central instrument of governance,**

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legitimacy,and state formation. Existing historiography has extensively analysed Shivaji Maharaj's military innovations, administrative reforms, and resistance to imperial domination; however, the **linguistic dimensions of his statecraft remain under-theorised**. This research addresses that gap by foregrounding how language functioned as a deliberate political resource in the construction of the Maratha state.The scope of the study extends to examining **how vernacular Marathi was institutionalised for governance and popular legitimacy**, while **Persian, Sanskrit, and regional languages were strategically retained for administrative continuity, diplomacy, and legal authority**. Rather than viewing this multilingual arrangement as accidental or inherited, the study argues that Shivaji Maharaj exercised **linguistic intelligence**—the capacity to deploy multiple languages selectively across domains to balance popular sovereignty with imperial pragmatism. The research situates the Maratha state within broader early modern patterns of multilingual governance, demonstrating that Shivaji Maharaj's linguistic policies were neither isolationist nor purely revivalist, but **strategically adaptive**.

1.2 Language, Power, and Governance: Conceptual Premises

This study is grounded in the theoretical premise that **language is inseparable from power and governance**. Language does not merely reflect political authority; it actively **produces, legitimises, and sustains it**. Administrative languages determine who can access power, legal redress, and institutional recognition, while vernacular languages shape political belonging and collective identity. In early modern polities, linguistic choice often functioned as a tool for managing diversity, asserting sovereignty, and negotiating imperial influence.

Applying this framework to the Maratha context reveals how Shivaji Maharaj challenged the dominant **Indo-Persian bureaucratic order** without dismantling it entirely. Persian, the language of Mughal administration and diplomacy, continued to be used in official correspondence, farmāns, and revenue records where inter-imperial legibility was required. At the same time, **Marathi was elevated from a spoken regional language to a language of governance**, appearing in royal orders (rajājñāpatra), local administration, and communication with subjects. This duality reflects a **functional differentiation of languages**, where power was exercised not through monolingual imposition but through calibrated multilingual control.

The conceptual premise, therefore, is that Shivaji Maharaj's governance exemplifies **multilingual sovereignty**, where authority is strengthened—not weakened—by linguistic plurality. Language becomes a site where imperial continuity, vernacular assertion, and cultural legitimacy intersect, making linguistic policy a core component of political strategy rather than a peripheral administrative concern.

1.3 Research Objectives and Methodological Orientation

The primary objective of this study is to **analyse Chhatrapati Shivaji Maharaj's linguistic strategies as integral to Maratha state formation**, rather than as incidental by-products of administration.

Specifically, the study aims to:

(i) examine the political significance of institutionalising Marathi within governance;
(ii) analyse the continued use of Persian and Sanskrit as strategic choices rather than colonial residue;
(iii) conceptualise linguistic intelligence as a form of administrative and political capital; and
(iv) situate the Maratha model within comparative frameworks of early modern multilingual governance.

Methodologically, the study adopts an **interdisciplinary approach**, combining historical analysis with sociolinguistic and political-anthropological perspectives. Primary sources such as royal letters, administrative documents, seals, court records, and texts like *Ājñāpatra* and *Budhbhūṣaṇam* are examined to trace language use across domains of governance. These are read alongside secondary historical scholarship to contextualise linguistic practices within broader political structures.Rather than treating language as a static medium, the methodology foregrounds **language-in-use**, focusing on how different languages functioned across administrative, legal, military, and ideological spaces. This approach allows the study to move beyond descriptive history toward a **theoretically informed understanding of multilingual governance**, positioning Shivaji Maharaj as an early and sophisticated practitioner of linguistic statecraft.

2.Conceptual Framework: Language, Power, and Governance

The emergence of the Maratha state in the seventeenth century must be understood against the backdrop of a **fragmented yet deeply interconnected Deccan political order**, characterised by overlapping sovereignties, shifting allegiances, and complex administrative cultures. Far from being a linguistically or administratively homogeneous region, the Deccan functioned as a **multilingual political zone** where Persian, Sanskrit, Marathi, Kannada, Telugu, and Dakhani coexisted within structures of power. Governance in this context required not only military strength but also **administrative adaptability and linguistic competence**. Shivaji Maharaj's political vision took shape within this environment, where effective rule depended on navigating imperial norms while addressing regional realities.

From a political-linguistic perspective, language operates as symbolic power (Pierre Bourdieu), enabling access to authority, legitimacy, and institutional participation. In pre-colonial India, linguistic choice determined who could govern, who could participate, and who remained excluded. Persian, associated with Mughal and Deccan Sultanate authority, conferred imperial legitimacy; Sanskrit invoked dharmic kingship and moral sovereignty; vernaculars enabled mass communication and local administration.

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Shivaji Maharaj's linguistic policy can be understood through the concept of *functional multilingualism*, where languages are not ranked hierarchically in absolute terms but assigned domains based on administrative efficiency and political pragmatism. Rather than rejecting Persian as a colonial residue or adopting Marathi as an exclusivist nationalist symbol, Shivaji Maharaj redistributed linguistic functions across governance domains. This conceptual move distinguishes his policy from both imperial monolingualism and modern linguistic nationalism.

2.2 Indo-Persian Bureaucratic Traditions and Regional Polities

By the seventeenth century, the **Indo-Persian bureaucratic tradition** had become the dominant administrative framework across much of South Asia. Persian functioned as the primary language of governance, law, diplomacy, and revenue administration, valued for its standardisation, prestige, and transregional intelligibility. Both the Mughal Empire and the Deccan Sultanates relied on Persianate norms of record-keeping, titulature, and administrative hierarchy, creating a shared bureaucratic culture that transcended political rivalries.Regional polities, including emerging powers like the Marathas, operated within this Persianate administrative ecosystem. Rather than rejecting Persian outright, they selectively adopted its bureaucratic conventions to ensure **administrative continuity and political legitimacy**. Shivaji Maharaj's administration retained Persian terminology in revenue records, official correspondence, and diplomatic communication, particularly when dealing with Mughal or Deccan authorities. This pragmatic use of Persian reflects an understanding that **linguistic conformity in certain domains was essential for imperial legibility and governance efficiency**.

At the same time, Shivaji Maharaj departed from Indo-Persian norms by **re-centering Marathi within local administration**, thereby reconfiguring the linguistic hierarchy of governance. While Persian remained the language of inter-state communication and high administration, Marathi became the language through which authority was exercised over subjects. This selective multilingualism allowed the Maratha state to operate simultaneously within and against imperial structures. The Indo-Persian bureaucratic tradition thus did not disappear under Shivaji Maharaj; instead, it was **strategically domesticated**, forming part of a broader system of multilingual governance that balanced continuity with innovation.

3.Historical Linguistic Ecology of the Seventeenth-Century Deccan

The Deccan region in the seventeenth century was inherently multilingual, encompassing Marathi, Persian, Kannada, Telugu, and Dakhani Urdu speech communities. Administrative language across the Adilshahi, Qutbshahi, and Mughal territories was overwhelmingly Persian, which functioned as the language of revenue records (*daftars*), royal orders (*farmāns*), and diplomacy. Indigenous elites such as deshmukhs, patils, and kulkarnis often depended on Persian scribes, creating linguistic mediation between rulers and subjects.This linguistic distance had political consequences: governance appeared alien, inaccessible, and extractive to local populations. Shivaji Maharaj's intervention must therefore be read as a response to this structural exclusion, where language reform became a means of political mobilisation and administrative transparency.Vernacular power refers to the use of a local language as an instrument of governance, thereby transforming it from a domestic or oral medium into an official administrative language. Under Shivaji Maharaj, Marathi underwent precisely this transformation. It was no longer confined to folk communication but entered the domains of revenue, military orders, judicial proceedings, and correspondence.

Historical Evidence and Examples

One of the most concrete examples of this institutionalisation is the compilation of the *Rajyavyavahār Kośa* by Raghunath Hanumant Pandit during Shivaji Maharaj's reign. This lexicon systematically replaced Persian administrative terms with Sanskritised Marathi equivalents—for instance, *farman* was replaced by *ājñā*, *khalsa* by *svārājya*, and *daftar* by *lekhanālaya*. This was not a symbolic gesture but an administrative necessity aimed at ensuring that officials trained in Marathi could govern without dependence on Persian intermediaries.

Further, several surviving *modi-script* documents, including revenue orders and military instructions, indicate the routine use of Marathi in local administration. These documents allowed village-level officials to directly interpret royal commands, reducing corruption and miscommunication.

Persian as the Language of Imperial Legitimacy

Despite promoting Marathi, Shivaji Maharaj did not abolish Persian. Persian continued to be used for diplomacy, treaties, and correspondence with Mughal and Deccan authorities. This decision reflects linguistic pragmatism rather than ideological contradiction. In the seventeenth century, Persian functioned as the recognised trans-regional language of political legitimacy. Abandoning it would have isolated the Maratha state diplomatically.

Historical records show that treaties such as the Treaty of Purandar (1665) were negotiated within a Persian diplomatic framework. Shivaji Maharaj's administration employed Persian-trained munshis, ensuring that the Maratha state could engage with imperial powers on equal bureaucratic terms.

3.1 Language as an Instrument of Statecraft

For Shivaji Maharaj, language operated as a **deliberate tool of statecraft**, shaping relations between ruler and subjects, state and empire, authority and legitimacy. Governance in the early modern Deccan depended on written orders (farmāns), revenue records, military instructions, and legal documents. Control over these textual practices meant control over territory and allegiance. Shivaji Maharaj recognised that linguistic accessibility was essential for effective governance at the local level, while linguistic conformity was necessary for diplomatic and administrative

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engagement with imperial powers.A clear example of this strategic use of language is found in the **Rajyavyavahārakośa**, a lexicon commissioned under Shivaji Maharaj to replace Persian and Arabic administrative terminology with Sanskritised Marathi equivalents. Terms such as *amātya* (minister), *lekhanādhikārī* (record officer), and *sabhāsad* (councillor) were consciously standardised to restructure the language of administration. This was not a purely linguistic exercise; it was an act of **symbolic state formation**, redefining governance in terms intelligible to Marathi-speaking subjects while asserting cultural autonomy.

At the same time, Shivaji Maharaj did not reject Persian in domains where it carried administrative necessity. Diplomatic correspondence with the Mughal court and Deccan Sultanates continued in Persian, demonstrating a pragmatic understanding that **statecraft required multilingual fluency rather than linguistic purity**. Language thus became a calibrated instrument—vernacular for internal legitimacy, Persian for external recognition.

3.2 Vernacular Power and the Institutionalisation of Marathi

One of Shivaji Maharaj's most enduring contributions to governance was the **institutionalisation of Marathi as a language of administration, law, and authority**. Prior to this period, Marathi was widely spoken but rarely used in formal governance, which relied heavily on Persian and Sanskrit. By elevating Marathi into official domains, Shivaji Maharaj transformed it from a spoken vernacular into a **state language**, thereby reconfiguring the relationship between language and power.Administrative orders (*ājñāpatra*), revenue documents, and local correspondence increasingly appeared in Marathi, allowing peasants, village officials, and soldiers to directly engage with state authority. This reduced dependence on Persian-trained scribes and intermediaries, weakening elite monopolies over administrative knowledge. The use of Marathi in governance thus functioned as a **democratising force**, enabling broader participation in state processes while reinforcing loyalty to the Maratha polity.Importantly, this vernacularisation did not imply cultural isolation. Marathi administrative prose developed through interaction with Sanskritic vocabulary and Persian bureaucratic structures, producing a **hybrid but functional register** suited to governance. The institutionalisation of Marathi therefore represented a form of **vernacular modernity**, where local language became capable of handling complex administrative, legal, and military functions without abandoning intellectual sophistication.

3.3 Linguistic Intelligence and Multilingual Policy Formation

Shivaji Maharaj's governance reflects what may be termed **linguistic intelligence**—the capacity to recognise, manage, and strategically deploy multiple languages across different domains of power. The Maratha state operated within a linguistically plural environment, encompassing Marathi-speaking populations, Persianate administrative elites, Sanskritic legal traditions, and regional languages in border areas. Effective governance required not uniformity but **functional differentiation of languages**.

Persian was retained for diplomacy and imperial correspondence, Sanskrit for legal legitimacy and ideological framing, and Marathi for everyday administration and communication with subjects. This deliberate allocation of linguistic roles ensured administrative efficiency while maintaining cultural sovereignty. For example, royal titulature and legal proclamations often drew upon Sanskrit to invoke dharmic authority, while operational governance relied on Marathi for clarity and reach.

4. Imperial Administration and Bureaucratic Continuity

While Chhatrapati Shivaji Maharaj asserted vernacular authority through the institutionalisation of Marathi, he simultaneously demonstrated a sophisticated understanding of **imperial bureaucratic continuity**. Rather than dismantling existing administrative systems inherited from Indo-Persian governance, the Maratha state selectively retained and repurposed them. This approach ensured political legitimacy, diplomatic intelligibility, and administrative efficiency in a region long governed through Persianate bureaucratic norms. Shivaji Maharaj's governance thus reflects a model of **adaptive statecraft**, where continuity and innovation operated in tandem rather than in opposition.

4.1 Persian as the Administrative and Diplomatic Language

Persian had functioned for centuries as the principal language of administration, diplomacy, and record-keeping across the Deccan and the Mughal Empire. Shivaji Maharaj recognised that abandoning Persian entirely would isolate the Maratha state from established political and diplomatic networks. Consequently, Persian was retained for **inter-state correspondence, treaties, farmāns, and negotiations** with the Mughals, Adilshahi, and Qutbshahi regimes.

Historical records show that diplomatic letters exchanged between the Maratha court and Mughal officials continued to follow Persian epistolary conventions, including formal salutations, honorific titles, and legal phrasing. This ensured that the Maratha state was perceived not as a rebellious local power but as a **legitimate political entity fluent in imperial administrative codes**. Persian thus functioned as a language of **external sovereignty**, enabling Shivaji Maharaj to negotiate, resist, and engage with imperial authorities on equal bureaucratic terms.

Functional Differentiation of Languages

This dual-language policy illustrates functional differentiation: Marathi for internal governance and Persian for external diplomacy. Such differentiation aligns with modern sociolinguistic theories of domain allocation and demonstrates advanced administrative rationality.

Sanskrit, Sovereignty, and Ideological Legitimacy

Sanskrit played a crucial symbolic role in Shivaji Maharaj's kingship. The coronation ceremony of 1674 employed Vedic rituals and Sanskritic genealogy to establish Shivaji Maharaj as a legitimate *Kshatriya* ruler. Sanskrit

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inscriptions and titles invoked continuity with ancient Indian kingship traditions, thereby countering Mughal claims of universal sovereignty.This strategic use of Sanskrit illustrates how language can function ideologically rather than administratively. Sanskrit was not used for day-to-day governance but for moral and juridical authority, reinforcing the dharmic foundations of Swarajya.This multilingual policy also extended to military administration, where commands and records were adapted to the linguistic composition of troops drawn from diverse regions. Such flexibility prevented linguistic exclusion and enhanced administrative cohesion. Shivaji Maharaj's linguistic intelligence thus lay in his refusal to equate state strength with linguistic homogeneity. Instead, he built a governance model where **multilingual competence functioned as administrative capital**, enabling the Maratha state to consolidate power in a complex and heterogeneous political landscape.

4.2 Functional Differentiation of Linguistic Domains

One of the most striking features of Maratha administration under Shivaji Maharaj was the **functional differentiation of linguistic domains**. Languages were not hierarchically ranked but **assigned roles according to administrative purpose**. Persian was used for diplomacy and high-level documentation, Sanskrit for legal, ideological, and ceremonial functions, and Marathi for everyday governance and local administration.

This division is evident in the coexistence of Sanskritised royal titles and legal concepts alongside Marathi administrative records and Persian diplomatic correspondence. For instance, proclamations invoking kingship, justice, and dharma often drew upon Sanskritic authority, while revenue collection, village administration, and military logistics were conducted in Marathi to ensure clarity and compliance. Such differentiation prevented administrative bottlenecks and reduced reliance on elite intermediaries.This multilingual governance model reflects a clear understanding that **state power is maximised when language aligns with function**. Rather than imposing a single language across all domains, Shivaji Maharaj created a flexible administrative ecology in which each language operated within its zone of greatest effectiveness.

4.3 Administrative Efficiency and Political Pragmatics

The Maratha state's linguistic policy was ultimately guided by **administrative efficiency and political pragmatics**, not ideological rigidity. Retaining Persian scribes and bureaucratic formats ensured continuity in record-keeping, taxation, and diplomacy, while introducing Marathi into governance enhanced transparency and local accountability. This dual strategy allowed the state to expand rapidly without administrative breakdown.

For example, revenue records and military instructions issued in Marathi reduced misinterpretation at the village and fort levels, where Persian literacy was limited. At the same time, maintaining Persian for imperial engagement prevented diplomatic friction and ensured recognition within existing political frameworks. Linguistic choice thus became a **technology of governance**, calibrated to context rather than doctrine.

This pragmatic multilingualism reveals Shivaji Maharaj as a ruler deeply attuned to the realities of governance in a heterogeneous polity. His administrative success lay not in replacing imperial systems wholesale, but in **reconfiguring them to serve a new political vision**, balancing continuity with transformation.

5. Multilingual Governance in the Maratha State

Multilingualism in the Maratha state was neither accidental nor merely inherited from earlier regimes; it was **deliberately structured as a system of governance**. Under Chhatrapati Shivaji Maharaj, language was organised hierarchically yet functionally, ensuring that different linguistic codes operated within clearly defined political, legal, and administrative domains. This model allowed the Maratha state to govern a socially heterogeneous population while maintaining both internal coherence and external legitimacy. Multilingual governance thus emerged as a **strategic framework** through which authority, law, and administration were stabilised across regions and social groups.

5.1 Hierarchies of Language Use in Governance

The Maratha administration operated through a **layered hierarchy of language use**, where each language was aligned with a specific level of authority and function. At the apex of governance, Persian functioned as the language of diplomacy, imperial negotiation, and inter-state legitimacy. It enabled the Maratha state to communicate effectively with the Mughal court, Deccan Sultanates, and regional powers that recognised Persian as the shared bureaucratic medium of sovereignty.At the level of ideological and legal legitimacy, Sanskrit occupied a distinct and elevated position. It was associated with royal authority, juridical principles, and moral governance. Sanskrit terms and formulations lent symbolic depth to rulership, anchoring the Maratha state within long-standing Indic political traditions.At the operational core of governance, Marathi emerged as the language of everyday administration. Orders, revenue records, military instructions, and correspondence with local officials were increasingly issued in Marathi, ensuring accessibility and efficiency. This hierarchy was not based on prestige alone but on **communicative reach and functional necessity**. By allowing languages to coexist within structured domains, Shivaji Maharaj ensured that governance was both intelligible to the populace and credible within broader political networks.

Example:

Royal directives concerning land revenue (lagān), fort administration, and village obligations were issued in Marathi, while treaties or diplomatic letters addressed to Mughal officials adhered to Persian conventions. This dual system allowed the state to function locally without sacrificing imperial recognition.

5.2 Role of Sanskrit in Legal and Ideological Frameworks

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Sanskrit played a critical role in the **legal and ideological consolidation** of the Maratha state. Rather than serving as a language of daily administration, Sanskrit functioned as a source of juridical authority, moral legitimacy, and symbolic continuity. Its use connected Shivaji Maharaj's rule to classical concepts of kingship, justice, and dharma, reinforcing sovereignty through culturally resonant frameworks.Legal terminology, royal titles, and proclamations often drew upon Sanskritic vocabulary, invoking ideals of righteous rule and ethical governance. This strategic deployment of Sanskrit was particularly significant in legitimising the Maratha state among Brahmanical elites, religious institutions, and learned communities whose support was essential for stable rule.The coronation of Shivaji Maharaj in 1674 exemplifies this function. Sanskrit rituals, genealogical constructions, and royal titulature were employed to assert Kshatriya status and political sovereignty, countering Mughal narratives that framed regional rulers as subordinate chieftains. Sanskrit thus operated as a **language of ideological elevation**, transforming political authority into legitimate kingship.

Example:

Legal concepts articulated in Sanskrit—relating to justice, taxation ethics, and royal duty—were translated and operationalised through Marathi administration, demonstrating how Sanskrit authority was mediated through vernacular governance rather than imposed directly.

5.3 Regional Languages and Local Administration

At the most immediate level of governance, regional languages and dialects played a crucial role in administering diverse populations across the Maratha territories. The state encompassed regions marked by linguistic variation influenced by geography, caste, occupation, and local tradition. Recognising this diversity, the Maratha administration allowed for **linguistic accommodation** in local governance rather than enforcing uniform linguistic conformity.Village officials, revenue collectors, and military commanders often operated in regional Marathi varieties or locally intelligible speech forms to ensure compliance and clarity. This pragmatic tolerance reduced administrative friction and prevented alienation of local communities. Rather than viewing linguistic diversity as an obstacle, the Maratha state treated it as an operational resource.This approach also minimised dependence on elite intermediaries who controlled Persian or Sanskrit literacy, thereby redistributing administrative agency toward locally rooted officials. Governance became participatory rather than extractive, grounded in communicative accessibility.

Example:

In frontier and rural regions, revenue negotiations and village-level directives were conducted in locally familiar Marathi registers, ensuring that administrative orders were understood without distortion. This local linguistic adaptability strengthened state control while preserving social stability.

6. Princely Pedagogy and the Formation of Multilingual Leadership

The success of multilingual governance in the Maratha state was not merely institutional; it was **pedagogical**. Chhatrapati Shivaji Maharaj recognised that sustainable state formation required rulers and administrators who were linguistically competent, culturally flexible, and intellectually disciplined. Princely education, therefore, was not limited to military training or moral instruction but extended to **systematic linguistic cultivation**. Multilingual leadership became a form of administrative intelligence, enabling rulers to negotiate diplomacy, law, warfare, and cultural legitimacy across diverse linguistic domains. The Maratha court thus functioned as a site where language learning, political reasoning, and ethical governance were consciously integrated.

6.1 Linguistic Education under Shivaji Maharaj

Shivaji Maharaj's approach to princely education was shaped by the multilingual realities of seventeenth-century Deccan politics. Governing territories influenced by Persianate bureaucracy, Sanskritic ideology, and vernacular social life required rulers who could navigate multiple linguistic registers with precision. Linguistic education under Shivaji Maharaj was therefore **strategic rather than ornamental**, designed to produce rulers capable of effective communication across administrative, diplomatic, and cultural spheres.Young nobles and administrators were trained to function in Marathi for governance and military command, Persian for diplomacy and imperial negotiation, and Sanskrit for legal, ritual, and ideological purposes. This tri-lingual competence reflected a clear understanding of **functional language domains**, ensuring that linguistic proficiency translated directly into political efficacy.Importantly, this pedagogy resisted linguistic isolation. Rather than privileging a single "court language," Shivaji Maharaj institutionalised multilingual literacy as a **core leadership skill**. This approach reduced reliance on intermediaries and enhanced sovereign autonomy, allowing the ruler to engage directly with documents, envoys, and legal discourse.

Example:

Shivaji Maharaj's correspondence reveals familiarity with Persian diplomatic conventions while simultaneously issuing Marathi orders to military commanders and revenue officials. This dual competence prevented bureaucratic distortion and strengthened central control.

6.2 Chhatrapati Sambhaji Maharaj: Multilingualism, Scholarship, and Governance

Chhatrapati Sambhaji Maharaj represents the most fully realised expression of Maratha multilingual pedagogy. Educated under the intellectual guidance of scholars proficient in Sanskrit, Persian, and vernacular traditions, Sambhaji Maharaj emerged as one of the most linguistically accomplished rulers of early modern India. His

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multilingualism was not symbolic but **deeply scholarly**, enabling him to engage critically with texts, ideologies, and political traditions across linguistic cultures.Sambhaji Maharaj was proficient in Sanskrit, Marathi, Persian, and several other languages, allowing him to navigate courtly debate, legal discourse, and diplomatic negotiation without dependence on translators. This intellectual autonomy was particularly significant in an era when linguistic mediation often became a site of political manipulation.His reign demonstrates how linguistic scholarship reinforced administrative authority. Sambhaji Maharaj's engagement with Persianate court culture did not dilute Maratha sovereignty; instead, it enabled strategic negotiation with Mughal power structures while retaining ideological independence rooted in Sanskritic and vernacular traditions.

Example:

Mughal chroniclers frequently remarked on Sambhaji Maharaj's erudition, acknowledging his command over classical languages even while politically opposing him. This recognition itself indicates how multilingual scholarship functioned as a form of **symbolic power** within imperial political culture.

6.3 *Budhbhūṣaṇam* and the Intellectual Dimensions of Statecraft

The composition of *Budhbhūṣaṇam* stands as a powerful testament to the intellectual foundations of Maratha statecraft. Written by Sambhaji Maharaj in Sanskrit, the text articulates principles of ethics, governance, diplomacy, and royal conduct through classical philosophical frameworks. Far from being a purely literary or religious work, *Budhbhūṣaṇam* functions as a **political-philosophical treatise**, situating Maratha rule within a sophisticated tradition of state theory.The choice of Sanskrit as the medium was deliberate. Sanskrit endowed the text with philosophical authority, allowing Sambhaji Maharaj to converse with classical political thinkers while asserting intellectual parity with Indo-Persian political discourse. At the same time, the ideas articulated in *Budhbhūṣaṇam* were not confined to elite readership; they informed governance practices implemented through Marathi administration.The text reveals a ruler who viewed governance as an ethical and intellectual responsibility, where language served as the medium through which political values were theorised and enacted. *Budhbhūṣaṇam* thus exemplifies how **linguistic scholarship became a tool of sovereign reasoning**, reinforcing the moral legitimacy of the Maratha state.

Example:

Concepts such as righteous kingship, restraint in power, and accountability articulated in *Budhbhūṣaṇam* find practical expression in administrative policies that emphasised local autonomy, revenue moderation, and ethical conduct of officials—principles transmitted through Marathi governance rather than Sanskrit decree.

7. Comparative Perspectives on Multilingual Governance

Multilingual governance has historically been a defining feature of pre-modern empires and regional states that ruled over culturally and linguistically heterogeneous populations. Comparative analysis allows us to situate Chhatrapati Shivaji Maharaj's linguistic policies within a broader global framework, demonstrating that his administrative intelligence was neither accidental nor parochial but aligned with successful imperial practices across civilizations. By examining the Mughal and Ottoman models of linguistic administration, this section highlights how Shivaji Maharaj's governance combined indigenous innovation with pragmatic continuity, producing a uniquely adaptive multilingual state apparatus.

7.1 The Mughal Model of Linguistic Administration

The Mughal Empire (16th–18th centuries) represents one of the most sophisticated examples of multilingual governance in early modern South Asia. The Mughals ruled over a vast and linguistically diverse population, including speakers of Persian, Hindavi, Braj, Awadhi, Bengali, Marathi, Punjabi, and numerous regional dialects. To manage this diversity, the Mughal state adopted **Persian as the official administrative and diplomatic language**, while allowing regional languages to function in local governance and cultural life.Persian served as the language of **imperial authority, legal documentation, revenue records, and inter-provincial communication**. Its prestige was tied to Islamic political culture and Central Asian bureaucratic traditions. However, the Mughal administration did not impose Persian uniformly at the grassroots level. Local officials—qanungos, deshmukhs, patels—often operated in **vernacular languages**, ensuring administrative efficiency and popular compliance.Importantly, the Mughals also encouraged **linguistic accommodation** as a political strategy. Akbar's policy of Sulh-i-Kul (universal tolerance) extended to language use, allowing Sanskrit scholars, Hindi poets, and regional literati to flourish alongside Persian elites. Texts like the **Ain-i-Akbari** reveal a multilingual administrative consciousness that recognized language as a mediator between power and people.Shivaji Maharaj selectively retained Persian for diplomacy and inter-state correspondence, much like the Mughals, while rejecting its monopoly over administration. Unlike the Mughal centre-heavy model, Shivaji decentralized linguistic authority by elevating Marathi in revenue records, royal edicts (rajnyapatras), and military administration—thus democratizing governance and embedding legitimacy within the local population.

7.2 The Ottoman Model of Multilingual Statecraft

The Ottoman Empire (14th–20th centuries) offers a parallel example of pragmatic multilingual governance across Europe, Asia, and Africa. Ruling over Turks, Arabs, Greeks, Armenians, Kurds, Slavs, and Jews, the Ottomans developed a **functional multilingual system** rather than a linguistically homogenized state.

Ottoman Turkish, written in a heavily Persianized and Arabized script, functioned as the **language of imperial authority and court administration**. Arabic retained its sacred and legal status as the language of Islamic

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jurisprudence (Sharia), while Persian dominated literary and intellectual domains. Simultaneously, regional languages such as Greek, Armenian, Serbian, and Bulgarian were permitted in local administration, community courts, and religious institutions.

The **Millet system** institutionalized linguistic pluralism by allowing religious communities to govern their internal affairs using their own languages and legal traditions. This prevented linguistic alienation and ensured loyalty to the central authority. Language, in the Ottoman model, was not a marker of exclusion but a **tool of administrative rationality**.

Shivaji Maharaj's governance mirrors this functional differentiation of languages. Sanskrit was retained for ideological legitimacy and royal symbolism (e.g., coronation rituals), Persian for diplomatic necessity, and Marathi for everyday administration and military communication. Like the Ottomans, Shivaji understood that linguistic uniformity weakens governance in plural societies, while strategic multilingualism strengthens state cohesion.

7.3 Comparative Insights and Global Parallels

A comparative reading of the Mughal, Ottoman, and Maratha models reveals a shared principle: **successful states manage linguistic diversity rather than erase it**. However, Shivaji Maharaj's approach stands out for its **vernacular empowerment**, a feature largely absent in contemporary empires.

While the Mughals and Ottomans maintained elite languages as symbols of imperial continuity, Shivaji Maharaj consciously **reversed linguistic hierarchy** by placing Marathi—spoken by peasants, soldiers, and local administrators—at the heart of governance. This shift transformed language into an instrument of political participation and cultural assertion.

Globally, Shivaji's linguistic policy anticipates later nationalist and postcolonial strategies, where vernacular languages became vehicles of resistance and self-rule (e.g., vernacularization in early modern Europe or later anti-colonial movements in Asia and Africa). His model represents an early form of **linguistic decolonization**, achieved without administrative disruption.

Analytical Insight: Shivaji Maharaj's multilingual governance was not merely adaptive but **visionary**. By balancing continuity with innovation, elite languages with popular speech, and ideology with pragmatism, he constructed a state that was administratively efficient, culturally rooted, and politically legitimate.

8. Linguistic Intelligence and State Formation

Linguistic intelligence in state formation refers to a ruler's conscious, strategic, and systematic understanding of how language functions as a resource of power, legitimacy, administration, and social integration. In pre-modern polities, where authority was negotiated rather than absolute, linguistic choices were never neutral. They shaped access to governance, determined elite formation, mediated law and taxation, and symbolized sovereignty. Chhatrapati Shivaji Maharaj's statecraft demonstrates a high degree of linguistic intelligence—marked by contextual language use, functional differentiation, and symbolic calibration—which played a decisive role in the consolidation and durability of the Maratha state.

Rather than privileging a single language as a marker of domination, Shivaji Maharaj designed a **multilingual administrative ecology**, aligning linguistic form with political function. This intelligence enabled the Maratha state to expand territorially while maintaining popular legitimacy, bureaucratic efficiency, and ideological coherence.

8.1 Language, Legitimacy, and Political Authority

Political authority, particularly in early modern India, depended not only on military conquest but on **recognition, acceptance, and moral legitimacy** among diverse social groups. Language acted as a primary medium through which authority was communicated, normalized, and internalized. Shivaji Maharaj's linguistic policies reveal a sophisticated understanding of how legitimacy is linguistically produced and sustained.

By institutionalizing **Marathi as the principal language of administration**, Shivaji Maharaj directly addressed cultivators, soldiers, village officials, and local elites in their own linguistic register. Royal orders (rajnyapatras), land grants, revenue instructions, and military communications issued in Marathi created a sense of **participatory governance**, transforming subjects into stakeholders of the state. This vernacular accessibility stood in contrast to the Persian-dominated bureaucracies of contemporary regimes, where linguistic distance often mirrored political alienation.At the same time, Shivaji Maharaj strategically retained **Sanskrit for symbolic sovereignty and ritual authority**. His coronation (1674) was conducted through Vedic-Sanskritic idioms, and royal titles such as *Chhatrapati* and *Kshatriya Kulavantas* were deliberately chosen to embed his rule within the classical political-theological framework of Indian kingship. Sanskrit thus functioned as a language of **trans-historical legitimacy**, linking the Maratha state to ancient dharmic traditions.

Persian, meanwhile, was used selectively in diplomatic correspondence and inter-state communication, signaling political pragmatism rather than cultural submission. This tri-layered linguistic strategy—Marathi for governance, Sanskrit for legitimacy, Persian for diplomacy—demonstrates how linguistic intelligence allowed Shivaji Maharaj to **simultaneously claim popular authority, ritual sovereignty, and geopolitical credibility**.

8.2 Multilingual Competence as Administrative Capital

Multilingual competence within the Maratha administration functioned as a form of **administrative capital**, enhancing state capacity and governance efficiency. Linguistic intelligence was not confined to the ruler alone but was

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cultivated among officials, scribes, military commanders, and diplomats, creating a bureaucratic class capable of navigating diverse linguistic contexts.Officials were expected to operate fluently across **Marathi, Persian, and Sanskrit domains**, depending on administrative function. Revenue officers dealing with village-level administration relied on Marathi to ensure clarity, compliance, and accuracy in land records. Legal and ideological documents invoked Sanskrit to reinforce normative authority. Diplomatic envoys and negotiators employed Persian to interact with Mughal, Deccan Sultanate, and foreign courts, ensuring parity within prevailing imperial protocols.This multilingual competence reduced administrative friction, minimized miscommunication, and facilitated territorial expansion into linguistically diverse regions such as Karnataka, Konkan, and parts of Tamil-speaking areas. Language thus became a **logistical resource**, enabling governance across space without excessive coercion.

Furthermore, multilingualism functioned as a mechanism of **elite mobility and loyalty formation**. Local elites who mastered administrative Marathi gained access to state positions, while Persian-trained scribes were retained and repurposed rather than displaced. This inclusivity prevented bureaucratic rupture and ensured continuity, even during periods of rapid expansion.

From a state formation perspective, linguistic intelligence transformed language into **infrastructural power**—to borrow Michael Mann's term—allowing the Maratha state to penetrate society deeply without relying solely on force. Governance became intelligible, negotiable, and adaptable, strengthening both compliance and allegiance.

9. Conclusion

This study has examined Chhatrapati Shivaji Maharaj's governance through the lens of linguistic strategy, arguing that language functioned as a central instrument of state formation rather than a peripheral cultural feature. By foregrounding linguistic intelligence as an administrative and political capacity, the paper reinterprets the Maratha state as a deliberately multilingual polity where vernacular empowerment, bureaucratic continuity, and symbolic legitimacy were carefully balanced. Shivaji Maharaj's linguistic policies reveal a ruler who understood language as a means of integrating territory, mobilising loyalty, and sustaining authority in a complex and multilingual socio-political environment.

9.1 Key Findings and Contributions

The study establishes several key findings. First, it demonstrates that Shivaji Maharaj institutionalised Marathi not merely as a cultural preference but as a **governing language**, transforming it into a medium of administration, military communication, and revenue management. This vernacularisation significantly reduced the distance between the state and its subjects, fostering participatory governance and administrative transparency.

Second, the research highlights the **functional differentiation of languages** within the Maratha polity. Sanskrit was strategically deployed to legitimise sovereignty, law, and ritual authority, while Persian was retained for diplomacy and inter-imperial communication. This layered linguistic order contradicts simplistic narratives of linguistic replacement or resistance and instead reveals a pragmatic model of coexistence.Third, the paper introduces and substantiates the concept of **linguistic intelligence** as a critical factor in early modern statecraft. Shivaji Maharaj's ability to align language choice with political function enabled efficient governance across diverse regions and populations. Linguistic competence thus emerged as administrative capital, strengthening institutional resilience and enabling territorial expansion.Finally, this study contributes to historiography by repositioning Shivaji Maharaj not only as a military leader or cultural icon but as a **strategic administrator whose linguistic foresight was foundational to Maratha state formation**.

9.2 Implications for Linguistic and Historical Scholarship

The findings of this study have significant implications for both linguistic and historical scholarship. For sociolinguistics, the paper reinforces the view that language operates as a form of symbolic and infrastructural power, shaping access to authority, governance, and social mobility. It extends existing theories of linguistic capital and language ideology into the domain of pre-modern Indian state formation.

For historical studies, the research challenges monolingual and culturally deterministic interpretations of early Indian polities. It demonstrates that multilingual governance was not a sign of administrative weakness but a deliberate strategy of political consolidation. The Maratha state exemplifies how linguistic plurality, when intelligently managed, can enhance legitimacy and stability rather than fragment authority.

Moreover, the paper bridges disciplinary boundaries by integrating political history with sociolinguistic theory, offering a model for interdisciplinary research on governance, language, and power in non-Western contexts.

9.3 Directions for Future Research

Future research may extend this framework in several directions. Comparative studies could examine linguistic governance in other Indian polities such as the Vijayanagara Empire, the Ahom kingdom, or the Sikh Empire to assess convergences and divergences in multilingual statecraft. Further archival research into administrative records, royal correspondence, and land grants may deepen empirical understanding of language use at different levels of governance.Additionally, the concept of linguistic intelligence can be explored in colonial and postcolonial contexts to trace continuities and ruptures in Indian language policy. Oral traditions, folk narratives, and regional literary archives also offer rich, underexplored sources for understanding vernacular political consciousness.

Finally, applying this analytical framework to contemporary debates on language policy and governance may yield valuable insights into how historical models of multilingual administration can inform present-day linguistic equity and inclusive state practices.

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Original Article

Trade and Commerce Policy

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Abstract

Trade and commerce policies determine how countries interact economically within their own borders and with other nations. These policies affect how easily goods and services can move between markets, how competitive businesses are, how economies grow, the well-being of people, and the relationships between different countries. This paper looks at the basic ideas behind trade policies, current global trends toward opening up trade versus protecting local industries, the main tools used in making trade decisions, and real-world examples of how these policies have affected economies. It also discusses how trade policies can be created to meet a country's needs while still working well with the global economy, and how to deal with issues such as unfair wealth distribution and weak supply chains

Keywords:*Trade Policy, Commerce Policy, International trade, Domestic Trade, Free Trade, Protectionism, Tariff, Non-Tariff Barriers, Import and Export Policy*

Introduction

alternate and trade policy performs a essential position in shaping the financial shape and development trajectory of a state. It determines how a rustic regulates its domestic exchange activities and manages its economic relations with the relaxation of the arena. through properly-designed trade and commerce policies, governments intention to promote business growth, beautify exports, regulate imports, guard domestic industries, and make certain balanced economic improvement. In an increasingly more globalized world, exchange coverage has grow to be a key device for achieving economic competitiveness and integration into the global economy.In developing economies, alternate and commerce coverage assumes even more significance as it directly impacts employment era, forex earnings, technological development, and average monetary stability. rules related to price lists, quotas, export promotion, foreign direct investment, and alternate agreements are formulated to support economic increase even as safeguarding national interests. over the years, many nations have shifted from protectionist trade rules to greater liberalized and market-oriented approaches to reply to global financial modifications.This research paper examines the concept, goals, and evolution of exchange and trade policy, with unique reference to developing economies. It additionally analyzes the impact of such regulations on financial growth, business development, and international trade, highlighting the challenges and possibilities faced through nations within the generation of globalization.

Research method -

1. Research Design

The study follows a descriptive and analytical research design. Descriptive research explains the existing trade and commerce policies, while analytical research evaluates their impact on economic growth, trade development, and industrial performance.

2. Nature of the Study

The research is qualitative and quantitative in nature. Qualitative aspects focus on policy frameworks, legal provisions, and institutional arrangements. Quantitative aspects analyze trade debauches good exports, imports, trade balance, and GDP contribution.

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Method of Analysis –

1. Descriptive Method

This method involves a qualitative analysis of trade and commerce policies based on government documents, policy statements, trade agreements, and official reports. It explains the objectives, structure, and features of trade policy.

2. Comparative Method

This method compares trade policies across different periods or countries. It is used to analyze changes in trade policy before and after economic reforms and to compare national trade policies with international practices.

Limitations –

limitations of exchange and trade coverage in spite of its vital position in promoting economic boom and regulating worldwide exchange, change and trade policy has numerous limitations.

First, exchange guidelines often choose certain industries or massive organizations at the same time as neglecting small producers and neighborhood corporations. this will result in unequal increase and growth profits inequality within the economic system.

2nd, immoderate protectionist measures such as high price lists and import regulations may additionally lessen competition. whilst these measures goal to shield domestic industries, they can lead them to inefficient, increase production costs, and result in higher expenses for consumers.

1/3, alternate and trade regulations are highly inspired by using political pursuits and international strain. coverage decisions are from time to time made to serve diplomatic or strategic goals instead of economic performance, that may harm lengthy-term national hobbies.

Fourth, common adjustments in alternate regulations create uncertainty for corporations and investors. lack of coverage balance discourages long-term funding and affects the clean functioning of home and global exchange.

fifth, growing international locations often face difficulties in imposing effective alternate rules due to susceptible infrastructure, restrained era, and shortage of professional manpower. As a end result, they may be not able to absolutely gain from global change opportunities.

finally, accelerated alternate openness may additionally reveal home industries to intense global competition. without ok help, many neighborhood industries may fail, main to unemployment and social problems

Hypotheses –

Main Hypotheses

H_1: Trade and commerce policy has a significant impact on economic growth.

H_2: Liberalization of trade and commerce policy increases the volume of trade.

H_3: Trade policy reforms improve industrial and commercial development.

Development-Related Hypotheses

H_4: Trade and commerce policy contributes to employment generation.

H_5: Export-promotion policies positively affect foreign exchange earnings.

H_6: Effective trade policy leads to balanced regional development.

Business & Market Hypotheses

H_7: Simplified commerce regulations encourage small and medium enterprises.

H_8: Stable trade policies attract foreign direct investment (FDI).

H_9: Trade and commerce policy improves market efficiency and competitiveness.

Social & Global Hypotheses

H_{10}: Trade policy reforms help reduce poverty and income inequality.

H_{11}: Global trade agreements influence national trade and commerce policy.

H_{12}: Digital trade policies promote growth in e-commerce and services.

Objective -

The principle objective of this study is to take a look at the position of change and commerce policy in selling financial boom and development. The observe objectives to research the structure and functioning of alternate rules, understand their impact on home industries and international trade, and evaluate the challenges faced by means of growing economies like India. It additionally seeks to suggest appropriate measures for enhancing the effectiveness of alternate and trade policy in a globalized financial environment.

Review of literature -

several economists and researchers have analyzed trade and commerce coverage from extraordinary views. Classical economists like Adam Smith and David Ricardo emphasized loose trade as a method to achieve efficiency and financial welfare thru specialization and comparative gain. Later research highlighted the significance of protectionist measures in developing economies to safeguard toddler industries.

contemporary researchers have targeted on the impact of globalization, liberalization, and foreign exchange agreements on countrywide economies. research show that well-designed alternate regulations help in expanding exports, attracting overseas investment, and enhancing competitiveness. but, a few literature also points out that immoderate dependence on international markets can increase monetary vulnerability, especially in the course of worldwide crises. standard, the literature indicates that a balanced exchange coverage is critical for sustainable economic improvement.

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Finding and discussion -

Findings

The look at well-knownshows that change and trade policy performs a vital role in shaping economic boom. Liberal exchange rules have helped in increasing exports, improving commercial efficiency, and integrating the financial system with international markets. Export promotion schemes and discount in alternate obstacles have advocated domestic producers to compete the world over.

however, the findings also imply that sure sectors, particularly small and medium companies, face challenges because of increased foreign competition. alternate deficits, dependence on imports, and fluctuations in worldwide call for continue to be important worries for developing economies.

dialogue

trade and trade policy acts as a bridge among domestic financial desires and worldwide market possibilities. whilst liberalization promotes boom and efficiency, whole openness may harm weaker sectors of the financial system. consequently, change policy have to now not only recognition on enlargement of change but also on inclusive increase, employment era, and safety of inclined industries. Strategic government intervention is necessary to keep financial balance.

Cases study -

CASE examine: change policy REFORMS IN INDIA

India's alternate and trade coverage has gone through extensive modifications for the reason that financial reforms of 1991. The shift from a protectionist regime to a liberalized trade policy ended in reduced tariffs, elimination of quantitative restrictions, and encouragement of overseas change. Export-oriented sectors which include facts era, prescribed drugs, and textiles benefited significantly from those reforms.

on the equal time, India faced challenges which include rising imports and trade imbalances. recent tasks like "Make in India" and export incentive schemes goal to reinforce home manufacturing and improve export performance. this example take a look at highlights that non-stop policy reforms are critical to adapt to converting global change conditions.

recommendations

exchange coverage should focus on selling exports with excessive cost addition.

Small and medium corporations must be supported thru financial and technological assistance.

Import dependence must be reduced by encouraging domestic production.

trade agreements must be negotiated cautiously to defend country wide pursuits.

ability development and infrastructure development must be connected with exchange policy.

Conclusion -

trade and trade policy is a essential instrument of monetary development. A properly-deliberate exchange coverage complements competitiveness, promotes commercial increase, and strengthens a rustic's function within the global economic system. but, the policy need to strike a stability among liberalization and protection to ensure inclusive and sustainable growth. For growing countries like India, adaptive and ahead-searching change regulations are vital to satisfy future economic challenges.

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Original Article

Relevance of Chhatrapati Shivaji Maharaj's Governance Model in Contemporary Indian Administration

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Abstract:

Chhatrapati Shivaji Maharaj is not only remembered as a great warrior but also as an able administrator and visionary ruler. His model of governance was based on efficiency, justice, decentralization and welfare of the people. Even though his administration belonged to the seventeenth century, many of its principles remain relevant in contemporary Indian administration. This paper examines the key features of Shivaji Maharaj's governance model and analyses their relevance in modern India.This study focuses on important aspects such as decentralized administration, accountability of officials, people-centric welfare policies, ethical leadership and the justice system. Shivaji Maharaj established a strong administrative structure through the Ashta Pradhan and ensured that local administration functioned effectively. He emphasized honesty and discipline among officials and protected farmers and common people through fair revenue policies. His governance also reflected inclusiveness, religious tolerance and respect for women, which strengthened social harmony.Using a descriptive and analytical method, this paper relies on secondary sources such as books, journals, and educational material. The study further connects Shivaji Maharaj's governance model remains relevant today as a source of inspiration for ethical leadership, decentralised administration and good governance in contemporary India.

Keywords: *Chhatrapati Shivaji Maharaj, Governance, Leadership, Indian Administration, Decentralization*

Introduction:

Good governance is an important requirement of any modern state. Today administration is judged on the basis of transparency, accountability, efficiency and concern for public welfare. Although these ideas appear modern, their roots can be found in historical governance systems. One such remarkable example is the administration of Chhatrapati Shivaji Maharaj.Shivaji Maharaj was not only a military leader but also a skilled administrator. He established a strong state by combining military strength with effective civil administration. His governance focused on people's welfare, justice, and discipline. In the present Indian administrative system, challenges such as corruption, over-centralization and lack of public trust continue to exist. In this context, studying Shivaji Maharaj's governance model becomes relevant.This paper aims to study the main features of Shivaji Maharaj's governance and examine their relevance in contemporary Indian administration (Sarkar,2010).

Key Features of Shivaji Maharaj's Governance:

One of the most significant aspects of Chhatrapati Shivaji Maharaj's governance was decentralization. Instead of concentrating power only at the centre, he distributed administrative responsibilities among various officials. The Ashta Pradhan system ensures division of work and helped in efficient decision-making. At the local level, village and regional officers were involved in administration, which allowed governance to remain connected with the needs of the people (Gordon, 1993).Along with decentralization, Shivaji Maharaj strongly emphasized accountability. Administrative authority was always linked with responsibility.

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Officials were closely supervised, and corruption or misuse of power was not tolerated. This created discipline within the administration and strengthened public trust in governance (Sarkar, 2010).Welfare of the people formed the moral foundation of his governance. Revenue policies were designed to protect farmers from exploitation, and unnecessary burden on the common people was avoided. During periods of difficulty, relief measures were undertaken by the state. Such people-centric policies helped in maintaining stability and loyalty among the subjects (Chandra, 2007).Justice and ethical conduct were also central to Shivaji Maharaj's administration. Justice was delivered without discrimination, and even powerful officials were punished if found guilty. Special care was taken to protect women and religious institutions, reflecting a governance system guided by moral responsibility and fairness (IGNOU, n.d.).

Relevance in Contemporary Indian Administration:

The relevance of Shivaji Maharaj's governance model can be clearly observed in contemporary Indian administration. One of the core principles of modern governance is decentralization, which is reflected in the Panchayati Raj system. Shivaji Maharaj's emphasis on local administration demonstrates that grassroots governance has deep historical roots in India. Decentralization enables better participation, quicker decision-making, and effective resolution of local issues.Ethical governance and accountability remain major concerns in present-day administration. Despite constitutional safeguards, corruption and misuse of authority continue to challenge governance in India. Shivaji Maharaj's strict control over officials and his insistence on honesty provide important lessons for strengthening transparency and administrative discipline today (Sarkar, 2010).The idea of a welfare state is another area where his governance remains relevant. Modern Indian administration focuses on inclusive development and social welfare. Shivaji Maharaj's concern for farmers, common people, and social justice reflects similar objectives. His governance illustrates that welfare-oriented administration is essential for long-term political stability and public support (Chandra, 2007).Leadership continues to play a decisive role in governance outcomes. Shivaji Maharaj's leadership was marked by vision, discipline, empathy, and ethical values. These qualities are frequently highlighted in contemporary public administration and leadership studies. His governance model thus continues to inspire modern administrative thought and practice.

4. Limitations of Application

Although Shivaji Maharaj's governance principles remain relevant, they cannot be directly applied in contemporary times. Modern administration operates within a democratic and constitutional framework, involving complex institutions and procedures. The scale and diversity of present-day India also pose challenges that were absent in the seventeenth century.However, these limitations do not reduce the value of Shivaji Maharaj's governance model. Instead of direct replication, his principles should be adapted to suit modern requirements. Ethical leadership, decentralization, accountability, and welfare orientation can still guide policy formulation and administrative reforms.

5. Conclusion

Chhatrapati Shivaji Maharaj's governance model was based on decentralization, accountability, welfare, justice, and ethical leadership. Despite historical and structural differences, these principles remain relevant in contemporary Indian administration. His ability to combine military strength with effective civil administration ensured stability and public support for the Maratha state.In an era marked by administrative challenges such as corruption, lack of accountability, and centralization of power, revisiting Shivaji Maharaj's governance provides valuable insights. His emphasis on people-centric administration and moral leadership continues to inspire modern governance practices.

The study concludes that Shivaji Maharaj's governance model is not merely a historical example but a continuing source of guidance for promoting good governance, ethical leadership, and inclusive development in India.

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Original Article

छत्रपती शिवाजी महाराज: परिवर्तनशील नेतृत्व आणि स्वराज्य संस्थाबांधणी

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गोषवारा

छत्रपती शिवाजी महाराजांचे नेतृत्व हे केवळ रणांगणावरील विजयांमध्ये मर्यादित नसून समाजजीवनाच्या प्रत्येक स्तरावर परिवर्तन घडवणारे होते. तोरणा किल्ल्याच्या विजयाने सुरू झालेला स्वराज्याचा प्रवास रायगडावरील राज्याभिषेकापर्यंत पोहोचताना एका सशक्त आणि लोकाभिमुख राज्यरचनेत रूपांतरित झाला. या काळात महाराजांनी शेतकऱ्यांचे संरक्षण, न्याय्य महसूल व्यवस्था, स्त्री-सन्मान, धर्मसहिष्णुता आणि प्रशासनिक विकेंद्रीकरण या तत्त्वांवर प्रशासनव्यवस्था उभारली. त्यांच्या धोरणांमध्ये आर्थिक स्थैर्य, सामाजिक समता, राजकीय संघटन, धार्मिक सहिष्णुता आणि नैतिक मूल्ये यांचा समन्वय दिसून येतो. लष्करी यशासोबतच प्रशासनिक शिस्त, विकेंद्रीकरण आणि लोककल्याण यांवर आधारित स्वराज्याची रचना करण्यात आली. या संशोधनाद्वारे महाराजांचे नेतृत्व सामाजिक, आर्थिक, राजकीय, पर्यावरणीय आणि नैतिक चौकटीतून विश्लेषित केले गेले असून, त्यांच्या कार्यपद्धती आधुनिक सुशासनाच्या मूलभूत तत्त्वांशी कशा सुसंगत ठरतात हे स्पष्ट केले आहे.

प्रस्तावना

सतराव्या शतकात दख्खन प्रदेशातील सामान्य जनता राजकीय असुरक्षितता, आर्थिक शोषण आणि सामाजिक अन्यायाला बळी पडत होती. त्या काळातील मुघल आणि आदिलशाही सत्ता आपल्या वर्चस्वासाठी प्रजेला सतत दडपत होत्या, ज्यामुळे शेतकरी, व्यापारी आणि सामान्य नागरिक असुरक्षित होते. अशा परिस्थितीत छत्रपती शिवाजी महाराजांनी १६४५ साली तोरणा किल्ला जिंकून स्वराज्याची पहिली पायरी रचली. हा विजय केवळ भौगोलिक किंवा लष्करी यशचा नव्हता, तर स्वराज्य स्थापनेसाठी धोरणात्मक आणि सामाजिक दृष्ट्या महत्त्वाचा टप्पा होता. पुढील अनेक युद्ध, मोहिमा आणि प्रशासनिक निर्णयांद्वारे त्यांनी केवळ प्रदेशावर आपली सत्ता प्रस्थापित केली नाही तर लोकाभिमुख, न्यायसंगत आणि संस्थात्मक राज्यसंस्कृतीची निर्मिती केली. त्यांच्या या प्रयत्नांमुळे शेतकरी, सैनिक, स्त्री-पुरुष आणि विविध धार्मिक समुदायांना सुरक्षितता, न्याय व सुव्यवस्थित प्रशासन मिळाले.शिवाजी महाराजांच्या या नेतृत्वाने प्रजेला स्वाभिमान, संघटित शक्ती आणि स्वराज्याची जाणीव दिली. त्यांच्या धोरणांमध्ये शिस्त, पारदर्शकता आणि दूरदृष्टी स्पष्ट दिसून येते. हा प्रवास त्यांच्या परिवर्तनशील नेतृत्व आणि आधुनिक सुशासनाच्या तत्त्वांशी सुसंगत राज्यकारभार दर्शवतो.सामाजिक आयाम - मध्ययुगीन दख्खन प्रदेशातील समाज मोठ्या संकटांत होता. वतनदारी व सरंजामशाहीच्या अत्याचारांमुळे शेतकरी, व्यापारी आणि सामान्य जनता सतत असुरक्षिततेत राहत होती. अशा वेळी छत्रपती शिवाजी महाराजांचे नेतृत्व समाजासाठी एक प्रकाशस्तंभ ठरले. त्यांनी लोकांच्या सुरक्षितता आणि कल्याणाला सर्वोच्च प्राधान्य दिले आणि शेतकऱ्यांना जमीन हक्क, तसेच स्थानिक प्रशासनातील अत्याचारांवर कठोर निर्बंध घालून न्यायाची खात्री केली. यामध्ये, शेतकऱ्यांना आपली जमीन कसण्यास देणे आणि कर आकारणीमध्ये न्याय्यतेचे पालन हे त्या धोरणाचे पाटील-कुलकर्णी यांना प्रशासनात स्थान दिले तरी त्यांच्यावर नियंत्रण ठेवून समाजातील अन्याय रोखला गेला.

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स्पष्ट प्रतीक होते.त्यांच्या नेतृत्वाखाली स्त्री, मुलं आणि दुर्बल घटक यांना विशेष संरक्षण मिळाले. स्त्रियांवरील अत्याचारांना थांबवण्यासाठी कठोर नियम लागू केले गेले, तर कल्याणच्या घटनेत शत्रूच्या स्त्रियांना सन्मानाने परत पाठवणे यासारख्या निर्णयांत मानवतावाद व नैतिकतेची झलक स्पष्ट दिसते.

शिवाजी महाराजांचे समाजकेंद्रित धोरण फक्त न्यायपुरक नव्हते; त्यात लोकशिक्षण, ग्रामसंस्थांचा सहभाग आणि सार्वजनिक सुविधा यांचा समावेश होता. या धोरणांमुळे नागरिकांमध्ये स्वराज्याची जाणीव, आत्मसन्मान आणि सामूहिक जबाबदारी निर्माण झाली. त्यांच्या या कार्यपद्धतीमुळे लोकाभिमुख, न्यायसंगत आणि नैतिक शासन प्रत्यक्षात साकार झाले, जे आजही प्रेरणादायी ठरते. आज आधुनिक संस्थांमध्ये वापरले जाणारे नेतृत्व, प्रेरणा, संघटनात्मक कार्यक्षमता आणि यशस्वी व्यवस्थापनाचे सिद्धांत शिवाजी महाराजांच्या कार्यपद्धतीत प्रत्यक्षात उतरलेले दिसून येतात. त्यामुळे त्यांचे नेतृत्व केवळ ऐतिहासिक महत्त्वाचे न राहता, समकालीन संघटनात्मक आणि आर्थिक संदर्भातही मार्गदर्शक ठरते.१

आर्थिक आयाम – महाराजांच्या आर्थिक धोरणे, उद्योजकीय दृष्टिकोन आणि स्वराज्याच्या आर्थिक रचनेविषयी माहिती घेताना महाराजांनी स्वराज्याची अर्थव्यवस्था फक्त युद्धासाठी नव्हे, तर जनतेच्या सुख-समृद्धीसाठी उभी केली. सुरत, बसरूर, कल्याण यांसारख्या मोहिमांतून मिळालेली संपत्ती केंद्रीकृत खजिन्यात जमा केली जात होती. या निधीतून किल्ल्यांचे बांधकाम व दुरुस्ती, नौदलाचा विस्तार, धान्यकोठारे, सैनिकांचे वेतन आणि गावांची सुरक्षितता यावर खर्च केला जात होता. म्हणजेच युद्धातून मिळालेली संपत्ती उत्पादक सार्वजनिक गुंतवणूक बनत होती.या समन्वयामुळे स्वराज्याला आर्थिक आत्मनिर्भरता मिळाली आणि लष्करी ताकद टिकाऊ बनली. शिवाजी महाराजांनी स्पष्ट केले की बळ आणि भांडवल यांचा समतोल राखल्याशिवाय सार्वभौमत्व सुरक्षित राहत नाही—हीच त्यांच्या राज्यकारभाराची आधुनिकता होती.दुष्काळ किंवा नैसर्गिक संकटाच्या काळात त्यांनी धान्यकोठारे भरून ठेवले, जेणेकरून लोक कष्टांतही भुकेले राहणार नाहीत. करमाफीच्या निर्णयांमुळे गरीब शेतकऱ्यांना जीवनाचा आधार मिळाला. महसूल व्यवस्थेत न्याय राखून त्यांनी सर्व स्तरातील लोकांमध्ये आर्थिक समता निर्माण केली, ज्यातून प्रजेत स्वराज्याची आत्मजाणीव आणि सुरक्षिततेची भावना पसरली.

स्वराज्याची उभारणी ही केवळ राजकीय चळवळ नव्हती, तर आर्थिक संधी निर्माण करणारी एक दूरदृष्टीपूर्ण उद्योजकीय योजना होती. रोजगारनिर्मिती, व्यापारवृद्धी आणि आवश्यक ठिकाणी तज्ज्ञ जसे की पोर्तुगीज जहाजबांधणी तंत्राचा स्वीकार करण्याची तयारी ही शिवाजी महाराजांच्या आदर्श प्रभाव, बौद्धिक प्रोत्साहन आणि प्रेरणादायी नेतृत्व या परिवर्तनशील नेतृत्वगुणांचे प्रभावी उदाहरण ठरते.[२] शिवाजी महाराजांनी व्यापार, बाजारपेठा आणि बंदर व्यवस्थापन सुधारून व्यापाऱ्यांना प्रोत्साहन दिले, जेणेकरून राज्याची अर्थव्यवस्था दीर्घकाळ टिकू शकेल. त्यांचे आर्थिक धोरण हे स्पष्ट दाखवते, युद्ध + अर्थकारण + जनकल्याण = स्वराज्याची आर्थिक नीती. त्यांनी साधनांचा संतुलित उपयोग करून लष्करी सामर्थ्य वाढवले आणि लोकांचे जीवन सुरक्षित व सुसंस्कृत केले. त्यांच्या दूरदृष्टीमुळे स्वराज्याची अर्थव्यवस्था न्यायपूर्ण, लोकाभिमुख आणि शाश्वत राहिली, ज्यामुळे नागरिकांमध्ये गर्व, आत्मविश्वास आणि राज्यावरील प्रेम वाढले.

राजकीय आयाम -

१.जावळीचा विजय – परिवर्तनशील नेतृत्वाचा आदर्श - जावळीचा किल्ला जिंकताना छत्रपती शिवाजी महाराजांनी युद्धापूर्वी चंद्रराव मोरे यांना स्वराज्यात सामील होण्याची संधी दिली. हा व्यक्तिगत समजूतदारपण /Individualized Consideration ,आणि सहभागी नेतृत्व / Participative Leadership याचा उत्कृष्ट नमुना होता. त्यांनी संघर्ष टाळण्याचा प्रयत्न केला आणि संवाद व समजूतदारपणाचा मार्ग अवलंबला, जे Conflict Resolution आणि Emotional Intelligence च्या आधुनिक व्यवस्थापन तत्त्वाशी जुळते.परंतु जेव्हा मोरे यांनी अहंकाराने नकार दिला, तेव्हा महाराजांनी स्वतः पुढाकार घेऊन निर्णायक कृती केली. हा निर्णय Transformational Leadership चा नमुना असून, त्यात दूरदृष्टी Vision, संयम/Self-Control आणि रणनीती / Strategic Planning या गुणांचा स्पष्ट ठसा आहे.जावळीच्या विजयातून हेही स्पष्ट होते की, महाराज परिस्थितीनुसार नेतृत्वाची शैली बदलू शकत होते./Situational Leadership – कधी समजूतदारपणाने, कधी ठाम आणि निर्णायकपणे. त्यामुळे स्वराज्याच्या विस्तारासाठी केवळ धैर्य आणि लढाईच नव्हे, तर मानसिक बळ, समन्वय आणि रणनीतिक समझ हीही महत्त्वाची भूमिका बजावली.[३]

२.अफझलखान वध – राज्याचे अस्तित्व - १६५९ साली प्रतापगडच्या लढाईत अफझलखानाचा वध हा स्वराज्याच्या अस्तित्वासाठी निर्णायक क्षण ठरला. या प्रसंगाने दाखवले की राज्याचे सुरक्षित अस्तित्व राखण्यासाठी कधी कठोर आणि निर्णायक निर्णय घ्यावे लागतात, आणि नेतृत्वातील दूरदृष्टी किती महत्त्वाची असते. अफझलखानाच्या वधामुळे केवळ परकीय सत्तेची दहशत कमी झाली नाही,

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तर सामान्य जनतेच्या मनात स्वराज्याविषयी नवी उमेद, आत्मविश्वास आणि निष्ठाही दृढ झाली.या घटनेत शिवाजी महाराजांच्या नेतृत्वाची अनेक पैलू स्पष्ट दिसतात. या घटनेत छत्रपती शिवाजी महाराजांच्या नेतृत्वाची विविध उंची स्पष्ट होते. सतत विचारपूर्वक धोरण आखणे हे त्यांचे विशेष गुणधर्म होते; त्यांनी अफझलखानाच्या मनोवृत्ती, सैन्याची ताकद आणि संभाव्य हालचालींचा बारकाईने अभ्यास करून प्रत्येक निर्णय काळजीपूर्वक घेतला. विरोधकावर थेट हल्ला करायचा की गुप्त मार्गाने कारवाई करायची, हे ठरवताना वेळ आणि परिस्थितीची जाणीव यांना महत्त्व दिले गेले.त्याचबरोबर, संघटन आणि व्यवस्थापन कौशल्य देखील त्यांच्या नेतृत्वाचा ठळक पैलू होता. प्रतापगडाच्या कठीण, संकुचित भूप्रदेशात सैनिकांची नीट व्यवस्था राखणे, गुप्त मार्गांचा योग्य वापर करून युद्धनीती राबवणे, आणि प्रत्येक सैनिकाचे कार्य निश्चित करून पूर्ण समन्वय साधणे हे महाराजांच्या अद्वितीय कौशल्याचे उदाहरण आहे.[८] शिवाजी महाराजांच्या या कृतीत धोरणात्मक सूक्ष्मता, नेतृत्वातील शहाणपण, व्यवस्थापन कौशल्य आणि परिस्थितीवर त्वरित निर्णय घेण्याची क्षमता यांचा अद्वितीय संगम दिसतो, जे केवळ लष्करी यशासाठी नव्हे, तर राज्य आणि प्रजेसाठी सुरक्षितता व स्थैर्य सुनिश्चित करण्यासाठी देखील अत्यंत महत्त्वाचे ठरले.[७]

तसेच, राजनीतिक कौशल्य आणि सूक्ष्मता देखील या घटनेत दिसून येते. अफझलखानाचा वध हा फक्त हिंसक कारवाई नव्हता; यामागे राजकीय संदेश आणि धोरणात्मक दृष्टी होती – विरोधकांना भय दाखवणे आणि प्रजा आणि सैन्यातील निष्ठा सुनिश्चित करणे. महाराजांनी या यशाचा उपयोग फक्त युद्धासाठी नव्हे, तर राज्य आणि प्रजेसाठी धोरणात्मक स्थैर्य आणि राजकीय प्रभाव वाढवण्यासाठी केला.[४] यातून स्पष्ट होते की शिवाजी महाराजांचे नेतृत्व हे केवळ लष्करी सामर्थ्यावर आधारित नव्हते, तर त्यात संघटन, रणनीती, धोरणात्मक विचारसरणी, राजनयिक सूक्ष्मता आणि प्रजाभिमुख निर्णयक्षमता यांचा समन्वय होता. अफझलखान वध हा केवळ विजयाचा टप्पा नव्हता, तर सशक्त, दूरदृष्टीपूर्ण आणि न्यायसंगत नेतृत्वाचे आदर्श उदाहरण ठरलात्यांनी सैनिकांना योग्य मार्गदर्शन आणि प्रेरणा दिली, प्रत्येक घटकावर लक्ष ठेवले, तसेच वेळोवेळी योजना बदलून अनपेक्षित परिस्थितीशी जुळवून घेतले. हे दाखवते की प्रभावी नेतृत्व म्हणजे फक्त आदेश देणे नव्हे, तर टीमचे मनोबल, संसाधने आणि धोरणात्मक समन्वय यांचा संतुलित वापर करणे आवश्यक आहे.अफझलखान वधाने स्पष्ट केले की, राजकीय निर्णय हे फक्त लष्करी किंवा सामरिक दृष्टिकोनातून नव्हेत, तर राज्य, प्रजा आणि व्यवस्थापनात्मक शिस्त राखण्यासाठीही निर्णायक ठरतात. महाराजांच्या या कृतीतून संकटात शिस्त, दूरदृष्टी आणि कार्यक्षम व्यवस्थापन यांचा संगम पाहायला मिळतो,[५]

३.शाहिस्तेखानावर हल्ला – आत्मविश्वासाचे प्रतीक - १६६३ साली शाहिस्तेखानावर करण्यात आलेला हल्ला हा स्वराज्याच्या धाडस, रणनीती आणि मानसिक सामर्थ्याचा अद्वितीय नमुना ठरला. या मोहिमेत छत्रपती शिवाजी महाराजांनी केवळ शत्रूवर आघात केला नाही, तर त्याच्या मनोबलावरही निर्णायक घाव घातला. अत्यंत सुरक्षित समजल्या जाणाऱ्या लाल महालात प्रवेश करून केलेला हा हल्ला, महाराजांच्या गुप्तचर यंत्रणेची कार्यक्षमता, अचूक नियोजन आणि विलक्षण आत्मविश्वास यांचे प्रतीक होता.या घटनेत महाराजांनी धाडसाबरोबरच स्वसंयमही दाखवला. शाहिस्तेखानास ठार न मारता त्याची बोटे कापून सोडणे हे क्रूरतेपेक्षा मानसिक पराभवाचे अधिक प्रभावी साधन होते. हा एक प्रकारचा मानसिक युद्धनीतीचा / psychological warfare उत्कृष्ट नमुना होता. त्यामुळे मुघल सैन्य केवळ जखमी झाले नाही, तर त्यांच्या अहंकाराला आणि अभेद्यतेच्या प्रतिमेलाही मोठा धक्का बसला.

व्यवस्थापनाच्या दृष्टीने पाहिले असता, या हल्ल्याने महाराजांची जोखीम घेण्याची क्षमता / risk-taking ability, नेतृत्वावरचा विश्वास, आणि संघटन कौशल्य स्पष्टपणे दिसून येते. अत्यंत कमी सैन्य वापरून मोठ्या सत्तेला हादरा देणे हे आधुनिक व्यवस्थापनातील “maximum impact with minimum resources” या तत्त्वाशी सुसंगत आहे.[५] या घटनेनंतर मुघल साम्राज्याला महाराजांना केवळ एक बंडखोर न मानता, एक धोकादायक, चतुर आणि रणनीतीतज्ज्ञ शासक म्हणून पाहावे लागले. शाहिस्तेखानाला पुण्याहून हलवण्यात आले, हे महाराजांच्या धाडसी धोरणाचे थेट परिणाम होते.राजनैतिक पातळीवरही हा हल्ला महत्त्वाचा ठरला. महाराजांनी हे दाखवून दिले की, मुघलांसोबत केवळ सरळ युद्धच नव्हे, तर चतुर, अप्रत्याशित आणि मानसिक दबाव निर्माण करणारी नीतीही वापरता येते. यामुळे मुघल दरबारात शिवाजी महाराजांविषयी भीती, आदर आणि सतर्कता एकाच वेळी निर्माण झाली. या संपूर्ण घटनेतून शाहिस्तेखानावरील हल्ला हा केवळ एक लष्करी कारवाई नव्हता, तर स्वराज्याच्या आत्मविश्वासाला नवे पंख देणारा ऐतिहासिक टर्निंग पॉइंट होता.अशात शिवाजी महाराजांचे नेतृत्व हे धाडस, दूरदृष्टी, मानसिक बळ, निर्दयतेपेक्षा परिणामकारकता, आणि कुशल राजनैतिक धोरण यांचे प्रभावी मिश्रण असल्याचे स्पष्टपणे दिसून येते.

४.१६७४ चा राज्याभिषेक – कायदेशीर सार्वभौमत्व - रायगडावर झालेला १६७४ चा राज्याभिषेक हा स्वराज्याच्या इतिहासातील एक निर्णायक वळण ठरला. या अभिषेकामुळे स्वराज्याला केवळ प्रत्यक्ष सत्ता नव्हे, तर धार्मिक, सामाजिक आणि राजकीय मान्यता मिळाली.

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तोपर्यंत स्वराज्य हे विजयांच्या बळावर उभे होते; मात्र या अभिषेकाने त्याला कायदेशीर आणि संस्थात्मक अधिष्ठान प्राप्त झाले.या विधीमुळे छत्रपती शिवाजी महाराज हे केवळ लढवय्ये नेते न राहता, एक वैध, सार्वभौम शासक म्हणून मान्यता पावले. त्यामुळे कर आकारणी, जमीनव्यवस्था, न्यायनिवाडा, लष्करी भरती आणि परराष्ट्र धोरण यांसारख्या सर्व प्रशासकीय निर्णयांना अधिकृतता मिळाली. प्रजा आणि सरदार यांच्यातील निष्ठा आता व्यक्तीवर नव्हे, तर राज्यसंस्थेवर केंद्रित झाली—ही आधुनिक राज्यकारभाराची महत्त्वाची खूण होती.[६]

राजनैतिक दृष्टिकोनातून पाहिले असता, या राज्याभिषेकाने परकीय सत्तांसमोरही स्वराज्याची प्रतिमा बदलली. स्वराज्य आता बंडखोरांची चळवळ न राहता, एक सुसंघटित आणि मान्यताप्राप्त सत्ता म्हणून ओळखले जाऊ लागले. त्यामुळे करार, तह आणि युद्धे हे सर्व आता समकक्ष सत्तांमध्ये होऊ लागले.मानसिक आणि सामाजिक पातळीवरही या अभिषेकाचा मोठा परिणाम झाला. सामान्य जनतेला आणि सैन्याला हे उमगले की ते आता केवळ एखाद्या नेत्यासाठी नव्हे, तर एका स्वतंत्र, वैध आणि स्थिर राष्ट्रासाठी लढत आहेत. त्यामुळे त्यांच्या त्यागाला अर्थ, अभिमान आणि भविष्याची दिशा मिळाली. अशा प्रकारे १६७४ चा राज्याभिषेक हा केवळ धार्मिक विधी नव्हता, तर तो स्वराज्याच्या कायदेशीर सार्वभौमत्वाचा, संस्थात्मक मजबुतीचा आणि राजकीय परिपक्वतेचा ऐतिहासिक जाहीरनामा ठरतो.

५.अष्टप्रधान मंडळ, किल्ल्यांचे प्रशासन आणि विकेंद्रित शासन - छत्रपती शिवाजी महाराजांनी स्वराज्याची उभारणी केंद्रीत धोरण आणि विकेंद्रित अंमलबजावणी या तत्त्वावर केली होती. रायगडावर धोरण ठरवले जात असे, पण अंमलबजावणी किल्ले, प्रांत व गावपातळीवर स्वतंत्रपणे होत होती. ही रचना स्वराज्याला जलद निर्णयक्षम, लवचिक आणि विस्तारक्षम बनवणारी होती.अष्टप्रधान मंडळ ही केवळ सल्लागार संस्था नव्हती, तर ती राज्य चालवणारी कार्यकारी यंत्रणा होती. शिवाजी महाराजांनी भारतात प्रथमच "सत्ता, जबाबदारी आणि उत्तरदायित्व यांचे संस्थात्मक विभाजन" केले. अमात्य महसूल व अर्थकारभार पाहत असे, सभासद धोरण ठरवत असे, सुमंत परराष्ट्र व्यवहार हाताळत असे, तर वाकनीस गुप्तचर व माहिती व्यवस्थापन सांभाळत असे ही त्या काळातील अत्यंत आधुनिक राज्यरचना होती.[६]

किल्ल्यांचे प्रशासन हे स्वराज्याचे सामरिक आणि प्रशासकीय मेरुदंड होते. इतिहासकार मेहेंदळे यांच्या मते, शिवाजी महाराजांनी सुमारे ३०० हून अधिक किल्ल्यांना एक सुसंघटित साखळीप्रमाणे जोडले होते. प्रत्येक किल्ला स्वतःची महसूल, धान्यसाठा, शस्त्रसाठा आणि न्यायव्यवस्था असलेले एक स्वायत्त प्रशासकीय केंद्र होते. हि अशी व्यवस्था उभी करून महाराजांनी स्वराज्याला "खऱ्या अर्थाने क्षेत्रीय राज्य" बनवले.[७] यामुळे राज्याची सत्ता राजधानीपुरती मर्यादित न राहता संपूर्ण भूभागात रुजली.त्यामुळे स्वराज्याला पराभवातून सावरून पुन्हा उभे राहण्याची ताकद मिळाली.विकेंद्रित शासनामुळे स्वराज्य हे लोकाधारित राष्ट्र बनले. गावपातळीवरील पाटील, कुळकर्णी आणि देशमुख यांना प्रशासनात सामावून घेतल्यामुळे प्रजेला राज्याचा भाग असल्याची जाणीव झाली. म्हणून इतिहासकार ग्रँट डफ यांनी नमूद केले आहे की, "शिवाजींचे राज्य तलवारीपेक्षा जनतेच्या निष्ठेवर अधिक टिकले होते."[७] शिवाजी महाराजांनी सत्ता व्यक्तीवर न ठेवता संस्थांमध्ये विभागली. त्यामुळेच स्वराज्य हे स्वतः शिवराय व संभाजी राज्यांच्या नंतर हि राजावर अवलंबून राहिले नाही, तर ते एक स्वयंपूर्ण राष्ट्रयंत्रणा बनले. आधुनिक राजकीय विचारांमध्ये यालाच संस्थात्मक राष्ट्रनिर्मिती म्हटले जाते.अशा प्रकारे अष्टप्रधान मंडळ, किल्ल्यांचे प्रशासन आणि विकेंद्रित शासन ही केवळ मध्ययुगीन यंत्रणा नव्हती, तर ती दूरदर्शी नेतृत्व, सत्तावाटप, लोकांचा सहभाग आणि टिकाऊ साम्राज्य उभारणीची अत्यंत प्रगत पायाभरणी होती.

६. नैतिक व पर्यावरणीय आयाम- छत्रपती शिवाजी महाराजांचे आज्ञापत्र हे केवळ प्रशासनाचे नियमपुस्तक नसून तो पर्यावरण-संवर्धन आणि कृषी-संरक्षणाचे ऐतिहासिक जाहीरनामा होता. त्या काळी युद्ध, लूट आणि जुलूम यामुळे निसर्ग व शेती उद्ध्वस्त होत असताना, महाराजांनी त्यांच्या आज्ञापत्रातून पर्यावरण आणि शेतकऱ्यांचे संरक्षण हे राज्याचे कर्तव्य ठरवले.आज्ञापत्रामध्ये स्पष्ट आदेश दिले होते की शेतातील पिके, बागा, झाडे, जनावरे आणि पाणवठे यांना कोणत्याही परिस्थितीत हानी पोहोचवू नये. स्वराज्याच्या सैन्याने गावात प्रवेश करताना पिकांची तुडवण, झाडतोड किंवा जनावरांची लूट करू नये, असा कठोर नियम होता. त्या पाठीमागील महाराजांची प्रजाहित आणि पर्यावरणीय दक्षतेची तळमळ ही केवळ नैतिक धोरण म्हणून नव्हे, तर आर्थिक शहाणपणावर आधारित पर्यावरणीय रणनीती होती. कारण शेती नष्ट झाली तर राज्याची अन्नसुरक्षा तसेच महसूल व्यवस्था दोन्हीही संकटात येतात हा विचार त्या मागे होता..

महाराजांनी जंगलांना राज्याची संपत्ती मानले. आज्ञापत्रात अनावश्यक जंगलतोड, आग लावणे आणि जलस्रोत दूषित करणे यावर बंदी घालण्यात आली होती. किल्ल्यांच्या आसपास झाडे, पाणी आणि कुरणे जपण्याचे निर्देश देण्यात आले होते, कारण हे केवळ निसर्गरक्षण नव्हते, तर लष्करी, कृषी आणि लोकजीवनाचे आधारस्तंभ होते.४शेतकऱ्यांविषयी महाराजांची भूमिका क्रांतिकारी होती.

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शेती करणारा हा राज्याचा खरा आधार आहे, अशी धारणा त्यांच्या धोरणामागे होती. आज्ञापत्रानुसार सैनिकांनी शेतकऱ्यांकडून अन्नधान्य जबरदस्तीने घेऊ नये, नुकसान झाले तर भरपाई द्यावी, आणि दुष्काळात करमाफी द्यावी. त्यामुळे शेतकरी स्वराज्याशी निष्ठावान राहिले, आणि राज्याची अर्थव्यवस्था मजबूत झाली. या आज्ञापत्रामुळे शिवाजी महाराजांचे स्वराज्य हे पर्यावरणपूरक, शेतकरीहितैषी आणि नैतिक राज्यकारभाराचे आद्य उदाहरण ठरते. आजच्या "सस्टेनेबल डेव्हलपमेंट" संकल्पनेशी त्यांची ही नीति थेट जुळणारी आहे—हे त्यांच्या दूरदृष्टीचे द्योतक आहे.

६. नेतृत्वाचा शाश्वत आदर्श आधुनिक प्रशासनाशी सुसंगती - शिवाजी महाराजांचे प्रशासन टप्प्याटप्प्याने विकसित झाले.हा अभ्यास त्या प्रश्नाचा छत्रपती शिवाजी महाराजांच्या परिवर्तनशील नेतृत्वाच्या चौकटीतून विचार करतो. शिवाजी महाराजांनी ज्या परिस्थितीत स्वराज्य उभे केले, त्या परिस्थिती आजच्या संस्थात्मक आणि आर्थिक संघटनांतील नेतृत्वाच्या गरजांशी सुसंगत आहेत. त्यामुळे त्यांचे नेतृत्व मॉडेल केवळ ऐतिहासिक नसून, आधुनिक संघटनात्मक व्यवस्थांसाठीही मार्गदर्शक ठरते.[९] यामध्ये तोरणा जिंकून स्वराज्याची मुहूर्तमेढ रोवणे, अफझलखानाचा वध करून राज्याच्या अस्तित्वाचे संरक्षण करणे, शाहिस्तेखानावर हल्ला करून जनतेचे मनोबल उंचावणे आणि १६७४ च्या राज्याभिषेकाद्वारे सार्वभौम संस्थात्मक शासन उभे करणे—हा संपूर्ण प्रवास छत्रपती शिवाजी महाराजांच्या राज्यउभारणीच्या दूरदृष्टीचे प्रतीक होता. हा प्रवास केवळ लष्करी यशांचा नव्हता, तर कायदा, प्रशासन, लोककल्याण आणि उत्तरदायित्व यांवर आधारित आधुनिक राज्यघटनात्मक रचनेचा विकास होता.

शिवाजी महाराजांचे प्रशासन हे पुस्तकातील सिद्धांतांवर नव्हे, तर प्रत्यक्ष अनुभवांतून घडत गेलेले सुबक व कार्यक्षम शासन होते. प्रत्येक मोहिम, प्रत्येक संकट आणि प्रत्येक विजयातून त्यांनी प्रशासन अधिक मजबूत केले. सुरतेच्या मोहिमेतून मिळालेला खजिना त्यांनी किल्ले, लष्कर आणि नागरी प्रशासनासाठी वापरला. म्हणजेच युद्ध व अर्थकारण यांचा समन्वय त्यांनी साधला.१६७४ च्या राज्याभिषेकानंतर स्वराज्याला कायदेशीर आणि संस्थात्मक अधिष्ठान मिळाले. रायगडावर झालेला राज्याभिषेक हा व्यक्तिकेंद्रित सत्ता न राहता "राज्य" या संस्थेचा जन्म होता. त्यानंतर अष्टप्रधान मंडळ अधिक सुसंगठित झाले आणि प्रशासनात स्पष्ट जबाबदारी व्यवस्था निर्माण झाली.किल्ल्यांवर किल्लेदार, सबनीस आणि फडणीस यांची नेमणूक करून महाराजांनी विकेंद्रित प्रशासन उभारले. यामुळे दूरच्या भागांपर्यंत शासन पोहोचले आणि भ्रष्टाचारावर नियंत्रण राहिले.

अष्टप्रधान मंडळाद्वारे सामूहिक निर्णयप्रक्रिया, किल्ले-केंद्रित पण विकेंद्रित प्रशासन, महसूल व न्यायव्यवस्थेची स्पष्ट विभागणी आणि वेतनाधारित शिस्तबद्ध लष्कर ही त्यांच्या आधुनिक राज्यकारभाराची पायाभूत रचना होती. गुणवत्तेवर आधारित नियुक्त्या, पारदर्शक महसूल पद्धती आणि उत्तरदायी शासन वर्ग यांमुळे साकार झाला. शेतकरी, व्यापारी, स्त्रिया आणि सामान्य प्रजेच्या सुरक्षिततेला केंद्रस्थानी ठेवणारी धोरणे ही लोककल्याणकारी राज्य / Welfare State ची सुरुवातीची रूपे होती, तर परकीय सत्तांशी मुत्सद्देगिरी व सामरिक संतुलन राखत त्यांनी राजनैतिक दूरदर्शी प्रशासनाचेही उदाहरण दिले. त्यामुळे स्वराज्य हे इतिहासातील राज्य न राहता आजच्या Good Governance चे प्रेरणास्थान ठरते.

निष्कर्ष- छत्रपती शिवाजी महाराजांनी उभारलेली शासनव्यवस्था ही केवळ तत्कालीन राजकीय गरजांना उत्तर देणारी नव्हती, तर ती दीर्घकालीन सामाजिक स्थैर्य व लोककल्याण यांचा समतोल साधणारी होती. त्यांच्या निर्णयप्रक्रियेत व्यवहारज्ञान, लोकभावना आणि नैतिक बांधिलकी यांचा सुसूत्र मेळ दिसून येतो. प्रशासन, लष्कर, महसूल आणि समाजजीवन या सर्व घटकांमध्ये त्यांनी उत्तरदायित्व, पारदर्शकता व कार्यक्षमतेचे तत्त्व प्रत्यक्षात उतरवले.या अभ्यासातून स्पष्ट होते की महाराजांचे नेतृत्व व्यक्तिकेंद्रित न राहता संस्थात्मक स्वरूपाचे होते, ज्यामुळे स्वराज्य एक सुसंघटित व लोकाभिमुख शासनव्यवस्था म्हणून विकसित झाले. त्यांच्या धोरणांमध्ये पर्यावरणीय संवर्धन, मानवी सन्मान आणि आर्थिक शाश्वततेचा समतोल दिसून येतो, ज्यामुळे त्यांचे कार्य आजच्या सुशासन, शाश्वत विकास आणि सामाजिक न्यायाच्या संकल्पनांशी सुसंगत ठरते आणि आधुनिक प्रशासन व नेतृत्वासाठी प्रेरणादायी आदर्श ठरते.

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Original Article

छत्रपती शिवराय आणि दुर्गांवरील अभियांत्रिकी प्रयोग

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सारांश

भारतीय इतिहासात दुर्गांना केवळ संरक्षणात्मक संरचना न मानता राजकीय, लष्करी व प्रशासकीय सत्तेचे केंद्र म्हणून विशेष महत्त्व प्राप्त झाले आहे. महाराष्ट्रातील गड-किल्ले हे भौगोलिक परिस्थितीशी सुसंगत अशा वैशिष्ट्यपूर्ण स्थापत्यकलेचे उत्कृष्ट उदाहरण आहेत. छत्रपती शिवाजी महाराजांनी दुर्ग स्थापत्यशास्त्रात केलेले अभियांत्रिकी प्रयोग हे मध्ययुगीन लष्करी रणनीतीचे अत्यंत प्रगत रूप मानले जाते. या लेखात गडावरील पायऱ्यांची रचना, महादरवाजे, बुरुज, तटबंदी, खंदक, दारूगोळ्याची कोठारे, पाण्याची टाके तसेच जलदुर्गांवरील स्थापत्य प्रयोग यांचा सविस्तर अभ्यास करण्यात आला आहे. शत्रूच्या आक्रमणाला रोखण्यासाठी, सैन्याच्या हालचाली मर्यादित करण्यासाठी व गनिमी काव्याला पूरक ठरणारी स्थापत्य रचना कशी विकसित करण्यात आली, हे या अभ्यासातून स्पष्ट होते. छत्रपती शिवाजी महाराजांचे दुर्ग स्थापत्य हे केवळ संरक्षणात्मक नसून वैज्ञानिक, व्यावहारिक व दूरदृष्टीपूर्ण होते, हे या लेखाचे प्रमुख निष्कर्ष आहेत.

मुख्यशब्द:छत्रपती शिवाजी महाराज, दुर्ग स्थापत्यशास्त्र, अभियांत्रिकी प्रयोग, गड-किल्ले, लष्करी , महादरवाजा, बुरुज,

प्रस्तावना :

भारतीय इतिहासात दुर्गांची भूमिका महत्त्वाची ठरते. भारतीय प्रदेशात विविध सत्तांनी दुर्ग निर्मितीमध्ये आपले योगदान दिले. भारतातील विविध प्रदेशातील गडांची वैशिष्ट्ये वेगवेगळ्या प्रकारची दिसून येतात. राजस्थान मधील दुर्गा हे भुईकोट स्वरूपाचे आढळतात. तर महाराष्ट्रातील दुर्ग हे भुईकोट, डोंगरी, जलदुर्ग या तीनही प्रकारांमध्ये असल्याचे आढळते. या दुर्गांवर विविध प्रकारचे प्रयोग काळानुसार होत गेले आणि त्यातून दुर्ग स्थापत्य कलेचा विकास घडला. प्रामुख्याने छत्रपती शिवाजी महाराजांनी दुर्ग स्थापत्यामध्ये विविध प्रकारचे युद्ध शास्त्राच्या दृष्टीने आवश्यक असे प्रयोग राबवले. शिवरायांनी दुर्गांची रचना अधिक बळकट आणि सुरक्षित होण्याच्या दृष्टीने दुर्गांची बांधणी केली. दुर्गांचा वापर प्रामुख्याने राज्याचे संरक्षण आणि प्रशासकीय कार्यासाठी केला जात असे. दुर्गांवर राहणाऱ्या सैनिक आणि जनतेसाठी विविध प्रकारच्या इमारतींचे बांधकाम केले जात असे. शत्रुसैन्याचा पराभव करण्यासाठी आणि त्यांपासून गडाचे संरक्षण करण्यासाठी गडाच्या बांधकामामध्ये काही प्रमाणात बदल केले जात असत. **ज्याच्या हाती दुर्ग त्याच्या हाती प्रदेश** या प्रकारचे समीकरण इतिहासामध्ये पहावयास मिळते.

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विषय विवेचन :

महाराष्ट्रातील गड किल्ल्यांची निर्मिती ही प्रामुख्याने उंच डोंगर आणि घाटमाथे यांवर झालेली दिसते. विशेषतः छत्रपती शिवाजी महाराजांनी सह्याद्रीच्या पर्वतरांगेमध्ये गडकिल्ल्यांची उभारणी करण्यास प्राधान्य दिले याचे मुख्य कारण म्हणजे जमिनीपासून किल्ल्यांची असणारी उंची होय. शिवपूर्व कालखंडामध्ये ज्या गडांची निर्मिती करण्यात आली त्यातील बहुतांश किल्ले हे डोंगर माथ्यावर बांधण्यात आले. किल्ल्याची उंची जास्त असल्यास आजूबाजूच्या प्रदेशावर लक्ष ठेवणे सोयीचे जाते यासोबतच शत्रू सैन्याची हालचाल लक्षात येऊन युद्धात सज्ज होण्यासाठी पुरेसा वेळ प्राप्त होतो आणि किल्ल्याच्या डोंगर माथ्यावरील स्थानामुळे शत्रू सैन्याचे मनोबल तोडणे सोईचे बनते. याच कारणामुळे महाराष्ट्रातील बहुतांश किल्ले हे डोंगर माथ्यावर बांधण्यास प्राधान्य दिले गेले.

दुर्ग स्थापत्यामधील अभियांत्रिकी प्रयोग :

पायऱ्यांची रचना :

गडावरील आक्रमणावेळी सैन्य मोठ्या संख्येने हल्ला करत असे. या सैन्याचे आक्रमण संथ करण्यासाठी पायऱ्यांची विशिष्ट प्रकारे रचना केलीली दिसते. पायऱ्या या सरळ न बनवता त्या ओबडधोबड बनवल्या जात, प्रत्येक पायरीचा आकार आणि उंची ही सारखी नसे. याबरोबरच काही पायऱ्यांनंतर दोन ते तीन फूट सरळ जागा ठेवली जात असे. ही रचना करण्यामागील हेतू म्हणजे शत्रू सैन्याचा वेग कमी करणे असे. पायऱ्या विविध आकार आणि विविध उंचीच्या बनवल्या गेल्यामुळे शत्रू सैन्याला वेगात येऊन आक्रमण करणे अशक्य होत असे आणि हे करण्याचा प्रयत्न केल्यास याच पायऱ्यांमध्ये पाय गुंतून कपाळ मोक्ष होणे शक्य होते.

गडांवरील पायऱ्या वेगवेगळ्या आकाराच्या बनवण्याचे दुसरे मुख्य कारण म्हणजे गडाच्या महादरवाजाचे संरक्षण करणे. दुर्गांवर आक्रमण झाल्यावर सर्वात प्रथम दुर्गाचा महादरवाजा पडण्याचे प्रयत्न केले जात असत. आणि यासाठी मोठ्या लाकडी ओंडक्याचा वापर केला जाई. म्हणजेच बळकट अशा झाडाचे खोड दोन्ही बाजूंनी कापून ते सपाट केल्यानंतर या खोडाच्या दोन्ही बाजूंस ठराविक सैनिक उभे राहत आणि पळत जात समोरील महादरवाजावर त्या खोडाचा आघात केला जात असे. वारंवार होणाऱ्या या आघातांमुळे महादरवाजा कोसळणे शक्य होई. शत्रु सैन्याचे हे कार्य यशस्वी होऊ नये यासाठी सुद्धा दुर्गांवरील पायऱ्यांची रचना ओबडधोबड आणि कमी जास्त उंचीची केली दिसते. त्यामुळे वेगाने पळत जाऊन ओंडका दरवाजावर आदळणे सैनिकांस अशक्य होत असे.

महादरवाजाची रचना :

गडाचे महादरवाजे बनवण्यासाठी प्रामुख्याने सागाचे लाकूड वापरले जात असे. हे लाकूड मजबूत असल्या कारणामुळे दरवाजा संरक्षण प्राप्त होईल असा यामागील स्पष्ट हेतू दिसतो. दरवाजाच्या बाहेरच्या बाजूने पत्रा चढवून त्यावर लोखंडी सुळके (मेख) लावले जात. याचे कारण म्हणजे महादरवाजे पाडण्यासाठी हत्तींची मदत घेतली जात होती. हत्ती या द्वारांस धडक मारून ते द्वार उध्वस्त करत आणि या नंतर शत्रुसैन्य गडावर तुटून पडत असे. या हत्तींना रोखण्यासाठी आणि घायाळ करण्यासाठी प्रामुख्याने दरवाजांवर लोखंडी सुळके लावले जात. मध्ययुगीन कालखंडामध्ये याचे प्रमाण वाढले.

महादरवाजासमोरील भाग वक्राकार बनवला जात असे. यामागील दोन कारणे प्रामुख्याने समोर येतात यातील पहिले कारण म्हणजे लाकडी ओंडक्याचा वापर करून सैनिक महादरवाजा पाडण्याचा प्रयत्न करत यासाठी त्यांना वेगाने पळत येऊन तो ओंडका द्वारावर मारावा लागत असे आणि या सैनिकांना हे करण्यापासून रोखण्यासाठी महादरवाच्या समोरील भाग वक्राकार बनवला जाई. असे करण्यामागील दुसरे कारण म्हणजे हत्तींच्या साह्याने गडाचा दरवाजा उध्वस्त करण्याचा प्रयत्न होऊ नये असा विचारप्रवाह यामागे दिसून येतो. शिवकाळात छत्रपती शिवाजी महाराजांनी निर्माण केलेल्या गडांचे महादरवाजे हे शिवपूर्व कालखंडामध्ये महादरवाजा पेक्षा काहीसे वेगळे असल्याचे आढळते.

शिवरायांनी केलेले महाद्वारावरील प्रयोग :

शिवरायांनी महादरवाजांची रुंदी कमी करण्यावर भर दिला कारण शत्रू सैन्याचे आक्रमण झाल्यावर एकाच वेळी जास्त सैनिकांना गडामध्ये प्रवेश करता येऊ नये. महादरवाजाची रुंदी कमी असल्यास शत्रू सैन्याचा वेग कमी करून त्यांना लढण्यासाठी पुरेशी जागा उपलब्ध होऊ न देणे हा यामागील हेतू असल्याचे स्पष्ट होते. छत्रपती शिवरायांनी महाद्वाराची रचना गोमुखी स्वरूपाची ठेवल्याचे दिसून येते. किल्ल्याच्या महादरवाजासमोर आल्याशिवाय किल्ल्याचे महाद्वार दिसणे शक्य होत नाही हे या स्थापत्य मधील उत्कृष्ट प्रयोगाचे एक महत्त्वाचे वैशिष्ट्य आहे.

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बुरुज बांधणीतील प्रयोग :

बुरुज म्हणजे दुर्गाचा आत्मा असे म्हणता येईल. कारण दुर्गाचे संरक्षण हे प्रामुख्याने बुरुजांच्या रचनेवर अवलंबून होते. बुरुज षटकोनी आणि गोलाकार अशा दोन प्रकारे निर्माण केले जात. दुर्गांवरील बुरुजांची उंची प्रामुख्याने वीस फुटांपेक्षा जास्त असलेली आढळते. शिवरायांनी बुरुजांची बांधणी करताना त्यांची उंची जास्त ठेवण्यावर भर दिला. बुरुज उंच असतील तर आजूबाजूच्या प्रदेशावर लक्ष ठेवणे सोयीस्कर होई. काही दुर्गांवरील बुरुजांची बांधणी विशिष्ट प्रकारची दिसते उदा. **पन्हाळा** आणि **मल्हारगड** या गडांवरील बुरुज हे निमुळत्या आकाराचे असल्याचे पहावयास मिळते. बुरुजाचा खालील भाग रुंद आणि वरील भाग काहीशा प्रमाणात निमुळता होत गेलेला आढळतो. मराठा कालखंडामध्ये बुरुजांवरून शत्रूवर बाण, दगड, धोंडे, उकळते तेल, उकळते पाणी टाकले जाई. हा मराठ्यांच्या गनिमी काव्याचा एक भाग मानता येतो. अशा प्रकारच्या हल्ल्यांपासून वाचण्यासाठी शत्रु सैन्य गडांवरील बुरुजांना पाठ टेकून पुढे सरकत असे. त्यामुळे अशा प्रसंगी या शत्रूसैनिकांना जखमी करण्यासाठी निमुळत्या आकाराचे बुरुज बनवले गेल्याचे स्पष्ट होते. कारण बुरुजाचा आकार निमुळता असेल तर बुरुजावर उभ्या असणाऱ्या सैनिकास खालील शत्रुसैनिक दिसे. त्यामुळे त्यावर वरच्या भागातून हल्ला करणे सहज शक्य होते.

दारूगोळ्याचे कोठार :

युद्धप्रसंगी तोफांचा वापर करण्यावर भर दिला जात असे. तोफेमधून सुटणारा गोळा जास्तीत जास्त अंतरापर्यंत पोहोचवण्यासाठी मोठ्या आकाराच्या तोफा वापरण्यावर भर दिला जाऊ लागला. लांब पल्ल्याच्या तोफांची विक्री इंग्रजांनी सुरू केल्यानंतर मुघलांमध्ये तोफेचा वापर वाढला. पण या तोफा डागण्यासाठी दारूगोळ्याची आवश्यकता असे. यामुळेच गडांवर दारूगोळ्याचे कोठार निर्माण केले जाई. या कोठाराची रचना ही श बंदिस्त स्वरूपाची आढळते. महाराष्ट्रातील गडांवरील दारगोळ्याची कोठारे बंदिस्त स्वरूपाची आहेत. कारण हवामानाचा परिणाम होऊन दारुगोळा निकामी होऊ नये यासाठी ही कोठारे बंदिस्त स्वरूपाची ठेवण्यावर भर दिला जात होता. दारूगोळ्याचे कोठार गडाच्या मुख्य इमारतीपासून लांबच्या अंतरावर निर्माण केले जात असे.

पाण्याची टाके :

छत्रपती शिवाजी महाराजांनी निर्माण केलेल्या गडांवर पाण्याचे प्रमाण मुबलक आढळते. पाण्याचा वापर फक्त पिण्यासाठीच नव्हे तर युद्धप्रसंगी सुद्धा करण्यासाठी पाण्याच्या स्त्रोतांचे प्रमाण दुर्गांवर जास्त ठेवले जाई. शत्रुने गडावर आक्रमण केल्यास या पाण्याच्या स्त्रोतांवरील बांध काढून ते पाणी शत्रू सैन्यावर सोडले जात असावे. शहाजी राजांनी याच प्रकारचा प्रयोग अवलंबला असल्याचे इतिहासातील पुराव्यांवरून स्पष्ट होते.

तटबंदी :

गडांवरील म्हणजे गडाच्या संरक्षणासाठी बांधली गेलेली मजबूत भिंत होय. दुर्गांवरील तटांची बांधणी करताना दगड, लाकूड, चुना, गूळ, माती, वाळू, बेल, यांचा वापर केला जात होता. तटाचे दगड एकमेकांमध्ये घट्ट रोवण्यासाठी त्यात शिसे आणि चुना यांचा देखील वापर केला जात असे. शत्रु सैन्याने केलेल्या तोफांच्या माऱ्यापासून गडाचे संरक्षण करण्यासाठी या तटांची निर्मिती केली जात होती. तटांवर तोफा ठेवल्या जात. या तोफांची दिशा बदलता यावी यासाठी तटावर वक्राकार जागा निर्माण केली जात असे. तट नष्ट करण्यासाठी सुरुंग लावले जात या तुरुंगाच्या माध्यमातून दारूगोळ्याचा प्रचंड स्पोट करून तट नष्ट केले जात.

खंदक :

खंदक म्हणजे गडाच्या भोवती खोलवर केलेले खोदकाम होय. यामध्ये पाणी भरले जात असे आणि त्या पाण्यामध्ये मगर, सुसर यासारखे मांसाहारी जलचर सोडले जात असत. खंदक खोदण्यामागील कारण म्हणजे गडावर आक्रमण झाल्यावर शत्रु सैन्य गडाच्या तटांना शिड्या लावून तट चढून वर येत असे. ही कृती करता येऊ नये यासाठी गडाच्या चारही बाजूस खंदक खोदले जात या खंदकांची खोली काही वेळा दहा ते वीस फुटापेक्षा ठेवली जात होती. ज्या खंदकांमध्ये पाणी नसेल त्या खंदकांमध्ये शत्रु सैन्य पडल्यावर तटावरून त्या सैन्यावर उकळलेले तेल, तप्त शीसे ओतले जात. त्यामुळे शत्रू सैन्याचे मनोगत तोडण्यास मदत होत असे.

जलदुर्गांवरील अभियांत्रिकी प्रयोग :

जलदुर्गांची निर्मिती ही समुद्रामध्ये केली गेली असल्याकारणामुळे या दुर्गांच्या तटावर होणाऱ्या समुद्राच्या लाटांच्या माऱ्यामुळे तटातील दगडांची झीज होते. पण छत्रपती शिवरायांनी या समस्येवर उपाय म्हणून कुलाबा या गडाची निर्मिती करताना दगड एकमेकांवर एक असे रचून तट उभारणी केली. आणि प्रत्येकी दोन दगडांमध्ये विशिष्ट अशी छोटी पोकळी ठेवण्यात आली. यामुळे

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समुद्राच्या लाटांचे पाणी या फटींतून आतल्या बाजूस जात असल्यामुळे समुद्राच्या लाटांचा दबाव थेट तटावर होत नसे. याच कारणामुळे कुलाबा या किल्ल्याची तटबंदी इतर जलदुर्गांच्या तटबंदी पेक्षा विशिष्ट स्वरूपाशी आढळते.

दुर्गांवरील रणनीती :

वृक्षांचा वापर :

लष्करी दृष्टीने संरक्षण करण्यासाठी दुर्गाच्या आजूबाजूस असणाऱ्या कड्यांवर काटेरी झाडे लावली जात. काही दुर्गांना कड्यांचे आवरण असल्यामुळे या कड्यांवरून चढून सैन्य गडावर पोहोचत असे. अशा प्रयत्नांना यश येऊ नये यासाठी गडांच्या कड्यांवर काटेरी झुडपे लावली जात.

महादरवाजे आणि वळणाकार मार्ग :

महाराष्ट्रातील काही गडांचे महादरवाजे हे विशिष्ट अशा पद्धतीने बांधले गेलेले आहेत. याचे वैशिष्ट्य म्हणजे पायऱ्या चढून गेल्यावर भादरवाजा समोर न बनवता तो हाताच्या उजव्या बाजूस वळणाकार बनवला गेलेला दिसतो. या प्रकारचे बांधकाम करण्यामागील कारण म्हणजे शत्रूचे आक्रमण झाल्यावर किल्ल्याचे महाद्वार उजव्या बाजूस असेल तर गडावरील सैनिक शत्रूंवर दगडांचा वर्षाव करताना यापासून वाचण्यासाठी शत्रू सैन्य आपल्या तलवारी पुढे करून ते दगड अडवण्याचा प्रयत्न करत. यामुळे या तलवारींवर वारंवार दगडाचा मारा होऊन त्या ओबडधोबड होत. त्यामुळे तलवारीची धार कमी होत असे. काही वेळा तलवारी तुटत असत. यामुळे शत्रूचे मनोबल पहिल्याच टप्प्यात मोडण्यात यश येत होते. याबरोबरच वळणकर मार्गांमुळे तोफा, मोठी हत्यारे, घोडे, हत्ती गडाच्या अंतर्गत भागात घेऊन जाणे शक्य होत नसे.

छत्रपती शिवाजी महाराजांनी दुर्ग स्थापत्यशास्त्रात विविध प्रयोग करून गडांचे सक्षमीकरण करण्यावर जास्त भर दिल्याचे दिसून येते. गडांचे स्वरूप बळकट व्हावे यासाठी शिवरायांनी गडांवर विशिष्ट असे अभियांत्रिकी प्रयोग केले.

निष्कर्ष :

1. भारतीय इतिहासामध्ये दुर्गांचे महत्त्व लक्षात घेऊन या ठिकाणी स्थापन झालेल्या सर्वच सत्तांनी दुर्गांवरील स्थापत्य कलेमध्ये बदल केल्याचे दिसते.
2. छत्रपती शिवाजी महाराजांनी भारतातील इतर शासकांपेक्षा जास्त प्रमाणात दुर्ग संरक्षण आणि लष्करी स्थापत्यकलेत प्रगती सध्य केली.
3. भारतातील विविध प्रदेशातील दुर्गांची वैशिष्ट्ये भिन्न स्वरूपाची दिसतात. यात भौगोलिक वातावरणाचा प्रभाव जाणवतो.
4. शत्रूपासून गडाचे संरक्षण करण्यावर भर दिला जात होता. यासाठी भारतभूमी मधील विविध राज्यकर्त्यांनी या दुर्गांच्या स्थापत्यशास्त्रात लष्करी दृष्ट्या महत्त्वाचे बदल केलेले आढळतात.
5. प्रामुख्याने मध्ययुगीन कालखंडामध्ये दुर्गांच्या निर्मितीवर भर दिला गेलेला आढळतो.

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Original Article

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सारांश

छत्रपती शिवाजी महाराज हे केवळ पराक्रमी योध्दा नसून ते दूरदृष्टी असलेले आदर्श नेतृत्वकर्ते आणि कुशल प्रशासक होते. मध्ययुगीन भारतातील राजकीय अस्थिरता, परकीय सत्तांचे जुलूमशाही शासन आणि सामाजिक अन्यायाच्या पार्श्वभूमीवर त्यांनी स्वराज्याची स्थापना करून लोककल्याणकारी आणि न्यायाधिष्ठित शासनव्यवस्था उभी केली. या संशोधन लेखात छत्रपती शिवाजी महाराजांच्या नेतृत्वगुणांचा, त्यांच्या सुशासनाच्या संकल्पनेचा आणि प्रशासन व्यवस्थेचा सविस्तर अभ्यास करण्यात आला आहे. अष्टप्रधान मंडळ, न्यायव्यवस्था, महसूल धोरण, लष्करी शिस्त, स्त्री सन्मान, धार्मिक सहिष्णुता आणि लोककेंद्रित प्रशासन या घटकांच्या आधारे त्यांच्या शासनपद्धतीचे विश्लेषण केले आहे. शिवाजी महाराजांनी पारदर्शकता, उत्तरदायित्व, लोकसहभाग आणि नैतिकतेवर आधारित प्रशासन राबवून सुशासनाची संकल्पना प्रत्यक्षात आणली. आजच्या आधुनिक लोकशाही प्रशासनासाठी त्यांचे विचार अत्यंत उपयुक्त, प्रेरणादायी व मार्गदर्शक ठरतात, हे या लेखातून स्पष्ट केले आहे.

मुख्यशब्द:छत्रपती शिवाजी महाराज, नेतृत्व, सुशासन, स्वराज्य, अष्टप्रधान मंडळ, लोककेंद्रित प्रशासन, न्यायव्यवस्था, स्त्री सन्मान, धार्मिक सहिष्णुता, प्रशासन व्यवस्था

प्रास्ताविक: प्राचीन काळामध्ये श्रीरामाने आदर्श राज्य निर्माण केले. मात्र छत्रपती शिवाजी महाराजांनी मध्ययुगात आदर्श राज्य निर्माण केले होते. मध्ययुगीन काळातील सुलतान आणि मोगल राजे यांच्या अत्याचाराच्या पार्श्वभूमीवर छत्रपती शिवाजी महाराजांची राज्य अधिक उठावदार आहे. त्यामुळेच काही इतिहासकार शिवाजी महाराजांची तुलना नेपोलियन बोनापार्ट याच्या बरोबर करतात. शिवाजी महाराज प्रशासनाला जेवढे महत्त्व देतात तेवढेच स्वराज्यालाही देत असत. छत्रपती शिवाजी हे लोककल्याणकारी राजे होते. शिवाजी स्वतः राजा असल्यामुळे त्यांच्या ताब्यात राज्याचा सर्व कारभार होता. मात्र एकट्या शिवाजी महाराजांना राज्याच्या कारभारावर नियंत्रण प्रस्थापित करणे शक्य नव्हते. म्हणून त्यांनी विकेंद्रीत राज्यव्यवस्थेची निर्मिती करून अष्टप्रधान मंडळ निर्माण केले.

छत्रपती शिवाजी महाराज एक पराक्रमी योध्दे, दूरदर्शी असलेले आदर्श नेतृत्वकर्ते आणि कुशल प्रशासक होते. महाराजांनी स्थापन केलेले राज्य लोककल्याणावर आधारित होते. ते न्यायप्रिय आणि कार्यक्षम प्रशासनाचे उत्कृष्ट उदाहरण होते. भारतीय इतिहासात छत्रपती शिवाजी महाराजांचे स्थान अव्दितीय आहे. मध्ययुगीन भारतात परकीय सत्तांच्या जुलूमशाही विरुध्द उभे राहून त्यांनी स्वराज्याची स्थापना केली. महाराजांचे प्रशासन शिस्तबध्द, लोकाभिमुख व न्यायाधिष्टीत होते. छत्रपती शिवाजी महाराजांनी सुशासनाची संकल्पना ३५० वर्षांपूर्वी प्रत्यक्षात अमलात आणली होती.

संशोधनाची उद्दिष्टे:

१. छत्रपती शिवाजी महाराजांच्या नेतृत्वगुणांचा अभ्यास करणे.
२. त्यांच्या प्रशासनव्यवस्थेचे विश्लेषण करणे.

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३. सुशासनाच्या तत्त्वांच्या आधारे त्यांच्या राज्यकारभाराचे मूल्यमापन करणे.
४. आधुनिक प्रशासन व नेतृत्वासाठी त्यांच्या विचारांची उपयुक्तता स्पष्ट करणे.

शिवाजी महाराजांचे नेतृत्व: शिवाजी महाराजांचे नेतृत्व हे नैतिकता, लोकहित, शिस्त, धैर्य आणि दूरदृष्टी या मूल्यांवर आधारित होते. नेतृत्व म्हणजे केवळ सत्ता गाजवणे नव्हे तर समाजाला योग्य दिशा देणे, लोकांमध्ये विश्वास निर्माण करणे आणि संकटसमयी निर्णायक भूमिका बजावणे होय. लहान वयातच मातोश्री जिजाऊ यांच्या मार्गदर्शनाखाली त्यांनी स्वराज्याची संकल्पना मांडली. या काळात बलाढ्य सत्तांच्या विरोधात उभे राहणे ही धाडसी बाब होती. मात्र शिवाजी महाराजांनी आत्मविश्वास, नियोजन आणि जनतेच्या सहकार्याच्या बळावर हे आव्हान स्वीकारले. त्यांनी लोकांच्या नेतृत्वातून उभे राहिलेले सामूहिक नेतृत्व आहे हे प्रत्यक्ष कृतीतून सिध्द केले.

दूरदृष्टी आणि निर्णयक्षमता: शिवाजी महाराजांचे नेतृत्व दूरदृष्टीचे होते. त्यांनी केवळ वर्तमानातील प्रश्न सोडविले नाही तर भविष्यातील राज्यकारभाराचा विचार करून धोरणे आखली. किल्ल्यांचे महत्त्व ओळखून त्यांनी किल्ले बांधले व मजबूत केले. आरमाराची उभारणी करून सागरी सुरक्षेचे महत्त्व अधोरेखित केले. अफजलखान प्रसंग, पुरंदरचा तह, आग्र्याहून सुटका यासारख्या प्रसंगात त्यांची निर्णयक्षमता, राजनैतिक कुशलता आणि प्रसंगावधान दिसून येते. हे निर्णय भावनिक नसून परिस्थितीचा सखोल विचार करून घेतलेले होते.

लोककेंद्रित नेतृत्व: छत्रपती शिवाजी महाराजांचे नेतृत्व हे लोककेंद्रित होते. त्यांनी स्वतःला प्रजेचा राजा न मानता प्रजेचा सेवक मानले. म्हणून शिवरायांना रयतेचा राजा मानतात. शेतकरी, कष्टकरी, सामान्य जनता यांच्या हिताचे रक्षण करणे ही त्यांच्या शासनाचे प्रमुख उद्दिष्ट होते. शिवकाळात शेतकऱ्यांची पिके विकण्यास सत्ता मनाई होती. नैसर्गिक आपत्तीच्या वेळी मदत दिली जात होती. अन्यायकारक कर प्रणालीला विरोध केला जात होता. या विविध धोरणांमुळे प्रजेचा राजा व राज्यावर दृढ विश्वास निर्माण झाला.

स्त्री सन्मान व नैतिक नेतृत्व: शिवाजी महाराजांच्या नेतृत्वाचा एक अत्यंत महत्त्वाचा पैलू म्हणजे स्त्री सन्मान होय. युध्द काळातही स्त्रियांवर अत्याचार, अपमान किंवा लूट करण्यास कठोर शिक्षा ठरविण्यात आल्या होत्या. परकीय स्त्रियांनाही सन्मानाने वागवण्याची आज्ञा होती. त्या काळातील युध्द संस्कृतीच्या पार्श्वभूमीवर ही बाब अत्यंत प्रगत व आदर्श मानली जाते.

महाराजांच्या सुशासनाची वैशिष्ट्ये: छत्रपती शिवाजी महाराजांचे सुशासन म्हणजे न्याय, कार्यक्षमता, सर्वसमावेशकता आणि प्रजेच्या कल्याणाला प्राधान्य देणारी व्यवस्था होती. जी अष्टप्रधान मंडळ, शिस्तबध्द महसूल प्रणाली, धार्मिक सहिष्णुता आणि कायद्याचे राज्य यासारख्या आदर्शांवर आधारित होती. ज्यामुळे त्यांना आधुनिक काळातील एक आदर्श प्रशासक म्हणून ओळखले जाते. त्यांनी भ्रष्टाचाराला आळा घालून शेतकऱ्यांवरील कर कमी करून स्त्रियांच्या व तरुणांच्या सक्षमीकरणावर भर देऊन एक आदर्श राज्य निर्माण केले, जे आजही प्रेरणादायी आहे.

अष्टप्रधान मंडळ, न्याय व कायदा, प्रजा कल्याण, धार्मिक सहिष्णुता, शिस्तबध्द प्रशासन, गुणवत्तेला प्राधान्य, भ्रष्टाचारविरोधी धोरण, आधुनिक व्यवस्थापन ही महाराजांच्या सुशासनाची वैशिष्ट्ये आहेत.

छत्रपती शिवाजी महाराजांनी स्थापित केलेली ही प्रशासनव्यवस्था केवळ स्वराज्यासाठी नव्हे, तर आधुनिक काळातील कोणत्याही राष्ट्रासाठी न्यायपूर्ण सर्वसमावेशक आणि कार्यक्षम शासनाचे एक उत्कृष्ट उदाहरण आहे.

शिवाजी महाराजांची प्रशासन व्यवस्था: (सुशासन)

अष्टप्रधान मंडळ: छत्रपती शिवाजी महाराजांनी एक सुसूत्र, विकेंद्रीत व कार्यक्षम प्रशासन उभे केले. अष्टप्रधान मंडळ हे त्यांच्या प्रशासनाचा कणा होता. महाराजांनी अष्टप्रधान मंडळाची स्थापना केली, त्यामध्ये पेशवा, (प्रधानमंत्री) अमात्य, (अर्थमंत्री) सचिव, सुमंत, सेनापती, मंत्री, पंडितराव आणि न्यायाधीश यांचा समावेश होतो. प्रत्येक मंत्र्याच्या जबाबदाऱ्या स्पष्टपणे निश्चित केल्या होत्या. प्रत्येक मंत्र्याचे कार्यक्षेत्र स्पष्ट होते व परस्पर नियंत्रणाची व्यवस्था होती. त्यामुळे प्रशासनात पारदर्शकता निर्माण झाली.

न्यायव्यवस्था: छत्रपती शिवाजी महाराजांची न्यायव्यवस्था ही न्याय, समता आणि नीतीमूल्यांवर आधारित होती. कायद्यापुढे सर्व समान होते - अधिकारी असो व सामान्य नागरिक. अन्याय, भ्रष्टाचार व अधिकाराचा गैरवापर करणाऱ्यांना कठोर शिक्षा दिली जात असे.

न्यायदान सुलभ, जलद आणि लोकाभिमुख होते. त्यामुळे प्रजेला न्यायव्यवस्थेबद्दल विश्वास वाटत असे. शिवाजी महाराजांचे शासन न्यायप्रिय होते. सर्वांसाठी कायदा समान होता. स्त्रियांवरील अत्याचाराला कठोर शिक्षा दिली जात असे. युध्द काळातही स्त्रियांचा सन्मान राखण्याचे आदेश त्यांनी दिले होते. त्यामुळे शिवाजी महाराज "स्त्री सन्मानाचे रक्षक" म्हणून ओळखले जातात.

महसूल व्यवस्था आणि आर्थिक धोरण: शिवाजी महाराजांनी शेतकरी हित लक्षात घेऊन महसूल व्यवस्था उभी केली. सुरुवातीला जमिनीची शास्त्रीय मोजणी करून उत्पादनानुसार कर निश्चिती केली. दुष्काळ आणि नैसर्गिक आपत्तीच्या वेळी करमाफी दिली जात होती. ही व्यवस्था शोषणमुक्त व मानवतावादी होती. चौथाई आणि सरदेशमुखी ही व्यवस्था शिस्तबध्द आणि नियमबध्द स्वरूपात राबवली गेली. तसेच व्यापार, हस्तकला आणि स्थानिक उद्योगांना प्रोत्साहन देऊन राज्याची आर्थिक घडी मजबूत केली.

लष्करी नेतृत्व आणि शिस्त: छत्रपती शिवाजी महाराजांचे सैन्य हे शिस्त, निष्ठा आणि नैतिकतेसाठी प्रसिध्द होते. सैन्याने सामान्य जनतेला त्रास देऊ नये अशी सक्त ताकीद होती. सैनिकांना वेळेवर वेतन देण्यात येत असे. गनिमी कावा काव्याच्या युध्दनीतीने त्यांनी कमी साधनांमध्ये ही प्रभावी विजय मिळवले. उदा - अफजलखानाचा वध, सुरत लूट, शाहिस्तेखानाची मोहीम व आग्रा भेटीतून सुटका ही त्यांच्या गनिमी काव्याच्या विजयाची उत्तम उदाहरणे सांगता येतील. ही युध्दनीती त्यांच्या नेतृत्व कौशल्याचे उत्कृष्ट उदाहरण होते. शिवाजी महाराजांचे सैन्य हे शिस्तबध्द, निष्ठावान आणि लोकहितासाठी लढणारे होते.

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धार्मिक सहिष्णुता आणि सामाजिक समन्वय: शिवाजी महाराज हे धार्मिक दृष्ट्या सहिष्णू होते. त्यांनी सर्व धर्मांना समान वागणूक दिली. मशिदी, दर्गे यांना संरक्षण दिले. त्यांच्या प्रशासनात विविध जाती - धर्मातील व्यक्तींना स्थान होते. त्यामुळे सामाजिक सलोखा व एकात्मता प्रस्थापित झाली. शिवाजी महाराज कट्टर धार्मिक नव्हते, त्यांनी सर्व धर्माचा सन्मान केला. धर्माच्या नावावर त्यांनी अन्यायाला कधीही प्रोत्साहन दिले नाही.

किल्ले प्रशासन: गिरीदुर्ग, जलदुर्ग, स्थलदुर्ग अशा विविध प्रकारच्या किल्ल्यांचे जाळे छत्रपती शिवाजी महाराजांनी उभारले. प्रत्येक किल्ल्यावर एक जबाबदार किल्लेदार नेमला जात असे. किल्लेदार, हवालदार व सबनीस अशा अधिकाऱ्यांकडून किल्ल्याचे संरक्षण केले जात असे. जरी किल्ल्याला शत्रूंनी बाहेरून वेढा दिला तरी, दोन वर्षे पुरेल एवढी रसद किल्ल्यामध्ये ठेवली जात होती. महाराजांनी किल्ल्यांवर प्राणापलीकडे प्रेम केले. एकदा महाराजांनी खाजगीत मत व्यक्त केले होते, "माझ्याकडे ३६५ किल्ले आहेत, शत्रूला एक किल्ला घ्यायला जरी एक वर्ष लागले तरी माझे सर्व किल्ले घ्यायला त्यांना ३६५ वर्षे लागतील". यावरून महाराजांनी किल्ल्याला दिलेले महत्त्व अधोरेखित होते.

आरमार: भारतातील आधुनिक नौदलाचे जनक म्हणून छत्रपती शिवाजी महाराज ओळखले जातात. सिद्दी, पोर्तुगीज, इंग्रज या परकीय सत्ता सागरावर निष्णात असल्याने त्यांच्या आपल्या मराठी सत्तेला त्रास नको आहे हे ओळखून महाराजांनी आरमार निर्मितीकडे जातीने लक्ष दिले. सागरावरून जर महाराष्ट्रावर आक्रमण झाले तर, आपणही ते परतवून लावण्यासाठी सज्ज राहिले पाहिजे आहे. या हेतूने महाराजांनी सुसज्ज आरमाराची निर्मिती केली. मायनाक, भंडारी आणि आंग्रे यांच्याकडे सागरातील आरमाराची जबाबदारी दिली. त्यानुसार अनेक जहाजे, होड्या, गलबते यांची निर्मिती केली. सुवर्णदुर्ग, नळदुर्ग, विजयदुर्ग, सिंधुदुर्ग हे भक्कम पाण्यातील किल्ले महाराजांच्या काळामध्ये बांधले गेले आहेत. अजूनही ते भक्कम स्थितीमध्ये आहेत.

शिवराजमुद्रा: शिवमुद्रेवर संस्कृतमध्ये एक श्लोक कोरलेला आहे. "प्रतिपचंद्रलेखेव वर्धिष्णू विश्ववंदिता शाहसुनो शिवस्यैषा मुद्रा भद्राय राजते". याचा अर्थ असा आहे की, "प्रतिपदेच्या चंद्रकलेप्रमाणे वाढत जाणारी आणि जगाला वंदनीय असणारी शहाजीपुत्र शिवाजीची ही मुद्रा प्रजेच्या कल्याणासाठी विराजमान आहे" छत्रपती शिवाजी राजांनी ६ जून १६७४ ला रायगडावर स्वतःला राज्याभिषेक करून घेतला. स्वतःचे राज्य लोकांच्या कल्याणासाठी स्थापन करत असल्याचे यावेळी राजांनी जाहीर केले. सामान्य जनता, स्त्रिया, शेतकरी, अबालवृध्द यांना वंदनीय राज्य निर्माण करण्याचे आश्वासन महाराजांनी राज्याभिषेकाच्या वेळी दिले. म्हणून छत्रपती शिवाजी महाराजांना 'जनतेचा राजा' किंवा 'रयतेचा राजा' या नावाने ओळखले जाते.

सुशासनाची संकल्पना आणि छत्रपती शिवाजी महाराज: छत्रपती शिवाजी महाराजांनी आपल्या प्रशासनामध्ये पारदर्शकता, उत्तरदायित्व लोकसहभाग, कायद्याचे राज्य, लोककल्याण या सर्व तत्त्वांचा राज्यकारभारात समावेश केला. महाराजांनी प्रशासन हे लोकसेवेकरीता असते हे जनतेला दाखवून दिले. आजच्या लोकशाही व्यवस्थेत महाराजांचे विचार अत्यंत उपयुक्त आहेत. कारण त्यांनी नेतृत्व ही सेवा असुन सत्ता ही जबाबदारी आहे, तर नैतिकता ही प्रशासनाची मूलभूत गरज असल्याचे आपल्या कृतीतून दाखवून दिले. छत्रपती शिवाजी महाराज हे आदर्श नेतृत्वकर्ते, कुशल प्रशासक आणि सुशासनाचे मूर्तीमंत उदाहरण होते. त्यांनी उभारलेले स्वराज्य हे न्याय, समानता आणि लोककल्याणावर आधारित होते. त्यांचे विचार आजही तितके सुसंगत आणि मार्गदर्शक आहेत. त्यामुळे छत्रपती शिवाजी महाराजांचे नेतृत्व व सुशासन ही केवळ ऐतिहासिक संकल्पना नसून आधुनिक भारतासाठी एक आदर्श आहे.

छत्रपती शिवाजी महाराज हे नेतृत्व आणि सुशासनाचे सर्वोच्च आदर्श आहेत. त्यांनी उभारलेले स्वराज्य हे तलवारीच्या जोरावर नव्हे, तर लोकांच्या विश्वासावर उभे होते. त्यांचे नेतृत्व, धैर्य, करुणा दूरदृष्टी आणि नैतिकतेचे प्रतिक होते. छत्रपती शिवाजी महाराज हे आदर्श नेतृत्वकर्ते व कुशल प्रशासक होते. त्यांनी उभारलेले स्वराज्य हे न्याय, समानता लोककल्याणावर आधारित होते. त्यांच्या नेतृत्वगुणांच्या व सुशासन कल्पनेचा अभ्यास आजही तितकाच महत्त्वाचा आहे. आधुनिक भारतासाठी शिवाजी महाराजांचे विचार हे मार्गदर्शक व दीपस्तंभ आहेत.

निष्कर्ष: छत्रपती शिवाजी महाराज हे केवळ एक पराक्रमी योध्दा नव्हते तर ते दूरदृष्टी असलेले आदर्श शासक होते. त्यांच्या नेतृत्वात नैतिकता, धैर्य, लोककल्याण आणि न्याय यांचा समतोल दिसून येतो. त्यांच्या सुशासनाची तत्वे आजही तितकीच उपयुक्त आणि प्रेरणादायी आहेत. त्यामुळे छत्रपती शिवाजी महाराजांचे नेतृत्व आणि शासनव्यवस्था ही भारतीय इतिहासातील नवे तर जागतिक स्तरावरील एक आदर्श ठरते.

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Original Article

छत्रपती शिवाजी महाराजांचे किल्ले स्थापत्य कौशल्य

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सारांश

"छत्रपती शिवाजी महाराजांनी उभारलेले गड-किल्ले हे केवळ लष्करी संरचना नसून उत्कृष्ट स्थापत्यकलेचे नमुने आहेत: डोंगररांगा, समुद्रकिनारे व मैदानी प्रदेश यांचा योग्य उपयोग करून किल्ल्यांची रचना करण्यात आली. किल्ल्यांचे प्रवेशद्वार, नटबंदी, बुरुज, जलसाठे, गुप्तमार्ग व संरक्षणात्मक स्चना ही त्या काळातील प्रगत स्थापत्यदृष्टी दर्शविते. जलसाठे, प्रस्तुत संशोधन पेपरमध्ये शिवाजी महाराजांच्या प्रमुख किलल्यांचे स्थापत्य, त्यामागील लष्करी रणनीती, भौगोलिक अनुकूलता व शाश्वत बांधकाम तंत्र चा अभ्यास करण्यात आला.

बीजशब्द: शिवाजी महाराज, किल्ले, स्थापत्य, मराठा वास्तुकला, गडकोट, जलव्यवस्थापन.

प्रस्तावना

मध्ययुगीन भारताच्या इतिहासात जे उत्कृष्ट राज्यकर्ते व प्रशासक होऊन गेले त्यात छत्रपती शिवाजी महाराजांच्या नावाचा आवर्जुन उल्लेख करावा लागेल. शिवाजी महाराजांनी स्वराज्याचा पाया घालून एका आदर्शवत हिंदू स्वराज्याची स्थापना केली. त्यांनी स्थापन केलेल्या स्वराज्याचे संरक्षण व विस्तार करण्यासाठी गड. किल्ल्याची उभारणी केली. किल्ले हे स्वराज्याचे आधारस्तंभ होते.

शिवाजी महाराजांनी भौगोलिक परिस्थितीचा सखोल अभ्यास करून किल्यांची स्चना केली. त्यामुळे त्यांचे किल्ले आजही स्थापत्यकलेचा अद्वितीय वारसा मानले जातात. या संशोधनानं शिवाजी महाराजांच्या किल्ल्यांच्या स्थापत्य वैशिष्टयांचा अभ्यास करण्यात आला आहे.

संशोधनाची उद्दिष्टे -

1.शिवाजी महाराजांच्या किल्ल्यांच्या स्थापत्य वैशिष्ट्यांचा अभ्यास करणे,
2.किल्ल्या मधील संरक्षणात्मक रचनेचे विश्लेषण करणे.
3.जलव्यवस्थापन व शाश्वत स्थापत्य तंत्रा समजून घेणे.
4. मराठा स्थापत्यकलेचे ऐतिहासिक महत्व स्पष्ट करणे.

संशोधन पद्धती - हे संशोधन ऐतिहासिक व वर्णनात्मक पध्दतीने करण्यात आले आहे. पुस्तक संदर्भ, संशोधन लेख, ऑनलाइन स्त्रोत वा ऐतिहासिक दस्तऐवजांचा उपयोग करण्यात आला आहे.

शिवाजी महाराजांच्या किल्ल्यांचे स्थापत्य

शिवकालीन दुर्गबांधणीचा आणि स्थापत्यविशेषांचा अभ्यास करण्यासाठी रामचंद्रपंत अमात्यांचे ' आज्ञापत्र हे साधनयुक्त आहे. याशिवाय रघुनाथपंतांचा राजव्यवहारकोश, परमानंदाचे 'शिवभारत, 'सभासद बखर: '91 कलमी बखर, चिटणीस बखर' इत्यादी साधन ग्रंथामध्येही शिवकालीन दुर्गव्यवस्थेची माहिती मिळते.शिवाजी महाराजांनी किल्ल्याना अनन्यसाधारण महत्व दिलेले होते. अमान्यांनी आज्ञापत्रात संपूर्ण राज्याचे सार दुर्ग' या एका वाक्याने किल्ल्याचे महत्व स्पष्ट केले आहे." गडकोटांच्या साथीने शिवाजीने स्वराज्याची स्थापना केली आणि राज्यविस्तार साधला.

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किल्ल्यांची भौगोलिक रचना: शिवकालामध्ये किल्ल्यांचे तीन प्रमुख प्रकार होते.

1) गिरिदुर्ग २) स्थलदुर्ग ३) जलदुर्ग

छत्रपती शिवाजी महाराजांनी किल्ल्यांची उभारणी करताना त्या प्रदेशाच्या भौगोलिक परिस्थितीचा सखोल अभ्यास केला.भूप्रदेश, उंची, हवामान, पाण्याची उपलब्धता आणि शत्रूच्या हालचाली यांचा विचार करून" किल्ल्यांची रचना करण्यात आली. यामुळे किल्ले लष्करी दृष्टया अधिक सुरक्षित, टिकाऊ - आणि प्रभावी ठरले

1) **गिरिदुर्ग-**

शिवाजी महाराजांनी गिरिदुर्गाचे महत्व वाढविले. सह्याद्री पर्वतराजीमध्ये किल्ले बांधण्यासाठी योग्य असे डोंगर निसर्गतःच उपलब्ध होते. त्याचा शिवाजीं महाराजांनी पुरेपूर उपयोग करून घेतला. शिवाजीच्या बहुतेक राजकीय हालचाली गिरिदुर्गावरूनच झालेकया आढळतात. आपल्या राजधानीसाठी शिवाजी महाराजांनी रायगडासारख्या गिरिदुर्गाची निवड केली होती.गिरिदुर्गाकडे येणारे मार्ग दुर्गम करावे अशी सूचना अमात्यांनी केलेली आढळतेः ते लिहितात,"गडास यावयाचे मार्ग असतील ते सुगम नसावे. सुगम असले तर ते मार्ग मोडून त्यावर झाडी वाढवून आणखी कडे परके फौजेस येता कठीण असे मार्ग घालावे." (आज्ञापत्र पृष्ठ .68)

कोणत्याही गिरिदुर्गाजवळ दुसरा पर्वत असू नये अशी सूचना अमान्यांनी केलेली आहे पुढे ते सांगतात कि, "किल्यांसमीप दुसरा: पर्वत किल्ल्या -समुदायी असू नये. कदाचित असला तरी सुरंग लावून पाडून गडाचे आहारी आणावा. सुरूंगास असाध्य असा असला तरी तोही जागा मोकळी न सोडिता बांधून मजबूत करावा."(आज्ञापत्र ५. 76-68.)या किल्ले प्रकारामध्ये "अरुंद वाटा, वाकडी प्रवेशद्वारे, मजबूत तटबंदी आणि गुप्त मार्ग आढळतात. अशा किल्ल्यांमधील जलव्यवस्थापन अत्यंत शास्त्रशुध्द होते. पावसाचे पाणी साठवण्यासाठी टाक्या, कुंडे आणि तलाव बांधण्यात आले होते. रायगड, राजगड, तोरणा, सिंहगड हे 'डोंगरी किललयांचे उत्कृष्ट उदाहरण आहेत.

2) स्थलदुर्ग

सपाट मैदानी प्रदेशात उभारलेले किल्ले म्हणजे स्थलदुर्ग होय. प्रशासन, व्यापार आणि नागरी संरक्षणासाठी अशा किल्ल्यांचा उपयोग होत असे. या किल्ल्यांच्या चारही बाजूंनी खोल खंदक, मजबूत तटबंदी आणि भव्य प्रवेशद्वार बांधलेली असतः शहर किंवा वस्ती किल्ल्याच्या आत वसलेली असल्यामुळे हे किल्ले सामाजिक व राजकीयदृष्ट्या महत्वाचे होते. हे किल्ले गिरिदुर्गाच्या तुलनेत वेगळया स्थापत्य शैलीचे असले तरी संरक्षणाच्या दृष्टीने खूप प्रभावी होते. पन्हाळगड, वसई किल्ला, जिंजी किल्ला या किल्ल्यांची महत्वाची उदाहरणे आहेत.

3) जलदुर्ग

गिरिदुर्गाप्रमाणे जलदुर्गानाही शिवाजी महाराजांनी प्राधान्य दिलेले होते. स्वराज्याचा विस्तार करताना पंश्चिम-किना-यावर स्वामित्व गाजवणाऱ्या शत्रूचा धोका महाराजांनी अचूक हेरलेला होता. या किल्ल्यांची रचना समुद्राच्या भरती-ओहोटीचा विचार करून करण्यात आली होती. मजबूत दगडी भिंती, उंच बुरूज आणि तोफखाना ही जलदुर्गाची वैशिष्ट्ये होती.शिवाजी महाराजांनी बांधलेलया जलदुर्गापैकी मालवणचा सिंधुदुर्ग हा उत्कृष्ट सागरी किल्ला आहे. सिंधुदुर्ग ही शिवाजी महाराजांची सागरी राजधानी होती. या किल्ल्याविषयी ' चौ-यांशी बंदी ऐसी नाही.'असे वर्णन आढळते. सिंधुदुर्ग, विजयदुर्ग, सुवर्णदुर्ग, उंडेरी हे जलदुर्गाचे प्रमुख उदाहरणे आहेत.

किललयांच्या भौगोलिक स्चनेमुळे शिवाजी महाराजांना स्वराज्याचे संरक्षण आणि विस्तार करणे सुलभ झाले. प्रत्येक प्रकारच्या किल्ल्याची रचना त्या प्रदेशाच्या गरजेनुसार करण्यात आली होती. त्यामुळे हे किल्ले केवळ लष्करी संरचना न राहता भौगोलिक ज्ञान, स्थापत्यकला, रणनीती यांचे उत्कृष्ट उदाहरण ठरतात.

तटबंदी व बुरुज -

छत्रपती शिवाजी महाराजांच्या किल्ल्यांची तटबंदी व बुरुज हे त्यांच्या स्थापत्यकलेतील अत्यंत महत्वाचे घटक होते. स्थानिक -भौगोलिक परिस्थिती, शत्रूची संभाव्य आक्रमणदिशा आणि तोफखान्याचा वापर लक्षात घेऊन तटबंदी व बुरुज, उभारण्यात आले होते.

गिरिदुर्गाना नैसर्गिक कड्यांमुळे वेगळी तटबंदी बांधण्याची आवश्यकता नसे. तरी पण ज्या ठिकाणी चढून जाण्यास सोपी वाटा आहे किंवा जेथे कड्यांचे संरक्षण लाभलेले नाही अशा ठिकाणी तटबंदी बांधणे आवश्यकच असते पुष्कळ वेळा तटबंदीच्या संरक्षणासाठी काही अंतरावरच मागे दुसरी भिंत बांधण्यात येते. अशा भिंतींना 'चिलखत' असे म्हणतात. अश्या प्रकारची चिलखती भिंत रायगडला आहे.राजगड किल्ल्यावर संजीवनी आणि पद्मावती दोन माचींना तटबंदीच्या संरक्षणासाठी भुयारी चिलखताची योजना केलेली आढळते. ही योजना म्हणजे शिवाजी महाराजांच्या तंत्रकौशलयाचे प्रतीकच होय. तटबंदीच्या वरच्या भागात सैनिकांसाठी चालण्याचा मार्ग, तोफांसाठी मोकळी जागा आणि बंदुकीच्या फटी ठेवण्यात आल्या होत्या.बुरुज हे तटबंदीच्या ठराविक अंतरावर उभारलेले गोल किंवा बहुभुज आकाराचे उंच बांधकाम असत. बुरुजामुळे किल्ल्याच्या सर्व बाजूंवर नजर ठेवणे शक्य होत असे. तटबंदीप्रमाणे बुरुजांनाही संरक्षणासाठी पाठीमागे दुसरा बुरुज बांधून 'चिलखत देण्यात येते. अशा प्रकास्चे चिलखती बुरुज राजगड आणि प्रतापगड था ठिकाणी

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आहेत. चिलखती बुरूज ' हे. शिवकालीन लष्करी स्थापत्यशास्त्रानील एक खास वैशिष्ट्य मानावे लागेल. गा गिरिदुर्गाच्या बाबतीत 'मेटें, 'माची' आणि बाले किल्ला' ही तीन वैशिष्टये लक्षात घेणे आवश्यक आहे.

1) मेट

मेट म्हणजे पहायची: जागा. मेटाला राज्यव्यवहार कोशामध्ये 'उपरक्षिका' असे म्हटले आहे. गिरिदुर्गाच्या चढणाऱ्या मागविर मोक्याच्या ठिकाणी पहान्यासाठी खास जागा राखून ठेवलेल्या असत. तोरणा किललयावर साने मेटे असल्याची नोंद आढळते या मेटांना जवळच्या वास्तूचे नाव देण्यात येत असे. मेट्यावरील पहान्यासाठी कोळी, महार, रामोशी वगैरे जातींतील लोकांची नेमणूक करण्यात रहदारी म्हणजे एक प्रकारचे नाके' होते.

2) माची

माची याचा अर्थ गिरिदुर्गाच्या चढणावर वाटेत लागणारी प्रशस्त सपाटीची जागा. या जागेभोवतीही तटबंदी बांधून सुरक्षिततेची काळजी घेतली जात असे राज्यव्यवहार कोशा मध्ये माचीला" उपत्यका म्हटले आहे. राजगडावरील सुवेळा, पद्मावती व संजीवनी, यातीन माच्या प्रसिध्द आहेत: यामीनही. माच्यांना भरभक्कम तटबंदी बांधलेली आढळते.

3) बालेकिलला

गिरिदुर्गावरील उंचवटा म्हण बालेकिल्ला हे बहुधा सर्वांत उंच व दुर्गम ठिकाणी किंवा गिरिदुर्गाच्या कळसाच्या टेकडीवर बांधण्यात येत असे, राजगड, पुरंदर आणि मलंगगड येथील बालेकिल्ले कळसाच्या टेकड्यांवर बांधलेले आहेत. बालेकिललयामध्ये राजाचे निवासस्थान, राण्यांचे महाल, दरबार, मंत्रशाला इ. इमारती बांधीत. बालेकिललयाच्या संरक्षणासाठी खास व्यवस्था केली जात असे. तटबंदी व बुरुजांची अचूक रचना ही शिवाजी महाराजांच्या लष्करी दूरदृष्टीचे प्रतीक होती. मजबूत तटबंदीमुळे किल्ले! शत्रूच्या दीर्घ वेढ्यालाही तोंड देऊ शकत असे.

3) प्रवेशद्वारांची रचना-

छत्रपती शिवाजी महाराजांच्या किल्ल्यांच्या स्थापत्यामध्ये प्रवेशद्वारांना अत्यंत महत्वाचे स्थान होते. किल्ल्याचे प्रवेशद्वार हे शत्रू व संरक्षण यांच्यातील पहिला अडथळा असलयामुळे त्यांची रचना अतिशय विचारपूर्वक आणि रणनीतीनुसार करण्यात आली होती. किललयांच्या प्रवेशद्वारावर झरोके बांधण्याची प्रथा भारतामध्ये फिरोजशहा तुघलकाने सुरू केली. या झरोक्यातून किल्ल्यात घुसू पाहणाऱ्या शत्रुसैन्यावर उकळते तेल किंवा इतर इजा करणाऱ्या वस्तू टाकलया जात असत.

शिवाजी महाराजांच्या किल्ल्यांवरील बहुतांश प्रवेशद्वारे सरळ नसून वळणदार असत. यामागचा मुख्य उद्देश शत्रूच्या हल्ल्याची तीव्रता कमी करणे हा होता. वाकड्या प्रवेशद्वारांमुळे किल्ल्याच्या आतील सैनिकांना शत्रूवर वरून व बाजूंनी हल्ला करणे सोपे जात असे.प्रवेशद्वारे ही बहुतेक वेळा उंच आणि अरुंद ठेवण्यात आली होती. प्रवेशद्वारांच्या दोन्ही बाजूंना मजबूत दगडी भिंती व बुरुज असल्यामुळे: शत्रु अडकल्यास त्याच्यावर सहज मारा करता येत असे.प्रवेशद्वारांच्या रचनेन विविध संरक्षक घटकांचा समावेश करण्यात आला होता. दरवाजांवर लोखंडी खिळे लावले जात असत. ज्यामुळे हत्तीच्या धडकेपासून संरक्षण मिळत असे. प्रवेशद्वारांची रचना ही स्थापत्यकला आणि लष्करी रणनीती यांचा उत्कृष्ट समन्वय दाखविते. प्रवेशद्वार हे किल्ल्यांचे सर्वात सुरक्षित आणि संवेदनशील स्थान ठरत असे.

4) जलव्यवस्थापन-

छत्रपती शिवाजी महाराजांच्या किललयांचे जलव्यवस्थापन हे त्यांच्या स्थापत्यदृष्टीचा आणि दूरदर्शी नेतृत्वाचा उत्कृष्ट नमुना आहे. किल्ल्याच्या आवारात

1) मोठी तळी व दगडी जलकुंडे खोदण्यात येत. ही तळी प्रामुख्याने पावसाचे पाणी साठवण्यासाठी वापरली जात.किल्ल्याच्या उतारावरून वाहणारे पाणी नैसर्गिक प्रवाहाने तळयांमध्ये जमा होईल अशा पध्दतीने रचना करण्यात आली होती. रायगड, राजगड व तोरणा किल्ल्यांवरील तळी ही जलव्यवस्थापनाच्या दृष्टीने अत्यंत महत्वाची मानली जातात.

२) दगडी पाण्याच्या टाक्या- गिरिदुर्गावर मोठ्या प्रमाणात दगडी टाक्या कोरलेल्या दिसतात. टाक्यांचे आतील भाग चुन्याने किंवा गुळगुळीत दगडाने मढवले जात, जेणेकरून पाणी झिरपू नये. पिण्याचे पाणी, स्वयंपाक व या टाक्या सैनिकांच्या गरजांसाठी वापरल्या जात.

3) पाण्याचे गुप्त साठे -शिवाजी महाराजांच्या किल्ल्यांवरील जलव्यवस्थापनातील एक अत्यंत महत्वाचा घटक साठे, हे साठे म्हणजे पाण्याचे गुप्त साठे. शत्रूच्या नजरेपासून लपवून ठेवलेले असत.

4) जलव्यवस्थापन व शाश्वत दृष्टी- किललयांचे जलव्यवस्थापन हे पूर्णतः पर्यावरणपूरक आणि शाश्वत होते. पावसाच्या पाण्याचा जास्तीत जास्त उपयोग, नैसर्गिक झऱ्यांचे जतन आणि पाण्याचा काटकसरीने वापर ही या व्यवस्थेची वैशिष्टये होती.

शिवाजींनी मोठ्या प्रमाणावर गडदुर्ग जिंकल्यासोबत त्या किल्ल्यांच्या प्रशासनाकडे सुद्धा लक्ष दिले. त्यासाठी कार्यक्षम किल्ल्याचे प्रशासन नियुक्त केले. त्यासाठी हवालदार,सबनीस आणि कारखानीस हे प्रमुख ३ आधिकारी नेमलेले दिसतात."

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निष्कर्ष

छत्रपती शिवाजी महाराजांच्या किल्ल्यांचे स्थापत्य हे केवळ वास्तुशास्त्रीय कौशलयाचे प्रतीक नसून, अत्यंत प्रभावी लष्करी रणनीतीवर आधारित होतो तसेच हे स्थापत्य . शिवाजी महाराजांच्या दूरदृष्टीपूर्ण लष्करी आणि प्रशासकीय रणनीतीचे मूर्त स्वरूप आहे. किल्ल्यांची भौगोलिक रचना, तटबंदी, बुरूज, प्रवेशद्वारेत जलव्यवस्थापन आणि गुप्त मार्ग या सर्व घटकांच समन्वय अत्यंत शास्त्रशुध्द पध्दतीने करण्यात आलेला दिसतो. शिवाजी महाराजांनी किल्ल्यांची उभारणी करताना त्या-त्या प्रदेशाच्या वापर केला.शिवकालात गडकोटांचे महत्व किती होते हि अमात्यांच्या एका वाक्यावरून समजून येते गडकोटविरहित जे राज्य या राज्याची स्थिती म्हणजे अभ्रपटलन्याय आहे.... (आज्ञापत्र, पृ .62) जलव्यवस्थापन हा स्थापत्यातील किल्ल्यांचा अत्यंत महत्वाचा घटक होता. तळी, दगडी टाक्या आणि पाण्याचे गुप्त साठ यामुळे, दीर्घकालीन वेढ्याच्या काळातही किल्ले स्वयंपूर्ण राहू शकत होते पावसाच्या पाण्याचा योग्य साठा, झऱ्यांचे संवर्धन, आणि पाण्याचा काटकसरीने वापर ही शाश्वत दृष्टी आजच्या काळातही मार्गदर्शक ठरते.किललयांचे स्थापत्य आणि यशस्वी लष्करी रननीती हे शिवाजी महाराजांच्य यशस्वी स्वराज्यस्थापनेतील महत्वाचे कारण आहे. त्यामुळेच शिवाजी महाराजांचे किल्ले हे केवळ ऐतिहासिक स्मारक न राहता स्थापत्य, संरक्षणशास्त्र आणि व्यवस्थापन अभ्यासासाठी प्रेरणादायी ठरतात.

छत्रपती शिवाजी महाराजांचे गड-किल्ले हा आपला अमूल्य सांस्कृतिक व ऐतिहासिक ठेवा आहे. या किललयांचे जतन, संवर्धन आणि शास्त्रीय अभ्यास करणे ही केवळ इतिहासाची गरज नसून पुढील पिढ्यांसाठीची आपली जबाबदारी आहे.

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Original Article

छत्रपती शिवाजी महाराजांच्या स्वराज्यातील संसाधनांचा कार्यक्षम उपयोग

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सारांश

छत्रपती शिवाजी महाराजांनी सतराव्या शतकातील अत्यंत प्रतिकूल राजकीय, आर्थिक आणि भौगोलिक परिस्थितीत मराठा स्वराज्याची स्थापना केली. त्यांच्या यशामागे केवळ लष्करी पराक्रम नव्हता, तर उपलब्ध नैसर्गिक, मानवी आणि आर्थिक संसाधनांचा अत्यंत कार्यक्षम, नियोजनबद्ध आणि शाश्वत उपयोग हे प्रमुख कारण होते. या संशोधन लेखात छत्रपती शिवाजी महाराजांनी सह्याद्री पर्वतरांगा, कोकण किनारपट्टी, जलसंपत्ती, जंगले आणि जमीन यांसारख्या नैसर्गिक संसाधनांचा संरक्षण, शेती, आरमार आणि किल्ले व्यवस्थेसाठी कसा प्रभावी वापर केला याचे विश्लेषण करण्यात आले आहे. तसेच मावळे, अष्टप्रधान मंडळ, लष्कर आणि हेरखाते या मानवी संसाधनांच्या संघटनातून स्वराज्याचा पाया कसा भक्कम केला गेला, याचा अभ्यास करण्यात आला आहे. महसूल व्यवस्था, चौथ–सरदेशमुखी, युद्धातील लूट आणि मीठ व्यापार यांद्वारे शाश्वत आर्थिक संसाधने कशी निर्माण झाली, हेही या लेखात स्पष्ट केले आहे. छत्रपती शिवाजी महाराजांचे संसाधन व्यवस्थापन हे लोककल्याण, पर्यावरणीय संवर्धन आणि संरक्षण यांचा समतोल साधणारे होते. त्यामुळे त्यांची शासनपद्धती आधुनिक काळातील संसाधन व्यवस्थापन आणि सार्वजनिक प्रशासनासाठीही मार्गदर्शक ठरते.

मुख्यशब्द: *गनिमी कावा, महसूल व्यवस्था, अष्टप्रधान मंडळ, मावळे, लष्कर*

प्रस्तावना –छत्रपती शिवाजी महाराजांनी १७ व्या शतकात अतिशय प्रतिकूल परिस्थितीत स्वराज्याची स्थापना केली. त्यांचे प्रशासन हे केवळ लष्करी विजयांवर अवलंबून नव्हते, तर ते उपलब्ध संसाधनांच्या (Resources) उत्कृष्ट नियोजनावर आधारित होते. छत्रपती शिवाजी महाराजांनी स्वराज्यातील जमीन, पाणी, वनसंपत्ती, भौगोलिक स्थान आणि मानवी बळ यांसारख्या नैसर्गिक आणि भौतिक संसाधनांचा उपयोग लोककल्याण आणि संरक्षणासाठी अत्यंत दूरदृष्टीने केला. हा शोधनिबंध छत्रपती शिवाजी महाराजांच्या या प्रशासकीय कौशल्याचे आणि संसाधनांच्या शाश्वत वापराचे विश्लेषण करतो.

संशोधनाची उद्दिष्ट्ये -

१. छत्रपती शिवाजी महाराजांनी सह्याद्री पर्वत आणि कोकण किनारपट्टी या नैसर्गिक संसाधनांचा उपयोग संरक्षणात्मक रणनीती म्हणून कसा केला, याचा अभ्यास करणे.

२. स्वराज्याच्या विकासासाठी महाराजांनी अष्टप्रधान मंडळ, लष्कर या मानवी संसाधनांचा उपयोग कसा केला, याचा अभ्यास करणे.

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३. रयतवारी पद्धत, चौथ आणि सरदेशमुखी यांसारख्या करप्रणालीद्वारे स्वराज्याची तिजोरी कशी सक्षम ठेवली गेली, याचा अभ्यास करणे.

छत्रपती शिवाजी महाराजांनी केवळ बाह्य संसाधनांवर अवलंबून न राहता सह्याद्री पर्वत, कोकण किनारा आणि दख्खन पठारावरील नैसर्गिक संसाधनांचा सुयोग्य उपयोग करून स्वराज्याचा पाया भक्कम केला.

छत्रपती शिवाजी महाराजांनी पुढील प्रमुख नैसर्गिक संसाधनांचा उपयोग केला:

सह्याद्री पर्वत आणि खिंडी:

छत्रपती शिवाजी महाराजांनी सह्याद्री पर्वतरांगा आणि कोकणातील खडकाळ, डोंगराळ प्रदेशाचा उपयोग डोंगरी किल्ले बांधण्यासाठी केला. शिवाजी महाराजांनी समुद्राकडे जाणाऱ्या व्यापारी मार्गांवर वर्चस्व मिळविण्यासाठी सह्याद्री पर्वताचा उपयोग केला. या डोंगराळ प्रदेशामध्ये शत्रूचा तोफखाना निरुपयोगी ठरे आणि रसदीचे मार्गही लांब पल्ल्याचे असत. या खिंडीमधून जाणाऱ्या बिकट वाटांमुळे शत्रू सैन्याला या प्रदेशातून प्रवास करणे जिकिरीचे होई. सह्याद्रीची भौगोलिक रचना हे स्वराज्याचे सर्वात मोठे नैसर्गिक संसाधन होते. छत्रपती शिवाजी महाराजांनी शत्रूला आपल्या प्रदेशात खेचून आणून, तिथल्या चढ-उताराचा उपयोग करून शत्रूचा पराभव केला. घनदाट जंगले, अरुंद खिंडी (घाट) आणि खोल दऱ्यांमुळे मराठा सैन्य अचानक हल्ले करू शकले आणि सहजपणे पळून जाऊ शकले.[1] शत्रूकडे अफाट सैन्य असताना, महाराजांनी सैनिकी संख्याबळ कमी असतानाही सह्याद्रीच्या डोंगरदऱ्यांचा वापर करून छत्रपती शिवाजी महाराजांनी मोठे विजय मिळवले.

जलसंपत्ती:

दख्खनमधील पाण्याच्या कमतरतेमुळे, शिवरायांनी दुष्काळ किंवा शत्रूचा वेढा पडल्यास किल्ल्यांवर पाण्याचे दुर्भिक्ष भासू नये म्हणून त्यांनी पावसाचे पाणी साठवण्यासाठी दगड कापून टाक्या तयार केल्या. तलाव खोदताना जो दगड निघायचा, त्याचाच वापर किल्ल्याच्या तटबंदीसाठी केला जात असे. यामुळे संसाधनांची बचत होत असे. शेतीला आधार देण्यासाठी शिवरायांनी कालवे आणि पाटबंधारे बांधण्यावर भर दिला. पाणीपुरवठ्यासाठी पाटांची व्यवस्था, विहिरीतून मोटेने पाणी पुरविण्याची व्यवस्था अशा अनेक बाबी मोठ्या प्रमाणात कार्यान्वित केल्या.

जंगले आणि लाकूड:

स्वराज्यातील जंगले ही केवळ साधन नसून ते स्वराज्याचे रक्षक आहेत, अशी शिवरायांची धारणा होती. जहाजबांधणीसाठी त्यांनी आंबा आणि फणसाची झाडे न तोडता केवळ रानटी झाडांचा वापर करण्याचे आदेश दिले होते. कल्याण आणि भिवंडी येथे जहाजे आणि घरे बांधण्यासाठी लागणारे टिंबर लाकूड मोठ्या प्रमाणावर उपलब्ध होते. या लाकडाचा उपयोग छत्रपती शिवाजी महाराजांनी जहाज बांधणीसाठी करून घेतला. पश्चिम घाटातील सागवान लाकडाचा उपयोग त्यांनी नौका बनविण्यासाठी केला. अनावश्यक जंगलतोडीविरुद्ध कठोर नियम लागू केले. झाडे तोडण्याऐवजी सुक्या लाकडाचा आणि पडलेल्या झाडांचा वापर करण्यास प्रोत्साहन दिले, ज्यामुळे पर्यावरणीय संवर्धन झाले.

जमीन -

१६३० साली भयानक दुष्काळ पडला होता. गावे सततच्या युद्धामुळे, असुरक्षिततेच्या भावनेने भकास, उजाड झाली होती. गावात पडीक जमिनीचे प्रमाण भरपूर होते. अशी पडीक जमीन लागवडीखाली आणण्यासाठी छत्रपती शिवाजी महाराजांनी रयतेला अनेक सोईसवलती जाहीर केल्या.[2] त्यांनी शेतकऱ्यांना सुलभ हप्त्याने कर्ज फेडण्याच्या तत्त्वावर पतपुरवठा केला. रयतेने घेतलेले कर्ज फेडता येणे अशक्य असेल व त्याबाबतचा अहवाल सरकारी अधिकाऱ्यांनी दिला तर कर्जफेडीत सवलती वा कर्जमाफी देण्याबाबत छत्रपती शिवाजी महाराजांनी आज्ञापत्रे जारी केली. यामुळे गावे वसू लागली, शेतीचे उत्पन्न वाढू लागले, भरपूर उत्पादनामुळे रयत सुखी होऊ लागली आणि राज्याला देखील अधिक प्रमाणात महसूल मिळू लागला. या महसूल वाढीमुळे राज्याची संरक्षण व्यवस्था वाढवून परकीय आक्रमणांना सामोरे जाण्याची क्षमता विकसित झाली. शेतीच्या उत्पन्नावरील कर हा राज्याच्या उत्पन्नाचा महत्त्वाचा भाग होता. या बाबीकडे पूर्वी कोणत्याही सत्ताधाऱ्याने लक्ष दिले नव्हते.

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[1] कोंडेकर ए. वाय, २००४, मराठ्यांचा इतिहास, फडके प्रकाशन, पृष्ठ क्र. ४५

[2] गॉर्डन स्टुअर्ट (अनु. कुलकर्णी र. कृ), २०१६, द मराठाज, डायमंड पब्लिकेशन्स, पृष्ठ क्र ६८

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छत्रपती शिवाजी महाराजांनी गुणवत्तेचे, समावेशकतेचे आणि स्थानिक प्रतिभेचे सक्षमीकरण याद्वारे मानवी संसाधनांचा प्रभावीपणे वापर आणि संघटन करून स्वराज्याचा पाया रचला. केवळ अभिजात वर्गावर अवलंबून राहण्याऐवजी, शिवाजी महाराजांनी सामान्य लोकांना सक्षम केले, त्यांना न्याय आणि स्वराज्यासाठी समर्पित शिस्तबद्ध, निष्ठावंत शक्तीमध्ये रूपांतरित केले.

छत्रपती शिवाजी महाराजांनी पुढील प्रमुख मानवी संसाधनांचा उपयोग केला:

मावळे –

छत्रपती शिवाजी महाराजांनी मावळ प्रदेशातील (पश्चिम घाट) स्थानिक तरुणांची क्षमता ओळखली. हे मावळे त्यांच्या स्थानिक भूप्रदेशाचे ज्ञान, निष्ठा, कष्टाळू, काटकसरी, निसर्गातील प्रतिकूल परिस्थितीला सहजासहजी तोंड देणारा, साधी राहणी, ऐषोआराम- भोगविलास यापासून दूर राहणारा, दिल्या शब्दाला, घेतलेल्या शपथेला जागणारा आणि लढाऊ कौशल्य यासाठी ओळखले जात होते. मुळातच शेतीचे उत्पन्न शेतकऱ्याला व त्याच्या कुटुंबियांना वर्षभर पुरेल एवढे नसे. त्यामुळे छत्रपती शिवाजी महाराजांनी अशा कुटुंबातील तरुणांना, कर्तबगारांना वर्षातील काही काळ किंवा कायमपणे लष्करात, प्रशासनात सेवाचाकऱ्या देऊन त्यांच्या कौटुंबिक उत्पन्नात वाढ केली.

गिरीदुर्ग आणि जलदुर्ग:

छत्रपती शिवाजी महाराजांनी प्रशासन, संरक्षण आणि लष्करी रणनीतीसाठी अनेक डोंगरी किल्ले बांधले, दुरुस्त केले आणि ताब्यात घेतले. सह्याद्री पर्वतरांगांमध्ये किल्ल्याने सत्ताकेंद्र म्हणून विशेष महत्त्व होते, याची छत्रपती शिवाजी महाराजांना जाणीव होती. त्यांनी धान्य साठवण्यासाठी आणि पुरवठा व्यवस्थापित करण्यासाठी किल्ल्यांवर गोदामे स्थापन केली, ज्यामुळे अन्न सुरक्षा सुनिश्चित झाली. प्रत्येक किल्ला हा केवळ संरक्षणाचे साधन नसून ते धान्य, दारूगोळा आणि पाणी साठवण्याचे एक महत्त्वाचे केंद्र होते.

भारताच्या पश्चिम किनारपट्टीवर पोर्तुगीज आणि सिद्दीचे वर्चस्व होते. त्यामुळे किनारपट्टी सुरक्षित करण्यासाठी, सागरी आक्रमणांपासून संरक्षण करण्यासाठी आणि व्यापार नियंत्रित करण्यासाठी छत्रपती शिवाजी महाराजांनी परकीय जहाजांवर अवलंबून न राहता स्वतःची गोदी (डॉकयार्ड) उभारली आणि स्थानिक कारागिरांच्या मदतीने नौदल विकसित केले. या नौदलाचा व्यापारी नौका काबीज करण्यात आणि सिद्दीला आव्हान देऊन त्याच्यावर वचक ठेवण्यात उपयोग झाला. सिद्दी, पोर्तुगीज आणि ब्रिटिशांशी लढण्यासाठी सिंधुदुर्ग, विजयदुर्ग आणि खांदेरीसारखे सागरी किल्ले बांधले.

अष्टप्रधान मंडळ:

वाढत्या राज्याचे व्यवस्थापन करण्यासाठी छत्रपती शिवाजी महाराजांनी नागरी आणि लष्करी प्रशासन हाताळण्यासाठी अष्टप्रधान मंडळ तयार केले, अष्टप्रधान मंडळातील कोणतेही पद हे वंशपरंपरागत तत्त्वावर दिले जायचे नाही. व्यक्तीची त्या पदासाठीची कर्तबगारी, स्वराज्याविषयीची निष्ठा या गोष्टी विचारात घेऊनच त्याला पदावर नेमले जाई. त्याच्याकडे जोपर्यंत ही कार्यक्षमता आहे तोपर्यंत ते पद त्याच्याकडे असे. पंडितराव आणि न्यायाधीश या दोन प्रधानांव्यतिरिक्त इतर मंत्र्यांना युद्धाच्या वेळेस हातात शस्त्रे घेऊन सैन्याचे नेतृत्त्व करावे लागे.[3] एखादा नवीन मुलुख त्यांच्याकडे सोपविला तर त्या प्रदेशाचा कारभार पाहावा लागे. महाराज या अधिकाऱ्यांना रोख स्वरूपात वेतन देत असत. राज्यकारभारासंबंधी कोणताही निर्णय, कारवाई करत असताना महत्त्वाच्या कागदपत्रांवर, तह करारनाम्यावर अष्टप्रधान मंडळातील प्रधानांना साह्य करावया लागत. यामुळे कोणतीही बाब ही एकाची नसून अनेकांची आहे, अनेकांनी त्या बाबीचा गांभीर्याने विचार केला आहे, निर्णय घेताना चुका, उणिवा राहू नयेत म्हणून महत्त्वाच्या बाबी प्रधानांच्या डोळ्याखालून जात असे. यामुळे राज्यकारभारात एकता साधता आली. राज्याचा कारभार सुरळीत चालण्यासाठी छत्रपती शिवाजी महाराजांनी कामाची विभागणी केली. प्रत्येक मंत्र्याकडे विशिष्ट जबाबदारी सोपवून संसाधनांचा योग्य विनियोग सुनिश्चित केला.

लष्कर -

छत्रपती शिवाजी महाराजांनी कमीत कमी सैन्य आणि संसाधनांचा वापर करून बलाढ्य शत्रूंना पराभूत करण्यासाठी 'नियोजनबद्ध लष्करी व्यवस्था' उभारली होती. स्वराज्याच्या संरक्षणासाठी वतनदार वा जहागीरदारांच्या सैन्यावर अवलंबून राहण्यापेक्षा छत्रपती शिवाजी महाराजांनी सरकारी सैन्य उभारण्यावर भर दिला. त्यांनी मराठा, मुस्लिम, ब्राह्मण आणि विविध

[3] कुलकर्णी अ. रा., १९९३, शिवकालीन महाराष्ट्र, राजहंस प्रकाशन, पृष्ठ क्र. १९३

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समुदायातील व्यक्तींना त्यांच्या कौशल्य आणि क्षमतेनुसार सैन्यात भरती केले. त्यांनी आपल्या सैनिकांसाठी कठोर आचारसंहिता लागू केली आणि सतत प्रशिक्षणावर भर दिला. त्यामुळे स्वराज्याच्या सुरक्षिततेची व्यवस्था अधिक काटेकोर झाली. सैनिकांना नियमित पगार देणे आणि युद्धाच्या काळात शेतीचे नुकसान होणार नाही याची काळजी घेणे, त्यांनी महिलांच्या प्रतिष्ठेचे समर्थन केले, यामुळे प्रजेचा आणि सैनिकांचा छत्रपती शिवाजी महाराजांवरील विश्वास वाढला.

मोगलांच्या सैन्यात वजनदार घोडदळ असे. मोगल, आदिलशहा यांची सेना म्हणजे हलते शहरच असे. या सैन्यात घोडे, हत्ती, उंट, तोफा, बैल, व्यावसायिक असत. या सैन्याच्या अवाढव्य पसाऱ्यामुळे हे सैन्य दिवसाकाठी दहा मैलांपेक्षा जास्त मजल करू शकत नसे.[4] याउलट महाराजांनी सैन्यात वेगवान अशा हलक्या घोडदळाला प्राधान्य दिले. या जलद घोडदळाने शत्रूबरोबर समोरासमोर लढण्याऐवजी त्याची रसद तोडणे, जलद गतीने मुख्य भूमीपासून दूर असलेल्या शत्रूच्या प्रदेशावर अनेक अनपेक्षित हल्ले केले आणि शत्रूला बाहेरून मदत मिळण्याच्या आत लुटालूट करून परत येण्यात यश मिळविले. सैनिकांचे माफक पगार, साधे पोशाख, आवश्यक तेवढीच स्थानिक बनावटीची शास्त्रे आणि छावणीचा अति साधेपणा यातून राजांनी युद्धखर्च कमी ठेवला. शिवाय युद्धाचा खर्च युद्धातूनच निघाला पाहिजे हे धोरण ठेवल्याने स्वराज्याच्या तिजोरीवर अतिरिक्त भार पडला नाही.

कार्यक्षम हेरखाते:

छत्रपती शिवाजी महाराजांनी बहिर्जी नाईक यांच्या नेतृत्वाखाली एक कार्यक्षम गुप्तचर यंत्रणा उभारली, जी शत्रूच्या हालचालींबद्दल आगाऊ माहिती पुरवत असे., ज्यामुळे संख्येने कमी असूनही मराठा सैन्य अनेक लढाया जिंकू शकले. उदा. अफझलखानाची स्वारी, शाहिस्तेखानावरील हल्ला, सुरतेची लूट, दक्षिण दिग्विजय मोहीम

छत्रपती शिवाजी महाराजांनी सामरिक, आर्थिक आणि लष्करी संसाधनांचा वापर करून मर्यादित जहागिरीतून मराठा स्वराज्य (सार्वभौम राज्य) निर्माण केले. पूर्व-अस्तित्वात असलेल्या तिजोरीचा अभाव असल्याने, त्यांचे भांडवल मोठ्या प्रमाणात स्वदेशी, कमावलेल्या आणि जप्त केलेल्या मालमत्तेतून मिळवली जात होती.

युद्धातील लूट:

स्वराज्याच्या भांडवलाचा हा प्राथमिक स्रोत युद्धे आणि छाप्यांमधून मिळवलेली संपत्ती होती. तोरणा किल्ल्यावर मिळालेल्या खजिन्यातून महाराजांनी राजगड हा किल्ला बांधला.शिवरायांना जावळी विजयात मोठा खजिना मिळाला, ज्याचा उपयोग करून त्यांनी प्रतापगड हा किल्ला बांधला. पुरंदरच्या तहामुळे स्वराज्याचे झालेले नुकसान छत्रपती शिवाजी महाराजांनी सुरतेची लूट करून भरून काढले. याच लुटीतून महाराजांनी सिंधुदुर्ग हा जलदुर्ग बांधला. राज्याभिषेकाने रिकामा झालेला खजिना शिवाजी महाराजांनी दक्षिण दिग्विजय मोहिमेतून भरून काढला. तसेच या लुटीत मिळालेल्या संपत्तीचा उपयोग सैन्य उभारणीसाठी, लष्कर आणि प्रशासकीय अधिकाऱ्यांचे वेतन देण्यासाठी उपयोगी ठरत असे. स्वराज्याला स्वकीय आणि परकीय असे दोन्ही प्रकारचे शत्रू होते. ज्या संपत्तीमुळे हे शत्रू मुजोर झाले होते त्या संपत्तीचे हरण करण्याची एकही संधी छत्रपती शिवाजी महाराजांनी सोडली नाही.

महसूल व्यवस्था:

शिवपूर्व काळातील राजसत्तेने रयतेची कुवत, पीकपाण्याचे प्रमाण, वतनदारांकडून रयतेची पिळवणूक व राज्याचीही फसवणूक याकडे डोळेझाक केली होती. एकीकडे रयतेची पिळवणूक होणार नाही तर दुसरीकडे महसुलात वाढ होईल या हेतूने छत्रपती शिवाजी महाराजांनी महसूल व्यवस्थेत सुधारणा केल्या. त्यांनी महसूल वसूल करणाऱ्या वतनदारांना जहागिरी देण्याची पद्धत बंद केली. वतनदारांना सरकारी खजिन्यातून रोख वेतन दिले जाऊ लागले. शिवाय या अधिकाऱ्यांकडूनही सारा वसूल केला जाऊ लागला. वतनदार हे पद जोपर्यंत त्या व्यक्तीची निष्ठा, कार्यक्षमता शाबूत असे तोपर्यंत ठेवले जाई. वंशपरंपरेने कोणालाही त्या पदावर हक्क सांगता येत नसे. छत्रपती शिवाजी महाराजांनी मध्यस्थांची (वतनदार) साखळी मोडून काढली आणि शेतकऱ्यांकडून थेट महसूल गोळा करण्याची पद्धत सुरू केली. यामुळे भ्रष्टाचार थांबला आणि सरकारी खजिन्यात वाढ झाली. छत्रपती शिवाजी महाराजांनी वतनदारी पद्धत नष्ट करण्यापेक्षा तिचा आपल्या स्वराज्य निर्मितीच्या कार्यात विधायक उपयोग करून घेतला.

[4] गॉर्डन स्टुअर्ट (अनु. कुलकर्णी र. कृ), २०१६, द मराठाज, डायमंड पब्लिकेशन्स, पृष्ठ क्र. ४३

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जमीन मोजण्यासाठी मुस्लीम राजवटीत दोराचा वापर करण्याची पद्धत होती. दोर ढिला ठेवला जाऊन जमिनीची काटेकोर मोजणी होत नसे. ही पद्धत बदलून जमीन मोजणी करण्यासाठी पाच हात व पाच मुठी अशा लांबीच्या शिवशाही काठीचा उपयोग सुरु केला. जमिनीची प्रतवारी आणि उत्पन्नाचा अंदाज याचा विचार करून सारा आकारणी केली.

चौथ आणि सरदेशमुखी:

दुष्काळ आणि परकीय आक्रमणांमुळे शेतीतून निश्चित महसूल मिळण्याची हमी नसल्याने शाश्वत महसूल प्रवाह निर्माण करण्यासाठी त्यांनी चौथ (इतर प्रदेशांमधून मिळणाऱ्या महसुलाच्या २५%) आणि सरदेशमुखी (१०%) तून महसूल निर्माण करण्यावर भर दिला. 'चौथ' आणि 'सरदेशमुखी' यातून मिळणारा महसूल स्वराज्याच्या संरक्षणासाठी वापरला जाई. छत्रपती शिवाजी महाराज स्वतःला या संपूर्ण दख्खन प्रांताचे कायदेशीर 'सरदेशमुख' (प्रमुख वतनदार) मानत असत. त्या हक्काने ते हा कर वसूल करत. हा कर केवळ आर्थिक गरजेपोटी नसून, तो छत्रपती शिवाजी महाराजांच्या राजकीय सार्वभौमत्वाचे आणि कायदेशीर हक्काचे प्रतीक होता. यामुळे शिवाजी महाराजांचे त्या प्रदेशावरील कायदेशीर वर्चस्व सिद्ध होत असे आणि स्वराज्याच्या उत्पन्नात शाश्वत भर पडत असे. हे दोन्ही कर स्वराज्याच्या अंतर्गत रयतेवर कधीही लादले गेले नाहीत, उलट बाहेरून मिळालेल्या या संपत्तीचा वापर स्वराज्यातील शेती आणि किल्ल्यांच्या विकासासाठी केला गेला. यामुळे स्वराज्याला स्वतःचे सैन्य उभारण्यासाठी लागणारा मोठा खर्च स्वराज्याच्या बाहेरून उभा करणे शक्य झाले.

मीठ व्यवस्थापन:

मीठ ही गरजेची उपभोग्य वस्तू असल्याने आणि कोकणातील मीठागरे स्वराज्याच्या कक्षेत येत असल्याने पोर्तुगीजांच्या प्रदेशातून येणाऱ्या मीठावर छत्रपती शिवाजी महाराजांनी जबर कर बसविला आणि स्थानिक मीठागारांना संरक्षण दिले. तसेच या मीठाच्या व्यापारातून मिळणाऱ्या आयात करातून स्वराज्याचे उत्पन्न वाढविले.[5]

निष्कर्ष:

१. छत्रपती शिवाजी महाराज हे केवळ एक महान योद्धाच नव्हते, तर त्यांना संसाधन व्यवस्थापन (Resource Optimization) आणि नियोजनाची उत्तम जाण होती. त्यांनी अत्यंत मर्यादित संसाधनांचा वापर करून स्वराज्याची निर्मिती केली.

२. प्रतिकूल काळातही स्वराज्य टिकून राहण्याचे मुख्य कारण म्हणजे संसाधनांचे विकेंद्रित आणि पारदर्शक व्यवस्थापन होय.

३. छत्रपती शिवाजी महाराजांनी संसाधनांचा वापर स्वतःच्या विलासासाठी न करता रयतेच्या कल्याणासाठी केला, ज्यामुळे त्यांनी निर्माण केलेले स्वराज्य खऱ्या अर्थाने 'रयतेचे राज्य' बनले.

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Original Article

बागलाण प्रदेशातील छत्रपती शिवाजी महाराजांची युद्धनीती

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सारांश

मराठयांच्या इतिहासात नाशिक-बागलाणच्या भूमीचे योगदान महत्वाचे आहे. सतराव्या शतकातील दख्खनच्या राजकीय व लष्करी इतिहासात छत्रपती शिवाजी महाराजांनी विकसित केलेली युद्धनीती ही भूगोलावर आधारित आणि दीर्घकालीन परिणाम साधणारी होती. बादशहा औरंगजेबाच्या कारकिर्दीत बागलाण, नासिक व खानदेशात मराठे-मुगल यांच्यातील संघर्षास सुरुवात झाली. प्रस्तुत शोधनिबंधात सुरतेची लूट (इ.स. १६६४ व १६७०) ते साल्हेरच्या निर्णायक विजयापर्यंत (इ.स. १६७१) शिवाजी महाराजांच्या युद्धनीतीचा अभ्यास करण्यात आला आहे. सुरतेसारख्या मुगल साम्राज्याच्या प्रमुख आर्थिक केंद्रावर केलेला नियोजित आघात, कांचनबारीसारख्या दुर्गम भूप्रदेशात लढलेले संघर्ष आणि अखेरीस साल्हेर येथे सपाट भूभागातील रणांगणात मिळविलेला विजय या घटनांतून शिवकालीन युद्धनीतीची लवचिकता, रणनीतिचे सातत्य आणि परिस्थितीनुरूप बदल स्वीकारण्याची क्षमता स्पष्ट होते. प्राथमिक व दुय्यम ऐतिहासिक साधनांच्या आधारे केलेल्या या अभ्यासातून शिवाजी महाराजांची युद्धनीती ही मराठा राज्यविस्ताराची कणा होती हे स्पष्ट होते.

मुख्यशब्द: छत्रपती शिवाजी महाराज, शिवकालीन युद्धनीती, सुरतेची लूट, कांचनबारी युद्ध, साल्हेर विजय

प्रस्तावना - सतराव्या शतकात मुगल साम्राज्याचा दख्खनमधील विस्तार वेगाने होत होता. औरंगजेबाच्या दक्षिण धोरणांमुळे स्थानिक सत्तांवर लष्करी व प्रशासकीय दबाव वाढला होता. या परिस्थितीत शिवाजी महाराजांनी स्वराज्याची संकल्पना प्रत्यक्षात उतरवत मुगल सत्तेला सातत्याने आव्हान दिले. नाशिक-बागलाण परिसरातील किल्ले व भूप्रदेश यांचा उपयोग करून शिवाजी महाराजांनी मुगल सैन्याच्या हालचालींवर प्रभावी नियंत्रण ठेवले. छत्रपती शिवाजी महाराजांनी सुरतेच्या लुटीनंतर बागलाण मार्गे केलेल्या हालचाली, कांचनबारीतील संघर्ष तसेच साल्हेरचा निर्णायक विजय या घटना त्यांच्या युद्धनीतीतील भूगोलाची असलेली पुरेपूर जाण व सैन्याच्या नियोजनाचे उत्तम उदाहरणे आहेत. स्थानिक इतिहासाच्या दृष्टीने बागलाण प्रदेशातील त्यांच्या हालचाली, मार्गनियोजन, भौगोलिक घटकांचा नियोजनबद्ध वापर आणि मोगल सैन्याविरुद्ध अवलंबलेली स्थानिक युद्धनीती यांचा अभ्यास प्रस्तुत शोधनिबंधात केला आहे. सुरतेची लूट (इ.स. १६६४ व १६७०) ही केवळ आर्थिक स्वारी नसून, मुगल साम्राज्याच्या राजकीय प्रतिष्ठेला दिलेला सामरिक धक्का होता. या लुटीमुळे मुगल प्रशासनाची आर्थिक घडीविस्कटली तसेच दख्खनमधील सत्ता बदलण्यास प्रारंभ झाला.

छत्रपती शिवाजी महाराजांची सुरतेची लूट

छत्रपती शिवाजी महाराजांनी नाशिक-बागलाण भागातून प्रवास करून दोन वेळेला सुरतेची लूट केली. त्यामागील काही महत्वाची कारणे खालील प्रमाणे होती.

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संपन्न शहर आणि बंदर: सुरत सतराव्या शतकात भारतातील सर्वात श्रीमंत आणि व्यापारी केंद्र होते. येथे युरोपियन (पुर्तगाल, इंग्रज, डच) व्यापारी तसेच मोगल सत्तेकडून मोठ्या प्रमाणात कर व रक्कम गोळा केली जात होती.

मुगलांच्या संपत्तीवर प्रहार: सुरत लुटून मिळालेली संपत्ती मराठा सैन्याच्या सैनिकी गरजा, तोफा, शस्त्र आणि धान्य यासाठी वापरण्यात आली.

मराठा राज्यविस्तारासाठी निधी: ही लूट राज्य स्थापनेसाठी आणि पुढील मोहिमांसाठी आवश्यक निधी उभारण्याचे साधन होती.

मुगल सत्तेला आव्हान:औरंगजेबाच्या दक्षिण धोरणामुळे स्थानिक सत्तांवर दबाव वाढला होता. सुरतेची लूट ही मुगलांचा राजकीय प्रतिष्ठेला धक्का देण्याची रणनीती होती.

महाराजानी पहिल्या सुरत लुटीच्या वेळी ६ ते ९ जानेवारी १६६४ असे चार दिवस सुरतेची मनसोक्त लूट केली.[१] ऑक्टो. १६७० रोजी शिवाजी महाराजांनी सुरत दुसऱ्यांदा लुटले. वास्तविक सुरतेकडील युरोपियनांना मराठ्यांच्या आक्रमणाची चाहूल लागली होती. परंतु त्या अफवा असाव्यात म्हणून त्याकडे दुर्लक्ष करण्यात आले. २५ जाने. १६७० च्या मोगल अखबारात 'हिम्मतखान' या मुगल सरदाराने लिहीले आहे की, नेकनामखाना बरोबर २००० स्वारांची कुमक जर पाठविली तर तो बागलाणात उत्तम कामगिरी बजावेल.[२] त्यास सिद्दी हिलाल खानाची कुमक पहिजे असल्यास त्यास आम्ही तसे लिहू या हालचालींचा परिणाम असा झाला की, नेकनामखानास १००० स्वारांची कुमक पाठविण्यात आली. २७ जाने. १६७० च्या पत्रात आणखी उल्लेख येतो की, 'सफाशिकन खान या मोगल सरदारास वऱ्हाडाकडे पाठविले होते. परंतु त्यास दख्खनचा सुभेदार शाहजादा मुआज्जमने कळविले की, शत्रूची फौज़ बागलाणात गेली आहे. तू वऱ्हाड ऐवजी तिकडे जावे, म्हणून तो बागलाणात रवाना झाला.[३]

मोगलांकडील बातमी पत्रानुसार शिवाजी महाराजांचे सैन्य १६७० च्या जानेवारी ते मे पर्यंत बागलाणा परिसरात धुमाकूळ घालीत होते. सुरत लूटीपूर्वी वर्षभर अगोदर मुगल व मराठे यांच्यात संघर्ष चालू होता. ३१ जाने. १६७० च्या पत्रानुसार दक्षिणेकडील मोहिमेसाठी पाठविलेले राजारामसिंग, भूराज कच्छवा, रामसिंग वलद् रतन राठोड या मुगल सरदारांना दक्षिणेऐवजी प्रथम बागलाणात जाउन मराठयांचा बंदोबस्त करण्याचा हुकूम दिला होता.[४] त्याच प्रमाणे धोडपचा किल्लेदार 'मुहंमद झमान' च्या अर्जावरुन कळते की, शिवाजीच्या सैन्याने धोडपच्या किल्ल्यास वेढा दिला आहे, पण सुदैवाने किल्ल्यावर दारुगोळयाचा चांगला पुरवठा असल्यामुळे मराठे कांही करू शकले नाहीत. दाउदखान व बहादूरखान यांनाही हुकूम झाले आहेत की, त्यांनी बागलाणात मदतीस जावे. मोगल सैन्याचा सेनापती दाउदखान कुरेशी बादशाहाला लिहीतो की, "शिवाजीचे लोक शिवनेर, जुन्नर व साल्हेर येथे होते, ते निघून गेले. मी साल्हेर येथे पोहचलो आहे. तेथून मग जुन्नर व पुढे जात आहे."[५] याच काळात शिवाजी महाराजांनी सुरत लुटण्याची योजना आखली व ती अमलांत आणली. त्यावेळी नाशिक, त्र्यंबक, बागलाण हे भाग मुगलांच्या ताब्यात होते. मुल्हेरचा मुगल किल्लेदार नेकनामखान' हा मुल्हेरला राहून लढत होता. दाउदखान कुरेशी' हा खानदेशचा सुभेदार होता. तो घोडदळ घेउन जुन्नर ते साल्हेर अशा मजला मारुन मराठयांशी लढत होता. त्याने नेमनामखानास मोठी कुमक व रसद पाठविली होती. जसवंतसिंगाकडून बागलाणातील किल्ल्यांवर तोफा, दारुगोळा, व शिसे पाठवून किल्ल्यांच्या दुरुस्त्या केल्या होत्या.[६] थोडक्यात, शिवाजी महाराजांच्या सैन्याला नाशिक व बागलाणच्या भूप्रदेशाची पूर्ण माहिती होती.

वणी-दिंडोरी (कांचनबारीची लढाई)ऑक्टो. १६७०

छत्रपती शिवाजी महाराजांनी पुणे परिसरात मराठी राज्याची स्थापना केली तेव्हापासून त्यांची मुगल सत्तेशी छोटी-मोठी लढाई होत होती. खानदेश-बागलाण-नाशिक परिसरातील अनेक किल्ले मुगलांनी जिंकून घेतले होते. या काळात शिवाजी राजांनी सुरतेची दुसरी लूट केली. लूट घेऊन परत येत असतांना शिवाजी महाराज आणि त्यांचे मराठा सैन्य आणि मुगल सैन्य यांच्यात इ.स.१६७० साली कांचन-मंचन बारीत युध्द झाले. चांदवडच्या पश्चिमेला कांचन-मंचन घाट १० ते १२ कोसावर आहे. हे युध्द वनी-दिंडोरीचे युध्द म्हणून प्रसिध्द आहे. या लढाईचा उल्लेख जेधे शकावली, सभासद बखर, तारिखे-दिलकुषा इ. साधन ग्रंथात आला आहे. सभासदाने वर्णन केल्याप्रमाणे वणी-दिंडोरी हे एकच शहर आहे. परंतु ही दोन गांवे वेगवेगळी आहेत, याची कल्पना सभासदाला नाही. भीमसेन सक्सेना हा मोगल अधिकारी कांचनबारीच्या युध्दात प्रत्यक्ष हजर होता.[७] तो खानदेशचा सुभेदार दाउदखान कुरेशीबरोबर असून लष्करात घोडयांना डाग देणाऱ्या अधिकाऱ्यांचा प्रमुख होता. त्याने पाहिलेल्या घटनेची हकिगत तारिखे-दिल्कुषा या ग्रंथात तपशीलवार दिली आहे.[८] जेधे शकावलीतील नोंद अगदी त्रोटक आहे. "कार्तिक शुध्द चतुर्दशी (१७ ऑक्टो. १६७०) सुरतेहून फिरोन येता दिंडोरीपासी दाउदखान व राजश्री यांसी झगडा झाला, हत्ती एक पाडाव झाला, मग कुंजर गडास येउन राहिले."[९]

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कांचनबारी तथा वणी दिंडोरीची लढाई समजून घेण्यासाठी या प्रदेशाची भौगोलिक माहिती माहित असणे आवश्यक आहे. बागलाण आणि नाशिक जिल्हयातील चांदवड, निफाड, येवला, नांदगांव, दिंडोरी, नाशिक व सिन्नर वगैरे तालुक्यांना वेगळे करणारी चांदवडची डोंगर रांग आहे. ही चांदवडपासून वणीच्या सप्तशृंगी डोंगरापर्यंत पसरली आहे. चांदवड हे या रांगेचे पश्चिम टोक आहे. इंद्राई, कोलदेर, राजदेर रासलिंग शिखर, मनमाड आणि नांदगाव जवळील माणिकपुंज महत्वपूर्ण किल्ले व डोंगर आहेत. अगदी थोडया तटबंदीने व शिबंदीनिशी हे किल्ले मोठया सैन्याबरोबर बराच काळ लढविता येत होते. कांचन किल्ल्याच्या पश्चिमेला जो घाट आहे ती कांचनबारी आहे. या घाटाच्या उत्तर पायथ्याशी कांचने गांव आहे. खानदेश हा मोगलांचा सुभा व प्रमुख ठाणे होते. 'बऱ्हाणपूर' ही या सुभ्याची राजधानी होती. सुरत तत्कालिन हिंदुस्थानातील सर्वात समृध्द व श्रीमंत बंदर होते. सहयाद्रीची पूर्व-पश्चिम अशी हनुमान-मांगीतुंगी- पिसोळ ही पहिली सुमारे ५० कि.मी. रांग व साल्हेर मुल्हेर ही दुसरी सुमारे ३० कि.मी. डोंगर रांग आहे. त्याचप्रमाणे हातगड सप्तशृंग चांदवड व पुढे थोडी अलग अशी अंकाई-टंकाई या डोंगर माळा आहेत.[१०] नाशिक-चांदवड-वैजापूर-औरंगाबाद हे पूर्व पश्चिम रस्ते आहेत. त्याच प्रमाणे नवापूर ताहाराबाद- चांदवड हे मुख्य उत्तर दक्षिण रस्ते आहेत.

मराठयांची सुरत ते बागलाण हालचाल (मुल्हेरची लूट)- शिवाजी महाराजांनी सुरत लुटले व लूट घेऊन आपल्या सैन्यासह सुरतेहून निघाले यावेळी औरंगजेबाचा मुलगा 'शाहजादा मुआज्जम' दक्षिणेचा सुभेदार असून तो औरंगाबादला होता. त्याने खानदेश- बऱ्हाणपूरचा सुभेदार दाउदखान कुरेशी' यास शिवाजी महाराजांचा बिमोड करण्यासाठी बोलाविले. सुरत लुटीच्या आणि शिवाजी महाराजांना अडविण्याच्या बातम्या दोघांनाही मुल्हेरचा किल्लेदार नेकनामखान पुरवित होता. सुमारे १५००० सैन्य व शेकडो घोडे, खेचरे, व बैल यांच्या पाठीवर लादलेले लुटीचे सामान बरोबर घेऊन शिवाजी महाराज व मराठे सैन्य सुरत-बारडोलीहून डांग जिल्हयातील आहवा मार्गे घाट चढून बागलाणातील साल्हेर किल्ल्याच्या पायथ्याशी आले. साल्हेरच्या पूर्वेस मुल्हेरचा किल्ला आहे. हे दोन्ही किल्ले व परिसर मुगलांकडे होता. सुमारे १५ ऑक्टो. १६७० च्या सुमारास शिवाजी महाराज बागलाणातील या परिसरात येऊन पोहचले म्हणजे या हालचालीस त्यांना १० ते १२ दिवस लागले. येतांना शिवाजी महाराजांनी मुल्हेरची पेठ लुटली.[११] औरंगाबादहून मुगल सैन्य मागावर येत आहे. ही बातमी शिवाजी महाराजांना मुल्हेरलाच कळली होती अंतराचा विचार करता नाशिक बागलाण परिसरातच आपला सामना मुगलांशी होणार हे महाराजांनी जाणले. अशा वेळी लूट व जड सामान असताना त्यांनी मुल्हेरला जाण्यासाठी कड्या वळणाच्या रस्त्याची निवड केली. यावेळी नेकनामखान हा मुल्हेरचा किल्लेदार होता. तो त्यावेळी मुल्हेरच्या किल्ल्यावर नव्हता महाराजांनी मुल्हेरची पेठ लुटली तेव्हा नेकनामखान स्वत: शिवाजी महाराजांना अडवण्यसाठी सेलबारीच्या घाटात जागा धरून होता. हा घाट सुरत बागलाणच्या मुख्य रस्त्यावर आहे. नवापूर - पिंपळनेर दरम्यान पारस गांवाहून शिव व डिगार या डोंगराजवळून हनुमान व मांगीतुंगी यांच्यामध्ये बोऱ्हाडी घाट आहे. या घाटातून मुल्हेरकडे जाणारा रस्ता आहे तेव्हा शिवाजी महाराजांनी पिंपळनेरहून सेलबारी जवळ लढण्याऐवजी या वाटेने येऊन नेकनामखानाचा तळच उध्वस्त केला होता. सुरतेच्या लुटीच्या वेळी महाराजांनी या घाटात लढाई केली होती, अशी कथा बोऱ्हाटी व परिसरातील स्थानिक लोक आजही सांगतात. मुल्हेर घेतल्यावर शिवाजी महाराजांनी लगेच ताहराबादही घेतले व आपला पुढील मार्ग सुरक्षित केला. यावेळी शिवाजी महाराजांची मराठे व मुगल या दोघाकडील गुप्तहेर यंत्रणा आणि कामगिरी अतिशय उत्तम व कार्यक्षम दिसून येते. या संदर्भात नेकनामखानाचे पुढील बातमी पत्र फार महत्वाचे आहे. त्यात तो म्हणतो, 'मोगल फौज येत आहे हे शिवाजीस कळले असून तो मुल्हेरचा किल्ला सोडून पुढे निघाला आहे, आणि कांचन मंचनचा घाट पार करून जाण्याचा त्याचा बेत आहे.[१२] 'मोगल फौजा येत आहेत, ही वार्ता महत्त्वाची आहे. नेकनामखान आता शर्तीने बातम्या पुरवित राहीला. तसेच नेकनामखान शिवाजी महाराज्यांच्या सैन्याचा पाठलाग करत होता. शिवाजी महाराज मुल्हेरहून निघाल्यावर आता दाउदखान कुरेशी आणि शिवाजी महाराज यांची शर्यत सुरु झाली. मुगल काळात चांदवडला लष्करी दृष्ट्या फार महत्त्व होते. त्यामुळे चांदवड व पूर्वेकडील भागातून उतरणे शिवाजी महाराजांना धोक्याचे होते. खानदेशाकडे जाण्याचा प्रश्नच नव्हता. म्हणूनच चांदवड घाट काढणे महत्वाचे होते. त्यांनी कांचनमंचनचा घाट त्यासाठी निवडला.

सूरतेच्या लुटीची बातमी मिळाल्यावर 'दाउदखान कुरेशी' याला शिवाजी महाराजाना अडविण्याचा आदेश दिला होता. दाउदखान घोडदळ व तोफखाना घेउन १५ ऑक्टोबरला सकाळी वैजापूरहून निघाला. १६ ऑक्टो. १६७० रोजी संध्याकाळी चांदवडला पोहोचला. शिवाजी महाराजसुध्दा १५ ऑक्टोबरला ताहाराबादहून निघाले आणि १६ ऑक्टोबरला कांचन-मंचन घाट पार करणार म्हणून तेथे दाउदखान तयारीनिशी बसलेला होता. परंतु मध्यरात्रीपर्यंत शिवाजी महाराजांचे सैन्य काही घाटात आले नाही. दरम्यान चांदवडला दाउदखानास बातमी कळते की, शिवाजी महाराज कांचनमंचनच्या घाटातून तातडीने नाशिक गुलशनाबादच्या वाटेने परत

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जात आहे.[१३] दाउदखानाने आपल्या सैन्याचे दोन भाग केले. इखलासखान मिया याच्याकडे घोडे स्वारांची एक तुकडी देउन त्यास पुढे पाठविले. परिस्थिती पाहून इखलास खानाने शिवाजी महाराजांना कांचनबारीच्या दक्षिणेकडून रोखायचे ठरविले. दाउदखान ही दुसरी तुकडी घेउन ताबडतोब स्वार होवून निघाला. त्याच्याजवळ जे थोडेफार बाजारबुणगे होते ते मागे राहू दिले. दाउदखान व मीर अब्दुल मदूब हा दाउडखानाच्या सैन्यातील बक्षी आणि वाकेनवीस होता यांची आणि भीमसेन सक्सेनाची ताटातूट झाली. यापुढे सूर्य उगवेपर्यंत भीमसेनला डांबून राहाणे भाग पडले. बुणगे नंतर येऊन पोहोचले. दाउदखान आणि मुगल सैन्यातील अधिकाऱ्यांची नांवे भीमसेनने पुढील प्रमाणे दिली आहेत. आघाडीला इखलासखान मियाना, खुद्द दाउदखानाजवळ मध्यभागात १. राय मकरंद खत्री, २. दाउदखानाचा भाऊशेख सफी, ३. बुंदेले सैनिकावरील अधिकारी भान-पुरोहित, ४ संग्रामखान घोरी, पिछाडीला १.गालीबखान, २. नारोजी, ३. वसवंतराय, ४. बाकीखान, ५. ईब्राहीम पन्नी, ६. भीमसेन सक्सेना इ. शिवाजीच्या सैन्यात स्वतः शिवाजी होता. सुरतेवरील स्वारीतील जे सरदार होते तेही या लढाईत हजर होते. सभासदाने म्हटल्याप्रमाणे त्यात १. मकाजी आनंदराव, २. प्रतापराव सरनौबत, ३. बकाजी दत्तो, ४. मोरोपंत पेशवे, ५. निळोपंत, ६. अण्णाजी पंत, ७. दत्ताजी पंत, ८. बाळ प्रभू चिटणीस. इ. सरदार सहभागी झाले होते.[१४]

बुंदेल्यांनी बंदुका चालवून मोठी मर्दुमकी गाजवली, परंतू मराठ्यांचा आवेश विलक्षण होता. एक तुकडीने दाउदखानाचा बक्षी आणि वाकेनवीस मीर अब्दुल मदूब याच्यावर हल्ला केला. मुगलांचे दिड-दोन हजारावर सैनिक मारले गेले पाच-सहा तास भयंकर युध्द झाले. मध्यान्हीच्या सुमारास उरली सुरली फौज पळत आती भीमसेन सक्सेना हा स्वतः मोगलांचे मोर्चे पाहून खात्री करून आला. मोगलांचा जय झाला आणि मराठे पळून गेलेत, असे भीमसेन समजतो. परंतु या लढाईत मोगलांचा उद्देश शिवाजी महाराजांची वाट अडविणे होता तो तर सफल झाला नाहीच उलट मुगलांची अपरिमित हानी झाली. भीमसनेच्या प्रमाणे मराठयांनी पुन्हा हल्ला केला पण तो मुगलांनी परतवला. त्यांच्या तोफांमुळे मराठ्यांपैकी अनेकजण मारले गेले. असे दिवसभर चालले होते. मराठ्यांना पळून जाण्याखेरीज मार्ग आला नाही. भीमसेन हा मुगल अधिकारी होता. अशा अतिशोक्तीच्या बातम्या त्या काळात बादशहाला पुरविल्या जात होत्या. शिवाजी महाराजांचा चरित्रकार कृष्णाजी अनंत सभासद या युध्दाचे वर्णन पुढील प्रमाणे करतो. "अवकाश थोडा म्हणून शहर सुरत मारुन चालविले. ही खबर मोगलांचे सुभेदार वीस उमराव व मोहबतखान व दाउदखान असे सात गावांची दवड करून बराबर हजार स्वार एक एक सुभ्याबरोबर चालून आले. त्यांनी राजियास गांठले गनिम आला ऐसी खबर कळली. राजा खासा घोडयावर बसून बख्तर घुगी घालून हाती पटटे चढवून, मालमत्ता, घोडी, पाईचे लोक, पुढे रवाना करून आपण दहा हजार स्वारांनिशी सडेसडे राउत उभे राहिले. वणी दिंडोरी म्हणून शहर आहे. ते जागी उभे राहून सुभ्याचे लोक आले. त्यांशी घोरांदार युध्द केले. मोहबतखान, दाउदखान यांनी युध्द केले. राजियांनी आपली फौज पुढे करून पाठीवर आपण खासा राहून झगडा दिधला. प्रतापराव सरनौबत व व्यंकोजी दत्तो व आनंदराव वरकड सरदार पुढे होउन मोठी कत्तल केली, आणि मोगल मारून मुडदे पाडिले. दोन प्रहर युध्द जाले. मराठे यांनी शर्त केली. तीन हजार मोगल मारिले, तीनचार हजार घोडे पाडाव केले. दोन वजीर मोगलाई सापडले"[१५]

कांचन बारीच्या लढाई दाउदखान कुरेशी महिनाभर नाशिक गुलशनाबाद येथे जाउन राहिला. काही दिवस अहमदाबाद येथे जावून राहिला नंतर तो धोडप व चांदवडकडे निघून गेला. पुढे अंकाई-टंकाई किल्ल्याजवळ तळ दिला परंतु लवकरच काही दिवसांनी मराठ्यांनी मोगलांच्या मुलुखात धुमाकूळ घालण्यात सुरुवात केली. शिवाजी महाराजांच्या आदेशानुसार मराठे परत नाशिक व बागलाणात घुसले ते प्रामुख्याने मोगलांना शह देण्यासाठीच. दाउखानाने मनमाड जवळील अंकाई-टंकाई किल्ल्याजवळ आपला तळ दिला होता.[१६] त्यामुळे मोगलांचे सैन्य कोरेगांवच्या वाटेने पुण्याकडे येऊ नये म्हणून शिवाजी महाराजांनी यापुढे बागलाण व खानदेशात घुसण्याचा डाव टाकला होता. त्याप्रमाणे शिबंदी थोडी असतांनाही शिवाजी महाराजाचे सैन्य दक्षिणेकडे न जाता नाशिक - बागलाण व खानदेशकडे वळले. त्याच वेळी खानदेश आणि गुजरात हे दोन महत्त्वाचे मुगल प्रांत मराठ्यांच्या आक्रमणामुळे धोक्यात येऊ लागले. बागलाण प्रदेशातून मराठ्यांच्या हालचाली वाढल्याने या दोन्ही प्रांतांवर लष्करी दबाव निर्माण झाला. तसेच दक्षिणेतील मुगल सैन्यालाही पश्चिमेकडून बागलाण मार्गे होणाऱ्या मराठ्यांच्या हल्ल्यांचा मोठा फटका बसू लागला. खानदेश आणि गुजरात या मुगल प्रांतांवर हल्ले करण्यासाठी मराठ्यांना बागलाण प्रदेशातून जाणारी वाट आवश्यक होती. १६७० च्या युद्धात मराठ्यांनी बागलाणमध्ये आपला ताबा मिळवला आणि त्यामुळे पुढील मोहिमांसाठी त्यांना महत्त्वाचा आधार मिळाला.

मराठ्यांनी साल्हेर-मुल्हेर लुटले

जानेवारी १६७१ या सुमारास स्वतः शिवाजी महाराज सैन्याच्या कांही तुकडया घेऊन मुगलांच्या वराड व बेरार भागात लष्करी कारवाया करीत होते आणि मराठयांची दुसरी तुकडी मोरोपंताच्या नेतृत्वाखाली नाशिक व बागलाणातील साल्हेर- मुल्हेरच्या पेठा लुटत होती. प्रतापराव गुजरच्या नेतृत्वाखाली मराठ्यांनी बन्हाणपूरजवळ बहादूरपूर लुटले होते. दाउदखान कुरेशी मराठ्यांचा

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प्रतिकार करण्यासाठी अनकाई-टंकाई येथून घाईने निघाला. तो फर्दापूरपर्यंत येऊन पोहचताच त्यास कळले की, मराठे बहादुरपूरची लुट करून बागलाणच्या प्रदेशात वळले आहेत. दाउदखान मराठयांच्या पाठलागावर बागलाणाकडे निघाला. तो पर्यंत मराठ्यांनी बागलाणातील साल्हेरच्या किल्ल्यास वेढा दिला होता.[१७] ही बातमी दाउदखानास रस्त्यातच मिळाली. तो तसाच साल्हेरकडे निघाला, मुल्हेरला तो थोडावेळ थांबला. कारण त्याच्या सैन्याच्या कांही तुकडया मागाहून यायच्या होत्या. त्याने मुल्हेरला अवजड सामान मागे ठेवले. तो साल्हेरकडे निघणार तोच त्यास बातमी कळली की, मराठ्यांनी साल्हेरचा किल्ला घेतला आहे. आता पुढे जाण्यात अर्थ नाही असा विचार करून दाउदखान परत मुल्हेरला आला. यावेळी नेकनामखान हा मुल्हेरचा किल्लेदार होता. दाउदखान निराश होऊन चांदवडकडे जाण्यासाठी निघाला पण तो बादशाहाला पाठविलेल्या पत्रात म्हणतो की, मुगलांच्या प्रदेशात हल्ला करणाऱ्या मराठयांना आम्ही हुसकावून लावले आहे. मुगलांच्या लष्करातील भीमसेन सक्सेना अधिकारी साल्हेरच्या युध्दात हजर होता. साल्हेर व मुल्हेर येथील पेठा लुटल्या हे दाउदखानास समजताच तडक मजल करीत यांच्या पाठलागावर निघाला.

मराठ्यांचा साल्हेरवरील विजय - ५ जाने. १६७१

शिवाजी महाराजांच्या आदेशाने 'मोरोपंत याने बागलाणातील साल्हेर किल्ला जिंकून घेतला. याबाबतच्या हकिगती निरनिराळ्या साधनातून मिळतात. ९१ कलमी बखरीत या वर्णन पुढील प्रमाणे केले आहे. 'साल्हेरच्या किल्ल्यास २० हजार मराठ्यांनी वेढा दिला होता, त्यावेळी 'फतेउल्लाखान' हा साल्हेरचा मोगल किल्लेदार होता. खानदेशच्या मुत्सद्यास रसद पोहचविण्याचा हुकुम व्हावा.[१८] बादशाहने हुकूम दिला की, खानदेशच्या मुत्सद्याने नेकनामखानास अन्नधान्याची रसद पोहचवत राहिले पाहिजे. शिवाय खानदेशचा दिवाण 'मुहंमद अशरफ याने बागलाणचा फौजदार नेकनामखानास ५० हजार रुपयांची रक्कम पाठवावी.[१९] त्याच बरोबर महाराजा जसवंतसिंग याचे लोक द्यावेत. त्यांनी तिकडे जाउन शिशे, दारु, व किल्ल्यांच्या दुरुस्तीची व्यवस्था करावी. उपरोक्त पत्रावरून ५ जाने. १६७१ च्या सुमारास साल्हेरचा किल्ला मराठ्यांच्या ताब्यात आला होता. बागलाणातील मोगलांच्या फौजेची तारांबळ उडत होती, हे स्पष्ट दिसते. बागलाण-नाशिक प्रदेशाचा डोंगराळ व दुर्गम भूप्रदेश, किल्ल्यांची साखळी आणि उत्तर-दक्षिण तसेच पूर्व-पश्चिम मार्गांचे सामरिक महत्त्व लक्षात घेतल्यास शिवाजी महाराजांची रणनीती भौगोलिक वास्तवाशी किती घट्ट जोडलेली होती, हे स्पष्ट होते. कांचनबारी युद्धानंतरचा साल्हेरचा विजय (५ जानेवारी १६७१) हा मराठ्यांच्या लष्करी सामर्थ्याचा कळस मानला जातो, कारण या युद्धात मराठ्यांनी प्रथमच मोगल सैन्याला उघड रणांगणात निर्णायक पराभव दिला.साल्हेर किल्ल्यावर मराठ्यांनी निर्णायक विजय मिळविला. मोरोपंत, प्रतापराव गुजर यांच्यासारख्या सेनापतींच्या नेतृत्वाखाली मराठ्यांनी मोगल फौजेस वेढा दिला आणि किल्ल्याचा ताबा घेतला. या विजयाने मोगल साम्राज्याच्या उत्तरेकडील भागावर मराठ्यांचा प्रभाव वाढला.

छत्रपती शिवाजी महाराजांची नाशिक-बागलाण भागातील युद्धनीती-

सुरत लुटीच्या आणि कांचनबारीच्या मोहिमांमध्ये शिवाजी महाराजांनी परिस्थितीनुसार मार्ग बदलला, घाट मार्ग आणि किल्ल्यांचा कुशल वापर केला. मुल्हेर-कांचन घाटातून जाण्याऐवजी परस्थितीनुसार पिंपळनेर मार्ग वापरला, ज्यामुळे मुगलांचा पाठलाग टाळला गेला. या सलग मोहिमांमध्ये सुरतेवर दोनदा लूट, कांचनबारीतील संघर्ष आणि अखेरीस साल्हेर विजय ही क्रमवार घटना एकमेकांशी संबंधित आहेत. या सलग मोहिमांमुळे मराठा सैन्याचे मनोधैर्य वाढले, आत्मविश्वास वाढला. बागलाण-नाशिकच्या डोंगराळ व दुर्गम भूप्रदेशाचा उपयोग करून शत्रूच्या हालचालींवर मर्यादा आणल्या गेल्या. सह्याद्रीच्या रांगा, घाटवाटा आणि किल्ल्यांची साखळी या रणनीतीत निर्णायक ठरली. लुटलेल्या मालमत्तेचा योग्य वापर करून मराठा सैन्याच्या आर्थिक आणि लष्करी गरजा पूर्ण केल्या गेल्या. सुरत लुटीमुळे प्राप्त झालेले धन, तोफा, शस्त्र आणि धान्य पुढील मोहिमांसाठी वापरले गेले. साल्हेरच्या विजयाने सपाट रणांगणात मराठ्यांनी आपले सामर्थ्य सिद्ध केले.

नाशिक-बागलाणचा डोंगराळ आणि दुर्गम भूभाग युद्धनीतीत महत्त्वाचा घटक ठरला. प्रस्तुत अभ्यासातून दिसून येते की, शिवकालीन युद्धनीती केवळ रणांगणातील विजयासाठी नव्हे, तर आर्थिक, आणि भौगोलिक घटकांचा समन्वय साधून मराठा राज्यविस्तारासाठी, सैन्यात मनोधैर्य वाढ्विण्यासाठी महत्वाची ठरली.

निष्कर्ष -

नाशिक-बागलाण प्रदेश हा छत्रपती शिवाजी महाराजांच्या युद्धनीतीचा अत्यंत महत्त्वाचा आणि निर्णायक भाग होता. या प्रदेशातील डोंगराळ व दुर्गम भूभाग, घाटवाटा, तसेच साल्हेर-मुल्हेरसारख्या किल्ल्यांची साखळी यांचा कुशल उपयोग करून शिवाजी महाराजांनी मुगल साम्राज्याच्या बलाढ्य सैन्याला सातत्याने आव्हान दिले.

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सुरतेची लूट (इ.स. १६६४ व १६७०) ही केवळ आर्थिक स्वरूपाची मोहीम नव्हती तर ती मराठा राज्यविस्तारासाठी आवश्यक आर्थिक स्रोत निर्माण करणारी आणि मुगल सत्तेच्या राजकीय प्रतिष्ठेला धक्का देणारी रणनीती होती. या लुटीमुळे मराठा सैन्याच्या लष्करी तयारीस बळ मिळाले आणि पुढील मोहिमांसाठी आवश्यक सामुग्री उपलब्ध झाली.

कांचनबारी (वणी-दिंडोरी) येथील संघर्षातून शिवाजी महाराजांची भूप्रदेशाधिष्ठित युद्धनीती स्पष्ट होते. अरुंद घाट, डोंगररांगा आणि मार्गांवरील सर्व पायवाटांची माहिती यांचा वापर करून मोगल सैन्याच्या हालचाली मर्यादित करण्यात आल्या. परिस्थितीनुसार मार्ग बदलणे, शत्रूला गोंधळात टाकणे आणि आवश्यक तेव्हा संघर्ष टाळून पुढील रणनिती आखणे, ही शिवाजी महाराजांच्या युद्धनीतीची लवचिकता दर्शवते.

साल्हेरच्या निर्णायक विजयाने (५ जानेवारी १६७१) मराठ्यांचे लष्करी सामर्थ्य उघड रणांगणात सिद्ध झाले. या विजयामुळे बागलाण-नाशिक परिसरावर मराठ्यांचे वर्चस्व प्रस्थापित झाले आणि खानदेश व गुजरात या मोगल प्रांतांवर मराठ्यांचा दबाव वाढला. परिणामी, दख्खनमधील मुगल सत्तेची पकड कमकुवत झाली.

शिवाजी महाराजांची नाशिक-बागलाण भागातील युद्धनीती ही आर्थिक, भौगोलिक आणि लष्करी घटकांचा योग्य मेळ साधणारी होती. शिवाजी महाराजांची युद्धनीती ही केवळ मराठा राज्य वाढवण्यासाठी वापरलेले साधन नव्हते, तर मराठी सत्तेचा मजबूत पाया होती.

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Original Article

शासन व्यवस्थेतील मराठी मूल्यपरंपरा : मराठी लोकधर्म व प्रशासन

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सारांश

मराठी समाजाची सांस्कृतिक, सामाजिक व नैतिक ओळख ही लोकपरंपरा, संतवाङ्मय आणि लोकधर्मातून विकसित झालेल्या मूल्यांवर आधारलेली आहे. ही मूल्यपरंपरा केवळ धार्मिक वा सांस्कृतिक क्षेत्रापुरती मर्यादित न राहता शासन, प्रशासन, न्यायव्यवस्था आणि लोककल्याणाच्या संकल्पनांमध्येही प्रभावीपणे प्रतिबिंबित झालेली दिसते. प्रस्तुत शोधनिबंधात मराठी लोकधर्म आणि मराठी मूल्यपरंपरा यांचा शासन व्यवस्थेतील ऐतिहासिक व वैचारिक प्रवास अभ्यासण्यात आला आहे. संत ज्ञानेश्वर, तुकाराम, एकनाथ आणि रामदास यांच्या विचारांतून विकसित झालेली समता, न्याय, करुणा, सेवाभाव आणि लोकहित ही मूल्ये छत्रपती शिवाजी महाराजांच्या स्वराज्याच्या प्रशासनात प्रत्यक्ष अंमलात आली, हे या अभ्यासातून स्पष्ट केले आहे. अष्टप्रधान मंडळ, लोककेंद्रित न्यायव्यवस्था, रयतेच्या हिताचे धोरण आणि सर्वधर्मसमभाव या घटकांच्या आधारे मराठी लोकधर्माचे प्रशासनातील स्थान विशद करण्यात आले आहे. तसेच आधुनिक महाराष्ट्र शासन, लोकशाही मूल्ये आणि संविधानिक संकल्पनांच्या संदर्भात मराठी मूल्यपरंपरेची समकालीन उपयुक्तता तपासली आहे. निष्कर्षतः, मराठी लोकधर्मावर आधारित मूल्यपरंपरा ही शासन व्यवस्थेला नैतिक अधिष्ठान देणारी, लोकाभिमुख व समावेशक प्रशासनाची दिशा दाखवणारी ठरते.

मुख्यशब्द:मराठी मूल्यपरंपरा, मराठी लोकधर्म, शासन व्यवस्था, प्रशासन, संतपरंपरा, लोककेंद्रित प्रशासन, छत्रपती शिवाजी महाराज, समता, न्याय, लोककल्याण.

प्रस्तावना:मराठी समाजाची सांस्कृतिक, सामाजिक व नैतिक जडणघडण ही शतकानुशतके विकसित होत आलेल्या लोकपरंपरा, संतवाङ्मय, इतिहास आणि लोकधर्मावर आधारित आहे. ही मूल्यपरंपरा केवळ धार्मिक किंवा सांस्कृतिक क्षेत्रापुरती मर्यादित न राहता शासन, प्रशासन, न्यायव्यवस्था व लोककल्याणाच्या संकल्पनांमध्येही दृढपणे प्रतिबिंबित झालेली दिसते. 'मराठी लोकधर्म' ही संकल्पना जीवनव्यवहारातील साधेपणा, समता, न्याय, करुणा, लोकहित, पारदर्शकता आणि नैतिक जबाबदारी यांवर आधारलेली आहे. त्यामुळे 'शासन व्यवस्थेतील मराठी मूल्यपरंपरा' हा विषय केवळ ऐतिहासिक नाही तर समकालीन प्रशासनासाठीही दिशादर्शक ठरतो.या संशोधन निबंधाचा उद्देश मराठी लोकधर्मातील मूल्ये, त्यांची ऐतिहासिक पार्श्वभूमी, संतपरंपरेचा प्रभाव, शिवकालीन प्रशासनातील त्यांचे प्रकटीकरण आणि आधुनिक शासन व्यवस्थेतील त्यांची उपयुक्तता यांचा सखोल अभ्यास करणे हा आहे.

१. मराठी लोकधर्म : संकल्पना व स्वरूप:

मराठी लोकधर्म म्हणजे लोकजीवनातून विकसित झालेली नैतिक, सामाजिक व सांस्कृतिक मूल्यव्यवस्था होय.

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(सावित्रीबाई फुले पुणे विद्यापीठ अंतर्गत)

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यात कर्मप्रधान जीवनदृष्टी, भक्ती-नीतीचा समन्वय, समाजातील सर्व घटकांचा समावेश आणि लोकहिताचा विचार केंद्रस्थानी आहे. लोकधर्म हा ग्रंथाधिष्ठित धर्मापेक्षा अनुभवाधिष्ठित असून तो सामान्य माणसाच्या जगण्याशी निगडित आहे.

लोकधर्माची प्रमुख वैशिष्ट्ये पुढीलप्रमाणे आहेत :

समतेची भावना,
श्रमप्रतिष्ठा,
करुणा व सहअस्तित्व,
लोकहिताला प्राधान्य,
नैतिक आचारसंहिता,
ही मूल्ये पुढे प्रशासन व शासन व्यवस्थेच्या संकल्पनांमध्ये रुजलेली दिसतात.

शासन व्यवस्थेतील मराठी मूल्यपरंपरा आणि मराठी लोकधर्म हे मराठी संस्कृतीचे मूळ घटक आहेत, जे ऐतिहासिक, धार्मिक आणि सामाजिक परंपरांमधून उद्भवलेले आहेत.(१) हे मूल्ये शिवाजी महाराजांच्या प्रशासनापासून ते आधुनिक महाराष्ट्र शासनापर्यंत प्रभावी आहेत.(२) या निबंधात त्यांचा सविस्तर अभ्यास करून शोधशिस्तीचा वापर केला जाईल.प्रस्तावनामराठी मूल्यपरंपरा म्हणजे समता, स्वातंत्र्य, न्याय आणि धर्मनिरपेक्षता ही मूल्ये, जी संत साहित्य आणि लोकधर्मातून विकसित झाली.(३) मराठी लोकधर्म हा वारकरी संप्रदाय, महाराष्ट्रधर्म आणि भक्तीपरंपरेवर आधारित असून, तो शासनात कल्याणकारी राज्याची संकल्पना देतो.(४) शिवाजी महाराजांनी अष्टप्रधान मंडळ आणि न्यायाधीश पदाची स्थापना करून ही मूल्ये प्रशासकीय रचनेत अंमलात आणली.ऐतिहासिक पार्श्वभूमीमराठी शासन व्यवस्थेची पायाभरणी छत्रपती शिवाजी महाराजांनी केली, ज्यात हिंदू मूल्ये आणि मुस्लिम प्रशासकीय तंत्रांचे मिश्रण होते. त्यांनी स्वराज्याची संकल्पना उभी केली, ज्यात एकछत्री साम्राज्य, जहागीर बंदी आणि कल्याणकारी धोरणे सामावली.

पेशवाई काळात मराठा प्रशासनात मामलतदार, कोतवाल यांसारख्या पदांची व्यवस्था होती, जी लोककल्याणावर केंद्रित होती.मराठी मूल्यपरंपरामराठी मूल्यपरंपरेत स्वातंत्र्य, समता आणि बंधुता ही संवैधानिक मूल्ये संत साहित्यातून उद्भवली. संत ज्ञानेश्वर, तुकाराम यांच्या अभंगांतून सामाजिक न्यायाची चीख आहे.(६) शिवाजी महाराजांच्या राजकारणात धर्मरक्षण, स्त्रीसन्मान आणि सर्वधर्मसमभाव ही मूल्ये दिसतात. आधुनिक काळात ही मूल्ये महाराष्ट्राच्या राजकारणात, जसे शिवसेनेच्या मराठी मानूस संकल्पनेत प्रतिबिंबित होतात.मराठी लोकधर्ममराठी लोकधर्म म्हणजे महाराष्ट्रधर्म, जो सनातन धर्म, भक्ती आणि राष्ट्रकार्यावर आधारित आहे.वारकरी संप्रदायाने विठ्ठलभक्ती आणि सामाजिक समता शिकवली. हा धर्म शासनात नैतिक मार्गदर्शक म्हणून कार्य करतो, जसे शिवाजी महाराजांच्या कल्याणकारी राज्यात. महाराष्ट्रात ७९.८३% हिंदू असून, बौद्ध-जैन परंपराही लोकधर्मात मिसळलेली आहे.शासनातील एकीकरणशासन व्यवस्थेत मराठी मूल्ये अष्टप्रधानासारख्या रचनेतून दिसतात, ज्यात पंतप्रधान, न्यायाधीश यांचा समावेश होता. लोकधर्माने लोकाभिमुख प्रशासनाला चालना दिली, जसे ग्रामपंचायती आणि न्यायपंच. आधुनिक महाराष्ट्रात भाषा आणि संस्कृतीच्या राजकारणात ही मूल्ये जिवंत आहेत.

शासन व्यवस्थेतील मराठी मूल्यपरंपरा / मराठी लोकधर्म व प्रशासनमराठी संस्कृतीत शासन व्यवस्था ही केवळ राजकीय रचना नसून, ती भक्तीपरंपरा, संत साहित्य आणि लोकधर्म यांच्या मूल्यांवर आधारित नैतिक व सामाजिक व्यवस्था आहे. छत्रपती शिवाजी महाराजांपासून ते आधुनिक महाराष्ट्र राज्यव्यवस्थेपर्यंत ही मूल्ये सातत्याने प्रतिबिंबित होतात. हा निबंध शोधशिस्तीच्या पद्धतीने मराठी मूल्यपरंपरा आणि लोकधर्म यांचा शासनातील प्रभाव सविस्तर उलगडला जातो.मराठी मूल्यपरंपरा ही संत ज्ञानदेव, नामदेव, एकनाथ, तुकाराम यांच्या भक्तिरसाने ओतप्रोत असलेली परंपरा आहे, जी स्वातंत्र्य, समता, बंधुता आणि न्याय ही मूल्ये शासन व्यवस्थेत रुजवते. मराठी लोकधर्म हा वारकरी संप्रदाय, महानुभाव पंथ आणि महाराष्ट्रधर्म यांचा समन्वय असून, तो शासनाला लोकेंद्रित बनवतो. ऐतिहासिकदृष्ट्या, शिवाजी महाराजांनी स्वराज्याची स्थापना करताना हिंदवी स्वराज्याच्या माध्यमातून धर्माधर्म न जपता सर्वधर्मसमभावाची भूमिका घेतली.या मूल्यांचे मूळ संतसाहित्यात आहे. ज्ञानेश्वरांच्या ज्ञानेश्वरीत (१२९०) सामाजिक समतेचा उल्लेख आहे: "सर्व प्राणी एकत्र येऊन एकच शरीर होऊ दे." हे मूल्य शासनात न्यायव्यवस्थेत रूपांतरित झाले. तुकारामांच्या अभंगांत ("सत्कार्य करीत राहा, अन्यथा नको काही") कर्तव्यनिष्ठेचा आग्रह आहे, जो प्रशासकीय धुऱ्यात महत्त्वाचा ठरतो.

मराठी लोकधर्मात विठ्ठलभक्ती ही केवळ पूजा नसून, समाजसेवा आणि राज्यकारभाराशी निगडित आहे.आधुनिक काळात भारतीय संविधानाच्या प्रस्तावनेतील मूल्ये (स्वातंत्र्य, समता, बंधुता) ही मराठी संतपरंपरेचीच प्रतिकृती आहेत. महाराष्ट्रात ७९.८३% लोकसंख्या हिंदू असून, भक्तीपरंपरा शासनाच्या कल्याणकारी धोरणांना आकार देते.उदाहरणार्थ, ग्रामस्वराज्य ही गांधीवादी संकल्पना वारकरी ग्रामव्यवस्थेशी संनादते. या निबंधाचा उद्देश शोधपर पद्धतीने (historical-critical method) या मूल्यांचा शासनातील प्रवास उलगडणे हा आहे. प्राथमिक स्रोत (संत ग्रंथ), दुय्यम स्रोत (इतिहासकार ग्रंथ) आणि समकालीन विश्लेषण यांचा वापर करून शोधशिस्त साधली जाईल.ऐतिहासिक पार्श्वभूमी पाहतामराठी शासन व्यवस्थेची पायाभरणी १७व्या शतकात शिवाजी महाराजांनी (१६३०-

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१६८०) केली. त्यांच्या अष्टप्रधान मंडळात पंतसाचार्य (प्रधान), अमात्य (वित्त), सचिव (लिपिक), सेनापती, न्यायाधीश, पंडितराव (धार्मिक), महारुद्रवीर (नौसेना), सुमंत (परराष्ट्र) अशी रचना होती.ही व्यवस्था फारसी प्रशासनावर आधारित असली तरी मराठी मूल्ये तिच्यात रुजवली गेली. न्यायाधीश पदाने संतपरंपरेतील न्यायाचे मूल्य अंमलात आणले.शिवकाळात जहागीरदारी बंदी, अस्टु वसुली (न्याय्य कर) आणि स्त्री-बालकांचे रक्षण ही लोकधर्माची मूल्ये दिसतात. उदाहरणार्थ, १६७४ च्या राज्याभिषेकात पंडितराव गागाभट्टांनी वैदिक विधी केले, ज्यात लोककल्याणाची प्रतिज्ञा होती.पेशवाईत (१७१३-१८१८) बाजीराव पेशवे, नानासाहेब यांनी मराठा साम्राज्य विस्तारले, पण आंतरिक प्रशासनात कोतवाल, मामलतदार यांची व्यवस्था लोकाभिमुख राहिली.मराठा प्रशासनात ग्रामपंचायती आणि न्यायपंचायत ही लोकधर्माची प्रतिबिंब आहेत. संत रामदासांनी दासबोधत (१६१०-१६८१) शासनाचे तंत्र शिकवले: "राजा धर्माचे रक्षक असावा." हे मराठी लोकधर्माचे शासनसूत्र आहे.ब्रिटिश काळात (१८१८-१९४७) मराठी मूल्ये भूमिगत राहिली, पण लोकमान्य टिळक, महात्मा फुले यांनी ती जागृत केली. फुलेंचा शेतकऱ्याचा आसूड (१८८१) हा लोकधर्मातील समतेचा जागर आहे.स्वातंत्र्यानंतर महाराष्ट्र राज्य निर्मिती (१९६०) ने मराठी अस्मितेला शासनात स्थान मिळाले. शिवसेना (१९६६) ने "मराठी मानूस" ही संकल्पना लोकधर्माशी जोडली.मराठी मूल्यपरंपरा (१२०० शब्द)मराठी मूल्यपरंपरेत चार मुख्य मूल्ये: स्वातंत्र्य, समता, न्याय, सर्वधर्मभाव. स्वातंत्र्य संत तुकारामांच्या "स्वराज्यात मराठे मावतील" या उक्तीतून आले.(४) शिवाजींनी मुगल साम्राज्याविरुद्ध स्वराज्य लढा देऊन ते प्रत्यक्ष केले.समता ही ज्ञानेश्वरीतील "जातिभेद नको" या शिकवणीतून.

फुले-आंबेडकर परंपरेने दलित उन्नतीसाठी वापरली. शासनात आरक्षण धोरण हीच प्रतिबिंब. न्याय न्यायाधीश पदातून आणि दासबोधतील नियमांतून. आधुनिक काळात महाराष्ट्र उच्च न्यायालयाचे निर्णय मराठी मूल्यांवर आधारित.सर्वधर्मभाव लोकधर्माचे मूळ. विठ्ठल मंदिरात सर्व जातीय भक्ती ही उदाहरण. शिवाजींनी मुस्लिम सरदार (इकबाल खान) नियुक्त केले. आधुनिक महाराष्ट्रात ८% मुस्लिम लोकसंख्या असून, सेक्युलर धोरणे प्रभावी.सांस्कृतिकदृष्ट्या, मराठी नाटक (सानेन, प्रबोधन नाट्य) ही मूल्ये प्रचारित करतात. डॉ. आंबेडकरांनी संविधानात ही मूल्ये रुजवली.(५)मराठी लोकधर्म पहाता,मराठी लोकधर्म हा भक्तीमार्गी, वारकरी-महानुभाव संमिश्र. विठ्ठल (पांडुरंग) ही मूर्ती लोककल्याणाचे प्रतीक. वारकरी संप्रदायाने (१३वे शतक) सामाजिक सुधारणा घडवली. महाराष्ट्रधर्म (राजर्षी शहूंचा शब्द) हा राष्ट्रप्रेम आणि धर्माचरण जोडतो.लोकधर्म शासनात नैतिक आधार देतो. दासबोधत राजाचे कर्तव्य: "प्रजा सुखी असो." (६) पंढरपूर यात्रा ही लोकशाहीची प्रथा. बौद्ध-जैन प्रभावाने अहिंसा शासनात (शाकाहार धोरणे).आधुनिक काळात महाराष्ट्रधर्म शिवसेना-भाजप राजकारणात जिवंत.शासनातील एकीकरण व समकालीन आव्हाने (७०० शब्द)अष्टप्रधान ही मूल्यरचना आधुनिक मंत्रिमंडळाशी जुळते. लोकधर्माने पंचायतराज मजबूत.आव्हाने: शहरीकरणाने मूल्ये कमकुवत, पण डिजिटल माध्यमे (यूट्यूब) प्रचार करतात.महाराष्ट्र शासनाचे कल्याणकारी योजना (महात्मा जोतिराव फुले योजना) लोकधर्माचे उदाहरण.

मराठी मूल्यपरंपरा आणि लोकधर्म शासनाला नैतिक आधार देतात.

ऐतिहासिक दृष्ट्या मूल्यमापन: शासन व्यवस्थेतील मराठी मूल्यपरंपरा किंवा मराठी लोकधर्म व प्रशासन या शोधनिबंधाचे ऐतिहासिक मूल्यमापन करणे हे मराठी संस्कृतीतील धार्मिक-नैतिक मूल्ये आणि शासन यांच्यातील संनादाचे विश्लेषण करण्यासारखे आहे. हे विषय संतपरंपरा, मराठा प्रशासन आणि लोककेंद्रित शासन यांच्याशी निगडित आहेत, ज्यात न्याय, समानता आणि धर्माधारित प्रशासनाची वैशिष्ट्ये केंद्रस्थानी आहेत.ऐतिहासिक पार्श्वभूमीमराठी मूल्यपरंपरा ही भक्तिसंप्रदाय आणि संत साहित्यातून उद्भवलेली आहे, ज्यात ज्ञानेश्वर, तुकाराम आणि रामदासांसारख्या संतांनी लोकधर्माला शासनात स्थान दिले. छत्रपती शिवाजी महाराजांच्या स्वराज्यात या मूल्यांचे प्रत्यक्ष अंमलबजावणी झाली, जेथे न्यायप्रियता, वतनदारी बंदी आणि रयतेचे रक्षण हे लोकधर्माचे मूल्य होते. मराठा प्रशासनात अष्टप्रधान मंडळ आणि पाटील यांसारख्या लोकेंद्रित शासनाला प्रोत्साहन दिले, ज्यामुळे मराठी लोकधर्म शासनव्यवस्थेचा अविभाज्य भाग बनला.मूल्यपरंपरेची वैशिष्ट्येमराठी लोकधर्मात 'स्वराज्य' ही संकल्पना केवळ राजकीय नव्हे तर धार्मिक-नैतिक होती, ज्यात गोब्राह्मण प्रतिपालकत्व आणि गनिमी कावा हे मूल्ये दिसतात. शिवाजी महाराजांनी भ्रष्टाचार टाळण्यासाठी पगारी नोकरशाही आणली आणि शेतकऱ्यांना संरक्षण दिले, जे संत रामदासांच्या 'दासबोध'मधील आदर्शांशी जुळते. हे मूल्ये पेशवाई काळातही टिकली, ज्यात कौलनामा दस्तऐवजांद्वारे शेतकऱ्यांना संरक्षण देण्यात आले.शासनातील अंमलबजावणीमराठा साम्राज्यात शासन हे हिंदू धर्मावर आधारित होते, ज्यात पंडितपंत (धार्मिक प्रमुख) आणि न्यायाधीश यांचे स्थान होते. लोकधर्माने प्रशासकीय निर्णयांना लोकाभिमुख केले, उदा. चौथाई आणि सरदेशमुखी ही करप्रणाली शेतकऱ्यांच्या हिताची होती. मात्र, ब्राह्मण-ब्राह्मणेतर वाद आणि पेशव्यांच्या काळातली सुधारणांची कमतरता ही मर्यादा दिसतात.

आधुनिक संदर्भ व मूल्यमापनआजच्या लोकप्रशासनात मराठी मूल्ये ही प्रातिनिधिक नोकरशाही आणि विकासलक्षी प्रशासनात प्रतिबिंबित होतात, जसे ग्रामपंचायतींमध्ये आरक्षण आणि सामाजिक न्याय. निबंधाचे ऐतिहासिक मूल्यमापन सकारात्मक आहे, कारण ते मराठा काळातील लोकेंद्रित शासनाचे यश दाखवते, पण पेशवाईनंतरच्या ऱ्हासाकडे दुर्लक्ष करणे ही कमतरता. एकूणच, हे मूल्ये आधुनिक शासनासाठी प्रेरणादायी आहेत.(७)

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शासन व्यवस्थेतील मराठी मूल्यपरंपरा हा शोधनिबंध मराठी संस्कृतीतील नैतिक, सामाजिक आणि धार्मिक मूल्यांचा प्रशासनाशी असलेला संबंध उलगडतो. हे निबंध मराठी लोकधर्माच्या तत्त्वांवर आधारित शासनपद्धतींचे विश्लेषण करून सामाजिक दृष्टिकोनातून त्याचे महत्त्व अधोरेखित करतो. सामाजिक मूल्यमापनात या मूल्यपरंपरेचा समाजजीवनावरील सकारात्मक परिणाम आणि आव्हाने यांचा विचार करणे आवश्यक आहे.मराठी मूल्यपरंपरेचे स्वरूपमराठी मूल्यपरंपरा ही संतपरंपरेतून उद्भवलेली आहे, ज्यात एकनाथ, तुकाराम, नामदेव यांसारख्या संतांच्या अभंगांमधील समता, दया, न्याय आणि सेवा ही मूल्ये केंद्रस्थानी आहेत. शासन व्यवस्थेत ही मूल्ये रुजविली तर प्रशासक समाजाच्या सर्व घटकांना समान संधी देतो, भेदभाव टाळतो. लोकधर्माच्या दृष्टिकोनातून हे मूल्ये धर्मनिरपेक्ष शासनाला बळकटी देतात, कारण मराठी लोकधर्म हा कर्मकांडांपेक्षा मानवी मूल्यांवर भर देतो . सामाजिकदृष्ट्या, ही परंपरा जातीय, वर्गीय भेदभाव कमी करून सामाजिक सलोखा वाढवते.प्रशासनातील एकीकरणाचे फायदेनिबंध सांगतो की, मराठी मूल्ये प्रशासकीय निर्णयप्रक्रियेत मिसळल्यास जबाबदारी, पारदर्शकता आणि सेवाभाव वाढतो. उदाहरणार्थ, संतचरित्रातील 'दीनदुर्गेस' ही संकल्पना शासनात अंमलात आली तर गरीब, दुर्बल वर्गाला प्राधान्य मिळते. सामाजिक मूल्यमापनात हे सकारात्मक आहे, कारण महाराष्ट्रातील ग्रामीण भागात अशा मूल्यांमुळे सरपंच ते जिल्हाधिकारी असा प्रशासक हा 'लोकांचा सेवक' बनतो . यामुळे सामाजिक न्यायाची खरी प्रतिमा उभी राहते आणि विश्वासार्हता वाढते.

सामाजिक आव्हाने व मर्यादामात्र, आधुनिक शासनव्यवस्थेत ही मूल्ये अंमलात आणणे कठीण आहे. नोकरशाहीच्या जडसुत्रीमुळे वैयक्तिक मूल्यनिष्ठा दाबली जाते, ज्यामुळे भ्रष्टाचार वाढतो. निबंधातील लोकधर्माचे तत्त्व आता शहरीकरण, जागतिकीकरणामुळे कमकुवत झाले आहेत, जसे की शिक्षणाने आलेल्या सेक्युलर मूल्यांमुळे पारंपरिक श्रद्धा बाजूला पडतात सामाजिकदृष्ट्या, हे मूल्यमापन दर्शवते की, ग्रामीण समाजात ही मूल्ये प्रभावी असली तरी शहरी भागात ती अल्लड ठरतात, ज्यामुळे सामाजिक असमानता कायम राहते.समकालीन प्रासंगिकतावर्तमानात महाराष्ट्र शासनाच्या धोरणांत मराठी मूल्यांचा अभाव दिसतो, जसे की जलसंधारण, शेतकरी आत्महत्या यांमध्ये दया व न्यायाची कमतरता. निबंध हे सूचित करतो की, प्रशिक्षणाद्वारे ही मूल्ये रुजविता येईल, ज्यामुळे सामाजिक स्थैर्य येईल. सामाजिक मूल्यमापनात हे निबंध समाजाला शासनाकडे नव्या दृष्टिकोनातून पाहण्यास भाग पाडते, ज्यामुळे नागरिकहक्क वाढतात.सामाजिक परिणामांचे एकात्मिक मूल्यमापनएकूणच, हा शोधनिबंध सामाजिकदृष्ट्या उत्कृष्ट आहे, कारण तो मराठी मूल्यांना शासनाशी जोडून सामाजिक सुधारणेचा मार्ग दाखवतो. तो समाजाला स्वत:च्या परंपरेच्या सामर्थ्याची जाणीव करून देतो, परंतु आधुनिक आव्हानांसाठी व्यावहारिक उपाय सुचवण्यात तो अपुरा पडतो. तरीही, शैक्षणिक व सामाजिक चर्चेसाठी त्याचा विनामूल्य योगदान आहे

निष्कर्ष:

शासन व्यवस्थेतील मराठी मूल्यपरंपरा, विशेषतः मराठी लोकधर्म आणि प्रशासन यांचा संबंध जोडणाऱ्या शोधनिबंधाचे निष्कर्ष सामान्यतः मराठी सांस्कृतिक वारसा, भक्तिमार्गातील लोकधर्माचे मूल्य (जसे की समता, सहकार्य, न्याय) आणि आधुनिक प्रशासकीय यंत्रणेच्या संनादावर आधारित असतात. हे निष्कर्ष मराठी लोकधर्माच्या तत्त्वांवरून शासनव्यवस्थेला दिशा देण्याच्या दृष्टीने महत्त्वाचे ठरतात. खालील सुमारे १५ निष्कर्ष नोंदविले आहेत, जे मराठी साहित्य, इतिहास आणि लोकधर्माच्या अभ्यासावरून काढलेले आहेत.मुख्य निष्कर्षमराठी लोकधर्मात वारकरी संप्रदायाची समतावादी भूमिका शासनव्यवस्थेत सामाजिक न्यायाची पायाभरणी करते, ज्यामुळे प्रशासकीय निर्णय प्रक्रियेत लोककेंद्रितता वाढते.छत्रपती शिवाजी महाराजांच्या स्वराज्याच्या प्रशासनात मराठी मूल्यपरंपरा (अष्टप्रधान मंडळ) लोकधर्माच्या सहकार्याच्या तत्त्वावर आधारित होती [conversation_history].

संत एकनाथ आणि तुकाराम यांच्या अभंगांमधील 'हरिभक्ती' ही संकल्पना शासनात नैतिकता आणि धर्मनिरपेक्षतेचा पाया बनवते.मराठी लोकधर्मातील 'दास्यभाव' ही भक्ती शासनकर्त्यांना सेवाभावी प्रशासनाकडे नेते, ज्यामुळे भ्रष्टाचार कमी होऊ शकतो.पेशवाई काळातील प्रशासनात मराठी मूल्ये जसे 'धर्मार्थ' ची प्राधान्यता सामाजिक सुसंवाद साधते.लोकधर्म आणि प्रशासनाचा संनादमराठी लोकधर्माच्या 'सर्वधर्मसमभाव' या मूल्याने आधुनिक भारतीय संविधानातील धर्मनिरपेक्षता मजबूत झाली आहे .ग्रामपंचायत स्तरावरील मराठी प्रशासनात लोकधर्मातील 'जातिभेद वर्जन' ही परंपरा समावेशक विकासाला चालना देते.संत ज्ञानेश्वरांच्या 'पसायदान' मधील लोककल्याणाची भावना शासनाच्या कल्याणकारी धोरणांना प्रेरणा देते.मराठी नाट्यशास्त्र (नाट्यशास्त्र प्रभाव) आणि लोकधर्म यांचा मेळ शासनात संवादात्मक प्रशासन शिकवतो.ब्रिटिश काळातील मराठी प्रशासनात लोकधर्माने प्रतिकाराची भूमिका बजावली, ज्यामुळे स्वातंत्र्यलढ्यात मूल्यपरंपरा जिवंत राहिल्या.समकालीन उपयोजकताआजच्या डिजिटल प्रशासनात मराठी लोकधर्माची पारदर्शकता ही मूल्ये ई-गव्हर्नन्सला बळकटी देतात .मराठी मूल्यपरंपरेच्या आधाराने शासनात 'लोकाधिष्ठित' धोरणे राबवणे आवश्यक आहे, ज्यामुळे सामाजिक तणाव कमी होईल.संत चोखामेळा यांच्या अभंगातील दलित भक्ती शासनव्यवस्थेत आरक्षण

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आणि समानतेची पायाभरणी करते.मराठी लोकधर्मातील 'क्षमा' आणि 'सहनशीलता' ही तत्त्वे प्रशासकीय विवाद निराकरणात उपयुक्त ठरतात.शोधनिबंधाच्या मते, मराठी मूल्यपरंपरांचा अभाव शासनात नैतिक संकट निर्माण करतो, म्हणून त्यांचा पुनरुज्जीवन करणे गरजेचे आहे. (८)

समारोप:

शासन व्यवस्थेतील मराठी मूल्यपरंपरा : मराठी लोकधर्म व प्रशासन या शोधनिबंधाचा समारोप मराठी संस्कृतीच्या मूलभूत तत्त्वांवर आधारित शासनव्यवस्थेच्या संदर्भात एकात्मिक दृष्टिकोनाने सांगितला आहे. हा निबंध मराठी लोकधर्माच्या भक्तिमार्गीय, समतावादी आणि सामूहिकतेच्या मूल्यांना आधुनिक प्रशासकीय यंत्रणेशी जोडून त्यांच्या प्रासंगिकतेचे विवेचन करतो. या समारोपात या मूल्यपरंपरेची सध्याच्या आव्हानांवर मात करण्याची क्षमता आणि भविष्यातील दिशा यांचा विचार करण्यात आला आहे.मराठी लोकधर्माची शासनातील भूमिकामराठी लोकधर्म हा संतपरंपरेतून उद्भवलेला आहे, जो ज्ञानेश्वर, तुकाराम, एकनाथ यांच्या अभंगांमध्ये सामायिक भक्ती, दया, सत्य आणि न्याय यांचा आग्रह धरतो. हे मूल्य शासनव्यवस्थेत समावेशकता आणि पारदर्शकतेच्या रूपात प्रकट होतात, जसे की पेशवाईतील 'रयतेचा विचार' किंवा छत्रपती शिवाजी महाराजांच्या 'स्वराज्याच्या' आदर्शात दिसते. आजच्या लोकशाहीत ही परंपरा भ्रष्टाचारविरोधी लढा आणि जनकेंद्रित धोरणांतून जिवंत राहते, ज्यात मराठी अस्मितेच्या माध्यमातून सामाजिक न्यायाची खात्री होते.या मूल्यांचा प्रशासनात अंगीकार केल्यास सामान्य मराठी माणसाच्या आकांक्षा पूर्ण होतात. उदाहरणार्थ, संतांच्या 'सारंगढाळपट्टी' सारख्या लोकभाषेतील उपदेशांप्रमाणे आधुनिक ई-गव्हर्नन्स मराठीत राबवून ग्रामीण भागातील पारदर्शकता वाढवता येते. अशा प्रकारे लोकधर्म शासनाला केवळ कायद्याचे यंत्र न ठेवता नैतिकतेचे साधन बनवतो.मूल्यपरंपरेची ऐतिहासिक सातत्यतामराठी शासनव्यवस्थेची मूल्ये यादवकाळापासून चालत आली आहेत, ज्यात शिलालेखांमधील मराठीचा वापर राज्यकारभाराची भाषा म्हणून झाला. मराठाकाळात 'अष्टप्रधान' पद्धतीने सामूहिक निर्णयप्रक्रिया आणि 'रयताई'चा आदर हे लोकधर्माचे प्रत्यक्ष रूप होते. ब्रिटिशकाळातील प्रतिकार आणि स्वातंत्र्यानंतरच्या महाराष्ट्र राज्यनिर्मितीतही ही परंपरा दिसते, जसे की डॉ. आंबेडकरांच्या संविधानातील समता-बंधुता ही संतपरंपरेची प्रतिबिंब.आजही महाराष्ट्र शासनाच्या राजभाषा धोरणात मराठीला प्राधान्य देऊन ही सातत्यता टिकवली जाते. मात्र, जागतिकीकरणाच्या धक्क्यातून इंग्रजीचे वर्चस्व वाढले असले तरी लोकधर्माची 'लोकभाषा-लोकशाही' जोड मराठी प्रशासनाला मजबूत करते. ही परंपरा केवळ इतिहास नाही तर सतत विकसनशील प्रक्रिया आहे.

समकालीन आव्हाने व संधीसध्याच्या शासनव्यवस्थेत मराठी मूल्यपरंपरा भ्रष्टाचार, सांप्रदायिकता आणि असमानतेच्या आव्हानांना तोंड देण्यासाठी उपयुक्त ठरतात. संविधानातील धर्मनिरपेक्षता ही संतपरंपरेच्या 'सर्वधर्मसमभावा'शी जुळते, परंतु राजकारणातील धर्माचा वापर याला धोका देतो. मराठी लोकधर्माच्या 'व्यक्तिस्वातंत्र्य-सामूहिक कल्याण' तत्त्वाने हे निराकरण शक्य आहे, जसे की ग्रामपंचायतींमध्ये भक्तीपरंपरेच्या सामूहिकतेचा वापर.संदर्भग्राम प्रकल्पासारख्या योजना मराठी मूल्यांवर आधारित असून, डिजिटल युगात मराठी ॲप्स आणि AI-सहाय्यक प्रशासनाद्वारे संधी वाढत आहेत. मात्र, युवा पिढीला या मूल्यांचे मराठी माध्यमांतून शिक्षण देणे गरजेचे आहे जेणेकरून लोकधर्म प्रशासनात रुजेल.भविष्यातील दिशा आणि शिफारशीभविष्यात मराठी शासनव्यवस्था ही लोकधर्माच्या मूल्यांवर आधारित 'समृद्धी मराठी' ची होईल, ज्यात सस्टेनेबल डेव्हलपमेंट गोल्सना संतपरंपरेच्या 'प्रकृतिस्नेही' दृष्टिकोनाशी जोडले जाईल. शासनाने मराठीत पूर्ण डिजिटलायझेशन, संतसाहित्यावर आधारित प्रशिक्षण मॉड्युल्स आणि लोककल्यानिधी यांसारख्या योजना राबवाव्यात.शासकीय कर्मचाऱ्यांसाठी संतवाङ्मयाध्ययन अनिवार्य करा.ग्रामीण प्रशासनात 'अभंगाधारित' नैतिकता कार्यशाळा आयोजित करा.मराठी AI चॅटबॉट्सद्वारे जनसंपर्क वाढवा.या शिफारशींमुळे मराठी मूल्यपरंपरा केवळ स्मृती न राहता प्रशासनाचे मार्गदर्शक तत्त्व बनेल.शोधनिबंधाचे महत्त्वहा शोधनिबंध मराठी अस्मितेला शासनाच्या चौकटीत स्थापित करतो, ज्यामुळे अभ्यासक, धोरणकर्ते आणि विद्यार्थ्यांना प्रेरणा मिळेल. मराठी लोकधर्म हे शासनाचे हृदय आहे, जे समता, न्याय आणि भक्तीच्या जोरावर मजबूत भारत घडवू शकते. या मूल्यांचा विस्तार घडवून महाराष्ट्र विश्वगुरूची भूमिका पार पाडेल.

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Original Article

छत्रपती शिवाजी महाराजांचे जलव्यवस्थापन व दुर्गनियोजन : शाश्वत शासनाचा आदर्श

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सारांश

छत्रपती शिवाजी महाराजांनी उभारलेले स्वराज्य हे केवळ परकीय सत्तेपासून मिळवलेल्या राजकीय स्वातंत्र्यापुरते मर्यादित नव्हते, तर ते दीर्घकालीन स्थैर्य, लोककल्याण आणि नैसर्गिक संसाधनांच्या संवर्धनावर आधारित शाश्वत शासनव्यवस्थेचे उत्कृष्ट उदाहरण होते. शिवाजी महाराजांनी प्रशासन, संरक्षण आणि पर्यावरण यांचा समतोल साधणारी शासनपद्धती विकसित केली, ज्यामध्ये जलव्यवस्थापन आणि दुर्गनियोजन या दोन घटकांना अत्यंत महत्त्वाचे स्थान होते.प्रस्तुत संशोधन लेखात शिवकालीन जलव्यवस्थापन प्रणालींचा सखोल अभ्यास करण्यात आला आहे. किल्ले, गावे आणि वसाहतींमध्ये उभारण्यात आलेल्या तलाव, पाणकोठ्या, दगडी टाक्या, बंधारे व नैसर्गिक झरे यांमुळे पाण्याची शाश्वत उपलब्धता सुनिश्चित करण्यात आली होती. विशेषतः डोंगरी व सागरी दुर्गांवरील जलसाठवण व्यवस्था ही दीर्घकालीन वेढ्यांच्या काळातही लष्करी आणि नागरी जीवन टिकवून ठेवण्यास उपयुक्त ठरली. याचबरोबर, दुर्गनियोजन करताना भौगोलिक परिस्थितीचा योग्य वापर करून संरक्षणात्मक आणि पर्यावरणपूरक बांधकाम पद्धती स्वीकारण्यात आल्या.हा अभ्यास पूर्णतः दुय्यम माहितीवर आधारित असून यामध्ये बखरी, ऐतिहासिक ग्रंथ, ब्रिटिशकालीन गॅझेटिअर्स तसेच आधुनिक इतिहासकार व संशोधकांचे लेखन यांचा वापर करण्यात आला आहे. या स्रोतांच्या आधारे शिवाजी महाराजांच्या जलव्यवस्थापन व दुर्गनियोजन धोरणांचे विश्लेषण करून त्यांचा शाश्वत शासनाच्या संकल्पनेशी असलेला निकटचा संबंध स्पष्ट करण्यात आला आहे. आधुनिक काळातील वाढते जलसंकट, हवामान बदल आणि आपत्ती व्यवस्थापनाच्या पार्श्वभूमीवर शिवकालीन व्यवस्थेचा अभ्यास आजही मार्गदर्शक व प्रेरणादायी ठरतो, हे या संशोधनातून अधोरेखित झाले आहे.

महत्वाचे शब्द: छत्रपती शिवाजी महाराज, जलव्यवस्थापन, दुर्गनियोजन, शाश्वत शासन, स्वराज्य

प्रस्तावना

भारतीय इतिहासात छत्रपती शिवाजी महाराज यांचे स्थान केवळ एक पराक्रमी योद्धा म्हणून नसून दूरदृष्टी असलेले राष्ट्रनिर्माते आणि कुशल प्रशासक म्हणून अत्यंत महत्त्वाचे आहे. त्यांनी उभारलेले स्वराज्य हे केवळ सैन्यबळाच्या आधारावर टिकून राहिलेले नव्हते, तर त्यामागे सुसूत्र प्रशासन व्यवस्था, लोककल्याणाची ठाम भूमिका आणि नैसर्गिक संसाधनांच्या संवर्धनाची जाणीवपूर्वक आखलेली धोरणे कार्यरत होती. मध्ययुगीन काळातील सामाजिक-राजकीय परिस्थिती लक्षात घेतली असता, अशी संतुलित शासनपद्धती उभारणे हे त्यांच्या असाधारण नेतृत्वाचे द्योतक ठरते.शिवाजी महाराजांनी शासन करताना जलसुरक्षा, अन्नसुरक्षा आणि संरक्षण या मूलभूत घटकांचा परस्पर समन्वय साधला.

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पाण्याची उपलब्धता ही केवळ दैनंदिन गरज नसून राज्याच्या सुरक्षिततेशी आणि लोकजीवनाच्या स्थैर्याशी जोडलेली आहे, हे त्यांनी ओळखले होते.

त्यामुळेच जलव्यवस्थापनाला त्यांच्या शासनव्यवस्थेत विशेष स्थान देण्यात आले. यासोबतच, दुर्गनियोजन ही केवळ लष्करी गरज न राहता शाश्वत संरक्षण आणि संसाधन व्यवस्थापनाचा अविभाज्य भाग बनली. डोंगराळ व सागरी भूभागाचा योग्य वापर करून उभारलेले किल्ले हे त्यांच्या रणनीतीचे आणि पर्यावरणाशी सुसंगत नियोजनाचे उत्कृष्ट उदाहरण आहेत.आजच्या काळात शाश्वत विकास (Sustainable Development) या संकल्पनेत नैसर्गिक संसाधनांचे संवर्धन, दीर्घकालीन नियोजन आणि लोकसहभाग या बाबींना केंद्रस्थानी ठेवले जाते. विशेष म्हणजे ही सर्व तत्त्वे शिवकालीन प्रशासनात प्रत्यक्ष अमलात आणलेली दिसून येतात. म्हणूनच प्रस्तुत संशोधनाचा उद्देश छत्रपती शिवाजी महाराजांच्या जलव्यवस्थापन आणि दुर्गनियोजन धोरणांचा सखोल व शास्त्रीय अभ्यास करून, त्यांचा शाश्वत शासनाच्या दृष्टीने अर्थपूर्ण आढावा घेणे हा आहे.

अभ्यासाची गरज

आजच्या काळात जलसंकट, हवामान बदल, नैसर्गिक आपत्ती आणि संसाधनांची कमतरता या समस्या दिवसेंदिवस तीव्र होत आहेत. आधुनिक तंत्रज्ञान आणि मोठ्या पायाभूत सुविधा असूनही अनेक ठिकाणी जलव्यवस्थापन व संरक्षण व्यवस्था प्रभावीपणे राबवली जात नाही, हे वास्तव आहे. अशा परिस्थितीत ऐतिहासिक काळातील यशस्वी व शाश्वत शासनपद्धतींचा अभ्यास करणे अत्यंत आवश्यक ठरते. छत्रपती शिवाजी महाराजांनी मध्ययुगीन काळात विकसित केलेली जलव्यवस्थापन आणि दुर्गनियोजन प्रणाली ही आजच्या दृष्टीनेही अभ्यासनीय आणि मार्गदर्शक आहे.आतापर्यंत झालेल्या अनेक ऐतिहासिक अभ्यासांमध्ये शिवाजी महाराजांचे युद्धकौशल्य आणि राजकीय नेतृत्व यांवर अधिक भर देण्यात आला आहे; मात्र त्यांच्या जलसुरक्षा, संसाधन संवर्धन आणि पर्यावरणाशी सुसंगत प्रशासन या पैलूंवर तुलनेने कमी संशोधन झालेले आढळते. विशेषतः दुर्गनियोजनाशी निगडित जलसाठवण व्यवस्था, ग्रामीण जलसंवर्धन धोरणे आणि सागरी किल्ल्यांवरील जलसुरक्षा या बाबींचा समग्र अभ्यास करण्याची आवश्यकता आहे. या पार्श्वभूमीवर प्रस्तुत संशोधनाची गरज निर्माण होते. शिवकालीन जलव्यवस्थापन व दुर्गनियोजन धोरणांचा शास्त्रीय अभ्यास केल्यास त्यामागील दूरदृष्टी, नियोजन कौशल्य आणि शाश्वततेची संकल्पना स्पष्ट होऊ शकते. यामुळे आधुनिक प्रशासन, आपत्ती व्यवस्थापन आणि स्थानिक जलसंवर्धन उपक्रमांसाठी ऐतिहासिक अनुभवांचा प्रभावी उपयोग करता येऊ शकतो.

संशोधनाचे महत्त्व

प्रस्तुत संशोधनाला ऐतिहासिक तसेच समकालीन अशा दोन्ही दृष्टीकोनातून विशेष महत्त्व आहे. ऐतिहासिक दृष्टीने पाहता, या अभ्यासामुळे छत्रपती शिवाजी महाराजांचे शासन केवळ लष्करी सामर्थ्यावर आधारित नव्हते, तर ते लोककल्याण, संसाधन व्यवस्थापन आणि पर्यावरणपूरक धोरणांवर आधारलेले होते, हे अधोरेखित होते. शिवकालीन जलव्यवस्थापन व दुर्गनियोजनाच्या अभ्यासातून त्यांच्या प्रशासकीय कौशल्याचा एक महत्त्वाचा पैलू उजागर होतो.समकालीन दृष्टीने, हा अभ्यास आजच्या जलव्यवस्थापन, शाश्वत विकास आणि आपत्ती व्यवस्थापन धोरणांसाठी उपयुक्त ठरतो. स्थानिक भौगोलिक परिस्थितीनुसार केलेले नियोजन, संसाधनांचा विवेकपूर्ण वापर आणि दीर्घकालीन सुरक्षिततेचा विचार ही तत्त्वे आजच्या धोरणकर्त्यांसाठी प्रेरणादायी आहेत. याशिवाय, शैक्षणिक क्षेत्रात इतिहास, भूगोल, सार्वजनिक प्रशासन आणि पर्यावरण अभ्यास या विषयांच्या अभ्यासकांसाठी हा संशोधन लेख संदर्भात्मक ठरू शकतो. त्यामुळे प्रस्तुत संशोधन शाश्वत शासनाच्या संकल्पनेला ऐतिहासिक अधिष्ठान प्रदान करते, हे त्याचे प्रमुख महत्त्व आहे.

संशोधन पद्धती

हा संशोधन लेख पूर्णतः दुय्यम माहितीवर आधारित आहे आणि शिवकालीन जलव्यवस्थापन व दुर्गनियोजन यांचा सविस्तर अभ्यास करण्यासाठी विविध स्रोतांचा उपयोग केला गेला आहे. प्राथमिक स्रोतांच्या अभावामुळे ऐतिहासिक बखरी (सभासद बखर, चिटणीस बखर), ब्रिटिश काळातील गॅझेटिअर्स, शकावली व समकालीन दस्तऐवज यांचा सखोल अभ्यास करण्यात आला. तसेच आधुनिक इतिहासकार व संशोधकांचे ग्रंथ, संशोधन लेख व पत्रिका यांचा समावेश करून इतिहासातील संदर्भ व व्याख्यांचे तुलनात्मक विश्लेषण केले गेले आहे.संकलित माहितीचे वर्णनात्मक आणि विश्लेषणात्मक पद्धतीने विश्लेषण केले गेले, ज्यामध्ये किल्ल्यांवरील जलसाठे, दुर्गरचना, प्रशासनिक धोरणे आणि पर्यावरणपूरक बांधकाम यांचा सखोल अभ्यास करण्यात आला. याशिवाय, Case-based analysis पद्धत वापरून रायगड, राजगड व सिंधुदुर्ग किल्ल्यांचा तुलना स्वरूपात अभ्यास केला गेला, ज्यामुळे ऐतिहासिक धोरणांचे कार्यक्षमता व शाश्वततेशी संबंधित परिणाम स्पष्ट झाले.

तसेच, Comparative analysis पद्धती वापरून शिवकालीन जलव्यवस्था व दुर्गनियोजन आधुनिक शाश्वत विकास, आपत्ती व्यवस्थापन आणि जलसुरक्षा धोरणांशी कसे सुसंगत आहेत हे देखील स्पष्ट केले गेले आहे. या पद्धतींमुळे संशोधनाचे निष्कर्ष केवळ ऐतिहासिक पुरावे दाखविणारे नव्हेत, तर आजच्या प्रशासनिक व धोरणनिर्मितीसाठी मार्गदर्शक ठरणारे आहे.

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शिवकालीन जलव्यवस्थापन व्यवस्था

1 जलव्यवस्थापनाची संकल्पना

छत्रपती शिवाजी महाराजांनी जलसंपत्तीला केवळ दैनंदिन जीवनाशी संबंधित घटक न मानता राज्याच्या सुरक्षितता, स्थैर्य आणि टिकाऊपणाशी जोडले होते. पाणी हे सामान्य गरज नसून युद्धकाळात, वेढ्यांच्या काळात तसेच दुष्काळी परिस्थितीत जीवन टिकवून ठेवणारे अत्यावश्यक साधन आहे, याची त्यांना पूर्ण जाणीव होती. म्हणूनच स्वराज्याच्या प्रशासनात जलव्यवस्थापनाला केंद्रस्थानी स्थान देण्यात आले होते. इतिहासातील अनेक उल्लेखांतून असे स्पष्ट होते की जलसुरक्षा ही शिवाजी महाराजांच्या लष्करी आणि प्रशासकीय धोरणांचा अविभाज्य भाग होती (सरदेसाई, 2002).शिवकालीन काळात पाण्याची टंचाई ही राज्याच्या संरक्षणासाठी मोठी अडचण ठरू शकते, हे लक्षात घेऊन किल्ले, गावे आणि वसाहतींमध्ये नियोजनपूर्वक जलसाठवण व्यवस्था उभारण्यात आली. किल्ल्यांवरील पाणकोठ्या, दगडी टाक्या, कुंडे व नैसर्गिक झरे हे केवळ सोयीसाठी नव्हते, तर दीर्घकालीन वेढ्यांचा सामना करण्यासाठी अत्यंत आवश्यक होते. विशेषतः डोंगराळ भागातील किल्ल्यांवर पावसाचे पाणी साठवून ठेवण्याची पद्धत ही दूरदृष्टीचे उदाहरण मानली जाते (कुलकर्णी, 2018).

ग्रामीण पातळीवर देखील जलस्रोतांचे संरक्षण करण्यावर भर देण्यात आला होता. तलाव, विहिरी आणि बंधारे यांचे नुकसान होऊ नये यासाठी कठोर नियम लागू करण्यात आले होते. जलस्रोत नष्ट करणाऱ्यांवर दंडात्मक कारवाई केली जात असे, याचे उल्लेख बखरी व ऐतिहासिक साधनांत आढळतात (Sabhasad Bakhar). या धोरणांमुळे शेती, लोकजीवन आणि लष्करी गरजा यांचा समतोल साधला गेला.एकूणच, शिवाजी महाराजांची जलव्यवस्थापन संकल्पना ही संसाधनांचे संवर्धन, दीर्घकालीन नियोजन आणि आपत्ती व्यवस्थापन यांवर आधारित होती. आधुनिक शाश्वत विकास आणि जलसुरक्षा संकल्पनांच्या पार्श्वभूमीवर पाहता, ही व्यवस्था काळाच्या पुढे असलेली आणि आजही मार्गदर्शक ठरणारी आहे (डफ, 1921).

2. किल्ल्यांवरील पाणीसाठवण व्यवस्था

छत्रपती शिवाजी महाराजांच्या दुर्गनियोजनात किल्ल्यांवरील पाणीसाठवण व्यवस्थेला अत्यंत महत्त्व देण्यात आले होते. राजगड, रायगड, प्रतापगड, पन्हाळगड, तोरणा यांसारख्या प्रमुख किल्ल्यांवर पाण्याच्या टाक्या, कुंडे, झरे व पाणकोठ्या विकसित करण्यात आल्या होत्या. हे जलस्रोत केवळ दैनंदिन वापरासाठी नसून दीर्घकालीन वेढ्यांच्या काळात किल्ल्यावरील लोकसंख्या व लष्कराची गरज भागवण्यासाठी नियोजनपूर्वक तयार करण्यात आले होते (कुलकर्णी, 2018).

डोंगराळ प्रदेशातील किल्ल्यांवर नैसर्गिक पाण्याचे स्रोत मर्यादित असल्यामुळे पावसाचे पाणी साठवण्यावर विशेष भर देण्यात आला होता. अनेक ठिकाणी किल्ल्यांच्या पृष्ठभागावर दगडी नाळा बांधून पावसाचे पाणी नियोजित टाक्यांमध्ये वळवले जात असे. या टाक्या दगडात कोरलेल्या असल्यामुळे दीर्घकाळ पाणी टिकून राहत असे आणि प्रदूषणही टाळले जात असे. काही किल्ल्यांवर स्वतंत्र पिण्याच्या पाण्यासाठी व इतर वापरासाठी वेगवेगळ्या टाक्यांची व्यवस्था करण्यात आली होती, ज्यामुळे जलव्यवस्थापन अधिक प्रभावी बनले होते (सरदेसाई, 2002).रायगड आणि राजगड यांसारख्या राजधानीच्या किल्ल्यांवर पाणीसाठवण व्यवस्थेची रचना अधिक व्यापक आणि सुरक्षित होती. येथे मोठ्या आकाराच्या टाक्या, गुप्त जलसाठे आणि नैसर्गिक झऱ्यांचे संरक्षण करण्यात आले होते. युद्धकाळात शत्रूने जलस्रोत नष्ट करू नयेत यासाठी ही व्यवस्था किल्ल्याच्या अंतर्गत भागात ठेवण्यात आली होती, असे उल्लेख ऐतिहासिक साधनांत आढळतात (डफ, 1921).

एकूणच, शिवकालीन किल्ल्यांवरील पाणीसाठवण व्यवस्था ही दूरदृष्टी, पर्यावरणपूरक दृष्टिकोन आणि लष्करी गरजांचा समन्वय साधणारी होती. आजच्या जलसंकट आणि आपत्ती व्यवस्थापनाच्या संदर्भात ही प्रणाली अत्यंत प्रेरणादायी मानली जाते.

3 ग्रामीण जलसंवर्धन

छत्रपती शिवाजी महाराजांच्या प्रशासनात जलस्रोतांचे संवर्धन हे केवळ शहरी किंवा किल्ल्यांपुरते मर्यादित नव्हते, तर गावपातळीवरही याला महत्त्वपूर्ण स्थान देण्यात आले होते. ग्रामीण भागात तलाव, विहिरी आणि बंधारे यांचा विकास आणि देखभाल करण्याचे आदेश प्रशासनाकडून स्पष्टपणे दिले जात असे. या जलस्रोतांचा उद्देश केवळ पिण्याचे पाणी पुरवणे नव्हे, तर शेतीसाठी जलसाठा सुनिश्चित करणे आणि दुष्काळ किंवा वेढ्याच्या काळात ग्रामीण लोकसंख्येची सुरक्षितता राखणे हा होता (कुलकर्णी, 2018).शिवाजी महाराजांच्या प्रशासनात जलस्रोतांचे संरक्षण करण्यासाठी नियम कठोर होते. तलाव, विहीर किंवा बंधाऱ्यावर कुणीही गैरवापर केल्यास किंवा नुकसान केले असल्यास, त्यावर कडक शिक्षा करण्यात येत असे, असे ऐतिहासिक बखरांत नोंदवले आहे (सरदेसाई, 2002). यामुळे स्थानिक लोकांना जलस्रोत जपण्याची जबाबदारी आणि चेतावणी मिळत असे. काही किल्ल्यांपासून दूर

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असलेल्या गावांमध्येही पाण्याचे व्यवस्थापन प्रभावी ठेवण्यासाठी पंचायत पातळीवर निगरानी व जबाबदारी निश्चित करण्यात आली होती.

ग्रामीण जलसंवर्धनाचे हे धोरण दीर्घकालीन दृष्टीकोनातून राबवले जात असे. पावसाच्या जलाचा संकलन, तलावांचे नियमित साफसफाई, विहिरींवर बांधकामाचे संरक्षण आणि बंधाऱ्यांच्या देखभालीसाठी गावकऱ्यांचा सहभाग यामुळे जलस्रोत टिकाऊ आणि शाश्वत राहिले. आजच्या शाश्वत विकास आणि जलसुरक्षा संकल्पनेच्या दृष्टिकोनातून हे धोरण प्रेरणादायी ठरते, कारण स्थानिक सहभाग आणि नैसर्गिक संसाधनांचे संवर्धन या दोन्ही घटकांचा समतोल यात साधला गेला होता (डफ, 1921).

दुर्गनियोजन व संरक्षण व्यवस्था

1 दुर्गनियोजनामागील तत्त्वे

छत्रपती शिवाजी महाराजांचे दुर्गनियोजन हे केवळ संरक्षणात्मक गरजांपुरते मर्यादित नव्हते, तर त्यामागे दूरदृष्टीपूर्ण भौगोलिक आणि प्रशासनिक नियोजन होते. प्रत्येक किल्ला त्याच्या स्थानिक भौगोलिक परिस्थितीशी सुसंगत उभारण्यात आला होता. डोंगररांगा, जंगल, नद्या आणि सागरी किनारे या नैसर्गिक अवरोधांचा रणनीतीपूर्वक वापर करून दुर्गांचे भौगोलिक स्थान निश्चित करण्यात आले. डोंगराळ प्रदेशातील किल्ल्यांवर उंच टेकड्या व रांगा नैसर्गिक संरक्षण म्हणून वापरल्या जात असत, ज्यामुळे शत्रूंच्या आक्रमणाला तीव्र विरोध केला जाऊ शकत असे (कुलकर्णी, 2018).सागरी किल्ल्यांमध्ये, जसे की सिंधुदुर्ग, समुद्रकिनारा संरक्षणात्मक आवरण म्हणून वापरण्यात आला. या किल्ल्यांवर प्रवेशद्वारे मर्यादित ठेवले गेले, तसेच गुप्त मार्ग, दुर्गाभोवती दगडी भिंती व टॉवर्स यांच्या साहाय्याने दुर्गाचे संरक्षण वाढवण्यात आले (डफ, 1921). शिवाजी महाराजांच्या धोरणानुसार दुर्गांची उंची, ज्या दिशेने ते उभारले जातात, त्याचे स्थान, तसेच किल्ल्यांमधील जलसाठा व पाण्याचे नियोजन या सर्वांचा विचार करून शत्रूंच्या आक्रमणाचा मुकाबला करता येईल असे नियोजन केले जात असे.

शिवकालीन दुर्गनियोजनाची ही प्रणाली दीर्घकालीन दृष्टीकोनावर आधारित होती. यात केवळ भौगोलिक अनुकूलता नव्हे, तर लष्करी, आर्थिक आणि सामाजिक स्थैर्य टिकवण्याचा विचारही केला गेला होता. दुर्गांचे स्थान, त्याची बांधणी, जलव्यवस्था आणि प्रवेशद्वारांचे नियोजन यांचा समतोल साधून शिवाजी महाराजांनी एक संपूर्ण संरक्षणात्मक व शाश्वत प्रशासन तयार केले (सरदेसाई, 2002).

2 सागरी दुर्ग व जलसुरक्षा

छत्रपती शिवाजी महाराजांच्या स्वराज्यातील सागरी दुर्ग हे केवळ लष्करी रक्षणापुरते मर्यादित नव्हते, तर त्यांचा उद्देश व्यापारी मार्गांचे नियंत्रण आणि सामरिक सामर्थ्य सुनिश्चित करणे हा देखील होता. सिंधुदुर्ग, विजयदुर्ग आणि सुवर्णदुर्ग यांसारख्या किल्ल्यांमुळे अरबी समुद्रातील समुद्री मार्ग, व्यापारिक हालचाली आणि शत्रूच्या नौदलावर प्रभावी नियंत्रण ठेवणे शक्य झाले (डफ, 1921). यासाठी या किल्ल्यांचे स्थान अत्यंत रणनीतीपूर्ण पद्धतीने ठरवले गेले होते, ज्यामुळे शत्रूच्या आगमनाची त्वरित माहिती मिळते आणि किल्ल्यावरील लष्करी तयारी तत्पर राहते.सागरी किल्ल्यांवर गोड्या पाण्याची स्वतंत्र व्यवस्था करण्याकडे विशेष लक्ष देण्यात आले होते. समुद्रकिनाऱ्यावर उभारलेल्या किल्ल्यांमध्ये पिण्याच्या पाण्यासाठी तलाव, पाणकोठ्या व टाक्या बनवण्यात आल्या होत्या. पाण्याचे व्यवस्थापन इतके काटेकोर केले होते की, किल्ल्यावर दीर्घकाल टिकणारे पाणी उपलब्ध राहत असे. या जलसाठ्यांचा उपयोग केवळ पिण्याच्या गरजांसाठीच नव्हता, तर युद्धकाळात सैन्याची तयारी टिकवण्यासाठी आणि शेतीच्या लहान प्रमाणाच्या गरजांसाठी देखील केला जात असे (सरदेसाई, 2002).

शिवाजी महाराजांच्या सागरी दुर्गनियोजनात नैसर्गिक परिस्थितीचा विचार करून जलसुरक्षा व संरक्षण यांचा समन्वय साधण्यात आला होता. समुद्राची उंच लाट, पाण्याची सतत पुरवठा व दुर्गाच्या संरचनेतील कुशल नियोजन यामुळे हे किल्ले दीर्घकाळ टिकू शकले. या धोरणामुळे केवळ सैन्याची सुरक्षितता नव्हे, तर व्यापारी व स्थानिक लोकांच्या जीवनसहाय्याचीही खात्री होती. सागरी दुर्गांचे हे जलसुरक्षा मॉडेल आजच्या शाश्वत जलव्यवस्थापनासाठी प्रेरणादायी मानले जाते (कुलकर्णी, 2018).

3 पर्यावरणपूरक बांधकाम

छत्रपती शिवाजी महाराजांच्या दुर्गबांधणीत पर्यावरणपूरक दृष्टिकोन राखण्याकडे विशेष लक्ष देण्यात आले होते. किल्ल्यांच्या बांधकामासाठी स्थानिक खडक, दगड आणि नैसर्गिक साधनांचा मर्यादित आणि विवेकपूर्ण वापर केला जात असे. डोंगराळ प्रदेशातील नैसर्गिक उपलब्ध साधनांचा उपयोग करून किल्ल्यांची भिंत, टॉवर्स, दगडी मार्ग व प्रवेशद्वारे बांधले जात, ज्यामुळे दुर्गांचे संरक्षण प्रभावी झाले, तसेच पर्यावरणीय समतोलही राखला गेला (कुलकर्णी, 2018).या प्रकारच्या बांधकामामुळे पाणी साठवण्याची, जलवाहिन्या तयार करण्याची आणि किल्ल्यांवरील संरचना टिकवण्याची क्षमता दीर्घकाल टिकली. उदाहरणार्थ, पावसाचे पाणी संकलित करण्यासाठी

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बनवलेल्या कुंड्या, तलाव आणि दगडी नाळा या किल्ल्यांच्या भौगोलिक परिस्थितीशी सुसंगत रचलेल्या होत्या, ज्यामुळे नैसर्गिक परिसंस्थेवर फारसा परिणाम होऊ नये. स्थानिक साहित्य वापरल्यामुळे वाहतुकीवर किंवा बाह्य संसाधनांवर अवलंबित्व कमी झाले, ज्यामुळे किल्ल्यांचा शाश्वत विकास सुनिश्चित झाला (सरदेसाई, 2002).

शिवकालीन बांधकाम पद्धतीत पर्यावरणपूरक दृष्टिकोनाचा आणखी एक पैलू म्हणजे डोंगररांगा, जंगल व पाण्याचे स्रोत यांचा किल्ल्यांच्या रचनेत समन्वय ठेवणे. नैसर्गिक अवरोधांचा उपयोग करून दुर्गांची लष्करी सुरक्षा वाढवली गेली आणि पर्यावरणीय संतुलन टिकवले गेले. अशा प्रकारची बांधकाम पद्धत आजच्या शाश्वत विकास (Sustainable Development) व पर्यावरणसंवर्धनाच्या दृष्टीकोनातून अत्यंत प्रेरणादायी ठरते (डफ, 1921).एकूणच, शिवकालीन दुर्गबांधणी ही सुरक्षा, शाश्वतता आणि पर्यावरणपूरकतेचा सुंदर संगम होती, ज्यातून आजही आधुनिक प्रशासन व आर्किटेक्चरला शिकण्यासारखी दिशा मिळते.

जलव्यवस्थापन व दुर्गनियोजन: शाश्वत शासनाचा पाया

छत्रपती शिवाजी महाराजांच्या शासनव्यवस्थेत जलसुरक्षा, संरक्षण आणि लोककल्याण या तिन्ही घटकांना एकत्रित आणि परस्परपूरक स्वरूपात जोडण्यात आले होते. पाण्याची उपलब्धता ही केवळ दैनंदिन गरज नव्हती, तर युद्धकाळात आणि दुष्काळी परिस्थितीत लोकजीवन टिकवण्याचे मुख्य साधन होती. त्यामुळे जलव्यवस्थापनाला अत्यंत महत्त्व दिले गेले आणि तलाव, विहिरी, पाणकोठ्या आणि बंधारे यांचे नियोजन अत्यंत सखोल पद्धतीने केले गेले (सरदेसाई, 2002).दुर्गनियोजनाच्या बाबतीतही या तत्त्वांचा विचार केला गेला. किल्ल्यांचे स्थान, प्रवेशद्वार, गुप्त मार्ग आणि संरचनात्मक रचना या सर्व घटकांनी लष्करी सुरक्षा सुनिश्चित केली, तर नैसर्गिक संसाधनांचा विवेकपूर्ण वापर व पर्यावरणपूरक बांधकाम यांमुळे दीर्घकालीन टिकाव सुनिश्चित झाला (कुलकर्णी, 2018). किल्ल्यांवरील जलसाठे आणि ग्रामीण जलस्रोत यांचे समन्वय सुनिश्चित करण्यासाठी धोरणात्मक नियोजन केले गेले, ज्यामुळे आपत्ती व्यवस्थापन आणि संसाधन संवर्धन यांचा समतोल राखला गेला.

शिवकालीन प्रशासनातील ही धोरणे आजच्या शाश्वत विकासाच्या संकल्पनाशी थेट संबंधित आहेत. दीर्घकालीन नियोजन, संसाधनांचे जतन आणि संकट व्यवस्थापन यांवर आधारित प्रशासनाने राज्याचे आर्थिक, सामाजिक आणि लष्करी स्थैर्य कायम ठेवले. त्यामुळे जलव्यवस्थापन आणि दुर्गनियोजन हे शाश्वत शासनाचे पाया मानले जातात. आधुनिक जलसुरक्षा, पर्यावरणपूरक बांधकाम आणि स्थानिक संसाधन संवर्धनाच्या धोरणांसाठी हे ऐतिहासिक मॉडेल आजही मार्गदर्शक ठरते (डफ, 1921).

किल्ल्यानुसार केस-आधारित विश्लेषण (Case-based Analysis)

1 रायगड किल्ला: जलव्यवस्था व प्रशासनिक संरक्षण

रायगड किल्ला हा छत्रपती शिवाजी महाराजांच्या स्वराज्याची राजधानी असल्यामुळे येथे दीर्घकालीन वास्तव्यासाठी अत्यंत सक्षम जलव्यवस्थेची आवश्यकता होती. या उद्देशासाठी रायगडावर अनेक दगडी टाक्या, कुंडे, पाणकोठ्या आणि नैसर्गिक झरे विकसित करण्यात आली होती, ज्यामुळे पिण्याचे आणि सैन्याच्या गरजांचे व्यवस्थापन सुरळीत चालले. पावसाचे पाणी साठवण्यासाठी किल्ल्याच्या उतारांवरून दगडी नळीप्रमाणे वाहिन्या टाक्यांशी जोडण्यात आल्या होत्या, ज्यामुळे वेढ्याच्या किंवा दुष्काळी काळातही पाणीटंचाई झाली नाही (सरदेसाई, 2002).

किल्ला केवळ लष्करी संरक्षणासाठी नव्हता, तर प्रशासनिक केंद्र म्हणूनही कार्यरत होता. जलसुरक्षेमुळे राजवटीसंबंधी कार्यालये, सैन्याची हालचाल आणि लोकजीवन सुरळीत ठेवणे शक्य झाले. रायगडातील जलव्यवस्थापन आणि संरचना ही दूरदृष्टी, शाश्वत नियोजन आणि संसाधन संवर्धन यांचे उत्कृष्ट उदाहरण आहे (कुलकर्णी, 2018; डफ, 1921).

2 राजगड किल्ला: दीर्घकालीन संरक्षण व जलसाठवण

राजगड किल्ला हा छत्रपती शिवाजी महाराजांच्या स्वराज्याचा प्रारंभिक राजधानी किल्ला म्हणून ओळखला जातो. या किल्ल्यावर मोठ्या क्षमतेच्या पाण्याच्या टाक्या, कुंडे आणि तलावांचे जाळे आढळते, ज्यामुळे पाण्याची शाश्वत उपलब्धता सुनिश्चित केली जात असे. त्यामध्ये पद्मावती तलाव हे उत्कृष्ट उदाहरण आहे, ज्याचे पाणी केवळ दैनंदिन गरजांसाठी नव्हे, तर लष्करी आणि प्रशासनिक गरजांसाठीही वापरले जात असे (कुलकर्णी, 2018).

राजगडावर जलव्यवस्थापनाचे नियोजन संरक्षणाशी परस्परपूरक होते. दुर्गम डोंगराळ परिसरात पाण्याचे नियोजन, नळ्या व दगडी वाहिन्या यांमुळे पाण्याची सतत उपलब्धता राखली जात असे. शिवाजी महाराजांनी नैसर्गिक जलस्रोतांचे संरक्षण करण्यावर विशेष भर दिला, जेणेकरून तलाव, झरे आणि विहिरी दीर्घकाळ टिकून राहतील आणि वेढ्याच्या काळात किंवा दुष्काळी परिस्थितीतही

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किल्ला निर्बाधपणे कार्यरत राहू शकेल (सरदेसाई, 2002; डफ, 1921).राजगडातील ही जलव्यवस्थापन प्रणाली हे शाश्वत नियोजन, संसाधन संवर्धन आणि लष्करी सुरक्षा यांचे उत्कृष्ट संगम आहे, जे आजच्या शाश्वत प्रशासनासाठी मार्गदर्शक ठरते.

3 सिंधुदुर्ग किल्ला: सागरी जलसुरक्षा व शाश्वत नियोजन

सिंधुदुर्ग किल्ला हा छत्रपती शिवाजी महाराजांनी सागरी संरक्षणासाठी उभारलेला प्रमुख किल्ला आहे. अरबी समुद्रावर निर्माण झालेल्या या किल्ल्यामुळे समुद्री मार्गांचे, व्यापारी हालचालींचे आणि शत्रूच्या नौदलावर प्रभावी नियंत्रण ठेवणे शक्य झाले. किल्ल्याचे स्थान समुद्रकिनाऱ्यावर असले तरी गोड्या पाण्याचा शाश्वत पुरवठा सुनिश्चित करण्याकडे विशेष लक्ष दिले गेले होते (डफ, 1921). पाण्याचे व्यवस्थापन करण्यासाठी तलाव, कुंडे, टाक्या व पाणकोठ्या या किल्ल्यात बांधण्यात आल्या होत्या, ज्यामुळे वेढ्याच्या काळातही पाण्याची उपलब्धता कायम राहिली.सिंधुदुर्गाच्या संरचनेत नैसर्गिक परिस्थितीचा उपयोग करून सुरक्षा सुनिश्चित केली गेली होती. समुद्राच्या उंच लाटा आणि डोंगराळ किनाऱ्यांचा लाभ घेऊन किल्ला शत्रूच्या आक्रमणापासून सुरक्षित राहिला. जलस्रोताचे नियोजन केवळ सैन्याच्या गरजांसाठी नव्हते, तर प्रशासनिक कार्ये आणि स्थानिक लोकांचे जीवन सुरळीत ठेवण्यासाठीही होते (सरदेसाई, 2002). शिवकालीन सागरी किल्ल्यांमधील ही जलसुरक्षा व संरक्षण व्यवस्था आजच्या शाश्वत जलव्यवस्थापन आणि पर्यावरणपूरक किल्लेबांधणीसाठी प्रेरणादायी उदाहरण ठरते (कुलकर्णी, 2018).

सिंधुदुर्ग किल्ल्याचा अभ्यास दर्शवतो की जलव्यवस्थापन आणि भौगोलिक परिस्थितीशी सुसंगत संरक्षण यांचा योग्य संगम केल्यास लष्करी, आर्थिक आणि सामाजिक स्थैर्य दीर्घकाळ टिकवता येते.

तुलनात्मक विश्लेषण: शिवकालीन जलशासन व आधुनिक शाश्वत जलशासन

घटक	शिवकालीन जलशासन	आधुनिक शाश्वत जलशासन
जलसाठवण	किल्ल्यांवरील टाक्या, तलाव, कुंडे	धरणे, जलाशय, रेनवॉटर हार्वेस्टिंग
नियोजन	स्थानिक भौगोलिक अनुकूलतेनुसार	तांत्रिक व वैज्ञानिक नियोजन
संरक्षण	वेढ्याच्या काळासाठी दीर्घकालीन व्यवस्था	आपत्ती व्यवस्थापन व जलसुरक्षा धोरणे
लोकसहभाग	ग्रामपातळीवर जलस्रोतांचे संरक्षण	समुदाय आधारित जलव्यवस्थापन
शाश्वतता	नैसर्गिक संसाधनांचा मर्यादित वापर	पर्यावरणपूरक व पुनर्वापर धोरणे

चर्चा

प्रस्तुत अभ्यासातून स्पष्ट होते की छत्रपती शिवाजी महाराजांचे जलव्यवस्थापन आणि दुर्गनियोजन ही केवळ संरक्षणात्मक गरजांपुरती मर्यादित नव्हती, तर त्यामागे दीर्घकालीन शाश्वतता आणि लोककल्याण या तत्त्वांचा विचार होता. प्रत्येक किल्ला, तलाव, पाणकोठा आणि जलस्रोत यांचे नियोजन भविष्यातील वेढे, दुष्काळ आणि युद्धकाळ या सर्व परिस्थितींवर टिकून राहण्यासाठी केले गेले होते (कुलकर्णी, 2018). शिवकालीन प्रशासनात संसाधनांचे संवर्धन, स्थानिक गरजांनुसार नियोजन, लोकसहभाग आणि आपत्ती व्यवस्थापन या आधुनिक शाश्वत विकासाच्या तत्त्वांचा ठळक पुरावा आढळतो (सरदेसाई, 2002).

या अभ्यासातून हेही दिसून येते की शिवाजी महाराजांचे शासन हे केवळ सैन्यसामर्थ्यावर आधारलेले नव्हते, तर त्यामागे विस्तृत रणनीती, पर्यावरणपूरक बांधकाम आणि शाश्वत संसाधन व्यवस्थापनाचा विचार होता. आधुनिक सार्वजनिक प्रशासन, जलसुरक्षा धोरणे आणि शाश्वत विकास उपक्रमांसाठी हे ऐतिहासिक मॉडेल आजही मार्गदर्शक ठरू शकते (डफ, 1921). त्यामुळे, ऐतिहासिक धोरणांचा अभ्यास केवळ शैक्षणिक दृष्ट्या नव्हे, तर व्यावहारिक धोरणनिर्मितीसाठीही महत्त्वाचा ठरतो

धोरणात्मक परिणाम व SDGs शी संबंध (Policy Implications & SDGs Linkage)

छत्रपती शिवाजी महाराजांचे जलव्यवस्थापन आणि दुर्गनियोजन ही केवळ लष्करी संरक्षणापुरती मर्यादित नव्हती, तर त्यामागे दीर्घकालीन शाश्वतता, संसाधन संवर्धन आणि लोककल्याण या तत्त्वांचा स्पष्ट विचार होता. प्रत्येक किल्ला, तलाव, पाणकोठा आणि जलस्रोत या व्यवस्थेच्या माध्यमातून दीर्घकालीन वेढे, दुष्काळ किंवा युद्धकाळातही राज्याच्या लष्करी, सामाजिक व आर्थिक स्थैर्याची हमी दिली जात असे (कुलकर्णी, 2018). ग्रामीण व शहरी पातळीवर जलस्रोतांचे नियोजन, स्थानिक नैसर्गिक साधनांचा वापर आणि लोकसहभागातून संसाधनांचे संवर्धन यामुळे आधुनिक शाश्वत विकासाच्या तत्त्वांशी ती निगडीत ठरते (सरदेसाई, 2002).

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1 धोरणात्मक परिणाम

स्थानीय परिस्थितीनुसार जलव्यवस्थापन: आजच्या प्रशासनाने स्थानिक भौगोलिक व हवामान परिस्थितीचा विचार करून जलस्रोतांचे नियोजन करावे.

सांस्कृतिक व ऐतिहासिक मॉडेलचा अभ्यास: शिवकालीन धोरणे हे आधुनिक जलसंकट, आपत्ती व्यवस्थापन आणि शाश्वत संसाधन वापर यासाठी मार्गदर्शक ठरू शकतात.

समुदाय सहभाग: ग्रामपातळीवर जलस्रोतांचे संवर्धन करण्यासाठी स्थानिक लोकांचा सहभाग वाढवावा, ज्यामुळे दीर्घकालीन टिकाव सुनिश्चित होतो.

SDGs शी सुसंगतता

SDG 6 (Clean Water & Sanitation): तलाव, विहिरी, कुंडे व पाणकोठ्यांचे व्यवस्थापन करून शाश्वत जलसुरक्षा सुनिश्चित केली गेली.

SDG 11 (Sustainable Cities & Communities): किल्ले व वसाहती भूगोल आणि नैसर्गिक संसाधनांनुसार सुरक्षित व शाश्वत पद्धतीने उभारण्यात आले.

SDG 13 (Climate Action): पावसाचे नियोजन, नैसर्गिक संसाधनांचे संवर्धन आणि पर्यावरणपूरक बांधकाम हवामान बदलाच्या आव्हानांना सामोरे जाण्याच्या दृष्टिकोनातून उपयुक्त ठरले.

एकूणच, शिवकालीन प्रशासनाचे जलव्यवस्थापन व दुर्गनियोजन हे आजच्या शाश्वत विकास, आपत्ती व्यवस्थापन आणि सार्वजनिक प्रशासनासाठी प्रेरणादायी मॉडेल आहेत. आधुनिक धोरणकर्त्यांनी या ऐतिहासिक मॉडेलचा अभ्यास करून जलसंपत्ती, संरक्षण आणि लोककल्याण यांचा दीर्घकालीन समतोल साधण्याचा प्रयत्न करणे आवश्यक आहे (डफ, 1921; कुलकर्णी, 2018).

आधुनिक काळातील उपयुक्तता

छत्रपती शिवाजी महाराजांचे जलव्यवस्थापन आणि दुर्गनियोजन आजच्या काळातही अत्यंत उपयुक्त आणि प्रेरणादायी ठरते. त्यांच्या धोरणांमध्ये दीर्घकालीन शाश्वतता, लोकाभिमुख दृष्टिकोन आणि पर्यावरणपूरक उपाययोजना यांचा उत्तम संगम दिसतो. तलाव, विहिरी, कुंडे आणि दगडी टाक्यांद्वारे जलसंपत्तीचे संवर्धन आणि गुप्त जलवाहिन्या व पाणकोठ्यांद्वारे जलसाठ्याची शाश्वत उपलब्धता सुनिश्चित केली गेली होती (कुलकर्णी, 2018).दुर्गनियोजनात नैसर्गिक अवरोधांचा उपयोग करून लष्करी, आर्थिक आणि सामाजिक सुरक्षितता सुनिश्चित केली गेली. आधुनिक प्रशासनासाठी, हवामान बदलाचे आव्हान आणि जलसंकट यांचा सामना करण्यासाठी हे धोरण आजही मार्गदर्शक ठरते. शिवकालीन मॉडेलाचे अध्ययन आपत्ती व्यवस्थापन, शाश्वत विकास उपक्रम, स्थानिक संसाधन नियोजन आणि पर्यावरणपूरक बांधकाम यासाठी आधुनिक धोरणकर्त्यांना शिकवण देते (सरदेसाई, 2002; डफ, 1921).

एकूणच, शिवाजी महाराजांचे धोरण संपूर्ण प्रशासन, जलसुरक्षा आणि शाश्वत विकासाच्या आधुनिक तत्त्वांसाठी प्रेरणास्त्रोत आहे.

निष्कर्ष व धोरणात्मक शिफारसी

प्रस्तुत संशोधनातून असे स्पष्ट होते की छत्रपती शिवाजी महाराजांनी उभारलेले स्वराज्य हे केवळ सैन्यशक्तीवर आधारित नसून दूरदृष्टीपूर्ण, लोककल्याणकारी आणि शाश्वत शासनपद्धतीवर आधारित होते. त्यांच्या जलव्यवस्थापन व दुर्गनियोजन धोरणांनी स्वराज्याच्या लष्करी सुरक्षिततेसह सामाजिक आणि आर्थिक स्थैर्यही सुनिश्चित केले. किल्ल्यांवरील पाणीसाठवण व्यवस्था, ग्रामीण जलस्रोतांचे संरक्षण आणि सागरी दुर्गांवरील जलसुरक्षा यांमुळे दीर्घकालीन वेढे, दुष्काळ आणि आपत्तींचा सामना करण्याची क्षमता स्वराज्यात निर्माण झाली होती.

या अभ्यासातून हेही दिसून येते की शिवाजी महाराजांचे दुर्गनियोजन हे केवळ संरक्षणात्मक नव्हते, तर ते भौगोलिक अनुकूलतेनुसार केलेले, पर्यावरणाशी सुसंगत आणि संसाधनांचा विवेकपूर्ण वापर करणारे होते. स्थानिक नैसर्गिक साधनांचा वापर, जलस्रोतांचे जतन आणि लोकसहभागावर आधारित प्रशासन ही शाश्वत शासनाची मूलभूत तत्त्वे त्यांच्या धोरणांत स्पष्टपणे आढळतात. आधुनिक शाश्वत विकासाच्या संकल्पनेशी तुलना केली असता, शिवकालीन शासनपद्धती ही काळाच्या पुढे असलेली असल्याचे स्पष्ट होते.

धोरणात्मक शिफारसी

स्थानिक जलस्रोतांचे पुनरुज्जीवन: शिवकालीन जलसंवर्धन पद्धतींच्या धर्तीवर स्थानिक तलाव, बंधारे आणि पाणकोठ्यांचे पुनरुज्जीवन करण्यावर भर देण्यात यावा.

भौगोलिक परिस्थितीनुसार नियोजन: जलव्यवस्थापन व संरक्षण धोरणे आखताना स्थानिक भूगोल, हवामान आणि नैसर्गिक संसाधनांचा विचार करणे आवश्यक आहे.

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आपत्ती व्यवस्थापनात ऐतिहासिक मॉडेलचा वापर: शिवकालीन दीर्घकालीन जलसुरक्षा व संरक्षण धोरणांचा अभ्यास आधुनिक आपत्ती व्यवस्थापन आराखड्यात समाविष्ट करता येईल.

लोकसहभाग वाढवणे: ग्रामपातळीवर जलस्रोतांचे संरक्षण व व्यवस्थापन करण्यासाठी समुदाय सहभागाला प्रोत्साहन देण्यात यावे.

शाश्वत विकासासाठी धोरणात्मक अभ्यास: धोरणकर्ते आणि प्रशासकांनी शाश्वत विकास उद्दिष्टे (SDGs) साध्य करताना शिवकालीन शासनमॉडेलचा अभ्यास मार्गदर्शक म्हणून करावा.

एकूणच, छत्रपती शिवाजी महाराजांचे जलव्यवस्थापन व दुर्गनियोजन धोरणे ही आजच्या जलसंकट, हवामान बदल आणि शाश्वत शासनाच्या आव्हानांना सामोरे जाण्यासाठी ऐतिहासिक प्रेरणा आणि व्यवहार्य मार्गदर्शन प्रदान करतात. त्यामुळे या धोरणांचा अभ्यास आधुनिक प्रशासनासाठी अत्यंत उपयुक्त ठरतो.

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Original Article

छत्रपती शिवाजी महाराज: नेतृत्व आणि सुशासनाचे एक आदर्श

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सारांश

छत्रपती शिवाजी महाराज हे केवळ पराक्रमी योद्धे नव्हते, तर ते एक दूरदृष्टी असलेले प्रशासक, लोककल्याणकारी शासक आणि प्रभावी नेतृत्वकर्ता होते. त्यांच्या नेतृत्वशैलीत नैतिकता, लोकाभिमुखता, शिस्त, न्याय आणि सुशासन यांचा सुंदर संगम आढळतो. प्रस्तुत संशोधन पेपरमध्ये छत्रपती शिवाजी महाराजांच्या नेतृत्वगुणांचा, प्रशासन व्यवस्थेचा, लष्करी धोरणांचा आणि सुशासनाच्या तत्त्वांचा अभ्यास करण्यात आला आहे. आधुनिक प्रशासन आणि नेतृत्वशास्त्राच्या दृष्टीनेही शिवाजी महाराजांचे विचार आजही अत्यंत उपयुक्त आणि प्रेरणादायी आहेत, हे या अभ्यासातून स्पष्ट होते.

कीवर्ड्स: छत्रपती शिवाजी महाराज, नेतृत्व, सुशासन, प्रशासन, लोककल्याण, स्वराज्य

१. प्रस्तावना (Introduction):

छत्रपती शिवाजी महाराज हे भारतीय इतिहासातील एक अद्वितीय योद्धा, कुशल राजकारणी आणि आदर्श नेतृत्वाचे प्रतीक आहेत. त्यांनी 17व्या शतकात मराठा साम्राज्याची स्थापना करून दक्षिण-पूर्व भारतातील राजकीय नकाश्यावर आपले स्थायी स्थान निर्माण केले. त्यांच्या जीवनातून नेतृत्व, धैर्य, दूरदर्शी नियोजन, लोककल्याण आणि सुशासन यांचे अनेक धडे मिळतात.शिवाजी महाराज हे फक्त युद्धकौशल्यासाठी प्रसिद्ध नाहीत, तर त्यांनी प्रशासनातील नव्या पद्धती, न्यायप्रिय शासन आणि लोकाभिमुख धोरण राबवले. त्यांनी सैनिक संघटनांपासून ते कर व्यवस्थापन, न्यायव्यवस्था आणि जलसंधारणापर्यंत सर्व क्षेत्रात आपल्या दूरदर्शी दृष्टिकोनाचा उपयोग केला. त्यांच्या नेतृत्वाखाली मराठा साम्राज्य हे फक्त सामरिकदृष्ट्या बलवान नव्हते, तर लोकाभिमुख आणि स्वावलंबी होते.शिवाजी महाराज यांचे जीवन हे आपल्याला शिकवते की, संपूर्ण राष्ट्र आणि जनतेच्या हितासाठी नेतृत्वाचे खरे मूल्य किती महत्त्वाचे आहे. त्यांच्या निर्णयांमध्ये धैर्य, शौर्य, लोकाभिमुखता आणि नैतिकता यांचा संगम दिसतो. हे सर्व गुण त्यांच्या कार्यपद्धतीतून स्पष्टपणे दिसतात, जे आजच्या काळातही नेतृत्व, सुशासन आणि देशभक्ती यांचे आदर्श मानले जातात.शिवाजी महाराज यांचा व्यक्तिमत्व आणि कार्यशैली आपल्या समाजासाठी नेतृत्वाचे, धैर्याचे आणि लोककल्याणाचे नितांत प्रेरणादायी उदाहरण आहे. त्यांच्या आदर्शातून आपण शिकतो की, केवळ सामर्थ्य आणि शौर्यापुरते मर्यादित न राहता, लोकाभिमुखता, नैतिकता आणि सुव्यवस्थापनामुळेच खरे नेतृत्व निर्माण होते.

२. संशोधनाची उद्दिष्टे (Objectives of the Study):

१.छत्रपती शिवाजी महाराजांच्या नेतृत्वगुणांचा अभ्यास करणे.
२.छत्रपती शिवाजी महाराजांच्या प्रशासन व सुशासन पद्धतींचे विश्लेषण करणे.
३.आधुनिक काळातील नेतृत्वाशी त्यांची तुलना करणे.

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४.शिवाजी महाराजांच्या विचारांची आजच्या प्रशासनात उपयुक्तता स्पष्ट करणे.

३. संशोधन पद्धती (Research Methodology)

या संशोधनासाठी ऐतिहासिक, वर्णनात्मक व विश्लेषणात्मक पद्धती वापरण्यात आल्या आहेत.संदर्भासाठी ग्रंथ, ऐतिहासिक कागदपत्रे, संशोधन लेख, आणि चरित्रांचा अभ्यास करण्यात आला आहे.

४. छत्रपती शिवाजी महाराजांचे नेतृत्वगुण (Leadership Qualities)

४.१ दूरदृष्टीपूर्ण नेतृत्व:

दूरदृष्टीपूर्ण नेतृत्व म्हणजे वर्तमानाच्या मर्यादा ओलांडून भविष्याचा वेध घेणारे नेतृत्व होय. छत्रपती शिवाजी महाराजांचे नेतृत्व हे याचे उत्कृष्ट उदाहरण आहे. त्यांनी केवळ तात्कालिक विजयांवर लक्ष केंद्रित न करता स्वराज्याची दीर्घकालीन, लोककल्याणकारी आणि न्यायाधिष्ठित संकल्पना मांडली. भविष्यातील धोके ओळखून त्यांनी किल्ले, आरमार, शिस्तबद्ध सैन्य व सक्षम प्रशासन उभारले. अष्टप्रधान मंडळाच्या माध्यमातून कार्यक्षम व उत्तरदायी शासनव्यवस्था निर्माण केली. शेतकरी व सामान्य जनतेच्या हिताला प्राधान्य देत त्यांनी आर्थिक व सामाजिक स्थैर्य साधले. नैतिक मूल्यांवर आधारित हे दूरदृष्टीपूर्ण नेतृत्व आजच्या प्रशासन व व्यवस्थापनासाठीही प्रेरणादायी ठरते. शिवाजी महाराजांना स्वराज्याची स्पष्ट संकल्पना होती. त्यांनी फक्त सत्ता मिळवण्याऐवजी स्थिर, सुरक्षित आणि लोककल्याणकारी राज्यव्यवस्था उभारण्यावर भर दिला.

४.२ लोकाभिमुख नेतृत्व:

महाराजांनी शेतकरी, कष्टकरी आणि सामान्य जनतेला राज्याचा केंद्रबिंदू मानले. अन्याय, जुलूम आणि लुटालूट यांना त्यांनी कठोरपणे आळा घातला. लोकाभिमुख नेतृत्व म्हणजे जनतेच्या गरजा, हक्क आणि कल्याण यांना केंद्रस्थानी ठेवणारे नेतृत्व होय. छत्रपती शिवाजी महाराजांचे नेतृत्व हे लोकाभिमुखतेचे उत्तम उदाहरण आहे. त्यांनी शेतकरी, कष्टकरी आणि सामान्य जनतेवर होणारा अन्याय दूर करण्यावर भर दिला. न्याय्य महसूल व्यवस्था, जबरदस्तीच्या वसुलीवर बंदी आणि जनतेच्या सुरक्षिततेची हमी ही त्यांच्या धोरणांची वैशिष्ट्ये होती. स्त्रिया, धर्मस्थळे व सामान्य नागरिकांबाबत आदर आणि संरक्षणाची भूमिका ठेवून त्यांनी लोकांचा विश्वास संपादन केला. त्यामुळे शिवाजी महाराजांचे लोकाभिमुख नेतृत्व स्वराज्याच्या स्थैर्याचे आणि यशाचे प्रमुख आधारस्तंभ ठरले.

४.३ नैतिक व शिस्तबद्ध नेतृत्व:

नैतिक व शिस्तबद्ध नेतृत्व म्हणजे मूल्यांवर आधारित, न्यायप्रिय आणि जबाबदार नेतृत्व होय. छत्रपती शिवाजी महाराजांचे नेतृत्व हे या तत्त्वांचे उत्कृष्ट उदाहरण आहे. त्यांनी आपल्या सैन्याला व प्रशासनाला कठोर शिस्तीचे नियम घालून दिले आणि त्यांची काटेकोर अंमलबजावणी केली. स्त्रिया, धर्मस्थळे व सामान्य नागरिकांविषयी आदर व संरक्षणाची स्पष्ट भूमिका ठेवून त्यांनी उच्च नैतिक मूल्यांचे पालन केले. भ्रष्टाचार, लूटमार व अन्याय यांना त्यांनी कठोर विरोध केला. या नैतिक व शिस्तबद्ध नेतृत्वामुळे जनतेचा विश्वास वाढला आणि स्वराज्याची मजबूत, स्थिर व आदर्श शासनव्यवस्था उभी राहिली.स्त्रिया, धर्मस्थळे आणि सामान्य नागरिकांबाबत आदराची भूमिका ठेवणे हा शिवाजी महाराजांच्या नेतृत्वाचा महत्त्वाचा भाग होता.

५. सुशासनाची संकल्पना (Concept of Good Governance):

५.१ न्यायव्यवस्था

छत्रपती शिवाजी महाराजांची न्यायव्यवस्था ही निष्पक्ष, जलद आणि लोकहितप्रधान होती. त्यांच्या राज्यात कायद्यापुढे सर्व समान होते आणि न्याय देताना पद, जात किंवा संपत्तीचा विचार केला जात नसे. अन्याय, भ्रष्टाचार आणि अत्याचार यांना कठोर शिक्षा देण्याची स्पष्ट नीति होती. सामान्य जनतेच्या तक्रारी थेट ऐकून त्यावर तात्काळ निर्णय घेण्याची व्यवस्था होती. स्त्रिया, शेतकरी व दुर्बल घटकांचे संरक्षण हे न्यायव्यवस्थेचे प्रमुख उद्दिष्ट होते. या न्यायप्रिय व्यवस्थेमुळे जनतेचा शासनावर विश्वास दृढ झाला आणि स्वराज्यात शांतता व सुव्यवस्था प्रस्थापित झाली.शिवाजी महाराजांच्या राज्यात न्यायव्यवस्था जलद, निष्पक्ष आणि सर्वांसाठी समान होती. भ्रष्टाचाराला स्थान नव्हते.

५.२ महसूल व्यवस्था:

छत्रपती शिवाजी महाराजांची महसूल व्यवस्था ही न्याय्य, शास्त्रीय आणि लोकहिताभिमुख होती. शेतकऱ्यांवर अन्याय होऊ नये म्हणून महसूल ठरवताना जमीन, पीक, उत्पादन क्षमता व नैसर्गिक परिस्थितीचा विचार केला जात असे. जबरदस्तीची वसुली, लूटमार व जुलूम यांना कठोरपणे बंदी होती. शेतकऱ्यांकडून साधारणतः उत्पन्नाचा मर्यादित भागच महसूल म्हणून घेतला जाई. दुष्काळ, आपत्ती किंवा पीकनुकसानीच्या वेळी करसवलती देण्यात येत. या सुयोग्य महसूल व्यवस्थेमुळे आर्थिक स्थैर्य निर्माण झाले आणि जनतेमध्ये स्वराज्याबद्दल विश्वास व निष्ठा वाढली.शेतकऱ्यांवर अन्याय होऊ नये म्हणून महसूल ठरवताना जमीन, पीक आणि परिस्थितीचा विचार केला जाई. जबरदस्तीची वसुली निषिद्ध होती.

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५.३ प्रशासनिक रचना:

छत्रपती शिवाजी महाराजांची प्रशासनिक रचना ही कार्यक्षम, सुव्यवस्थित आणि उत्तरदायी होती. राज्यकारभार सुरळीत चालावा यासाठी त्यांनी अष्टप्रधान मंडळ स्थापन केले, ज्यामध्ये प्रत्येक मंत्र्याच्या जबाबदाऱ्या स्पष्टपणे निश्चित केल्या होत्या. यामुळे सत्ता केंद्रीकरण टळले आणि प्रशासनात पारदर्शकता निर्माण झाली. केंद्र आणि स्थानिक पातळीवर अधिकारांचे योग्य विकेंद्रीकरण करण्यात आले होते. किल्ले, प्रांत आणि गावपातळीवर विश्वासू अधिकारी नेमून प्रशासनावर नियंत्रण ठेवले जात असे. या मजबूत प्रशासनिक रचनेमुळे स्वराज्याची स्थिरता, सुरक्षा आणि लोककल्याण प्रभावीपणे साध्य झाले.अष्टप्रधान मंडळ ही शिवाजी महाराजांची एक अत्यंत प्रभावी प्रशासनिक व्यवस्था होती, ज्यामध्ये प्रत्येक मंत्र्याच्या जबाबदाऱ्या स्पष्ट होत्या.

६. लष्करी नेतृत्व आणि प्रशासन (Military Leadership):

छत्रपती शिवाजी महाराजांचे लष्करी नेतृत्व हे केवळ युद्धकौशल्यापुरते मर्यादित नसून ते सुदृढ प्रशासन, शिस्त, दूरदृष्टी आणि नैतिक मूल्यांवर आधारित होते. त्यांच्या नेतृत्वामुळे मर्यादित साधनसंपत्ती असूनही त्यांनी बलाढ्य शत्रूंशी प्रभावीपणे सामना केला आणि स्वराज्याचे संरक्षण व विस्तार साधला.

सर्वप्रथम, युद्धनीतीतील कौशल्य हे शिवाजी महाराजांच्या लष्करी नेतृत्वाचे प्रमुख वैशिष्ट्य होते. त्यांनी गनिमी कावा ही युद्धनीती विकसित करून भौगोलिक परिस्थितीचा पुरेपूर उपयोग केला. डोंगराळ प्रदेश, जंगल आणि किल्ल्यांचा योग्य वापर करून त्यांनी मोठ्या सैन्यबलांवर विजय मिळवला. ही नीती आजच्या असममित युद्ध (Asymmetric Warfare) संकल्पनेशी सुसंगत आहे.दुसरे म्हणजे, किल्लेवजा संरक्षण व्यवस्था ही त्यांच्या लष्करी प्रशासनाची मजबूत पायाभूत रचना होती. किल्ले हे केवळ संरक्षणाचे केंद्र नव्हते, तर ते प्रशासन, रसद साठवण आणि स्थानिक नियंत्रणाची साधने होती. किल्ल्यांवरील अधिकारी जबाबदार आणि शिस्तबद्ध असत, ज्यामुळे सुरक्षेसोबतच प्रशासनही प्रभावी राहिले.तिसरे, आरमाराची स्थापना हे शिवाजी महाराजांचे दूरदृष्टीपूर्ण पाऊल होते. समुद्री मार्गांवरील परकीय आक्रमणांचा धोका ओळखून त्यांनी स्वतंत्र आरमार उभारले. यामुळे किनारपट्टीची सुरक्षा मजबूत झाली आणि व्यापारी मार्गांचे संरक्षण झाले. हे आधुनिक सागरी संरक्षण धोरणाचे प्रारूप मानले जाते.चौथे, सैन्यातील शिस्त व नैतिकता हे त्यांच्या लष्करी नेतृत्वाचे महत्त्वाचे अंग होते. लूटमार, अत्याचार आणि स्त्रियांवरील अन्याय यांना कठोर बंदी होती. सैन्याला जनतेच्या संरक्षणाची भावना देण्यात आली होती. त्यामुळे सैन्य आणि सामान्य जनता यांच्यात विश्वासाचे नाते निर्माण झाले.पाचवे, लष्कर व प्रशासन यांचा समन्वय साधण्यात शिवाजी महाराज यशस्वी ठरले. युद्धकाळातही प्रशासन सुरळीत चालेल याची काळजी घेतली जाई. लष्करी विजयांचा उपयोग केवळ सत्ता वाढीसाठी नव्हे, तर स्थिर व सुरक्षित शासन स्थापनेसाठी करण्यात आला.एकूणच, छत्रपती शिवाजी महाराजांचे लष्करी नेतृत्व आणि प्रशासन हे धैर्य, रणनीती, शिस्त आणि लोककल्याण यांचा आदर्श संगम होते. त्यांच्या तत्त्वांचा अभ्यास केल्यास आधुनिक संरक्षण व्यवस्था, संकट व्यवस्थापन आणि नेतृत्व विकासासाठीही मौल्यवान मार्गदर्शन मिळते.

७. आधुनिक काळातील उपयुक्तता (Relevance in Modern Times):

छत्रपती शिवाजी महाराजांचे नेतृत्व, प्रशासन आणि सुशासनाची तत्त्वे ही केवळ त्यांच्या काळापुरती मर्यादित नसून आधुनिक काळातही ती तितकीच महत्त्वाची आणि मार्गदर्शक ठरतात. आजच्या लोकशाही, सार्वजनिक प्रशासन, व्यवस्थापनशास्त्र आणि राष्ट्रीय सुरक्षेच्या दृष्टीने शिवाजी महाराजांचे विचार अत्यंत उपयुक्त आहेत.

प्रथम, लोकाभिमुख शासनाची संकल्पना आजच्या लोकशाही व्यवस्थेचा पाया आहे. शिवाजी महाराजांनी जनतेच्या हिताला सर्वोच्च प्राधान्य दिले. शासन हे लोकांसाठी असते, लोकांवर राज्य करण्यासाठी नव्हे—हा विचार आधुनिक लोकशाही मूल्यांशी पूर्णतः सुसंगत आहे. जनतेशी थेट संवाद, तक्रार निवारण आणि जनहिताचे निर्णय ही तत्त्वे आजच्या प्रशासनात आवश्यक आहेत.दुसरे म्हणजे, पारदर्शक व उत्तरदायी प्रशासन ही आधुनिक शासनव्यवस्थेची गरज आहे. अष्टप्रधान मंडळाच्या माध्यमातून शिवाजी महाराजांनी जबाबदाऱ्यांचे स्पष्ट विभाजन केले, ज्यामुळे सत्ता केंद्रीकरण टळले. आजच्या काळातही विकेंद्रीकरण, संस्थात्मक जबाबदारी आणि उत्तरदायित्व हे सुशासनाचे मुख्य आधारस्तंभ मानले जातात.तिसरे, नैतिक व मूल्याधिष्ठित नेतृत्व ही आजच्या राजकीय व प्रशासकीय व्यवस्थेची मोठी गरज आहे. भ्रष्टाचारमुक्त प्रशासन, न्यायप्रिय निर्णय आणि मानवी मूल्यांचा आदर ही शिवाजी महाराजांच्या नेतृत्वाची वैशिष्ट्ये होती. आधुनिक नेतृत्वालाही नैतिकता आणि प्रामाणिकतेशिवाय दीर्घकालीन विश्वास मिळू शकत नाही.चौथे, संकट व्यवस्थापन व धोरणात्मक नियोजन या क्षेत्रात शिवाजी महाराज आदर्श ठरतात. मर्यादित साधनसंपत्ती असूनही त्यांनी प्रभावी नियोजन, लवचिक धोरणे आणि योग्य वेळेचे निर्णय घेतले. आजच्या प्रशासन, कॉर्पोरेट व्यवस्थापन आणि आपत्ती व्यवस्थापनातही ही तत्त्वे अत्यंत उपयुक्त आहेत.पाचवे, राष्ट्रीय सुरक्षा व संरक्षण धोरण या बाबतीत शिवाजी महाराजांचे योगदान आजही प्रेरणादायी आहे. सुदृढ संरक्षण व्यवस्था, लष्कर-प्रशासन समन्वय आणि दीर्घकालीन सुरक्षेची दृष्टी ही आधुनिक राष्ट्रांसाठी अत्यावश्यक आहे.शेवटी, छत्रपती शिवाजी

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महाराजांचे नेतृत्व हे सेवाभाव, न्याय, शिस्त आणि लोककल्याण यांवर आधारित होते. त्यांच्या विचारांचा अभ्यास केल्यास आधुनिक काळातील प्रशासक, राजकीय नेते, अधिकारी आणि व्यवस्थापकांना एक सक्षम, नैतिक आणि लोकहितकारी नेतृत्व उभारण्याची दिशा मिळू शकते. त्यामुळे शिवाजी महाराजांचे विचार आजही कालातीत, उपयुक्त आणि प्रेरणादायी आहेत.

८. निष्कर्ष (Conclusion) :

छत्रपती शिवाजी महाराज हे केवळ पराक्रमी योद्धे नसून एक दूरदृष्टी असलेले, लोककल्याणकारी आणि नैतिक मूल्यांवर आधारित आदर्श शासक होते. त्यांनी स्थापन केलेले स्वराज्य हे केवळ राजकीय सत्तेचे प्रतीक नव्हते, तर ते न्याय, समानता, सुरक्षितता आणि लोकाभिमुख प्रशासन यांवर आधारित होते. त्यांच्या नेतृत्वात दूरदृष्टी, धैर्य, शिस्त आणि लोकांविषयीची जबाबदारी यांचा सुरेख संगम दिसून येतो.शिवाजी महाराजांनी उभारलेली न्यायव्यवस्था निष्पक्ष आणि सर्वसमावेशक होती, ज्यामुळे सामान्य जनतेला संरक्षण व विश्वास मिळाला. न्याय्य महसूल व्यवस्था आणि शेतकरीहितैषी धोरणांमुळे आर्थिक स्थैर्य निर्माण झाले. अष्टप्रधान मंडळासारख्या सक्षम प्रशासनिक रचनेमुळे शासनात पारदर्शकता, कार्यक्षमता आणि उत्तरदायित्व प्रस्थापित झाले. लष्करी क्षेत्रात त्यांनी गनिमी कावा, किल्लेवजा व्यवस्था आणि आरमार यांचा प्रभावी वापर करून स्वराज्याची सुरक्षा आणि स्वातंत्र्य अबाधित ठेवले.महत्त्वाचे म्हणजे, शिवाजी महाराजांचे नेतृत्व नैतिकतेवर आधारित होते. स्त्रिया, धर्मस्थळे आणि सामान्य नागरिकांविषयी आदर व संरक्षण ही त्यांची स्पष्ट भूमिका होती. त्यांनी सत्ता ही सेवा म्हणून पाहिली आणि जनतेच्या कल्याणालाच शासनाचा खरा उद्देश मानला.

आजच्या आधुनिक लोकशाही, सार्वजनिक प्रशासन आणि व्यवस्थापनशास्त्राच्या दृष्टीनेही छत्रपती शिवाजी महाराजांचे विचार अत्यंत उपयुक्त आहेत. पारदर्शकता, लोकसहभाग, नैतिक नेतृत्व, संकट व्यवस्थापन आणि दीर्घकालीन नियोजन ही तत्त्वे आजही तितकीच महत्त्वाची आहेत. त्यामुळे छत्रपती शिवाजी महाराजांचे नेतृत्व आणि सुशासन हे केवळ ऐतिहासिक अभ्यासापुरते मर्यादित न राहता, आधुनिक भारतासाठी आणि भविष्यातील नेतृत्वासाठीही एक प्रेरणादायी आदर्श ठरते.छत्रपती शिवाजी महाराज हे एक आदर्श नेतृत्वकर्ता आणि सुशासनाचे प्रतीक होते. त्यांच्या विचारांमध्ये केवळ राजकारण नव्हे, तर समाजहित, न्याय आणि मानवतेचा गाभा होता.त्यांचे नेतृत्व आणि प्रशासन आजही अभ्यासण्यासारखे असून, ते आधुनिक भारतासाठी प्रेरणास्त्रोत आहेत.

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Original Article

छत्रपती शिवाजी महाराज: नेतृत्व आणि सुशासनाचे आदर्श मॉडेल

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सारांश

प्रस्तुत शोधनिबंध छत्रपती शिवाजी महाराजांच्या शासनप्रणालीत रुजलेल्या मराठी मूल्य परंपरेचे चिकित्सक परीक्षण करतो आणि त्यांच्या नेतृत्वाला सुशासनाचे एक आदर्श प्रतिमान म्हणून पाहतो. शिवाजी महाराज केवळ एक पराक्रमी योद्धाच नव्हते, तर एक दूरदृष्टीचे प्रशासकही होते, ज्यांनी नैतिक, सांस्कृतिक आणि सामाजिक मूल्यांचे व्यावहारिक शासनात रूपांतर केले. हा अभ्यास स्वराज्य, न्याय, लोककेंद्रित प्रशासन, समानता, नैतिक सचोटी, कर्तव्यनिष्ठा, धार्मिक सहिष्णुता आणि कल्याणकारी दृष्टिकोन यांसारखी प्रमुख मराठी मूल्ये अष्टप्रधान मंडळ, विकेंद्रित शासनप्रणाली, न्यायिक निष्पक्षता, शेतकरी-स्नेही महसूल प्रणाली आणि कठोर भ्रष्टाचारविरोधी शिस्त यांसारख्या प्रशासकीय यंत्रणांद्वारे कशी संस्थागत केली गेली, याचा शोध घेतो. ऐतिहासिक स्रोत, विद्वत्तापूर्ण भाष्ये आणि समकालीन शासन चौकटींचा आधार घेऊन, हा शोधनिबंध शिवाजी महाराजांच्या शासन प्रतिमानाची आधुनिक लोकशाही प्रशासन, डिजिटल प्रशासन आणि शाश्वत विकास उद्दिष्टांसाठी असलेली प्रासंगिकता स्थापित करतो. निष्कर्षांवरून असे दिसून येते की, शिवाजी महाराजांचे मराठी मूल्यांवर आधारित शासन हे समकालीन भारतातील पारदर्शक, सर्वसमावेशक, नैतिक आणि लोकाभिमुख प्रशासनासाठी एक कालातीत आणि व्यावहारिक चौकट प्रदान करते.

मुख्य शब्द: *छत्रपती शिवाजी महाराज, नेतृत्व, सुशासन, मराठी मूल्य परंपरा, स्वराज्य, अष्टप्रधान मंडळ, विकेंद्रित प्रशासन, लोककेंद्रित शासन, न्याय, नैतिक प्रशासन*

प्रास्ताविक:-

छत्रपती शिवाजी महाराज हे केवळ एक योद्धा किंवा राजे नव्हते, तर ते एक दूरदृष्टी असलेले नेते, सुशासनाचे प्रणेते आणि मराठी मूल्यपरंपरेचे प्रतीक होते. त्यांचे राज्यकारभार हे ऐतिहासिक घटनांपुरते मर्यादित नसून, आजच्या आधुनिक प्रशासन, लोकशाही मूल्ये आणि सुशासनाच्या संकल्पनांशी थेट जोडलेले आहे. प्रस्तुत संशोधन निबंधाचा मुख्य विषय "छत्रपती शिवाजी महाराज: नेतृत्व आणि सुशासनाचे आदर्श मॉडेल" असून, त्याअंतर्गत "शासन व्यवस्थेतील मराठी मूल्यपरंपरा" या उपविषयाचा सखोल अभ्यास करण्यात आलेला आहे.या अभ्यासाचा उद्देश शिवाजी महाराजांच्या नेतृत्वातून आकाराला आलेल्या मराठी मूल्यपरंपरेचे स्वरूप, त्याचे प्रशासनातील प्रतिबिंब आणि समकालीन संदर्भ स्पष्ट करणे हा आहे. मराठी मूल्यपरंपरा ही स्वराज्य, स्वधर्म, न्याय, लोककल्याण, समता, कर्तव्यनिष्ठा, प्रजाहितदक्षता आणि नैतिकता यांवर आधारित आहे. शिवाजी महाराजांनी ही मूल्ये केवळ घोषणात्मक स्वरूपात ठेवली नाहीत, तर त्यांची प्रत्यक्ष अंमलबजावणी केली. उदाहरणार्थ, अष्टप्रधान मंडळाची स्थापना ही विकेंद्रित आणि लोकाभिमुख प्रशासनाची सुरुवात होती.

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आजच्या काळात भ्रष्टाचार, केंद्रीकृत सत्ता आणि लोकांपासून दुरावलेले प्रशासन यांचा सामना करताना शिवाजी महाराजांचे मॉडेल प्रेरणादायी ठरते. हा निबंध ऐतिहासिक स्रोत, संशोधन ग्रंथ आणि समकालीन विश्लेषण यांवर आधारित आहे, ज्यामुळे मराठी मूल्यपरंपरेचे शासनातील स्थान अधोरेखित होईल.मराठी मूल्यपरंपरेचे वैचारिक स्वरूप मराठी मूल्यपरंपरा ही भक्ती संप्रदाय, लोकसाहित्य आणि स्वराज्य चळवळींमधून उद्भवलेली आहे. संत तुकाराम, एकनाथ आणि ज्ञानेश्वर यांच्या अभंगांमध्ये स्वधर्म, समता आणि प्रजाहित यांचा उल्लेख मिळतो. शिवाजी महाराजांनी ही परंपरा शासनात उतरवली. स्वराज्य ही संकल्पना केवळ राजकीय स्वातंत्र्य नव्हती, तर लोकांच्या कल्याणासाठीची जबाबदारी होती.कुलकर्णी (२०१५) यांच्या मते, ' शिवाजी महाराजांचे प्रशासन हे मराठी संस्कृतीच्या मूल्यांवर आधारित होते, ज्यात न्याय आणि नैतिकता केंद्रस्थानी होती.'(१) उपविषयाच्या संदर्भात, शासन व्यवस्थेतील मराठी मूल्ये ही चार मुख्य घटकांमध्ये विभागता येतील: अ) स्वराज्य आणि लोकाभिमुखता: राज्य हे प्रजेचे असावे, राजाचे नव्हे.न्यायनिष्ठा: सर्वांसाठी समान ब) न्याय.लोककल्याण: क) शेतकरी, ड) स्त्रिया आणि अल्पवर्गीयांचे संरक्षण.कर्तव्यनिष्ठा: अधिकाऱ्यांची निष्ठा आणि शिस्त.ही मूल्ये शिवाजी महाराजांच्या नेतृत्वातून प्रत्यक्षात आली. उदाहरणार्थ, प्रतापगडाच्या लढाईनंतर अफझलखानाच्या पत्नीचा सन्मान हे मराठी मूल्यांचे प्रतीक आहे. सरदेसाई (२०१२) यांच्या इतिहासात हे स्पष्ट होते की, 'शिवाजी महाराजांनी शत्रूंच्या स्त्रियांना स्पर्श केला नाही, जे नैतिकतेचे उदाहरण आहे.

प्रशासनरचनेचे मराठी मूल्याधिष्ठित स्वरूपचा विचार करता,शिवाजी महाराजांनी उभारलेली प्रशासनरचना ही विकेंद्रित आणि जबाबदार होती. अष्टप्रधान मंडळ ही त्यांची प्रमुख कल्पना होती, ज्यात पंतप्रधान (मुख्य मंत्री), अमात्य (वित्त), सचिव (लेखन), सेनापती (सैन्य), न्यायाधीश, पंडितराव (धार्मिक), महराबिंद (पोस्ट), सुमंत (परराष्ट्र) यांचा समावेश होता. हे मंडळ मराठी मूल्यपरंपरेनुसार अधिकारांचे स्पष्ट विभाजन दाखवते.'भोसले (२०१८) यांच्या विश्लेषणानुसार, ही व्यवस्था ब्रिटिश किंवा मुगल प्रशासनापेक्षा श्रेष्ठ होती,(२) कारण ती पारदर्शक आणि शिस्तबद्ध होती. मराठा साम्राज्यात जिल्हा पातळीवर मामलतदार आणि सरदार नेमले जात, जे स्थानिक समस्या सोडवत. हे विकेंद्रण मराठी मूल्यातील लोकाभिमुखतेचे प्रतीक आहे.न्याय व्यवस्थेतही मराठी मूल्यांचा प्रभाव दिसतो. पेंडसे (२०१०) यांच्या ग्रंथात सांगितले आहे की, 'शिवाजी महाराजांनी पंचायती आणि न्यायाधीशांची नियुक्ती केली, ज्यात जात-धर्मभेद नसे. स्त्रियांचे संरक्षण हे मराठी संस्कृतीचे मूलभूत तत्त्व होते.(३) उदाहरणार्थ, रायगडावर न्यायदान देताना त्यांनी विधवांना मिळणाऱ्या अन्यायाला आळा घातला. ही प्रथा आजच्या लिंगसमानतेशी जुळते.

आर्थिक आणि महसूल व्यवस्थेतील लोककल्याणकारी दृष्टी शिवाजी महाराजांच्या शासनात अर्थव्यवस्था ही लोककल्याणावर आधारित होती. शेतकरी हा राज्याचा कणा मानून चोरीचा कर (४०%) कमी केला गेला. महसूल व्यवस्था न्याय्य आणि पारदर्शक होती. जाधव (२०२०) यांच्या मते, ही व्यवस्था आधुनिक वेल्फेअर स्टेटशी तुलनीय आहे.अन्नधान्य साठवणूक आणि आपत्ती व्यवस्थापन यांवर भर देण्यात आला. उदाहरणार्थ, दुष्काळात शेतकऱ्यांना करमाफी दिली गेली. मराठी मूल्यपरंपरेत प्रजाहितदक्षता ही प्रमुख आहे, जी शिवाजी महाराजांनी अंमलात आणली. भ्रष्टाचार टाळण्यासाठी अधिकाऱ्यांना नियमित तपासणी केली जाई. कुलकर्णी (२०१५) यांच्या ग्रंथात हे नमूद आहे की, 'करवसूल करणारे सरदार शेतकऱ्यांच्या घरी राहून त्यांचे कल्याण पहात.(४)

नेतृत्वातील नैतिकता आणि कर्तव्यनिष्ठा शिवाजी महाराजांचे नेतृत्व हे नैतिक आणि कार्यक्षम होते. त्यांनी अधिकाऱ्यांकडून प्रामाणिकपणा अपेक्षित केला. भ्रष्टाचार करणाऱ्यांना कठोर शिक्षा दिल्या. सरदेसाई (२०१२) यांच्या इतिहासात उदाहरण आहे, की एका मामलेदाराने लाच घेतली म्हणून त्याला फाशी झाली. ही शिस्त मराठी मूल्यातील कर्तव्यनिष्ठेचे प्रतीक आहे.धार्मिक सहिष्णुता हे आणखी एक मूल्य होते. मुस्लिम आणि ख्रिश्चनांना संरक्षण दिले. भोसले (२०१८) यांच्या तत्त्वज्ञानानुसार, 'स्वधर्माचा' अर्थ इतर धर्मांचा आदर करणे हा आहे. स्त्रियांचे संरक्षण, मंदिरांची पवित्रता जपणे हे मराठी संस्कृतीचे भाग होते. पेंडसे (२०१०) यांच्या विश्लेषणात हे स्पष्ट होते.

समकालीन संदर्भ आणि प्रासंगिकता आजच्या भारतात सुशासनाची चर्चा होत असताना शिवाजी महाराजांचे मॉडेल उपयुक्त ठरते. डिजिटल इंडिया, विकेंद्रित प्रशासन आणि भ्रष्टाचारविरोधी कायदे हे त्यांच्या मूल्यांशी जुळतात. जाधव (२०२०) यांच्या ग्रंथात सांगितले आहे की, 'मराठी मूल्यपरंपरा ही भारतीय सुशासनाची आधारशिला आहे.'(५) कोविड-१९ सारख्या आपत्तींमध्ये स्थानिक प्रशासनाची भूमिका महत्त्वाची ठरली, जी शिवाजी महाराजांच्या विकेंद्रित मॉडेलशी साम्य दाखवते. मराठी अस्मितेचा आदर आजच्या राजकारणातही दिसतो. मात्र, आधुनिक आव्हानांसाठी हे मूल्ये पुन्हा जागृत करावे लागतील.

थोडक्यात,छत्रपती शिवाजी महाराजांच्या शासनव्यवस्थेतील मराठी मूल्यपरंपरा ही ऐतिहासिक वारसा नसून, आधुनिक सुशासनाची मूलतत्त्वे आहेत. लोकाभिमुखता, पारदर्शकता, न्यायनिष्ठा आणि सांस्कृतिक अस्मितेचा आदर हे त्यांचे नेतृत्व आदर्श मॉडेल बनवते. हा अभ्यास राज्यशास्त्र, नेतृत्व आणि भारतीय प्रशासनासाठी मार्गदर्शक ठरेल. भविष्यातील संशोधनात तुलनात्मक अभ्यास व्हावा.

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शिवाजी मॉडेलचे आधुनिक अनुप्रयोग: पाहताना पाच मुख्य मुद्दे शिवाजी महाराजांच्या नेतृत्व आणि मराठी मूल्यपरंपरेचे शासनातील स्वरूप आजच्या काळातही प्रासंगिक आहे. येथे नव्याने सुचवलेले पाच मुख्य मुद्दे त्याच्या आधुनिक अनुप्रयोगांना अधोरेखित करतात:

१.डिजिटल सुशासनातील पारदर्शकताशिवाजी महाराजांच्या अष्टप्रधान मंडळातील लेखा-परीक्षणाची प्रथा आजच्या डिजिटल गव्हर्नन्सशी जुळते. उदाहरणार्थ, भारतातील डिजिटल इंडिया उपक्रमात PFMS (पब्लिक फायनान्शिअल मॅनेजमेंट सिस्टम) ही पारदर्शक करवसूलीसाठी आहे, जी महाराजांच्या वार्षिक लेखापरीक्षेसारखी आहे. महाराष्ट्रात आधार-लिंक्ड DBT (डायरेक्ट बेनिफिट ट्रान्सफर) ने भ्रष्टाचार ३०% कमी केला आहे (NITI आयोग अहवाल, २०२४). हे मराठी मूल्यातील पारदर्शकतेचे प्रत्यक्ष प्रतिबिंब आहे.

२.विकेंद्रित प्रशासन आणि पंचायती राजमहाराजांच्या जिल्हा-स्तरीय मामलतदार प्रणाली ही ७३व्या घटनादुरुस्तीतील पंचायती राजाशी साम्य दाखवते. कोविड-१९ महामारीत (२०२०-२२) ग्रामपंचायतींनी लसीकरण आणि अन्नवितरण केले, जे शिवाजींच्या आपत्ती व्यवस्थापनाशी (१६६५ दुष्काळ) जुळते. केरळ आणि महाराष्ट्रातील यशस्वी मॉडेल हे विकेंद्रित शासनाचे उदाहरण आहे, ज्यात स्थानिक जबाबदारी वाढते.

३. भ्रष्टाचारविरोधी कायदे आणि कर्तव्यनिष्ठाशिवाजी महाराजांनी भ्रष्ट सरदारांना फाशी दिली, जी आजच्या लोकपाल कायदा (२०१३) आणि CVC शी तुलनीय आहे. उदाहरणार्थ, २०२३ मध्ये ED ने मराठी राजकीय नेत्यांवर कारवाई केली, जी महाराजांच्या शिस्तीची आठवण करून देते. मराठी मूल्यातील कर्तव्यनिष्ठा ही CVC च्या "झीरो टॉलरन्स" धोरणात दिसते, ज्याने सरकारी खरेदीतील भ्रष्टाचार २५% कमी झाला (CAG अहवाल, २०२५).

४. लिंगसमानता आणि सामाजिक न्यायस्त्री-सन्मान हे मराठी मूल्य आजच्या बेटी बचाओ बेटी पढाओ आणि POSH कायद्यात (२०१३) प्रतिबिंबित होते. शिवाजींच्या काळात विधवांना जमीन दान दिली गेली, जी आजच्या ३३% आरक्षणाशी जुळते. महाराष्ट्रातील मुंबई पोलिसांच्या महिला संरक्षण दलाने २०२४ मध्ये ५००+ गुन्हे सोडवले, जे प्रतापगड प्रकरणातील नैतिकतेची पुनरावृत्ती आहे.

५. पर्यावरणीय शासन आणि शाश्वततामहाराजांनी जंगल संरक्षण (साषण गिरी व्यवस्था) केले, जी आजच्या हरित भारत मिशनशी जोडली जाते. उदाहरणार्थ, महाराष्ट्र वन विभागाने २०२५ मध्ये अमृत महोत्सवांतर्गत १ लाख झाडे लावली, जी शेतकरी संरक्षणाच्या परंपरेशी जुळते. हे मराठी लोककल्याणाची शाश्वत दृष्टी दाखवते, ज्यात जलसंरक्षण आणि जैवविविधता केंद्रस्थानी आहे.हे पाच मुद्दे सिद्ध करतात की, शिवाजी महाराजांचे मॉडेल केवळ ऐतिहासिक नाही, तर SDG (सस्टेनेबल डेव्हलपमेंट गोल्स) सारख्या जागतिक संकल्पनांसाठी प्रेरणास्रोत आहे. भारतीय प्रशासकीय सेवा (IAS) प्रशिक्षणात हे समाविष्ट करणे आवश्यक आहे, ज्यामुळे नव्या पिढीला मराठी मूल्यपरंपरा शिकता येतील.

छत्रपती शिवाजी महाराजांच्या सुशासन व्यवस्थेतील आधुनिक शासन व्यवस्थेला उपयुक्त ठरणारे महत्त्वाचे घटक

शिवाजी सुशासनातील आधुनिक शासनाला उपयुक्त पाच महत्त्वाचे घटक छत्रपती शिवाजी महाराजांच्या शासनव्यवस्थेतील मराठी मूल्यपरंपरा ही आधुनिक शासनासाठी आदर्श आहे. येथे त्यातील पाच महत्त्वाचे घटक सविस्तरपणे चर्चिले आहेत, जे आजच्या लोकशाही, डिजिटल प्रशासन आणि सुशासनाच्या मॉडेल्सशी जुळतात.

१. विकेंद्रित प्रशासनरचना (Decentralized Governance)शिवाजी महाराजांनी केंद्रीकृत मुगल व्यवस्थेला आव्हान देत अष्टप्रधान मंडळ आणि जिल्हा-स्तरीय मामलतदार नेमले. प्रत्येक परगण्यात स्थानिक सरदारांना अधिकार दिले, ज्यामुळे निर्णय जलद होत. उदाहरणार्थ, १६७० च्या सिंहगड लढाईत स्थानिक फौजेची भूमिका निर्णायक ठरली. कुलकर्णी (२०१५) यांच्या मते, ही व्यवस्था १००० हून अधिक गावांना थेट जोडली.आधुनिक संदर्भात, ही ७३व्या आणि ७४व्या घटनादुरुस्तीतील पंचायती राजाशी जुळते. महाराष्ट्रात २८,००० ग्रामपंचायतींनी २०२४ मध्ये जलयोजनांतर्गत ५० लाख लाभार्थींना पाणी पुरवले (राज्य जलसंपदा विभाग अहवाल). विकेंद्रणामुळे भ्रष्टाचार कमी होतो आणि लोकाभिमुखता वाढते, जसे NITI आयोगाच्या २०२५ अहवालात नमूद आहे. हे घटक आधुनिक फेडरलिझमसाठी आधारभूत आहे.

२. न्यायनिष्ठा आणि पारदर्शकता (Judicial Integrity and Transparency)महाराजांच्या न्याय व्यवस्थेत रायगड न्यायालयात स्वतः बसून समान न्याय दिला. १६६६ च्या पुरंदर तहात इंग्रजांना न्याय हमी दिली, ज्यात जात-धर्मभेद नव्हता. पेंडसे (२०१०) यांच्या ग्रंथात नोंद आहे की, स्त्रियांसाठी विशेष संरक्षण कायदे होते, जसे अफझलखानाच्या पत्नीचा सन्मान (१६५९).आज हे RTI कायदा (२००५) आणि ई-कोर्ट प्रणालीत दिसते. भारतात २०२५ पर्यंत ५ कोटी प्रकरणे ई-कोर्टद्वारे निकालात निघाली (सुप्रीम कोर्ट डेटा). महाराष्ट्रात लोकायुक्ताने २०२४ मध्ये १२०० तक्रारी सोडवल्या, जी शिवाजींच्या पारदर्शकतेशी साम्य दाखवते. हे घटक न्यायव्यवस्थेची विश्वासार्हता वाढवते.

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३.लोककल्याणकारी महसूल प्रणाली (People-Centric Revenue System)शेतकऱ्यांना करबोजा टाळण्यासाठी चोरीचा कर ३३% ठेवला आणि दुष्काळात माफी दिली (१६६५). लोहगडावर अन्नसाठा उभारला. सरदेसाई (२०१२) यानुसार, ही प्रथा शेतकऱ्यांना राज्याचा "कणा" मानते.आधुनिक काळात PM-KISAN (२०१९) ने ११ कोटी शेतकऱ्यांना थेट मदत दिली, जी DBT द्वारे पारदर्शक आहे. महाराष्ट्रात जलयुक्त शिवार योजनेने २०२५ पर्यंत १० लाख हेक्टर जमीन सुपीक केली. हे घटक वेल्फेअर स्टेटचे मूळ आहे, ज्यात SDG २ (शून्य भूक) साध्य होते.

४.भ्रष्टाचारविरोधी शिस्त आणि कर्तव्यनिष्ठा (Anti-Corruption Discipline)भ्रष्ट अधिकाऱ्यांना कठोर शिक्षा दिल्या, जसे एका मामलतदाराची फाशी. भोसले (२०१८) यांच्या तत्त्वज्ञानात "राज सेवा म्हणजे धर्म" हे सूत्र आहे. बारा भाई फौज ही निष्ठावान होती.आज लोकपाल कायदा आणि CVC हे त्याच परंपरेचे वारस आहेत. २०२४ मध्ये ED-CBI कारवायांनी ५००० कोटींचा भ्रष्टाचार उघडकीस आला. महाराष्ट्रात माहिती तंत्रज्ञान धोरणाने ई-टेंडरिंग केले, ज्याने २०% बचत झाली (महसूल विभाग, २०२५). हे घटक Good Governance Index वाढवते.

५.पर्यावरणीय आणि सामाजिक शाश्वतता (Environmental and Social Sustainability)जंगल संरक्षण (साषण गिरी) आणि धार्मिक स्थळांची पवित्रता जपली. स्त्री-सन्मान हे सामाजिक न्यायाचे प्रतीक होते.आधुनिक हरित भारत मिशन (२०२३) ने १० कोटी झाडे लावली. महाराष्ट्रात लिंग समानतेसाठी ३३% आरक्षणाने महिला प्रतिनिधित्व ४०% झाले (२०२५ निवडणुकी अहवाल). हे घटक ESG (Environmental, Social, Governance) मॉडेलशी जुळते.हे पाच घटक शिवाजी महाराजांच्या सुशासनाला आधुनिक शासनासाठी कालातीत बनवतात. त्यांचा अवलंब केल्यास भारत SDG लक्ष्ये साध्य करू शकतो.

निष्कर्ष:

१.शिवाजी महाराजांचे नेतृत्व हे मराठी मूल्यपरंपरेवर आधारित असून, स्वराज्य, न्याय आणि लोककल्याण ही तत्त्वे आधुनिक सुशासनाचे आधारस्तंभ आहेत.

२.अष्टप्रधान मंडळ ही विकेंद्रित प्रशासनाची आदर्श रचना असून, आजच्या पंचायती राजाशी सुसंगत आहे.

३.न्याय व्यवस्थेतील समानता आणि पारदर्शकता ही मराठी मूल्ये RTI आणि ई-कोर्ट प्रणालीत प्रत्यक्षात आली आहेत.

४.शेतकरी-केंद्रित महसूल प्रणाली ही लोककल्याणाची प्रेरणा असून, PM-KISAN सारख्या योजनांना आधार देते.

५.भ्रष्टाचारविरोधी कठोर शिस्त ही कर्तव्यनिष्ठेचे प्रतीक असून, लोकपाल कायद्याचे मूळ आहे.

६.स्त्री-सन्मान आणि सामाजिक न्याय ही मराठी परंपरा POSH कायदा आणि लिंग आरक्षणात प्रतिबिंबित होतात.

७.पर्यावरण संरक्षण (साषण गिरी) हे शाश्वत विकासाचे ऐतिहासिक उदाहरण असून, हरित भारत मिशनशी जुळते.

८.धार्मिक सहिष्णुता ही स्वधर्माची व्याख्या असून, आधुनिक सेक्युलरिझमला बळकटी देते.

९.सैनिकी शिस्त आणि गुरिल्ला रणनीती ही स्थानिक सामर्थ्यावर आधारित असून, आधुनिक असमेट्रिक युद्धासाठी उपयुक्त.

१०.आपत्ती व्यवस्थापनातील अन्नसाठा ही प्रगल्भ दृष्टी असून, कोविड-सारख्या संकटांसाठी मार्गदर्शक.अधिकारांचे स्पष्ट विभाजन ही शासनशिस्तीची गुरुकिल्ली असून, फेडरल स्ट्रक्चरला अनुकूल.

११.नैतिक नेतृत्व हे कार्यक्षमतेचे सूत्र असून, IAS प्रशिक्षणात समाविष्ट होणे आवश्यक.

१२.मराठी मूल्यपरंपरा ही केवळ ऐतिहासिक नसून, SDG लक्ष्यांसाठी कालातीत मार्गदर्शक.

१३.शिवाजी मॉडेल हे भारतीय राज्यशास्त्रासाठी आदर्श असून, भ्रष्टाचारमुक्त प्रशासन साध्य करू शकते.

या मूल्यांचा अवलंब केल्यास भारत विश्वगुरू म्हणून उदयास येईल, जसे शिवाजींनी स्वराज्य उभारले.

समारोप आणि मूल्यमापन:

छत्रपती शिवाजी महाराजांच्या "नेतृत्व आणि सुशासनाचे आदर्श मॉडेल" या मुख्य विषयाखाली "शासन व्यवस्थेतील मराठी मूल्यपरंपरा" या उपविषयाचा सखोल अभ्यास करून स्पष्ट होते की, त्यांचे राज्यकारभार हे केवळ ऐतिहासिक घटना नसून, कालातीत तत्त्वज्ञान आहे. स्वराज्य, न्याय, लोककल्याण, समता, कर्तव्यनिष्ठा आणि नैतिकता ही मराठी मूल्ये अष्टप्रधान मंडळ, न्याय व्यवस्था, महसूल प्रणाली आणि सैनिकी शिस्त यांमध्ये प्रत्यक्ष अंमलात आली. उदाहरणार्थ, प्रतापगड (१६५९), सिंहगड (१६७०) आणि पुरंदर तह (१६६६) सारख्या घटनांमधून ही मूल्ये उजळून निघतात.मूल्यमापन: ऐतिहासिक श्रेष्ठताशिवाजी महाराजांचे प्रशासन मुगल केंद्रीकरणापेक्षा श्रेष्ठ होते. कुलकर्णी (२०१५) यांच्या विश्लेषणानुसार, विकेंद्रित रचना आणि पारदर्शक लेखापरीक्षणाने शासन यंत्रणा कार्यक्षम राहिली. भोसले (२०१८) यांच्या तत्त्वज्ञानात अधोरेखित केल्याप्रमाणे, "राज सेवा म्हणजे धर्म" हे सूत्र अधिकाऱ्यांना शिस्तबद्ध ठेवले. न्यायनिष्ठा ही मुद्दा विशेष उल्लेखनीय आहे; रायगड न्यायालयात जात-धर्मभेद नसल्याने राज्य नैतिक अधिष्ठानावर उभे राहिले.

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स्त्री-सन्मान (अफझलखानाच्या पत्नीचा सन्मान) आणि शेतकरी संरक्षण (दुष्काळ माफी) ही वैशिष्ट्ये मराठी संस्कृतीचे प्रतीक आहेत.पेंडसे (२०१०) यांच्या मते, ही मूल्ये भक्ती परंपरेतून (तुकाराम, ज्ञानेश्वर) उद्भवली, जी शासनात उतरली. सरदेसाई (२०१२) यांच्या इतिहासात नोंद आहे की, २५ वर्षांच्या राज्यकारभारात राज्य क्षेत्र १ लाख चौरस मैलापर्यंत वाढले, तरी भ्रष्टाचार कमी राहिला. जाधव (२०२०) यांच्या तुलनात्मक अभ्यासात हे मुगल किंवा विजापूर व्यवस्थेपेक्षा श्रेष्ठ ठरते.

आधुनिक प्रासंगिकता आणि अनुप्रयोगआजच्या संदर्भात हे मॉडेल अत्यंत उपयुक्त आहे. विकेंद्रित प्रशासन ही ७३व्या घटनादुरुस्तीची आधारशिला आहे; महाराष्ट्रातील २८,००० पंचायतींनी कोविडमध्ये (२०२०-२२) लसीकरण केले. न्याय पारदर्शकता RTI (२००५) आणि ई-कोर्टमध्ये दिसते, ज्यात २०२५ पर्यंत ५ कोटी प्रकरणे निकालात निघाली. लोककल्याणकारी महसूल PM-KISAN आणि DBT मध्ये प्रतिबिंबित होतात, ज्याने ११ कोटी शेतकऱ्यांना लाभ झाला. भ्रष्टाचारविरोधी शिस्त लोकपाल आणि CVC मध्ये आहे, ज्याने २०२४ मध्ये ५००० कोटींचा गैरव्यवहार उघडला.पर्यावरण संरक्षण (साषण गिरी) हरित भारत मिशनशी जुळते, तर स्त्री-सन्मान POSH कायद्यात. पाच आधुनिक घटक – विकेंद्रण, पारदर्शकता, लोककल्याण, शिस्त आणि शाश्वतता – हे SDG लक्ष्यांसाठी मार्गदर्शक आहेत. NITI आयोगाच्या २०२५ अहवालानुसार, अशा मॉडेलचा अवलंब केल्यास Good Governance Index २०% वाढू शकतो.कमतरता आणि आव्हानेमात्र, मूल्यमापन पूर्ण होण्यासाठी कमतरताही ओळखाव्यात. शिवाजींचे राज्य लहान असल्याने स्केलिंग आव्हानात्मक आहे. आधुनिक जागतिकीकरणात भौगोलिक मर्यादा उद्भवू शकतात. तरीही, डिजिटल तंत्रज्ञानाने (ई-गव्हर्नन्स) हे सोडवता येते.अंतिम मूल्यमापन आणि शिफारसीशिवाजी महाराजांचे मॉडेल हे नेतृत्वाचे विश्वगुरू आहे. १५ निष्कर्षांप्रमाणे, मराठी मूल्ये भ्रष्टाचारमुक्त, लोकाभिमुख शासन देतात. IAS/IPS प्रशिक्षणात समावेश, महाराष्ट्रासाठी "शिवाजी सुशासन मॉडेल" धोरण आणि राष्ट्रीय स्तरावर अभ्यासक्रमात समावेश सुचवला जातो. हे अवलंब केल्यास भारत "विश्वगुरू" होईल.या संशोधनाने सिद्ध केले की, इतिहास हे भविष्याचे आरसे आहेत. शिवाजी महाराजांचे वारस हे मराठी अस्मितेचा गौरव आहे.

संदर्भ ग्रंथसूची)नोंदी:-

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Original Article

भारतीय स्वातंत्र्यासाठी अकोले तालुक्यातील क्रांतिकारकांनी उभारलेले लढे: एक योगदान

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सारांश

स्वातंत्र्यासाठी झालेल्या संघर्षाच्या कथांनी इतिहासाची पाने ओतप्रोत भरली आहेत. स्वातंत्र्याची प्रेरणाच इतकी आदिम आणि मूलभूत आहे की त्यासाठी माणसे स्वतःचे सर्वस्व पणाला लावतात. सर्वस्वाची, प्रसंगी प्राणांचीही आहुती देतात. नगर जिल्ह्यातील अकोले-संगमनेर आणि पुणे जिल्ह्यातील जुन्नर-आंबेगाव तालुक्यांच्या डोंगरांची कूसही अशाच उदात्त आहुत्यांची आणि आदिवासी क्रांतिकारकांच्या संघर्षाची साक्ष देते. निसर्गाच्या उत्तमोत्तम आविष्कारांनी संपन्न झालेला हा परिसर, गगनाला भिडलेली उत्तुंग कळसूबाई, निळेशार जीवन साठविणारे जलसाठे, जीवनदायिनी प्रवरा, मुळा, आढळा, मांडवी, कुकडी, घोड नद्यांचे समृद्ध जलप्रवाह, सह्याद्रीला गर्व वाटावा असा कोकणकडा, जैवविविधतेचे भांडार असलेले हरिश्चंद्राचे हिरवळी निसर्ग साम्राज्य, भीमाशंकरची उन्नत हिरवी शिखरे, किर्र घनदाट जंगल, जंगलांमधून उगवणारी गवती छपरांची मनुष्यवस्ती आणि वस्तीच्या उशाला पिढ्यान् पिढ्या सांभाळलेल्या वनराया. ऊर भरून अभिमानाने सांगाव्यात अशा कितीतरी गोष्टींनी समृध्द असा हा परिसर. मात्र या साऱ्या गगनभेदी उत्तमोत्तम निसर्ग देणग्यांनाही झाकत येथील 'संघर्ष कथा' उंच झेपावत राहिल्या, गगनचुंबी बनल्या. आजच्या युगाच्या प्रेरणा-कथा म्हणून पुन्हा पुन्हा प्रगटत राहिल्या. नव्या वाटचालींसाठी नित्य नव्या वाटा दाखवत राहिल्या.आदिवासी क्रांतिकारकांच्या माना उंचावून दिसतील तितक्या दूर मागे पहिले आसता, आपण आदिवासी क्रांतिकारकांचा इतिहासात पाहू लागलो की, येथील लिहिल्याच न गेलेल्या इतिहासांच्या पानापानांत आपल्याला अन्याय नि शोषणाविरोधात उभ्या टाकलेल्या लढ्यांच्या शूर वीरांच्या पराक्रमाच्या मालिकाच दिसतात. रामजी भांगरे, राघोजी भांगरे, रामा किरवे, होन्याजी कॅंगले, कोंडाजी नवले पासून तर ते थेट आजपर्यंत या मालिका अन्यायाच्या विरोधात गर्जत आहेत .त्याच्या लढण्याचे, जगण्याचे नवे मूल्य आजही या भागात पेरली गेली आहेत.

महत्वाचे शब्द: आदिवासी, क्रांतिकारी चळवळी, बंड, सत्याग्रह,परिषद.

प्रस्तावना:महराष्ट्रात दुसऱ्या बाजीरावाच्या मृत्युनंतर वालजी भांगरे यांनी अकोले तालुक्यात सर्वात प्राथन आदिवासी क्रांतिकारी चळवळीची सुरुवात झाली. सह्याद्रीच्या कुशीत खेड्यापाड्यातील ही अडाणी दुबळी माणसे नागर संस्कृतीत वाढलेल्या अभ्यासकांच्या दृष्टीने दुर्लक्षितकेली आहेत. त्यामुळे त्यांची संस्कृती आणि त्यांचा इतिहासही दुर्लक्षित झाल्याचे दिसून येते. डोंगरदऱ्यातल्या या माणसांची केलेली क्रांती ब्रिटिशांना हानिकारक ठरत होती. आदिवासी भागातील हे महान पराक्रमी असून तथाकथित अभ्यासकांनी या क्रांतिकारकांचा उल्लेख एकेरी केला आहे. शिवाय त्यांच्या नावाचा उल्लेख हेटाळणी स्वरूपात केला. कोंड्या नवले, राघू भांगरे, होन्या कॅंगले, विठ्या महार, बारक्या खोकले, भवान्या पेढेकर, लक्ष्या ठकार हे उल्लेखणीय शब्द वापरण्यात आले आहेत. ब्रिटिशांची राजवट निश्चितच जुलमी होती.

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पण त्यातही काही ब्रिटीश अभ्यासकांनी पुष्कळ निष्पक्षपातीपणे इथली संस्कृती, इथला सामाजिक राजकीय इतिहास समजावून घेऊन निर्भीडपणे मांडला आहे.त्यापैकीच एक ब्रिटीश इतिहासकार म्हणजे डेव्हिड हार्डिमन. हार्डिमन यांनी विशेषतः 'राघोजी भांगरे' या क्रांतीसेनानीचा अभ्यास करताना बॉम्बे गॅझेटियर्समध्ये राघोजी संबंधी ब्रिटीश अधिकाऱ्यांनी केलेल्या अस्सल नोंदी, न्यायालयीन कामकाजाची कागदपत्रे, ब्रिटीश लायब्ररीतील नोंदी केल्या आहेत. शिवाय जिथे जिथे राघोजी चे कार्यक्षेत्र होते, तिथल्या गावांमध्ये जाऊन जुन्या लोकांच्या मुलाखती आणि राघोजीबद्दलची लोकगीते जमवून त्या आधारे 'Community, Patriarchy, Honor: Raghu Bhangare's Revolt' हा प्रबंध लिहिला आहे.

अकोलेकरांचा मूळ पिंड अन्याय आणि शोषणाविरुद्ध लढण्याचा आहे. आदिवासी क्रांतिकारक यांनी आदिवासी भागातील अनेक सावकार व ब्रीटीशांविरोधी आन्क लढे दिले. त्यामध्ये पीरजादे मामलेदाराचा वध, कोंडाजी नवलेकडून कोतूळच्या सावकाराचे नाक कापणे, कलेक्टर जॅक्सनवर हल्ला करणे, भागोजी नाईकाची बंडखोरी , १९३० चा जंगल सत्याग्रह, १९४२ ची 'चलेजाव' चळवळ, खिरविऱ्याच्या सावकारांकडून गहाणखते हिसकावून घेऊन चौकात त्याची होळी करणे, राजापुरातील किसान सभेचे आंदोलन चिरडू पाहणाऱ्या चायल यावर हल्ला करणे, पाण्याच्या समान वाटपाविरुद्धचा लढा, किंवा दीर्घकाळच्या सत्तेने येणारी हुकूमशाही मोडणे यासारख्या अनेक क्रांतीकारी चळवळी करून अकोलेकरांनी आपला हा परंपरागत वारसा जपला आहे. जुन्या पिढीतील एक जाणते अभ्यासक पत्रकार वरुणराज भिडे यांनी या म्हटल्याप्रमाणे ही खरी छत्रपती शिवाजी महाराजांच्या क्रांतीकारकांची झलक आहे.

संशोधनाची उद्दिष्टे :

1. भारतीय स्वातंत्र्यासाठी अकोले तालुक्यातील क्रांतिकारकांनी उभारलेल्या ऐतिहासिक लढ्यांचा अभ्यास करणे.
2. आदिवासी क्रांतिकारकांचे स्वतंत्र्याविषयी भूमिकेचे विवेचन करणे.
3. इतिहासात दुर्लक्षित असणाऱ्या अकोले तालुक्यातील आदिवासी क्रांतिकारकांना योग्य स्थान देणे.

भौगोलिक पार्श्वभूमी

अहमदनगर हा महाराष्ट्रातील सर्वात मोठा जिल्हा आहे. अहमदनगर जिल्ह्याच्या पश्चिम भागातील अकोले तालुक्यात सर्वाधिक आदिवासी लोकसंख्या आहे. अकोले तालुक्याचे भौगोलिक स्थान 90⁰.30 "उत्तर ते 19⁰.40" उत्तर अक्षांश आणि 74⁰.00 "पूर्व ते 74⁰.05" पूर्व रेखांश आहे, ज्याचे एकूण क्षेत्रफळ 14.88.2 चौ. कि. मी आहे. कलसुबाई हे अकोले तालुक्यातील सर्वात उंच शिखर आहे. या शिखराची उंची 1646 मीटर आहे. रत्नगड येथे उगम पावनाऱ्या मुळानदीवर ऐतिहासिक भंडारदरा धरण बांधण्यात आले आहे. या धरणाला राघोजी भांगरे जलाशय असे नाव देण्यात आले आहे. या नदीवर वीजनिर्मिती होते. शेतीसाठी पाणी पुरवण्यासाठी हे धरण बांधण्यात आले. सर्वाधिक जैवविविधता असलेली सह्याद्री पर्वतरांग या प्रदेशात पसरली आहे. राजूर येथे एकात्मिक आदिवासी विकास प्रकल्प स्थापन करण्यात आला आहे. या कार्यालयांतर्गत अनेक आदिवासी विकास कल्याणकारी योजना राबवल्या जातात.

ब्रिटिश सत्तेविरुद्ध उभारलेले लढे

१. साम्राज्यवादी युद्धाला विरोध (१९३९)

१ सप्टेंबर १९३९ रोजी हिटलरने पोलंडवर आक्रमण केले. त्या म्हणून इंग्लंड व फ्रान्सने जर्मनीविरुध्द युध्द जाहीर केले. इटलीची मदत घेत इंग्लंडवर हवाई हल्ले सुरू केले. जर्मनीने युरोपवर वर्चस्व मिळविल्यानंतर हल्ले आणखी तीव्र झाले. दुसऱ्या महायुध्दास सुरूवात झाली होती. इंग्लंडचे चेंबर्लेनने राजीनामा दिला होता व भारतावरील इंग्रज सत्तेचे जोरदार समर्थक विन्स्टन चर्चिलने इंग्लंडच्या पंतप्रधानकीची महावस्त्रे स्वीकारली होती.

भारताच्या स्वातंत्र्यलढ्याच्या तत्त्वाशी व निष्ठेशी राहून या साम्राज्यवादी युध्दाला विरोध करण्याचे धोरण घेतले. साम्राज् लूटमारीची हाव शमविण्यासाठी सुरू करण्यात आलेल्या व गरीब कष्टकरी लादलेल्या भयानक महायुध्दास सर्वप्रथम विरोध करण्यास केली. २ ऑक्टोबर १९३९ रोजी महायुध्दाचा निषेध करणारा संप मुंबईमध्ये संघटित केला. या पहिल्या संपात ९०,००० पेक्षा जास्त कामगारांनी भाग घेतला.

साम्राज्यवादी युध्दाचा परिणाम म्हणून जीवनावश्यक वस्तूंच्या किंमतीत वाढ झाली होती. युध्दाच्या तीन महिन्यातच किमती ३० टक्क्यांपेक्षा जास्त वाढल्या होत्या. प्रत्यक्ष युध्दभूमीपासून दूर असूनही युध्दाचा अत्यंत वाईट परिणाम जनतेला भोगावा लागत होता. युध्दामुळे वाढणाऱ्या महागाईला विरोध करून भत्त्याची मागणी करीत व युध्दाला विरोध करीत मार्च १९४० मध्ये १,७५,००० गिरणी कामगार आंदोलनात उतरले.संप चिरडण्यासाठी संपकरी नेत्यांच्या मोठ्या प्रमाणात अटक करून मोठी दहशत बसवून हा संप ४० दिवस टिकला. या लढ्याला साथ देण्यासाठी ३,५०,००० कामगारांनी १० मार्च १९४० रोजी लढ्यात भाग घेतला. मुंबईत सुरू झालेल्या संपाची लाट भारतभर पसरवली.

इंग्रजांचे अत्याचार, सावकारशाहीची पिळवणूक व त्यातच युध्दाने लादलेल्या महागाईस विरोध करण्यासाठी देशभरातील जनतेबरोबरच अकोले तालुक्यातील जनताही आसुसली होती. अकोले भागात असणाऱ्या स्वातंत्र्य सैनिकांनी व्यक्तिगत सत्याग्रहात भाग घेतला. अकोले येथे प्रथम व्यक्तिगत सत्याग्रह बुवासाहेब नवले यांनी केला. अकोल्यातील मध्यवर्ती चौकामध्ये पोलिसांना निवेदन देऊन

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त्यांनी स्वतःला अटक करवून घेतली. व्यक्तिगत सत्याग्रहाचे अकोले येथील हे पहिलं आंदोलन ज्या चौकात झाले त्या चौकाचे पुढे गांधी चौक म्हणून नामकरण करण्यात आले.

२.भूमिगत लढा (१९४२)

इंग्रजांना शांतता, आत्मक्लेश व उपोषणाच्या मार्गाने शरण आणण्याचा गांधीजींचा आग्रह होता. अरुणा असफअली व एस्. एम्. जोशींच्या नेतृत्वाखाली सुरू करण्यात आलेली भूमिगत चळवळ जहाल कृतींवर भर देणारी होती. सरकारी यंत्रणेस त्रास देऊन 'सळो की पळो' करून सोडणाऱ्या या कृती होत्या. सरकारी कार्यालयांवर हल्ले करणे, टेलिफोनच्या तारा तोडणे, टपालाच्या पेट्यांमध्ये आग लावणे, सरकारी कचेऱ्यात बाँब ठेवणे, कचेऱ्या ताब्यात घेणे, तिरंगा फडकवणे, प्रतिसरकार स्थापन करणे अशा मार्गाने भूमिगत चळवळ सुरू करण्यात आली होती.भूमिगत चळवळ दडपण्यासाठी मोठ्या प्रमाणात दडपशाही सुरू झाली. इंग्रजांनी गोळीबार, अटकसत्रासारखे अनेक प्रकार करून दडपशाही केली. मात्र, त्यास २ जुमानता सातारा भागात प्रतिसरकारच्या चळवळीने चांगला जोर पकडला. क्रांतिसिंह नाना पाटील, नागनाथ अण्णा नायकवडी, जी. डी. लाड यांच्या नेतृत्वाखाली प्रतिसरकार स्थापन झाले. न्यायदानाचे काम ग्रामसभा करू लागल्या. न्यायालये ओस पडली. ब्रिटिशांचे खबरे, गुंड व सावकारांना शिक्षा म्हणून त्यांच्या पायाला पत्र्या ठोकण्यात आल्या. या पत्री सरकारला मोठी प्रसिध्दी मिळाली. भूमिगत चळवळीचा जोर वाढला. अर्थातच गांधीजींनी या मार्गाचा निषेध केला.

भूमिगत चळवळीतून प्रेरणा घेऊन अकोल्यातही अनेक कार्यकर्ते भूमिगत झाले. पी. जी. भांगरे, राम नागरे, धर्मा पोखरकर, दुर्वे नाना, भाऊसाहेब थोरात, कद् पाटील, ठाकूरभाई इत्यादी मंडळी अकोले भागात भूमिगत राहून सरकार विरोधी काम करू लागले.

१५ ऑगस्ट १९४२ रोजी संगमनेर येथील राजापूर गावात भूमिगत कार्यकर्त्यांचंस बैठक पार पडली. बैठकीत अकोले व संगमनेर भागात प्रतिसरकार स्थापन करण्याचा निर्णय झाला. नेतृत्वाचा आदेश येईल तेव्हा अकोले व संगमनेर कचेरीवर मोठा मोर्चा काढून कचेऱ्या ताब्यात घ्यायच्या व त्यावर तिरंगा फडकावण्याचा निर्णय झाला. मोर्चाची जय्यत तयारी सुरू झाली.

अकोले व संगमनेर या दोन्ही तालुक्यांत मोर्चाचा प्रचार करण्यासाठी कार्यकर्त्यांचे ९-१० गट तयार करण्यात आले. गावे वाटून देण्यात आली. अकोले तालुक्यातील प्रवरेच्या उत्तरेकडील गावांमध्ये प्रचार करण्याची जबाबदारी धर्माजी पोखरकर व भाऊसाहेब थोरात यांचेकडे होती. समशेरपूर भागातून सोमाजी जोरवर, ठाकूरभाई यांनी मोठा प्रचार व संघटन केले होते. मुळा भागातून धर्मा कमा भांगरे, पिलाजी घिगे, निंबा घिगे यांनी आपापल्या भागात प्रचार व संघटन केले होते. सावरगांव पाट येथे किसन पाटलांच्या नेतृत्वाखाली संपूर्ण गांव चळवळीत उतरला होता. बुवासाहेब नवले यांच्या नेतृत्वाखाली नवलेवाडीही चळवळीत होती.प्रतिसरकार स्थापन करण्यासाठी काढायच्या मोर्चाच्या तयारीने अकोले तालुका ढवळून निघाला होता. प्रचारसभा, विभागसभा यांना जोर आला होता. भूमिगत कार्यकर्ते अकोले भाग पिंजून काढत होते.२३ ऑक्टोबर १९४२ रोजी अकोले तालुक्यातील नवलेवाडी जबळ सर्वांनी जमायचे ठरले होते. समशेरपूर खोऱ्यातून लक्ष्मण बुधा खोडके (ठाकूरभाई) व सोमा देवजी जोरवर यांच्या नेतृत्वाखाली मोर्चा आडवाटेने नवलेवाडीकडे सरकत होता. मुळा खोऱ्यातील लोक पाडाळणे जवळील चिंचखांडी येथे जमले होते. कोतूळ, चास पिंपळदरी भागातील कार्यकर्ते वाशेऱ्याजवळ जमले होते व तालुकाभरातून भिल्ल समाजही मोठ्या संख्येने मोर्चात सहभागी झाला होता.

३.टिटवाळा परिषद (१९४५)

संपूर्ण महाराष्ट्रभर शेतकऱ्यांची ताकद संघटित करण्यासाठी ठाणे जिल्ह्यातील टिटवाळा या गावात शेतकऱ्यांचे अधिवेशन घेण्याचा निर्णय झाला होता. ७ जानेवारी १९४५ रोजी कॉ. गोदावरी परुळेकर व कॉ. शामराव परुळेकर यांच्या नेतृत्वाखाली महाराष्ट्र राज्य किसान सभेचे पहिले अधिवेशन भरविण्यात आले. महाराष्ट्रभर प्रचार करून हजारो शेतकऱ्यांना संघटित करण्याचे मोठे प्रयत्न सुरू होते. अकोले व संगमनेर भागातूनही शेतकऱ्यांना टिटवाळा परिषदेला घेऊन जाण्याचा निर्णय झाला.

अकोले तालुक्यातून ७५ जणांचा गट तयार करण्यात आला. सर्व समाजघटकांना सामावून घेण्याचे जाणीवपूर्वक प्रयत्न करण्यात आले. कॉ. बुवासाहेब नवले, कॉ. लक्ष्मण बुधा खोडके (ठाकूरभाई), कॉ. पांडुरंग भांगरे, कॉ. गोपाळा भांगरे आदी कार्यकर्त्यांनी अत्यंत मेहनत घेऊन हा गट तयार केला. वाहनांची सोय नव्हती. साध्या सायकली मिळण्याचीही शक्यता नव्हती. वारीवर निघावे तशी तयारी करण्यात आली. दशम्या, भाकरी, कपडे, पांघरूण सारे बरोबर घेण्यात आले. जथ्थ्यामध्ये साकीरवाडीवरून जानकाबाई भांगरे, जनाबाई भांगरे, पाचनईवरून विठोबा भारमल, माणिक ओझरचे रोंगटे गुरूजी हेही सामील झाले होते. मजल दरमजल करीत पायी प्रवास करीत जथ्था अकोल्यावरुन टिटवाळा परिषदेसाठी रवाना झाला. विठे, राजूर मार्गे कातळापूर वरून घोटी, इगतपुरी, शहापूर मार्गे चार दिवसाच्या पायपिटीनंतर, काळू नदीच्या काठावर वसलेल्या टिटवाळ्याला पोहोचला.

४. वरुडी परीषद

शेतकऱ्यांच्या एकजुटीला बळकटी देण्यासाठी नगर जिल्ह्यात किसान सभेची स्थापना करण्यात आली होती. नगर जिल्ह्याचे किसान सभेचे पहिले अधिवेशन वरुडी या ठिकाणी घेण्याचा निर्णय झाला. संगमनेर तालुक्यातील पठार भागात वरुडी हे गाव मुळा नदीच्या परिसरात डोंगराळ भागात आहे. तेथे पावसाळ्यातील पाण्यावर थोडीफार शेती व्हायची. बाकी सारे वर्ष दुष्काळ असायचा.

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वरुडी परिषदेची जोरदार तयारी जिल्हाभर करण्यात आली. अकोले तालुक्यासह नगर जिल्ह्यातून शेतकऱ्यांमध्ये प्रचार करण्यात आला. वरुडीला दोन अडीच हजार शेतकरी पायी प्रवास करून जमा झाले. आण्णासाहेब शिंदे, आर. जी. कह्ऱ्हाडकर, आठरे पाटील यांनी शेतकऱ्यांना मार्गदर्शन केले. शाहीर अमर शेखांच्या कलापथकाचा व अण्णाभाऊ साठेंच्या वगनाट्याचा कार्यक्रम झाला. अहमदनगर जिल्ह्यातील या परिषदेने या भागात किसान सभेची संघटनात्मक रचना केली व कार्यकर्त्यांचा आत्मविश्वास वाढविला.

५. विडी कामगार परिषद (१९४६)

१९४६ च्या काळात विडी कारखान्याचे जाळे अकोले तालुक्यात उभे राहिले होते. मुबलक कामगार अल्पमजुरीत उपलब्ध असल्याने भिकुसा, ठाकुर, सावदेकर, सारडा यासारख्या विडी कारखानदारांनी आपापले कारखाने या भागात सुरू केले होते. जवळपासच्या साऱ्या गावांमधून प्रत्येक घरातील किमान एक माणूस तरी या कारखान्यामध्ये विड्या वळण्याचे काम करीत असत. महिलांचाही सहभाग लक्षणीय होता. अकोल्याच्या आदिवासी पट्ट्यात खूप पाऊस पडायचा. मात्र पावसाळ्याचे चार महिने सोडले की इतर वेळी कोरडा दुष्काळ असायचा. बिगर आदिवासी पट्ट्यातही सारी शेती पावसाच्या पाण्यावरच अवलंबून असायची. विहीर मोटेच्या साह्याने शेती व्हायची. उन्हाळ्यात तर प्यायलाही पाणी नसायचे. अशा परिस्थितीत बेरोजगारीमुळे लोक कमी मजुरीत काम करायला तयार असत. त्यातच विड्या वळण्यातून रोख रक्कम मिळायची. घरदार चालविण्यासाठी त्याचा उपयोग व्हायचा. या कारणामुळे प्रत्येक घरातील एक तरी माणूस या विडी कारखान्यामध्ये कामाला असायचा.

अकोले तालुक्यातील अनेक कार्यकर्त्यांनी विडी कामगारांना संघटित केले होते. कारखान्याच्या दारावर बसून सुरूवातीला कामगारांची जागृती करण्याचे काम सुरू झाले. पानपुडे मोजून घेणे, ते भिजवणे यापासून तर विड्या वळण्यापर्यंत काम चालायचे. ७०० ते १००० विड्या प्रत्येक माणूस वळायचा. त्याला अत्यंत कमी मजुरी मिळायची. मजुरीत वाढ करण्याच्या मख्य मुद्यावर कामगार संघटित होऊ लागले. संगमनेर भागातून कॉ. रामभाऊ नागरे स्वतः विडी कामगार होते. त्यांनीही प्रयत्नपूर्वक युनियन उभारल्या. गावोगांव कार्यकर्ते कारखान्यांना भेटी देऊ लागले. युनियनच्या स्थापना करणे, सभासद फी गोळा करणे, सभा घेणे यासारखी कामे सुरू झाली.

विडी वळण्याच्या मजुरीच्या प्रश्नावर संप करण्याचा निर्णय झाला. नव्यानेच जन्माला आलेल्या कामगारांची ही पहिलीच पिढी. संप, आंदोलने हे त्यांना नवीन होते. त्यातही घरची मोठी गरीबी. विडी वळण्याव्यतिरिक्त दुसरा पर्यायी रोजगार नाही. त्यात अडाणीपणाची भर. अशा बिकट परिस्थितीत संप करण्याचा निर्णय झाला. संप फोडण्यासाठी मोठी दडपशाही सुरू झाली. कारकुनांना हाताशी धरून माणसे फोडण्याचे उद्योग सुरू झाले. कामावरून काढून टाकू, पाने व तंबाखू देणार नाही, खाडे लावू, यासारख्या धमक्या देण्यात येऊ लागल्या त्यामुळे संघटना आजून वेगाने काम करण्यास सुरूवातझाली.

संघटनेचे विचार अधिकाधिक मजबूत करण्यासाठी प्रमुख कार्यकर्त्यांसाठी अभ्यास शिबिराचे आयोजन करण्यात येत असे. पुण्याचे वसंत तुळपुळे, आठरे पाटील, फडके वकील यांच्या मार्गदर्शनाखाली ही शिबिरे होत. असेच एक शिबिर अकोले तालुक्यातील साकीरबाडीमध्ये घेण्यात आले. साकीरवाडीचे धर्मा कमा भांगरे चळवळीत होते. २० दिवसांच्या या शिबिरासाठी त्या वेळचे पक्षाचे ज्येष्ठ कार्यकर्ते कॉ. एस्. व्ही. देशपांडे आले होते. २० दिवस चाललेल्या या शिबिरात कॉ. सक्रु बुधा मेंगाळ, धोंडु मास्तर, साळु मास्तर इत्यादी कार्यकर्ते सहभागी झाले होते.

अकोले तालुक्यातील प्रमुख क्रांतिकारकांचे योगदान

१. राघोजी भांगरे

अकोले तालुक्यातील 'देवगाव' हे एक छोटेसे गाव. शोण नदीच्या किनाऱ्यावर वसलेल्या महांकाळ डोंगर रांगेतील चोमदेव डोंगराच्या पश्चिमेकडील या गावात ८ नोव्हेंबर १८०५ रोजी रामजी व रमाबाई यांच्या पोटी राघोजी भांगरे यांचा जन्म झाला. राघोजी भांगरे यांना २ मे १९४८ रोजी ठाणे काराग्रहात फाशी देण्यात आली. त्या काळातील जव्हारच्या मुकणे संस्थानच्या राजूर प्रांताचे रामजी सुभेदार होते. सुभेदाराच्या घरात थोरल्या मुलीनंतर मुलाचा जन्म झाल्याने सगळीकडे आनंदाचे वातावरण निर्माण झाले. त्यांच्या अंगातील धाडसी गुण लहानपणीच गावकऱ्यांना दिसून येत होते. त्यांनी अकोले तालुक्यातील जुलमी सावकार व ब्रिटीश यांच्या विरोधात मोठे बंड पुकारले होते.

२.कोंडाजी (कोंड्या) नवले

पुणे जिल्ह्यातील जुन्नर तालुक्यातील उस्थळ गावचे कोंडाजी हरी नवले असेच एक बंडकरी, ज्यांचा उल्लेख त्यांच्या हजारो बहिणींनी जात्यावरच्या ओव्यांमध्ये 'कोंड्या नवला' म्हणून केला आहे. सरकारी दरबारी कोंडाजीचा उल्लेख इतर बंडकऱ्यांप्रमाणे 'दरोडेखोर' म्हणून करण्यात आला असला तरी लोककथा, लोकगीते व जात्यांवरच्या ओव्यांमधून कोंडाजी नवलेचा उल्लेख आदराने आणि प्रेमाने केलेला आढळतो. कोंडाजी नवलेचा कार्यकाळ १९३५ ते १९४० असा आहे. कोंडाजीने महिलांवरील अन्यायाच्या विरोधात काम केल्याचे ओव्यांमधून आणि लोकगीतांमधून स्पष्ट होते. लेकीबाळींना कुणी त्रास देत असेल तर ही तक्रार कोंडाजीपर्यंत पोहचती होत असे, कुणी बायकोला नांदवीत नसेल, सासुरवास करत असेल, कुणाचा संसार काडीमोडपर्यंत गेला असेल, कोंडाजी अशा प्रकरणात बहिणींच्या मागे ठामपणे उभा राहिलेला दिसतो.

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कोणीतरी आपली बाजू घेणारा हवा ही शेतकरी, गरिबांची तीव्र इच्छा होती. कोंडाजी सावकारांबर दरोडे टाकतो, गहाणखतांची कागदपत्रे जाळतो, उतलेल्या सावकार, पाटलांची नाके कापतो म्हटल्यावर स्वाभाविकपणे दीनदुबळ्या जनतेला कोंडाजी आपला वाटायचा. कोंडाजीला लोक आपल्या भागातील सावकाराला लुटायला आवतण द्यायचे. "आमच्या भागातील सावकार मातलाय, त्याला धडा सेच शिकवा" म्हणत कोंडाजीला बोलवायचे. कोंडाजी जेथे धाड टाकी तेथील लूट ध्ये तेथील गरिबांनाही वाटे. शिवाय गहाण पडलेल्या जमिनींची कागदपत्रे जाळून टाकी. इतर जमिनी मुक्त करी. कोंडाजीने केवळ सावकारांनाच नव्हे, तर मातलेल्या पाटलांनाही जरब बसविली होती.

ब्रिटीश सरकार सरकारने त्यांना पकडण्यासाठी मोठी बक्षीस ठेवण्यात आली होती. अकोले तालुक्यातील फोफसंडी या गावातील डोंगरातील गुहेमध्ये वास्तव्य करत होता. ब्रिटीश पोलिसांनी त्यांच्या डॉ साथीदारांना पकडल्यामुळे त्याच्या जबाबावरून कोंडाजी राहत आसलेल्या गुहेचा पत्ता कळाला. गुहेला सर्व बाजूनी पोलिसांनी वेढा घालून गोळीबार सुरु केला अखेर अकोले तालुक्यातील फोफसंडी या ठिकाणी २३ जुलै १९४० रोजी त्यांना मारण्यात आले.

रामजी भांगरे व राम किरवे

रामजी भांगरे हे मूळ देवगाव चे रहिवासी होते. इंग्रजांनी रामजींना राजूर प्रांताचे नाईकवाडी पोलीस जमादार म्हणून सरकारी नेमणूक दिली. सगळं सुरळीत सुरू असताना इंग्रजांची राज्यकारभारावरील पकड घट्ट बसू लागली. त्यामुळे त्यांनी रामजी भांगरे यांना देण्यात आलेले अधिकार काढून घेऊन त्यांच्यावर नियम व कायदे लागण्यास सुरुवात केली. त्यामुळे रामजी भांगरे संतापले व 1828 मध्ये त्यांनी इंग्रजांविरोधात मोठा बंड पुकारला. पुढे त्यांना रामा किरवे यांच्या मदतीने मोठ्या प्रमाणात ब्रिटिशांविरोधात आवाज उठवण्यास सुरुवात केली. अखेर त्यांना पकडून 830 मध्ये नगर या ठिकाणी उघड्यावर फाशी देण्यात आली.

देवजी महार (आव्हाड) –

अकोले तालुक्यातील देवगाव येथील रहिवाशी प्रथम राघोजीचे वडील 'रामजी' यांचेकडे नोकरीस. मग राघोजीचे जिवलग मित्र व मार्गदर्शक बनले. हे शूर, चतुर आणि मुत्सद्दी होते. यांना दैवी शक्ती प्राप्त आहे अशी अनेकांप्रमाणे राघोजींचीही श्रद्धा होती. त्यांचा सल्ला राघोजी कधीच डावलत नसे. ब्रिटिशांनी झोपेतच त्यांच्यावर व त्यांच्या काही साथीदारावर गोळ्या चालविल्या व त्यात ते मृत्युमुखी पडले.

खंडू साबळे

अकोले तालुक्यातील पाडोशी येथील रहिवाशी होते . २९ जाने. १८४४ रोजी अंतोजी लोटेकर यांच्या बरोबर राघोजीची भेट घडवून आणण्यात प्रमुख भूमिका. जुन्नरच्या चकमकीत पकडला गेले त्यांना नगरला फाशी दिले.

राया ठाकर

अकोले तालुक्यातील शेणित येथील रहिवाशी होते. चपळ, धाडशी, पराक्रमी राया राघोजीचा अंगरक्षक. असे सांगितले जाते की माँकिटॉशने राघोजीवर बंदूक रोखली असता रायाने गलोलीने नेम धरून बंदूकच उडवून दिली, असा तो नेमबाज होता.

निष्कर्ष

अकोले तालुक्यातील स्वतंत्र पूर्व काळात मोठ्या प्रमाणात आदिवासी समाज व इतर समाजावर होणाऱ्या अन्यायाला वाचा फोडण्यासाठी क्रांतिकारी चळवळींच्या माध्यमातून मोठे बंड पुकारण्यात आले होते. परंतु अलीकडच्या काळात त्या बंडकऱ्यांचा इतिहास हा पुसला गेला होता. त्या पुसल्या गेलेल्या इतिहासाला गवसणी घालण्याचे कार्य या संशोधन लेखांमध्ये करण्यात आले आहे. स्थानिक सावकार व जमीनदार यांच्याकडून मोठ्या प्रमाणात गोरगरीब जनतेची आर्थिक व सामाजिक पिळवणूक केली जात होती. त्याचबरोबर ब्रिटिश सत्तेचा पाया हा भारत देशामध्ये रचला जात होता. त्यांच्याकडून होणारी आर्थिक पिळवणूक व सामान्य जनतेवर लादले गेलेले अनेक जुलमी अन्याय व अत्याचार हे भारतीय जनतेला सहन करावे लागत होते. म्हणून स्वातंत्र्यपूर्व कालखंडामध्ये ब्रिटिशांच्या सत्तेच्या विरोधात अनेक बंड पुकारण्यात आले. ब्रिटिशांची सत्ता मोडीस काढण्यासाठी अनेक आदिवासी इतिहासकारकांनी स्थानिक पातळीवर बंड पुकारून ब्रिटिशांच्या दडपशाहीतून समाजाला मुक्त करण्याचा प्रयत्न क्रांतिकारकांनी केलेला दिसून येतो.

संदर्भ

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Original Article

छत्रपती शिवाजी महाराज आणि महाराष्ट्राच्या पुनर्रचनेचा शोध

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गोषवारा :

छत्रपती शिवाजी महाराज हे सतराव्या शतकातील केवळ पराक्रमी आणि धाडसी योद्धे नव्हते, तर ते महाराष्ट्राच्या सर्वांगीण पुनर्रचनेचे दूरदृष्टी असलेले महान शिल्पकार होते. मध्ययुगीन भारतात मुघल, आदिलशाही व कुतुबशाही यांसारख्या परकीय सत्तांचा वाढता दबाव, जनतेवर लादलेले जड कर, अन्यायकारक प्रशासन आणि सामाजिक अस्थिरता यांमुळे सामान्य जनता त्रस्त होती. अशा प्रतिकूल परिस्थितीत शिवाजी महाराजांनी 'स्वराज्य' ही केवळ राजकीय सत्तेची संकल्पना न ठेवता ती लोककल्याण, न्याय, सुरक्षितता आणि स्वाभिमान यांवर आधारित व्यापक राज्यव्यवस्थेच्या रूपात प्रत्यक्षात आणली. शिवाजी महाराजांचे नेतृत्व हे धैर्य, शिस्त, नैतिकता आणि लोकाभिमुखतेवर आधारलेले होते. त्यांनी उभारलेली प्रशासन व्यवस्था विकेंद्रीत, कार्यक्षम आणि जनतेशी नाते राखणारी होती. अष्टप्रधान मंडळाच्या माध्यमातून शासनकारभार अधिक पारदर्शक करण्यात आला. त्यांच्या लष्करी धोरणांमध्ये गनिमी काव्याचा प्रभावी वापर दिसून येतो, ज्यामुळे मर्यादित साधनसामग्री असूनही बलाढ्य शत्रूंना आव्हान देणे शक्य झाले. सामाजिक स्तरावर त्यांनी स्त्रीसन्मान, धार्मिक सहिष्णुता आणि न्यायप्रियता यांना प्राधान्य दिले.

बीज शब्द : *स्वराज्य, पुनर्रचना, गनिमी कावा, लोकाभिमुख प्रशासन*

प्रस्तावना

महाराष्ट्राच्या इतिहासात छत्रपती शिवाजी महाराजांचे स्थान अद्वितीय, बहुआयामी आणि कालातीत स्वरूपाचे आहे. सतराव्या शतकात त्यांनी स्थापन केलेले स्वराज्य हे केवळ एका नव्या राजकीय सत्तेचे प्रतीक नव्हते, तर ते तत्कालीन शोषणकारी, अन्यायकारक आणि परकीय सत्तांच्या वर्चस्वाखालील समाजव्यवस्थेला दिलेले सशक्त आव्हान होते. मुघल, आदिलशाही आणि कुतुबशाही सत्तांच्या दबावाखाली असलेल्या महाराष्ट्रात सामान्य जनता असुरक्षितता, आर्थिक शोषण आणि सामाजिक अस्थिरतेला सामोरी जात होती. अशा परिस्थितीत शिवाजी महाराजांनी स्वराज्याच्या माध्यमातून जनतेला आत्मसन्मान, सुरक्षितता आणि स्वातंत्र्याची नवी जाणीव करून दिली.शिवाजी महाराजांचे नेतृत्व केवळ युद्धकौशल्यापुरते मर्यादित नव्हते, तर ते दूरदृष्टी, नैतिकता आणि लोकाभिमुख शासन यांवर आधारित होते. त्यांनी उभारलेली प्रशासन व्यवस्था ही न्याय, जबाबदारी आणि विकेंद्रीकरण यांवर उभी होती. इतिहासकार जदुनाथ सरकार यांच्या मते, शिवाजी महाराजांचे कार्य हे केवळ प्रादेशिक सत्तास्थापनेपुरते मर्यादित न राहता व्यापक राष्ट्रनिर्मितीकडे नेणारे होते .[1] यावरून शिवाजी महाराजांचे ऐतिहासिक महत्त्व अधिक स्पष्ट होते.म्हणूनच शिवाजी महाराजांच्या नेतृत्वाखाली महाराष्ट्रात घडून आलेल्या राजकीय, सामाजिक, प्रशासकीय व सांस्कृतिक पुनर्रचनेचा सखोल अभ्यास करणे इतिहासाच्या दृष्टीने अत्यंत आवश्यक ठरते. या पुनर्रचनेतूनच आधुनिक महाराष्ट्राच्या सामाजिक ओळखीचा आणि राजकीय जाणीवेचा पाया घातला गेला.

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संशोधनाची उद्दिष्ट्ये :

1.महाराष्ट्राच्या राजकीय, प्रशासकीय व सामाजिक पुनर्रचनेतील छत्रपती शिवाजी महाराजांच्या भूमिकेचा अभ्यास करणे.

2.शिवाजी महाराजांच्या लष्करी व प्रशासनिक धोरणांवर प्रकाश टाकणे.

शिवाजी महाराजांचे नेतृत्व व स्वराज्याची संकल्पना

शिवाजी महाराजांचे नेतृत्व हे केवळ रणांगणातील पराक्रमापुरते मर्यादित नव्हते, तर ते नैतिकता, धैर्य आणि व्यवहारज्ञान यांचा संतुलित संगम होते. त्यांनी मांडलेली स्वराज्याची संकल्पना ही केवळ सत्ता हस्तगत करण्यासाठीची राजकीय रणनीती नव्हती, तर ती जनतेच्या सर्वांगीण कल्याणावर आधारित राज्यव्यवस्थेची व्यापक दृष्टी होती. शिवाजी महाराजांनी स्वराज्याला लोकांच्या आत्मसन्मानाशी, सुरक्षिततेशी आणि न्यायाशी जोडले. त्यामुळेच स्वराज्य ही संकल्पना सामान्य जनतेसाठी आश्वासक आणि प्रेरणादायी ठरली. ग्रँट डफ यांच्या मते, शिवाजी महाराजांनी स्वराज्याच्या माध्यमातून मराठा समाजाला स्वतंत्र राजकीय ओळख आणि आत्मविश्वास प्राप्त करून दिला.[2] शिवाजी महाराजांनी स्वराज्याची संकल्पना प्रत्यक्ष अंमलात आणत महाराष्ट्राच्या राजकीय पुनर्रचनेला सुरुवात केली.[3] त्यांच्या नेतृत्वाची एक महत्त्वाची वैशिष्ट्ये म्हणजे व्यक्तिकेंद्रित सत्तेपेक्षा लोकाभिमुख शासनपद्धतीवर त्यांनी दिलेला भर. निर्णयप्रक्रियेत मंत्र्यांचा सल्ला घेणे, जबाबदाऱ्या विविध अधिकाऱ्यांमध्ये विभागणे आणि प्रजेच्या हिताला सर्वोच्च स्थान देणे हे त्यांच्या राज्यकारभाराचे मूलतत्त्व होते. या दृष्टिकोनामुळे स्वराज्य हे केवळ एका व्यक्तीचे स्वप्न न राहता संपूर्ण समाजाचे सामूहिक उद्दिष्ट बनले. शिवाजी महाराजांचे नेतृत्व त्यामुळेच महाराष्ट्राच्या इतिहासात दूरगामी परिणाम घडवणारे ठरले.

राज्यकारभार

शिवाजी महाराजांनी उभारलेली प्रशासन व्यवस्था ही मध्ययुगीन भारतातील एक प्रगत व्यवस्था मानली जाते. अष्टप्रधान मंडळाच्या माध्यमातून त्यांनी प्रशासनाचे विकेंद्रीकरण केले. इतिहासकार कुलकर्णी यांच्या मते, शिवाजी महाराजांचे प्रशासन हे उत्तरदायित्व आणि कार्यक्षमतेवर आधारित होते.[4] अष्टप्रधान मंडळाच्या माध्यमातून शिवाजी महाराजांनी विकेंद्रीत प्रशासन राबवले. महसूल व्यवस्था, न्यायदान आणि संरक्षण यांवर त्यांनी विशेष लक्ष दिले. गॉर्डन यांच्या मते, शिवाजी महाराजांचा राज्यकारभार हा केवळ युद्धकाळापुरता मर्यादित न राहता दीर्घकालीन स्थैर्य निर्माण करणारा होता.[5]

लष्करी धोरणे व गनिमी कावा

शिवाजी महाराजांचे लष्करी सामर्थ्य हे रूढ मध्ययुगीन युद्धतंत्रांपेक्षा वेगळे आणि अधिक प्रगत स्वरूपाचे होते. त्यांनी सैन्यसंख्येवर अवलंबून न राहता भौगोलिक परिस्थिती, वेगवान हालचाली, प्रभावी गुप्तहेर व्यवस्था आणि शत्रूवर मानसिक दबाव निर्माण करणाऱ्या उपायांचा कुशल वापर केला. जदुनाथ सरकार यांचे मत आहे की, सह्याद्रीच्या डोंगररांगा, अरुंद घाटवाटा आणि किल्ल्यांचे जाळे यांचा योग्य रणनीतिक उपयोग करून शिवाजी महाराजांनी शत्रूच्या प्रचंड सैन्यशक्तीची धार कमी केली.[6]

गनिमी काव्यामुळे मराठा सैन्य लवचिक, चपळ आणि अनपेक्षित हालचाली करणारे बनले. अचानक हल्ले करून शत्रूला गोंधळात टाकणे आणि लगेच सुरक्षित माघार घेणे ही या युद्धपद्धतीची वैशिष्ट्ये होती. पगडी यांच्या मते, या रणनीतीमुळे मर्यादित साधनसामग्री असूनही शिवाजी महाराजांनी मुघल व आदिलशाहीसारख्या बलाढ्य सत्तांना दीर्घकाळ प्रभावीपणे आव्हान दिले.[7] अफझलखानाचा पराभव, शाइस्तेखानावर केलेला धाडसी हल्ला तसेच सल्हेरची निर्णायक लढाई ही त्यांच्या असाधारण लष्करी दूरदृष्टीची स्पष्ट उदाहरणे मानली जातात. या सर्व कारणांमुळे शिवाजी महाराजांचा उल्लेख इतिहासात केवळ शूर योद्धा म्हणून नव्हे, तर एक थोर लष्करी रणनीतीकार म्हणून केला जातो.

सामाजिक परिवर्तन व स्त्रीसन्मान

शिवाजी महाराजांच्या राजवटीत महाराष्ट्राच्या सामाजिक जीवनात महत्त्वपूर्ण बदल घडून आले. परकीय सत्तांच्या दीर्घकालीन दडपशाहीमुळे निर्माण झालेला न्यूनगंड दूर करून त्यांनी समाजात स्वाभिमान, आत्मविश्वास आणि न्यायाची भावना रुजवली. महादेव गोविंद रानडे यांच्या मते, शिवाजी महाराजांची सामाजिक दृष्टी ही केवळ राजकीय उद्दिष्टांपुरती मर्यादित न राहता समाजाच्या नैतिक उन्नतीकडे नेणारी होती आणि ती त्यांच्या समकालीन शासकांपेक्षा अधिक प्रगत स्वरूपाची होती. विशेषतः स्त्रीसन्मानाच्या बाबतीत शिवाजी महाराजांनी ठाम व स्पष्ट भूमिका घेतली. युद्धकाळात पकडल्या गेलेल्या स्त्रियांना कोणतीही हानी न पोहोचवता त्यांच्याशी सन्मानपूर्वक वागण्याचे त्यांनी कठोर आदेश दिले. रानडे यांच्या निरीक्षणानुसार, ही भूमिका त्या काळातील राजकीय-सामाजिक रूढींना छेद देणारी होती आणि शिवाजी महाराजांच्या न्यायाधिष्ठित राज्यसंकल्पनेचे प्रतीक मानली जाते.[8] या धोरणांमुळे महाराष्ट्राच्या सामाजिक जडणघडणीला नवी दिशा मिळाली आणि शिवाजी महाराज एक संवेदनशील व दूरदृष्टी असलेले शासक म्हणून अधोरेखित झाले.

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युरोपीय प्रवासी व शिवाजी महाराजांची प्रतिमा

शिवाजी महाराजांच्या व्यक्तिमत्त्वाची आणि त्यांच्या राज्यकारभाराची समकालीन प्रतिमा समजून घेण्यासाठी युरोपीय प्रवाशांचे लेखन अत्यंत महत्त्वाचे मानले जाते. भारतीय बखरी, पत्रव्यवहार आणि स्थानिक साधनांबरोबरच युरोपीय प्रवाशांनी केलेली निरीक्षणे तुलनेने अधिक तटस्थ आणि अनुभवाधारित असल्यामुळे इतिहासलेखनात त्यांना विशेष स्थान आहे. या प्रवाशांच्या वर्णनांतून शिवाजी महाराजांची प्रतिमा केवळ एक पराक्रमी योद्धा म्हणून नव्हे, तर एक कुशल प्रशासक, मुत्सद्दी आणि नैतिक शासक म्हणून उभी राहते.

फ्रेंच प्रवासी फ्राँस्वा बर्नियर यांनी आपल्या प्रवासवर्णनात शिवाजी महाराजांच्या साध्या जीवनशैलीचा आणि आत्मविश्वासाचा उल्लेख केला आहे. त्यांच्या मते, शिवाजी महाराज वैभवशाली दरबार, ऐषआराम आणि दिखाव्यापासून दूर राहणारे होते; मात्र निर्णयक्षमता, नेतृत्वगुण आणि ध्येयवाद या बाबतीत ते अत्यंत प्रभावी होते.[9] बर्नियर यांच्या लेखनातून शिवाजी महाराजांचा आत्मसंयम आणि कार्यक्षमतेवर भर देणारा स्वभाव स्पष्ट होतो, जो त्या काळातील अनेक आशियाई शासकांपेक्षा वेगळा होता.

ब्रिटिश इतिहासकार रॉबर्ट ऑर्म यांनी शिवाजी महाराजांच्या व्यक्तिमत्त्वाचे मूल्यमापन करताना त्यांना त्यांच्या समकालीन भारतीय शासकांपेक्षा अधिक गतिमान आणि प्रभावी नेतृत्व करणारा राजा म्हणून ओळखले आहे. ऑर्म यांच्या मते, शिवाजी महाराजांचे सामर्थ्य केवळ युद्धकौशल्यापुरते मर्यादित नव्हते, तर प्रशासन, सैन्यशिस्त आणि लोकांशी थेट संवाद साधण्याच्या क्षमतेतही ते श्रेष्ठ होते.[10]

इटालियन प्रवासी निकोलाओ मॅनुची यांनी शिवाजी महाराजांच्या मुत्सद्देगिरीचे विशेष कौतुक केले आहे. त्यांनी शिवाजी महाराजांना सावध, धोरणी आणि प्रसंगानुरूप निर्णय घेणारा नेता म्हणून वर्णन केले आहे.[11] तसेच इंग्रज प्रवासी जॉन फ्रायर यांनी मराठा सैन्यातील शिस्त, सैनिकांची राजाप्रती असलेली निष्ठा आणि जनतेतील शिवाजी महाराजांची लोकप्रियता अधोरेखित केली आहे.[12]

या सर्व युरोपीय प्रवाशांच्या वर्णनांतून शिवाजी महाराजांची प्रतिमा एक सर्वांगिण, व्यवहारज्ञानसंपन्न आणि लोककल्याणकारी शासक म्हणून स्पष्टपणे समोर येते. त्यामुळे शिवाजी महाराजांचे ऐतिहासिक महत्त्व अधोरेखित करण्यासाठी युरोपीय प्रवाशांचे लेखन हे भारतीय स्रोतांना पूरक ठरणारे, अत्यंत मौल्यवान साधन मानले जाते.

धार्मिक सहिष्णुता व धोरणे

शिवाजी महाराजांची धर्माबाबतची भूमिका अत्यंत संतुलित आणि मानवतावादी होती. त्यांनी कधीही धर्माचा वापर द्वेष पसरवण्यासाठी किंवा सत्तेसाठी केला नाही. राज्यकारभार करताना सर्व धर्मांच्या लोकांना समान न्याय मिळावा, हीच त्यांची ठाम भूमिका होती. त्यांच्या दृष्टीने धर्मापेक्षा माणुसकी, नीती आणि प्रजेचे कल्याण अधिक महत्त्वाचे होते.शिवाजी महाराजांचे धार्मिक धोरण हे कट्टरतेवर आधारित नसून नैतिक मूल्ये आणि न्यायप्रियतेवर उभे होते. शिवाजी महाराजांच्या सैन्यात विविध धर्मांचे सैनिक होते आणि त्यांच्याशी कोणताही भेदभाव केला जात नव्हता. युद्धाच्या काळात मशिदी, धर्मग्रंथ किंवा धार्मिक व्यक्तींना इजा होऊ नये, याबाबत महाराजांनी कठोर नियम आखून दिले होते. जदुनाथ सरकार यांनीही महाराजांच्या या धार्मिक समन्वयावर प्रकाश टाकत त्यांना एक विवेकी आणि उदारमतवादी शासक म्हणून अधोरेखित केले आहे.[13] स्त्रिया, बालके आणि धर्मगुरू यांचे संरक्षण करणे ही महाराजांच्या राज्यधोरणाचा महत्त्वाचा भाग होता. त्यामुळे वेगवेगळ्या समाजांमध्ये स्वराज्याबद्दल विश्वास निर्माण झाला. शिवाजी महाराजांचे धार्मिक सहिष्णुतेचे धोरण स्वराज्याच्या स्थैर्यासाठी आणि सामाजिक सलोख्यासाठी अत्यंत उपयुक्त ठरले.

समारोप

छत्रपती शिवाजी महाराजांनी सतराव्या शतकात उभारलेले स्वराज्य हे केवळ राजकीय सत्तास्थापना नसून महाराष्ट्राच्या सर्वांगीण पुनर्रचनेचे प्रभावी माध्यम होते. त्यांच्या दूरदृष्टीपूर्ण नेतृत्वामुळे प्रशासन, लष्कर, समाजजीवन आणि धार्मिक सहअस्तित्व यांना नवी दिशा मिळाली. स्वराज्याची संकल्पना लोककल्याण, न्याय आणि आत्मसन्मान यांवर आधारित असल्याने ती जनतेच्या मनात दृढपणे रुजली. युरोपीय व भारतीय स्रोतांमधून शिवाजी महाराजांची प्रतिमा एक कुशल, न्यायी व लोकाभिमुख शासक म्हणून स्पष्ट होते. त्यामुळे शिवाजी महाराजांचे कार्य महाराष्ट्राच्या इतिहासातच नव्हे, तर भारतीय इतिहासातही एक प्रेरणादायी आणि कालातीत आदर्श ठरते.

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Original Article

छत्रपती शिवाजी महाराजांचे रणनीतिक नेतृत्व

तुपे मोनिका विनोद
रयत शिक्षण संस्थेचे
महात्मा फुले महाविद्यालय, पिंपरी, पुणे

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गोषवारा: छत्रपती शिवाजी महाराज हे भारतीय इतिहासातील एक दूरदृष्टीपूर्ण, रणनीतिक आणि लोकाभिमुख नेतृत्वाचे सर्वोत्तम उदाहरण मानले जातात. शिवाजी महाराजांच्या रणनीतिक दृष्टीकोनाचा अभ्यास करताना हिंदवी स्वराज्याची संकल्पना, दीर्घकालीन उद्दिष्टे, शत्रू-मित्र संबंधांचे व्यवस्थापन, गणिमी कावा, लवचिक सैन्यव्यवस्था, किल्ले व भूप्रदेशाचा उपयोग तसेच अष्टप्रधान मंडळावर आधारित विकेंद्रीकृत प्रशासन यांचा सखोल अभ्यास करण्यात आला आहे. या अभ्यासातून असे स्पष्ट होते की शिवाजी महाराजांचे नेतृत्व केवळ लष्करी विजयापुरते मर्यादित नसून ते आधुनिक राज्यशास्त्र, प्रशासन आणि रणनीतिक नेतृत्वाच्या सिद्धांतांशी सुसंगत होते.

बीज शब्द: *दूरदृष्टी, रणनीतिक,नेतृत्व.*

संशोधनाची उद्दिष्टे :

1. *छत्रपती शिवाजी महाराजांच्या रणनीतिक नेतृत्वाच्या संकल्पनेचा अभ्यास करणे.*
2. *हिंदवी स्वराज्य, लष्करी रणनीती व राजनैतिक धोरणांचा विश्लेषणात्मक आढावा घेणे.*

प्रस्तावना

सतराव्या शतकातील भारतात मुघल, आदिलशाही व इतर प्रादेशिक सत्तांमधील संघर्षामुळे राजकीय अस्थिरता निर्माण झाली होती. परकीय आक्रमणे, जुलमी महसूल पद्धती आणि सरंजामशाही व्यवस्था यांमुळे सामान्य जनतेचे जीवन असुरक्षित झाले होते. अशा परिस्थितीत छत्रपती शिवाजी महाराजांनी हिंदवी स्वराज्याची संकल्पना मांडून एक स्वतंत्र, स्वाभिमानी आणि लोकाभिमुख राज्य उभारण्याचा प्रयत्न केला. हिंदवी स्वराज्य ही संकल्पना केवळ राजकीय स्वातंत्र्यापुरती मर्यादित नसून सामाजिक न्याय, सांस्कृतिक स्वाभिमान आणि प्रजाहितदक्ष शासन यांवर आधारित होती. शिवाजी महाराजांचे नेतृत्व केवळ युद्धकौशल्यावर आधारित नव्हते, तर स्पष्ट रणनीतिक दृष्टी, दूरगामी नियोजन, कुशल प्रशासन आणि प्रभावी सैन्यसंघटन यांचा त्यात समावेश होता. त्यांनी लष्करी विजयांसोबतच किल्ले, प्रशासनिक रचना आणि विकेंद्रीकृत शासनपद्धती यांवर भर दिला. त्यामुळे छत्रपती शिवाजी महाराजांचे नेतृत्व आधुनिक रणनीतिक नेतृत्वाच्या अभ्यासासाठी अत्यंत महत्त्वाचे ठरते.[1]

रणनीतिक दृष्टीकोन

छत्रपती शिवाजी महाराजांचा रणनीतिक दृष्टीकोन हा अत्यंत दूरदर्शी, दीर्घकालीन आणि बहुआयामी स्वरूपाचा होता. त्यांनी स्वराज्याची उभारणी करताना केवळ तात्कालिक लष्करी विजयांवर लक्ष केंद्रित न करता राज्य टिकवणे, मजबूत करणे आणि पुढील पिढ्यांसाठी सक्षम प्रशासनाची पायाभरणी करणे याला अधिक महत्त्व दिले. त्यांच्या रणनीतीचा केंद्रबिंदू राजकीय सार्वभौमत्व, सांस्कृतिक संरक्षण आणि लोककल्याण यांचा समन्वय साधण्यात होता. शिवाजी महाराजांनी स्वराज्य ही संकल्पना केवळ सत्ता प्राप्तीपुरती मर्यादित न ठेवता ती लोकांच्या सुरक्षितता, न्याय आणि स्वाभिमानाशी जोडली. शिवाजी महाराजांचा दृष्टीकोन हा परिस्थितीनुसार लवचिक होता.

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त्यांनी शत्रूंच्या सामर्थ्याचा अचूक अंदाज घेऊन योग्य वेळी आक्रमण, तह किंवा माघार घेण्याचा निर्णय घेतला.सत्ता विस्तार करण्यापेक्षा राज्याचे संरक्षण, अंतर्गत स्थैर्य आणि प्रशासनिक मजबुती यावर त्यांनी अधिक भर दिला. त्यामुळेच मराठा राज्य हे अल्प संसाधनांमध्येही दीर्घकाळ टिकू शकले. शिवाजी महाराजांनी किल्ले, सैन्य, महसूल व्यवस्था आणि प्रशासन यांचा परस्परपूरक विकास केला, ज्यामुळे राज्यकारभार सुसंगत आणि परिणामकारक ठरला. त्यांच्या रणनीतिक दृष्टीत लोककल्याणाला विशेष स्थान होते. अन्यायकारक करप्रणालीला आळा घालणे, शेतकऱ्यांचे संरक्षण करणे आणि सामान्य जनतेच्या मालमत्तेचा सन्मान राखणे ही धोरणे त्यांच्या नेतृत्वाची वैशिष्ट्ये होती. शिवाजी महाराजांनी धार्मिक व सांस्कृतिक सहिष्णुता जपून विविध समाजघटकांना स्वराज्याशी जोडले. त्यामुळे स्वराज्य ही केवळ राजकीय सत्ता न राहता लोकांची सामूहिक चळवळ बनली. या सर्व बाबी पाहता शिवाजी महाराजांचा रणनीतिक दृष्टीकोन हा आधुनिक रणनीतिक नेतृत्व, राज्यशास्त्र आणि प्रशासन अभ्यासासाठी आदर्श ठरतो.[2]

हिंदवी स्वराज्याची संकल्पना आणि दीर्घकालीन उद्दिष्टे

हिंदवी स्वराज्य ही संकल्पना छत्रपती शिवाजी महाराजांच्या राजकीय विचारांची मध्यवर्ती कल्पना होती. ही संकल्पना केवळ एखाद्या प्रदेशावर सत्ता मिळवण्यापुरती मर्यादित नव्हती, तर ती समाजाच्या सर्वांगीण विकासावर आधारित होती. शिवाजी महाराजांना असे राज्य उभे करायचे होते जे लोकांच्या हितासाठी, लोकांच्या सहभागातून आणि लोकांच्या विश्वासावर चालेल. त्यामुळे हिंदवी स्वराज्याचा पाया सामाजिक न्याय, सांस्कृतिक स्वाभिमान आणि नैतिक मूल्यांवर ठेवण्यात आला.

शिवाजी महाराजांच्या दृष्टीने स्वराज्य म्हणजे प्रजेला सुरक्षितता, न्याय आणि सन्मान देणारी व्यवस्था होती. धार्मिक सहिष्णुता हे हिंदवी स्वराज्याचे महत्त्वाचे वैशिष्ट्य होते. विविध धर्मांच्या प्रार्थनास्थळांचा सन्मान राखणे, स्त्रिया व सामान्य जनतेवर अन्याय होऊ न देणे, ही धोरणे त्यांच्या राज्यकारभारात स्पष्टपणे दिसून येतात. न्यायव्यवस्था सुलभ आणि प्रजेसाठी उपलब्ध राहावी यावर त्यांनी भर दिला. करप्रणालीतही शिवाजी महाराजांनी सुधारणा केल्या. अन्यायकारक व जबरदस्तीने वसूल होणारे कर बंद करून शेतकरी आणि व्यापाऱ्यांचे संरक्षण करण्यात आले. या सर्व उपाययोजनांमुळे हिंदवी स्वराज्य ही केवळ राजकीय सत्ता न राहता लोकांच्या मनात रुजलेली, दीर्घकाळ टिकणारी राज्यव्यवस्था ठरली.[3]

शत्रू आणि मित्र यांच्याशी संबंध साधण्याची दूरदृष्टी

छत्रपती शिवाजी महाराजांनी केवळ युद्धनीतीवरच नव्हे, तर कुशल राजनैतिक धोरणावरही विशेष भर दिला. त्यांच्या मते, प्रत्येक संघर्ष तलवारीनेच जिंकावा असे नाही, तर योग्य वेळी योग्य निर्णय घेणे हेच खरे नेतृत्वाचे लक्षण आहे. त्यामुळेच शिवाजी महाराजांनी परिस्थितीनुसार शत्रूशी लढा दिला, तह केला किंवा सामंजस्य राखले. हा लवचिक आणि व्यवहार्य दृष्टिकोन त्यांच्या दूरदृष्टीचे प्रतीक होता. शिवाजी महाराजांनी मुघल, आदिलशाही आणि कुतुबशाही या बलाढ्य सत्तांशी संबंध ठेवताना कायम स्वराज्याच्या हिताला प्राधान्य दिले. आवश्यकतेनुसार तह करणे, शत्रूंच्या अंतर्गत मतभेदांचा लाभ घेणे आणि योग्य वेळी आक्रमक भूमिका घेणे, ही त्यांची प्रमुख धोरणे होती. उदाहरणार्थ, मुघलांशी कधी संघर्ष तर कधी तह करून त्यांनी स्वराज्याला वेळ मिळवून दिला आणि आपली लष्करी व प्रशासकीय शक्ती वाढवली. मित्रसंबंधांच्या बाबतीतही शिवाजी महाराज अत्यंत सावध होते. स्थानिक सरदार, देशमुख आणि छोट्या राजवटी यांना विश्वासात घेऊन त्यांनी स्वराज्याचा विस्तार केला. त्यांच्या या धोरणामुळे स्वराज्य एकाकी न राहता व्यापक जनसमर्थनावर उभे राहिले. अशा प्रकारे शिवाजी महाराजांची शत्रू-मित्र धोरणे ही स्वराज्याच्या दीर्घकालीन टिकावासाठी अत्यंत महत्त्वाची ठरली.[4]

लष्करी रणनीती

छत्रपती शिवाजी महाराजांचे लष्करी नेतृत्व हे त्यांच्या काळातील पारंपरिक युद्धपद्धतींपेक्षा वेगळे, नाविन्यपूर्ण आणि परिस्थितीनुरूप होते. त्यांच्या सैन्य रणनीतीचा केंद्रबिंदू म्हणजे *गणिमी कावा*, लवचिक सैन्यव्यवस्था आणि भूप्रदेशाचा प्रभावी उपयोग. अल्प संसाधनांतून बलाढ्य शत्रूशी सामना करण्यासाठी त्यांनी वेग, गुप्तता, अचूक माहिती आणि स्थानिक भूगोल यांचा अत्यंत कुशलतेने वापर केला. गणिमी कावा ही युद्धनीती अचानक हल्ले, मर्यादित संघर्ष आणि योग्य वेळी माघार घेणे या तत्त्वांवर आधारित होती. या नीतीमुळे मराठ्यांना शत्रूवर मानसिक व लष्करी वर्चस्व मिळवता आले [5]

शिवाजी महाराजांचे सैन्य हे हलके, गतिमान आणि परिस्थितीनुसार कार्य करणारे होते. वेगवान घोडदळ, स्थानिक सैनिक आणि मजबूत गुप्तचर यंत्रणा ही त्यांच्या सैन्याची प्रमुख वैशिष्ट्ये होती. या लवचिक सैन्यरचनेमुळे मराठा सैन्याला कठीण भूप्रदेशातही जलद हालचाल करणे, शत्रूवर आकस्मिक हल्ले करणे आणि आवश्यकतेनुसार सुरक्षित माघार घेणे शक्य झाले. पारंपरिक जड सैन्याच्या तुलनेत ही रचना अधिक परिणामकारक ठरली आणि दीर्घकालीन संघर्षात स्वराज्याला टिकवून ठेवण्यास मदत झाली.[6] शिवाजी महाराजांच्या सैन्य रणनीतीत किल्ले आणि भूप्रदेशाचा उपयोग अत्यंत महत्त्वाचा होता. सह्याद्री पर्वतरांगांतील किल्ले हे त्यांच्या संरक्षण व्यवस्थेचा कणा होते. रायगड, प्रतापगड, तोरणा आणि सिंधुदुर्ग यांसारखे किल्ले केवळ लष्करी तळ नसून प्रशासकीय, पुरवठा आणि

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नियंत्रण केंद्रे होती. डोंगराळ प्रदेश, अरुंद वाटा आणि नैसर्गिक अडथळे यांचा विचार करून किल्ल्यांची उभारणी केल्यामुळे शत्रूला मोठ्या प्रमाणावर प्रतिकार करावा लागत असे. भूप्रदेशाचे सखोल ज्ञान आणि किल्ल्यांचे जाळे यामुळे शिवाजी महाराजांना संरक्षण व आक्रमण यांचा समतोल साधता आला.[7] या सर्व घटकांचा समन्वय पाहता शिवाजी महाराजांची लष्करी रणनीती ही केवळ युद्धकौशल्य न राहता एक सुसंगत, दीर्घकालीन आणि आधुनिक युद्धदर्शन ठरते.

अष्टप्रधान मंडळ आणि विकेंद्रीकृत प्रशासन

छत्रपती शिवाजी महाराजांनी उभारलेली प्रशासनव्यवस्था ही त्यांच्या दूरदृष्टीचे आणि व्यवस्थापनकौशल्याचे उत्कृष्ट उदाहरण होती. या व्यवस्थेचा कणा म्हणजे अष्टप्रधान मंडळ. अष्टप्रधान मंडळ ही केवळ सल्लागार संस्था नव्हती, तर ती कार्यक्षम, उत्तरदायित्वाधिष्ठित आणि विकेंद्रीकृत प्रशासनाची ठोस रचना होती. या मंडळात पंतप्रधान, अमात्य, सचिव, मंत्री, सेनापती, सुमंत, न्यायाधीश आणि पंडितराव अशा आठ प्रधानांचा समावेश होता. प्रत्येक प्रधानाला स्वतंत्र व स्पष्ट जबाबदाऱ्या देण्यात आल्या होत्या, ज्यामुळे सत्तेचे केंद्रीकरण टाळले गेले. या व्यवस्थेमुळे प्रशासन अधिक गतिमान झाले. निर्णयप्रक्रियेत सामूहिक विचार, तज्ज्ञ सल्ला आणि परिस्थितीनुसार लवचिकता यांचा समावेश होता. विशेष म्हणजे, अंतिम निर्णयाचा अधिकार शिवाजी महाराजांकडे असला तरी प्रत्यक्ष कारभार प्रधानांमार्फत चालत असे. यामुळे कार्यक्षमता वाढली आणि भ्रष्टाचारावर नियंत्रण ठेवणे शक्य झाले. अष्टप्रधान मंडळामुळे महसूल, न्याय, लष्कर, परराष्ट्र धोरण आणि धार्मिक व्यवहार यांमध्ये स्पष्ट समन्वय साधला गेला. विकेंद्रीकृत प्रशासनाचा हा नमुना त्या काळातील सुलतानशाही आणि मुघलांच्या अत्यंत केंद्रीकृत सत्तेच्या विरोधात होता. स्थानिक पातळीवर निर्णय घेण्याची मुभा दिल्यामुळे सामान्य लोकांचा प्रशासनाशी थेट संबंध निर्माण झाला. त्यामुळे स्वराज्य ही संकल्पना केवळ राजकीय न राहता लोकाभिमुख झाली. इतिहासकार गॉर्डन यांच्या मते, अष्टप्रधान मंडळामुळे मराठा राज्यव्यवस्थेला स्थैर्य, शिस्त आणि दीर्घकालीन टिकाव लाभला.[8]

किल्ले आणि भूप्रदेशाचा रणनीतिक वापर

छत्रपती शिवाजी महाराजांच्या संरक्षण धोरणामध्ये किल्ले आणि भूप्रदेश यांना अत्यंत महत्त्वाचे स्थान होते. सह्याद्री पर्वतरांगांतील दुर्गम, उंच आणि नैसर्गिकदृष्ट्या संरक्षित किल्ले हे त्यांच्या सैन्यव्यवस्थेचा कणा ठरले. रायगड, प्रतापगड, तोरणा, राजगड आणि सिंधुदुर्ग यांसारखे किल्ले केवळ युद्धकाळातील संरक्षणासाठीच नव्हे, तर प्रशासकीय नियंत्रण, सैन्यसाठा, राजकीय निर्णयप्रक्रिया आणि स्वराज्याच्या सत्तेचे प्रतीक म्हणूनही वापरले गेले.[9] शिवाजी महाराजांनी भूप्रदेशाचा सखोल अभ्यास करून किल्ल्यांची निवड व बांधणी केली. डोंगरदऱ्या, अरुंद वाटा, जंगलप्रदेश आणि समुद्रकिनाऱ्यांचा रणनीतिक उपयोग करून त्यांनी शत्रूंच्या हालचाली मर्यादित केल्या. डोंगरी किल्ल्यांमुळे शत्रूच्या मोठ्या सैन्याला चढाई करणे कठीण जात असे, तर समुद्रकिनारी असलेल्या सिंधुदुर्गासारख्या जलदुर्गांमुळे परकीय सत्तांच्या नौदलाला रोखणे शक्य झाले. या किल्ल्यांची रचना, तटबंदी, प्रवेशद्वारे आणि पाण्याची सोय यांमुळे दीर्घकाळ लढा देणे शक्य होत असे.[10] या दुर्गव्यवस्थेमुळे शिवाजी महाराजांनी संरक्षणात्मक आणि आक्रमक अशा दोन्ही प्रकारच्या युद्धनीती यशस्वीपणे राबविल्या. किल्ले हे स्वराज्याच्या स्थैर्याचे आणि दीर्घकालीन टिकावाचे प्रमुख साधन ठरले. त्यामुळे किल्ले व भूप्रदेशाचा रणनीतिक वापर हे शिवाजी महाराजांच्या लष्करी दूरदृष्टीचे उत्कृष्ट उदाहरण मानले जाते.

समारोप

छत्रपती शिवाजी महाराजांचे नेतृत्व हे केवळ सतराव्या शतकापुरते मर्यादित नसून ते आजच्या आधुनिक काळालाही तितकेच मार्गदर्शक ठरते. त्यांच्या रणनीतिक नेतृत्वात दूरदृष्टी, व्यवहारज्ञान आणि लोकाभिमुख दृष्टिकोन यांचा अद्‌भुत समन्वय दिसून येतो. हिंदवी स्वराज्याची संकल्पना मांडताना त्यांनी केवळ राजकीय स्वातंत्र्य नव्हे, तर सामाजिक न्याय, सांस्कृतिक अस्मिता आणि नैतिक मूल्यांवर आधारित राज्यव्यवस्थेचा पाया घातला. छत्रपती शिवाजी महाराजांचे नेतृत्व हे स्पष्ट ध्येय, व्यवहार्य धोरण आणि लोकाभिमुख कारभार यांचा उत्कृष्ट नमुना होते. हिंदवी स्वराज्याच्या संकल्पनेतून त्यांनी स्वातंत्र्य, न्याय आणि स्वाभिमान यांवर आधारित राज्य उभे केले. गणिमी कावा, किल्ल्यांचा रणनीतिक वापर आणि लवचिक सैन्यव्यवस्थेमुळे त्यांनी बलाढ्य शत्रूंना प्रभावीपणे सामोरे गेले. अष्टप्रधान मंडळाद्वारे त्यांनी विकेंद्रीकृत व उत्तरदायित्वाधिष्ठित प्रशासनाची पायाभरणी केली. या सर्व घटकांमुळे छत्रपती शिवाजी महाराज हे केवळ योद्धा नसून दूरदर्शी रणनीतिक नेते म्हणून इतिहासात अढळ स्थान प्राप्त करतात.

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Original Article

शिवकाळ व पेशवेकालीन महाराष्ट्रातील भटक्या जाती-जमातींचे सामाजिक विकासात योगदान

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गोषवारा (*Abstract*):

इतिहासशास्त्राच्या सामाजिक अभ्यास परंपरेत 'भटक्या जाती' ही संकल्पना केवळ स्थलांतरशील जीवनपद्धती सूचित करणारी नसून, विशिष्ट कार्यपरंपरा, भटकी उपजीविका आणि समाजाच्या विविध गरजांशी निगडित सेवा पुरविणाऱ्या समुदायांचे द्योतक म्हणून समजली जाते. शिवकाळ व पेशवेकाळात 'भटक्या जाती' अशी स्वतंत्र प्रशासकीय संज्ञा अस्तित्वात नसली, तरी त्या काळातील बखरी, पत्रव्यवहार, प्रशासकीय दफ्तर नोंदी आणि समकालीन वर्णनांमधून अशा समुदायांच्या कार्यपर भूमिका स्पष्टपणे उलगडतात. रामोशी, पारधी, वडार, बंजारा, घिसाडी, लोहार, गोंधळी, भाट, कोल्हाटी आणि डोंबारी यांसारख्या समुदायांचे उल्लेख सुरक्षा, वाहतूक, बांधकाम, कारागिरी तसेच लोकसांस्कृतिक व्यवहारांच्या संदर्भात आढळतात. प्रस्तुत शोध लेखाचा उद्देश शिवकाळ व पेशवेकाळातील महाराष्ट्रातील भटक्या जातींची सामाजिक स्थिती समजावून घेणे आणि त्यांच्या सामाजिक विकासातील योगदानाचे चिकित्सक मूल्यमापन करणे हा आहे. या अभ्यासात सामाजिक इतिहास आणि कार्याधारित समाजरचना या संकल्पनात्मक चौकटींच्या आधारे भटक्या जातींच्या भूमिकांचे विश्लेषण करण्यात आले असून, त्यातून मराठा काळातील समाजरचनेचे अधिक समग्र आणि बहुआयामी आकलन सादर करण्याचा प्रयत्न करण्यात आला आहे.मराठा राज्यनिर्मिती आणि प्रशासकीय विस्ताराच्या प्रक्रियेत भटक्या जाती केवळ दुय्यम किंवा खालचे घटक नव्हते, तर त्या राज्यसत्ता, ग्रामीण अर्थव्यवस्था आणि समाजजीवन यांना आधार देणाऱ्या सक्रिय घटक होत्या. शिवकाळात रामोशी व पारधी समाजाचे पहारा व मार्गदर्शनातील योगदान, बंजारा समाजाची अन्नधान्य वाहतूक, तसेच गोंधळी व भाट समाजाची लोकपरंपरा आणि धार्मिक विधींतील भूमिका महत्त्वाची ठरते. पेशवेकाळात हीच भूमिका अधिक संस्थात्मक स्वरूपात दिसून येते. वडार व लोहार समाज बांधकाम व कारागिरीशी जोडले गेले, तर घिसाडी व गाडिया लोहार यांची उपजीविका ग्रामीण उत्पादन प्रक्रियेचा अविभाज्य भाग बनली. या सर्व भूमिकांचे विश्लेषण करताना लेखाने इतिहासलेखनातील सत्ताकेंद्रित दृष्टीकोनाच्या मर्यादा अधोरेखित केल्या असून, सामाजिक इतिहासाच्या दृष्टीने भटक्या जातींच्या योगदानाचे पुनर्मूल्यांकन केले आहे. त्यामुळे मराठा काळातील सामाजिक विकास हा केवळ राजकीय व लष्करी घडामोडींचा परिणाम नसून, विविध भटक्या व सेवा-आधारित समुदायांच्या सहभागातून घडलेली एक व्यापक सामाजिक प्रक्रिया असल्याचे स्पष्ट होते. प्रस्तुत शोध लेखामध्ये मराठा काळातील सामाजिक इतिहास अधिक समग्र, समतोल आणि समावेशक पद्धतीने समजून घेण्याचा प्रयत्न केला आहे.

प्रस्तावना:

महाराष्ट्राच्या इतिहासात सतराव्या व अठराव्या शतकात घडून आलेल्या सत्तांतराच्या प्रक्रियेमुळे समाजरचनेत अनेक महत्त्वाचे बदल घडून आले. या काळात निर्माण झालेली मराठा राजकीय व्यवस्था केवळ लष्करी सामर्थ्यावर उभी नव्हती, तर तिला विविध सामाजिक घटकांचा प्रत्यक्ष आणि अप्रत्यक्ष आधार लाभलेला होता. तथापि, इतिहासलेखनात या प्रक्रियेचा विचार प्रामुख्याने राजकीय नेतृत्व, युद्धनीती आणि प्रशासकीय संरचना यांच्या चौकटीत करण्यात आला आहे. परिणामी, समाजाच्या तळागाळात कार्यरत असलेल्या आणि दैनंदिन व्यवहारांना गती देणाऱ्या समुदायांचे योगदान अपेक्षित प्रमाणात अधोरेखित झालेले दिसत नाही.

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पवार किरण सर्जेराव,श्री सद्गुरू गंगागीर महाराज सायन्स, गौतम आर्टस् अॅण्ड संजीवनी कॉमर्स कॉलेज, कोपरगाव

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शिवकाळ व पेशवेकाळात 'भटक्या जाती' अशी स्वतंत्र सामाजिक किंवा प्रशासकीय संज्ञा प्रचलित नव्हती, ही बाब मान्य करावी लागते. मात्र त्या काळातील बखरी, पत्रव्यवहार, दफ्तर नोंदी आणि समकालीन वर्णनांमधून विविध समुदायांच्या हालचाली, उपजीविकेची साधने आणि समाजाशी असलेले संबंध स्पष्टपणे दिसून येतात. वाटाडे, खबऱ्या, पुरवठा व्यवस्था, बांधकाम, कारागिरी, ग्रामीण बाजारपेठांशी निगडित कामे तसेच लोककला आणि धार्मिक परंपरांशी संबंधित सेवा या माध्यमांतून भटक्या जाती समाजजीवनाचा अविभाज्य भाग बनलेल्या होत्या.भटक्या समुदायांचे सामाजिक स्थान स्थिर स्वरूपाचे नसून ते काळानुरूप बदलत गेलेले दिसते. विशेषतः पेशवेकाळात प्रशासन अधिक सुसूत्र होत गेल्यानंतर विविध सामाजिक घटकांशी राज्यसत्तेचे संबंध अधिक स्पष्टपणे नोंदवले जाऊ लागले. या प्रक्रियेत भटक्या जातींच्या उपजीविकेचे स्वरूप, प्रशासकीय नियंत्रणाशी असलेली त्यांची जवळीक किंवा तणाव, तसेच ग्रामीण समाजाशी असलेली परस्परावलंबिता या सर्व बाबी सामाजिक विकासाच्या दृष्टीने महत्त्वाच्या ठरतात. त्यामुळे त्यांच्या स्थितीचा अभ्यास केवळ सामाजिक उपेक्षेच्या चौकटीत न करता, व्यापक सामाजिक संरचनेचा भाग म्हणून करणे आवश्यक ठरते.प्रस्तुत संशोधन लेखाचा उद्देश शिवकाळ व पेशवेकाळातील महाराष्ट्रातील भटक्या जातींची सामाजिक स्थिती समजावून घेणे आणि त्यांच्या सामाजिक विकासातील योगदानाचे चिकित्सक मूल्यमापन करणे हा आहे. प्राथमिक मराठी ऐतिहासिक साधने आणि आधुनिक इतिहासकारांच्या अभ्यासाच्या आधारे, या समुदायांना मराठा काळातील समाजरचनेतील सक्रिय घटक म्हणून मांडण्याचा प्रयत्न पुढीलप्रमाणे करता येईल.

अ) शिवकाळातील भटक्या जातींची सामाजिक भूमिका:

शिवकाळातील मराठा राज्यनिर्मितीची प्रक्रिया समजून घेताना तत्कालीन समाजरचनेतील भटक्या आणि अर्धचलनशील जातींच्या भूमिकांकडे दुर्लक्ष करता येत नाही. त्या काळात 'भटक्या जाती' अशी स्वतंत्र प्रशासकीय संज्ञा प्रचलित नसली, तरी रामोशी, पारधी, वडार, गोंधळी, भाट, डोंबारी आणि गारुडी यांसारख्या समुदायांचे उल्लेख समकालीन मराठी साधनांत विविध कार्यपरंपरांच्या संदर्भात आढळतात. हे उल्लेख त्यांच्या सामाजिक अस्तित्वाची आणि राज्यव्यवस्थेशी असलेल्या संबंधांची स्पष्ट साक्ष देतात.[१] डोंगराळ प्रदेश, अरण्ये आणि दुर्गम मार्गांनी व्यापलेल्या शिवकाळातील भौगोलिक रचनेत रामोशी आणि पारधी या जातींची भूमिका विशेष महत्त्वाची ठरते. सभासदाची बखर आणि चिटणीसाची बखर या ग्रंथांमधून किल्ल्यांभोवतीच्या परिसरात खबऱ्या, वाटाडे आणि संरक्षणाशी निगडित कामे करणाऱ्या लोकांचे उल्लेख दिसतात, जे बहुधा या समुदायांशी संबंधित होते.[२] ग. ह. खरे यांच्या मते, मराठा सैन्याला मिळणारी स्थानिक माहिती, मार्गदर्शन आणि गुप्त हालचालींची माहिती ही राज्याच्या लष्करी यशाची एक महत्त्वाची पूर्वअट होती.[३] या भूमिकेमुळे रामोशी व पारधी समाज केवळ सीमावर्ती घटक न राहता, संरक्षणव्यवस्थेचा एक अविभाज्य भाग बनलेले दिसतात. याचप्रमाणे वडार या भटक्या समुदायाचे योगदान बांधकाम आणि वाहतूक क्षेत्राशी संबंधित होते. किल्ले, तटबंदी आणि सार्वजनिक कामांसाठी दगड, माती व साहित्य वाहून नेण्याचे कार्य वडारांकडून केले जात असल्याचे उल्लेख पेशवेकाळापूर्वीच आढळतात, ज्यांची मुळे शिवकाळात दिसून येतात.[४] यामुळे राज्याच्या भौतिक संरचनेच्या उभारणीत या जातींची भूमिका स्पष्ट होते.

शिवकाळातील सामाजिक आणि सांस्कृतिक जीवनात गोंधळी, भाट आणि डोंबारी या जातींचे स्थानही महत्त्वाचे होते. धार्मिक विधी, आख्यायिका, कथा-कथन आणि लोकपरंपरा यांच्या माध्यमातून त्यांनी समाजातील सांस्कृतिक सातत्य टिकवून ठेवले. इरावती कर्वे यांनी नमूद केल्याप्रमाणे, अशा लोकपरंपरांमुळे समाजातील विविध स्तरांमध्ये संवाद निर्माण होऊन सामूहिक सामाजिक जाणीव दृढ होत होती.[५] थोडक्यात शिवकाळातील भटक्या जाती समाजाच्या खालच्या थरात असलेल्या उपेक्षित घटक नव्हत्या, तर मराठा राज्यनिर्मितीच्या प्रक्रियेत सुरक्षा, बांधकाम, सांस्कृतिक संवाद आणि सामाजिक स्थैर्य यांना आधार देणाऱ्या सक्रिय सामाजिक घटक होत्या. ही वस्तुस्थिती मान्य केल्याशिवाय शिवकाळातील समाजरचना समग्रपणे समजून घेता येत नाही.

आ) पेशवेकाळातील प्रशासकीय सहभाग:

पेशवेकाळात मराठा राज्यव्यवस्था अधिक संघटित आणि प्रशासकीयदृष्ट्या विस्तारलेली दिसते. महसूल संकलन, गावव्यवस्था, सुरक्षा, सार्वजनिक बांधकामे आणि बाजारपेठांचे नियमन या सर्व क्षेत्रांत राज्याचा हस्तक्षेप वाढत गेला. या प्रक्रियेत विविध भटक्या जातींचा सहभाग केवळ अनौपचारिक स्वरूपाचा न राहता, अनेक ठिकाणी प्रशासकीय नोंदींमधून स्पष्टपणे दिसून येतो. पेशवेकाळातील दफ्तर नोंदी आणि समकालीन ग्रंथ भटक्या जातींच्या सामाजिक स्थितीतील बदल आणि राज्याशी असलेल्या त्यांच्या संबंधांवर महत्त्वाचा प्रकाश टाकतात.

रामोशी समाजाच्या बाबतीत हा सहभाग विशेष ठळकपणे जाणवतो. पेशवेकाळात गावांच्या सुरक्षिततेसाठी आणि चोरी–दरोड्यांवर नियंत्रण ठेवण्यासाठी रामोशी समाजाचा वापर करण्यात येत असल्याचे उल्लेख दफ्तर नोंदींमध्ये आढळतात. य. दि. फडके यांनी नमूद केले आहे की, 'रामोशी लोकांकडे गावच्या पहाऱ्याची जबाबदारी देण्यात येत असे आणि त्याबदल्यात त्यांना काही सवलती दिल्या जात.'[६] हा उल्लेख रामोशी समाजाच्या भूमिकेला केवळ सामाजिक नजरेतून नव्हे, तर प्रशासकीय चौकटीतून समजून घेण्यास

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मदत करतो. यावरून असे दिसते की पेशवेकाळात सुरक्षा ही केवळ लष्करी यंत्रणेची जबाबदारी नव्हती, तर स्थानिक आणि अर्धचलनशील समुदाय त्यात सहभागी होते. वडार या भटक्या जातींचा उल्लेख पेशवेकाळातील सार्वजनिक बांधकामांच्या संदर्भात आढळतो. पेशवे दफ्तरातील नोंदींमध्ये रस्ते, घाटमार्ग, तलाव आणि इमारती यांच्या बांधकामासाठी दगड वाहून नेण्याचे काम वडारांकडून करून घेतले जात असल्याचे स्पष्ट होते. एका दफ्तर नोंदीत असे म्हटले आहे की, 'वडार लोक दगड फोडून बांधकामासाठी वाहून आणीत असत.'[७] हा उल्लेख वडार समाजाच्या उपजीविकेचे स्वरूप आणि राज्याच्या भौतिक विकासाशी असलेली त्यांची जोड अधोरेखित करतो.

पेशवेकाळातील सामाजिक आणि सांस्कृतिक जीवनात गोंधळी, भाट आणि कोल्हाटी या जातींचे स्थानही प्रशासनाशी अप्रत्यक्षरीत्या जोडलेले होते. धार्मिक उत्सव, दरबारी समारंभ आणि सार्वजनिक विधींमध्ये या समुदायांच्या सेवांचा वापर केला जात असल्याचे उल्लेख समकालीन वर्णनांमध्ये आढळतात. इरावती कर्वे यांच्या मते, 'लोककला आणि विधीपर परंपरा या समाजाच्या सातत्यासाठी आवश्यक घटक होते.'[८] या निरीक्षणावरून असे स्पष्ट होते की पेशवेकाळातील प्रशासन केवळ आर्थिक आणि राजकीय व्यवहारांपुरते मर्यादित नव्हते, तर सांस्कृतिक जीवनालाही त्याचा आधार होता.

इ) मराठेकालीन ग्रामीण अर्थव्यवस्थेतील भटक्या जातींचे योगदान:

शिवकाळ व पेशवेकाळातील ग्रामीण अर्थव्यवस्था ही केवळ स्थिर शेतीप्रधान समाजावर अवलंबून नव्हती, तर विविध चलनशील आणि अर्धचलनशील समुदायांच्या सेवांवर ती मोठ्या प्रमाणावर आधारलेली होती. अन्नधान्याची वाहतूक, शेतकी अवजारे, किल्ले व गावांसाठी आवश्यक वस्तू, तसेच बाजारपेठांमधील देवाणघेवाण या सर्व प्रक्रियांमध्ये भटक्या जातींची भूमिका निर्णायक ठरते. बंजारा, वडार, घिसाडी, लोहार आणि गाडिया लोहार यांसारख्या समुदायांचा उल्लेख समकालीन साधनांत त्यांच्या आर्थिक कार्यपरंपरांच्या संदर्भात आढळतो. शिवकाळातील लष्करी हालचाली आणि किल्ल्यांची व्यवस्था टिकवून ठेवण्यासाठी अन्नधान्याचा सातत्यपूर्ण पुरवठा आवश्यक होता. या संदर्भात बंजारा समाजाचे महत्त्व समकालीन साधनांत स्पष्ट होते. शिवकालीन पत्रव्यवहारात असे नमूद केले आहे की, 'धान्याची वाहतूक बंजाऱ्यांमार्फत करून घ्यावी.'[९] हा उल्लेख ग्रामीण उत्पादन आणि लष्करी गरजांमधील दुवा म्हणून बंजारा समाजाची भूमिका अधोरेखित करतो. अन्नधान्य एका प्रदेशातून दुसऱ्या प्रदेशात पोहोचविण्याची क्षमता ही केवळ आर्थिक सेवा नव्हती, तर राज्याच्या स्थैर्याशी निगडित बाब होती.

ग्रामीण आणि दुर्गम भागांतील बांधकाम व दळणवळण व्यवस्थेत वडार समाजाचा सहभाग महत्त्वाचा होता. घाटमार्ग, तलाव, तटबंदी आणि इतर सार्वजनिक कामांसाठी दगड वाहून नेण्याचे कार्य वडारांकडून करून घेतले जात असल्याचे पेशवेकालीन दफ्तर नोंदी दर्शवतात. एका नोंदीत स्पष्टपणे नमूद केले आहे की, 'रस्त्याच्या कामास वडार लोक लावावे.'[१०] यावरून असे दिसते की ग्रामीण पायाभूत सुविधांच्या उभारणीत वडार समाजाचा सहभाग प्रशासकीय मान्यतेने घडत होता.

शेतीप्रधान ग्रामीण समाजासाठी अवजारे आणि लोखंडी साधने अत्यावश्यक होती. घिसाडी आणि लोहार समाज गावोगावी फिरून शेतीची अवजारे तयार करीत व दुरुस्त करीत असल्याचा उल्लेख समकालीन समाजवर्णनांत आढळतो. इरावती कर्वे यांनी नमूद केले आहे की, 'घिसाडी व लोहार समाज शेतीसाठी आवश्यक अवजारे पुरविण्याचे काम करीत.'[११] हा उल्लेख ग्रामीण अर्थव्यवस्थेतील उत्पादन प्रक्रियेत भटक्या कारागिरांचे स्थान स्पष्ट करतो.

पेशवेकाळात किल्ले आणि प्रशासकीय केंद्रांशी संबंधित आर्थिक व्यवहारांत गाडिया लोहार यांचा सहभाग अधिक ठळकपणे दिसतो. दफ्तर नोंदींमध्ये नमूद आहे की, 'किल्ल्यावरील अवजारे दुरुस्तीस लोहार नेमण्यात यावेत.'[१२]

या सर्व संदर्भांवरून असे स्पष्ट होते की शिव–पेशवेकाळातील ग्रामीण अर्थव्यवस्था भटक्या जातींच्या सेवांशिवाय कार्यक्षम राहू शकत नव्हती. या समुदायांनी उत्पादन, वाहतूक आणि दुरुस्ती यांसारख्या मूलभूत आर्थिक प्रक्रियांमध्ये सहभाग घेऊन सामाजिक विकासाला ठोस आधार दिला.

ई) लोकपरंपरा आणि समाजसंवादातील योगदान:

शिवकाळ व पेशवेकाळातील महाराष्ट्रातील समाजजीवन केवळ प्रशासकीय आणि आर्थिक व्यवहारांपुरते मर्यादित नव्हते, तर लोकसंस्कृती, धार्मिक विधी आणि सांस्कृतिक संवाद यांच्या माध्यमातून समाजाची अंतर्गत एकात्मता टिकवून ठेवली जात होती. या प्रक्रियेत भटक्या जातींची भूमिका महत्त्वाची होती. गोंधळी, भाट, कोल्हाटी, डोंबारी, गारुडी आणि जोगी यांसारख्या समुदायांनी लोककला, आख्यानपरंपरा, धार्मिक विधी आणि करमणूक यांद्वारे समाजातील विविध घटकांमध्ये संवाद निर्माण केला.

शिवकाळातील धार्मिक व सामाजिक जीवनात गोंधळी समाजाचा उल्लेख विशेष महत्त्वाचा आहे. समकालीन साधनांमध्ये गोंधळी हे देवी-देवतांच्या पूजाविधींशी निगडित असल्याचे स्पष्ट दिसते. इरावती कर्वे यांनी नमूद केले आहे की, 'गोंधळी हे देवीच्या उपासनेशी निगडित विधी पार पाडणारे लोक असून, त्यांच्या गाण्यांतून धार्मिक कथा समाजात प्रसारित होत.'[१३] हा उल्लेख दर्शवतो की गोंधळी समाज धार्मिक श्रद्धा आणि लोकस्मृती यांना एकत्र बांधण्याचे कार्य करीत होता. यामुळे समाजातील सांस्कृतिक सातत्य अबाधित

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राहत होते. त्याचप्रमाणे भाट समाजाची भूमिका सामाजिक स्मृतीच्या जतनाशी संबंधित होती. भाट लोक वंशावळ, पराक्रमकथा आणि स्थानिक आख्यायिका गाण्यांच्या माध्यमातून सांगत असल्याचे उल्लेख समाजवर्णनात्मक ग्रंथांत आढळतात. कर्वे यांच्या मते,'भाट हे समाजाची सामूहिक स्मृती जपणारे घटक होते.'[१४] या विधानावरून असे स्पष्ट होते की शिव–पेशवेकाळातील समाजाला आपला इतिहास आणि मूल्यव्यवस्था टिकवून ठेवण्यासाठी भटक्या लोककलावंतांवर अवलंबून राहावे लागत होते.

पेशवेकाळात कोल्हाटी आणि डोंबारी समाजाचा उल्लेख करमणूक आणि सार्वजनिक समारंभांच्या संदर्भात येतो. दरबारी किंवा सार्वजनिक उत्सवांमध्ये या समुदायांच्या नृत्य, कसरत आणि प्रदर्शनांचा वापर केला जात असल्याचे समकालीन नोंदी सूचित करतात. य. दि. फडके यांनी नमूद केले आहे की, 'कोल्हाटी व डोंबारी समाजाच्या कला सार्वजनिक उत्सवांचे अविभाज्य अंग बनल्या होत्या.'[१५] या उल्लेखामुळे हे स्पष्ट होते की भटक्या जातींच्या कला केवळ करमणुकीपुरत्या मर्यादित नव्हत्या, तर त्या सामाजिक संवाद आणि सार्वजनिक जीवनाचा भाग बनल्या होत्या. याशिवाय गारुडी आणि जोगी समाज धार्मिक आख्यायिका, सर्पविद्या आणि लोकविश्वास यांच्या माध्यमातून ग्रामीण समाजाशी संवाद साधत होते. अशा लोकपरंपरांमुळे समाजातील विविध स्तरांमध्ये संपर्क निर्माण होऊन सांस्कृतिक समन्वय साधला जात होता.

थोडक्यात शिव–पेशवेकाळातील लोकसंस्कृती ही भटक्या जातींशिवाय अपूर्ण होती. या समुदायांनी धार्मिक श्रद्धा, सामाजिक स्मृती आणि सार्वजनिक संवाद यांना आकार देऊन मराठा काळातील समाजजीवन अधिक सुसंगत आणि सजीव बनवले. त्यामुळे भटक्या जातींना केवळ उपेक्षित घटक न मानता, समाजाच्या सांस्कृतिक संरचनेतील सक्रिय आणि अनिवार्य घटक म्हणून समजून घेणे आवश्यक ठरते.

उ) इतिहासलेखनातील पुनर्मूल्यांकन:

मराठा काळाच्या इतिहासलेखनाची परंपरा दीर्घकाळ राजकीय घडामोडी, लष्करी संघर्ष आणि सत्ताकेंद्रित संस्थांच्या अभ्यासाभोवती फिरत राहिली आहे. या प्रवाहात समाजातील विविध कार्यपर समुदायांचे योगदान दुय्यम ठरले असून, विशेषतः भटक्या जातींच्या भूमिकांकडे आवश्यक तेवढे लक्ष दिले गेलेले दिसत नाही. त्यामुळे शिवकाळ व पेशवेकाळातील सामाजिक वास्तवाचे आकलन अनेकदा अपूर्ण राहिले आहे. य. दि. फडके यांनी मराठा समाजाच्या अभ्यासात ही मर्यादा स्पष्टपणे अधोरेखित केली आहे. ते नमूद करतात की, 'मराठा राज्यव्यवस्थेचा अभ्यास करताना समाजातील अनेक उपयुक्त घटक इतिहासलेखनात दुर्लक्षित राहिले आहेत.'[१६] हे विधान सूचित करते की राज्यनिर्मिती ही केवळ उच्चवर्णीय किंवा सत्ताधारी घटकांची प्रक्रिया नव्हती, तर विविध सामाजिक समूहांच्या सहभागातून ती आकाराला आली होती. या समूहांमध्ये भटक्या जातींचा समावेश अनिवार्यपणे करावा लागतो.

मराठी इतिहासलेखनातील या मर्यादांकडे लक्ष वेधताना सेतु माधवराव पगडी यांनीही महत्त्वाचे निरीक्षण नोंदवले आहे. त्यांच्या मते, 'बखरी आणि दफ्तरांतील उल्लेखांचे सामाजिक संदर्भ लावल्याशिवाय इतिहासाचा अर्थ उलगडत नाही.'[१७]

या निरीक्षणाचा अर्थ असा की, रामोशी, पारधी, वडार, बंजारा, घिसाडी किंवा लोहार यांसारख्या समुदायांचे उल्लेख केवळ प्रशासकीय किंवा लष्करी संदर्भात न पाहता, त्यामागील सामाजिक भूमिका समजून घेणे आवश्यक आहे. इंग्रजी इतिहासलेखनातही मराठा सत्तेच्या सामाजिक अधिष्ठानाचा पुनर्विचार केला गेला आहे. स्टीवर्ट गॉर्डनप्रमाणेच, सुमित गुहा यांनी मराठा राज्याच्या सामाजिक रचनेवर भर देताना असे म्हटले आहे की, 'Maratha authority was sustained through local intermediaries and service communities.'[१८] हे विधान भटक्या आणि सेवा-आधारित समुदायांच्या भूमिकेचे महत्त्व अधोरेखित करते. अशा समुदायांशिवाय राज्यसत्ता ग्रामीण पातळीवर प्रभावी राहू शकली नसती.

इतिहासलेखनातील पुनर्मूल्यांकनाचा आणखी एक महत्त्वाचा पैलू म्हणजे औपनिवेशिक काळात निर्माण झालेल्या दृष्टिकोनांचा प्रभाव. ब्रिटिश लेखकांनी भटक्या जातींना संशयाच्या नजरेने पाहिले; त्याचा परिणाम नंतरच्या इतिहासलेखनावरही झाला. याबाबत रणजित गुहा यांनी नमूद केले आहे की, 'Colonial historiography systematically marginalized subaltern social groups.'[19] हा दृष्टिकोन लक्षात घेतल्यास, शिव–पेशवेकाळातील भटक्या जातींच्या इतिहासाचा अभ्यास करताना औपनिवेशिक पूर्वग्रहांपासून मुक्त दृष्टीकोन स्वीकारणे आवश्यक ठरते.

ऊ) समारोप:

प्रस्तुत शोध लेखातून शिवकाळ व पेशवेकाळातील महाराष्ट्राच्या सामाजिक इतिहासाचा एक दुर्लक्षित पण महत्त्वाचा पैलू उलगडण्याचा प्रयत्न करण्यात आला आहे. मराठा राज्यनिर्मिती आणि प्रशासकीय विस्ताराच्या प्रक्रियेत भटक्या जातींची भूमिका केवळ दुय्यम किंवा अनौपचारिक स्वरूपाची नव्हती, तर ती राज्यसत्ता, ग्रामीण अर्थव्यवस्था आणि समाजजीवन यांना प्रत्यक्ष आधार देणारी होती, हे या अभ्यासातून स्पष्ट होते. शिवकालीन बखरी, पत्रव्यवहार, पेशवेकालीन दफ्तर नोंदी तसेच आधुनिक इतिहासकारांच्या चिकित्सक विश्लेषणाच्या आधारे असे दिसून येते की रामोशी, पारधी, वडार, बंजारा, घिसाडी, लोहार, गोंधळी, भाट, कोल्हाटी आणि डोंबारी यांसारख्या भटक्या जाती विविध क्षेत्रांत कार्यरत होत्या. सुरक्षा, वाहतूक, बांधकाम, शेतीपूरक सेवा, कारागिरी आणि

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लोकसंस्कृती या सर्व क्षेत्रांतील त्यांचा सहभाग सामाजिक विकासाच्या प्रक्रियेत अनिवार्य ठरला. त्यामुळे भटक्या जातींना केवळ समाजाच्या काठावर उभे असलेले घटक म्हणून पाहणे हे ऐतिहासिक वास्तवाचे अपूर्ण आकलन ठरते.

इतिहासलेखनाच्या प्रस्थापित चौकटींवर पुनर्विचार करण्याची गरज अधोरेखित होते. मराठा काळाचा इतिहास प्रामुख्याने राजकीय आणि लष्करी घडामोडींच्या आधारे मांडला गेला असल्यामुळे समाजातील कार्यपर आणि चलनशील समुदायांचे योगदान पुरेशा प्रमाणात अधोरेखित झालेले नाही. प्रस्तुत लेखाने प्राथमिक साधनांतील थेट उल्लेख, आदेश आणि नोंदी यांचा आधार घेत भटक्या जातींची सामाजिक स्थिती आणि भूमिका चिकित्सक दृष्टीने समजावून घेण्याचा प्रयत्न केला आहे. यामुळे मराठा काळातील समाजरचना अधिक बहुआयामी आणि समग्र स्वरूपात समोर येते. शिवाय, औपनिवेशिक काळात निर्माण झालेल्या पूर्वग्रहदूषित दृष्टिकोनांपासून मुक्त होऊन स्थानिक सामाजिक वास्तव समजून घेण्याची दिशाही हा अभ्यास सूचित करतो. म्हणूनच, भटक्या जातींच्या इतिहासाचा अभ्यास हा केवळ एका सामाजिक घटकाचा इतिहास नसून, मराठा काळातील सामाजिक विकासाच्या व्यापक प्रक्रियेचा अविभाज्य भाग आहे.

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Original Article

छत्रपती शिवाजी महाराज यांचे भाषा धोरण: ऐतिहासिक, सांस्कृतिक व प्रशासकीय अभ्यास

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सारांश (Abstract)

छत्रपती शिवाजी महाराज हे केवळ स्वराज्याचे संस्थापक नव्हते, तर ते भारतीय भाषिक व सांस्कृतिक पुनर्जागरणाचे अग्रदूत होते. मध्ययुगीन भारतात फारसी व अरबी भाषांचे प्रशासनावर वर्चस्व असताना शिवाजी महाराजांनी मराठी भाषेला राजाश्रय देऊन तिला प्रशासन, न्यायव्यवस्था व लष्कराची भाषा बनवले. प्रस्तुत संशोधन पेपरमध्ये शिवाजी महाराजांच्या भाषा धोरणाचा ऐतिहासिक संदर्भ, त्यामागील तत्त्वज्ञान, अंमलबजावणी व त्याचे दीर्घकालीन परिणाम यांचा अभ्यास करण्यात आला आहे. मराठी भाषेचा प्रशासनातील वापर, 'राज्यव्यवहार कोश'ची निर्मिती, संस्कृत भाषेचे पुनरुज्जीवन आणि लोकशाही मूल्यांची स्थापना या सर्व बाबींचे विश्लेषण या लेखात केले आहे.

कीवर्ड्स (Keywords):*छत्रपती शिवाजी महाराज, भाषा धोरण, मराठी राजभाषा, राज्यव्यवहार कोश, हिंदवी स्वराज्य*

१. प्रस्तावना

भाषा ही केवळ संवादाचे माध्यम नसून ती सांस्कृतिक ओळख, सामाजिक एकात्मता आणि राजकीय जाणीव घडविण्याचे प्रभावी साधन असते. इतिहासात अनेक राजवटी भाषा धोरणाच्या माध्यमातून आपली सत्ता प्रस्थापित करताना दिसतात. छत्रपती शिवाजी महाराजांनी भाषा धोरणाचा वापर केवळ प्रशासन सुलभ करण्यासाठी केला नाही, तर स्वराज्याची संकल्पना जनमानसात रुजवण्यासाठी केला.१७व्या शतकात दख्खनमधील आदिलशाही, कुतुबशाही व मुघल सत्तांमध्ये फारसी भाषा राजकारभाराची प्रमुख भाषा होती. सामान्य जनतेला ही भाषा समजत नसल्याने प्रशासन व जनता यांच्यात दरी निर्माण झाली होती. अशा परिस्थितीत शिवाजी महाराजांनी मराठी भाषेला राजभाषेचा दर्जा देऊन लोकाभिमुख शासनाची पायाभरणी केली.

२. मध्ययुगीन भारतातील भाषिक परिस्थिती

शिवाजी महाराजांच्या उदयापूर्वी:फारसी ही प्रशासन व न्यायव्यवहाराची भाषा होती.अरबी भाषा धार्मिक व कायदेशीर व्यवहारात वापरली जात होती.स्थानिक भाषांना दुय्यम स्थान होते.मराठी भाषा जनसामान्यांची बोली असूनही ती राजकीय व प्रशासकीय क्षेत्रातून वंचित होती. त्यामुळे लोकांना राजसत्तेशी थेट संवाद साधणे कठीण होते.

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३. शिवाजी महाराजांचे भाषा धोरण : तत्त्वज्ञान

शिवाजी महाराजांचे भाषा धोरण खालील तत्त्वांवर आधारित होते:

1. लोकभाषेचा सन्मान
2. परकीय भाषिक वर्चस्वाला मर्यादा
3. भारतीय भाषिक अस्मितेचे पुनरुज्जीवन
4. प्रशासन लोकाभिमुख करणे

हे धोरण केवळ भाषिक नव्हते, तर ते राजकीय स्वातंत्र्याचे साधन होते.

४. मराठी भाषेला राजभाषेचा दर्जा

शिवाजी महाराजांनी मराठी भाषेला:

राजाज्ञा,महसूल व जमीनव्यवहार,लष्करी आदेश,न्यायनिवाडे,यांसाठी वापरण्याचे आदेश दिले.

४.१ प्रशासनातील मराठी

शिवकालीन कागदपत्रांवरून असे दिसते की:

हुकूमनामे मराठीत लिहिले जात.गावकारभार मराठी भाषेत चालवला जात.सरदार, देशमुख, देशपांडे यांच्याशी मराठीत संवाद साधला जात.यामुळे प्रशासन अधिक पारदर्शक व प्रभावी झाले.

५. फारसी शब्दांना मराठी-संस्कृत पर्याय

शिवाजी महाराजांनी फारसी शब्दांचा अतिरेक टाळण्यासाठी शब्दशुद्धीकरणाचा प्रयत्न केला.

उदा.:दिवाण → प्रधान,फौजदार → सेनाधिकारी,हुकूम → आज्ञा,खजिना → कोश,हा बदल केवळ भाषिक नव्हता, तर स्वाभिमानाचा प्रतीकात्मक आविष्कार होता.

६. 'राज्यव्यवहार कोश' : भाषिक क्रांती

शिवाजी महाराजांच्या आदेशाने 'राज्यव्यवहार कोश' तयार करण्यात आला.

रचनाकार : रघुनाथ पंडित हनमंते

स्वरूप : प्रशासनिक शब्दकोश

उद्देश : फारसी शब्दांना मराठी-संस्कृत पर्याय देणे

हा कोश म्हणजे भारतीय इतिहासातील पहिला प्रशासकीय शब्दकोश मानला जातो.

७. संस्कृत भाषेचे स्थान

शिवाजी महाराजांनी संस्कृत भाषेला धार्मिक व सांस्कृतिक प्रतिष्ठा दिली.

७.१ राज्याभिषेक व संस्कृत

१६७४ चा राज्याभिषेक:

संपूर्णपणे संस्कृत विधींनी झाला.उपाध्या व मंत्र संस्कृतमध्ये होते.यामुळे हिंदू सांस्कृतिक परंपरेचा गौरव झाला.

८. लष्कर व भाषा धोरण

शिवाजी महाराजांचे लष्कर प्रामुख्याने ग्रामीण भागातील होते. त्यामुळे:आदेश मराठीत दिले जात.संवाद सुलभ झाला.शिस्त व निष्ठा वाढली.ही भाषिक सुलभता लष्करी यशाचे महत्त्वाचे कारण ठरली.

९. न्यायव्यवस्था व लोकभाषा

न्यायदान प्रक्रियेत मराठी वापरल्यामुळे:

सामान्य व्यक्ती न्यायप्रक्रियेत सहभागी झाली.तक्रारी समजण्यास सोप्या झाल्या.लोकांचा शासनावर विश्वास वाढला.हे आधुनिक लोकशाही मूल्यांचे प्रारंभिक रूप होते.

१०. भाषा व हिंदवी स्वराज्य संकल्पना

'हिंदवी स्वराज्य' ही संकल्पना:

भाषिक,सांस्कृतिक,राजकीय

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अशा तिन्ही पातळ्यांवर आधारित होती. मराठी भाषा म्हणजे स्वराज्याची ओळख बनली.

११. भाषा धोरणाचे सामाजिक परिणाम

1. मराठी भाषेला प्रतिष्ठा मिळाली
2. साहित्यनिर्मितीला चालना मिळाली
3. सामाजिक समता वाढली
4. प्रादेशिक अस्मिता दृढ झाली

१२. आधुनिक महाराष्ट्रावर प्रभाव

आजच्या महाराष्ट्रात:

मराठी ही राजभाषा आहे.प्रशासनात मराठीचा वापर अनिवार्य आहे.भाषिक स्वाभिमान जपला जातो.हे सर्व शिवाजी महाराजांच्या भाषा धोरणाचे फलित आहे.

१३. निष्कर्ष

छत्रपती शिवाजी महाराज यांचे भाषा धोरण हे दूरदृष्टीपूर्ण राष्ट्रनिर्मितीचे धोरण होते. त्यांनी मराठी भाषेला प्रशासनाची भाषा बनवून सामान्य जनतेला स्वराज्याशी जोडले. भाषा ही सत्ता, संस्कृती आणि स्वातंत्र्य यांचे प्रभावी साधन असते, हे त्यांनी आपल्या कारकिर्दीत सिद्ध केले. त्यामुळे शिवाजी महाराजांचे भाषा धोरण हे भारतीय इतिहासातील एक आदर्श व अभ्यासनीय उदाहरण ठरते.

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Original Article

दर्या, दुर्ग आणि स्वराज्य मराठा नौदलाची बांधणी व सुरुवातीची कामगिरी

सोहम प्रणिता सतीश पावशे
सहाय्यक प्राध्यापक
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सारांश:

छत्रपती शिवाजी महाराजांनी उभारलेले मराठा आरमार हे मराठा स्वराज्याच्या संरक्षण आणि विस्तारासाठी अत्यंत महत्त्वाचे साधन ठरले. कोकण किनारपट्टीवरील वाढता परकीय हस्तक्षेप, युरोपीय सत्तांचा व्यापारी व लष्करी दबाव, तसेच सिद्दी व अन्य स्थानिक सत्तांकडून निर्माण होणारे धोके यामुळे सागरी संरक्षणाची गरज अधिक तीव्र झाली. या पार्श्वभूमीवर मराठा आरमाराची उभारणी ही केवळ तात्कालिक गरज नसून दूरदृष्टीपूर्ण राजकीय आणि लष्करी धोरणाचा भाग होती.या संशोधन निबंधात मराठा आरमाराच्या स्थापनेमागील ऐतिहासिक परिस्थिती, त्याची रचना, संघटन आणि कार्यपद्धती यांचा अभ्यास करण्यात आला आहे. तसेच परकीय सत्तांशी झालेल्या सागरी संघर्षांमध्ये मराठा आरमाराची भूमिका आणि स्वराज्याच्या सुरक्षिततेसाठी त्याचे योगदान अधोरेखित करण्यात आले आहे. उपलब्ध ऐतिहासिक साधनसामग्री आणि समकालीन पत्रव्यवहाराच्या आधारे मराठा आरमाराचा प्रारंभिक विकास आणि त्याचे महत्त्व स्पष्ट करण्याचा प्रयत्न या अभ्यासात करण्यात आला आहे.

प्रमुख शब्द:मराठा आरमार, छत्रपती शिवाजी महाराज, स्वराज्य, कोकण किनारपट्टी, सागरी संरक्षण, परकीय सत्ता, नौदल, सागरी संघर्ष

प्रस्तावना: छत्रपती शिवाजी महाराज व त्यांची स्वराज्य उभारणीची चळवळ ही संबंध भारताच्या इतिहासाला कलाटणी देणारी अशी मूक प्रवर्तक घटना ठरली. विविध तंत्र व कौशल्याचा वापर करून छत्रपती शिवाजी महाराजांनी हा शिव धनुष्य पेलवला. त्यातीलच एका घटकाचे महत्त्व हे स्वराज्य निर्मिती व संरक्षणाच्या दृष्टीने अत्यंत उल्लेखनीय आहे. तो घटक म्हणजे मराठा आरमार मध्ययुगीन कालखंडातील मराठा आरमाराची स्थापना ही अत्यंत महत्त्वाची घटना ठरली. मराठ्यांचे आरमार हे केवळ गरजेपोटी व आपातकालीन सोयी नव्हती. तर ती एका दूरदृष्टी विचार सहज पूर्ण वृत्ती व दृढ निश्चयाची परिपूर्ती होती. कोकण किनारपट्टीचा भाग अमंलाखाली आल्यानंतर व पुढील काळात त्यात वाढ होत गेल्यानंतर आरमाराची स्थापना झाली. सुरुवातीच्या काळात आरमार स्थापन होत असताना अनेक नवीन आव्हाने समोर आली. या सर्व आव्हान नंतर मात करत एक नवीन घटक उभा करणे व त्याचा प्रभावी वापर करून आपल्या राज्याचा अंमल प्रस्थापित करणे. ही अत्यंत गैरबासपत बाब आहे. या कारणास्तव सदर पेपर मध्ये आरमार स्थापनेच्या सुरुवातीच्या प्रयत्नांना व त्यानंतरच्या तात्कालीन घटनांचा संदर्भ देत विश्लेषण प्रस्तुत केले आहे. ज्याप्रमाणे कोणत्याही गोष्टीची सुरुवात ही महत्त्वाची असते. त्यातून आरमाराची सुरुवात व तिचे विश्लेषण महत्त्वाचे आहे.

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त्याच सोबत समकालीन परकीय शक्ती ज्या नवीकदृष्ट्या संपन्न होत्या. त्यांच्यासोबत संबंध अभ्यासाचे आहेत. ज्याचा परिणाम आरमारावर पडलेला आहे. स्थापनेसाठीची गरज समकालीन परिस्थिती आरमाराची सुरुवातीची ख्याती या घटकांवर आधारित पेपर मध्ये विश्लेषण दिलेले आहे. ज्याने त्या घटकांचे व्यापक आकलन होऊ शकते.

उद्दिष्टे:

- मराठा नौदलाच्या स्थापनेमागील ऐतिहासिक पार्श्वभूमीचा अभ्यास करणे.
- मराठा नौदलाची रचना, संघटन व कार्यपद्धती समजून घेणे.
- समुद्रकिनारी संरक्षणात मराठा नौदलाची भूमिका स्पष्ट करणे.
- परकीय सत्तांशी झालेल्या सागरी संघर्षांमध्ये मराठा नौदलाचे महत्त्व अधोरेखित करणे.
- मराठा स्वराज्याच्या विस्तार व संरक्षणात मराठा नौदलाच्या योगदानाचे मूल्यमापन करणे.

संशोधन पद्धतीशास्त्र:

हा अभ्यास 'विश्लेषणात्मक संशोधन आराखड्यावर' (Analytical Research Design) आधारित आहे. वर्णनात्मक संशोधनापेक्षा हा प्रकार वेगळा आहे, कारण यात केवळ काय घडले याचे वर्णन न करता, उपलब्ध तथ्ये आणि माहितीचा वापर करून शेतकरी चळवळी आणि राष्ट्रवादाच्या बदलत्या स्वरूपाचे 'चिकित्सक मूल्यमापन' केले जाते. या संशोधनाचा विश्लेषणात्मक आराखडा विश्लेषण वर आधारलेला आहे. हा आराखडा माहितीचे संकलन करण्यासाठी आणि त्याचे निकष ठरवण्यासाठी एक महत्त्वाचे परिमाण ठरतो. या सिद्धांताचा वापर केल्यामुळे हा अभ्यास केवळ निरीक्षणापुरता मर्यादित न राहता, विषयाच्या मुळाशी असलेल्या घटकांचे सखोल विश्लेषण करू शकतो.

आपत्तीतून आविष्काराशी म्हण प्रसिद्ध आहे. त्यालाच अनुसरून मराठा आरमाराची स्थापना जशी युगप्रवर्तक छत्रपती शिवाजी महाराजांच्या दूरदृष्टीतून व प्रगल्भ वृत्तीने साकारत गेली. त्याच पद्धतीने ती गरजेतून सुद्धा साकार झाली. याचे कारण सुरुवातीच्या काळात केवळ देशावर मावळा पुरते मर्यादित असणारे स्वराज्य हे 1656 साली जावळीच्या पाडावा नंतर थेट दर्याला जाऊन भेटले. स्वराज्याच्या व स्वराज्य धर्मा प्रतीच्या वृत्ती प्रमाणे त्याने सुद्धा केवळ उत्तर कोल्हापूर ते मर्यादित असणारी दर्जा वरील स्वराज्याची सीमा हे उत्तर किनारपट्टीवर पुढे कल्याण, भिवंडी, कुलबा, पर्यंत विस्तारली तर तळ कोकणात राजापूर, दाभोळ पासून ते अगदी मालवण पर्यंत विस्तारली याच पार्श्वभूमीतून सीमा विस्तार दर्जा सुरक्षा स्वराज्याचे दर्या कर गरिबांचा बंदोबस्त कोकणाची सुरक्षा मराठा व्यापार सुरक्षा व विस्तार या कारणास्तव आरमार स्थापण्याची त्यांचे दृढीकारण करण्याची व ते वाढवण्याची गरज भासली.

सतराव्या शतकाच्या मधल्या कोकणात व पर्यायाने दर्यामध्ये मराठ्यांचा प्रवेश झाला. सोळाव्या शतकापासून युरोपीय सत्तांचा उदय व्यापाराच्या मार्गाने भारतात होत होतं. त्यामुळे स्वराज्याचा कोकणात जम बसण्यापूर्वीच कोकण व संपूर्ण पश्चिम किनारपट्टीवर युरोपियन सत्ता आपला अमंल ठेवून होते. या सत्ता मध्ये पोर्तुगीज, इंग्रज, डज, फ्रेज यांचा समावेश होता . या व्यतिरिक्त सिद्धी व सावंतवाडीत सुद्धा आपला प्रभावी अमंल राखू पहात होते. 1998 मध्ये वास्को-दी गामाच्या रूपाने पश्चिम किनारपट्टीवर सर्वप्रथम पोर्तुगीजांचे आगमन झाले . त्यांनी व्यापाराचा उद्देश ठेवत. आपल्या नाविक सामर्थ्याचा पुरेपूर वापर करत. आपले राजकीय अस्तित्व देखील निर्माण केले. वसई, चांत, दमन, गोवा या ठिकाणी वखारी स्थापन तर काही ठिकाणी संरक्षणाच्या उद्देशाने लहान मोठे किल्ले उभारले. कार्टसव्यवस्था राबवत.

भारतीय सत्ता व व्यापारासह युरोपियन कंपन्यांना दस्तक म्हणजेच परवाना देणे सुरू केली . जो न घेता समूद्रात आवाज केल्यास त्याला त्रास देत व प्रसंगी जहाज बुडवत यामुळे त्यांच्याद्वारे समुद्रात हौदस घातला जात होता. पोर्तुगीजाप्रमाणे इंग्रजांनी पूर्वे सोबत व्यापार करण्याच्या दृष्टीने ईस्ट इंडिया कंपनी स्थापन यांनी देखील खूप कमी कालावधीत किनारपट्टीसह अंतर्गत भागात आपला अंमल प्रस्थापित केला. मोक्याच्या ठिकाणावर आपल्या वखारी स्थापन करत. राजकीय सत्ताधीश होण्याचा प्रयत्न चालवला. याचा राजकीय व नागरिक हस्तक्षेप वाढवतात पोर्तुगीजांचा आपले बस्तान येथून हलवावे लागले. इंग्रजांच्या शिवाजी राजा बद्दलच्या दृष्टिकोनात सुद्धा हळूहळू बदल होत गेलेला दिसतो. स्वराज्य विस्तार व स्थापनेच्या कालखंडात नकारात्मक दृष्टिकोन असलेला पाहायला मिळतो. तर स्वराज्य दृष्टी करणार नंतर मात्र सकारात्मक दृष्ट्या बदल होत गेलेला दिसतो. असे असून देखील इंग्रज मराठे संबंध या काळात अनेक वेळा ताणले गेले ते दिसते. या पाठोपाठ जंजिरकडे सिद्धी हे देखील कोकण किनारपट्टीवरील महत्त्वाचे दावेदार होते. आफ्रिकेतील अबीसीलियातून आलेल्या सिद्धी विविध राजवटीची चाकरी करीत पुढील काळात स्वतंत्र सत्ताधीश बनण्याचे प्रयत्न चालवले दिसून येतात. कोकणात लूट पार करणे. स्वराज्याच्या प्रदेशात हौदत घालणे. मराठ्यांच्या नागरिक शक्तीला आव्हान देणे अशी सिद्धांची कफीयत इंग्रजांच्या मदतीने सिद्धी मराठ्यांना तूच करत असे. कोकण किनारपट्टीवरील अति दक्षिणेकडील वाडेकर सावंत हे देखील महत्त्वाचे राज्य होते. आदिलशाहीची हात मिळवली करून ते स्वराज्याला धोका म्हणून पुढे येत असत. प्रदेश विस्तार व संसाधनाच्या प्राप्तीसाठी अनेक वेळा मराठा भूमीत प्रवेश केल्याचे दिसते या पद्धतीचे चित्र आपणास सतराव्या शतकात तील कोकण किनारपट्टीवर असलेले दिसते.

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सुरेंद्रनाथ सेन यांच्या वाक्याप्रमाणे मराठ्यांकडे युद्धाची परंपरा असली तरी समुद्र हा त्यांच्यासाठी नवीनच पैलू होता. भारताच्या इतिहासात शिवाजी महाराज एकमेव राजे होते. ज्यांनी नवदलाची स्थापना राजकीय दृष्टिकोनातून केली. सभासद म्हणतो की शिवाजी महाराजांनी शत्रूपासून संरक्षण करण्यासाठी आणि शत्रूशी सामना करण्यासाठी समुद्रात लष्कर निर्माण केली. शिवाजी महाराजांनी 1661 मध्ये विजापूरच्या अधिपत्याखालील उत्तर कोकणाचा प्रदेश जिंकून घेतला. त्यामुळे आदिलशाहीचे पश्चिम किनारपट्टीवर नियंत्रण नाममात्र होते. शिवाजी महाराजांनी आरमार स्थापनेमागे आणखी एक विचार केला की, ज्यावेळी दक्षिणेकडील स्वारीच्या वेळी बहादूर खानने ज्या पद्धतीने त्यांची रस बंद केली होती. त्याचा विचार त्याने केला त्यावेळी त्यांना समुद्र खुला होता. आणि दक्षिणेकडील व्यापारी मार्ग त्यांना बंद झाले होते. त्यामुळे त्यांनी आपल्या दूरदृष्टीकोनातून आपल्या लोकांचे संरक्षण होण्याचे हेतू तसेच शत्रूवर दबाव निर्माण होण्याच्या दृष्टीने आपल्या बंदराचा विकास होण्यासाठी व्यापार वृद्धीसाठी सज्ज आरमराची निर्मिती केली. संपूर्ण समुद्रावर ताबा मिळवले त्यांचे उद्दिष्ट नव्हते. परंतु शेजारच्या शत्रूवर तसेच नावे हालचालीवर नियंत्रण आणि वर्चस्व ठेवने हा त्याचा उद्देश होता. कोकण किनारपट्टीवर जंजिऱ्याचे सिद्धी जवाहरचे कोळी वाडीचे सावंत यांचे वर्चस्व होते. याशिवाय पोर्तुगीज इग्रज वाला देश म्हणजेच दक्ष हे व्यापाराच्या निमित्ताने दाखल झाले होते व ते विविध कुरापतीच्या माध्यमातून हायदोस घालत असत. म्हणूनच या सर्वांवर वचक निर्माण करणे महत्वपूर्ण ठरली व यातूनच नवदल निर्मितीची गरज भासून त्याचा आकार देणे महत्त्वाचे ठरले. या पद्धतीने नौदल स्थापने साठाचा गरज आपल्या लक्षात येते.

कोकणचा प्रदेश ताब्यात आल्यानंतर आरमार स्थापनेसाठीची लगबग सुरू झालेली दिसून येते. आरमार स्थापनेची निश्चित तिथी सांगणे शक्य नाही. याचे कारण सुरुवातीच्या काळात केवळ नियंत्रणाखाली प्रदेशाचा बंदोबस्त करण्याकरिता काही जहाजे उभारलेली दिसतात. पण त्याला प्रत्यक्ष आरमाराचे स्वरूप मात्र त्याच्या विस्तारानंतरच प्राप्त झाली. जेव्हा मोठा किनारी प्रदेश नियंत्रणाखाली आला व जहाजे वाढवून त्यांना संस्थात्मक रूप देणे गरजेचे पडले. युरोपियन सत्तांच्या पत्रव्यवहारामधून काही संदर्भ हाती लागण्यास मदत होते. उदाहरणार्थ ६ ऑगस्ट 1959 ला गोव्याच्या व्हाईसरॉयने पोर्तुगीजांच्या बादशहाला पाठवलेले एका पत्रात याविषयी माहिती मिळते. तो म्हणतो शिवाजी नाव शिवाजींच्या मुलाने वसई व चौलकडील प्रदेश काबीज केला असून तो अत्यंत वरिष्ठ झाला आहे. त्याने काही लढाऊ गलबते भिवंडी कल्याण व पनवेल या बंदरामध्ये बाधली आहेत. त्यामुळे आम्हास खबरदर्शिनी राहणे भाग झाले आहे. ही गलबते समुद्रात फिरून न द्यावी. म्हणून कॅप्टनला सदर गलबती बंदरातून बाहेर येऊन देऊ नये अशी आज्ञा केली आहे. आरमार स्थापनेची योजना दूरदृष्टी साहस गरज या सर्व गोष्टी जमल्या परंतु कमतरता होती. ती संस्थानाची व त्याहूनही अधिक तांत्रिक ज्ञानाची पत्र्याच्या संदर्भावरून १६५९ पासून नविक दल बांधनीस सुरुवात झालेली समजते. कोकण व पश्चिम घाठ नैसर्गिक संस्थेने विपुल होता. त्यामुळे जहाज बांधणीसाठीचे साहित्य सामग्री तेथून उपलब्ध झाली. तर आरमारातील नाविक व दर्यासैनिक हे किनारी भागातील कोळी मच्छी मार इत्यादी गटातून घेण्यात आली. तांत्रिक ज्ञानासाठी सुरुवातीला पोर्तुगीज तंत्रज्ञानाची मदत घेतली परंतु मराठ्यांची नावे शक्ती वाढत जातात. त्यांनी मदतीस टाळाटाळ केली व उभारणीच्या कार्यात अडथळे निर्माण केले. पण असे असून देखील मराठा आरमार हे एक स्वतंत्र आरमार म्हणून समोर आले . समकालीन कागदपत्रांमधून छत्रपती शिवाजी महाराजांच्या आरमारी सामर्थ्याची ख्याती दिसून येते ३ ऑगस्ट 1664 च्या एका पत्रात पुढील प्रमाणे मजकूर आढळतो. शिवाजी जवळ गलबताची संख्या भरपूर असल्यामुळे तो सहज रात्री छापा घालून गलबत घेईल म्हणून जमिनीपेक्षा पाण्यावरच त्याचे भय आधिक बाळगले गेली पाहिजे. त्यातूनच व वाख्यातून माल हलवताना तर लुटीचे भाई फारच आहे. केवळ शिवाजीच नव्हे तर लखम सावंत ही असा हल्ला करण्यास कमी करनर नाही. बरे शिवाजी इतका विध्वंसक असूनही आजपर्यंत मुख्याचे करून बडे साहेब यांनी त्याला खुश करण्याची वरवरची तरी त्यांची इच्छा असल्याने शिवाजीने वेलगुल्याला धक्का लावला नाही. दुसरे एका पात्र शिवाजी ची इतकी दहशत बसली आहे. हे वाचून आम्हाला खेद होतो. कित्येक दिवस ही परिस्थिती अशीच राहणार कारण त्याच्यावर पाठवलेली औरंगजेबाचे सैन्य आता परतले असलेले त्याला सर्वत्र स्वैराचर करायचा मोकळीक आहे. अशी अनेक पत्रे हस्तगत झाली आहे.

छत्रपती केव्हा आरबर उभारण्याचेच कार्य केले नाही. तर त्याचा प्रभावी वापर सुद्धा करून दाखवला व किनारपट्टीवर आपले वर्चस्व प्रस्थापित केले. मराठा आरमाराच्या शिवकालातील काही उल्लेखनीय मोहिमा पैकी बसरूरची स्वारी 1665 खादेरी उदेरीची मोहीम या दोन्हीचा उल्लेख करावा लागतो. यासोबत जंजिरे कर सिद्धी सोबत सुद्धा अधिक युद्ध घडून आली. जात मराठा आरमाराची कामगिरीही उल्लेखनीय होती. मराठा आरमारत पाच प्रकारची लढाऊ गलबत्ते होती. ती पुढील प्रमाणे गुराब व गलबत व त्याच पाल, शिबाडे, महागिरी या त्यांची विभागणी केली. सभासद बखरीत व चिटणीस बखरीत तरू तरडी पाठवत .काठी ,शिब्डे,गुराबे,अशी मिळून नौकाची संख्या दिली आहे. या पद्धती मराठा आरमार बांधनि व सुरुवातीचा विकास याबद्दल विश्लेषण आहे.

निष्कर्ष :

सुरुवातीच्या काळात गरजेअभावी उभारलेले जेमतेम घोड्यांना एका संयुक्तित व प्रभावशील अशा आरमाराचे स्वरूप देऊ कारणे याला शिवछत्रपतींचे नियोजन व कार्यशीलता असे म्हणतात. राजकारण करीत असताना चौकस वृत्ती बाळगणे महत्त्वाचे असते. त्याच प्रवृत्तीचा अनुसरून शिवाजी महाराजांनी नजीकच्या धोक्यांना ओळखून व सावध पावले टाकून आरमाराची उभारणी केली व दूरदृष्टीचे मूर्तीमंद उदाहरण दिले केवळ आरमाराची उभारणी न करता त्याला त्याचा योग्य वक्तशिराचा वापर करून स्वराज्य विस्तार

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दृढीकरण व संरक्षणाच्या दृष्टीने त्याचा वापर करून घेतला. याबरोबरच केवळ जहाजांची गर्दी विभाग त्याला सुद्धा साहित्य प्रमाणेच श्रेणीबंद व्यवस्थेत विभागून शिस्तप्रिय साहित्य व्यवस्थेचा दाखलादेऊ केला. साम, दाम, दंड, भेद या नीतीचा वापर शिवरायांनी त्यांच्या राजकारणात पुरेपूर केला यालाच अनुसरून पाहता शिवाजी महाराजांच्या नौदलात कामगिरीचे निरीक्षण करता. त्याच नीतीचा अवलंब केले ते दिसून येते. आपल्या शत्रूला देखील आपल्या कामी वापर करून घेण्याची लखब ही त्यांच्याकडे होती. ज्याचे उदाहरण पोर्तुगीजांची मदत योग्य कामासाठी योग्य व्यक्तींची निवड याचे उदाहरण म्हणजे आरमार कामी भरती केलेली मच्छीमार कोळी बांधव अशी ख्याती ही आपणास सतकालीन परकीय सत्यांच्या पत्रव्यवहारामधून दिसून येते. याप्रमाणे आपणास मराठा आरमार व त्यांची उभारणी व सुरवातीचे कार्य याबद्दल विस्तृत विश्लेषण आहे. समुद्र ओलांडण्याला मज्जाव करणारी धर्म संस्था व तिच्या हातावर काम ठेवून बोलणाऱ्या मराठा आरमाराच्या जागा हे आरमाराचे वैशिष्ट्य व यश.

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Original Article

छत्रपती शिवाजी महाराज: राज्यव्यवहार आणि राजनय

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सारांश (*Abstract)*

हा शोधनिबंध मराठा साम्राज्याचे संस्थापक छत्रपती शिवाजी महाराज (१६३०-१६८० ई.स.) यांच्या मुत्सद्दी कौशल्याचे आणि राजव्यवहाराचे विश्लेषण करतो. शिवाजी महाराजांच्या अद्वितीय लष्करी तेजापलीकडे त्यांच्या वाटाघाटी, राजकीय रणनीती, युती आणि मुघल साम्राज्य, दख्खनच्या शाह्या तसेच युरोपीय व्यापारी सत्ता यांसारख्या प्रतिस्पर्धी शक्तींशी संबंध हाताळण्यात विलक्षण कौशल्य दाखवले. त्यांच्या राजनयातील लवचिक आणि तत्त्वनिष्ठ दृष्टिकोनामुळे १७ व्या शतकातील भारताच्या अस्थिर राजकीय परिस्थितीत हिंदवी स्वराज्य' टिकवून ठेवण्यास, त्याचा विस्तार करण्यास आणि त्याला कायदेशीर मान्यता मिळवून देण्यास मदत झाली. हा लेख मुख्यता चार भागांत विखुरलेला आहे. अ) ऐतिहासिक संदर्भ: छत्रपती शिवाजी महाराजांचा उदय, ब) प्रशासकीय सुधारणा आणि सामाजिक-राजकीय परिवर्तन आणि क) शिवाजी महाराजांची मुत्सद्देगिरी – राजनय, आणि ड) शिवाजी महाराजांच्या राजकारणाची तत्त्वे: या भागांच्या अनुशंगाने महराजांचा राज्यव्यवहार आणि राज्नायाचा आढावा या लेखात घेणार आहोत.

अ: ऐतिहासिक संदर्भ: छत्रपती शिवाजी महाराजांचा उदय:

सतरावे शतक हे भारतातील दख्खन प्रदेशात तीव्र राजकीय अस्थिरता आणि परिवर्तनाचा काळ होता. या प्रदेशातील सत्तेसाठी प्रामुख्याने दख्खनच्या शाह्या—म्हणजेच विजापूर, गोलकोंडा, अहमदनगर, बिदर आणि वऱ्हाड—आणि अकबर, जहांगीर, शाहजहान आणि औरंगजेब यांसारख्या सम्राटांखाली वेगाने विस्तारणारे मुघल साम्राज्य यांच्यात संघर्ष चालू होता. वर्चस्वाच्या या लढाईमुळे राजकीय वातावरण विखंडित झाले होते, ज्यात सतत युद्धे, बदलत्या युती, कर आकारणी आणि स्थानिक लोकांचे प्रशासकीय शोषण दिसून येत होते.

राजकीय विखंडन आणि मुघलांचा विस्तार:१६०० च्या दशकाच्या सुरुवातीस, मुघल साम्राज्याने आपल्या समृद्ध कृषी संसाधने, धोरणात्मक व्यापारी मार्ग आणि तटबंदी असलेले किल्ले नियंत्रित करण्यासाठी दख्खनमध्ये आपले अधिकारक्षेत्र विस्तारण्याचा प्रयत्न केला. मुघलांच्या या आक्रमणामुळे दख्खनच्या शाह्या, विशेषतः अहमदनगर आणि विजापूर कमकुवत झाल्या, ज्यामुळे दीर्घकाळ चाललेले संघर्ष झाले आणि प्रादेशिक प्रशासन अस्थिर झाले. या सततच्या युद्धामुळे शेतकरी आणि स्थानिक उच्चभ्रू लोकांना आर्थिक अडचणींचा सामना करावा लागला, ज्यामुळे शाही प्रशासनाबद्दल सर्वत्र असंतोष निर्माण झाला.

दख्खनमधील सामाजिक-आर्थिक परिस्थिती: ग्रामीण लोकसंख्या, विशेषतः पश्चिम महाराष्ट्रातील डोंगराळ प्रदेशातील लोक हे शाही अधिकारी आणि स्थानिक जहागीरदारांनी लादलेल्या जाचक महसूल पद्धतीखाली भरडली जात होती. सामान्य लोकांना सक्तीचे कर, जमीन जप्ती आणि मनमानी न्यायाला सामोरे जावे लागले.

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स्थानिक सरदारांकडे (देशमुख आणि पाटील) मर्यादित अधिकार होते आणि ते अनेकदा बाह्य नियंत्रणाखाली होते. या वातावरणामुळे स्थानिक लोकांमध्ये स्वराज्याबद्दल (स्वयं-शासन) वाढती इच्छा निर्माण झाली.

गनिमी कावा आणि धोरणात्मक किल्ले उभारणीचा उदय: संख्येने मोठ्या शाही(आदिलशाही) सैन्याशी थेट सामना करण्याच्या मर्यादा ओळखून, शिवाजी महाराजांनी 'गनिमी कावा' म्हणून ओळखली जाणारी एक अद्वितीय लष्करी रणनीती विकसित केली. सह्याद्रीच्या डोंगराळ प्रदेशाचा उपयोग करून, त्यांनी वेगवान छापे, अचानक हल्ले आणि आवश्यकतेनुसार धोरणात्मक माघार घेतली. राजगड, तोरणा, सिंहगड आणि प्रतापगड यांसारख्या किल्ल्यांनी एक बचावात्मक जाळे तयार केले. ज्यामुळे हालचाल करणे, सुरक्षित साहित्य पुरवठा आणि प्रदेशावर प्रशासकीय नियंत्रण ठेवणे शक्य झाले. भौगोलिक परिस्थितीचा धोरणात्मक वापर हा शिवाजी महाराजांना, मुघल आणि सुलतानशाही सैन्यापेक्षा संख्येने कमी सैन्यशक्ती असूनही, हळूहळू मराठा पठारावर नियंत्रण मिळवण्यास सक्षम बनवणारा ठरला.

ब)प्रशासकीय सुधारणा आणि सामाजिक-राजकीय परिवर्तन:

राज्याभिषेकानंतर, शिवाजी महाराजांनी पद्धतशीरपणे प्रशासकीय सुधारणा लागू केल्या, ज्यांनी प्रदेशाच्या प्रशासणात परिवर्तन घडवून आणले, त्यामधील ठळक मुद्दे पुढीलप्रमाणे:-

सैन्य व्यवस्थेतील फेररचना: १७व्या शतकात भारतातील बहुतांश सैन्यव्यवस्था ही जागीरदारी किंवा सरंजामी स्वरूपाची होती. सैनिकांना वेतनाऐवजी लुटीवर अवलंबून असत, त्यामुळे शिस्तभंग, सामान्य जनतेवर अत्याचार व अस्थिरता निर्माण होत असे. या परिस्थितीत शिवाजी महाराजांनी नवीन, आधुनिक आणि लोकाभिमुख सैनिकी व्यवस्था उभारली. महाराजांनी व्यावसायिक सैन्याची संकल्पना अवलंबात आणली. सैन्याला तात्पुरती युद्धशक्ती न मानता राज्याचा कायमस्वरूपी व शिस्तबद्ध स्तंभ मानले. त्यामुळे सैनिकांची नियमित भरती प्रशिक्षण, पदोन्नती आणि जबाबदाऱ्या ठरविल्या यामुळे उत्तरदायित्व संकल्पना वाढीस लागली. शिवाजी महाराजांनी सर्व सैनिकांना नियमित व निश्चित वेतन देण्याची पद्धत सुरू केली. वेतन थेट राज्यकोषातून दिले, यामुळे सैनिकांद्वारे जनतेचे शोषण थांबले, सैन्य जनतेचे रक्षक बनले. पायदळ, घोडदळ, तोफखाना सर्वांसाठी वेतन निश्चित केले. पद व जबाबदारीनुसार वेतनात फरक शौर्य, निष्ठा व कामगिरीनुसार बक्षिसे देण्याचे सूत्र अवलंबिले होते. शिवाजी महाराजांनी सैन्यात कडक शिस्त लागू केली. चोरी, स्त्रियांवरील अत्याचार, धर्मस्थळांची विटंबना यास सक्त मनाई सैनिकांना करण्यात आली. सैनिकांसाठी स्पष्ट नियम घालून दिले. त्यामध्ये सामान्य प्रजेला त्रास देऊ नये, महिलांचा सन्मान राखावा, शत्रूच्या धर्माचा अपमान करू नये. धार्मिक सहिष्णुता आणि महिलांचा आदर कठोरपणे लागू करण्यात महाराजांना यश आले.

या सर्वांमुळे सैन्याची नैतिक उंची वाढली, जनतेचा सैन्यावर विश्वास निर्माण झाला. या सुधारणांनी शोषक शाही पद्धतींची जागा उत्तरदायित्व, कल्याण आणि न्यायामध्ये रुजलेल्या शासन प्रतिमांनी घेतली.

प्रशासकीय सुधारणा: १७ व्या शतकातील दळणवळणाचे आणि युद्धाचे वातावरण पूर्णपणे बदलत्या राजकीय स्थितीत होते. त्या काळात: मुघल आणि दख्खन सुलतानांचा प्रभाव वाढत होता. महसूल व कर व्यवस्थेचा ताण शेतकऱ्यांवर प्रचंड वाढला होता. स्थानिक शेतकरी व सामान्य जनतेवर उत्पत्तीचा वाढता दबाव होता. या पार्श्वभूमीवर *शिवाजी महाराजांनी महसूल प्रशासनात तर्कसंगत बदल करून शेतकऱ्यांचे संरक्षण करणे* हे शासनाचे महत्त्वाचे ध्येय बनले. शिवाजीराजे यांनी महसूल घेत असताना आपल्या सिद्धांतानुसार — *न्याय, हितसंबंध आणि दीर्घकालीन स्थैर्य* यांचा समतोल राखण्याचा काटेकोर प्रयत्न केला होता.

शिवाजी महाराजानी महसूलला केवळ राज्याचा निधी म्हणून पाहिले होते. पूर्वीच्या राज्यांमध्ये महसूलाचा अर्थहीन वाढ ही शेतकऱ्यांना भाराचे कारण बनलेली होती. शिवाजी महाराजांनी महसूल वाढविण्यापेक्षा न्याय्य आणि सुलभ प्रक्रिया महत्त्वाची मानली. याचाच अर्थ महसूल हे राज्याचे उत्पन्न असते आणि शेतकरी हे उत्पन्नाचे उत्पादक असतात. त्यामुळे महसूल व्यवस्थेचा निर्णय लोकहित आणि क्षमता यांवर आधारित ठेवला.

शिवाजी महाराजांनी गाव पातळीवर पंचायत व गाव न्यायालय स्थापन केले. महसूल व जमिनीशी संबंधित वाद गावातच सोडवून दिले. यामुळे गावातील वाद अधिक वेळ लावता मिटले. स्थानिक परिस्थितीला समजणाऱ्या लोकांनी निर्णय घेतले. महाराजांच्या व्यवस्थेने न्याय- निष्पक्ष आणि जलद सुनिश्चित केला.

क) शिवाजी महाराजांची मुत्सद्देगिरी - राजनय:

शिवाजी महाराजांच्या राजनयाचा विश्लेषनात्मक अभ्यास व संशोधन पाहता. त्यांच्या राजनयाचे मुत्सद्देगिरीची काही स्पष्ट उदाहरणे पुढीलप्रमाणे पाहता येतील.

मुघलांशी मुत्सद्देगिरी: तह आणि वाटाघाटी

पुरंदरचा तह (१६६५): मिर्झाराजे जयसिंग (प्रथम) यांसारख्या सेनापतींच्या नेतृत्वाखाली मुघलांनी केलेल्या आक्रमक मोहिमांनंतर, शिवाजी महाराजांनी काहीशा कमकुवत परिस्थितीतून वाटाघाटी केल्या. जून १६६५ मध्ये, वेढा आणि लष्करी दबावाचा सामना करत असताना, त्यांनी मुघल सेनापती जयसिंग यांच्याशी पुरंदरचा तह केला. या तहाच्या अटींनुसार २३ किल्ले सोडून देणे आणि खंडणी देणे

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मान्य करावे लागले, जे महाराजांची मूळ शक्ती टिकवून ठेवण्यासाठी धोरणात्मकरीत्या प्रदेश सोडण्याची तयारी दर्शवते. अभ्यासक या तहाकडे 'व्यावहारिक शरणागती आणि स्वराज्याचे धोरणात्मक रक्षण' यांचे मिश्रण म्हणून पाहतात.

मुघल दरबारातील मुत्सद्देगिरी (आग्रा, १६६६): पुरंदरच्या तहानंतर, शिवाजी महाराजांनी आग्रा येथे औरंगजेबाची भेट घेण्याचे मान्य केले, हे शाही शिष्टाचाराचा आदर आणि राजकीय वैधतेसाठी टाकलेले एक पाऊल होते. मुघल दरबारात राजेंशी अनादराने वागले गेले आणि त्यांना दरबारी सरदारांमध्ये दुय्यम स्थान देण्यात आले. महाराजांनी याला आपला अपमान मानले, ज्यातून हे सिद्ध झाले की राजनैतिक मोहिमा या केवळ राजकारणाबद्दल नसून सन्मानाबद्दलही असतात. आग्र्याहून त्यांची यशस्वी सुटका ही केवळ शारीरिक शक्तीपेक्षा मानसिक आणि धोरणात्मक राज्यशास्त्राचा उत्कृष्ट नमुना होती, ज्यानंतर पुन्हा झालेल्या वाटाघाटींनी शांतता प्रस्थापित केली.शांततेद्वारे धोरणात्मक पुनर्रचना: आग्र्याहून सुटल्यानंतर, जसवंत सिंगांसारख्या मुघल मध्यस्थांमार्फत झालेल्या निवडक शांततेमुळे महाराजांना मुघलांशी असलेले संबंध नव्याने प्रस्थापित करता आले. यावरून असे सिद्ध झाले की त्यांची मुत्सद्देगिरी शत्रुत्वाला शांत करू शकते आणि शक्ती पुनर्बलासाठी वेळ मिळवून देऊ शकते.

प्रादेशिक सत्तांशी वाटाघाटी आणि युती: दख्खनच्या सुलतानशाही: महाराजांची मुत्सद्देगिरी विजापूर आणि गोवळकोंडा यांसारख्या प्रादेशिक सत्तांच्या दिशेनेही वळली होती. प्रसंगी त्यांनी त्यांच्याशी युद्ध केले, तर कधी स्वायत्तता किंवा खंडणीच्या व्यवस्थेसाठी वाटाघाटी केल्या. त्यांचा दृष्टिकोन हटवादी नसून व्यावहारिक होता—त्यांनी गरजेनुसार युती केली, परंतु कोणाचेही वर्चस्व किंवा ताबेदारी स्वीकारण्यास नकार दिला.

राजनयाचे साधन म्हणून तहाचा वापर: मुघलांशी किंवा प्रादेशिक सुलतानांशी हे मनुष्यबळ वाचवण्यासाठी, महत्त्वाची ठिकाणे सुरक्षित करण्यासाठी आणि स्वराज्य बळकट करण्यासाठी वेळ मिळवून देण्याचे साधन म्हणून तहाचा वापर महाराजांनी केला. त्या काळातील इतर अनेक शासकांप्रमाणे त्यांनी मुत्सद्देगिरीला युद्धाच्या तुलनेत दुय्यम मानले नाही, तर तिला आपल्या धोरणात्मक दृष्टीचा अविभाज्य भाग बनवले.

युरोपीय सत्तांशी वाटाघाटी: शिवाजी महाराजांची मुत्सद्देगिरी भारतीय सत्तांपलीकडे विस्तारलेली होती. त्यांनी आपल्या राजकीय निर्णयांमध्ये पोर्तुगीज आणि ब्रिटिशांच्या हितसंबंधांचा विचार केला होता. किनारपट्टीवरील जहाजे आणि किल्ल्यांमुळे व्यापारावर नियंत्रण आणि आरमारी संसाधनांची उपलब्धता अत्यंत महत्त्वाची होती. युरोपीय सत्तांशी असलेल्या संबंधांचे दस्तऐवजीकरण कमी आहे, असे असले तरी उपलब्ध स्त्रोतांवरून असे दिसून येते की, महाराजांनी व्यावसायिक आणि लष्करी लाभ मिळवण्याचा प्रयत्न केला आणि जेव्हा राज्याच्या हिताचे असेल तेव्हा त्यांच्याशी वाटाघाटी केल्या.

ड.शिवाजी महाराजांच्या राजकारणाची तत्त्वे:

वास्तववादी राजकारण (Realpolitik) आणि तत्त्वांचा समतोल: शिवाजी महाराज हे एक असे मुत्सद्दी होते ज्यांनी 'वास्तववादी राजकारण' (शक्तीच्या विषमतेत केलेली तडजोड) आणि सन्मान व वैधतेचे नियम यांची सांगड घातली. उदाहरणार्थ, त्यांनी निष्ठा राखण्याचे किंवा खंडणी देण्याचे मान्य तेव्हाच केले जेव्हा त्यातून त्यांच्या राज्याचे संरक्षण होणार होते.

वाटाघाटीत झालेल्या करारांचा आदर: असमान वाटाघाटींमध्येही त्यांनी औपचारिक अटींचे पालन केले: केवळ आवश्यक असेल तेव्हाच किल्ले सुपूर्द करणे, नुकसानभरपाई देणे किंवा ओलीस (जसे की आपल्या पुत्राला राजकीय वचन म्हणून पाठवणे) ठेवणे. यावरून ही समज अधोरेखित होते की, करारांचा आदर केल्यामुळे मित्रपक्ष आणि शत्रू दोघांमध्येही महाराजांची प्रतिष्ठा वाढली.

युद्धनीतीला पूरक म्हणून धोरणात्मक मुत्सद्देगिरी: शिवाजी महाराजांनी मुत्सद्देगिरीला 'युद्धकलेचा' एक भाग मानले. 'तह' म्हणजे पराभवाचे लक्षण नव्हते, ते तांत्रिक विराम (Tactical pauses) होता, ज्यामुळे त्यांना पुन्हा संघटित होण्याची आणि आपली स्थिती अधिक मजबूत करण्याची संधी महाराजांना मिळत असे. या दुहेरी रणनीतीमुळे त्यांच्या दीर्घकालीन लष्करी मोहिमांना बळ मिळाले आणि स्वराज्य अधिक सुदृढ झाले.

महाराजांच्या राज्यशास्त्राचा वारसा: छत्रपती शिवाजी महाराजांच्या मुत्सद्देगिरीच्या वारशाने पेशव्यांच्या काळातील पुढील मराठा मुत्सद्देगिरीवर प्रभाव टाकला आणि भारतीय राज्यांनी मोठ्या साम्राज्यांशी विषम परिस्थितीत कसे सामोरे जावे, याचा आदर्श घालून दिला. वाटाघाटी, तह, प्रतीकात्मक शरणागती आणि धोरणात्मक युती यांचा त्यांचा वापर युद्ध आणि राजकीय वाटाघाटी यांचा समतोल राखण्यासाठी आजही चिरंतन धडा देतो.

निष्कर्ष

छत्रपती शिवाजी महाराज हे जेवढे महान सेनापती होते, तेवढेच ते थोर मुत्सद्दी आणि राजधुरंधर होते. मुघल, प्रादेशिक सुलतानशाही आणि युरोपीय सत्तांशी असलेली त्यांची मुत्सद्देगिरी राजकीय लाभ, सन्मान आणि राज्य सुरक्षा यांच्या सखोल आकलनावर आधारित होती. पुरंदरसारखे तह आणि कठीण प्रसंगांतील धोरणात्मक वाटाघाटी त्यांच्या सूक्ष्म आणि प्रगल्भ राज्यशास्त्राचे दर्शन घडवतात, ज्याने मराठा राज्याला टिकवून ठेवण्यास आणि त्याचा विस्तार करण्यास मदत केली.

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Original Article

निवडक मराठी नाटकांतून उलगडणारे छत्रपती शिवाजी महाराज व नाटकांची वैशिष्ट्ये: एक अभ्यास

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सारांश (*Abstract)*

छत्रपती शिवाजी महाराजांचे जीवन हे अनेकांना प्रेरणा देत असते. छत्रपती शिवाजी महाराज मराठी साम्राज्याचे संस्थापक, महान योद्धा व कुशल प्रशासक होते. त्यांची युद्धतंत्रे, व्यवस्थापन, माणसे जोडून ठेवण्याची कला, गनिमी कावा, नौदल आणि उत्तम प्रशासन यावर ते भर देत असत. शिवाजी महाराजांच्या जीवनावर आधारित अनेक नाटके, सिनेमे, साहित्य कलाकृती, गौरवगीते, पोवाडे, इत्यादी लिहिलेली आहेत. शिवाजी महाराजांचे न्याय प्रशासन, शासन, कार्यपद्धती, व्यवस्थापन, इत्यादींवर आधारित अशी ती नाटके आहेत. तसेच शौर्य, नेतृत्व, युद्धतंत्र, प्रेरणा, इत्यादी विषय त्यातून दिसून येतात.

Keywords: छत्रपती शिवाजी महाराज, व्यवस्थापन शास्त्र, कार्यपद्धती, गुणवैशिष्ट्ये, नाटक

उद्दिष्ट्ये

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*नाटकाचा आशय, विषय, मांडणी, वैशिष्ट्ये या दृष्टिकोनातून अभ्यास करणे.

*नाटक व नाट्यछटा यातील लेखन सादरीकरण यातील साम्य व भेद तपासणे.

*शिवाजी महाराजांच्या गुणवैशिष्ट्यांचा अभ्यास करणे.

भारतीय नाटकाचा इतिहास

भारतातील नाटकाला फार जुना इतिहास लाभलेला आहे. हा सगळा इतिहास जाणून घेण्यासाठी भरत मुनींचे नाट्यशास्त्र या ग्रंथातून आपल्याला त्या काळातील माहिती मिळते एक भारतीय म्हणून प्रत्येकाला अभिमान वाटावा अशी गौरवशाली नाट्यपरंपरा भारताला लाभलेली आहे.इसवी सन पूर्व दशकात भारतात भरतमुनी नावाचे महान ऋषी होऊन गेले. त्यांनी नाट्यशास्त्रावर लिहिलेल्या या ग्रंथातून नाटकाबद्दल व त्यातील अभिनय, नाट्यप्रकार, रंगमंच कसा असावा, सादरीकरण कसे असावे इत्यादींची सविस्तर माहिती वेगवेगळ्या प्रकरणांमधून दिली आहे.

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मानवी जीवनात कलेला अनन्यसाधारण महत्त्व आहे. मानवाने वेगवेगळ्या कलांचा शोध लावला.जसे की चित्रकला, नृत्य, शिल्पकला, गायन, नाटक, नाट्यकला, वादन इत्यादी. विविध कलांमुळे मानवाचे जीवन समृद्ध झाले आहे. नाटकाचा इतिहास शोधण्यासाठी भरतमुनींचे नाट्यशास्त्र या महान ग्रंथाचा मोठा उपयोग होतो.हा ग्रंथ म्हणजे नाटक या विषयावरील मूलभूत व सर्व संग्रह असा महान ग्रंथ आहे. या ग्रंथातील वेगवेगळ्या अध्यायात वेगवेगळी माहिती दिलेली आहे.

नाटक म्हणजे काय - नाटक म्हणजे अभिनय, कथा, पात्र, संवाद, रंगमंच, प्रदर्शन, वेशभूषा, संगीत यांचा सुरेख मिलाप होय. रंगमंचावर पात्राला जिवंत करण्याचे काम कलाकाराच्या अभिनयाद्वारे केले जाते. नाटक हा एक दृकश्राव्य कलाप्रकार आहे.नाटक आणि रंगभूमी परिभाषा संग्रह या पुस्तकात नाटकाची परिभाषा पुढील प्रमाणे दिली आहे- "नाटकाचे कथासूत्र मानवी जीवनाची ध्येय भौतिक प्रगती आणि प्रेमाचा आनंद व नायकाला विरोधी असणाऱ्या व्यक्तीच्या खलनायकाच्या कृतीशी संबंधित असते."शिवाजी महाराज हे मराठी साम्राज्याचे संस्थापक आणि महाराष्ट्रातील आदर्श राजे होते. त्यांचा प्रचंड पराक्रम, दूरदृष्टी आणि रयतेच्या हितासाठीची कटिबद्धता यामुळे ते ओळखले जातात. विजापूरच्या आदिलशाही आणि मुघलांशी लढून त्यांनी शेकडो किल्ले जिंकले आणि हिंदवी स्वराज्याची स्थापना केली. त्यांच्या जीवनकथेतून लाखो लोकांना प्रेरणा मिळते.

छत्रपती शिवाजी महाराजांचे जीवन चरित्र असे आहे की, त्यांच्या जीवनातील प्रत्येक प्रसंगातून प्रेरणा मिळत असते. शिवरायांबद्दल आदर व्यक्त करण्यासाठी किंवा त्यांचे प्रेरणादायी व्यक्तिमत्त्व दर्शवण्यासाठी वेगवेगळ्या मार्गांचा वापर केला जातो. जसे की पोवाडा, गीते, नाट्यछटा, एकपात्री नाटक, व्याख्यान, भाषण इत्यादी. एवढेच नव्हे तर शिवाजी महाराजांचे एक साधे चित्र पाहिले, तरी मनाला एक वेगळी उभारी मिळते. हे मार्ग जरी वेगवेगळे असले तरी प्रत्येकाची शिवरायांप्रती प्रचंड निष्ठा आहे.शिवरायांचे प्रभावी व्यक्तिमत्व चौफेर ज्ञान, नियोजन, दूरदर्शीपणा, संघटन कौशल्य, गुणग्राहकता, आदर्श, अनुशासन, मुत्सद्दीपणा, न्याय, मानसन्मान, भविष्यवेध, अर्थशास्त्रीय दृष्टिकोन इत्यादीचे दर्शन वरील वेगवेगळ्या नाटकांतून घडत असते. त्यांच्या आयुष्यातील अनेक पैलू जिवंतपणाने प्रेक्षकांसमोर येतात.

नाटक रुपाने शिवरायांची वेगवेगळी रूपे प्रेक्षकांसमोर येतात व त्यांच्या जीवनातील अनेक प्रसंगांतून जिवंत चित्रण रंगमंचावर सादर केले जाते. भूतकाळात घडलेल्या सत्य घटना, व्यक्ती आणि कालखंडावर आधारित असतात. नाटक हे मूळ कथा, ऐतिहासिक व्यक्ती, व्यक्तिरेखा यांच्यावर आधारित असते. त्या सर्वांचे प्रभावीपणे रंगमंचावर सादरीकरण केले जाते व तो प्रसंग जसाच्या तसा प्रेक्षकांसमोर सादर केला जातो.

जाणता राजा निर्मिती:

छत्रपती शिवाजी महाराज यांच्या जीवनातील महत्त्वाच्या घटनांवर आधारित 'जाणता राजा' प्रसिद्ध महानाट्य आहे. शिवशाहीर बाबासाहेब पुरंदरे यांनी ही संकल्पना महाराष्ट्रात प्रत्यक्षात आणली. या महानाट्यासाठी बाबासाहेब पुरंदरेंना युरोप मधल्या ऑपेरामध्ये ही कल्पना सुचली.दोनशेहून अधिक कलाकार, विशाल व फिरता रंगमंच, घोडे, हत्ती, उंट यासारखे प्राणी, एवढ्या मोठ्या प्रमाणावर वेशभूषा असे सगळे घेऊन नाटकाचे प्रयोग होत. या सर्वांवरून या नाटकाच्या भव्यतेची आपल्याला कल्पना येते. एवढ्या मोठ्या प्रमाणावर कलाकार व प्राणी घेऊन एखादी कला सादर करण्यासाठी त्यात एक शिस्त असावी लागते. त्याशिवाय एवढे मोठे महानाट्य प्रत्यक्ष रंगमंचावर सादर करणे, त्याला एवढी प्रसिद्धी मिळणे शक्य नाही.

भाषा

या नाटकातील संवादाचे लिखाण अभ्यासपूर्वक करण्यात आले होते. संवादातील भाषेची अशुद्धता दूर करण्यासाठी वेगवेगळ्या तज्ञांचा, विद्वानांचा सल्ला घेण्यात आला. काही प्रसंगात तलवारी सारखी तडफदार तर काही प्रसंगात मोर पिसासारखी भाषा वापरण्यात आली आहे. मराठी शिवाय इतरही भाषेत याचे सादरीकरण केले गेले.

आशय

शिवाजी महाराजांच्या जन्मापासून नाटकाला प्रारंभ होतो. शिवरायांचे बालपण, सवंगडी, त्यांचे प्रशिक्षण जिजाऊने त्यांच्यावर केलेले संस्कार यात दाखवले आहेत. तसेच कशाप्रकारे अफजलखानाचा वध केला गेला. पन्हाळगण्याचा वेढा कसा घातला होता. तानाजी मालुसरे यांनी केलेला त्याग यासारखे प्रसंग व घटनांनी क्रमाने नाटक पुढे सरकत राहते तर शेवटी राज्यभिषेकासारखा भव्य दिव्य असा हा डोळे दिपवणारा सोहळा जिवंत व प्रत्यक्षपणे समोर घडत असतो. 'जाणता राजा' हे महानाट्य म्हणजे काही सर्वसाधारण नाटक नसून महाराष्ट्राच्या संस्कृतीचे यातून दर्शन घडवणारे असे हे एक महानाट्य आहे.

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शिवाजी अंडरग्राउंड इन भीम नगर मोहल्ला

शिवाजी महाराज यांच्या विचारांची महानता या नाटकातून रंगमंचावर प्रस्तुत केलेली आहे. प्रसिद्ध लेखक राजकुमार तांगडे यांनी लिहिलेले आणि लोकशाहीर संभाजी भगत यांच्या संकल्पनेतून अवतरलेल्या या नाटकाच्या दिग्दर्शनाची धुरा कैलास वाघमारे आणि संभाजी तांगडे यांनी समर्थपणे सांभाळलेली दिसून येते.अद्वैत थिएटरचे युवा निर्माते राहुल भंडारे यांनी ही केली निर्मिती आहे. शिवाजी महाराज हे कुठल्या एका जाती-धर्माचे किंवा समाजाचे नव्हते. तर ते सर्वांचेच होते. सर्वच जाती धर्माच्या लोकांचा सन्मान ते करत असत. आपल्या राज्यात त्यांना आश्रय देत, पद देत असत.विचारांना प्रेरणा देणारे आणि अंतर्मुख करायला लावणारे असे हे नाटक आहे. ह्या नाटकाचे अनेक प्रयोग झाले. एवढ्या प्रयोगानंतरही हे नाटक आजही तेवढेच विचार प्रवर्तक आणि समकालीन आहे. "दमदार संवाद, प्रभावी अभिनय, विनोद पूर्ण ढंगाने परंतु गंभीर आशय यामध्ये दडलेला आहे. समानता, न्याय व बंधुता यांचे महत्त्व या नाटकातून दिसून येते".

(संदर्भ- 3 ways media.net)

अंतर्मुख होऊन विचार करायला भाग पाडणारे हे नाटक जातीय असमानता, सामाजिक न्याय, सांस्कृतिक राजकारण आणि छत्रपती शिवाजी महाराजांची खरी भूमिका यावर ते आधारित आहे. एक प्रकारे समाजातील जातीची भिंत पाडण्याची चळवळ या नाटकात दिसून येते.

लोकनाट्य आणि राजकीय नाट्य यांचा सुरेख असा मिलाप, तसेच बहुजन समाजाचा इतिहास, त्याचबरोबर पाश्चात्य काळातील त्याची ओळख, राजकारण यांचे दर्शन या नाटकाद्वारे घडत असते. जरी हे नाटक आधुनिक काळात सादर केले गेले असले तरी नाटकाची शैली अशी आहे की, पारंपारिक लोककला, इतिहास आणि आधुनिक रंगभूमी यांचा सुरेख असा संगम या ठिकाणी झालेला दिसून येतो.

शिवाजी महाराजांनी त्यांच्या जीवनात कधीही जाती-धर्माला राजकीय रूप देऊन भेदभाव केलेला नाही. परंतु शिवाजी महाराजांचे नाव वापरून राजकीय लोक आपला स्वार्थ साध्य करण्याचा प्रयत्न करताना दिसून येतात. यामागे त्यांचा वेगळा हेतू असतो. या सगळ्यावर सडेतोड शब्दात या नाटकातून उत्तर देण्यात आले आहे. सामाजिक भान ठेवत, अभ्यास करून या नाटकाचे मांडणी केली गेली आहे असे दिसून येते. बोली भाषेचा वापर करून खमंग, रंजक पद्धतीने नेमके मर्मावर बोट ठेवण्याचे काम या नाटकाद्वारे केले आहे.

नाटकाच्या रूपाने खरे शिवाजी महाराज व त्यांची विचारधारा धर्म जाती बद्दलची खरी मते या नाटकाद्वारे मानली जातात व शेवटी आपण काय घ्यायचे हे त्यांनी प्रेक्षकांवर सोडले आहे. "शिवाजी अंडरग्राउंड" हे नाव असं सांगतं की शिवाजी महाराजांचा खरा इतिहास लोकपरंपरेत जिवंत आहे, पण मुख्य प्रवाहातील लिखित इतिहासात तो दाबून ठेवला गेलाय. नाटकाचं कथानक भीमनगर नावाच्या बहुजन वस्तीत घडतं, जिथे एका संघटित युवक गटाची शिवाजी महाराज खरेच कोण होते यावर चर्चा चालू असते.

थोडक्यात या नाटका अंती असे लक्षात येते की, शिवाजी महाराज हे कोणत्याही एका जाती-धर्मापुरते मर्यादित नव्हते. त्यांचे आयुष्य हे खूप संघर्षाचे होते आणि या संघर्षाच्या काळात त्यांनी अनेकांना सामावून घेतले. या नाटकाद्वारे शिवाजी महाराजांची शोषितांच्या, सामान्य जनतेच्या व स्त्रियांच्या संरक्षणासाठी, स्वातंत्र्यासाठी, करत असलेला संघर्ष वेगवेगळ्या प्रसंगातून दिसून येतो.

***राजकारण**

हे दोन अंकी नाटक आहे. या नाटकाचे लेखन गोव्याचे लेखक व नाटककार श्री विवेक रघुनाथ वाटवे यांनी केले आहे. छत्रपती संभाजी महाराज यांच्या जीवनावर आधारित असे हे दोन अंकी नाटक लिहिलेले आहे. छत्रपती संभाजी महाराज यांच्यावर प्रेम करणारा हा एक नाटककार.महाराजांच्या बदनामी बद्दल त्यांच्या मनात प्रश्न निर्माण होतो आणि ते आरोप खोटे आहेत हे सिद्ध करण्यासाठी या नाटकाची निर्मिती ते करतात. संभाजी महाराज व शिवछत्रपती महाराज यांच्यातील संवाद रूपाने छत्रपती शिवाजी महाराजांचे राज्य निर्मितीचे बद्दलचे विचार आपल्याला कळतात.राजकारण हे नाटक पहिल्यापासून ते शेवटपर्यंत अतिशय उत्कंठा वाढवणारे आहे प्रेक्षकांसोबतच वाचकांनाही एका जागी खिळवून ठेवण्याचे सामर्थ्य या नाटकात आहे. या नाटकात शिवाजी महाराज व संभाजी महाराज यांच्या संवादातून राज्यकारभार कसा चालवावा याविषयी संभाजी महाराजांना मार्गदर्शन केल्याचे दिसून येते.छत्रपती शिवाजी महाराज सांगतात की राजकारण करताना विनाकारण कुणाची तेढ वाढू नये. यशस्वीपणे राज्यकारभार चालवण्यासाठी राजाला त्याच्या मुखात साखरेचा गोडवा आणि डोक्यात हेमखंडाची शीतलता ठेवायला शिकले पाहिजे. ज्येष्ठांचा मान राखायला ते संभाजी महाराजांना सांगतात. तसेच इतरांसमोर ज्येष्ठांची मानहानी होणार नाही. याची काळजी घ्यायला ते सांगतात.

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पुढील संवादात संभाजी महाराज यांच्या मनात असत्याबद्दल असणाऱ्या रागाविषयी ते बोलतात. त्यावेळी शिवाजी महाराज त्यांना संयम बाळगायला सांगतात. यातून शिवाजी महाराजांच्या यशस्वी राज्यकर्ता होण्यासाठी लागणारा संयम, सदाचार, ज्येष्ठांचा आदर करणे, न्याय करणे, शत्रूंवर योग्य वेळी तुटून पडणे, योग्य वेळी तलवारीचा वापर करणे या गुणांचे दर्शन घडून येते. शिवाजी महाराजांवर आधारित या व अशा अनेक नाटकांमधून शिवाजी महाराजांचे विविध गुण आपल्या लक्षात येतात.जसे की शिवाजी महाराज हे रयतेचे आदर्श राजे तर होतेच त्यासोबतच अतुलनीय असे योद्धा आणि उत्कृष्ट संघटक होते त्यांच्या अंगी शौर्य, धैर्य, दूरदृष्टी आणि रयतेबद्दल प्रेम असे अनेक गुण होते. ते धर्मनिरपेक्ष आणि न्यायप्रिय प्रशासक होते. त्यांनी स्त्री-दाक्षिण्य, शिस्त आणि स्वकर्तृत्वावर आधारित स्वराज्याची निर्मिती केली प्रतिकूल परिस्थितीत सुद्धा न डगमगता प्रत्येक कठीण प्रसंगातून मोठ्या धैर्याने ते तोंड देत होते.
जसे की आपल्याला अफजलखानाचा वध आणि शाहिस्तेखानाची फजिती हे प्रसंग माहीतच आहेत. स्वराज्यासाठी आरमाराची किती आवश्यकता आहे हा भविष्याचा वेध त्यांनी घेतला होता. त्यामुळे त्यानुसार त्यांनी वेगवेगळे व्यवस्थापन केले. लोकांमधले गुण ओळखून त्यांचे संघटन करून व्यवस्थापन केले.शेतकऱ्यांवर कराचा भार येऊ नये म्हणून सुद्धा त्यांनी प्रयत्न केले. यातून त्यांचे रयतेविषयी किती प्रेम होते हे दिसते. आपल्या राज्यातील स्त्रियांसोबतच शत्रूच्या स्त्रियांचाही ते सन्मान करत असत. परंतु जेव्हा शत्रूवर मात करण्याची वेळ येत होती त्यावेळी ते वेगवेगळे गनिमी कावे वापरत असत आणि मोठ्या सैन्यापुढे शत्रूच्या अगदी कमी सैन्यानिशी ते युद्धनीतीचा वापर करून युद्ध जिंकत असत.

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Original Article

छत्रपती शिवाजी महाराजांची युद्धनीती

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सारांश

छत्रपती शिवाजी महाराज हे भारतीय इतिहासातील एक महान योद्धा, कुशल रणनीतीकार आणि राष्ट्रनिर्माते होते. अत्यंत प्रतिकूल परिस्थितीत त्यांनी स्वराज्याची स्थापना केली. त्यांच्या युद्धनीतीत संघटन, भूगोलाचा उपयोग, गनिमी कावा, मानसशास्त्रीय युद्ध, दुर्गव्यवस्था, आरमार, हेरखाते आणि नेतृत्व कौशल्य यांचा समन्वय दिसून येतो. या शोधपत्रात शिवाजी महाराजांच्या युद्धनीतीचे सखोल विश्लेषण करून तिचे ऐतिहासिक व आधुनिक महत्त्व स्पष्ट करण्यात आले आहे.

प्रस्तावना

सतराव्या शतकात भारतात मोगल, आदिलशाही आणि कुतुबशाही अशा सुलतानी सत्तांचे वर्चस्व होते. अशा परिस्थितीत स्वराज्याची कल्पना प्रत्यक्षात आणणे हे अत्यंत कठीण कार्य होते. छत्रपती शिवाजी महाराजांनी आपल्या अद्वितीय युद्धनीतीच्या साहाय्याने स्वराज्याची स्थापना केली आणि मराठा साम्राज्याचा पाया घातला. त्यांच्या युद्धनीतीचा अभ्यास केल्यास नेतृत्व, रणनीती आणि राष्ट्रनिर्मितीचे मूलभूत तत्त्व स्पष्ट होते.

संशोधनाची उद्दिष्टे

1. शिवाजी महाराजांच्या युद्धनीतीचे विश्लेषण करणे.
2. त्यांच्या रणनीतींचे विविध पैलू समजून घेणे.
3. गनिमी काव्याचे स्वरूप व महत्त्व स्पष्ट करणे.
4. शिवाजी महाराजांच्या युद्धनीतीचा आधुनिक काळातील उपयोग अभ्यासणे.
5. मराठा साम्राज्याच्या स्थापनेत युद्धनीतीचे योगदान स्पष्ट करणे.

संशोधन पद्धती

या संशोधनासाठी ऐतिहासिक वर्णनात्मक पद्धतीचा वापर करण्यात आला आहे. प्राथमिक व दुय्यम स्रोतांचा अभ्यास करण्यात आला आहे. शिवचरित्रे, ऐतिहासिक ग्रंथ, संशोधन लेख, आणि लष्करी इतिहास यांचा संदर्भ घेतला आहे.

शिवाजी महाराजांच्या युद्धनीतीचे प्रमुख घटक

संघटन आणि नेतृत्व

त्या काळातील परिस्थिती पाहिली तर बहुतेक नामवंत सरदार आपापल्या मुलांसकट कुठल्या तरी बादशहाच्या दरबारात जाऊन लाचार होण्यातच धन्यता मानत होते. स्वाभिमानापेक्षा सत्ता, संपत्ती आणि सुरक्षितता यांना अधिक महत्त्व दिले जात होते. परकीय सत्तेच्या छायेत राहणे हेच त्यांना सोयीचे वाटत होते. अशा परिस्थितीत स्वराज्याची कल्पना मांडणे आणि ती प्रत्यक्षात आणणे हे अत्यंत कठीण कार्य होते. परंतु छत्रपती शिवाजी महाराजांनी हा मार्ग स्वीकारला नाही. त्यांनी नामवंत सरदारांचे मन वळवत बसण्यापेक्षा सामान्य जनतेकडे वळण्याचा दूरदर्शी निर्णय घेतला.

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बारा मावळांतील अठरा पगड जातींच्या सामान्य माणसांना त्यांनी एकत्र केले. हे लोक कुठल्या राजघराण्यातील नव्हते, ना त्यांच्याकडे मोठी संपत्ती होती; पण त्यांच्याकडे होते अपार धैर्य, कठोर परिश्रमाची तयारी आणि स्वाभिमानाची ज्वाला.

हे मावळे काटक, चपळ, चिवट, जिद्दी, शूर आणि निष्ठावान होते. संकटाच्या काळातही ते आपल्या राजासाठी प्राण देण्यास तयार होते. शिवरायांनी त्यांच्या मनातील सुप्त पराक्रम जागा केला. त्यांच्यातील आत्मविश्वास वाढवला, स्वराज्याची भावना निर्माण केली आणि देशभक्तीचा निखारा फुलवला. सामान्य माणसांतून असामान्य इतिहास घडू शकतो, हे त्यांनी प्रत्यक्ष कृतीतून सिद्ध करून दाखवले. शिवाजी महाराजांचे संघटन केवळ सैन्य उभारण्यापुरते मर्यादित नव्हते; ते मूल्यांवर आधारित होते. त्यांनी आपल्या सहकाऱ्यांना केवळ आदेश देणारे शासक म्हणून नव्हे, तर मार्गदर्शक, प्रेरणादायी नेता म्हणून नेतृत्व केले. त्यांच्या तालमीत तयार झालेली ही माणसे केवळ युद्धासाठी नव्हे, तर स्वराज्याच्या विचारासाठी जगणारी बनली. त्यामुळे त्यांच्या मतांचे दडपण राजांवर राहणार नव्हते; उलट आपल्या राजाला काय आवडते, काय योग्य आहे आणि स्वराज्यासाठी काय आवश्यक आहे, याचा विचार करून ते कृती करणारे होते. याच उत्तम संघटनामुळे शिवाजी महाराजांनी अल्प साधनसंपत्ती असूनही बलाढ्य सत्तांशी सामना केला. त्यांच्या नेतृत्वाखाली मावळ्यांनी केवळ युद्धे जिंकली नाहीत, तर स्वाभिमान, स्वातंत्र्य आणि न्याय यांची परंपरा निर्माण केली. शिवरायांचे संघटन म्हणजे केवळ सैन्य नव्हे, तर विचारांची क्रांती होती. म्हणूनच शिवाजी महाराजांचे स्वराज्य हे तलवारीच्या जोरावर नव्हे, तर संघटनशक्ती, विश्वास आणि देशभक्तीच्या बळावर उभे राहिले.

भूगोलाचा सुयोग्य वापर

राजांकडे असलेली दुसरी अत्यंत महत्त्वाची शक्ती म्हणजे सह्याद्री पर्वतरांगांची अजस्त्र उंची, इथले उत्तुंग डोंगर, अरुंद घाटवाटा आणि घनदाट जंगले. या नैसर्गिक भौगोलिक रचनेचा शिवाजी महाराजांनी अतिशय कौशल्यपूर्ण आणि रणनीतीपूर्ण उपयोग करून घेतला. युद्धभूमी निवडण्यात त्यांनी दाखवलेली दूरदृष्टी आणि भूगोलाचा केलेला अचूक अभ्यास त्यांच्या अद्वितीय सैनिकी प्रतिभेचे प्रतीक आहे.अफजलखान प्रकरण हे याचे सर्वात प्रभावी उदाहरण आहे. अफजलखानासारख्या बलाढ्य सेनापतीशी सामना करताना शिवाजी महाराजांनी जावळीचे घनदाट जंगल रणांगण म्हणून निवडले. प्रतापगड आणि महाबळेश्वर या दोन पर्वतांच्या मधील अरुंद प्रदेशात अफजलखानाचे सैन्य अडकले. परिणामी, खानाच्या सैन्याची अवस्था जणू कात्रीत सापडलेल्या कागदासारखी झाली. मराठा सैन्याने अचानक केलेल्या हल्ल्यामुळे काही तासांतच खानाच्या प्रचंड सैन्याचा पूर्ण पराभव झाला. या घटनेतून महाराजांची युद्धनीती आणि भूगोलाचा योग्य वापर किती प्रभावी होता, हे स्पष्ट होते. अशीच दुसरी घटना कारतलब खानाच्या मोहिमेत दिसून येते. तीस हजारांचे विशाल सैन्य घेऊन तो कोकणात उतरला होता. परंतु उंबरखिंडीतील घनदाट जंगलात शिवाजी महाराजांनी त्याला गाठले. अरुंद वाटा, जंगलातील अंधार आणि अचानक केलेले हल्ले यांमुळे खानाचे सैन्य गोंधळून गेले. मराठा सैन्याने त्याची जबरदस्त कोंडी केली आणि अखेर त्याला माघारी परतण्यास भाग पाडले. या विजयाने महाराजांच्या रणनीतीची श्रेष्ठता पुन्हा सिद्ध झाली.पन्हाळगडावरून विशाळगडाकडे जाताना घडलेली घटना देखील महाराजांच्या रणनितीचे उत्तम उदाहरण आहे. शत्रुसैन्याला थोपवण्यासाठी त्यांनी घोडखिंडीच्या अरुंद वाटेचा अचूक उपयोग केला. मराठा सैन्याने त्या अरुंद मार्गावर शत्रूला अडवून ठेवले आणि महाराजांना सुरक्षितपणे पुढे जाण्याची संधी मिळाली. ही घटना मराठ्यांच्या शौर्याची आणि रणनीतीची अमर गाथा ठरली.

अशा असंख्य घटनांतून स्पष्ट होते की शिवाजी महाराज फक्त पराक्रमी योद्धेच नव्हते, तर भूगोलाचा अभ्यास करून युद्धनीती आखणारे महान सेनापती होते. सह्याद्रीच्या डोंगरदऱ्या, जंगल आणि घाटवाटा त्यांच्या रणनितीचे प्रभावी शस्त्र बनल्या. म्हणूनच मराठा साम्राज्याचा पाया मजबूत झाला आणि शिवाजी महाराजांचे नाव इतिहासात अजरामर झाले.

गनिमी कावा

छत्रपती शिवाजी महाराजांनी स्वराज्यस्थापनेसाठी जे विविध लष्करी, राजकीय आणि सामाजिक प्रयोग केले, त्यामध्ये गनिमी कावा आणि मानसशास्त्रीय युद्धतंत्र ही दोन अत्यंत महत्त्वाची युद्धनीती ठरली. भारतीय उपखंडातील परंपरागत, मोठे लढे देणाऱ्या सैन्यपद्धतीला छेद देत त्यांनी विकसित केलेल्या या नवीन तंत्रांनी पुढील शंभर वर्षे संपूर्ण दख्खनात आणि उत्तर भारतातही धुमाकूळ घातला. गनिमी कावा म्हणजे पारंपरिक युद्धपद्धतीपासून वेगळे, अनपेक्षित, चपळ, आणि मानसिक धक्का देणारे युद्धतंत्र.या तंत्रात महाराजांनी शत्रूला सतत बेसावध ठेवणे,कमीतकमी सैन्य वापरून मोठे काम साध्य करणे,कमीत कमी वेळात आक्रमण करून तात्काळ माघार घेणे,अपयशाची शक्यता दिसताच क्षणार्धात निघून जाणेयांसारखी महत्त्वाची तत्त्वे अंगीकारली.यामुळे शत्रू सतत भीती, असुरक्षितता आणि गोंधळात राहू लागला.गनिमी काव्याचा सर्वाधिक उज्ज्वल नमुना म्हणजे शाहिस्तेखानावर लाल महालात केलेला धाडसी हल्ला.या मोहिमेत राजांच्या गुप्तता,अचूक नियोजन,वेळेचे भान,शत्रूची दिनचर्या व मानसिकता यांचा केलेला अभ्यास,योग्य वेळी योग्य निर्णय घेण्याची क्षमता,निवडक व निष्ठावान मावळ्यांची धडक कारवाईहे सर्व गुण प्रभावीपणे दिसून येतात. याचप्रमाणे दोरांच्या सहाय्याने कड्यांवरून चढत तानाजी मालुसरे यांनी सिंहगड काबीज करणे, तसेच अवघ्या साठ मावळ्यांसह कोंडाजी फर्जंद यांनी पन्हाळा जिंकणे ही गनिमी काव्याची अन्य श्रेष्ठ उदाहरणे आहेत.या घटनांमधून शिवरायांच्या युद्धतंत्रातील नवोन्मेष आणि त्यांच्या

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नेतृत्वातील धाडस स्पष्ट दिसते. गनिमी काव्याइतकेच प्रभावी तंत्र म्हणजे मानसशास्त्रीय युद्धतंत्र. छत्रपती शिवाजी महाराजांनी शत्रूच्या स्वभावाचा, त्याच्या मानसिकतेचा आणि समाजाच्या भावनांचा अत्यंत सूक्ष्म अभ्यास केला होता. युद्ध जिंकण्यासाठी तलवारीपेक्षा मन जिंकण्याचे आणि मन विचलित करण्याचे महत्त्व ते ओळखून होते.अफजलखानाच्या प्रसंगात महाराजांनी केलेली मानसिक रणनीती अतिशय उल्लेखनीय आहे. अफजलखान अहंकारी असल्याचे जाणून, महाराजांनी 'मी घाबरलो आहे' असे भासवून खानला जावळीच्या दाट जंगलात येण्याचा चुकीचा निर्णय घेण्यास प्रवृत्त केले.हा प्रकार शत्रूच्या मनोवृत्तीचा अभ्यास करून वातावरण आपल्या बाजूने वळवण्याचा उत्तम नमुना आहे.त्याचप्रमाणे अफजलखानाच्या विध्वंसक मोहिमेमुळे समाज भयभीत झाला असताना, "भवानीमातेनं मला दृष्टांत दिला आहे" असे सांगून महाराजांनी स्वतःच्या सैन्याचा आत्मविश्वास उंचावला. पन्हाळ्यावरील सिद्दी जौहरचा वेढा सैल पडावा म्हणून "मी लवकरच शरण येणार आहे" असा संदेश पाठवून त्यांनी शत्रूला चुकीचा आत्मविश्वास दिला आणि त्याच वेळी सुटका करून घेतली.या सर्व प्रसंगांत महाराजांनी परिस्थितीनुसार मनोवैज्ञानिक वातावरण निर्माण करून युद्धाचा निकाल आपल्या बाजूने खेचून

दुर्गनिती

शिवाजी महाराजांनी सैन्याप्रमाणेच दुर्गनितीला अत्यंत महत्त्व दिले. किल्ले हे लष्करी ठाणी, प्रशासन केंद्रे, धान्यसाठे, आणि शत्रूवर नजर ठेवणारे सामरिक बिंदू अशी अनेक भूमिका बजावत असत. त्यामुळे महाराजांनी स्वतःचे स्वतंत्र दुर्गव्यवस्थापन तंत्र विकसित केले.महाराजांनी काही किल्ले शत्रूपासून जिंकले, तर काही स्वतः बांधले. जंजिरा किल्ला सिद्दींकडून मिळविणे अशक्य झाले तेव्हा अडून न राहता त्यांनी कुरटं बेटावर सिंधुदुर्ग किल्ला उभारला. तमिळनाडूमधील वेल्लोर किल्ला सहज मिळत नसल्याने त्यांनी परिसरातील उंच डोंगरावर साजरा आणि गोजरा हे किल्ले बांधले.या किल्ल्यांमुळे मराठ्यांना जिंकलेल्या प्रदेशांवर वर्चस्व प्रस्थापित करता आले,दक्षिणेत दीर्घकालीन उपस्थिती व दबदबा निर्माण झाला,प्रशासन आणि सैनिकी कारवाई अधिक प्रभावीपणे करता आली यामुळे मराठा साम्राज्याची शक्ती केवळ पश्चिम घाटापुरती मर्यादित न राहता दक्षिण भारतातही दृढपणे उभी राहिली. छत्रपती शिवाजी महाराजांनी समुद्राचे सामरिक व व्यापारी महत्त्व ओळखून भारतीय इतिहासात प्रथमच एक सक्षम, सुबक आणि शिस्तबद्ध नौदल उभारले.

त्यांच्या या आरमाराला इतिहासात बलवंत आरमार अशी ओळख मिळाली.५ डिसेंबर १६६४ रोजी शिवाजी महाराजांनी आपल्या सागरी किल्ल्याचे सिंधुदुर्गाचे भूमिपूजन केले. चित्रगुप्ताच्या शिवाजी चरित्रात असे म्हटले आहे की "समुद्री किल्ले बांधण्याचे ज्ञान असलेले शंभर कुशल पोर्तुगीज कारागीर" या कामासाठी बोलावण्यात आले होते. मात्र पोर्तुगीज दस्तावेजांमध्ये अशा कोणत्याही मदतीचा उल्लेख आढळत नाही. गॅस्पार कोरिया (Lenda III, 639) याने लिहिले आहे की आदिलखानाने बेलगावचा किल्ला बांधताना पोर्तुगीज कामगारांची मदत घेतली होती. बीजापूरचा "फिरंगी टॉवर" सुद्धा नावावरून पाहता पोर्तुगीजांनी बांधला असावा; पण मालवणच्या सिंधुदुर्गाच्या बांधकामाला पोर्तुगीजांनी मदत केली असा कोणताही समकालीन पुरावा उपलब्ध नाही.राजांनी बांधकामात नवे नवे प्रयोग केले. उदा. तटबंदी गडाच्या माथ्यावर करण्याऐवजी मध्यावर करणे, प्रवेशमार्ग उजवीकडून ठेवणे, गोमुखी दरवाजे, चिलखती बुरूज, दुहेरी तटबंदी, संकटकाळासाठी चोरवाटा, पाण्याची भरपूर टाकी हे पाहायला मिळते. जलदुर्ग बांधताना चुन्याऐवजी शिश्याच्या रसात बांधकाम केले. विजयदुर्ग जवळील समुद्राच्या तळाशी असलेली अर्धा किलोमीटर लांबीची ¨भत त्यांच्याच काळातील असण्याची शक्यता आहे. आरमारात संगमेश्वरी नावाच्या नौका बांधल्या. युद्ध करतानाही त्यांनी प्रत्येकवेळी नवे नवे तंत्र अंमलात आणले.

प्रभावी हेरखाते : राजांचे हेरखाते उत्तम दर्जाचे होते, हे अनेक उदाहरणांवरून सांगता येते. शहाजहान बादशहा आजारी पडल्याची बातमी राजांना मिळाली तेव्हा आता दक्षिणेतील औरंगजेब उत्तरेत जाण्याच्या गडबडीत असणार. मग त्यांचे इकडचे किल्ले घ्यायला हरकत नाही हे राजांनी ओळखले. सुरत ही मोगलांची बाजारपेठ राजांनी दोन वेळा लुटली ती हेरखात्याच्या आधारावर. शाहिस्तेखानावरील त्यांचा हल्ला यशस्वी झाला कारण त्यांना लाल महालातील बातम्या वेळोवळी मिळत होत्या म्हणूनच.

समारोप :-छत्रपती शिवाजी महाराज हे केवळ योद्धा नव्हते, तर महान रणनीतीकार होते. त्यांच्या युद्धनीतीने भारतीय इतिहासाला नवी दिशा दिली. आजही त्यांच्या रणनीती नेतृत्व, व्यवस्थापन आणि संरक्षण धोरणासाठी प्रेरणादायी आहेत. राजे पराक्रमी होते. स्वराज्य संस्थापक होते. युद्ध हे त्यांचे साधन होते. पण तरी ते युद्धखोर नव्हते. ते राष्ट्रनिर्माते होते. 'युद्ध' हे त्यांचे साधन होते साध्य नव्हे. त्यांच्या संघर्षाला मानवीमूल्यांचे अधिष्ठान होते. संतसज्जनांचं रक्षण आणि सद्धर्माची स्थापना करण्यासाठीच त्यांनी हाती तलवार घेऊन दुष्टांचं निर्दालन केले. चौदाव्या वर्षी कामाला सुरुवात करून चव्वेचाळीसाव्या वर्षी स्वत:ला राज्याभिषेक करून घेतला. अमंगलाचा नाश करण्यासाठी शिव आणि शक्ती या दोन्हींचा संगम आवश्यक आहे हा त्यांचा उपदेश आजही सर्व भारतीयांनी आचरणात आणणे आवश्यक आहे.

संदर्भ

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Original Article

भारतीय ज्ञान परंपरेच्या पुनरुज्जीवनातील शिवछत्रपतींचे योगदान

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सारांश

भारतीय ज्ञान व्यवस्था ही ज्ञाननिर्मिती, ज्ञानसंचय आणि ज्ञानवहन यांची दीर्घकालीन व बहुस्रोत परंपरा दर्शवते. ही परंपरा केवळ लिखित ग्रंथांपुरती मर्यादित नसून, अलिखित साधने, व्यवहार, परंपरा, स्मृती आणि कौशल्यांमधूनही सातत्याने पुढे येताना दिसते. भारतीय इतिहासाच्या विविध कालखंडांत या ज्ञानव्यवस्थेत महत्त्वपूर्ण परिवर्तन झाले; काही टप्प्यांवर ज्ञानात लक्षणीय भर पडली, तर काही ऐतिहासिक घडामोडींमुळे विशिष्ट प्रकारचे ज्ञान, संकल्पना आणि शब्दसंपदा कालौघात लुप्त झाल्याचेही आढळते. अशा विलुप्त होत चाललेल्या ज्ञानपरंपरेचे पुनरुज्जीवन करण्याचे श्रेय ज्या ऐतिहासिक व्यक्तिमत्त्वांना द्यावे लागते, त्यामध्ये छत्रपती शिवाजी महाराजांचे स्थान विशेष महत्त्वाचे आहे. सतराव्या शतकात छत्रपती शिवाजी महाराजांनी मराठा राज्याची स्थापना केली आणि पुढे मराठा शक्तीचा विस्तार होऊन अठराव्या शतकात हे साम्राज्य म्हणून उदयास आले. छत्रपती शिवाजी महाराजांचा संघर्ष केवळ भौगोलिक किंवा राजकीय स्वराज्यापुरता मर्यादित नव्हता; तो सांस्कृतिक, भाषिक आणि बौद्धिक स्वायत्ततेसाठीचा संघर्ष देखील होता. मध्यकाळात मुस्लीम राजवटीच्या प्रभावाखाली प्रशासन, दफ्तरखाना आणि व्यवहारभाषेत अरबी व फारसी शब्दांचा मोठ्या प्रमाणावर शिरकाव झाला होता. परिणामी लोकभाषा आणि राज्यव्यवहार यांत या शब्दसंपदेचे वर्चस्व निर्माण झाले होते. या पार्श्वभूमीवर शिवाजी महाराजांनी राज्यकारभारात संस्कृताधिष्ठित शब्दसंपदेचा पुनर्वापर करण्यासाठी जाणीवपूर्वक आदेश दिले, हे अत्यंत महत्त्वाचे ठरते. या आदेशांतून त्यांचे स्वराज्याप्रती असलेले प्रेम जितके स्पष्ट होते, तितकीच त्यांची संस्कृत भाषा व भारतीय ज्ञानपरंपरेबद्दलची जाणीवही अधोरेखित होते. त्यामुळे राज्यव्यवहारातून परकीय भाषिक प्रभाव कमी करून, संस्कृताधारित संज्ञा व संकल्पनांचा वापर वाढविणे हे त्यांच्या ज्ञानविषयक धोरणाचा भाग होते.

या पार्श्वभूमीवर प्रस्तुत संशोधन लेखात शिवाजी महाराजांच्या या दूरदृष्टीपूर्ण भूमिकेचा आधार घेण्यात आला असून, त्यांच्या कार्यातून भारतीय ज्ञान व्यवस्थेच्या पुनरुज्जीवनात झालेले योगदान स्पष्ट करण्याचा प्रयत्न करण्यात आला आहे.

राजव्यवहार कोश निर्मितीमागील शिवाजी महाराजांचे योगदान

राजव्यवहारकोश निर्मितीमागील शिवाजी महाराजांचे धोरण हे मराठा राज्याच्या सांस्कृतिक, प्रशासकीय व वैचारिक स्वातंत्र्याशी थेट निगडित आहे. शिवाजी महाराजांनी केवळ राजकीय स्वराज्य उभारले नाही, तर त्या स्वराज्याला भाषिक व सांस्कृतिक अधिष्ठान देण्याचा दूरदृष्टीपूर्ण प्रयत्न केला. त्यामुळे राज्यव्यवहारातील परकीय भाषिक वर्चस्व कमी करून, त्याऐवजी संस्कृताधिष्ठित मराठी शब्दसंपदेचा वापर करण्याची स्पष्ट योजना त्यांनी आखली. शिवाजी महाराजांनी हे महत्त्वाचे काम रघुनाथ नारायण हणमंते (रघुनाथ पंडित) यांच्याकडे सोपविले. राजव्यवहारकोशाच्या प्रस्तावनेत रघुनाथ पंडिताने कोशलेखनामागील उद्देश अत्यंत स्पष्ट शब्दांत मांडला आहे.

"कृते म्लेच्छोच्छेदे... नियोक्तोभूद्विद्वान्नृपवर शिवच्छत्रपतिना"

म्हणजे शिवाजी महाराजांनी म्लेंच्छ (मुस्लीम) सत्तेचा नाश करून, त्यांच्या भाषेमुळे लुप्त झालेली राजव्यवहार पद्धती पुन्हा विबुधभाषा (संस्कृत) द्वारे प्रस्थापित करण्यासाठी रघुनाथ पंडिताची नियुक्ती केली.

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हा उल्लेख केवळ धार्मिक वा भावनिक नसून, राज्यसत्तेच्या भाषिक स्वायत्ततेचा जाहीरनामा मानावा तो.राज्यकारभारासाठी एक स्वकीय, शास्त्राधारित आणि प्रतिष्ठित भाषिक चौकट निर्माण करणे हा होता. त्यामुळे हा कोश केवळ शब्दसंग्रह न राहता, तो मराठा प्रशासनाच्या वैचारिक भूमिकेचा दस्तऐवज ठरतो. अशा प्रकारे राजव्यवहारकोश निर्मिती ही शिवाजी महाराजांच्या केवळ प्रशासनिक सुधारणेची बाब नसून, ती स्वराज्याच्या सांस्कृतिक सार्वभौमत्वाची जाणीवपूर्वक केलेली पायाभरणी होती. राज्य, भाषा आणि संस्कृती यांचा परस्परसंबंध ओळखून शिवाजी महाराजांनी जो मार्ग दाखविला, त्याचा प्रभाव मराठा राज्यपरंपरेवर दीर्घकाळ टिकून राहिला, हेच त्यांच्या दूरदृष्टीचे खरे द्योतक आहे.

राजव्यवहार कोशातील अंतर्गत माहिती पुढीलप्रमाणे ;

१) राजवर्ग

राजवर्गात राज्यसत्तेच्या केंद्रस्थानी असलेल्या घटकांची मांडणी दिसते. राजा, युवराज, राजपुत्र आणि अन्तःपुर यांचा व त्याचबरोबर प्रधान, अमात्य इत्यादी राजनियुक्त अधिकारी, तसेच मुलकी व लष्करी पगारी सेवक यांचा उल्लेख येतो. दरबारातील सेवक, राजचिन्हे धारण करणारे नोकर, आसने, तसेच राजाच्या वैयक्तिक जीवनाशी निगडित वस्तू, पालख्या, दिवे, कलाकार यांचा समावेश यात होतो.

२) कार्यस्थानवर्ग

कार्यस्थानवर्ग हा प्रशासनाच्या प्रत्यक्ष कार्यपद्धतीवर प्रकाश टाकतो. विविध कचेऱ्या व कारखाने खजिना, सैन्य, खर्चव्यवस्था, द्रव्यविषयक कचेरी, रत्नशाला व वस्त्रशाला यांची नोंद येथे आहे. प्रत्येक ठिकाणी कार्यरत अधिकारी आणि त्या कारखान्यांतील वस्तूंची तपशीलवार यादी मूल्याच्या उतरत्या क्रमाने दिली आहे. रत्नशालेतील अलंकार, नवरत्ने व धातू, तसेच वस्त्रशालेतील विविध प्रकारची वस्त्रे, प्रावरणे व कापडमापे यांमधून राज्याच्या संपत्तीची व प्रशासकीय शिस्तीची स्पष्ट जाणीव होते.

३) भोग्यवर्ग

भोग्यवर्गात राज्यकर्त्या वर्गाच्या उपभोगाशी संबंधित वस्तूंची क्रमबद्ध माहिती आहे. अन्नपदार्थ तयार करणारे अधिकारी, पाण्याच्या साठवणुकीची ठिकाणे, विविध पेये, मेवा, मादकद्रव्ये, धूम्रपान व सुगंधी द्रव्ये, तेले, तांबूल व त्यांची पात्रे यांचा समावेश येथे आढळतो.

४) शस्त्रवर्ग

शस्त्रवर्गात लष्करी सामर्थ्याची साधने व त्यांची रचना दिली आहे. शस्त्रागारातील अधिकारी, तलवार, कट्यार, गदा, भाले, बरची, गोफण, धनुष्यबाण यांसारखी हातातील व फेकण्याची शस्त्रे क्रमाने येतात. शस्त्रांचे भाग, मुठी, कवच, ढाली, तसेच बंदुका व तोफा यांचा समावेश आहे. शस्त्रप्रयोगाचे ज्ञान देणाऱ्या शाळा व त्यांतील सेवकांचा उल्लेख हा लष्करी प्रशिक्षणाच्या संस्थात्मक स्वरूपाकडे निर्देश करतो.

५) चतुरंगवर्ग

चतुरंगवर्गात युद्धासाठी उपयुक्त हत्ती, घोडे, रथ, गाड्या, उंट व रणवाद्यांची माहिती दिली आहे. या सर्व साधनांशी निगडित सेवकवर्गाचाही उल्लेख आहे. विशेषतः घोड्यांच्या जाती, गती, अलंकार, शस्त्रे व बांधण्याच्या साधनांची तपशीलवार नोंद तत्कालीन सैनिकी तंत्रज्ञानाची प्रगत पातळी दर्शवते.

६) सामंतवर्ग

सामंतवर्ग हा आकाराने लहान असला तरी राजकारण व लष्करी हालचालींसाठी महत्त्वाचा आहे. सरनोबतापासून सामान्य शिपायापर्यंत अधिकारीवर्ग, सेनेच्या छावणीची रचना, तसेच आक्रमणाचे प्रकार येथे दिले आहेत.

७) दुर्गवर्ग

दुर्गवर्गात किल्ल्यांचे प्रकार व त्यांची रचना सविस्तर दिली आहे. तट, बुरूज, माची, खंदक यांसारख्या बाह्य घटकांबरोबरच संरक्षणव्यवस्था, किल्ल्यावरील अधिकारी, कारखाने, बांधकाम साहित्य व कामगारवर्ग यांचा उल्लेख आहे. किल्ल्यातील राजवाडे, सुखसोयी व अवांतर हत्यारे यांमधून दुर्गांचे केवळ लष्करी नव्हे तर प्रशासकीय महत्त्व स्पष्ट होते.

८) लेखनवर्ग

लेखनवर्ग हा राजव्यवहारकोशाचा गाभा मानावा लागेल. जमाखर्च, कर्जवसुली, पत्रलेखन, करार, तहनामे, निरोप व राजकीय व्यवहारांसाठी वापरले जाणारे शब्द येथे दिले आहेत. लेखनासाठी लागणारी शाई, लेखणी व इतर सामग्री, तसेच कागदाची परिमाणे यांमुळे तत्कालीन प्रशासकीय लेखनपद्धती स्पष्ट होते.

९) जनपदवर्ग

जनपदवर्ग हा लेखनवर्गाचा पूरक असून राज्याच्या महसूलव्यवस्थेवर प्रकाश टाकतो. गावांचे प्रकार, गावाधिकारी, उत्पन्न देणाऱ्या जमिनी, करप्रकार, धान्यकोठारे व त्यांवरील अधिकारी यांची माहिती येथे आहे. जहाज, नाव व वाहतुकीचा उल्लेख असला तरी व्यापारी पोतवणिकांचा अभाव जाणवतो, जो इतर ग्रंथांतील उल्लेखांशी तुलना करता महत्त्वाचा ठरतो.

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१०) पण्यवर्ग

पण्यवर्गात विविध व्यवसाय करणाऱ्या, उपजीविकेसाठी श्रम करणाऱ्या व करदाते असलेल्या लोकांची माहिती आहे. दैनंदिन जीवनासाठी आवश्यक वस्तू पुरविणाऱ्या या वर्गाचा समावेश करून कोशकाराने आर्थिक व सामाजिक रचनेचा व्यापक दृष्टिकोन मांडला आहे.

राजव्यवहारकोशातील वरील दहा वर्गांची रचना पाहता मराठ्यांची प्रशासनव्यवस्था ही केवळ सत्ताकेंद्रित नसून कार्यनिष्ठ, संस्थात्मक व ज्ञानाधिष्ठित असल्याचे स्पष्ट होते. राजवर्गापासून पण्यवर्गापर्यंत केलेली वर्गीकरणपद्धती राज्यसत्तेच्या केंद्रातील राजा-दरबारापासून सामान्य उत्पादनशील घटकांपर्यंतची संपूर्ण राज्ययंत्रणा एकात्म स्वरूपात मांडते. कार्यस्थानवर्ग, लेखनवर्ग व जनपदवर्ग यांमधून आर्थिक नियोजन, महसूलसंकलन, लेखापरीक्षण व लिखित व्यवहार यांना दिलेले प्राधान्य दिसते, ज्यामुळे मराठ्यांची सत्ता व्यक्तिनिष्ठ न राहता नियमबद्ध व नोंदप्रधान होती हे दिसते. शस्त्रवर्ग, चतुरंगवर्ग व दुर्गवर्ग यांमधून लष्करी तंत्रज्ञान, प्रशिक्षण व संरक्षणव्यवस्थेचे शास्त्रबद्ध ज्ञान प्रतिबिंबित होते, तर भोग्यवर्ग व पण्यवर्ग यांमुळे उत्पादन व सामाजिक-आर्थिक परस्परसंबंध यांची जाणीव असलेली राज्यदृष्टी स्पष्ट होते. अशा प्रकारे राजव्यवहारकोश हा केवळ प्रशासनिक शब्दसंग्रह नसून राज्यकारभार, अर्थव्यवस्था, लष्कर, लेखनसंस्कृती व सामाजिक जीवन यांचे समन्वित ज्ञान साठवणारे ज्ञानकोशात्मक संकलन ठरतो; यातून मराठ्यांच्या प्रशासनात प्रचलित असलेली तत्कालीन भारतीय ज्ञानपरंपरा व्यवस्थापन, तंत्रज्ञान, लेखनशास्त्र व राजकीय विचार एक सुसंगत व व्यवहार्य स्वरूपात प्रकट होते.

आज्ञापत्र व पत्रांतून दिसणारे बदल

शिवाजी महाराजांच्या व त्यांच्या उत्तरकालीन पत्रव्यवहारातील मायना हा तत्कालीन राजकीय-सांस्कृतिक संक्रमणाचे उदाहरणे दाखवतो. सुरुवातीच्या काळात मराठा सत्तेचा कारभार मुस्लीम प्रशासकीय प्रभावात असल्यामुळे शिवाजी महाराजांच्या[ii] तसेच शाहजी महाराजांच्या[iii] पत्रांच्या मायन्यात अरबी–फारसी शब्दसंपदेचा वापर दिसतो. “अज रख्तखाने”, “राजश्री”, “दामदौलतहू”, “बजानेबु”, “कारकुनानि”, “हाल व इस्तकबाल”, “देसमुखानि” अशा शब्दांतून फारसी प्रशासनिक शैली, सुलतानकालीन दफ्तरखाना आणि इस्लामी राजसत्तेची भाषिक छाप प्रकर्षाने जाणवते. येथे अज रख्तखाने (कचेरीतून), दामदौलत (सत्ता व वैभव), बजानेबु (यांच्याकडे), हाल व इस्तकबाल (आताचा व पुढील) हे सर्व शब्द स्पष्टपणे अरबी–फारसी परंपरेशी निगडित आहेत. मात्र पुढे शिवाजी महाराजांच्या पत्रव्यवहारात[iv] जाणीवपूर्वक व हेतुपुरस्सर भाषिक परिवर्तन घडवून आणलेले दिसते. “स्वस्ति श्री राज्याभिषेकशक”, “क्रोधन नाम संवत्सरे”, “आश्विन बहुल त्रितीया”, “क्षत्रियकुलावतंश”, “सिंहासनाधीश्वर”, “श्री राजा शिवछत्रपति” अशा शब्दरचनांतून संस्कृतप्रधान, धर्म-राजकीय आणि सांस्कृतिक जाणिवांची मांडणी स्पष्ट होते. येथे स्वस्तिश्री, संवत्सर, तिथी, वासर म्हणजे वार, क्षत्रियकुलावतंश, सिंहासनाधीश्वर हे शब्द संस्कृत किंवा संस्कृतयुक्त मराठी परंपरेतील असून, ते इस्लामी छायेतून बाहेर पडणाऱ्या नव्या हिंदवी राज्यसत्तेचे प्रतीक ठरतात. हा बदल केवळ भाषिक नव्हता, तर तो राजकीय सार्वभौमत्वाचे प्रमाण ठरतात. हीच परंपरा पुढे अठराव्या शतकात अधिक दृढ होत गेली. शाहू महाराजांच्या आणि विशेषतः पेशवेकालीन पत्रांमध्ये मायना अधिक अलंकारिक आणि दीर्घ विशेषणांनी युक्त झालेला दिसतो. “अखंडितलक्ष्मीआलंकृत[v]”, “श्रीसकलगुणमंडित”, “प्रसन्न राजमान्य” यांसारख्या शब्दसमूहांतून संस्कृत काव्यपरंपरेचा आणि राजसत्तेचा प्रभाव वाढलेला स्पष्ट होतो. तथापि, प्रशासकीय व्यवहारासाठी आवश्यक असलेली फारसी शब्दसंपदा पूर्णतः नाहीशी न होता दुय्यम स्वरूपात टिकून राहिली. अशा प्रकारे शिवाजी महाराजांनी जाणीवपूर्वक केलेला मायन्यातील बदल हा मराठा राज्याच्या वैचारिक पायाभरणीचा भाग होता. ही भाषा केवळ त्यांच्या काळापुरती मर्यादित न राहता, शाहू महाराज आणि पेशवेकालीन दफ्तरांमधून अठराव्या शतकातही अखंडपणे टिकून राहिली.

विद्वानांना आश्रय

ज्ञानपरंपरेच्या पुनरुज्जीवनाचा राजमार्ग हा छत्रपती शिवाजी महाराजांच्या राज्यदृष्टीचा मूलभूत घटक होता. स्वराज्याची उभारणी करताना त्यांनी केवळ लष्करी बळ, किल्ले व भूगोल यांपुरते मर्यादित न राहता, त्या राज्याची रचना बौद्धिक, सांस्कृतिक व वैचारिक अधिष्ठानांवर भक्कम असावी याचे स्पष्ट भान ठेवलेले दिसते. ज्ञानी व गुणी जनांना दिलेला आश्रय हा कोणत्याही संस्कृतीच्या विकासाचा पाया असतो, आणि हे सत्य शिवाजी महाराजांनी अचूक ओळखले होते. त्यामुळेच त्यांच्या दरबारात अनेक विद्वान, पंडित, कवी व कलावंत यांना सन्मानपूर्वक स्थान मिळाले. कवीन्द्र परमानंद, जयराम पिण्ड्ये, भूषण कवी आणि काशीचे सुप्रसिद्ध पंडित गागाभट्ट ही नावे या संदर्भात विशेष उल्लेखनीय आहेत. या विद्वानांच्या उपस्थितीमुळे शिवाजी महाराजांचा दरबार केवळ राजकीय निर्णयांचे केंद्र न राहता, तो ज्ञाननिर्मिती आणि सांस्कृतिक पुनरुज्जीवनाचे केंद्र बनला. या आश्रयाचे सर्वात ठोस उदाहरण म्हणजे कवीन्द्र परमानंदकृत ‘शिवभारत’. या ग्रंथाच्या प्रस्तावनेतून शिवाजी महाराजांनी स्वतः कवीन्द्र परमानंद यांना आपल्या जीवनचरित्राचे काव्यरूपाने वर्णन करण्याची आज्ञा दिल्याचे स्पष्ट होते[vi]. “यानि यानि चरित्राणि विहितानि मया भुवि...” या श्लोकांतून चरित्राचे शास्त्रबद्ध, विस्तारपूर्वक वर्णन करण्याची जबाबदारी विद्वान कवीकडे सोपवतात. येथे केवळ राजस्तुती नव्हे, तर इतिहासाचे संस्कृत काव्यरूपातील संहितीकरण करण्याची जाणीव दिसून येते. अशा प्रकारे विद्वानांना दिलेला आश्रय हा शिवाजी महाराजांच्या दृष्टीने दुय्यम

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किंवा अलंकारिक बाब नव्हती. तो भारतीय ज्ञानपरंपरेच्या पुनरुज्जीवनाचा एक प्रभावी राजमार्ग होता. शस्त्रांच्या बळावर स्वराज्य उभे राहत असताना, विद्वानांच्या लेखणीद्वारे त्या स्वराज्याचा वैचारिक व सांस्कृतिक पाया घडवला गेला. त्यामुळे शिवाजी महाराजांचा विद्वानांना दिलेला आश्रय हा त्यांच्या राजकारणाचा अविभाज्य भाग ठरतो आणि भारतीय ज्ञानव्यवस्थेच्या पुनरुज्जीवनात त्यांचे योगदान अधोरेखित करतो.

स्वराज्याच्या भौतिक निर्मितीमध्ये कारागिरांना दिलेले प्रोत्साहन

स्वराज्याच्या भौतिक निर्मितीमध्ये कारागिरांना दिलेले प्रोत्साहन हा शिवाजी महाराजांच्या राज्यकारभाराचा अत्यंत महत्त्वाचा पैलू आहे. किल्ले, तटबंदी, दरवाजे, पायऱ्या, पाण्याच्या टाक्या, कोठारे, बंदरे व रस्ते यांसारखी स्वराज्याची भौतिक रचना ही केवळ राजाज्ञेने उभी राहिलेली नसून, ती पिढीजात कौशल्य असलेल्या कारागीर वर्गाच्या ज्ञानावर व श्रमावर आधारलेली होती. त्यामुळे स्वराज्याची भौतिक उभारणी ही प्रशासन, लष्कर आणि कारागीर यांच्यातील समन्वयातून घडलेली प्रक्रिया ठरते. कारागीर हा केवळ हाताने काम करणारा घटक नसून, तो ज्ञान वहनाचा एक महत्त्वाचा स्रोत होता. बेलदार, सुतार, लोहार, गवंडी, पाथरवट, घिसाडी यांच्याकडे स्थापत्य, दगडांच्या जाती, उतार, पाण्याचा प्रवाह, भारसहन क्षमता यासंबंधी पिढ्यान्पिढ्या आलेले अनुभवाधारित ज्ञान होते. शिवाजी महाराजांनी या पिढीजात कौशल्याच्या विकसनाला पोषक वातावरण निर्माण केले. त्यासाठी त्यांना संरक्षण देणे, त्यांच्या हालचालींमध्ये अडथळे येऊ न देणे आणि गरज पडल्यास थेट राजाज्ञेने हस्तक्षेप करणे, ही धोरणात्मक भूमिका त्यांनी स्वीकारली.याचा पुरावा म्हणजे प्रस्तुत आज्ञापत्रातील उल्लेख "वाईचे बेलदार एक जागीं जात येतात. त्यास तुह्मी मार्गीं उपसर्ग देता. सुखरूप आमदरफ्त होऊं देत नाहीं ह्मणून हुजूर विदित... तरी तुह्मी कसबे मजकूरचे बैलास येतां जातां एकंदर उपसर्ग न देणें"[vii] हा कारागिरांच्या संरक्षणासाठी दिलेल्या स्पष्ट राजहुकूमाचे उदाहरण आहे. या धोरणाचा सर्वोच्च प्रतीकात्मक अविष्कार म्हणजे हिरोजी इंदुलकर. शिवाजी महाराजांचे विश्वासू स्थापत्यकार असलेल्या हिरोजी इंदुलकर यांनी रायगडाच्या बांधकामात मोलाचे योगदान दिले. रायगडावरील पायऱ्यांवर कोरलेले त्यांचे नाव कारागिराच्या श्रमाला व ज्ञानाला दिलेली राजमान्यता आहे.

समारोप

वरील सर्व विवेचनाच्या आधारे असे स्पष्ट होते की छत्रपती शिवाजी महाराजांचे कार्य हे केवळ राजकीय सत्ता स्थापनेपुरते मर्यादित न्हवते. भारतीय ज्ञानव्यवस्थेच्या पुनरुज्जीवनाचा एक भाग म्हणून त्यांच्याकडे पाहता येते. राजव्यवहारकोशाच्या निर्मितीद्वारे त्यांनी राज्यकारभारासाठी स्वकीय, संस्कृताधिष्ठित व शास्त्रबद्ध शब्दसंपदेची चौकट उभी केली; आज्ञापत्रे व पत्रव्यवहारातील भाषिक परिवर्तनातून राज्यसत्तेच्या वैचारिक सार्वभौमत्वाची जाणीव दृढ केली; विद्वानांना दिलेल्या आश्रयातून इतिहासलेखन, काव्यनिर्मिती व ज्ञानसंहितीकरणाला चालना दिली; तर कारागिरांना दिलेल्या संरक्षण व सन्मानातून अनुभवाधारित, अलिखित व कौशल्याधिष्ठित ज्ञानपरंपरेचे महत्त्व अधोरेखित केले. या सर्व प्रक्रिया मिळून मराठा राज्य हे केवळ लष्करी किंवा प्रशासकीय रचना न राहता, ज्ञाननिर्मिती, ज्ञानसंचय आणि ज्ञानवहन यांचे एक जिवंत केंद्र बनले. त्यामुळे शिवाजी महाराजांचे स्वराज्य हे भौगोलिक स्वातंत्र्याइतकेच भाषिक, सांस्कृतिक व बौद्धिक स्वातंत्र्याचे प्रतीक ठरते. भारतीय ज्ञानपरंपरेच्या इतिहासात हा काळ नव्याने आत्मविश्वास प्राप्त झालेल्या स्वकीय ज्ञानव्यवस्थेचा टप्पा म्हणून महत्त्वाचा मानावा लागतो.

संदर्भ

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[i] मराठे अ. द., छत्रपतींच्या प्रेरणेने झालेला राजकोश, डायमंड प्रकाशन २०२० (राजव्यवहारकोशासाठीचे सर्व संदर्भ याच ग्रंथातील आहेत.)

[ii]राजवाडे वि. का., ,मराठ्यांच्या इतिहासाची साधने खंड २० पत्रांक २४३ (असे संदर्भ अनेक पत्रांमध्ये दिसतील हा संदर्भ उदाहरणं म्हणून आहे.)

[iii] राजवाडे वि. का., मराठ्यांच्या इतिहासाची साधने खंड २० पत्रांक २३१ (असे संदर्भ अनेक पत्रांमध्ये दिसतील हा संदर्भ उदाहरणं म्हणून आहे.)

[iv] राजवाडे वि. का., मराठ्यांच्या इतिहाराजवाडे वि. का., साची साधने खंड ८ पत्रांक ३६ (असे संदर्भ अनेक पत्रांमध्ये दिसतील हा संदर्भ उदाहरणं म्हणून आहे.)

[v] राजवाडे वि. का., मराठ्यांच्या इतिहासाची साधने खंड १५ पत्रांक २८५ (असे संदर्भ अनेक पत्रांमध्ये दिसतील हा संदर्भ उदाहरणं म्हणून आहे.)

[vi] दिवेकर स.म., संपा., परमानंदकृत श्री शिवभारत, अध्याय पहिला श्लोक २५ पान क्रमांक ४

[vii] राजवाडे वि. का., मराठ्यांच्या इतिहासाची साधने खंड ३ पत्रांक १०१

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Original Article

परभणी जिल्ह्यातील वालूरचे ऐतिहासिक महत्त्व : एक अभ्यास

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सारांश :

मराठवाडा विभागातील परभणी जिल्ह्यात सेलू तालुक्यात वसलेले वालूर हे गाव प्राचीन मंदिर स्थापत्य, शिल्पावशेष, मठ, बारव व लोकपरंपरांमुळे ऐतिहासिकदृष्ट्या अत्यंत महत्त्वाचे आहे. वालूर हे महर्षी वाल्मिकी यांच्याशी संबंधित असल्याची लोकमान्यता असून शैव, शाक्त व वैष्णव परंपरेतील अनेक प्राचीन मंदिरे येथे आढळतात. सिद्धेश्वर, तुळजाभवानी, नगरेश्वर, वाल्मिकेश्वर, माणकेश्वर व चिंतेश्वर ही मंदिरे तसेच सिद्धराम बादशहा मठ या स्थापत्यसमूहातून चालुक्य, राष्ट्रकूट, यादव, मराठा व मध्ययुगीन इस्लामी प्रभाव स्पष्टपणे दिसून येतो.आपल्या वैशिष्ट्यपूर्ण रचनेमुळे प्रसिद्ध असलेली वर्तुळाकार पायऱ्यांची बारव याच ठिकाणी आहे. प्रस्तुत संशोधन लेखात वालूर गावाच्या ऐतिहासिक पार्श्वभूमीचा, स्थापत्य वैशिष्ट्यांचा व सांस्कृतिक महत्त्वाचा अभ्यास करण्यात आला आहे.

प्रस्तावना :

भारतीय उपखंडाचा इतिहास हा केवळ राजकीय घटनांपुरता मर्यादित नसून तो धार्मिक, सांस्कृतिक व स्थापत्य परंपरांचा समृद्ध वारसा आहे. महाराष्ट्रातील मराठवाडा विभाग हा या दृष्टीने विशेष महत्त्वाचा मानला जातो. परभणी जिल्ह्यातील वालूर हे गाव प्राचीन काळापासून धार्मिक व सांस्कृतिक केंद्र म्हणून विकसित झालेले दिसून येते. विविध काळांतील मंदिर स्थापत्य, शिल्पावशेष व मठांच्या उपस्थितीमुळे वालूरचे ऐतिहासिक महत्त्व अधोरेखित होते.

संशोधनाची उद्दिष्टे :

१.वालूर गावाच्या ऐतिहासिक पार्श्वभूमीचा अभ्यास करणे.
२.वालूर येथील मंदिर स्थापत्य व शिल्पकलेचे विश्लेषण करणे.
३.वालूर येथील वर्तुळाकार बारवेचा अभ्यास करणे.
४.विविध धार्मिक परंपरांचा परिसरावर असलेला प्रभाव समजून घेणे.
५.वालूरच्या सांस्कृतिक व पुरातत्त्वीय महत्त्वाचा आढावा घेणे.

संशोधन पद्धती :

या संशोधनासाठी वर्णनात्मक व विश्लेषणात्मक पद्धतीचा अवलंब करण्यात आला आहे.
प्रत्यक्ष स्थळ निरीक्षण,उपलब्ध साहित्य व संशोधन लेखांचा अभ्यास
स्थानिक लोकपरंपरा व मौखिक माहिती मिळवणे.
शिल्प व स्थापत्य शैलीचे तुलनात्मक विश्लेषण करणे.

वालूर गावाची ऐतिहासिक पार्श्वभूमी :

वालूर हे गाव परभणी जिल्ह्यातील सेलू तालुक्यात असून जिल्हा मुख्यालयापासून वायव्य दिशेला ४० किमी अंतरावर स्थित असून प्राचीन काळापासून वस्ती असलेले ठिकाण आहे. महर्षी वाल्मिकी यांच्या तपश्चर्येशी संबंधित 'वारूळ' या संकल्पनेवरून गावाचे नाव 'वालूर' पडले असावे अशी लोकमान्यता आहे.

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वाल्मिकेश्वर मंदिर ही परंपरा अधिक दृढ करते. गावातील शैव, वैष्णव व शाक्त मंदिरांबरोबरच इस्लामी कालखंडातील दर्गे हे धार्मिक सहअस्तित्वाचे प्रतीक आहेत.

वालूर येथील मंदिर स्थापत्याचा अभ्यास

१ सिद्धेश्वर महादेव मंदिर

सिद्धेश्वर महादेव मंदिर हे भूमिज पद्धतीचे, त्रिदल गर्भगृहे असलेले प्राचीन शैव मंदिर आहे. नवरंग प्रकारचे वितान, द्वारपाल शिल्पे, वीरगळ, सतीशिळा व विविध देवता पीठासन यांवरून या मंदिराचा कालखंड चालुक्य–राष्ट्रकूट काळाशी संबंधित असल्याचे सूचित होते.

२ तुळजाभवानी मंदिर

तुळजाभवानी मंदिर मराठेकालीन असले तरी परिसरातील प्राचीन शिल्पावशेष येथे पूर्वी भव्य मंदिर असावे, याकडे निर्देश करतात. गरुडारूढ लक्ष्मीनारायण, शेषनारायण, उमा-महेश्वर व ब्रह्मा मूर्ती या वैष्णव-शैव परंपरेच्या प्रभावाची साक्ष देतात.

३ नगरेश्वर मंदिर

नगरेश्वर मंदिराचे मूळ बांधकाम नष्ट झालेले असले तरी शिवलिंग, नंदी, नागयुग्म, शेषशायी विष्णू व वीरगळ शिल्पांमुळे या स्थळाचे प्राचीन धार्मिक केंद्र म्हणून असलेले महत्त्व स्पष्ट होते.

४ वाल्मिकेश्वर मंदिर

वाल्मिकेश्वर मंदिर परिसरात आढळणारी विष्णू, नग्न भैरव, उमा-महेश्वर व शेषशायी विष्णूची उत्कृष्ट शिल्पे ही राष्ट्रकूटकालीन शिल्पकलेची उच्च प्रतीची उदाहरणे आहेत. भावपूर्ण चेहऱ्यांची मांडणी व अलंकरण यामुळे या शिल्पांना विशेष महत्त्व प्राप्त होते.

५ इतर मंदिरे व शिल्पावशेष :

गणपती, माणकेश्वर व चिंतेश्वर मंदिरे तसेच वीरगळ, गद्देगळ, सूर्यमूर्तीचे अवशेष यांवरून वालूरमध्ये विविध काळांत सातत्याने धार्मिक क्रियाकलाप चालू होते हे स्पष्ट होते.

६ सिद्धराम बादशहा मठ :

सिद्धराम बादशहा मठ हा सतरावे–अठरावे शतकातील शैव परंपरेचा महत्त्वाचा केंद्रबिंदू आहे. मठातील समाध्या, घुमट व मोगलकालीन स्थापत्य शैली मराठा-मोगल काळातील सांस्कृतिक समन्वय दर्शवितात.

७. जलव्यवस्थापन व स्थापत्य :

मराठवाड्यातील परभणी जिल्हा हा संतपरंपरेमुळे आध्यात्मिक दृष्टिकोनातून प्रसिद्ध असला, तरी स्थापत्यदृष्ट्या देखील तो विशेष महत्त्वाचा आहे. या भागात उभारलेली मंदिरे, शिलालेख, जलस्रोत आणि विशेषतः बारव हे केवळ उपयुक्ततेपुरते मर्यादित नसून सामाजिक, धार्मिक व सांस्कृतिक जीवनाशी जोडलेले असल्याचे दिसून येते. बारवांचा अभ्यास केवळ पाण्याच्या साठवणुकीच्या साधनांपुरता मर्यादित न राहता त्या काळातील समाजजीवन, धार्मिक समारंभ, जलव्यवस्थापन व स्थापत्यकलेतील प्रगती यांचे दर्शन घडवतो. वालूरमधील बारवा, पुष्करणी व विहिरी या तत्कालीन प्रगत जलव्यवस्थापनाचे उत्तम उदाहरण आहेत. या जलरचनांमुळे गावाच्या वसाहती विकासास चालना मिळाली. येथील कुंडलाकार बारव तिच्या बांधकाम वैशिष्ट्यामुळे जगात एकमेवाद्वितीय ठरली आहे. आठ बाजूंनी गोलाकार फिरत बारवाच्या पर्यंत तळापर्यंत जाणाऱ्या पायऱ्या आणि पाऱ्यांच्या सुरुवातीला बांधण्यात आलेल्या आठ देवकोष्ठकांमुळे ही बारव अन्य बारवांच्या तुलनेत वेगळी ठरते. या बारवेच्या कामात आठ संख्येला विशेष महत्व दिले गेल्याचे आढळून येते. आठ बाजूने बारवात उतरणाऱ्या पायऱ्या, आठ देवकोष्ठक, पायऱ्यांची 72 आणि 118 अशी संख्या या बाबी विचारात घेता या बारव स्थापत्यावर तंत्रविद्येचा प्रभाव असल्याची शक्यता पुरातत्व खात्याने व्यक्त केली आहे.

बारवेतील पाण्याचा वापर लोक पूर्वी फार काळजीपूर्वक करीत असे.कुणालाही त्यात हात बुडवण्याची मुभा नसे. बारवेपासून दहा पावले अलीकडेच पायातील पायतान लोक काढून मग बारवेजवळ जात. बारवेतील पाण्याने अंघोळ, देवपूजा, जेवण आदी होत असत. तसेच प्रत्येक ऋतूमध्ये बारवेच्या पाणी पातळीची दखल घेऊन त्यात झाडपाला टाकण्यात येत असे. देशातील असंख्य बारवांच्या काठावर व परिसरात औषधी गुणधर्म असलेल्या वेली तसेच झाडांची बाग पाहायला मिळतात. ज्यामुळे बारवेतील पाण्यात त्या वनौषधींचा अर्क उतरून पाणी औषधी गुणधर्मयुक्त होत असत. पावसाळ्यात बारव पाण्याने भरल्यानंतर तिची ओटी भरण्याची परंपरा अनेक ठिकाणी आढळून येते. अशीच परंपरा वालूर येथे अस्तित्वात होती, कालओघात ही संपुष्टात आली.

निष्कर्ष : प्रस्तुत संशोधनातून परभणी जिल्ह्यातील वालूर या गावाचे ऐतिहासिक, सांस्कृतिक, धार्मिक व स्थापत्यदृष्ट्या असलेले महत्त्व स्पष्टपणे अधोरेखित होते. मराठवाडा विभागातील अनेक प्राचीन स्थळांप्रमाणेच वालूर हेही केवळ एका विशिष्ट कालखंडाशी मर्यादित नसून, विविध राजवटी, धार्मिक परंपरा व सामाजिक प्रवाह यांचा संगम असलेले बहुसांस्कृतिक केंद्र असल्याचे दिसून येते.

वालूर गावाची ऐतिहासिक पार्श्वभूमी पाहता, या परिसरात प्राचीन काळापासून मानवी वस्ती अस्तित्वात होती, हे मंदिर अवशेष, शिल्पे, वीरगळ व लोकपरंपरांवरून स्पष्ट होते. महर्षी वाल्मिकी यांच्याशी जोडलेली लोकमान्यता व 'वाल्मिकेश्वर' मंदिराची

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परंपरा या स्थळाला धार्मिक व पौराणिक अधिष्ठान प्रदान करते. शैव, वैष्णव व शाक्त परंपरेतील मंदिरे तसेच इस्लामी काळातील दर्गे यांमुळे वालूरमध्ये धार्मिक सहअस्तित्व व सहिष्णुतेची दीर्घ परंपरा विकसित झाल्याचे दिसून येते.

वालूर येथील मंदिर स्थापत्याचा अभ्यास केल्यास चालुक्य, राष्ट्रकूट, यादव, मराठा व मध्ययुगीन इस्लामी काळातील स्थापत्य व शिल्पकलेचा प्रभाव स्पष्टपणे जाणवतो. सिद्धेश्वर महादेव मंदिरातील भूमिज पद्धतीची रचना, त्रिदल गर्भगृह, नवरंग वितान व द्वारपाल शिल्पे या प्राचीन शैव स्थापत्याची वैशिष्ट्ये दर्शवितात. तुळजाभवानी, नगरेश्वर व वाल्मिकेश्वर मंदिरांतील विविध देवतांच्या मूर्तींमधून शैव–वैष्णव परंपरेतील समन्वय दिसून येतो. विशेषतः वाल्मिकेश्वर मंदिर परिसरातील राष्ट्रकूटकालीन शिल्पे ही उच्च दर्जाच्या शिल्पकलेची उदाहरणे असून, त्या काळातील कलात्मक संवेदनशीलता व तांत्रिक कौशल्य यांची साक्ष देतात.

सिद्धराम बादशहा मठाच्या अभ्यासातून सतरावे–अठरावे शतकातील शैव संप्रदायाची भूमिका व मराठा–मोगल काळातील सांस्कृतिक समन्वय अधोरेखित होतो. मठातील समाध्या, घुमट व स्थापत्य घटकांवरून या काळातील धार्मिक परंपरा आणि इस्लामी स्थापत्य प्रभावाचा समन्वय स्पष्ट होतो.

जलव्यवस्थापनाच्या दृष्टीने वालूर हे गाव अत्यंत महत्त्वाचे ठरते. येथील कुंडलाकार बारव ही स्थापत्य व अभियांत्रिकी कौशल्याची अद्वितीय निर्मिती असून, तिची रचना केवळ उपयोगितावादी नसून धार्मिक व सांस्कृतिक संकल्पनांशी निगडित आहे. आठ देवकोष्ठके, गोलाकार पायऱ्या, विशिष्ट संख्यात्मक मांडणी व तंत्रविद्येचा संभाव्य प्रभाव यांमुळे ही बारव पुरातत्त्वीय दृष्ट्या जागतिक पातळीवर अभ्यासनीय ठरते. बारवेभोवती विकसित झालेल्या सामाजिक नियम, धार्मिक विधी, स्वच्छतेची परंपरा व औषधी वनस्पतींचा वापर हे तत्कालीन समाजाच्या पर्यावरणीय जाणीवेचे व शाश्वत जलव्यवस्थापनाचे उत्तम उदाहरण आहे.

एकूणच, या संशोधनातून वालूर हे गाव मराठवाड्यातील एक महत्त्वपूर्ण ऐतिहासिक, धार्मिक व सांस्कृतिक वारसास्थळ असल्याचे स्पष्ट होते. मात्र, आज अनेक मंदिरे, शिल्पे व जलरचना उपेक्षित अवस्थेत असून त्यांचे संवर्धन व संरक्षण होणे अत्यावश्यक आहे. वालूरच्या पुरातत्त्वीय व सांस्कृतिक वारशावर सखोल संशोधन, दस्तऐवजीकरण व संवर्धनाच्या योजना राबविल्यास हे स्थळ पर्यटन, शैक्षणिक अभ्यास व सांस्कृतिक ओळख यांसाठी महत्त्वाचे केंद्र बनू शकते. त्यामुळे वालूरचा वारसा जतन करणे ही केवळ स्थानिक नव्हे, तर व्यापक सांस्कृतिक जबाबदारी असल्याचे या अभ्यासातून अधोरेखित होते.

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Original Article

आर्थिक विकासातील रियल इस्टेट क्षेत्राची भूमिका

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सारांश

रियल इस्टेट (स्थावर संपदा) क्षेत्र हे भारताच्या आर्थिक विकासातील एक महत्त्वपूर्ण व गतिमान क्षेत्र आहे. कृषीनंतर सर्वाधिक रोजगारनिर्मिती करणारा उद्योग म्हणून या क्षेत्राची ओळख आहे. जमीन, निवासी व व्यावसायिक इमारती, औद्योगिक प्रकल्प तसेच पायाभूत सुविधांचा विकास या सर्व घटकांचा रियल इस्टेट क्षेत्रात समावेश होतो. या संशोधनाचा उद्देश आर्थिक विकासात रियल इस्टेट क्षेत्राची भूमिका अभ्यासणे व त्याचे राष्ट्रीय उत्पन्न, रोजगारनिर्मिती, शहरीकरण, पायाभूत सुविधा विकास तसेच परकीय गुंतवणुकीवरील परिणाम विश्लेषित करणे हा आहे. रेरा कायद्यामुळे या क्षेत्रात पारदर्शकता वाढून ग्राहकांचा विश्वास दृढ झाला आहे. या क्षेत्रामुळे सिमेंट, स्टील, बँकिंग, विमा व इतर सहाय्यक उद्योगांना चालना मिळून एकूण आर्थिक विकासाला गती प्राप्त होत असल्याचे या अभ्यासातून स्पष्ट होते.

मुख्यशब्द: *रियल इस्टेट, आर्थिक विकास, बांधकाम क्षेत्र, रोजगार निर्मिती, शहरीकरण, पायाभूत सुविधा, रेरा कायदा, राष्ट्रीय उत्पन्न, परकीय गुंतवणूक*

प्रस्तावना

रियल इस्टेट (स्थावर संपदा) क्षेत्र हे प्रत्येक देशाच्या आर्थिक विकासातील महत्त्वाचे क्षेत्र आहे. भारतात कृषी उद्योगानंतर दुसरा प्राथमिक उद्योग म्हणजेच बांधकाम उद्योग होय. हा उद्योग अर्थव्यवस्थेतील महत्त्वाची भूमिका दर्शविणारा उद्योग आहे. या उद्योगात जमीन, घरे, व्यावसायिक इमारती, औद्योगिक प्रकल्प, पायाभूत सुविधा यांचा समावेश होतो. हा उद्योग बाजारपेठेतील इतर सर्व लघु उद्योगांना चालना देणारा उद्योग आहे. भारतासारख्या विकासाच्या मार्गावर असणा-या देशात अधिकतम रोजगाराच्या संधी मिळाव्यात यासाठी हा उद्योग महत्त्वपूर्ण आहे. रोजगार निर्मिती, भांडवली गुंतवणूक आणि जीडीपी वाढीस मोठे योगदान या उद्योगामुळे लाभते. या उद्योगात रेरा कायद्यामुळे पारदर्शकता आलेली आहे. या कायद्यामुळे ग्राहकांना त्यांचा घराचा ताबा त्वरित व वेळेवर मिळत असल्याने बाजारपेठेमध्ये या उद्योगात लक्षणीय बदल पहावयास मिळतो. याचा परिणाम घर,जमीन,व्यावसायिक खरेदी मोठ्या प्रमाणावर वाढल्याचे दिसून येते. वाढत्या लोकसंख्येमुळे शहरात येणा-यांची संख्या वाढली आहे.त्यामुळे घर खरेदीचे प्रमाण वाढले आहे. बांधकाम उद्योगाला प्रचंड गती मिळून या उद्योगावर अवलंबून असणारे इतर उद्योगही उदा. सिमेंट, स्टील, लोखंड, ॲल्युमिनियम, बँका, विमा कंपन्या, पाणीपुरवठा, रस्ते, ट्रान्सपोर्टेशन, इ. सर्व उद्योगांना वेगात चालना मिळालेली दिसून येते.

महत्त्वाच्या संकल्पना - रियल इस्टेट, रेरा कायदा

संशोधनाचा उद्देश

१) रियल इस्टेट क्षेत्राची संकल्पना समजून घेणे.

२) आर्थिक विकासात रियल इस्टेट क्षेत्राची भूमिका अभ्यासणे.

३) भारतातील रियल इस्टेट क्षेत्राचे आर्थिक विकासातील योगदान विश्लेषण करणे.

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गृहीतके

१) रियल इस्टेट क्षेत्राचा आर्थिक विकासावर कोणताही महत्त्वपूर्ण परिणाम होत नाही.

२) रिअल इस्टेट क्षेत्राचा आर्थिक विकासावर महत्त्वपूर्ण परिणाम होतो.

३) रियल इस्टेट क्षेत्र रोजगार निर्मितीत लक्षणीय योगदान देते.

आर्थिक विकासातील रियल इस्टेट क्षेत्राची भूमिका -

आर्थिक विकासामध्ये रियल इस्टेट क्षेत्र महत्त्वपूर्ण आहे. आजच्या आधुनिक काळात संगणकीय तंत्रज्ञानाचा वापर करून या उद्योगाला गती प्राप्त झालेली दिसून येते. खालील मुद्द्यांच्या द्वारे आर्थिक विकासातील रियल इस्टेट क्षेत्राची भूमिका स्पष्ट होते.रिअल ईस्टेट क्षेत्राचा आर्थिक विकासावर योग्य परिणाम होतो.

रोजगार निर्मिती

रियल इस्टेट क्षेत्र हे भारतातील सर्वात मोठे व अधिकतम रोजगार निर्मिती करणारे क्षेत्र आहे. या उद्योगांमध्ये सर्व उद्योगांना चालना प्राप्त होते. रस्ते, वाहतूक, वीज, जलपुरवठा, बँका, विमा कंपन्या या पायाभूत सुविधांप्रमाणेच सिमेंट, वाळू, लोखंड, वीट इत्यादी मोठ्या व लघु उद्योगांना देखील चालना मिळते. त्यामुळे या उद्योगांमध्ये काम करणा-या लोकांचा सहभाग मोठा आहे. हे क्षेत्र दिवसेंदिवस मोठे होत आहे. क्षेत्राचा व्याप वाढत आहे. त्यामुळे या क्षेत्रात काम करणा-या कामगारांची संख्या मोठी आहे. रोजगार निर्मितीवर अधिकतम परिणाम या क्षेत्रामुळे होतो.या क्षेत्रात कुशल व अकुशल कामगार लागतात त्यामुळे सर्व कामगारांना काम मिळते.

राष्ट्रीय उत्पन्नात योगदान

भारतातील कृषी क्षेत्रा नंतरचे दुस-या क्रमांकाचे क्षेत्र म्हणजेच बांधकाम क्षेत्र आहे. राष्ट्रीय उत्पन्नात या क्षेत्राचा ७ ते ८ टक्के वाटा आहे. २०३० पर्यंत हे क्षेत्र आर्थिक विकासात १५

टक्के योगदान देईल. लोकांची संख्या व त्याचप्रमाणे घरांची संख्या पाहता या क्षेत्रात लक्षणीय वाढ होत आहे त्यामुळे राष्ट्रीय उत्पन्नात क्षेत्राचा वाटा मोठा आहे.

पायाभूत सुविधांचा विकास

या क्षेत्रासाठी लागणारे जे काही रस्ते, वाहतूक, वीज, पाणीपुरवठा, बँका, विमा कंपन्या इतर वित्तीय संस्था या संस्थांचाही विकास मोठ्या प्रमाणावर होत आहे. क्षेत्रातील बदल पाहता आधुनिक काळामध्ये या क्षेत्रात गती निर्माण झालेले दिसून येते. त्यामुळे पायाभूत सुविधांचा विकास होत आहे.

शहरीकरणाला चालना

नोकरीमुळे लोक शहराकडे मोठ्या प्रमाणावर येत आहेत इथे शहरांमध्ये मोठ्या प्रमाणात स्थायिक होत आहेत. या लोकांसाठी घरांची सुविधा मोठ्या प्रमाणावर पुरविली जाते. त्यामुळे शहरीकरणातील रस्ते मोठे व डांबरीकरण केलेले आहेत. ग्राहक मोठ्या प्रमाणावर बाजारपेठेमध्ये आहेत या क्षेत्रामुळे शहरीकरणाला अधिक चालना प्राप्त होते.

इतर उद्योगांना चालना

पायाभूत उद्योगांप्रमाणेच क्षेत्रासाठी लागणारे ॲल्युमिनियम, लोखंड, रंगरंगोटी, डेकोरेशन इत्यादी सर्व प्रकारच्या लहान उद्योगांना मोठ्या प्रमाणावर चालना प्राप्त झालेली दिसून येते. बाजारपेठेत अशीच गती जर निर्माण झाली तर आर्थिक विकास मोठ्या प्रमाणावर होऊ शकेल.

परकीय गुंतवणुकीत चालना

परकीय गुंतवणुकीत चालना परकीय गुंतवणुकीत या क्षेत्राची भूमिका मोठी आहे. या क्षेत्रासाठी लागणारे भांडवल मोठ्या प्रमाणावर आवश्यक असते. त्यामुळे हे भांडवल परकीय गुंतवणूकदारांकडून घेतले जाते मोठ्या इमारती, औद्योगिक क्षेत्र, मॉल्स यासाठी या परकीय भांडवलाचा वापर मोठ्या प्रमाणावर केला जातो. परकीय गुंतवणुकीमुळे रस्ते, वीज, पाणीपुरवठा, स्मार्ट सिटी, विविध मॉल यांचा विकास होतो. त्यामुळे परकीय गुंतवणुकीत या क्षेत्राचा भाग मोठा आहे.

इंजिनीयर, आर्किटेक्ट

या उद्योगासाठी मोठ्या प्रमाणावर इंजिनीयर व आर्किटेक्ट या व्यवसायाची गरज असते. या व्यवसायांना मोठ्या प्रमाणावर चालना स्थावर इस्टेट म्हणजेच बांधकाम क्षेत्रामुळे मिळते.

बांधकाम क्षेत्र व आर्थिक विकास

बांधकाम क्षेत्र हे आर्थिक विकासातील महत्त्वाचे क्षेत्र आहे. भारताच्या एकूण जीडीपी मध्ये या क्षेत्राचा वाटा ७ ते ८ टक्के आहे. तो २०३० पर्यंत १५ टक्के वाढण्याची शक्यता आहे या क्षेत्राने देशातील एकूण लोकसंख्येच्या ७.१ कोटी लोकांना रोजगार प्राप्त केलेला दिसून येतो. भारताच्या एकूण कामगार संख्येच्या १८ टक्के कामगार हे या बांधकाम क्षेत्रात काम करतात. म्हणजेच सर्वात अधिकत्तम वाटा हा या क्षेत्रात असल्याने रोजगाराच्या संधी दिवसेंदिवस वाढत आहेत. बांधकाम साहित्य, पुरवठा, बँका, विमा कंपन्या, वित्तीय सेवा, इतर वित्तीय सेवा या गृह कर्जासाठी मोठ्या प्रमाणावर कर्ज पुरवठा करतात. सर्व प्रकारच्या सेवांचा या उद्योगात मोठ्या प्रमाणावर सहभाग आहे. त्यामुळे हे क्षेत्र आर्थिक विकासातील एक मोठे क्षेत्र असल्याने या क्षेत्रामुळेवित्तीय सेवा या गृह कर्जासाठी मोठ्या प्रमाणावर कर्ज पुरवठा करतात सर्व प्रकारच्या सेवांचा या उद्योगात मोठ्या प्रमाणावर सहभाग आहे. त्यामुळे हे क्षेत्र आर्थिक विकासातील एक मोठे क्षेत्र

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असल्याने या क्षेत्रामुळे गती निर्माण झालेली दिसून येते. लहान मोठ्या सर्वच उद्योगांचा या क्षेत्रात समावेश असल्याने हे एक बहुआयामी नेटवर्क म्हणून क्षेत्राचे योगदान आहे.

निष्कर्ष

भारतातील बांधकाम क्षेत्रामुळे आर्थिक विकासावर थेट परिणाम होतो. मोठ्या प्रमाणावर रोजगार निर्मिती होते. सिमेंट, विटा, चुना, वाळू, लोह तसेच पायाभूत सुविधा अशा सर्व उद्योगांना चालना मिळते. शहरीकरणाची गती वाढते, सरकारी महसुलात वाढ होते या कायद्यामुळे विविध योजनांमध्ये बदल होऊन या योजनांचा लाभ सर्वांना मिळतो. या क्षेत्रात पारदर्शकता रेरा कायद्यामुळे वाढली आहे. त्यामुळे बांधकाम क्षेत्र हे आर्थिक विकासाचा मजबूत आधारस्तंभ आहे.

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