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एन.जी. लक्ष्मीनारायण

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डॉ. अंकिता मिश्रा

विक्रय

वरिष्ठ कार्यकारी अधिकारी  
स्मिता पाराशर

अनुभाग अधिकारी  
खेमचंद

वितरण  
अरविन्द कौशिक  
दीपक तुली  
प्रवीन राजौरा  
जयसिंह



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कारपोरेशन

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- 'आविष्कार' नेशनल रिसर्च डिवेलपमेंट कारपोरेशन (एनआरडीसी) द्वारा प्रकाशित विज्ञान और प्रौद्योगिकी की लोकप्रिय विज्ञान मासिक पत्रिका है। • 'आविष्कार' में किसी लेख के प्रकाशन हेतु चयन के संदर्भ में संपादक का निर्णय अंतिम होगा। प्रकाशित लेखों और लेखकों द्वारा भेजे गए चित्रों की मालिकता के संबंध में लेखक स्वयं उत्तरदायी होंगे। • 'आविष्कार' में प्रकाशित सामग्री का किसी भी रूप में उपयोग करने से पूर्व संपादक की अनुमति लेना आवश्यक है। • 'आविष्कार' में प्रकाशित किसी यांत्रिक, वैद्युत, इलेक्ट्रॉनिक आदि युक्ति के काम न करने की स्थिति में पत्रिका/एनआरडीसी उसके लिए उत्तरदायी नहीं होगी। • 'आविष्कार' में प्रकाशित विज्ञापनों में किए गए दावों के लिए पत्रिका और एनआरडीसी उत्तरदायी नहीं होगी।
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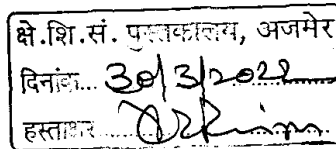
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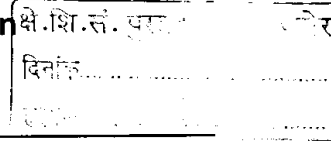
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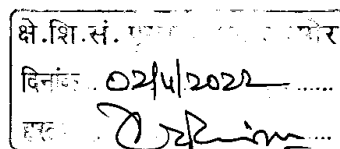
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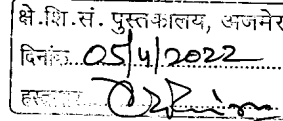
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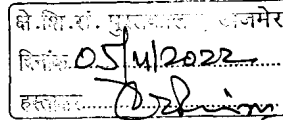
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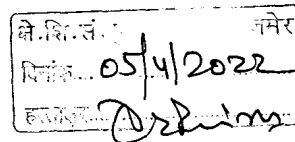
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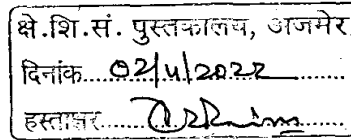
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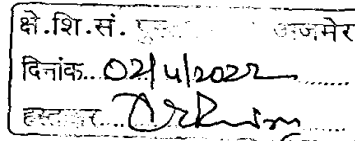
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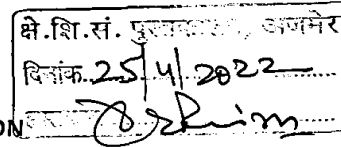
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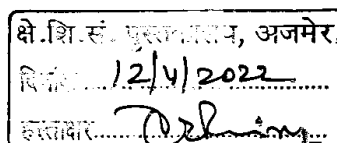
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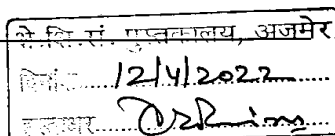
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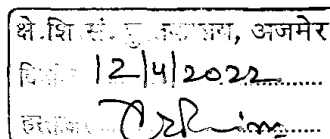
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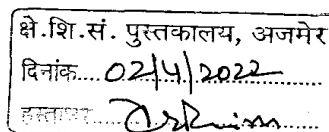
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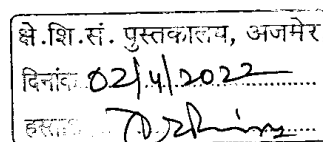
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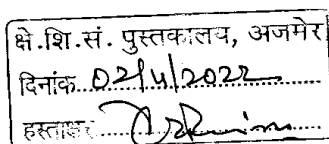
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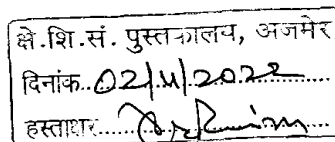
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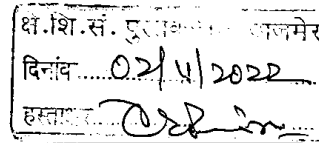
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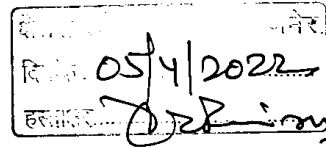
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सम्पादन-परामर्श सुभाष पंत हृषीकेश सुलभ सत्यनारायण योगेन्द्र आहूजा संपादन-सहयोग आनंद हर्षुल रश्मि रावत सम्पादक हरिनारायण	कानूनी सलाहकार मनीष पाठक ● प्रचार/प्रसार मुद्रित सम्पादकीय कार्यालय एल-57 बी, दिलशाद गार्डन, दिल्ली-110095 मो. : 7303401407, 7701938525 E-mail : kathadeshnew@gmail.com	शाखा कार्यालय श्रीमती (डॉ.) स्मृति सिंह सावित्री सदन, कबीर मार्ग, बनी पार्क, जयपुर (राजस्थान) ● इस अंक का मूल्य 60/- मूल्य वार्षिक (व्यक्तिगत) : 400/- रजिस्टर्ड डाक से : 600/- मूल्य वार्षिक (संस्था तथा लाइब्रेरी) : 600/- रजिस्टर्ड डाक से : 800/- आजीवन सदस्यता : 10000/- वार्षिक (विदेश) : 50 डॉलर	सारे भुगतान बैंक या बैंक ड्राफ्ट कथादेश के नाम से किये जायें. कथादेश से सम्बन्धित सभी विवाद केवल दिल्ली न्यायालय के अधीन ही होंगे. ● मुद्रक, प्रकाशक, सम्पादक हरिनारायण, एल-57 B, दिलशाद गार्डन, दिल्ली-110095 द्वारा स्वास्तिक ऑफसेट, एम-120, नवीन शाहदरा, दिल्ली-110032 से मुद्रित.
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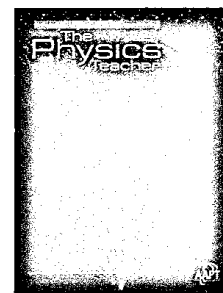
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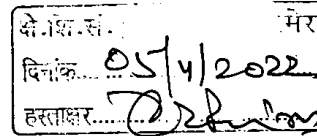
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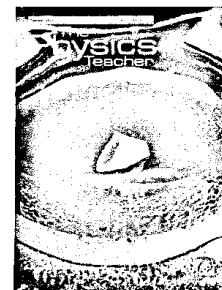
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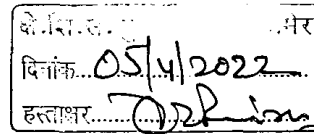
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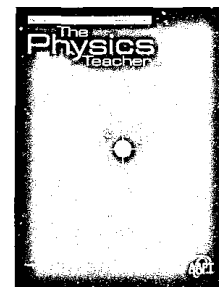
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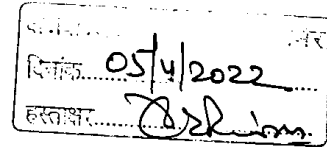


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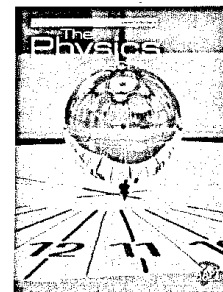


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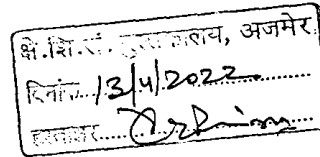
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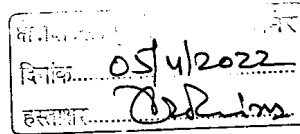
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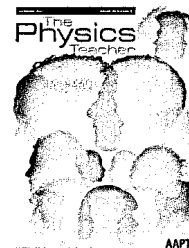


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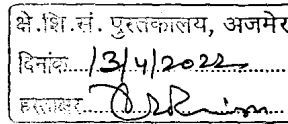
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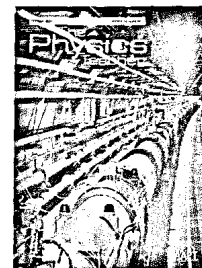


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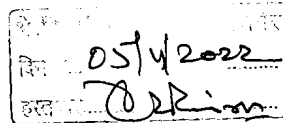
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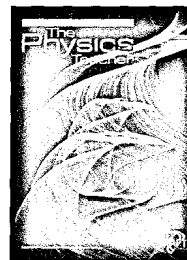


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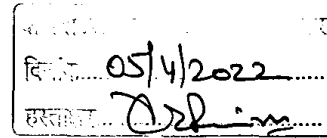
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# साहित्य अमृत

क्ष.शि.सं. पुरतस्करम्, अजमेर  
दिनांक 29/4/2022  
हरद्वार

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मासिक

वर्ष-२७ ❖ अंक-१० ❖ पृष्ठ ८४

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<p>संस्थापक संपादक <b>पं. विद्यानिवास मिश्र</b> निवर्तमान संपादक <b>डॉ. लक्ष्मीमल्ल सिंघवी</b> <b>श्री भिलोकी नाथ चतुर्वेदी</b> संस्थापक संपादक (प्रबंध) <b>श्री श्यामसुंदर</b> प्रबंध संपादक <b>पीयूष कुमार</b> संपादक <b>लक्ष्मी शंकर वाजपेयी</b> संयुक्त संपादक <b>डॉ. हेमंत कुकरेटी</b> उप संपादक <b>उर्वशी अग्रवाल 'उर्वी'</b> कार्यालय ४/१९, आसफ अली रोड, नई दिल्ली-०२ फोन : ०११-२३२८९७७७ ०८४८८६९२२६९ ई-मेल : sahyayaamri@gmail.com <b>शुल्क</b> एक अंक—₹ ३० वार्षिक (व्यक्तियों के लिए)—₹ ३०० वार्षिक (संस्थाओं/पुस्तकालयों के लिए)—₹ ४०० विदेश में एक अंक—चार यू.एस. डॉलर (US\$4) वार्षिक—पैंतालीस यू.एस. डॉलर (US\$45) साहित्य अमृत के बैंक खाते का विवरण बैंक ऑफ इंडिया खाता सं. : 600120110001052 IFSC : BKID0006001 प्रकाशक, मुद्रक तथा स्वल्पाधिकारी पीयूष कुमार द्वारा ४/१९, आसफ अली रोड, नई दिल्ली-२ से प्रकाशित एवं न्यू प्रिंट इंडिया प्रा.लि., ८४-बी, साहिबाबाद इंडस्ट्रियल एरिया, साइट-IV, गाजियाबाद-२०१०१० द्वारा मुद्रित।</p>	<p>संपादकीय सबकी हिंदी ४ प्रतिस्मृति फत्तू भूखा है/ देवेन्द्र सत्यार्थी ६ कहानी स्मृतियाँ/ अश्विनीकुमार दुबे १२ परोपकार/ मंजरी शुक्ला १८ जिंदा होने का सर्टिफिकेट/ राजेश कुमार ३६ लैंगड़ी/ दिवाकर पांडेय 'चित्रगुप्त' ५४ मेरे हिस्से का सुख/ मार्टिन जॉन ६६ लघुकथा महाराज की जय हो/ प्रतिभा चौहान १७ कल का छोकरा/ सविता इंद्र गुप्ता ३५ व्यापार/ प्रतिभा चौहान ४४ नुस्खा/ सविता इंद्र गुप्ता ६५ आलेख बीती ताहि बिसार दे/ रमेश चंद्र बादल १५ उर्वीजी की लेखनी लिखती निशि-दिन राम/ बालस्वरूप राही २२ हिंदी विश्व के कुशल चित्ते सरस्वती साधक : रामदरश मिश्र/ ओम निश्चल २६ बदला लिया मैंने : अनंत कादरे/ विद्या केशव चिटको ३३ ब्रेख्त के नाट्य सिद्धांत का सामाजिक सरोकार/ प्रदीप त्रिपाठी ४२ क्रांति के विस्मृत नायक और कवि : पंडित जगत राम हरियानवी/ अजय कुमार 'अजेय' ६८ कविता नदी जब सूख जाती है/ भावना सक्सेना १० क्या युद्ध जरूरी है/ गिरिराज शरण अग्रवाल ११ पुत्री—सीता, जीजा, लक्ष्मीबाई/ प्रीति कच्छल २० तूफान की संभावना/ इंदिरा मोहन २१ ताल/ नरेश नाज ३२ गजल/ राजेंद्र कलकल ४१</p>	<p>रंगों का खेल/ फैयाज हुसैन ५३ कवींद्र रवींद्रनाथ टैगोर/ गिरेंद्रसिंह भदौरिया 'प्राण' ५८ बुढ़ापे की लाठी/ सत्यनारायण भटनागर ५९ कोयल की कूक निराली/ सुमन यादव ७८ राम झरोखे बैठ के महानता के मुगालते का नया मानसिक मर्ज/ गोपाल चतुर्वेदी ३० व्यंग्य लॉकडाउन, भ्रष्टाचार और उसके साथी/ हरदेव सिंह धोमान ४० जिन्होंने जगाई स्वाधीनता की अलख गोपाल कृष्ण गोखले, वीर सावरकर ४५ स्मरण महामानव थे डॉ. स्मरजीत जैना/ प्रेमशाल शर्मा ४८ ललित-निबंध माटी-चंदन-सोना/ विनय सेन सिंह २४ साहित्य का भारतीय परिपार्श्व प्रण/ मेहुल प्रजापति ६० लोक-साहित्य सिक्किम के उत्सवधर्मी लोकगीत और लोकनृत्य/ वीरेंद्र परमार ६२ साहित्य का विश्व परिपार्श्व एक सूर्यास्त का ब्योरा/ लौदिमिर नैबोकोव ७० यात्रा-वृत्तांत गोदलिनबर्ग : एक रोमांचक अनुभव/ राजेंद्र नागदेव ७४ बाल-संसार निर्णय/ निश्चल ७६ पाठकों की प्रतिक्रियाएँ वर्ग-पहेली ८० साहित्यिक गतिविधियाँ ८१</p>
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साहित्य अमृत में प्रकाशित लेखों में व्यक्त विचार एवं दृष्टिकोण संबंधित लेखक के हैं। संपादक अथवा प्रकाशक का उनसे सहमत होना आवश्यक नहीं है।

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April 03, 2022

## Promoting Quality Culture in Colleges of Higher Education: Role of Institutional System and Leadership

M R Kurup\*

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India is the third largest higher education system in the world today. According to list provided by UGC, there are 1019 universities in India as on 22<sup>nd</sup> November 2021. This includes Central universities, State universities, recognized national institutions like IITs, IIMs, IISc etc besides nearly 400 Private Universities, some of them set up by Corporate Leaders like Shiv Nadar, Azim Premji, Ambani, among others. However, majority of students are in Colleges numbering over 45,000 spread across the country. These institutions together account for over 20 million enrolments of students, almost equally divided between male and female. As many as 4 million students are enrolled in Indira Gandhi National Open University (IGNOU) and if we take into account the 13 State Open Universities and a large number of Institutions of Distance and Open Learning (IDOL) of major universities, almost 7 to 8 million students, almost 35 to 40 percent of gross enrolment in India, could be in the Open Learning System.

It is equally important to note that out 1019 universities, only 381 (37%) are under Section 12(B) of UGC Act, eligible for receiving government grant in aid. It implies that 63% of universities do not receive any Central or State Government grant. The situation is almost the same in case of colleges as well. Not even 40% of colleges are listed under section 12(B). The governments have failed to allocate even 6 percent of GDP for education in India.

Despite being the third largest in system the world, the present Gross Enrolment Ratio in higher education in India is a mere 27%, against over 90 percent in UK and 86 percent in USA. Students are constrained to take admission despite wide variety of subsidies offered to students, besides reservation of seats for socially and economically weaker sections of the society. Reservation of seats varies from State to State. If it is 50 percent in some States, it goes to 70 percent in some other State. Young people prefer to enter the labour market to support their families, rather than enroll for higher education. Another reason could be the perceived deficiency in quality and relevance of the higher education system. The educated find it difficult to link their education to career opportunities. An indicator is the very high unemployment among the educated. The focus should be more on Quality than Quantity. If the quality and relevance of education offered by the institution is good, even those who plan to go abroad for higher studies will also come forward to seek admission in India.

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क्षेत्रीय शिक्षण संस्थान, अजमेर  
दिनांक 13/4/2022  
हस्ताक्षर

## India: An Ancient Nation with an Emergent Future

M S Kurhade\*

India is a land of amazing extremes. Here we find mountain ranges towering above the populated valleys and forested plains in which the tiger, the trundling rhinoceros, and beautiful birds live. Enchantment is everywhere be it on the shoulder of a high mountain or on the terraced farm-lands meticulously carved like stairways out of the hill ridges, cascading rivulets and rushing rivers or in the forests full of wildlife, flowers, and birds' song or be it on the hot sand dunes of deserts or in our lakes, rivers, and seas. India provides something for everything be it young or old, poet or painter, scholar or an artist, politician or a warrior, all take inspiration from this land. This land of a combination of art that inspires and beauty that attracts millions is an eternal bliss for them.

This is the ancient land where wisdom made its home before it went into any other country, the same India whose influx of spirituality is represented, as it were, on the material plane, by rolling rivers like oceans, where the eternal Himalayas, rising tier above tier with their snowcaps, look as if it were into the very mysteries of heaven. Here is the same India whose soil has been trodden by the feet of the greatest sages that ever lived.

Our Constitution is not just past perfect, its present continuous. Its heft and depth come from the 299 member Constituent Assembly which was broadly representative of the country, 15 of them women whose voices rang clear. The Indian Constitution stands as a beacon of stability and longevity. However, one can readily concede to its shortcomings: it's too long, too alien, etc. An often neglected factor for the Constitution's success is its popularity, the realization among an overwhelming majority of Indians that it reflects and guarantees their basic human rights. For the downtrodden-lower castes, especially Dalits and tribal's and women it symbolizes not only a break from centuries of oppression and subordination but the hope for a bright future. It is heartening that the younger generation is embracing the Constitution as a progressive and inclusive instrument deserving our reverence. Its remembrance and celebration constitute our secular creed and practice. People claiming the Constitution as their own will be the ultimate safeguard against corrosion from within and sabotage from without.

As a nation, we have caught the world's attention through our many achievements. But even today, India has a long way to go, to truly achieve all the ideals of the Constitution. What it will take to

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## Managing Sustainable Change in Higher Education Institutions: Towards Phronetic Vision Development

Shiv K Tripathi\*

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Strategic changes are inevitable in all types of the organization including Higher Education Institutions (HEIs). In Indian higher education, the recent changes in the policy framework have made it essential to manage institutional changes for the desired transformation at the institutional level. While it is generally accepted belief that effective planning before implementation key to effective change management, the issue of aligning the *institutional vision development*, which is foundation to entire planning, often remains less explored. This article traces the need for contextually aligned vision development and explores the emerging issues, which need to be addressed in the vision development process. Based on the advances in the literature of 'practical wisdom' applications in management, the article presents a conceptual framework for '*Phronetic Vision Development (PVD)*' in context of HEIs. The article is conceptual and based on review of literature. The suggested PVD steps are generic and can be adapted to any specific institutional context.

The transition from Millennium Development Goals (UN, 2015 a) to Sustainable Development Goals (UN, 2015 b) created a world-wide change wave in the development priorities. Post introduction of Sustainable Development Goals (SDGs), there have been numerous initiatives at different levels ranging from new development frameworks by international development agencies to country-level policy reforms and changes; all with the broader objective of setting the development direction and pace to achieve 17 SDGs (UN, 2015 b, *ibid.*). The review of most of the country-level policy changes across countries and continents shows the prioritization of SDGs through policy reforms.

In the Indian context too, most of the post-2015 policy reform initiatives across different sectors have focused on embedding the SDG Goals and specific targets through proposed sector-specific changes. For example, two important national policies in the health and education sector in India i.e. National Health Policy 2017 (MHFW, 2017) and National Education Policy (NEP) 2020 (MHRD, 2020) respectively, both show the direction of the policy reforms are guided largely by the broader objective of accomplishing the SDGs. In order to effectively realize the policy level changes on the ground, the changes in regulations, systems, structures, processes, and culture are the essential requirements. Such *mega-level change management* requires strong multi-stakeholder collaboration and collective action at all levels.

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## National Research Foundation: Synergetic Role between Research, Policy, and Practice

Biswajit Behera\*

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The global scene encompasses social change and knowledge explosion. Indian educational system is necessary to keep pace with the changing process. The role of universities and research is to bring about reform to embrace changes. It is argued that the basic issues for education research are broad. But, issues embraced by the academic education research community are very few (Huang, 2014). The issue is not how to get our fair share of the research funds on offer, nor is it the targeting of priority areas to increase research productivity, nor is it to study some areas over others using some methodologies rather than others. On brainstorming these issues, we consider the extent to which educational research, and the universities in which research is centrally based, have a responsibility towards a provision of broad research. It is argued that education researchers, and universities, must find ways to be more inclusive and participatory in their practices, as well as recognize their changing role in knowledge creation. In this regard, an agency of the research community has a special role to emphasize the social, political, and economic aspects of higher education, research, and policy. There will be a changing role in society where knowledge can be created. Establishing a research foundation at the national level is well suited to play such a mediating role in expanding knowledge society. It can serve society in new and productive ways into the 21<sup>st</sup> Century.

Knowledge creation and research are critical to a nation's development. India to become the leader of a knowledge society will require a significant expansion of its research capabilities and output across disciplines. High-quality interdisciplinary research across fields must be done. Research in the arts and humanities, along with innovations in the sciences and social sciences are important for the progress of a nation.

### A 'Forward Look' at Higher Education Research

There is a need for research to link to current policy and practice issues. The researchers are responsible for disseminating the findings to a range of target audiences. It is also vital that researchers are proactive in talking with policymakers and practitioners and communicating in a manner that is accessible to different audiences. The growing focus on practitioners as researchers provides a further opportunity to extend the impact of research on the educational sector. Recent drive-through 'quality mandate' has been stimulated

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