



Gujarat Technological University

અનંત્યમ

Anantyam - Newsletter for GTU Post Graduate Research Centres

March 2014

Volume I Issue II

SPECIAL ISSUE



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SARDAR

VALLABHBHAI PATEL



FOREWORD

Anantyam is a newsletter, which is designed to disseminate information about the research work being carried out at the Post-graduate Research Centers of Gujarat Technological University. The academic staff for the Post-graduate Research Centers was recruited only after the space in the new building became available and it is only the second issue of the newsletter. (The first issue is available at <http://gtu.ac.in/ABP/Anantyam%20%20vol%20I.pdf>)



This is a special issue of the Newsletter, which takes note of the campaign for the Statue of Unity being put up on an island called Sadhu Bet in Narmada directly facing the Sardar Sarovar Dam.

It is natural that the unity of our country is taken for granted by us. But those, who care for their own history and those, who have learnt the value of unification of their nation have enshrined Bismarck as the statesman-par-excellence. In India, Sardar Patel accomplished a task, which was much more complex and stupendous. His success was achieved with such a finesse and elegance, that it looked like the work of a magician. But the magic was in the personality and reputation of Sardar and this persona had been created through an exemplary leadership over many decades of the fight for independence.

Today when the nation has decided to set up the Statue of Unity, the researchers at GTU have taken up an interesting study. Normally What-if analysis approach is used to postulate a potential scenario that may result in system performance problems. The analysis is used to develop appropriate safeguards against those problems.¹ The studies in this Newsletter will help us cherish the treasure of unity, gifted to us by Sardar. During the brief period of three years, from 15th August 1947 to December 15, 1950, he not only unified the country, he showed us what good governance means. His ideas about economy were based on using the native genius of Indians to develop India. His warnings about Kashmir and Tibet were based on a pragmatic understanding of the world. It is because we failed to follow his ideas and because we paid no heed to his warnings, that India today has the largest number of poor in the world and India has to live in the shadows of worries about the strength of China and the attacks of the terrorists, from across the western borders. But we have been able to cope up with the worries and we have hopes of wiping out poverty due to the strength, bestowed upon us by our unity. Let us be thankful for having been blessed with the leadership of Sardar Vallabhbai Patel at the dawn of independence.

Dr. Akshai Aggarwal

¹ <http://in.search.yahoo.com/search?fr=mcafee&p=What-if+type+of+studyTECH+482/535>

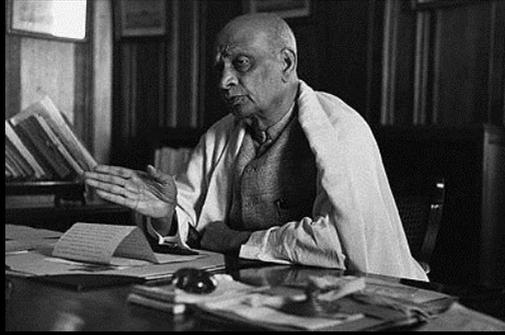
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INDEX

Page No.

* Sardar In His Own Words	8
* Fate of Nation if Sardar Patel had not United India Mr. Amit Johri	9
* Indian Economy - With and Without Sardar's Ideology Mr. Hitesh Gujarati , Mr. Vikrant Vala , Mr. Keyur Darji & Dr. K.N. Sheth	12
* Sardar Vallabhbhai Patel: A Role Model to Become a Great Leader Dr. Mamta Singh & Ms. Krutika Raval	17
* Undiscovered Leadership Facts : Sardar Vallabhbhai Patel Dr. Sarika Srivastava	20
* The Role of Sardar Vallabhbhai Patel in Transforming the ICS to IAS and Current Scenario Dr. Ritesh K. Patel	22
* Essence of Management from Legendry Bharat Ratna— Sardar Vallabhbhai Patel Dr. Kaushal A. Bhatt & Ms. Kinjal Bhatt	26
* Sardar VallabhBhai Patel: A Journey towards Integrated India Ms. Krishna Parmar & Dr. Mamta Singh	29
* Unifying India by Using Collective Bargaining Tool: A Contemporary Example of Shri Sardar Vallabhbhai Patel Mr. Nirav R Vyas & Mr. Ashish V Nathwani	32
* The Role of Sardar Vallabhbhai Patel in Unifying Princely States of India with Reference to The Life Cycle of Resistance to Change Dr. Rajesh Faldu & Ms. Disha Shah	35
* Sardar - An Epitome of Leadership Skills Mr. Chintan Vora & Mr. Navjyot Raval	38
* Sardar Vallabhbhai Patel: Practical Visionary & Architect of United India Mr. Krunal K Bhuva & Mr. Ashok R Bantwa	41
* Sardar Patel : The Unifying Force Of Independent India Mr. Bhaveshkumar Bipinchandra Rana	44
* “Sardar Vallabhbhai Patel Award” For United, Courageous and Social Activities Mr. Gaurang Magdani & Mr. Alpesh Gajera	46
* Sardar Vallabhbhai Patel : A Knight For Modern India Ms. Upasana Panchal	49
* Sardar Vallabhbhai Patel- An Unforgettable Gandhian of Indian History Mr. Nandan Haridas Dawda	51
* Karma Yogi Sardar – The Architect of Modern and United India Ms. Hema Rajput & Ms.Priyanka Trivedi	53
* PG Research Centres of GTU	56



Sardar In His Own Words

- * When I was young and strong I used all my vigour and strength for service to the country. I had fought many a battle for the peasants and had made them strive for the common good. Today I am old and helpless. If I were young and strong again, I would have shaken you to **hard work**. Today I can only advise you and **arouse your conscience to a sense of duty to the country**. Self-sufficiency in food and other basic requirements is the hard core of our freedom and it is in your hands to achieve it. If we do not produce more, we shall only be quarrelling among ourselves like two dogs snarling over a piece of bone.
- * The workers should remember that they do not work only for their maintenance. . . . **On their efficiency and hard work depends the greatness of the country**. They should realize the effects of their actions on crores of semi-starved and ill-clothed countrymen in villages. It is the workers' duty to think of them....
- * **True leadership lies in persuading labour to stand by the nation** and deliver the goods and not in the destructive efforts to assert their own leadership.... I therefore advise you **that if you want more wages you should increase productivity and step up production**.
- * Unlike many who indulge in the parrot-cry of socialism, I have no property of my own. Before you talk of socialism you must ask yourself how much wealth you have created by your labour. . . . By experience, I am convinced that what is necessary for us is to learn how to produce more wealth and then to produce wealth and thereafter to think what to do with it.
- * Labour is today at the cross-roads; If takes the right road and uses its energies to strengthen the country, India will have a glorious future; but if it is misled and takes the wrong road, it will go down in the ditch and it will lead everyone to destruction and ruin.

Fate of Nation if Sardar Patel had not United India

- Mr. Amit Johri, OSD , GTU

WHAT WOULD INDIA BE LIKE TODAY HAD NOT SARDAR PATEL INTEGRATED ALL THE PRINCELY STATES?

The history of India would have been different had Sardar Patel not integrated the 562 princely states under the Union of India. Sardar Patel consolidated the country into one united whole in a unique manner.

Blessed with rare qualities of fortitude, integrity and an iron determination, Sardar Patel played an important role in the freedom movement.

He took over as the nation's Home Minister at a very crucial juncture in history and devoted himself whole heartedly to ensure that the country which was already partitioned, remained intact and united.

On the eve of their departure, the British Government announced that its paramountcy would lapse not only over the British territory but even over the princely states. This meant that as many as 562 princely states would become independent like India and Pakistan. Consequently, the country would be divided into a number of units.

Sardar's Statesmanship and Political Sagacity

The first step was to attempt for finalising the standstill agreement with the princely states. It provided that the Central Government will be vested with powers of *Defence, Foreign Policy and Communications* even over the princely states. Travancore, Hyderabad and some other states declared themselves sovereign states and created hurdles in the agreement. On the other end, Jinnah with a view to tempt Jodhpur, Jaisalmer and other princely states, lying on the borders between India and Pakistan, made to them an unconditional offer to align with Pakistan on their terms.

To find an amicable solution to this complicated situation, Sardar issued a statement to the princes wherein he appealed to their "sense of patriotism and reiterated that the new states department in no way, desires to have supremacy over them. If at all, any sense of supremacy is required, it would be with common understanding and for common good." We are at a momentous stage in the history of India. By common endeavour, we can raise the country to new greatness, while lack of unity will expose us to unexpected calamities. I hope the princely states will realise fully that if we do not co-operate and work together in the general interest, anarchy and chaos will overwhelm us all great and small, and lead us to total ruin". The statement which amply reflected his statesmanship and political

sagacity, removed whatever doubts lurked in the minds of the princes.

Sardar Redrawing the Map of India- Some Important Case Studies

A man of iron will and absolute fearlessness, Sardar Patel tackled the question of 562 princely state territories and principalities in such a strategic manner which left even his wildest critics in complete amazement. Almost within a year he *redrew the map of India* with every princely state joining the Indian Union and thus forming part of the political stream of life that was endowed with cultural unity and harmony.

During the Bardoli movement the farmers had whole heartedly supported Sardar and provided their full support to him. The princely states had taken a note of Sardar's personality and they dealt with him accordingly.

The intricacy of the situation can perhaps be gauged by the fact that there were 26 small states in Orissa and 15 in the Chattisgarh area of present Madhya Pradesh. It required skilful diplomacy on the part of Sardar Patel to persuade them to merge into bigger, more viable units. Even more ticklish was the case of Saurashtra where there were 14 big states, 119 small states and other units under different administrations totalling 860.

The herculean task of merging all of them into the Saurashtra union was also accomplished by Sardar Patel. Soon, state after state started acceding to the Indian Union. One after the other, Gwalior, Indore, Dhar, Dewas all accepted the advice of Sardar. Rajputana states followed the same. The Sikhs of Punjab also co-operated with the merger.

There was a popular agitation in Travancore and the state acceded to India. The Nawab of Bhopal realised that there was no alternative, so he also sent the instrument of accession duly signed to Sardar.

Even by August 15, 1947 Hyderabad kept aloof. Hence, Lord Mountbatten himself started negotiations. At one stage, it appeared that there was a settlement but Nawab Mir Osman Ali Khan, the Nizam of Hyderabad, found himself helpless against the pressures of Razakars. The Razakars started harassing the local public. Thus, when the situation went out of control, Sardar with the consent of the Governor General initiated police action on September 13,

1948. In 108 hours, the Nizam surrendered and Hyderabad acceded and merged with India.

The Nawab of Junagadh accepted an accession with Pakistan. Sardar solved this complex problem in his own inimitable way and the Nawab and his Diwan left Junagadh for Pakistan, paving the way for Junagadh's merger in the Indian Union.

Yagna completed for a United India

Thus, the 'Yagna' for establishment of a *United India* undertaken by Sardar was completed with the merger of Hyderabad and Junagadh. Politically, India became one and united. In the history of India, stretched over ages, India became one and united for the first time and that too without shedding a drop of blood, except in Kashmir. This was the marvel of the personality of Sardar. The sterling qualities of leadership he had shown as leader of Satyagraha, flowered in greater way in the administration of the country, maintenance of law and order and ensuring stability of the country and making it invulnerable.

The task of integration demanded tact, diplomacy, patience blended with the required degree of firmness, even harshness, which sometimes required the guns to be rolled out, loaded, aimed and fired, if the situation so demanded. Patel did not hesitate to wield the stick whenever necessary, including military intervention when required against recalcitrant states unwilling to integrate with the Indian Union.

As a matter of fact, it was he, more than any other single member of the cabinet, not excluding the Prime Minister, whose directions sent the Indian Army out on its first campaigns under Indian Commanders to consolidate and secure the country. Sardar Patel was a part of the team, which fought for independence and then took over the government at independence. But he had a mind of his own and an unyielding, even quasi-military streak in his nature. Undoubtedly, it was India's good fortune that Sardar Vallabhbhai Patel became the Home Minister, when there was a raging chaos in the immediate aftermath of the partition.

Sardar used the policy of *sam, daam, dand and bhed* and saw that the princely states merged in India and the country became ONE.

The post-independence integration of the former princely states into a unified republic is his lasting legacy to the nation, which today is a rising economic, military and nuclear power.

Incomplete Process of Integration

The issue of Kashmir was not allocated to the States department, which was under Sardar Patel. Instead the Prime-minister kept its control in his own hands. A comparison of handling of the Kashmir issue can be made with the swift manner in which Sardar Patel managed to integrate the princely states of Hyderabad and Junagadh into the Indian fold.

Nehru took the Kashmir issue to the international forum and the UN continues to maintain its office in Srinagar. A part of Kashmir is under occupation of Pakistan, out of which a part has been handed over by Pakistan to China.

India's Rising International Gravitas

India's rising international gravitas as a military and socio-economic power is in no small measure due to Sardar Patel.

To be sure, India has changed completely since those first days of independence. Economic prosperity has multiplied, but so have the problems in many spheres. Pakistan was certainly a factor in his time, but China, Bangladesh, Sri Lanka and even the Maldives had not yet come on the stage. Had Patel been around, the issues may have been sorted out in a way, which might not have created the mess, in which we are entangled today. How would India's foreign policy of Panchsheel and non-alignment, its ideological philosophy and worldview have shaped up under a political leadership influenced and guided by Sardar Patel is an interesting question ?

Fusing the whole of India into an Integrated Nation

Not even Samrat Ashoka (2nd Century B.C.), Chandragupta Maurya (3rd Century B.C.) who ushered in the Golden Age of India, or Akbar the Great (15 Century A.D.) could fuse the whole of India into an integrated nation with one central authority as did the Sardar so swiftly and so well.

There were more than 562 states in India in 1947. Except a few they were small states. Some of the Maharajas and Nawabs who ruled over these were sensible and patriotic. But most of them were drunk with wealth and power. They were dreaming of becoming independent rulers once the British quit India. They argued that the Government of free India should treat them as equals. Some of them went to the extent of planning to send their representatives to the United Nations Organisation.

If Sardar had not united the princely states..

Had Sardar not been there, the country would have been fragmented/divided into several pieces.

Going from Delhi to Chennai you would have to cross the international borders of several countries. If these states had not become a part of free India, there would have been many problems. India would have had to take their permission for trains to pass through their states. If inter-state rivers flowed through these states, India would have had to seek their permission to use the waters. Their permission would have been needed to build dams. And, in the event of a war between India and any other country, how would these 562 princely states behave? These 562 princely states would have been 562 sores in the body of India. Since the case of one of them, Kashmir, was not settled, it continues to be a headache to India. If the problem of the princely states had not been solved quickly, there would have been several problems like that of Kashmir.

We can realise the importance of Sardar's quick and breath taking but bloodless operation if only we could visualise what would have been India's condition today, if the intervening territory between Bombay and Delhi, between Rajasthan and the former Madhya Bharat, Hyderabad in the heart of India and a ring of Rajputana states on our western flanks had acceded to Pakistan instead of India. Under the British Cabinet Mission Plan for the transfer of power, the "Indian States" had the freedom to choose between India and Pakistan, or even to remain as Independent states.

India was also united economically for the first time. Internal customs duties were abolished, ensuring freedom of trade within the country. Ports, railroads and other infrastructure could now fully serve the interior, without restriction. For the first time, both national and regional economic planning, on an all-India basis, became possible. This development was also of great benefit to the states, because it made, for the first time, all the economic and technical resources of the centre available to the states – a much needed impetus for development programs for these areas.

For India, it was forecast that one day the country will break. China had attacked India in 1962 in the hope that India might break up. But at that time China could see the unity of people in India. Realising this, China retreated.

Fate of Nation had Sardar Patel not been Successful in building United India

Sardar's saga represents sacrifice at the personal and political front and reminds that any great leader has to sacrifice for a larger cause.

The five facts which give an overall picture of the capabilities of Sardar Patel including his political, intellectual, military and political sides are as follows:

- Political popularity among Congressmen and control of the organization
- Role in political integration of India
- Role in White Revolution
- Role in re-development of Somnath temple as a symbol of India's eternal values
- Role in framing the Constitution

A United & Integrated India

Never before in our long and chequered history of 5000 years and more was India welded into one united administrative and political entity and conferred with a rule of law and democracy, throughout the length and breadth of India.

What Sardar sought to achieve and largely succeeded, was unity in all respects; geographical, political, administrative, cultural and emotional integration of India.

By partition, India lost an area of 364,737 square miles and a population of 81.5 million; by the integration of the states, it gained an area of nearly 500,000 square miles and a population of 86.5 million (not including Jammu & Kashmir).

Sardar Patel stated: "Almost overnight we have introduced in these states the superstructure of a modern system of Government. The inspiration and stimulus has come from above rather than from below and unless the transplanted growth takes a healthy root in the soil, there will be a danger of collapse and chaos". Now, citizens of both former states and provinces have the same fundamental rights, and the same relationship to the centre.

"If one were asked to name the most important factor that has contributed to the stability of the country, there is little doubt that one would mention at once: the integration of the Indian princely states, with the willing consent of the people".

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Indian Economy - With and Without Sardar's Ideology

- Mr. Hitesh Gujarati , Mr. Vikrant Vala & Mr. Keyur Darji, Research Associate & Dr. K.N. Sheth, Dean , GTU

Sardar Vallabhbhai Patel is known as "Architect of United India", but he was also having constructive views on modern economy. India could have been more fortunate if his views would have been implemented at the right time.

Sardar Patel in his address on November 11, 1949 at the conference of businessmen, industrialists and labour leaders, offered a practical solution to the country's economic problems saying that "the key to our economic situation lies in increased production".¹

"Spend less, save more and invest as much as possible, should henceforward be the motto of every citizen in the country and all of you must see that it becomes the guiding principle of your life. You can select for yourself any suitable means of investment which are open to you, but only make sure that all the money that you save is spent for national cause."

- Sardar Patel

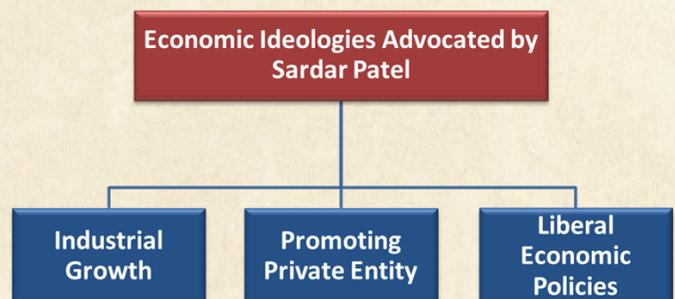
He then added "The problem of increasing production has to be looked at in two ways. It means a greater utilisation of our industrial capacity at present. It also means that we must not be content with merely utilising what we have but must explore fresh woods and new pastures. For the expansion of our industrial effort, we must obviously have more capital and investments Increased production would enable us not only to meet the demands of the consumers but also to substantially cut down our imports, thereby saving valuable foreign exchange for other, more pressing needs, chief of which would be import of capital goods which we would require for old or new industrial undertakings".¹

The above phrases depicts that Sardar Patel was having a bold view on domestic Industrialization. He advocated self sufficiency of the nation towards fulfilling the basic needs of the population. He also suggested increasing savings and converting it into investment on assets which contribute towards development of the nation.

"Nationalization is worthwhile only if the government can manage the industries efficiently. But this is difficult. We have neither the man nor the resources even to run our administration let, those who have the knowledge and experience, manage the industries and increase the country's wealth."²

He favoured industrialization because he believed that without it, rural and agriculture development could not be possible. He advocated industrialization as a means of proper use of our resources.²

This clearly reveals that Sardar Patel was not in favour of nationalised industrial system having pattern of socialist culture. He favoured private players and liberal economic policies. In short the economic model of Sardar Patel would have three pillars: Industrial Growth, Promotion of Private Entity, and Liberal Government Policies. - IPL



In 1951, India implemented its first five year plan based on Soviet Union Model. No doubt that in the beginning India got good results but restricted licencing policy towards starting of new ventures as well as importing equipment from abroad started proving hurdles for the growth of the economy.

Understanding the negative part of restricted licenced economy, India abolished licence raj in 1992 with economic reforms and liberalised the entire economic model. After this we have seen significant change in the economy.

Ideas of Sardar Vallbahhbhai Patel can be seen in the reforms of 1991. We have tried to study and visualize what would have been India's economic situation if Sardar Patel's ideas had been adopted in 1951.

India could have become the Fourth Largest Economy !!!

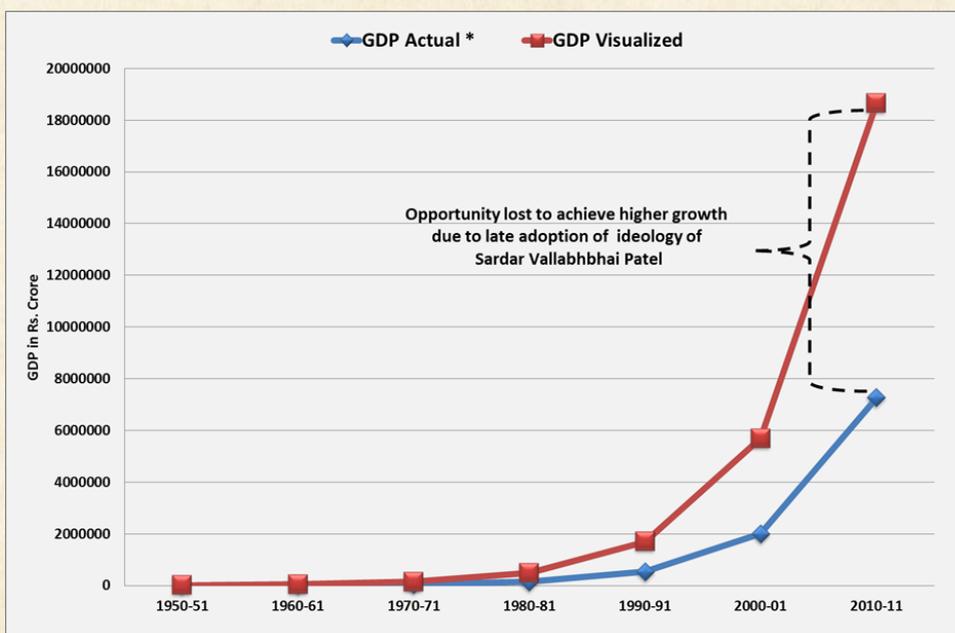
Year	Actual	Visualized
1950-51	10036	10036
1960-61	17049	37591
1970-71	44382	137137
1980-81	136838	487264
1990-91	531814	1686227
2000-01	1991982	5683426
2010-11	7266967	18657203

*GDP at factor cost: at current prices

GDP has multiplied by 3.75 and 3.65 times during 1990-91 to 2000-2001 and 2000-2001 to 2010-2011 respectively.

Table I assumes the same rate of growth for the period 1950-51 to 1970-71. For rest of the decades GDP would have grown, but with the decreased multiplier factor by 2.6% from decade to decade. Today Indian Economy would be 2.57 times larger than what it is.

Graph I – GDP of India (Actual V/s Visualized)

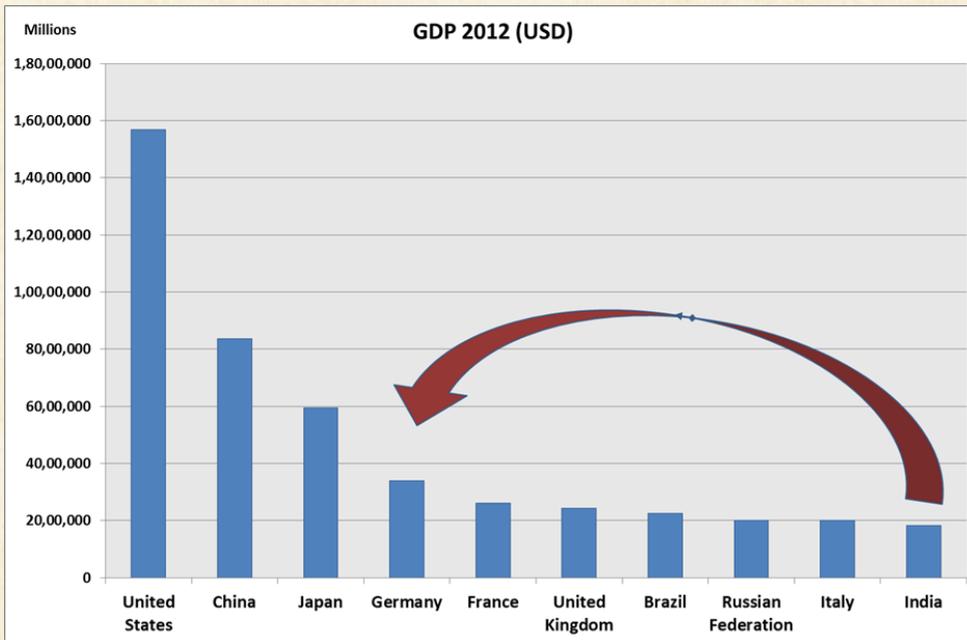


In other words, Indian Economy has grown 61% lesser, just because of the delay in adopting ideology of Sardar Vallabhbhai Patel and an opportunity to become 3rd largest economy in terms of GDP was missed. 40 years of delay means unutilised entrepreneurship skills of two generations.

From the data of World Bank, currently India is at 10th position in terms of GDP (USD). As per the above finding, Indian economy would be at 4th position if GDP is multiplied by 2.57.

Country name	GDP 2012 (USD)
United States	1,56,84,80,00,00,000
China	83,58,36,31,35,690
Japan	59,59,71,82,62,199
Germany	33,99,58,85,83,183
France	26,12,87,83,87,760
United Kingdom	24,35,17,37,75,671
Brazil	22,52,66,41,20,777
Russian Federation	20,14,77,63,11,555
Italy	20,13,26,31,14,239
India	18,41,71,73,71,770

Graph II - Top Ten Countries by GDP and Visualized Position of India



If the 4th position would have been achieved by India, then the Economy could be considered as a Developed Economy instead of current status of developing economy. This would have enabled every citizen a better standard of living.

Per Capita Income could be Higher by 2Times !!!

Year	Actual	Visualized
1950-51	7114	7114
1960-61	8889	10102
1970-71	10016	17981
1980-81	10712	26972
1990-91	14330	40458
2000-01	20362	60687
2010-11	36342	91031

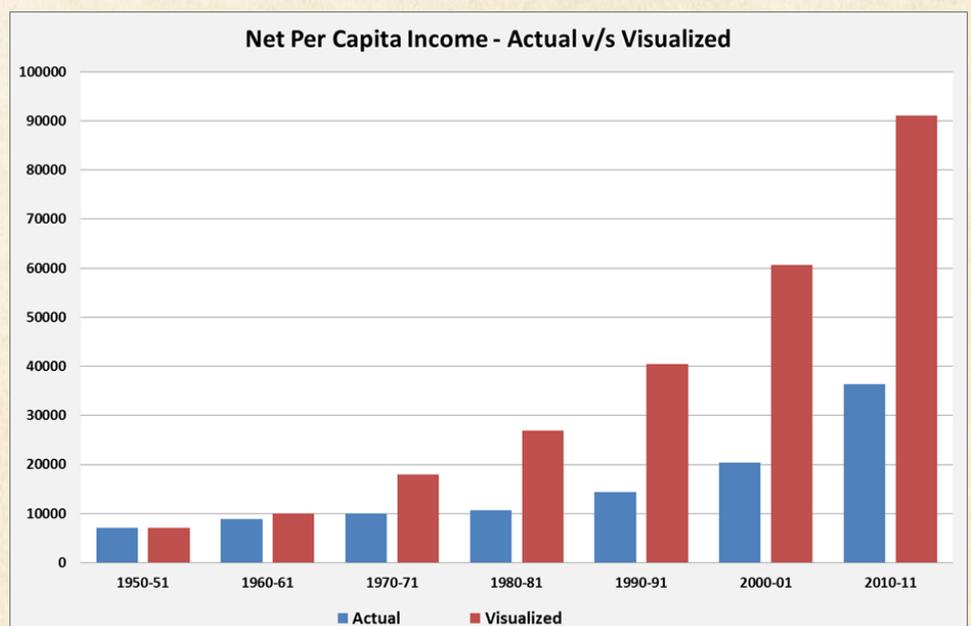
Per Capita Net National Income during 1950 to 1970 increased by 41% but after economic reforms it increased by 154% which indicates, Per Capita Income has multiplied by 1.42 and 1.78 times during 1990-91 to 2000-01 and 2000-01 to 2010-11 respectively. Table III assumes that for the time period 1950-51 to 1970-71 the per capita net national income would have grown with the same momentum.

For rest of the decades per capita income is assumed to multiply by 1.5 times constantly per decade. It depicts that Per Capita Income could be 2.5 times higher than the current level.

* Per Capita Net National Income at factor cost at constant prices

Graph III-Per Capita Income of India (Actual v/s Visualized)

If this would be the current scenario of Per Capita Income, the state of poverty would be much lower than that of today. India would have more funds to utilise on development.



Less Poor and Low Poverty: A possibility by early adoption of reforms.

Table IV – Number of Poor and Poverty Ratio of India ⁷

Year	Number of Poor (Million)		Poverty Ratio (%)	
	Actual	Visualized	Actual	Visualized
1973-74	321.3	187.3	54.9	32
1993-94	403.7	168.57	45.3	18 [#]
2011-12	269.3	151.713	21.9	12.5

#<http://www.populstat.info/Asia/indiac.htm>

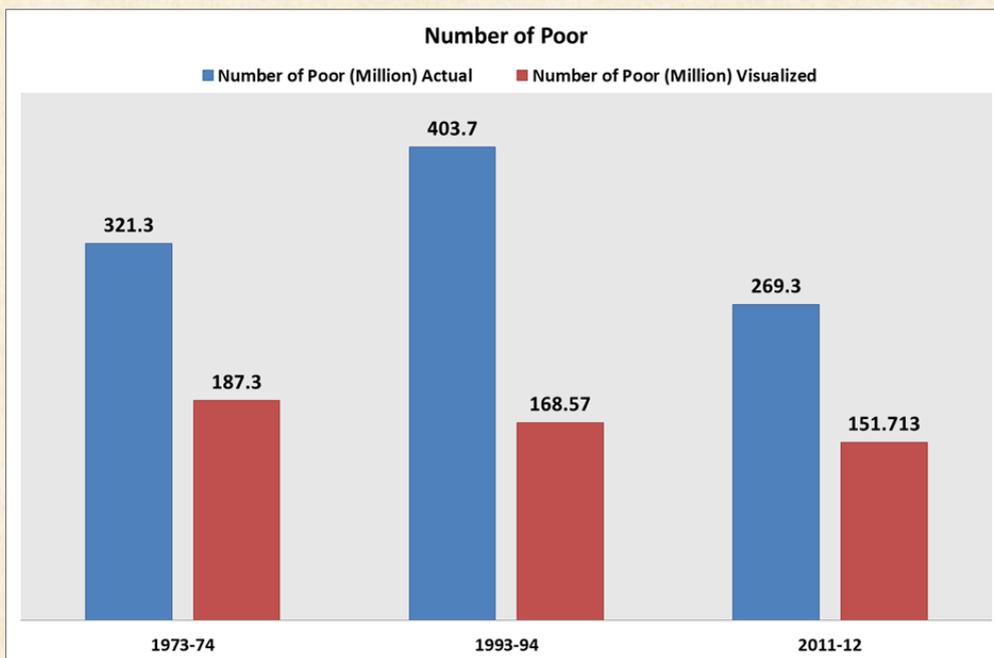
Number of Poor

The data reveals that the Poverty ratio has decreased 23.4% after reforms of early nineties. It means that if India had adopted Patel's ideas in 1951, the poverty ratio would be 32% and the number of poor would be 187.3 million instead of 321.3 million.

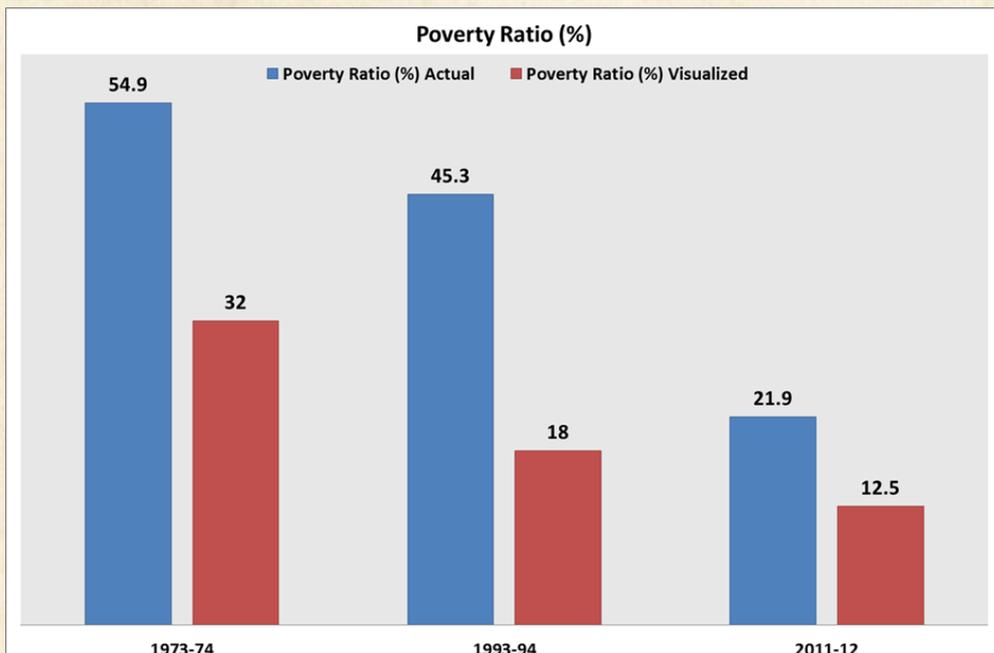
Poverty Ratio

If we assume that after 1973-74 the number of poor would have declined at the rate of 10% per two decades then in 2011-12, only 151.7 million people would have been poor which is just 12.5% of the population (2011-12) instead of 21.9%.

Graph IV-Number of Poor in India (Actual v/s Visualized)



Graph V – Poverty Ratio in India (Actual v/s Visualized)



Could have Enriched Forex Portfolio !!!

Table V – Foreign Exchange Reserve of India⁶

Year	Rs.(Crore)Actual
1950-51	1,029
1960-61	304
1970-71	733
1980-81	5,545
1990-91	11,416
2000-01	1,97,204
2010-11	13,61,013

Conclusion:

The above analysis and interpretation concludes that Indian Economy would have become much stronger by applying economic reforms in early 1950's. The economic reforms of 1991-92 reflect the ideology of Sardar Vallabhbhai Patel i.e. Industrial Development, Promotion of Private Entity and Liberal Government Policies.

In this article only four economic parameters are analysed and other parameters might have shown the same positive impact. The effect of foreign investment has not

India's foreign reserve has increased only by 11 times from 1950 to 1991. But in last two decades (1991-2011) it has grown by 119 times.

If these economic policies would have been adopted in 1950 than by 1970-71 India could have forex reserves of Rs.100000 Crore. (100 times than 1950-51).

India's current forex portfolio might have touched around Rs. 39,00,000 Crore which is 3 times of current level, if reserves had increased 2.5 times per decade. If India would have adopted idea of liberalization as advocated by Sardar Patel, then Forex reserve of the country would have been much higher in the initial stage of economy.

been taken into account in this article. Western countries started and adopted the idea of outsourcing, as a result, huge amount of capital and investment started moving out to Eastern countries.

If liberal economic policies would have been adopted in 1950-51 then Indian Economy would have become enough mature to grab the opportunity to become world's Industrial and low cost production hub.

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Sardar Vallabhbhai Patel: A Role Model to Become a Great Leader

- Dr. Mamta Singh and Ms. Krutika Raval ,Assistant Professor, GTU

When an achiever and contributor is overcome by weakness because of the grave situation, the responsible leader reminds the achiever in distress about his real inner strength, and points out the impracticality of exhibiting weakness in critical situations. Thus he arrests the tendency to give up. The responsible leader boosts the morale of the members of the team and encourages and inspires them to get up and rise to the occasion.

Sardar Patel, as we all know, is one of the tallest national leaders from the Congress party. Inspired by Mahatma Gandhi, he joined the Congress party in 1917 and remained a member till his death as India's Deputy Prime Minister in 1950. As a leader of the party fighting for India's independence alongside Gandhi and Nehru, he spent several years in the prisons of British India. Sardar Vallabhbhai Patel is a national figure who cannot be allowed to be denigrated by the proponents of the same ideology he fought during his life. He was not a communal leader. By his undaunted courage, in the face of crisis and chaos, the exemplary leader converts the potential losers to certain winners by indicating the path to recovery and victory. He played a leading role in the Indian freedom struggle and he is credited with achieving political integration of India. He was one of the most influential freedom fighter and social leader of India during Indian freedom movement. In India and across the world, he is known as **Sardarn Vallabhbhai Patel**, where *Sardar* stands for *Chief* in many languages of India.

Born and raised in the country side of Gujarat, Vallabhbhai Patel was a self-educated, forceful and successful Gujarati lawyer, when he was inspired by the work and philosophy of Mahatma Gandhi. Patel was known amongst nationalists as "Gandhi's lieutenant," and he enjoyed considerable support and respect in the Congress for his decisive and straightforward leadership.

Patel was bestowed the title of 'Sardar' for his sterling qualities of leadership against all odds. 'Sardar' broadly translated from Hindustani carries many meanings: 'The Chief', or 'The Indomitable Leader' or 'The Noble Leader'. So going by their appellations it was Sardar Patel who was 'The Indomitable Leader' amongst the trinity of Gandhi, Patel and Nehru.

He was India's leader and the architect of Modern India. Sardar Patel was and truly is the icon of modern India. Sardar Patel always dreamt of a strong and powerful India taking full cognizance of strategic realities as opposed to unwise idealism. With the great wisdom and political

foresight, he consolidated the small kingdoms.

Sardar Vallabhbhai Patel: A Responsible Leader

1. Leadership by Example: People follow the example of the best Leaders. His behaviour, conduct and participation influenced the people. He set examples and standards for his team members and inspired them in right direction. At the time of **Dandi Salt March** Patel was arrested in the village of Ras and tried without witnesses, with no lawyer or pressman allowed to attend. Patel's arrest and Gandhi's subsequent arrest caused the Salt Satyagraha to greatly intensify in Gujarat districts across Gujarat launched an anti-tax rebellion until and unless Patel and Gandhi were released.

Leadership is showing the way by one's own example

2. Establishing Right: Completely removing the evil and protecting the right way is the mission of responsible leadership. Establishing of a protecting and supporting atmosphere was the purpose of dutiful leadership or we can say of Sardar Vallabhbhai Patel. When Sardar Patel was appointed as President of Ahmedabad Municipal, the city was extended a major supply of electricity and the school system underwent major reforms. Drainage and sanitation systems were extended over the entire city. He fought for the recognition and payment of teachers employed in schools established by nationalists

A responsible leader corrects wrong and protects right

3. Devoted Master: Sardar Vallabhbhai was a devoted and dedicated master. His actions always showed clarity which was source of peace of mind. He was the master of his own senses. In 1909, Patel's wife Jhaverba was hospitalised in Bombay to undergo a major surgical operation for cancer. Her health suddenly worsened and despite successful emergency surgery, she died in the hospital. Patel was given a note informing him of his wife's demise as he was cross-examining a witness in court. Patel read the note, pocketed it and continued to intensely cross-examine the witness and won the case. He broke the news to others only after the proceedings had ended. This shows his dedication towards work.

A dedicated leader gets a dedicated team

4. Super Vision: The super vision of a leader generates alertness, awareness, and consciousness in all team members. People awake and perform excellently. When the Sardar VallabhBhai Patel shared his vision of overall benefit, people got inspired and things just happened. When leader is visionary the team members will be missionary. He rose to the national leadership of the Indian National Congress and at the forefront of rebellions and political events — organizing the party for elections in 1934 and 1937, and helping lead Indians into the 'Quit India Movement'.

Dream  **Reality(Vision creates Mission)**

5. Roles: SardarVallabhbhai was a multifaceted personality and performed many roles as the situation demanded. He acted as a chief, observer and witness. He also acted as a seed from which tree of team grow and flourished with the leaves of good relations, flowers of ideas and fruits of good works full with seeds of future leadership. Patel organized the peasants of Kheda and Bardoli in Gujarat in non-violent mass civil disobedience against the oppressive tax policies imposed by the British Raj - becoming one of the most influential leader in Gujarat.

A job is what is assigned. A role is what is required.

6. Welfare: Sardar Vallabhbhai always took full responsibility for their wellbeing, health and wealth, progress, development, growth and enrichment. His mutual support and effective interdependence is the hallmark of responsible leadership and his responsible team. As the first Home Minister and Deputy Prime Minister of India, Patel organised relief for refugees in Punjab and Delhi, and led efforts to restore peace across the nation.

Share and care for people's welfare

7. Successful Team: Sardar Vallabhbhai was like the head light and contributing achiever like an engine. He and his team members not only ensured success and prosperity but also sound growth and right policy. Sardar VallabhBhai Patel tackled the Nizam of Hyderabad and the nawab of Junagadh who initially did not want to join India. There were lots of problem connected with the reunion of the numerous states into India. Sardar Patel's untiring efforts towards the unity of the country, something unique in his soil, which removed all obstacles and brought success. Due to the achievement of this massive task Sardar Patel got the title 'Iron Man'.

Direction +Dynamism= Harmonious progress

Leadership of the 21st Century

Leadership matters. For over a decade, a growing number of states have been unable to perform the primary functions of governance and provide basic human needs for their people. Known as failed states, these states typically suffer from violence, economic breakdown, political paralysis, arbitrariness and corruption. Severe deprivation, abject poverty and distrust among citizens and between them and political authorities are commonplace.

Leadership is Action, Not POSITION

Sardar VallabhBhai Patel's strength of Character, the sharpness of mind, his organising skills, and all his energy inspires us to correlate the responsible leader with today's 21st Century Leader. The current need of effective leadership gets the road map from his leadership skills as it is missing in today's youth.

Question arises as to how the leadership skills of Sardar VallabhBhai Patel can facilitate change in environment. The leaders can manage expectations by effectively mobilizing and engaging their constituencies in the governance process through inclusive and participatory processes to achieve desired collective outcomes. His Leadership skill allows leaders to adopt the policy to transform the society along with that to understand key stakeholder's spoken and unspoken expectations. To ensure trust and legitimacy Leader needs to highlight on four key areas:

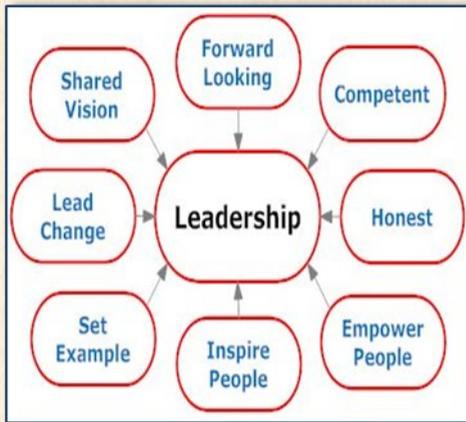
- (a) The leadership's visions and character,
- (b) The benefits of the long-term change process,
- (c) The short-term success, and
- (d) Specific stakeholder responsibilities required to achieve both short- and long-term outcomes.

We shall also argue that change leaders transform societies through context-sensitive visions that are aligned with their constituencies' real needs and which promote active civic engagement and teamwork to achieve collective goals. The paper focuses on some of the main capacity elements and skills of the SardarVallabhbhai Patel that have been executed to organize the momentum for change in India.

In this paper, we as researchers find some of the qualities of Sardar Vallabhbhai Patel which imparts knowledge and skills, helpful to senior executives or leaders in their organizations to develop them very effectively. To lead and survive in today's global challenges and changing new world a leader needs to have few certain clusters of knowledge and skills:

1. **Honesty and Empathy:** Sardar Vallabhbhai Patel was much known for the Honesty which did not encourage corruption, performed his duty honestly. He

understands other feelings and encourages them to work honestly. This is very important skill to make relation and create good relation with the stakeholders.



2. **Forward Looking:** He always thinks about the future and he wished for the better India. He started to set goals and have set vision for the future of India, Which inspire each and every leader to create his/her own vision and set goals for the future.
3. **Tenacity:** One the most inspiring strong point of Sardar Patel was his firmness to the goal decided to achieve. His tenacity was indeed incomparable.
4. **Motivating:** Good motivator, Motivated many people by his speech, by giving good examples in speech. It makes people more attentive. Leader should learn to motivate by giving examples.
5. **Invincibility:** After getting freedom, when the whole world was thinking that India would be divided in thousands of parts, Sardar Patel was the person who proved them wrong and integrated India.
6. **Ability of strong and fast decision making :**Before freedom or after freedom Sardar Patel was always known for his decision making.
7. **Influence & team building:** One of the most important characteristic of any leader is his influencing ability.

Sardar Patel was full of this skill.

8. **Conflict resolution:** Sardar Patel was also having great conflict resolution skill.
9. **Flexibility according to situation:** Sardar Patel's most inspiring characteristic was adaptability with any kind of situation.
10. **Never ending Winning Spirit:** A book about Sardar Patel's life, written by Rajmohan Gandhi, motivates by his never ending spirit, dedication to work, loyalty to country, always adapting with group and maintaining balance in group (especially in context of Jawaharlal Nehru). There are so many incidents during his childhood about how he used to go school, his tolerance power etc. which really motivates each and every person.

Thus, life of Sardar Patel is continuous flow of inspirations. This great leader was self-educated. He has nurtured many skills in his self by his own. The above-mentioned qualities about him are most desired in a manager because problems never come after informing us. In today's leader a person should have all those qualities which Sardar Vallabhbhai Patel had in that Era. He is a source of inspiration for every youth.

He won the admiration of many Indians for speaking frankly on the issues of Hindu-Muslim relations and not shying from using military force to integrate India. His skills of leadership and practical judgement were hailed by British statesmen—his opponents in the freedom struggle. I used to peep into the book of 'Sardar Patel- A dedicated life' when I feel myself caught up in any very difficult problem and I am always able to find the solution out of it. It won't be exaggeration to say that after **Mahatma Gandhi, Sardar Patel is the most saluted leader in India. I salute this great Leader.**

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Undiscovered Leadership Facts : Sardar Vallabhbhai Patel

- Dr. Sarika Srivastava, Assistant Professor, GTU

This article explores the undiscovered leadership facts of freedom fighter and India's first Home Minister Sardar Vallabhbhai Patel as he facilitated the political integration of more than 500 diverse princely states in the wake of independence. While leaders such as Mahatma Gandhi and Jawaharlal Nehru are well known in consideration of leadership, the leadership of Patel remains an untold yet highly convincing lesson in how a leader can bridge the gap amidst different and divided groups.

The historical contributions of Mohandas Gandhi (the *'father of the nation'*) and Pt. Jawaharlal Nehru (India's first Prime Minister) in the Indian independence struggle are well known and have been narrated in various forms. The contributions of Patel, who played a leading role in the most critical phase of the birth of the nation, appear less familiar and even less explored.

"Your goodness is impediment in your way, so let your eyes be red with anger, and try to fight the injustice with a firm hand" - Sardar Patel, while addressing the people at Bardoli on 12 March, 1928

Vallabhbhai Patel was one of the great public leaders of India. He played a vital role during the freedom struggle of India and was highly influential in the integration of over 500 princely states into the Indian Union. Patel was given the title of 'Sardar' for his excellent qualities of leadership against all odds. 'Sardar' carries many meanings: 'The Chief', or 'The Unconquerable Leader' or 'The Dignified Leader'. Patel was all of these and this title continued as a prefix to his name. Jawaharlal Nehru the other freedom movement leader despite his charismatic personality could not earn any title bestowed by the people of India. He had to continue with the prefix 'Pandit' which was the common term used by all high class Brahmins. So going by their appellations it was Sardar Patel who was 'The Strong Leader' amongst the trinity of Gandhi, Patel and Nehru.

Patel's influence, however, is of such significance that his monikers, such as the *"Iron Man"* and *"Bismarck"* of India, acknowledge his pivotal intergroup leadership on the world stage. Nehru described him as the *"Builder and Consolidator of New India"* (Krishna, 2007). The *Manchester Guardian* observed that without Patel, "Gandhi's ideas would have less practical influence and Nehru's idealism less scope. Patel was not only the organizer of the fight for freedom, but also the architect of the new state when the fight was over" (Krishna, 2007, p. 2).

Biographers describe him as a bold and outspoken student who frequently stood up for his classmates, even staging a walkout in the sixth grade when he observed a teacher misbehaving (Saggi, 2007). Patel desired to follow in his brother's footsteps and become a lawyer, an expensive and difficult proposition considering his family's lack of finances. Patel managed to save enough money to travel to England, and through disciplined self-study, borrowing books, and observing lawyers in local courts, managed to pass the bar.

That was Sardar Vallabhbhai Patel, who never tolerated injustice. He showed leadership qualities and organizational abilities at an early age and impressed Gandhiji with his political, administrative, and organizational skills. He earned the appreciation of Mahatma Gandhi for successfully leading the peasants of Bardoli and people in the various movements against the tyranny of the British India Government. He was given the honorary title *"Sardar,"* by Gandhi, meaning "leader" or "chief."

FEW INCIDENCES OF LEADERSHIP:

In 1918, heavy rains destroyed the crops in Gujarat. The British India Government demanded payment of revenue, notwithstanding the plight of the farmers. Gandhiji asked Patel to take charge of the situation. He impressed upon the farmers that anything could be achieved through unity and joint struggle. The Government finally yielded and taxes were remitted.

In 1920, when the Congress Party decided not to cooperate with the British India Government in any way, he asked the people not to send their children to schools run by the Government. He founded the Gujarat Vidyapith for the benefit of those who had given up studies, to educate and inculcate the spirit of patriotism in them.

In 1923, when an order was passed that none should carry the Tricolour on any road in Nagpur, where Government officials lived, the people decided to disobey it. They invited Patel to lead the agitation. Satyagrahis from different parts of the country joined the movement and the agitation continued for three-and-a-half months. Finally, the Government withdrew the order.

When India became free and Pakistan attacked Kashmir, it was Patel who wanted the withholding of cash balances left by the British for Pakistan. But Gandhiji felt it was immoral and went on a fast unto death. Patel gave up his argument to save the life of the Mahatma.

He went on to hold other key roles; including being the Indian representative on the Partition Council and becoming the first country's Home Minister. He also founded the Indian Administrative Services, a civil service entity that would help unify the diverse nation.

When India gained independence on August 15, 1947, the country was anything but a unified entity. The Indian union consisted of a variety of colonial territories and nearly 600 Princely States ruled by independent sovereigns loosely held together by the British political and administrative system. As part of their exit strategy, the British offered a plan wherein these princely states would become independent units free to negotiate their status. They proposed, in essence, the creation of a 'Third Dominion,' leaving these states with the choice of remaining independent, joining India, or the newly created Pakistan. This plan was ultimately rejected by the Congress party, leaving these states with an undefined status.

As the new government struggled to formulate a response to this plan they turned to Patel for leadership. His fair, flexible, and efficient work on the Partition Council had won him the respect of all parties involved, including his fellow countrymen, the British government, and the Muslim League. In light of this confidence, and because of his key role in the peaceful transfer of power, Lord Mountbatten,

the last Viceroy of India, appointed him the first Home Minister of the country, a move that met with the full endorsement of Gandhi and Nehru (Krishna, 2007; Menon, 1955).

Conclusion :

Vallabhbhai regarded that as confidence and affection towards the subordinates is essential in administration, so it is also necessary to enlist their support in political life. It is evident from Patel's move against the forced labour under the banner of Gujarat Sabha. He wrote to Mr. Pratt that the forced labour be discontinued. It is important to note, that amidst his success, Patel sometimes faced criticism from his own party; there were occasions when he would clash with both Gandhi and Nehru as the three struggled to carve a path forward.

Nowadays youngsters have developed the tendency to give up and they want to achieve success in a short span of time. As Vivekananda has rightly said that "If you win, you can lead and if you lose, you can guide." Leadership qualities and risk taking abilities of Sardar Patel can be a source of motivation for the youth. Success can be achieved only by determination and Sardar Vallabhbhai Patel is an excellent example for that.

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The Role of Sardar Vallabhbhai Patel in Transforming the ICS to IAS and the Current Scenario

- Dr. Ritesh K. Patel , Assistant Professor, GTU

The Indian Administrative Service (IAS) is a prestigious colonial legacy. Its precursor, the Indian Civil Service, was as the 'steel frame' of British rule in India. After Independence in 1947, it was still considered a premier institution for maintaining national unity, in a regionally fragmented country with a number of princely states yet to be integrated. The Deputy Prime Minister, **Sardar Patel** (1875-1950), saw the importance of having a uniform administrative structure and wanted to organise it on a nationwide basis with the central government having a considerable control over it, to counterbalance the emergence of centrifugal forces that could lead to the disintegration of the Indian Union. These proposals were strongly opposed by the Chief Ministers of the states, who wanted no interference with their authority. They favoured the State Civil Services over the All-India Services, which they saw as contrary to the federal principle. But the trauma of the Partition between India and Pakistan pointed to the necessity of providing for a strong centre.

In 1854, the British rulers introduced the principle of open competitive examination for entry into the Indian Civil Service (ICS). Although Indians had a right to sit for it, the only examination centre was in London and the system operated as a bar to those who could not afford to travel so far. The Indianisation of the ICS started only in 1922, when the entrance examination was held simultaneously in Allahabad, under pressure from the Indian National Congress. However, the ICS continued to be dominated by the British, and it was often denigrated as 'neither Indian, nor Civil, nor Service'. The 'Brown Sahibs', as the Indian civil servants used to be called, were in a difficult position. During the non-cooperation movement, they were tempted to align themselves with their white masters. Hence, after Independence the loyalty of ICS officers was suspect. Public opinion was generally hostile to the ICS in view of its identification with foreign rule and its obstructing role during the freedom struggle. But **Sardar Patel**, the leader of the conservatives in Congress, did ultimately succeed in forcing his proposals down the throat of an unwilling Constituent Assembly. He advocated the importance of administrative continuity for the stability of the country. Finally, the institution was maintained under a new name, the Indian Administrative Service.

But the role of 'active' representation is more ambiguous. How far can administrators coming from specific social or regional groups actively represent the interests of their community once vested with power? Is the bureaucracy not supposed to serve everyone in society even-handedly in the interest of the general public, without

showing any partiality or favouritism? The first rule of conduct of the IAS officers is indeed to act with strict impartiality and objectivity. During the extensive debate for the framing of the Constitution, **Sardar Patel** made it a point that civil servants should be politically neutral and should preferably work outside their state to avoid interference from their community members. Political neutrality, fight against casteism, regionalism, and communalism: such is the IAS ethic of public service. But how far is it upheld in practice?

Current Scenario of IAS in Indian bureaucracy

A paradigm shift is taking place in the Indian social, economic and political arenas. A protected and state controlled economy is giving way to globalisation and a market based economy. The state is shedding many of its traditional responsibilities, which are being taken over by the private sector and other civil society groups such as NGOs and voluntary organisations. There is an increased awareness of the constraints posed by the environment on economic growth. Centralised state decision-making is being questioned and there is a growing demand for the devolution of powers and resources to elected bodies at the local level.

In this context, it has become necessary to examine the existing mechanisms of governance, especially the IAS in terms of their capability to direct the nation towards sustainable socio-economic development.

Concentration of decision-making

The bureaucrats are overburdened with decision-making, which affects the quality of their decisions. This is especially evident in the case of the district collector who is flooded with work that can be done at the lower levels. He has to maintain law and order, look after revenue functions, attend courts, arrange for VIP security, manage development work and also attend to numerous petty issues affecting the people in his district. The system breaks even the most enthusiastic officer; most of them are frustrated and end up doing inconsequential work.

Gigantic bureaucracy

The bureaucracy has grown in size assuming gigantic proportions, a manifestation of the omnipresence of the state in people's lives. This is a result of over-centralisation and the entry of the state into areas that should normally have been reserved for private enterprise.

Lack of accountability

Lack of accountability of the bureaucracy is part of the general lack of accountability to decision-makers to the people in India. There is no transparency in the functioning of the bureaucracy. In addition to this there has been a proliferation of departments with conflicting jurisdictions and multiplicity of authority. Nobody knows who is responsible for what. In this confusion it has become easy to pass the buck. This has provided the ideal climate for corruption allowing the politicians and the bureaucrats to form an unholy nexus detrimental to the people and their development.

Insecurity of tenure

Even those officers who wish to do well are pre-empted by the system. Officers who protest are transferred or they face hurdles in their career growth. In fact, transfers have become a thriving business with many officers paying handsomely for plum postings. This has emasculated the IAS who has become servile to their political masters.

IAS a hindrance to the development of Panchayati Raj

Although Panchayati Raj (elected local governance) has been instituted through the 73rd and 74th amendments to the Constitution, the district collector and the rest of the local bureaucracy has not been made accountable to the local governments. They continue to be accountable to the state governments. This system thwarts many of the initiatives of the elected representatives who have to get their proposals implemented through this bureaucracy. Thus the state government manages to have an unhealthy control over the local governments with the help of the bureaucracy.

Redundancy of the IAS in the changed economic climate

The existing structure of the IAS is incompatible in the changed scenario of liberalisation and globalisation. The state is shedding many of its previous responsibilities, especially in the public sector. With the reduction in the size of the state there has to be a corresponding reduction in the size of the bureaucracy. Many of the responsibilities in the changing scenario need specialised people, such as economists, planners, engineers, managers and natural resource professionals. The IAS, which is a jack of all trades and master of none, cannot perform these functions. Most ministries are manned by generalists. This adversely affects the functioning of these ministries.

Method of appointment

No management theory tells us that persons selected thirty years ago through a college type examination alone

are suited for manning top public administration positions to the exclusion of all others. The concept of selection on the basis of a competitive examination for top positions for all times may sound objective but does not necessarily throw up the best talent. A person should be on test at every job and appointed to top positions only on the basis of proven performance. Public management in India thus has to suffer mediocrity because an elite service has pre-empted the right to all the top appointments.

Conclusion

In line with the Sardar Vallabhbhai Patel's Vision to make a united India, the researcher had following questions to make the IAS officers true representative sample of united India in this turbulence times:

- Whether the eligibility criteria shall be increased from only Graduate to PG or Ph.D. level education in the related fields of functioning?
- Whether the domicile reservation shall be used in IAS selection for each state including the remote states of India, to make it true representative sample of united India?
- Whether a cross-national training shall be given to IAS in collaborations with developed democracies like U.S., France, Germany, etc.? To enable our public officers for better development.
- Can we recruit a small portion of IAS officers from other developed/developing countries on short-term (3 to 5 years) contract to work for Indian Society and share their home country's knowledge for positive changes in our society?
- Can we make necessary changes in our centralised school curriculums to motivate and guide scholars during their school age to join IAS?
- Can we put some amount of women (10%-20%) reservations, in order to motivate more and more women to join IAS?
- Can we make officer-exchange programmes with other developing nations like Brazil, Russia, China, etc. to share the officers on short term basis in order to achieve a win-win situation for both the countries?
- Can we arrange international training programmes on effective public administrations where experts in the area and public service officers from developed and developing nations can be invited to create a common platform for sharing their ideas and insights on the issues related to united public service governance?
- Why can't we create a special Indian honours system like the Indian Social Service Awards to recognize our government officers for their efforts during public service?

However researcher believes that uniting a nation such as India through better public service systems will require more efforts than what are highlighted here. But it's a duty of our Government to make the positive changes in the systems in these changing times. We could not envision the

united India without Iron-Man Sardar Patel, and this article is just a small dedication to him.

• **End Notes :**

- ²In his speech to the Constituent Assembly in October 1949, Sardar Patel said: 'You will not have a united India if you do not have a good All-India Service which has independence to speak out its mind'.
- ³As a rule the foreign government can rely upon the 'native' civilian to be more zealously oppressive than even the average Anglo-Indian official' Aurobindo Ghosh, 1908 (quoted in Gupta 1996: 29).
- ⁴Communalism is the term used in India to describe the exclusive feeling of religious belonging which leads to the violent exclusion of other religious communities.

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- <http://isidev.nic.in/pdf/santosh1.PDF>

Exhibits

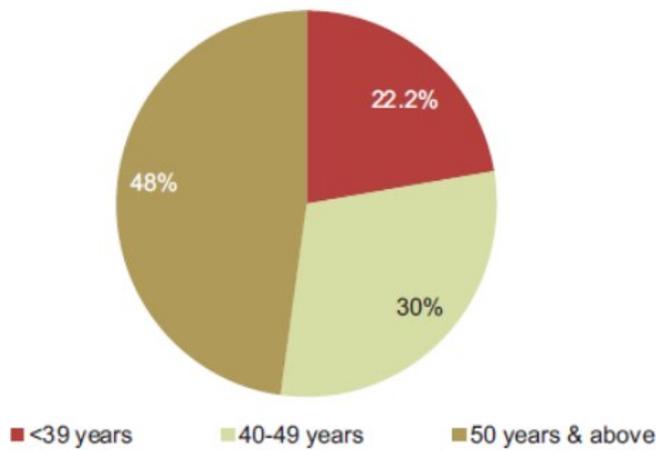
[Source: Civil Services Survey, 2010, Government of India, Ministry of Personnel, Public Grievances and Pensions, Department of Administrative Reforms & Public Grievances, available online on: http://darp.gov.in/darpgwebsite_cms/document/file/ civ-

Response to online survey and postal mailers (As on 10 March 2010)

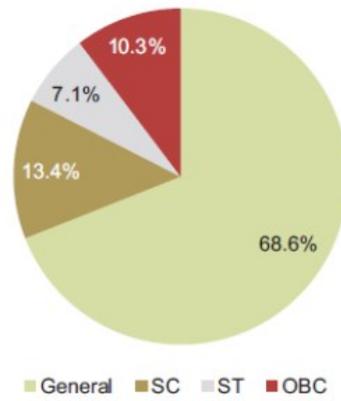
Service	Cadre Strength	Response received	% of total response	% of cadre strength
IAS	4422	900	18.7	20.4
IA & AS	622	359	7.5	57.7
IRS (C&CE)	2378	807	16.8	33.9
IFS	554	232	4.8	41.9
IFoS	2661	731	15.2	27.5
IPS	3150	741	15.4	23.5
IPoS	438	163	3.4	37.2
IRPS	343	110	2.3	32.1
IRTS	792	189	3.9	23.9
IRS (IT)	3072	570	11.9	18.6
Service NA		6	0.2	
Total	18432	4808	100	26.1

Note: 6 records were deleted as they were only partly filled and contained negligible information.

Distribution of respondents by Age



Distribution of respondents by social category



Base: 4778 (excludes 30 respondents who did not specify social category)

Figure 2: Age and Social Category wise distribution of Civil Services Officers

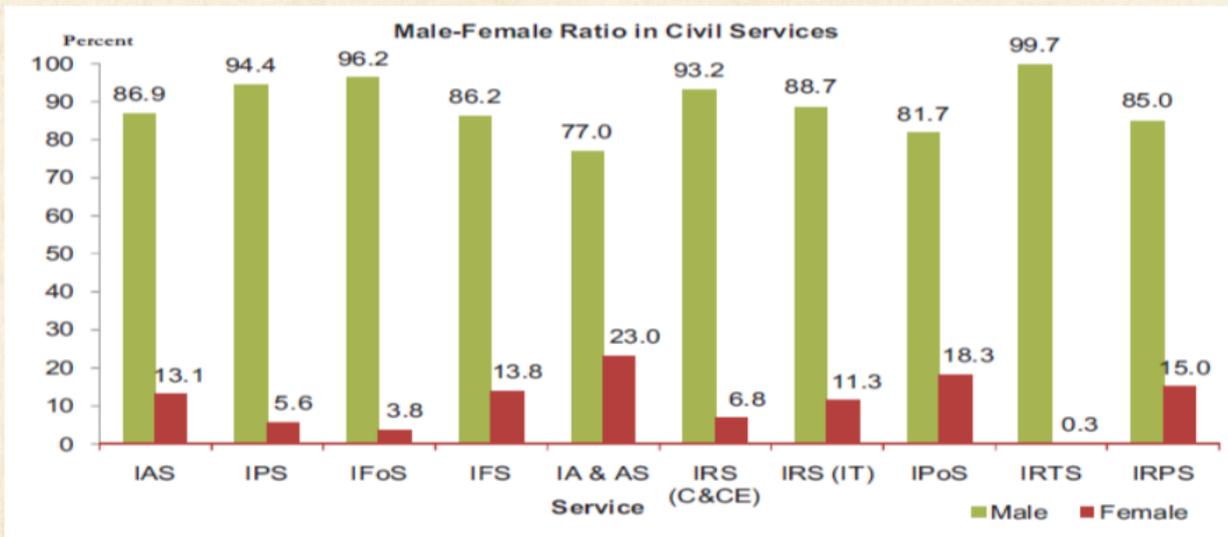


Figure 3: Male-Female Ration in Civil Services Officers

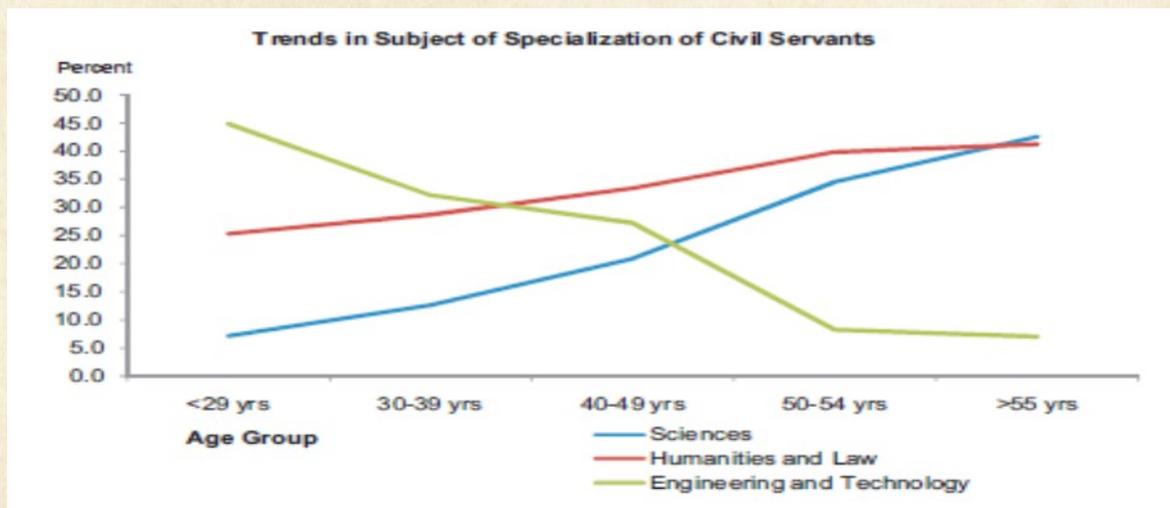


Figure 4: Trends in Subject of Specialization of Civil Servants

Essence of Management from the Legendry Bharat Ratna – Sardar Vallabhbhai Patel

- Dr. Kaushal A. Bhatt , Assistant Professor, GTU & Ms. Kinjal Bhatt, SVET , Jamnagar

Family Background and Courageous by birth:

The Iron Man – Sardar Vallabhbhai Patel was born in Nadiad on October 31, 1875. Nadiad at that time was a small village of Gujarat. His father was Jhaverbhai Patel, and his mother was Ladbai. He had three elder brothers and one younger brother and a sister. Vallabhbhai was a strong and sturdy man. His country and freedom were as dear to him as his own life. Once, when Vallabh was a small boy, he suffered from a boil in the armpit. There was a man in the village who used to cure boils by touching them with hot iron. The boy went to him. The man heated the iron rod till it turned red. But he hesitated, seeing at the boy's tender years. "What are you waiting for? The iron will turn cold. Hurry up, brand the boil," said the boy angrily. The man was even more frightened. The boy picked up the glowing rod and burnt the boil. Those who watched him were shocked and screamed. But there was not even a trace of pain on the boy's face.

Leadership Quality since childhood:

Vallabhbhai's early education was in Karamsad. Then he joined a school in Petlad. After two years he joined a high school in a town called Nadiad. A teacher of this school used to sell the books, which the pupils needed. He used to force all the students to buy books only from him. If any boy bought books from others, the teacher used to tease him. Vallabhbhai thought that this was wrong. He spoke to his companions, and saw to it that not a single pupil attended the classes. For a whole week the school could not work. Finally, the teacher had to correct himself.

During his school days, one day a teacher made a mistake in working a sum. Vallabhbhai pointed out the error. The teacher was very angry and said, "All right, you become the teacher." The boy replied, "Very well, sir." He worked the sum correctly, and sat down on the teacher's chair!

Vallabhbhai first chose Sanskrit. Then he changed to Gujarati. Sanskrit was dearer to the teacher who taught Gujarati than his own subject. When Vallabhbhai entered his class, the teacher wanted to taunt him, and said, "Welcome, great man!" Poor man, he did not know that the boy would one day become a very great man. He asked the boy, in anger, "Why did you give up Sanskrit and choose Gujarati?" Vallabhbhai answered, "If everyone chooses Sanskrit, you will have no work." The teacher was in a rage. He complained to the headmaster. Vallabhbhai narrated to the headmaster all that had happened. The headmaster said, "I

have not seen such a bold pupil." This made the teacher even bitterer. Vallabhbhai, too, did not wish to remain in that school. He went back. He studied at home and passed the examination.

Eminent Lawyer (Professional):

Vallabhbhai's cherished ambition was to become a barrister. But in order to realize this ambition, he had to continue his studies in England. But his family was in utter poverty. He did not have enough money even to join a college in India. In those days a student could study in private and sit for an examination in Law. Vallabhbhai's brother, Vithalbai, also was a lawyer. He attended coaching classes before entering himself for the examination. But Vallabhbhai did not even attend coaching classes. He borrowed books from the lawyer of his acquaintance and studied their judgements. Occasionally he attended courts of law. He studied their judgments. He listened attentively to the arguments of lawyers and he passed the examination and acquired Law degree. At the age of 35, i.e. in the year 1910 he went to England to get the degree of Barrister and in 1913 he returned back to India after acquiring barrister degree. In a town called Godhra, he started his practice by taking money from his friend. Before attracting big clients, he took up cases of poor and needy. This enthusiastic man soon became well known lawyer among this community. In a short time Vallabhbhai made a name as a very eminent lawyer.

Sagacity of Duty (Work is Worship):

One day Vallabhbhai had to appear in a very important case. He was arguing before the judge with the almost concentration. He was still on his feet when an urgent telegram was handed to him. He glanced at the contents and folded and put the paper in his pocket, and went on with the argument. It was only after he concluded his speech and sat down that even those near him learnt the contents of the telegram - his wife was dead!

Vallabhbhai had read the news and had gone on with his arguments as if nothing had happened. Such was his sense of duty. All through his life, troubles never discouraged him. With a will of iron he completed whatever task he had under taken. Vallabhbhai was only thirty-three years old when his wife died. Vallabhbhai set up his practice as a barrister at Ahmedabad. Day by day his fame and his influence grew. One sunny morning, he informed Vithalbai, the elder brother, "You look after the family; I shall work, for the country."

A Prominent Initiator

In 1918 heavy rains destroyed the crops in Gujarat. The farmers in Kaira District were particularly in distress. The Government demanded the payment of the revenue taxes to the last pie. The farmers turned to Gandhiji as their refuge. Gandhiji said, "I need someone who will assume the entire responsibility for this struggle." Looking at the need, Vallabhbhai Patel said, "I shall be responsible," and took the leadership of the struggle. He infused the peasants with courage, saying, "Why are you afraid of the English Babus? If the people are united no government can do anything." People of Kaira District fought bravely under the leadership of Patel and the taxes were remitted. The struggle led by Patel was successful. In June 1918 the farmers celebrated their victory. They invited Gandhiji and presented him with an address. Gandhiji praised, "The credit of this victory should go to Vallabhbhai Patel. You are fortunate to be led, by such a great hero." Patel said with modesty, "The people of Kaira District have fought with courage and endurance. Theirs is the honour of this triumph."

Sense of Strategic Planning

Bardoli is a Taluka in Gujarat. The people of this Taluka were in sheer distress, having suffered because of the floods and the famine. But, in this hour of distress, the foreign government raised the revenue taxes by thirty percent. The people did not know what to do. They went to Patel and said, "You are our only hope." Patel plot a strategic planning with people of Bardoli. First of all, Patel wrote to the Governor, and appealed to him to reduce the taxes. But he turned a deaf ear to Patel. The Government even announced the date of the collection of the taxes. "No one shall pay a pie as tax," Patel instructed the farmers. The bugles of war sounded. Patel divided Bardoli District into several zones. Each zone had a centre, and a leader and some volunteers manned each centre. There were messengers to carry messages from one centre to another. Patel also appointed spies to report on the movements of Government officials. "We shall use all our powers and crush the agitation," declared the Governor of Bombay. The Government sent ruffians to frighten the villagers. The government began to auction the houses and the lands. But not a single man came forward to buy them. Vallabhbhai had appointed volunteers in every village to keep watch. As soon as he sighted the officials who were coming to auction the property, the volunteer would sound his bugle. The farmers would leave the village and hide in the jungles. The officials would find the entire village empty. They could never find out who owned a particular house. Patel was with the villagers all day and night, and infused courage in them.

Vallabhbhai learnt that some rich men were coming from cities to buy the lands of the farmers, which were being auctioned. "I am the 'Sardar' in Gujarat," declared

Patel; "let them come, I know what to do." There was total social boycott of those who bought the lands. The rich men who had come from, outside could not get a grain of rice or a drop of water, and were glad to escape alive. Several members of the Bombay Legislative Assembly opposed the unjust policies of the government and resigned. Government has lost heart and waived the tax. The people's agitation triumphed. Vallabhbhai came to be known as "Sardar Vallabhbhai Patel". The farmers of Bardoli presented him with an address and praised his greatness and strategies. Henceforth people of India knew Patel as the "Sardar".

The Architect and Legendary Negotiator of Integrity for United India

There were more than 600 states in India at the time of Independence some of the Maharajas and Nawabs who ruled over these were sensible and patriotic. But most of them were under the influence of wealth and power. They were dreaming of becoming independent rulers once the British quit India. They argued that the government of free India should treat them as equals. If these states had not become a part of free India there would have been many problems. India would have had to take their permission for trains to pass through their states. If inter-state rivers flowed through these states, India would have had to seek their permission to use the waters. Their permission would have been needed to build dams. And, in the event of a war between India and any other country, how would these 600 states behave? Whom would they support? It was impossible to tell. "If we unite, we can soon make this country prosperous. Come and join us. Cooperate with us," so Sardar invited the rulers even before Independence Day. He also warned them: "If you do not join us before the 15th of August, thereafter the position will be different. You may not then get the consideration and the concessions you now get." Patel also met a number of rulers and held discussions with them. As a result, a number of patriotic rulers joined the Indian Union.

Almost all Nawabs were ready to join except rulers of Junagadh and Hyderabad. They were plotting secretly to join Pakistan. Patel sent an army under Brigadier Gurudayal Simha to the border of Junagadh to deal with Pakistan. The people of the state who wished to join India rebelled against the ruler and set up a People's Government. The Nawab, who had tried to betray the people, ran away and Junagadh became the part of India. He warned that the Nizam of Hyderabad would share the fate of the Nawab of Junagadh if he did not behave sensibly. But the Nizam was slow to learn the lesson. Finally Sardar Patel sent some forces under General Chowdhury to undertake 'Police Action'. Within five days the Nizam was forced to surrender.

Conclusion:

Sardar Vallabhbhai Patel, as the first home minister of independent India, made no distinction towards any religions of India. The Sardar stayed in Calcutta for ten days to establish communal harmony and held meetings with Hindu and Muslim leaders and caused the public to be in favour of Nehru – Poona Pact implementation. He never allowed his personal beliefs to cloud his sense of judgment

while discharging duties. Sardar Patel's utterances, policies and actions as India's deputy prime minister may be seen as blunt and ruthless, but it was always in favour of Country's development. His strength of character, the sharpness of his mind, his management skills and all his energy were offered up for achieving the freedom of India. Every Indian must admire a man who rises to a political or financial peak, but are moved by one whose sole purpose in life is the strength and wellbeing of his compatriots.

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Sardar Vallabhbhai Patel: A Journey Towards Integrated India

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Sardar Vallabhbhai Jhaverbhai Patel born on 31st October 1875 was an Indian barrister and statesman, one of the leaders of the Indian National Congress and one of the founders of the Republic India. He was a social leader who played a leading role in the country's independence and guided its integration into a united, independent nation. In India and elsewhere, he will always be remembered as Sardar. Sardar Vallabhbhai Patel was raised in a very small village of Gujarat, Karmasad. He was very brave from his childhood. By profession he was a successful lawyer. Patel subsequently organised peasants at Borsad, and Bardoli in Gujarat in non-violent civil disobedience against oppressive policies imposed by the British Raj; in this role, he became one of the most influential leaders in Gujarat. He promoted the Quit India movement.

The first Home minister and Deputy prime Minister, Mr. Patel organized relief for refugees in Punjab and Delhi. Patel took charge of the task to forge a united India from the British colonial provinces allocated to India and more than five hundred self-governing princely states, released from British suzerainty by the Indian Independence Act 1947. He was the person who tried a lot to restore peace across the nation. Using frank diplomacy, backed with the option and use of military force, Patel's leadership persuaded almost every princely state. He is known as the "Iron Man of India" or "Bismarck of India", he is also remembered as the "Patron Saint" of India's civil servants for establishing modern all-India services

Strategic Mover:

Sardar played a vital role for Indian Independence and made India united. This event formed the cornerstone of Patel's popularity in post-independence era and even today, he is remembered as the man who united India. Under the 3 June plan, more than 562 princely states were given the option of joining either India or Pakistan, or choosing independence. Indian nationalists and large segments of the public feared that if these states did not accede, most of the people and territory would be fragmented. The Congress as well as senior British officials considered Patel the best man for the task of achieving unification of the princely states with the Indian dominion. Gandhi had said to Patel *"the problem of the States is so difficult that you alone can solve it"*. On 6 May 1947, Patel began lobbying the princes, attempting to make them receptive towards dialogue with the future Government and trying to forestall potential conflicts. Patel used social meetings and unofficial surroundings to engage most monarchs, inviting them to

lunch and tea at his home in Delhi. At these meetings, Patel stated that there was no inherent conflict between the Congress and the princely order. Nonetheless, he stressed that the princes would need to accede to India in good faith by 15 August 1947. Patel invoked the patriotism of India's monarchs, asking them to join in the freedom of their nation and act as responsible rulers who cared about the future of their people. He persuaded the princes of 565 states of the impossibility of independence from the Indian republic, especially in the presence of growing opposition from their subjects. He proposed favorable terms for the merger, including creation of *privy purses* for the descendants of the rulers. While encouraging the rulers to act with patriotism, Patel did not rule out force, setting a deadline of 15 August 1947 for them to sign the instrument of accession document. All but three of the states willingly merged into the Indian union only Jammu and Kashmir, Junagadh, and Hyderabad did not fall into his basket.

A man of iron and absolute fearlessness, Sardar Patel tackled the question of 550 and odd State territories and principalities in such a strategic manner which left even his wildest critics in complete amazement.

Fast-track integration

The first step in this process, carried out between 1947 and 1949, was to merge the smaller states that were not seen by the Government of India to be viable administrative units either into neighboring provinces or with other princely states to create a "princely union". This policy was contentious, since it involved the dissolution of the very states whose existence India had only recently guaranteed in the Instruments of Accession. Patel and Menon emphasized that without integration, the economies of states would collapse, and anarchy would arise if the princes were unable to provide democracy and govern properly. They pointed out that many of the smaller states were very small and lacked resources to sustain their economies and support their growing populations. Many also imposed tax rules and other restrictions that impeded free trade, and which had to be dismantled in a united India.

Four-step integration

1. At the time of integration, there were four major steps followed by the Sardar Patel and implemented in such a way which turned to very positive manner. The steps were Merger

2. Democratization
3. Centralization and constitutionalization
4. Re – organization

Merger

The bulk of the larger states, and some groups of small states, were integrated through a different, four-step process. The first step in this process was to convince groups of large states to combine to form a "princely union" through the execution by their rulers of Covenants of Merger. Under the Covenants of Merger, all rulers lost their ruling powers, save one who became the Rajpramukh of the new union. The other rulers were associated with two bodies—the council of rulers, whose members were the rulers of salute states, and a presidium, one or more of whose members were elected by the rulers of non-salute states, with the rest elected by the council. The Rajpramukh and his deputy *Uprajpramukh* were chosen by the council from among the members of the presidium. Through this process, Patel obtained the unification of 222 states in the Kathiawar peninsula of his native Gujarat into the princely union of Saurashtra in January 1948, with six more states joining the union the following year. The only princely states which signed neither Covenants of Merger nor Merger Agreements were Kashmir, Mysore and Hyderabad.

Democratization

Merging the administrative machineries of each state and integrating them into one political and administrative entity was not easy, particularly as many of the merged states had a history of rivalry. In December 1947, Menon suggested requiring the rulers of states to take "practical steps towards the establishment of popular government".

The result of this process has been described as an assertion of paramount by the Government of India over the states in a more pervasive form.

Centralization and Constitutionalization

Democratization still left open one important distinction between the former princely states and the former British provinces, namely, that since the princely states had signed limited Instruments of Accession covering only three subjects, they were insulated from government policies in other areas. The Congress viewed this as hampering its ability to frame policies that brought about social justice and national development. Consequently, they sought to secure to the central government the same degree of powers over the former princely states as it had over the former British provinces. Subsequently, each of the princely unions, as well as Mysore and Hyderabad, agreed to adopt the Constitution of India as the constitution of that state, thus ensuring that they were placed in exactly the same legal

position vis-à-vis the central government as the former British provinces. The only exception was Kashmir, whose relationship with India continued to be governed by the original Instrument of Accession, and the constitution produced by the state's Constituent Assembly.

The Constitution of India classified the constituent units of India into three classes—
Part A, Part B and Part C states.

A States

British provinces, together with the princely states

B States

The princely unions, plus Mysore and Hyderabad

C States

Chief Commissioners' Provinces and other centrally administered areas

The only practical difference between the Part A states and the Part B states was that the constitutional heads of the Part B states were the Rajpramukhs appointed under the terms of the Covenants of Merger, rather than Governors appointed by the central government. In addition, the Constitution gave the central government a significant range of powers over the former princely states, providing amongst other things that "their governance shall be under the general control of, and comply with such particular directions, if any, as may from time to time be given by, the President". Apart from that, the form of government in both was identical.

Reorganization

The distinction between Part A and Part B states was only intended to last for a brief, transitional period. In 1956, the States Reorganization Act reorganized the former British provinces and princely states on the basis of language. Simultaneously, the Seventh Amendment to the Constitution removed the distinction between Part A and Part B states, both of which were now treated only as "states", with Part C states being renamed "union territories". The Rajpramukhs lost their authority, and were replaced as the constitutional heads of state by Governors, who were appointed by the central government. These changes finally brought the princely order to an end. In both legal and practical terms, the territories that formerly were part of the princely states were now fully integrated into India and did not differ in any way from those that were formerly part of British India.

Almost within a year he redrew the map of India with every princely State joining the Indian union and thus, forming part of the political stream of life that was endowed with cultural unity and harmony.

Eduard Leopold, Prince of Bismarck, Duke of Lauenburg (1 April 1815 – 30 July 1898), known as **Otto von Bismarck**, was a Prussian statesman who dominated German and European affairs with his conservative policies from the 1860s to his dismissal in 1890 by Emperor Wilhelm II. In 1871, after a series of short victorious wars, he unified most of the German states (excluding Austria) into a powerful German Empire under Prussian leadership. He then created a balance of power that preserved peace in Europe from 1871 until 1914.

Many people argued that Bismarck and Sardar Vallabhbhai Patel were of the same mind set and their working style was same but when I researched on it I found some similarities and dissimilarities in them. The big Difference between their working styles was that Sardar always thought for Nation Welfare and Bismarck work was self-centered and always thought for his personal gain.

As regards similarities between Bismarck and Patel, Both of them used a 3-stage system for uniting their countries;

1. Invite Union, pointing out the advantages.
2. Take advantage of the fact of human nature that people who will not unite FOR anything will unite AGAINST something –Austria/France, or Britain/

Pakistan.

3. By the time only a few states are left outside the Union, the Union will be strong enough to incorporate the rest by force. The dissimilarities between Bismarck and Patel are:

Bismarck believed that the shedding of blood alone can unify the various states and adopted the famous policy called IRON and BLOOD. Bismarck used all his tactics to create a war that he wanted to win and create unified Germany but Patel used his tactics by providing many offers to the kingdoms that ruled in those times so that they themselves became unified as India but when this did not work he went on war. Bismarck did not think more of peaceful means. The similarities between them are that they both wanted their respective countries to be united.

Conclusion:

Independent India embarked on its tasks with the benefit of an outstanding leadership, having tremendous dedication and idealism besides the presence of a strong nation-wide party, the Congress. Beside Nehru stood a group of leaders who had played a notable role in the freedom movement. There was his deputy prime minister, Sardar Patel, a leader who possessed a strong will and was decisive in action and strong in administration. These all qualities makes Vallabhbhai Patel as Sardar Vallabhbhai Patel. His way to work and taking work ability was very unique which inspires

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Unifying India by Using Collective Bargaining Tool: A Contemporary Example of Shri Sardar Vallabhbhai Patel

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It has been 66 years since the first independent cheer was raised in India and since then the country has undergone a wide array of changing times. India, as a nation has traversed through a lot of turbulent times and has come out victorious. The independence fight and movements of the nation during the British rule is an already known worldwide and the authors do not need to specify on it.

However, the development story of India began with the new millennium. India emerged out as a power hub of service industry and the wheels of development started churning. The country has seen a tremendous growth in last one and half decade. With this development and growth the lifestyle, life values and even ethics of people of India has undergone a wide change. Technologically too, India has shown a tremendous growth in developing indigenous defence, weather and space technology. India is one of the very few countries to have the power of launching space satellites economically. India recently has launched its indigenous maiden Mars mission which is one of its kind in the world.

India still continues to be one of the most favourite investment destinations from Marketers worldwide, and is still attracting a lot of industries. All these circumstances could make India a well known super power of the world in next decade. India as a country has transformed its image of a land of mystery and snake charmers to a land of rapid development and technological advancements.

At this juncture it is important for all of us to spare a moment and look back. If at the time of independence all the 562 princely states would have not been united and made into one single land then the existence of India itself would have been a dream. It was not an easy task to merge these princely states and asking each ruler to forego his or her right in the interest of the country. The man who did this herculean task is none other then Shri Sardar Vallabhbhai Patel.

The authors here are interested in enlightening the skills of collective bargaining of Shri Sardar Vallabhbhai Patel which he possessed and used tactfully to unify the princely state and bringing about an entity which is now regarded as one of the most powerful in the world, India.

Concept of Collective Bargaining:

The term collective bargaining is related to Labour Relations. The theoretical definition of collective bargaining

can be portrayed as all negotiations that take place between an employer, a group of employers, or one or more employers organizations, on the one hand and one or more workers organizations on other to

- Determine the working conditions and terms of employment
- Regulate relations between employers and workers
- Regulate relations between employers or their organizations and a workers' organization

In general, collective bargaining is an effective tool through which two parties, whose interests collide with each other, come at a win-win situation by using negotiation, bargaining and sometimes authority.

The need of collective bargaining after independence:

As the legend says, independence of India was sought after a long fight but the true fight started post independence. There were as many as 562 princely states in India who had kept their independent status alive and were to be merged in a single entity in order to form a nation.

More than half of the rulers of these states were not interested in merging their state into a unified country as it will strip them off from their centuries old tradition of ruling, earning through taxes and most importantly the status of being a emperor.

This gave rise to a need of series of negotiations, discussions, persuasions, and use of power to convince these rulers. Shri Sardar Vallabhbhai Patel took this task in hand and completed it miraculously through a thorough collective bargaining process which is highlighted as below.

The Collective bargaining process:

Experts have recognized that negotiations have mainly four stages:

Initial negotiation: Initial negotiation basically means putting up an idea of having a bargaining for the concerned issue by any one party.

Preparation: It basically means collecting information about the situation, establishing priorities of negotiations, establishing weak points, assessing other parties and its arguments and creating logical arguments before actually entering into discussion.

Discussion: The discussion stage is most crucial and it basically means putting the arguments by both the parties to dispute and judging on each argument's merits.

Bargaining: The next important stage is bargaining. After both the parties have put their respective arguments and have discussed the possible outcomes, the real negotiating for the rights start. This is called bargaining

Agreement: The CB ends with an agreement on both the parties. While preparing the agreements the following things should be taken into consideration.

After understanding the theoretical and basic process of collective bargaining let us get an idea on the way Shri Sardar Vallabhbhai Patel used this process. In order to see the entire process let us check the entire process stage wise.

Importance of Collective Bargaining

Collective bargaining includes not only negotiations between the employers and unions but also includes the process of resolving labor-management conflicts. Thus, collective bargaining is, essentially, a recognized way of creating a system of industrial jurisprudence. It acts as a method of introducing civil rights in the industry, that is, the management should be conducted by rules rather than arbitrary decision making. It establishes rules which define and restrict the traditional authority exercised by the management.

Importance to employees

- Collective bargaining develops a sense of self respect and responsibility among the employees.
- It increases the strength of the workforce, thereby, increasing their bargaining capacity as a group.
- Collective bargaining increases the morale and productivity of employees.
- It restricts management's freedom for arbitrary action against the employees. Moreover, unilateral actions by the employer are also discouraged.
- Effective collective bargaining machinery strengthens the trade unions movement.
- The workers feel motivated as they can approach the management on various matters and bargain for higher benefits.
- It helps in securing a prompt and fair settlement of grievances. It provides a flexible means for the adjustment of wages and employment conditions to economic and technological changes in the industry, as a result of which the chances for conflicts are reduced.

Importance to employers

- It becomes easier for the management to resolve issues

at the bargaining level rather than taking up complaints of individual workers.

- Collective bargaining tends to promote a sense of job security among employees and thereby tends to reduce the cost of labor turnover to management.
- Collective bargaining opens up the channel of communication between the workers and the management and increases worker participation in decision making.
- Collective bargaining plays a vital role in settling and preventing industrial disputes.

Importance to society

- Collective bargaining leads to industrial peace in the country
- It results in establishment of a harmonious industrial climate which supports and helps the pace of a nation's effort towards economic and social development since the obstacles to such a development can be reduced considerably.
- The discrimination and exploitation of workers is constantly being checked.
- It provides a method for the regulation of the conditions of employment of those who are directly concerned about them.

Approach of Shri Sardar Vallabhbhai Patel:

Initial negotiation: It was critical and highly diplomatic for a political agent at the time of independence to initially put up an idea to the so called rulers of the princely state to begin the talks of merging their own states with a unified entity.

Quoting from some examples of merger talks with states of Patiala and Kathiawad¹, we can easily know that Sardar had planted idea of merger by explaining the situation to the concerned rulers using fear factor by making them understand the kind of difficulties they will face if they are caught between to sovereign entities of India and Pakistan which they would be geographically. This idea was enough motivation for the rulers to leave their stubbornness and come and sit to the table of negotiations.

Preparation: Every independent state in India was diverse in terms of geography, income distribution, language, culture, values of rulers and also decorum. Each ruler had its own "rule book" of discipline for their own state.

Sardar made a lot of preparation of collecting information on each dimension of a particular state before coming to the stage of negotiation. Information regarding the culture, sentiments of the people residing in that particular state etc. used to get collected by him. This information was a great help to him in order to list down some of the weak points of the ruler and which he

leveraged in order to bargain for merger.

Discussion: The most crucial stage of collective bargaining process is discussion. A good discussion depends on the listening abilities of the parties to dispute. One should be very good listener in order to frame his own arguments based on the arguments of other party. Sardar inherently had these skills well equipped. Quoting from the example of states of Nawanagar and Limdi², Sardar used his empathic skills to form an idea in the minds of these rulers that merging to India will not strip them off from their positions, infact they will still be called kings and most importantly they will be relieved from the administrative affairs which disturbs them.

Bargaining: All the empirical data have shown that Sardar used the old vedic methodology of "Sham, Dam, Dand, Bhed" to bargain in and out with the princely states of India. The method of Sham which means the process of diplomatic pressurization and pacifying was used by Sardar for the southern independent states like Pallav (Currently Karnataka), Chola(Currently Tamil Nadu), Mysore etc. and their consensus to merge with Unified India was sought.

The method of Dam which means offering money and valuables was used with almost all states when Sardar promised all the rulers that a fixed amount of royalty every year will be paid to them as a part of royal fees for rulers if they get convinced for merging themselves. This assured a regular income which is free from the difficult administrative affairs.

The method of Dand was used in the army movement initiated by Sardar for merging the states of Junagadh and Hyderabad, the rulers of which had an inclination to merge their states with Pakistan.

Lastly the method of Bhed that means divide was used in the case of Jammu and Kashmir where a political election

was initiated to find out the real sentiments of the people of the state about their inclination to India or Pakistan. The method of divide was also used in merging smaller states like Palitana (currently in Gujarat), Vidarbha (currently in Maharashtra) where Sardar planted an idea that all other major states have unified with India and it will be difficult for these smaller states to survive longer states which geographically will be surrounded by India as a whole.

Agreement: Lastly the final stage of collective bargaining is to prepare a final draft of the closure and to put up the points which are agreed by both the parties and also the points which are will fully forgone and given up by both the parties. Sardar was clever enough to put it into writing in form of a certificate which was provided to all the rulers who agreed to merge. The certificate assured a fixed sum of royalty to the rulers according to the size of their kingdoms and their importance.

Conclusion:

As humans interact with each other they share the ideas and opinions. But to have a clash in opinions is as implied as water for river. So, any conflict or an argument is not an alien on earth but it is like a winter dew drop to be vanished with rise of sun. Collective bargaining as a tool for better decisions has been time tested and proved for several corporate over a period of time. Sardar Patel symbolized the power of negotiation at the time of independence war for the nation and it has been accepted as a corporate tool as well. Shri Sardar Vallabhbhai emphasized and persuaded that discussions are more conclusive over matters rather than penalties and revenges. There is no murky spot about the effectiveness of collective bargaining but if all the right things falls in right place at the right time, there are low causes of conflicts and as a result less requirement of negotiations. The old saying can be applied here which says prevention is better than cure and if we accept that mutually, the situation would be better than expected.

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The Role of Sardar Vallabhbhai Patel in Unifying Princely States of India with Reference to The Life Cycle of Resistance to Change

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The story of India is one of the huge epic of world history. It is having thousand year old civilization, various religions, many invasions and countless catastrophes. The British ruled India for around 200 years covering around one third of Indian Land. With the end of the British rule in India there was big chaos regarding formation of one Independent Nation.

Sardar Patel was India's First Deputy Prime Minister and the Home Minister after the independence. According to the Indian Independence Act, 1947, it was decided that all the Indian States were free to merge either with India or Pakistan or remain independent. The idea was to remove the practice of Monarchy of all princely states of India and to form a Unified Nation of India.

The problem of merging 562 independent States was quite difficult and critical. But, Sardar Patel handled effectively the integration of princely states with his skills and farsightedness. He took the charge of State Department in July 1947.

He anticipated the resistance of princely states of India and tried hard to merge those and form unified nation of India. This was the stage where Sardar Vallabhbhai Patel went through the life cycle of Resistance to change, i.e the stage from "Denial to Acceptance". This article focuses on how Sardar Patel went through the life cycle of resistance to change and convinced or forced princely states to form Indian union.

What is Change Management?

Change management is an approach to transitioning individuals, teams, and organizations to a desired future state

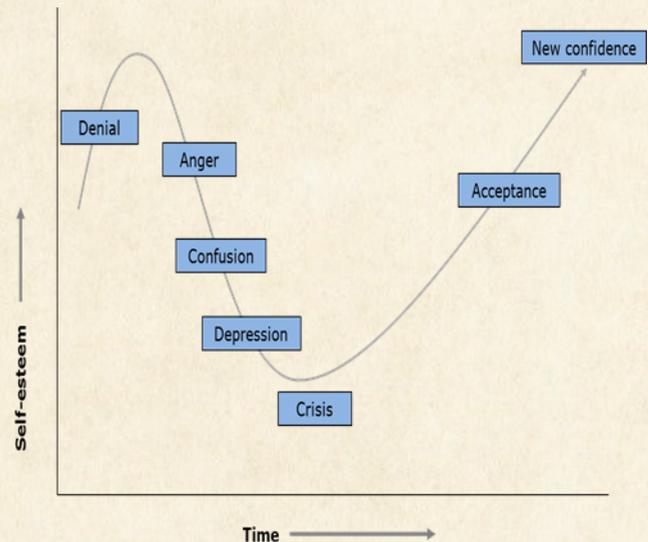
Reasons Why People Resist Change

Expecting resistance to change and planning for it from the start of your change management programme will allow to effectively manage objections. Understanding the most common reasons people object to change gives the opportunity to plan change strategy to address these factors.

It's not possible to be aware of all sources of resistance to change. Expecting that there will be resistance to change and being prepared to manage it is a proactive step. Recognizing behaviors that indicate possible resistance will

raise awareness of the need to address the concerns. Sardar Patel was very much aware about these behaviors.

Classic psychological reactions to change:



Source: <http://www.torbenrick.eu/blog/change-management/12-reasons-why-people-resist-change/attachment/classic-psychological-reactions-to-change/>

It's far better to anticipate objections than to spend time putting out fires, and knowing how to overcome resistance to change is a vital part of any change management plan. The following are the reasons for resistance to change which Patel was very much aware about:

1. **Misunderstanding about the need for change/when the reason for the change is unclear** — If people do not understand the need for change one can expect resistance. Especially from those who strongly believe the current way of doing things works well...and has done for twenty years!
2. **Fear of the unknown**— One of the most common reasons for resistance is fear of the unknown. People will only take active steps toward the unknown if they genuinely believe – and perhaps more importantly, feel – that the risks of standing still are greater than those of moving forward in a new direction
3. **Lack of competence** — This is a fear people will seldom admit. But sometimes, change necessitates changes in skills, and some people will feel that they won't be able to make the transition very well
4. **Connected to the old way** — If one asks people to do things in a new way, as rational as that new way may seem, one will be setting up against all that hard wiring, all those emotional connections to those who taught people the old way – and that's not trivial

5. **Low trust**— When people don't believe that they can competently manage the change, there is likely to be resistance
6. **Temporary fad** — When people believe that the change initiative is a temporary fad
7. **Not being consulted** — If people are allowed to be part of the change, there is less resistance. People like to know what's going on, especially if they are affected.
8. **Poor communication** — It's self evident isn't it? When it comes to change management there's no such thing as too much communication
9. **Changes to routines** — When one talks about comfort zones he/she is really referring to routines. Everyone loves them. They make them secure. So there's bound to be resistance whenever change requires to do things differently
10. **Exhaustion/Saturation** — Don't mistake compliance for acceptance. People who are overwhelmed by continuous change resign themselves to it and go along with the flow.
11. **Change in the status quo** — Resistance can also stem from perceptions of the change that people hold. For example, people who feel they'll be worse off at the end of the change are likely to give it their full support. Similarly, if people believe that change favors another person, there may be (unspoken) anger and resentment
12. **Benefits and rewards** — When the benefits and rewards for making the change are not seen as adequate for the trouble involved, resistance is there.

Overcoming Resistance to Change

Most people would agree that change isn't easy. Many people, however, seem surprised when people don't embrace it.

- When people question a change, they are demonstrating an interest in the business and their role in it. They may not understand the reason for the change and the benefits it will provide, or may have a different perspective based on facts and experiences that are unknown to the leader. Either way, resistance is the beginning of a conversation about what is best. It also is an opportunity to energize people about a new and exciting future. Sardar Patel, when proposed the merger of all princely states, very few states i.e. states of Bikaner and Jawhar motivated to join the patriotic considerations. Rest all the states resisted and decided to remain independent. We refer to the 5 ways to overcome resistance which we feel Sardar Patel was very much aware about. Here are five ways to overcome resistance to change²:

- Ban "resistance" from your vocabulary: Language is a powerful tool that can bias your thoughts and behaviors. It is your role to help people "climb the rope" to the future versus pulling it in the wrong direction. Using positive

language is an important starting point. Phrases such as "addressing concerns" and "discussing changes to routines" help position discussions in a positive light that will reduce tensions people may be experiencing. Patel depicted powerful positive language which convinced as well as forced states to become union.

<http://people-equation.com/5-ways-to-overcome-resistance-to-change/>²

- Ask for concerns when describing the vision behind the change: It is better to know what the areas of concern are versus making assumptions about what they may be. People know best what is on their minds and demonstrating that you value their views is the first step to influencing them. Sardar Patel very much understood views of the people, listened carefully and tried to convince people to join.

- Identify "early adopters" who support the change: These people are advocates for the new ways of working. Ensure they participate in forums about the change so their voices can be heard. Patel identified Bikaner and Jawhar states who motivated to join for patriotic considerations.

- Build in as much certainty as you can: What is going to happen and when, what aspects will change and what will stay the same? People are more likely to feel stressed when they don't feel in control of their environment. When people don't know the details they often assume the worst possible outcome. You can reduce stress levels and fear by reducing the unknown. Share details freely and ask for input on the ones that aren't yet defined. Patel with his foresight tried to explain the benefits of forming union and used different tactics to convince kings of princely states.

- Share how one will prepare to take on new ways: People usually react positively to a well thought out plan to transition to new routines. They also react negatively to little or no support. Patel tried to secure trust of the states and negotiated hard for states to become one. He had already prepared a well-thought-out plan regarding this.

Life Cycle of Resistance to Change and Role of Sardar Patel in Managing Change (Stage from No to yes):

The life cycle, where very few participants accept and majority does not. It becomes a big challenge for the leader or change agent to convert those denials into acceptance. The smaller states did not trust the larger states. This was one of the major factors that made the princely states resistance towards change. Sardar Patel along with V.P. Menon followed iron handed policy. Thus they went through the life cycle of resistance to change.

Phase 1 (I will die but not accept change)

In the initial phase, there are only a few people who see the need for change and take reform seriously whereas others reactions are "I will die but not accept change".

Sardar Patel, when proposed the merger of all princely states, a very few states i.e. states of Bikaner and Jawhar motivated to join the patriotic considerations. Rest all the states resisted and decided to remain independent. Sardar Patel identified early adapters as it is one way to overcome resistance to change.

This was the stage where Sardar Patel was required to use more tactics and strategies to overcome with the resistance.

Phase 2 (They are the ones, let's focus on them):

As the movement for change begins to grow, the forces for and against the change become identifiable. This is the time where the change agent has to focus on those who are resisting change.

Sardar Patel identified all princely states which were not agreeing to merge and form unifying nation of India. This was the time when Sardar Patel started using different tactics such as inviting the king of princely states for dinner, showing them the benefits of forming united states, and for certain states he used the power of language forced and made sure that he forms a unified nation. This is also a way to overcome resistance to change.

Phase 3 (The big fight):

In this phase there is a direct conflict and showdown between the forces for and against the change. This phase will mean life or death to the change effort. Those in an organization who see change as good often find it difficult to believe how far the opposition will go to put a stop to the change.

After identifying the states, there was a big fight between Sardar Patel and princely states of India. The States of Hyderabad, Bhopal, and Travancore strongly opposed the agreement. Hyderabad started appointing trade representatives in European countries by convincing Portuguese to give it access to sea routes. And Travancore started giving strategic importance to western countries for

its recognition. This was some strategy been built by states to put an end to change.

Phase 4 (Dealing with the nuisance):

Even after direct battles and showdown there might still be certain factors which will be resisting changing. Wisdom is necessary while eradicating these nuisance factors. Sometimes, punitive actions are needed and sometimes, negotiations and compromise is also needed.

After the great negotiation, the states of Baroda, Bikaner, Cochin, Gwalior, Jaipur, Jodhpur, Patiala, and Rewa agreed to merge and form Indian union. They took their seats in assembly.

This was the great success of Sardar Patel in forming India. Now the States of Hyderabad, Jammu and Kashmir and Junagadh were only left to be convinced.

Phase 5 (Shift in balance) :

In the last phase, the resisters to the change are few. This is a time where the resisters should be convinced with negotiations, motivations, compromise, and punitive actions.

At last the states of Junagadh, Jammu and Kashmir and Hyderabad were left. Sardar Patel combined diplomacy with force and convinced the king of Junagadh, J&K and Hyderabad for merger.

Finally Sardar Patel formed the Indian Map. From his action and deeds he proved to be the Iron Man of India.

Conclusion :

Managing change is not easy. There is resistance to change as some people do not want to change. To make changes requires a good amount of convincing skills, patience, dedication and commitment and role of Sardar Patel in unifying princely states was crucial as with his actions and deeds, he motivated few princely states to merge and form Indian union and few were forced to form Indian union. Thus we can conclude that managing change requires autocratic as well as democratic style for a leader to make change successful.

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Sardar - An Epitome of Leadership Skills

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SARDAR VALLABHBHAI PATEL – THE IRON MAN OF INDIA:

Sardar Vallabhbhai Patel, popularly known as a “Ironman” of India, was one of the most influential freedom fighter and social leader of India during Indian freedom movement. He is always appreciated for accomplishing the integration of princely states of India. In India and across the world, he is known as Sardar Vallabhbhai Patel, where Sardar stands for Chief in many languages of India.

Sardar Vallabhbhai Patel – the iron man of India was born on 31st October, 1875, at village Karamsad in Kaira district, Gujarat. Somabhai, Narsibhai and Vithalbhai Patel were his elder brothers. He had a younger brother, Kashibhai and a sister, Dahiba. His father Jhaverbhai Patel was a farmer and mother Laad Bai was a housewife. From his childhood, Patel was a very hard-working individual. He studied in a school at N. K. High school, Petlad. Throughout his schooling he was a very clever and bright student. In spite of poor financial conditions his father decided to send him to college but Vallabhbhai refused. Around three years he stayed at home, worked hard and prepared for the District Leader's examination, hence passing with very good percentage.

Sardar Vallabhbhai Patel had two ambitions in his life, first was to become a pleader and second was to become barrister. During those days a matriculate could become a lawyer by taking the pleaders examination. He became a pleader in 1900, and started practicing in Godhra. In 1902 he shifted to Balsad, a taluka headquarter, where he practiced as a criminal lawyer for nearly eight years, during which period he had built a name for himself as a most successful criminal lawyer. In 1910, he left for London, where he took an examination in Roman law and stood first. He returned to India in 1913 and started practicing as a barrister in Ahmedabad, fulfilling his second ambition. He started his practice in Ahmedabad and soon he became aware of the local life, activities and people's problems. He became an extremely popular person and he got elected in the Municipal Corporations in 1917.

He used to earn thousands of rupees every month practicing as a lawyer. But he gave up his practice to fight for the freedom of the country. Sardar Vallabhbhai Patel had a tremendous quality of leadership. He got remarkable success during Satyagraha of Bardoli which constitutes one of the most magnificent chapters in the history of India's struggle for freedom. It was in acknowledgment of the efficiency with which he conducted the movement that he was commended as the 'Sardar' the leader a title by which

he came to be known to the nation ever since. In 1942, he took part in the Quit India Movement under the leadership of Mahatma Gandhi. He was sent to prison many times as a part of Quit India movement.

Vallabhbhai Patel was the architect of modern India. After India got freedom, he became the Deputy Prime Minister of the country. As the Deputy Prime Minister of free India, he brought about the merger of hundreds of princely states with the Indian Union, and became the architect of the integrity of India. He acted as the Acting Prime Minister of India also between October 7 to November 15 during the visit of the Prime Minister Jawahar Lal Nehru to USA, Canada and Britain. He died on December 15 in the same year at Bombay after a short illness.

In 1991 he was conferred on as 'Bharat Ratna' award for his valuable services to the country. He was, indeed, a great freedom fighter. He was well known for his skill, wisdom, tact and foresight. Honest in word and deed, he was a superhero among heroes.

LEADERSHIP MILESTONE OF SARDAR VALLABHBHAI PATEL:

Following are the major milestones of Sardar Patel's life depicting his leadership qualities:

Fighting for independence:

Sardar Patel won an election to become the sanitation commissioner of Ahmedabad in 1917. While often clashing with British officials on civic issues, he did not show any interest in politics. In Borsad Patel gave a speech encouraging Indians nationwide to sign Gandhi's petition demanding independence from Britain. Then, Patel became the secretary of the Gujarat Sabha. The Kheda peasants' plea for exemption from taxation had been turned down by British authorities. Gandhi endorsed waging a struggle there, but could not lead it himself due to his activities in Champaran. When Gandhi asked for a Gujarati activist to devote himself completely to the assignment, Patel volunteered, much to Gandhi's delight.

Satyagraha in Gujarat:

Then, Vallabhbhai Patel began a village-by-village tour in the Kheda district, documenting grievances and asking villagers for their support for a statewide revolt by refusing the payment of taxes. Patel emphasized potential hardships with the need for complete unity and non-violence despite

any provocation. He received enthusiastic responses from virtually every village. When the revolt was launched and revenue refused, the government sent police and intimidation squads to seize property, including confiscating barn animals and whole farms. Patel organized a network of volunteers to work with individual villages — helping them hide valuables and protect themselves during raids. Then, in 1920, he was elected president of the newly formed Gujarat Pradesh Congress Committee—he would serve as its president till 1945.

Leading the Congress:

Patel was elected Congress president for its 1931 session in Karachi. Patel used his position as Congress president in organizing the return of confiscated lands to farmers in Gujarat. Patel's position at the highest level in the Congress was largely connected with his role from 1934 onwards in the party organization. Based at an apartment in Mumbai, he became the Congress's main fund-raiser and chairman of its Central Parliamentary Board, playing the leading role in selecting and financing candidates for the 1934 elections to the Central Legislative Assembly in New Delhi and also for the Provincial elections of 1936.

Quit India Movement:

While Nehru, Rajagopalachari and Maulana Azad initially criticized Gandhi's proposal for an all-out campaign of civil disobedience to force the British to Quit India, Patel was its most fervent supporter. Arguing that the British would retreat from India as they had from Singapore and Burma, Patel stressed that the campaign start without any delay.

ANALYSIS OF LEADERSHIP SKILLS OF SARDAR VALLABHBHAI PATEL:

Following leadership traits can be drawn from the above milestones of the Sardar Patel:

Firm determination: One the most inspirational and muscular point of Sardar Patel's personality was his firmness towards the decided goals which separates him from the others. His firmness was indeed unmatched.

Unconquerable: Another skill which highlights the leadership traits of Sardar Patel was; he was unconquerable or unbeatable. The biggest example of it is that when after getting freedom, when the whole world was thinking that India would be divided in thousands of parts, at that time Sardar Patel was having other thoughts in his mind and he integrated more than 500 princely states into the newly formed Union of India and became the architect of modern united India.

Influencing & team building quality: One of the most significant traits of any leader is his influence or persuading

ability. Sardar Patel was full of this skill. There are many instances to prove the same like he organized the farmers of Kheda and Bardoli in Gujarat in the non-violent mass, civil disobedience against the oppressive, tax policies imposed by the British Raj – becoming one of the most influential leaders in Gujarat.

Quick decision Maker: Sardar Patel's ability of taking the right and firm decisions at the right time in difficult situations, whether it was giving up his practice as a lawyer to fight for the freedom of the country or taking lead in various Satyagraha movements, made him the Iron Man.

Conflict resolution: As a leader one needs conflict resolution skill for the success. Sardar Patel had great conflict resolution skill. There are so many examples in his life to prove his conflict resolutions skills, but the way he united diverse States of India to form united India that is really incomparable.

Adaptability: Sardar Patel's most inspiring characteristic was adaptability with any kind of situation. As a leader one needs to adapt to favorable and unfavorable situations at times. Same was the case with Sardar Patel. Many incidences were there in his life but the most inspiring was when he was moving from one village to another to unite the India, he faced many hurdles even he went to jail also but he accepted all to unite the country.

Never ending Winning Spirit: One of the vital characteristics was his never ending winning sprit which separates him from others. There are many incidents during his life but the major one was integration of more than 500 princely states into the newly formed Union of India.

Managerial skills: Sardar Patel had good managerial skills too. He has demonstrated his managerial skills at many instances. One such instance was when Sardar Patel became the first Home Minister and Deputy Prime Minister of India; he organized relief and rehabilitation efforts in the riot-stricken Punjab and Delhi, and led efforts to restore peace and security.

Tactful Diplomacy: Patel took charge of the task to forge a united India from a plethora of semi-independent princely states, colonial provinces and possessions. Patel employed an iron fist in a velvet glove diplomacy dash; frank political negotiations backed with the option (and the use) of military action to a nation that could emancipate its people without the prospect of divisions or civil conflict. His leadership obtained the peaceful and swift integration of all 565 princely states into the Republic of India. Patel's initiatives spread democracy extensively across India, and re-organized the states to help transform India into a modern federal republic.

Trendsetter/Innovator: One of the skills which are required

by any leader is innovativeness or the ability of setting new trends. Sardar Patel was no exception from this. He was a trendsetter in many instances. One of such instance was when a delegation of Gujarati farmers came to him citing their inability to send their milk production to the markets without being fleeced by middlemen, Sardar Patel advised them to organize the processing and sale of milk by themselves, and guided them to create the Kaira District Co-operative Milk Producers' Union Limited.

Conclusion:

Thus, we can say that Sardar Vallabhbhai Patel was one of the most influential social leader and freedom fighter of India. Unmatchable qualities of Sardar Patel turn a common

man to a social leader - Sardar, a freedom fighter and above all the Ironman of India. His leadership skills discussed above and many more helped India to get independence and above all a united India. The life of Sardar Vallabhbhai Patel was full of hurdles and problems but through his unconquerable qualities he had defeated every hurdle and problem and rose as an undisputed leader – Sardar. After six decades of his death and independence of India, in today's scenario also, his leadership qualities have its relevance and can be used to accelerate the development of the country. Seeing all his contribution to the nation it won't be an exaggeration to say that after Mahatma Gandhi, Sardar Vallabhbhai Patel is the most saluted and respected leader - Sardar in India.

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Sardar Vallabhai Patel: Practical Visionary & Architect of United India

- Mr. Krunal K Bhuvra & Mr. Ashok R Bantwa, Assistant Professor - JVIMS College, Jamnagar

Once in a generation, there comes an intellectual leader and visionary, who aim for the skies, feet firmly on ground, mind made of diamond and fist made of iron, with sheer dedication and focus which might put Eagles also to shame. One such visionary was Sardar Patel. Unfortunately, India has forgotten this gem because the young generation of India only knows him as a freedom fighter and an associate of Gandhi-Nehru. So let us take this opportunity to share some facts about Sardar Patel and what makes him so special. We will share some facts of Patel which will give an overall picture of his capabilities including his political, intellectual, military and non-political sides:

- Political popularity among Congressmen
- Role in political integration of India
- Intellectual skills applied to military
- Role in Constitution
- Role in White Revolution
- The Servant of the People
- The Hero of Bardoli
- The Lion in the Cage
- Plain in Speech and Action

There are many reasons why Patel has become a silent icon. One of the main reasons is that he was a man of action for whom work was primary while photo shoots & public appearances were secondary. To give a simple analogy, we get mesmerized during the inauguration function of a building, we often forget to give due credit to the engineer behind the construction and instead end up admiring the charismatic chief guest who cuts the ribbon.

If India is such a well built, complex building, then one can safely assume that Sardar Patel is the chief engineer.

- **Political popularity:**

Apart from being the chief engineer, he was also the chief visionary who had won the minds of every Congress worker by his practical approach towards solving problems and envisioning a future which was not too farfetched and which seemed to be accomplishable. In 1946, there was an election for the post of Congress president (It was decided that the elected Congress president would become the first PM of independent India). Such was the leadership trait of Patel, he won 13 out of 16 votes (Kripalani got 3, Nehru got 0). Kripalani stepped out due to personal reasons and the contenders were only Patel & Nehru. Patel had 13 votes & Nehru had 0. However, Gandhi asked Patel to step down, thereby making Nehru the party president and hence the first PM of independent India.

It was one of the most tragic decisions ever in the history of modern India and was condemned even by the most respected Congress leaders. For example, eminent Congressman C. Rajagopalachari had said: "Undoubtedly it would have been better if Nehru had been asked to be the Foreign Minister and Patel made the Prime Minister."

Maulana Abul Kalam Azad (Ex Congress President), in his autobiography which was published posthumously in 1959 wrote: "It was a mistake on my part that I did not support Sardar Patel. We differed on many issues but I am convinced that if he had succeeded me as Congress President he would have seen that the Cabinet Mission Plan was successfully implemented. He would have never committed the mistake of Jawaharlal which gave Mr. Jinnah an opportunity of sabotaging the Plan. I can never forgive myself when I think that if I had not committed these mistakes, perhaps the history of the last ten years would have been different"

- **Role in political integration of India:**

On the eve of their departure, the British government announced that its paramountcy would lapse not only over the British territory but even over the native States. This meant that as many as 625 small and big native States would become independent like India and Pakistan. Consequently, the country would be divided into a number of small and big units. This arduous task of swiftly uniting all the princely states would not have been possible if not for Patel who personally met each prince for negotiations and convinced them to accede to India. But as one would expect, some of the filthy rich, power hungry princes posed some of the greatest hurdles to Patel who in turn made such hurdles and such princes appear as paper dolls, and reinforced his title of being the Iron man of India.

- **Intellectual skills applied to military:**

During his tenure of being the home minister, Patel envisioned some of the greatest policies to keep India secure and develop it overall, which unfortunately was not considered seriously by Nehru.

- **Role in Constitution:**

A fact which is not known to many is about his role in framing the Constitution of India. As the textbooks say, Dr. Ambedkar was definitely the architect and official chairman

of the drafting committee of Indian Constitution. But the real architect was Sardar Patel. Historians would vouch for the fact that Patel played such a major role that the Constitution which finally emerged could be called the "*Patel Constitution*".

- **His role in white revolution:**

Apart from the usual politics, he was actively involved in nation building in several different ways. For example, the idea of co-operatives for milk industry was the brainchild of Patel which led to white revolution (headed by Dr. Kurien of Amul). Patel was instrumental in motivating farmers to join the movement so as to break the monopoly enjoyed by private players and place the power among hands of the farmers/producers.

- **The Servant of the People**

In 1923, the rains played havoc in Gujarat. There were floods everywhere. The roads were under water. Thousands of houses were washed away. Lakhs of people lost everything. Vallabhbai came to their rescue. His efforts brought 2,000 volunteers together. They supplied food and clothes to those who had suffered owing to the floods and looked after them.

But their services were still needed. Hardly had the floods subsided when a terrible famine broke out. The farmers had no oxen, and no seeds; how were they to till the land? People were in utter despair. Patel drew the attention of the government to the sufferings of the people. He argued that the government collected taxes from the people, and therefore, it was the duty of the government to help them in their distress. So forceful was his demand that finally the government had to spend fifteen million rupees to help those in the famine stricken areas. Patel organized the relief works very efficiently so that the money was used properly. The world realized that he was not only a great fighter but also a superb organizer.

- **The Hero of Bardoli**

Bardoli is a Taluka in Gujarat. The people of this Taluka were in sheer distress, having suffered because of the floods and the famine. But, in this hour of distress, the foreign government raised the revenue taxes by thirty percent. The people did not know what to do. They went to Patel and said, "You are our only hope."

Said Patel, "If you oppose the government your sufferings will multiply. You will lose your lands and houses, The Government will do its best to crush you. You will not have a grain of rice or a drop of milk, and the women and the children will suffer sheer misery. Consider well. If you are

confident that you have the grit to face all this, let us fight." "We are ready. We will die rather than bow to injustice," said the farmers.

First of all, Patel wrote to the Governor, and appealed to him to reduce the taxes. But he turned a deaf ear to Patel. The Government even announced the date of the collection of the taxes.

"No one shall pay a pie as tax," Patel instructed the farmers. The bugles of war sounded.

Patel divided Bardoli District into several zones. Each zone had a center, and a leader and some volunteers manned each center. There were messengers to carry messages from one center to another. Patel also appointed spies to report on the movements of Government officials. "We shall use all our powers and crush the agitation," declared the Governor of Bombay. The Government sent ruffians to frighten the villagers.

The ruffians would enter villages and beat up the villagers. They used to force their way into houses and carry away grain, goods and money. They insulted the women. But the farmers refused to yield. They did not pay a single pie.

The government began to auction the houses and the lands. But not a single man came forward to buy them. Vallabh- bhai had appointed volunteers in every village to keep watch. As soon as he sighted the officials who were coming to auction the property, the volunteer would sound his bugle. The farmers would leave the village and hide in the jungles. The officials would find the entire village empty. They could never find out who owned a particular house.

- **The Lion in the Cage**

Sardar's fiery words provoked the British Government. It sent him to prison twice in 1930. But this only increased his influence. Sardar Patel was elected President of the Karachi Session of the National Congress, which met in 1931. In his speech Patel declared in unmistakable words, "Swaraj (independence) is our goal. There cannot be the slightest modification of that goal." The government was even more infuriated, and sent him to prison again. He was freed only in 1934.

The Sardar's experiences in the prison make interesting reading. He was treated as an ordinary prisoner. There was only one lavatory in the prison. Every morning the prisoners had to queue up for their turn. And they had to wait in another queue for water. There was no secluded place where they could pass urine. The food served in the prison was rotten. But nothing could dishearten the Sardar.

The officials of the prison loved to give the prisoners

pinpricks. Some friends gave the Sardar as presents a few articles for his use in the prison. Among them was a razor. The officials would not let Patel have it. Finally Patel protested.

Patel said, "Why not give me the razor and let me shave all the prisoners? That will give me some work to do, and I can spend some time."

- **Plain in Speech and Action**

Elections to the Legislatures of Provinces were held in 1937. The Sardar was the Chairman of the Congress Parliamentary Board. Under his stewardship the Congress secured a majority of seats in eight provinces and formed ministries. The reins of all of them were in the hands of the Sardar. He unhesitatingly took to task any minister who did wrong.

In 1942 the Congress called on the British to quit India. It started what came to be known as the 'Quit India

Movement' or the 'Chale jav Movement'. The government jailed all the important leaders of the Congress, including Sardar Patel. Patel fell ill in the prison. The government would not allow his doctor to examine him in the prison. All the leaders were released after three years. At the time the Muslim League went on creating complications, and made the achievement of freedom more difficult. Patel declared, "We shall fight all those who come in the way of India's freedom. "Free India's Good Fortune.

Conclusion :

Thus, the life of Sardar Patel is a continuous flow of inspirations. This great leader was self-educated. He has nurtured many skills in his self by his own. The above-mentioned qualities about him are most desired in a manager also because problems never come after informing us. It won't be exaggeration to say that after Mahatma Gandhi, Sardar Patel is the most saluted leader in India. Honest in word and deed, he was a hero among heroes, a lion among men. We salute this great Leader.

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Sardar Patel : The Unifying Force Of Independent India

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India attained freedom with full of political and socio-economic complexities. The country found herself in an atmosphere surcharged with multifarious and divergent criticalities. If not solved quickly, this would have led to further complications. One of the most crucial problems arose because of British policy towards more than five hundred and odd Princely States. Their exact position after the departure of British was not clearly defined

The immediate repercussion of the freedom of the country was the creation of two distinct nations, namely, India and Pakistan. The native princes were free to get associated with either of the two proposed countries according to their will. A country, having such a large number of Free states, could not have imagined of political unification in such complicated environment. It might have happened that those princes could have formed a third force and contributed towards its disintegration rather than its further consolidation. The responsibility of finding out a solution to cope up the disintegration of all sections of the society of the country fell upon Sardar Patel. Having faced such a critical and complex situation, Sardar Patel's primary task was to create political consciousness in the minds of the people of those states and simultaneously to persuade their princes to merge with the union of India so as to form a strong united India after the departure of the British. By tactful method, by promising privy purses, through his friendly advice, and sometimes by stern and strong administrative measures, he could succeed in bringing all the rulers together merging their states into the Indian union without any bloodshed. This is how the essential task of nation building thus found its success in the competent and strong hands of Sardar Patel.

Now the question that naturally arose in our mind is: *What would be The Scenario of the Nation without the active efforts made by Sardar Patel for the reintegration of India?* India is a land of diversities; linguistic, ethnic, cultural, and religious as well as many others. This has led to the formation of a large number of small states.

Even in the earlier stages of civilization there had never been an occasion when the whole country had completely been under a single government. The political integration of the country was never possible. Moreover, the concept of a nation also did not exist. India, instead of being a nation, was divided into a number of small states. These were having a separate entity of their fighting among themselves all the time. Political unity among these states was thus nonexistent. However, they were able to defend themselves against external aggressions either singularly or collectively.

The rulers of these states used to look after the welfare of their subjects; they had managed to establish a kind of brotherhood among the people. There was no party system and the states were governed by the kind who supposedly gained legitimacy through heredity as an accepted head. Democratic institutions were nonexistent in these small states. Attempts were, however, made by some rulers to consolidate the country into one unit. Rulers like Ashoka of the Maurya dynasty, Chandra Gupta of the Gupta dynasty, Harshavardhan of the northern India had made attempts in this direction but their success was not remarkable.

There were two possibilities with regard to the position of the states after the lapse of paramountcy. At the time of the withdrawal of the British power in India, one possibility was that the states might become completely free and independent sovereign states without having any control exerted over them by the two newly formed states of India and Pakistan. Such a possibility was very much dangerous as the country would be divided into a number of states which would not have sufficient resources of their own for their liabilities. Such a proposition would have led to the complete disorder in the country.

The other and the most practical possibility was that with the end of the British power, the states would develop new relationship with either of the states-India or Pakistan, depending upon the geographical continuity and political situation prevalent. In order to maintain the unity of the country, such a solution was a must, but it was difficult to ascertain whether the Princes of the states, liked to surrender their power and join the newly formed states as federating units. If considered from the point of view of the individual gain, it was obvious that the second possibility might not be welcomed at the cost of individual gain.

The future of the country depended much on the decision of the Princes regarding their participation in the new constitution and the merging of their princely states with the Indian Union. Thus the native states' role in free India was very much important and unless those princes were properly guided towards integrity of the country, the very idea of building a united Indian nation would have been at stake.

To this political developments presents in the country, Sardar's attitude towards the states also took an appropriate turn with the change. Sardar had a close association with the people of native states, especially in Gujarat. He was the President of Kathiawad *Rajakiya Parishad*, The Bhavnagar *Praja Parishad* and Baroda State *Praja Mandal*. Those

organizations represented the people of the respective states, were formed with the perspective of looking after the welfare of the citizens. Sardar had full sympathy for the people of the states, and so he kept constant touch with the people's organizations in other states, but he did not take a direct part in the movement of those states. His statement about the states clearly indicated:

"In those days we were thinking that it was no use fighting with the princes because they themselves were not free agents under foreign rule"

Conscious involvement of Sardar in the affairs of the princely states in the early stages of freedom struggle was thus indirect. In his speech in the general council of All India States people's Conference in June, 1946, Patel advised the people of the states not to undertake any direct action. He realized that a barrier had been created by the British government and he could foresee at that stage that the situation as created by an unwise action by the States' People's Conference, would tend to be disastrous.

Having been convinced that the princely states should form a part of the overall Union of India, Sardar Patel aimed that democratic governments should be established in the states and the princes should join the Union of India as the federating units. In the process of nation-building, he wanted the citizens of the states to join him. He believed that the will of the people is supreme, and sovereignty rested not with the king but with the people only. On May 9th 1946 he said:

"Sovereignty should rest in the people and not with the individual ruler."

He had an ability to hold on the masses. Especially, the people in Gujarat had great regard for him and considered him to be an excellent leader of the country. Sardar also

tried his best to look after the welfare of the citizens of the states

Sardar had close contacts with the princes. He explained that by acceding to the Indian Union the future of the country and simultaneously the future of the princely states would be brighter. Even peace would return to the country. Sardar appealed to the princes for their good-will and for peaceful accession of their States to India. He tried to impress upon the princes that for the integrity of the country, the princes should co-operate to form a United India. He said:

"...I have a few words to say to the Rulers of Indian states among whom I am happy to count many as my personal friends...Let not the future generation curse us for having had the opportunity but having failed to turn it to our mutual advantage..."

As an outcome, he gave a personal touch to the problem of the princely states by considering the princes as his friends and was sure that his appeal would rouse patriotism in the minds of native rulers. His appeal had an electrifying effect on the princes as can be seen from the various encouraging letters he received from the rulers of the several states. Sardar, could, thus, inspire them by restoring confidence in them with a message that it would be good for them to join the Dominion of India. For their own security and prosperity as well as in the interest of the country, they strongly felt that they should accede to the Indian union. This act of Sardar substantiated his contribution in the formation of a strong Indian nation with the support of a majority of the princely states. He could realize that that was the most opportune moment for the States to be brought into the Indian Union in order to avoid the creation of a third force which would be a great threat to the country's unity.

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“Sardar Vallabhbhai Patel Award” For United, Courageous and Social Activities

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What is Bharat Ratna Award ?

Until 2011, the official criteria for awarding the Bharat Ratna stipulated that it was to be conferred for the highest degrees of national service. This service includes artistic, literary, and scientific achievements, as well as "recognition of public service of the highest order." In December 2011, the Government of India modified the criteria to allow sportspersons to receive the award; since then, the award may be conferred "for performance of highest order in any field of human endeavor.

About Vallabhbhai Patel

Vallabhbhai Jhaverbhai Patel was an Indian barrister and statesman, one of the leaders of the Indian National Congress and one of the founding fathers of the Republic of India. He was born on 31st Oct. 1875 at Nadiad, Gujarat. He was the Son of Jhaverbhai, a farmer and Laadbai.

He did his matriculation at the age of 22. He seemed to be an ordinary person to everyone around him, but had strong will power. He wanted to become a barrister. At the age of 36, he went to England to fulfill his dream and joined Middle Temple Inn. He completed his 36-month course in just 30 months. After returning to India he became one of the most successful barristers of Ahmedabad.

Joined in Indian's struggle for Independence

Inspired by the work and philosophy of Mahatma Gandhi, he joined India's struggle for independence. Patel supported Gandhi's Non-cooperation movement and toured the state to recruit more than 300,000 members and raise over Rs. 15 lakh in funds. Helping organize bonfires of British goods in Ahmedabad, Patel threw in all his English-style clothes. With his daughter Mani and son Dahya, he switched completely to wear khadi. In 1917, He organized peasants of Kheda, Bardoli and other parts of Gujarat and launched non-violent Civil Disobedience Movement in Gujarat, against the payment of raised tax, levied by the British government. He succeeded in his goal and British government suspended the payment of revenue for that year. With this he became one of the most influential leaders in Gujarat.

In 1920 he became the president of Gujarat Pradesh Congress Committee. When Gandhiji was in prison, Sardar Patel was asked by Members of Congress to lead the

satyagraha in Nagpur in 1923 against a law banning the raising of the Indian flag. He organized thousands of volunteers from all over the country in processions hoisting the flag. Patel negotiated a settlement that obtained the release of all prisoners and allowed nationalists to hoist the flag in public. In 1928, the farmers of Bardoli faced a problem of "tax-hike". After prolonged summons, when the farmers refused to pay the extra tax, the government in retaliation seized their lands. Vallabhbhai Patel intervened with an agitation. The agitation took on for more than six months and after a deal struck between the government and farmer's representatives, the lands were returned.

In 1930 Sardar Vallabhbhai Patel was imprisoned for participating in the famous Salt Satyagraha called by Mahatma Gandhi. His inspiring speeches during the "Salt Movement" transformed the lives of numerous people, who later played a major role in making the movement successful. Patel became popular as Sardar among his colleagues and followers after the triumph in Bardoli.

Sardar Patel and Congress

Sardar Patel was freed in 1931 following an agreement signed between Mahatma Gandhi and Lord Irwin, the then Viceroy of India. The treaty was popularly known as the Gandhi-Irwin pact. The same year, Patel was elected as the president of Indian National Congress Party for its Karachi session.

Patel's position at the highest level in the Congress was largely connected with his role from 1934 onwards in the party organization. Based at an apartment in Mumbai, he became the Congress's main fund-raiser and chairman of its Central Parliamentary Board, playing the leading role in selecting and financing candidates for the 1934 elections to the Central Legislative Assembly in New Delhi and also for the Provincial elections of 1936.

Helping Hand of Gandhiji & Quit India Movement

When senior leaders like Jawaharlal Nehru, Chakravarti Rajagopalachari and Maulana Azad criticized Mahatma Gandhi's concept regarding the civil disobedience movement which would compel the British to leave the nation, Patel extended his support to Gandhi. Arguing that the British would retreat from India as they had from Singapore and Burma, Patel stressed that the campaign start without any delay.

Though feeling that the British would not quit

immediately, Patel favored an all-out rebellion which would galvanize Indian people, who had been divided in their response to the war, In Patel's view, an all-out rebellion would force the British to concede that continuation of colonial rule had no support in India, and thus speed up power transfer to Indians. Believing strongly in the need for revolt, Patel stated his intention to resign from the Congress if the revolt was not approved. Gandhi strongly pressured the All India Congress Committee to approve of an all-out campaign of civil disobedience, and the AICC approved the campaign on 7 August 1942. Though Patel's health had suffered during his stint in jail, Patel gave emotional speeches to large crowds across India, asking people to refuse paying taxes and participate in civil disobedience, mass protests and a shutdown of all civil services. He raised funds and prepared a second-tier of command as a precaution against the arrest of national leaders.

Nehru V/S Sardar

One important episode that could have changed the political lines of the country had shaped up just a year of attaining independence. During the election for the Congress presidency in 1946, thirteen of the sixteen states proposed Sardar Patel's name for the post. It was a very crucial election, as the elected president of the congress party would be later considered as the first Prime Minister of independent India. Just a few days, before the all important election, Mahatma Gandhi requested Sardar Patel to leave the candidacy and support Jawaharlal Nehru. Sardar Patel, without pondering twice, stepped down.

Role of Sardar in Political integration of India

On 6 May 1947, Patel began lobbying the princes, attempting to make them receptive towards dialogue with the future Government and trying to forestall potential conflicts. Patel used social meetings and unofficial surroundings to engage most monarchs, inviting them to lunch and tea at his home in Delhi. At these meetings, Patel stated that there was no inherent conflict between the Congress and the princely order. Nonetheless, he stressed that the princes would need to accede to India in good faith by 15 August 1947. Patel invoked the patriotism of India's monarchs, asking them to join in the freedom of their nation and act as responsible rulers who cared about the future of their people. He persuaded the princes of 565 states of the impossibility of independence from the Indian republic, especially in the presence of growing opposition from their subjects. He proposed favourable terms for the merger, including creation of *privy purses* for the descendants of the rulers. While encouraging the rulers to act with patriotism, Patel did not rule out force, setting a deadline of 15 August 1947 for them to sign the instrument of accession document. All but three of the states willingly merged into the Indian union—only Jammu and Kashmir, Junagadh, and

Hyderabad did not fall into his basket.

Junagadh was especially important to Patel, since it was in his home state of Gujarat and also because this Kathiawar district had the ultra-rich Somnath temple which had been plundered 17 times by Mahmud of Ghazni who broke the temple and its idols to rob it of its riches, emeralds, diamonds and gold. The Nawab had under pressure from Sir Shah Nawaz Bhutto acceded to Pakistan. It was however, quite far from Pakistan and 80% of its population was Hindu. Patel combined diplomacy with force, demanding that Pakistan annul the accession, and that the Nawab accede to India. He sent the Army to occupy three principalities of Junagadh to show his resolve. Following widespread protests and the formation of a civil government, or *Aarzi Hukumat*, both Bhutto and the Nawab fled to Karachi, and under Patel's orders, Indian Army and police units marched into the state. A plebiscite later organised produced a 99.5% vote for merger with India.

Hyderabad was the largest of the princely states, and included parts of present-day Andhra Pradesh, Karnataka, and Maharashtra states. Its ruler, the Nizam Osman Ali Khan was a Muslim, although over 80% of its people were Hindu. The Nizam sought independence or accession with Pakistan. Muslim forces loyal to Nizam, called the Razakars, under Qasim Razvi pressed the Nizam to hold out against India, while organizing attacks on people on Indian soil. Even though a Standstill Agreement was signed due to the desperate efforts of Lord Mountbatten to avoid a war, the Nizam rejected deals and changed his positions. In September 1948, Patel emphasized in Cabinet meetings that India should talk no more, and reconciled Nehru and the Governor-General, Chakravarti Rajgopalachari to military action. Following preparations, Patel ordered the Indian Army to integrate Hyderabad (in his capacity as Acting Prime Minister) when Nehru was touring Europe. The action was termed Operation Polo, in which thousands of Razakar forces had been killed, but Hyderabad was comfortably secured into the Indian Union. The main aim of Mountbatten and Nehru in avoiding a forced annexation was to prevent an outbreak of Hindu-Muslim violence. Patel insisted that if Hyderabad was allowed to continue with its antics, the prestige of the Government would fall and then neither Hindus nor Muslims would feel secure in its realm. After defeating Nizam, Patel retained him as the ceremonial chief of state, and held talks with him.

The end of an Era.....

Sardar Vallabhbhai Patel's health declined in 1950. He, himself realized that he was not going to live much longer. On 2 November his health deteriorated further and was confined to bed. After suffering a massive heart attack, on 15 December 1950, the great soul left the world.

Conclusion :

In this article we have put up few of the activities done by Legendary Vallabhbhai Patel which shows his management skill, his firm determination and his governance, which is required even today also in our political and administrative system to sustain growth and unity of country for which we are known in the whole world.

Do we think the contribution of this legendary iron man is comparable with the other awardees of Bharat Ratna Award? Is there any award in the name of Sardar Patel? Sardar Patel's contribution towards united India is irrevocable.

IF we really have proud to Legend Sardar Vallabhbhai Patel, there should be an award like "Sardar Vallabhbhai Patel Award" in the field of united activities, courageous activities, social activities etc...

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Sardar Vallabhbhai Patel : A Knight For Modern India

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The person, whose name itself has meaning, "*beloved*" shows how much the person's influence can be on the youth of today. The name, which itself shows the real meaning of love, peace and calmness, is the one who thought many things directly or indirectly to the world is "The Man Of Unity- Sardar Vallabhbhai Patel".

Sardar Vallabhbhai Jhaverbhai Patel (31 October 1875 – 15 December 1950 (this date is generally accepted)) was an Indian barrister and statesman. He was one of the leaders of the Indian National Congress and one of the founding fathers of the Republic of India. Vallabhbhai Patel was employed in successful practice as a lawyer. He took the leadership of the Indian National Congress and was the main head of rebellions and political events, organising the party for elections in 1934 and 1937, and promoting the Quit India Movement. He is also remembered as the "Patron Saint" of India's civil servants for establishing modern all-India services (IAS).

From his childhood itself, he started his struggle for getting education by travelling from one district to another. He wanted to become a barrister by getting educated from London but his financial condition always challenged him. Yet he didn't give up and continued his study himself by borrowing books from other lawyers and attending court of laws. Finally he passed his examination with distinction grades and started practicing. Soon he got married to Jhaverba and had two children. Later on, his wife died due to cancer at younger age, when Sardar Patel was 33 years old. He declined to get married again and proved to be the model for youth that "walking happily and firmly throughout all the situations and then keeping your smile alive, is the only way to deal with the situation." He never lost his hopes nor did he keep down his goal to free India from the British rule.

He stood out as "One Man Army" and started to fight for the freedom movement. He carried out such acts and movements to work along with people's co-operation and also he got success in it. This made him to be the role model among the colleagues and youth.

He was the follower of Gandhiji and was in search to meet him. But suddenly his dream came true, when he first met Gandhi, after spending time in prison for getting arrested together at Round Table Conference in London. After that, he jointly did so many freedom movements under Gandhiji's guidance. He always followed and appreciated the decisions taken by Mahatma Gandhi. But,

after the death of Mahatma Gandhi, he was so much broken.

We always heard so many stories of his strength, bravery, truth, justice and kindness which proved that he was the man who was of great "mission and vision". This gives the idea of how to be prepared for each hurdle that comes in our way. He was an example of being an Iron Man of today's world.

In his childhood, Sardar Patel was suffering from boil in the armpit. It was believed that a man in their village can cure boils by touching them with the hot rod. He was ready for the cure and went to him. The man heated the rod but he hesitated seeing the small age of Sardar. But Sardar asked him to do it fast. Then finally he himself took the hot rod and burnt the boils. Seeing this, everyone around started to scream. This was the incidence which shows his fearlessness. We must learn to be fearless though how tough the situation arrives.

As we have always seen that being patient is the best quality, one could inculcate in our life. This can be seen from one of the incident that took place with him when he declined to be the Prime Minister of India just because Gandhiji wanted Shree Jawaharlal Nehru to be the one. He was questioned by some of the press reporters about not taking the stand as one and also not opposing Gandhiji's decision against him. He didn't answer or gave a single note to such rumours and just kept on doing his duty to free India till the end. Many great leaders also regretted upon this incident saying "India lost its future and its bright nation". This incident gives a message to keep calmness and handle each moment with patience. Even after this incident, one more incident took place. A blog was written in newspaper related to Sardar. And that was a rumour related to his character. Reading such rumours in newspaper, her daughter, Maniben, rush to meet Gandhiji and complained him to stop media writing all those things for her father. But Gandhiji replied her that her father is quite intelligent, he can tackle out with those people very well. There is no need for me to protest him. This shows Gandhiji's faith for Sardar as well as Sardar's politeness quality to handle each question pointed by media very well.

Youth to get motivated was his style of living. He used to wear western dressing for several years. But suddenly, after getting more involved in the freedom movement, he quit the western dressing and adopted Khadi. His simplicity and respect for the cloth prepared in his own nation shows his delicacy for the country. His simple looks

with a white cap on his head, Khadi Kurta and cotton Dhoti shows us how simple and pure he was. Though being the real Hero, he always kept himself to be as simple as possible. This was the incident from which today's youth get the message of living simple life.

In today's age, people think money and power is everything. But this thought is quite contradicting if we take a glance at the style of living of Sardar Patel. When Sardar died, his account balance was only Rs.262/-. Which shows that, he led a life just like a normal person and died a peaceful death though having only this much amount in it. So, we can learn to lead a life of simplicity and satisfaction with less amount of rush for the comforts from him.

This entire incident shows us how he was, as a person. Though being at such a high position and being a great

leader, he never strived to live a luxurious life and never had he done any act which can create negative image in people's mind. He always worked by his own will and took stand when it was found for the goodness of Indians.

One of his famous quote sighs, "Though we lose all our wealth and sell our entire precious jewel and lose our life, we should keep faith in the Almighty and keep our face smiling." This means that, a person should keep his smile alive till the end, in spite of how tough the situation is.

From this, we can rightly say that he was the perfect KNIGHT and the true warrior of India. The qualities that can make youth of today to live an immortal life through hard work, determination and perseverance. He is the live example of being the Iron Man and the child of Gujarat who lead the country.

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Sardar Vallabhbhai Patel— An Unforgettable Gandhian of Indian History

- Mr. Nandan Haridas Dawda, Sarvajanic College of Engineering & Technology , Surat

It has been rightly said in our ancient sculptures "GUNAHAH PUJA STHANAM GUNISHU, NA LINGAM NA CHA VAYAH", which means that the virtuality of a person is known by his quality there is no bar of caste, creed or age. Our Indian culture is full of such personality and one of such personality is none other than the first home minister and the deputy minister of India i.e. Sardar Vallabhbhai Patel.

"SARDAR VALLABHBHAI PATEL" hearing this name, a personality comes in our mind of a person in white clothes with a white cap on head, an iron man of India, a leader of India, a true Gandhian and a person of truth and justice. If we turn the pages of our history, then after Gandhi the most honourable and honest person was Vallabhbhai. He was the man of courage and justice and thus Vallabhbhai is also known as "The Maker of Modern India".

Brief History

Sardar Vallabhbhai belongs to a very good family background. Sardar Patel's native place was Karamsad. His actual date of birth was never officially recorded — Patel entered 31 October as his date of birth on his matriculation examination papers. They lived in the village of Karamsad, where Jhaverbhai owned a homestead. Somabhai, Narsibhai and Vithalbhai Patel (also a future political leader) were his elder brothers. He had a younger brother, Kashibhai and a sister, Dahiba. As a young boy, Patel helped his father in the fields and twice a month kept a day-long fast, abstaining from food and water — a Hindu cultural observance that helped him to develop physical toughness.

When he was eighteen years old, Patel's marriage was arranged with Jhaverba, a young girl of twelve or thirteen years from a nearby village. Patel travelled to attend schools in Nadiad, Pet lad and Borsad, living self-sufficiently with other boys. He reputedly cultivated a stoic character — a popular anecdote recounts how he lanced his own painful boil without hesitation, even as the barber supposed to do it trembled. Patel passed his matriculation at the late age of 22; at this point, he was generally regarded by his elders as an unambitious man destined for a common place job.

Patel himself harbored a plan to study to become a lawyer, work and save funds, travel to England and study to become a barrister. Patel spent years away from his family, studying on his own with books borrowed from other lawyers and passed examinations within two years. Fetching Jhaverba from her parents' home, Patel set up his household in Godhra. It took him many years to save money, Patel — now an advocate — earned a reputation as

a fierce and skilled lawyer.

The couple had a daughter, Maniben, in 1904, and a son, Dahyabhai, in 1906. Patel also cared for a friend suffering from Bubonic plague when it swept across Gujarat. When Patel himself came down with the disease, he immediately sent his family to safety, left his home and moved into an isolated house in Nadiad (by other accounts, Patel spent this time in a dilapidated temple); there, he recovered slowly.

Sardar—A True Gandhian

This was all about the family background of Sardar Patel but if we see him as a politician then he was a dynamic personality; his contribution to our country was remarkable and unforgettable. Actually, Sardar was a modern man. He was wearing European-style clothes and urbane mannerisms; he also became a skilled bridge player. Patel also nurtured ambitions to expand his practice and accumulate great wealth and to provide his children with modern education. He had a dream to become very successful in his life and lots of money.

But, just as statue made up of salt gets melted after coming in the contact of water in same way Patel was hugely impressed by Mahatma Gandhi's ideology and gave up his European style living in favour of simplistic Indian style. He decided to become a revolutionist and join the party of Gandhiji. As a active Gujarati activist, He chose to volunteer Gandhi's struggle for the peasants in Kheda district as against his successful career in law. Patel supported Gandhi's Non-cooperation movement and toured the state to recruit more than 3,00,000 members and raise over Rs. 1.5 million in funds.

Though he was an ordinary person but his work was extra ordinary. He had totally dedicated his entire life to Gandhi and thus he himself had said, "When I met Gandhi I collected some wooden pieces and burnt my house, my family, my status, my prestige, everything. I am just left with the ashes of all these things I am totally dedicated to my country". This shows the patriotism of our Sardar toward his country and thus a famous writer Guntant Shah was able to say, "SARDAR PATEL SARDAR". Even the father of our nation Gandhiji himself gave statement "without Sardar, whatever has been accomplished could not have been possible."

Sardar was a true follower of Gandhi and that could be witnessed by the world during various incidents. Once in

1922 when a violent incident took place at Chauri-Chaura, during that time all the members of Indian National Congress started opposing Gandhiji and even started saying that the theory of Gandhiji is irrelevant. But in such a critical situation also Sardar took the side of Gandhi and supported the non violence. This shows the true dedication of a disciple towards his Guru. Other famous Incident is known to entire world i.e. every one said to make Sardar as our Prime minister but only Gandhiji wanted to make Nehru the first prime minister. To our surprise without uttering a single word Sardar removed his name from the post of prime minister.

Sardar really cared for Gandhiji and thus Gandhi was able to speak, "Vallabhbhai's affection towards me reminds me about my mother". Sardar was a philanthropic personality. He always helped to whosoever came to him. He believed that "In the joy of other lies ourselves". He had contributed a lot in making our India United. Though, India is a very big country and it was not easy to unify more than 500 princely states under one central rule. But Gandhiji had a great faith on Sardar and thus he told Patel, "The problem of state is so difficult that you can only solve it". Then on the basis of cooperation, good will and compromise Sardar Patel was able to unify all of them into one union of India in a short period of time. History is the witness of his noble task. Thus many times we hear that people says "Nehru heads the Government, Sardar Patel runs it".

Sardar had said, "I have only one wish that Independent India should be the producer and there should not be a

single Indian who would be starving for food and crying". This shows the feeling of a true Indian like Sardar towards his country. He had said many famous quotes on the basis of the experiment of his life one of the best sentence given by him was that, "Your positivity will create hindrance in your journey of life ,so what to do is just make your eyes red which is full of anger and give fight against injustice with strong hands"

Conclusion :

In a nutshell, it can be said that Sardar Vallabhbhai Patel was the most important chapter of our Indian history. His contribution to our society is remarkable. He is such a personality that each and every incident of his life inspires us to do something for our country- India. We all Gujarati's should feel proud that the mind blowing personality like Sardar Vallabhbhai Patel belonged to Gujarat. We all should be indebted to him for his contribution towards India. At last it could be said that:

"As a king is incomplete without his crown,
As a bird is incomplete without its wings,
As a day is incomplete without a thought, in the same way

Our Indian history is also incomplete without SARDAR VALLABHBHAI PATEL"

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Karma Yogi Sardar – The Architect of Modern and United India

- Ms Hema Rajput , Research Assistant, DSTU & Ms.Priyanka Trivedi , Administrative Assistant, GTU

Sardar Patel was born in Gujarat to the parents who were deeply religious. He went to Britain; like many of his generation of political leaders, he qualified as a barrister.

SARDAR PATEL was one of the founders of our constitution. He was the Iron Man of strength as he supported other leaders in times of struggle, A man of will and direction when others vacillated or were muddled in their goals, He was the pragmatist with his feet on the ground when others took to the clouds. The accomplishments most often cited to support these views are those of his last years: his merger of the Indian States into the Indian Union; his presiding forcefully over the Home Department in the anguished early days of Independence and partition riots; his maintaining the loyalty and continuity of the Civil Service; his control over the Congress Party, sometimes criticised for its rigidity, but more often praised for its -discipline; and, on a personal level, and contrary to his public image, his compassion for his colleagues. Vallabhbhai was an affectionate man with a fine sense of humour, a side seen by a rare few. Mahatma Gandhi has gone on record saying that during the sixteen months in jail, he was kept in peals of laughter by Vallabhbhai, who was a co-inmate— *sardarpatel trust organisation*

Vallabhbhai never courted publicity. He never projected himself and quietly did his work. A man of action, an Intellectual and visionary leader. He was a true Karma yogi.

Mission of Sardar:— *sardarpatel trust organisation*

- Sardar Vallabhbhai Patel's foremost ambition was to consolidate India. The achievement of the integration of the Indian states ranked Vallabhbhai's with that of Bismarck or probably higher by The Times of London
- To ensure the survival of a united country by creating a strong civil service. He conceived the Indian Administrative Service (IAS) in place of the Indian Civil Service (ICS). He also conceived the Indian Police Service (IPS). Both these services are very much existent today enabling India to survive as a democratic state.
- To make India economically strong, prosperous and progressive, a vision that every Indian carries forward today.
- Sardar not only aimed at territorial integration but also the integration of different communities by developing a sense of national identity. He managed to liquidate 565 princely states without liquidating the princes. Had it not been for his vision, India would have achieved freedom without independence and also without

shedding blood.

About Sardar:

- Sardar Patel was the chairman of the Minorities Sub-Committee of the Constituent Assembly. He sought communal integration and made different communities give up their claim for separate electorates. Like a true leader, he did not flatter people but plainly told them where they were wrong. This can be truly said from his childhood incidences.

1. During his school days, one day a teacher made a mistake in working a sum. Vallabhbhai pointed out the error. The teacher was very angry and said, "All right, you be the teacher." Vallabhbhai replied, "Very well, sir." He worked the sum correctly, and sat down in the teacher's chair!

2. Vallabhbhai first chose Sanskrit. Then he changed to Gujarati. Sanskrit was dearer to the teacher who taught Gujarati than his own subject. When Vallabhbhai entered his class, the teacher asked, "Why did you give up Sanskrit and choose Gujarati?"

Vallabhbhai answered, "If every one chooses Sanskrit, you will have no work."

The teacher was in a rage. He complained to the headmaster. Vallabhbhai narrated to the headmaster all that had happened. The headmaster said, "I have not seen such a bold pupil."

- Sardar Patel was never anti-Muslim but he was against fanaticism. His courage to ban the RSS showed that he was secular and non-communal in his approach. According to Sardar Patel, "the most dangerous thing in a democracy is to interfere with the Services."
- Sardar Patel was bold and dauntless. At the time of independence he said, "What we have is not Swaraj, but only freedom from foreign rule. The people have still to win internal Swaraj, abolish distinctions of caste or creed, banish untouchability, improve the lot of the hungry masses, and live as one joint family in short, to create a new way of life and bring about a change of heart and a change of outlook."
- He never posed as a Socialist. He had no property of his own, except his personal belongings. Sardar wanted to remove capitalism of its ugly face but he very well knew the fact that wealth has to be created first, before it can be distributed. Sardar Patel is regarded as one of

the greatest Indians of this century simply by the impact that he made on his contemporaries. **"Jawaharlal is a thinker and Sardar is a doer."** These were Gandhiji's words at the Karachi session of the Congress in 1931. The Sardar was also a thinker but not an impractical visionary. Lord Wavell's diary described Sardar as "...certainly the most impressive of the Congress Leaders and has the best balance." The Sardar shared Lord Wavell's belief that India can be governed firmly, or not at all.

- For Sardar Patel, the unity and integrity of India was of paramount importance than any other thing in the world. He shared the view of the Indian thinker who, when once told that it was the British who divide and rule by some people, he replied that, "It is we who divide and they who rule"

Influenced by Mahatma Gandhi–

The impact of Gandhiji's personality on Vallabhbhai was tremendous. It gave him a new mission in life. The Champaran struggle waged by Gandhiji had a sweeping effect on Patel's mind. His interest in politics had been kindled. He became a staunch follower of Gandhiji. On the request of Gandhiji, Sardar Patel left the candidacy of prime minister and extended his full support to Jawaharlal Nehru. Blessed with rare qualities of fortitude, integrity and an iron determination, Patel played an important role in the freedom movement.

Karma of Sardar Vallabhbhai Patel

Karma is the concept of "action" or "deed" or we can say the contribution towards oneself or society. Here is the karmas or the action performed by the Sardar Vallabhbhai Patel.

- **India's Freedom Struggle:-** *Political thinkers of Modern India- 18 by Verinder Grover*

Inspired by the work and philosophy of Mahatma Gandhi, Sardar Patel joined in India's struggle for independence. He organized peasants of Kheda, Bardoli and other parts of Gujarat and launched non-violent Civil Disobedience Movement in Gujarat, against the payment of raised tax, levied by the British government. He succeeded in achieving his goal as a result. British government suspended the payment of revenue for that year. With this he became one of the most influential leaders in Gujarat.

In 1920 he became the president of Gujarat Pradesh Congress Committee and served in the post till 1945. He was a strong supporter of the Non-Cooperation movement of Gandhi and worked against alcoholism, Untouchability and caste discrimination in Gujarat. He was elected as the municipal president of Ahmedabad in 1922, 1924 and 1927.

When Mahatma Gandhi was in prison, he led the Satyagraha in Nagpur in 1923 against the British law fearlessly, banning the raising of the Indian flag. He was elected as a President of India National Congress in 1931. He was at the forefront of the Congress's all India election campaign in 1934 and 1937 and was a prominent leader in organizing the Quit India Movement in 1942. He was arrested prior to the Quit India Movement and was released in 1945.

- **In political integration of India:-** *Political thinkers of Modern India- 18 by Verinder Grover*

After Independence, Sardar Patel took over as the nascent nation's Home Minister at a very crucial juncture in Indian history and devoted himself wholeheartedly to ensure that the country which was already partitioned remained intact and united. India was fragmented into hundreds of different kingdoms, divided by conflicting interests and ideas before independence. Sardar Vallabhbhai Patel single-handedly took up the challenge and acted with statesmanship, vision and determination by integrating over 565 princely states into united India. He united a scattered nation without much bloodshed except in the case of Hyderabad (Operation Polo) where he sent the army. Due to the achievement of this massive task and his untiring efforts towards the unity of the country, Sardar Patel got the title of 'Iron Man'.

- **Building Constitution :** *-Political thinkers of Modern India- 18 by Verinder Grover*

Sardar Patel is also known as the "Bismarck of India". Patel was a key force behind the appointment of Dr. Bhimrao Ambedkar as the chairman of the drafting committee, and the inclusion of leaders from a diverse political spectrum in the process of writing the constitution. Sardar Patel was the chairman of the committees responsible for minorities, tribal and excluded areas, fundamental rights and provincial constitutions.

He was also instrumental in the founding the Indian Administrative Service and the Indian Police Service, and for his defence of Indian civil servants from political attack therefore he is known as the "patron saint" of India's services.

- **White Revolution:-** *Amul Dairy*

The farmers were at the mercy of milk contractors in Kheda. Sardar Patel, who had advocated farmers' co-operatives as early as 1942, reiterated his advice that the farmers should demand permission to set up such a co-operative that they should market their milk through a cooperative society of their own and setup its own pasteurization Plant. It was resolved that milk producers'

co-operative societies should organize in each village of Kaira District to collect milk from their member-farmers. All the milk societies would federate into a Union which would own milk processing facilities. The Government should undertake to buy milk from the Union.

The Bombay Government refused the demand. The Farmers called a "milk strike" then after the milk commissioner of Bombay, an Englishman, and his deputy visited Anand, Assessed the situation in detail and accepted the farmers' demand to set up a co-operative society. This marked the beginning of Kaira District Co-operative Milk Producers' Union Limited (later on popularly known as Amul). His strong leadership in the Bardoli(Gujarat) struggle gave him the name "Sardar of Bardoli".

- **As Home Minister and Minister of States.**— *Sardar Patel*
wiki pedia

He took decisive action to consolidate the Indian Union and authorized police action to merge Hyderabad into India. It has been suggested by some people of that time that if Sardar Patel had been placed in-charge of Kashmir, a "problem" which Nehru sought to tackle himself both as Prime Minister and as Minister of External Affairs, the crisis in Kashmir would have been resolved in India's favour a

long time ago.

Rajendra Prasad and industrialist J.R.D. Tata were admirers of Sardar Patel and had expressed opinions that Patel would have made a better prime minister for India than Nehru.

Sardar Patel is still remembered as one of principal architects of Indian independence and one of the shapers of modern India.Sardar Patel's achievement in unifying and integrating India and the creating of a strong and independent civil service is commendable.

The General of Bardoli, the Lion of Gujarat, India's Man of Iron, the Sardar of the country's fight for freedom, the Mighty Architect of the integrity of India. A man with great vision, freedom fighter and a Gandhian was recipient of innumerable awards in his life. He was also recipient of Bharat Ratna, the highest civilian award of the Nation.The India of today is certainly not the India of Sardar Patel's dreams. We are still far from the vision of the greatness he sought to achieve for the nation.

It's a tragedy, that the lessons taught by the outstanding Indian patriot and statesman who unquestionably ranks among the world class, are so little remembered today.

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CENTRE FOR GLOBAL BUSINESS STUDIES

The Centre for Global Business Studies is an initiative of Gujarat Technological University as a part of its endeavour to make its academic programs as the "Global Programs" in real sense. The Centre for Global Business Studies has been established to construct a coherent global perspective in education and research. The Centre is having the focus on seven regional markets to discover opportunities for doing business, namely: North America, Europe, South America and Caribbean countries, Middle East and Africa, Central Asia, East Asia and Pacific Countries & South Asia.

CELEBRATION OF NATIONAL/INDEPENDENCE DAYS OF GLOBAL COUNTRY STUDY REPORT (GCSR) COUNTRIES



CGBS has started a unique and one of its kind activities called National Day Celebration (NDC) at university campus with the objective of making the GCSR program more efficient and interesting. Under this exclusive program, National Days of 10 countries have been celebrated from August 2013 to November 2013.

Following are the countries whose National/Independence Days have been celebrated at GTU.

Afghanistan, Indonesia, Brazil, Vietnam, Chile, Qatar, China, Nigeria, Germany and Uganda

LAUNCH OF GCSR HANDBOOK

GCSR was launched in 2011 and looking at the feedback of institute faculties and students, various guidelines were published in the span of three years. It was observed that there was



a need of one comprehensive set of guidelines with prescribed formats to facilitate the compliance in qualitative work of GCSR. So, in order to make GCSR program more effective GCSR handbook was launched on 5th October, 2013. The entire handbook was prepared by members of the Centre for Global Business Studies i.e. Mr. KeyurDarji, Dr. SarikaSrivastava and Dr. Kaushal Bhatt under the guidance of Hon'ble Vice Chancellor Dr. Akshai Aggarwal, Dr. S. O. Junare, Dean, GTU and Dr. Rajesh Khajuria, Director, CKSVIM, Vadodara.

INDO-CANADIAN BUSINESS CHAMBER MEET (ICBC)

Under the Indo-Canadian Study centre various activities have taken place during the last year. ICBC has organized business meet at Ahmedabad regional office on 26th July, 2013. Following the invitation, members of CGBS i.e. Mr. KeyurDarji, Dr. SarikaSrivastava and Dr. Kaushal Bhatt represented GTU in this meet. The business meet was very successful and CGBS team members invited ICBC officials to visit GTU campus to think on further collaborations with the chamber.

MOU among, GTU, SIAS International Software Park, JinshuiKejiao, Henan and SIAS International University

28th November 2013 GTU has signed MoU with one of the top International Universities of China – SIAS International University, located at Xinzheng, Henan, China.



Dr. G.P. Vadodariya, I/C Registrar of GTU with Mr. Baomin Du, Deputy Director, Jinshui Kejiao New City, and Mr. Wei Wang, General Manager, Project officer, SIAS International Software Park University

The MoU will facilitate the exchange programs for research scholars, students and academic professionals. Professor Li Hai Jun of SIAS International University & Dr. G.P. Vadodaria In-charge Registrar of GTU signed the MoU.

The second MoU was signed between Mr. Baomin Du, Deputy Director of JINSHUI KEJIAO New City (China), Mr. Wei Wang of SIAS International Software Park and Dr. G.P.Vadodaria/I/C Registrar of GTU. As per the MoU, GTU will locate a Software Lab & Training Centre and expansion activity at the Sias' soon-to-be available facilities at the JINSHUI in Zhengzhou, Henan, China. The SIAS will avail appropriate space and professional support including office services, technology infrastructure and assistance in business expansion plans and provide assistance to GTU for the lab establishment.

Orientation Program of 1st Batch of International Students at GTU



Orientation Program for 1st Batch of International Students was organized on 1st August 2013 at GTU, Chandkheda Campus.

ShriBhupendersinhChudasama, Minister of Education, Govt. of Gujarat was invited as a Chief Guest. Mr. MakrandShukla,

Regional Head, ICCR, Govt. of India; GTU graced the event. From GTU, Hon'ble Vice Chancellor Dr. Akshai Aggarwal, Registrar (I/C) Dr. G P. Vadodaria, and International Student Advisor Mr. Mitesh Dadhania have graced the event.

International Seminar on Sustainable Energy by Indo - German Study Centre and Centre for Environment and Green Technologies

On 20th November 2013, Indo-German Study Centre and Centre for Environmental and Green Technologies, CEGT have organized one day International Seminar on Sustainable Energy in which Prof. Dr. Reinhard Doleschal from University of Applied Science, Lemgo Germany

delivered a lecture.

DESIGN AND DEVELOPMENT OF NEW WEBPAGE OF CENTRE FOR GLOBAL BUSINESS STUDIES

Team CGBS developed a new webpage of Centre for Global Business Studies (CGBS) under the guidance of Hon'ble Vice Chancellor Dr. Akshai Aggarwal. Now information of all programs running under the Centre for Global Business Studies like Global Country Study (GCSR) Program, International students, Indo-German and Indo-Canadian Study Centres, International Professors with GTU and International Students Experience Program (IEP) can be obtained by a single click on <http://international.gtu.ac.in/>

CENTRE FOR FINANCIAL SERVICES

Gujarat Technological University has initiated twelve Post Graduate Research Centres with a vision to develop professional research work. The Centre for Financial Services (CFS) is one of the Post Graduate Research Centre which is started with the objective to work into the area of Finance, Financial Services and Economics.

Objectives of the Centre:

- To provide training and education in the area of financial services by conducting long and short term courses.
- To conduct various in-house and external research in the area of financial services.
- To provide consultancy/advisory to the external bodies/institutes in the area of financial services.

This year the Centre has signed one MoU with "BSE Institute Limited, Mumbai" on 18th May, 2013 with the objective to promote professional financial education. Earlier, GTU had signed three MoUs under Centre for Financial Services to promote financial education and development. One of them was with "National Stock Exchange of India Limited, Mumbai", the second was with "Indian Institute of Financial Services Private Limited, Ahmedabad" and the third was with "MCX-SX, Mumbai".

A newsletter "Anantyam" is published for PG Research Centres. In the first volume of this newsletter articles on various economic and financial issues like the Infant Mortality Rate (IMR), Current Account Deficit (CAD) and Mahatma Gandhi National Rural Employment Guarantee Act (MNAREGA) were published by this Centre.

Currently the Centre is in the process of launching a professional course – "PG Diploma in Financial Markets" by the next calendar year. The target audience for this course

will be any Graduate with the passion to learn and build career in the area of financial markets. The course will be executed with highly professional finance experts and will cover all the basic and advance understanding of financial education. The unique feature of this course will be simulated financial trading process to be taught to the participants which will help them in better understanding of the diverse financial markets.

The Centre is also in the process of conducting a workshop on "Simulation Trading Strategies" in collaboration with Financial Technologies Knowledge Management Co. Ltd. (FTKMC), Mumbai for the students from the finance background. This workshop will give the students a practical know-how on how actual trading takes place on various platforms. Apart from this workshop it is also proposed to conduct a seminar on "Indian Economy in 2014-15" to get the perfect economic picture of India in the coming year.

To enhance the research activities, Research Associates of this centre has presented a research paper titled "Impact of Food Subsidy on Inflation and Growth in India" at Indus University, Ahmedabad. This paper had secured the Merit of Best Paper.

Over and above, the Centre is also looking to get some quality peer reviewed research projects from the external agencies. The major targeted projects will be from the area of finance and economics. It is also planned to finalize some other short term courses under the aegis of Centre for Financial Services.

Prepared by Mr. Vikrant Vala and Mr. Hitesh Gujarati, Research Associates, Centre for Financial Services

CENTRE FOR MARKETING EXCELLENCE

The CME was established with the aim to bring together faculty, executives and professionals working on marketing issues to stimulate research and foster new dialogue to find solutions to the challenges of marketing and innovation. It will also cater to bridge the gap between the academia-industry in marketing intelligence through industry-led consulting & innovations in keeping with the needs of marketing managers across the country.

Mission:

The Mission of the Centre for Marketing Excellence is to educate future marketing professionals with the capability to understand business problems and opportunities and translate them into actionable information needs. By combining resources from academics and industry, the CME's concentration will be to produce future marketing professionals who can gain superior insights from customer and marketplace perspective.

Projects:

Kotler's Incubator for Ayurvedic Medicines:



Kotler's Incubator for Ayurvedic Medicines was launched at GTU on 5th May 2012 in the presence of Shri Jaynarayan Vyas, Hon. Cabinet Minister, Government of Gujarat

and Dr. Akshai Aggarwal, Vice Chancellor of Gujarat Technological University, Ahmedabad. The Incubator is designed to explore new horizons of development for the Ayurvedic System of healthcare, developed by eminent doctors like Charak, Sushrut, Vagbhatt, Agnivesh and others. This is a part of the World Marketing Summit (WMS) initiative, started by the World's most influential marketing Guru Professor Philip Kotler. Professor Kotler has initiated the concept of incubator and has set up WMS. About ten renowned universities of the world have come together for research on this mammoth task of making the world better through marketing. The research project was divided into 15 areas and project has been designed to help begin research in Marketing at 45 Colleges. It is also designed to establish working teams of researchers located at different locations.

Universities in India will be able to become great only through bootstrapping based on collaborative working. Hence this project is an experiment, which aims at inculcating a culture of research, where none existed and to create teams of researchers for achieving a common objective.



Events / Seminars / Workshops / Conferences organized by centre:

Workshop on Advanced Statistical Techniques for Marketing Research using statistical software:



A Workshop on Advanced Statistical Techniques for Marketing Research using statistical software" on 16th to 17th November, 2013

was organized at Gujarat Technological University, Ahmedabad. Speakers were Dr. K. Muralidharan (Professor and Head of Department of Statistics, Faculty of Science, The Maharajah Sayajirao University of Baroda, Vadodara), Dr. Raju M. Rathod (Associate Professor, at G.H. Patel P.G. Department of Business Management) & Dr. Ritesh K. Patel (Assistant Professor at PG Research Centre for Governance Systems at Gujarat Technological University). The workshop aims to impart knowledge on Advanced Statistical Techniques, Marketing Research, Charts, Hypothesis Testing, Cluster Analysis, Factor Analysis, etc. More than 50 Ph.D. Scholars in the areas of Management, Engineering, and Pharmacy pursuing their Ph.D. at GTU have participated in the workshop.

Up-coming Events:

CME is going to organize conference in 2014; which will be on the theme of KIAM, and motto of it is to bring all stakeholders of Ayurvedic Medicines viz. Framers, Researchers, Traders, Manufacturers / Processors, Doctors and experts from respective field

CENTRE FOR BUSINESS ETHICS AND CSR

Centre for Business Ethics and CSR is a transforming seed that has been established to bring changes in both the Economy and the Education. It is there to co-create the WISDOM and make the society much wiser. The mission of this centre is to develop and provide a system for mind that can think ethically and in harmony of the society. The society needs to be fed by the Entrepreneurs and corporate world as what is earned needs to be returned back to the society. We as a bridge between the Corporates and Society keep a check and encourage them from time to time for fulfilling their social responsibility.

The objective of this Centre is to build capacity and create awareness among regulators, developers, NGOs, academicians, Corporates and Industry people to understand essence of business ethics and CSR by sensitising the stakeholders. The centre understands that our companies need to rethink their business models and help them to lead towards ethical working models. Second, for all the goodness in their business and working style there is a need of the wisdom of the Rishis and Dharma. It is a Journey from Corporate Social Responsibility to "*Corporate Societal Responsibility*."

The Centre is there to inspire their Students and Faculty members from time to time. In this respect the centre organized the *3rd Leadership Excellence Meet on 19th Oct. 2013* in which more than 80 faculty members participated actively. The Chief Guest of the program, was Prof Aashish Nanda, (*Director of IIM-A*).

The key note speaker of the meet was Mr. Harish Bijoor, CEO, Harish Bijoor Consults Inc. Second speaker of the event was Ms. Atika Dhandhia, Corporate trainer, Practicing Image consultant. Dr. Shailesh Thaker, Business Coach, Motivational speaker showed a very diverse side of leadership and discussed about values, culture, attitude and special traits of leadership. The last speaker of the event was Mr. Himanshu Buch, a humorist, an author, a motivational speaker, a corporate trainer and a ZEN coach.

Looking to the "technologies and infrastructure" The Centre feels special need of nurturing a deeper understanding of the wisdom of the Rishis and Epics while taking decisions in our daily life. With this objective Centre organised an International Seminar on *Ethical Dilemmas in*

Corporate Governance and Business Leadership-Lessons from Mahabharata on 23rd November, 2013. The Chief Guest of Seminar was Shri. Bhupendra Sinh Chudasamaji (*Education Minister Govt. of Gujarat*), and the Guest of Honour was Mr. Sunil Handa (*Founder and Chairman of the Fifth veda Entrepreneurs and Flourish Pure foods Pvt. Ltd.*) This seminar tried to correlate the corporate dilemmas with Mahabharata's Episodes so that one can find solution in ethical ways for business where business and academic leaders (professors and students) explored the challenges ahead and presented them a path from Smart to Wise.

With this our Centre is heading GTU – Council for Human Resource Studies and Organizational Structures (CHRSOS) under which Centre organised a "**Research Summit on People Management and Organization Development - Needs of Indian Industry with specific reference to Gujarat**" on 5th November, 2012 at Gujarat Technological University, Gandhinagar Campus. Towards the end of the Summit, GTU-SCHRM, CBE & CSR have initiated FIVE areas of Research and Core Committee members of these research areas were framed. The research areas are:

- I. Employee Engagement, Commitment and Satisfaction : Defining Patterns and Indicators in Schools and Banks
- II. HR and OD : Needs and Practices (People related issues) of MSMEs
- III. Innovative HR Practices in IT Industries and IT based departments
- IV. 360 Degree Feedback in Small Scale Industries
- V. HR (HR Needs, Competency Mapping, etc.) in Public Services like Community, Hospitals, Schools, etc.



Our Centre is moving towards new horizons ; To conduct certified courses on Business Ethics, To arrange Management Development Programmes (MDPs) on various aspects of Ethics, Ethical Practices and Corporate Social Responsibility (CSR) for students, Executives, Government and Semi- government Organisations, NGO's, Service Organisations, etc.

The Honorary Director of this centre is Dr. Shailesh Thaker, and Board Members are Guruji G. Narayan, Dr. Charles Savage, Dr. Khajuria. The Assistant Professors in this Centre are Dr. Mamta Singh, Ms. Krutika Raval, Mr. Rajesh Ramani.

CENTRE FOR GOVERNANCE SYSTEMS

IN BUSINESSES, INDUSTRIES, UNIVERSITIES, HOSPITALS, NGOS AND GOVERNMENTS

During the year 2013, GTU's Centre for Governance System has planned to do following two projects in the area of Governance:

1. GTU-IGISUT

In the year 2013, POST GRADUATE RESEARCH CENTRE FOR GOVERNANCE SYSTEMS has planned on "Developing a Gujarat Technological University Index of Governance in Indian States and Union Territories (GTU-IGISUT)"

Measurement Options:

In order to measure the GTU-IGISUT following options can be employed:

1. Asking experts to assess how well States/provinces are doing
2. Poll Citizens to ask them how well they are satisfied (Measuring their perceptions)
3. Readily available Facts & Figures in each state/province

The Way Ahead

We have analysed the methods used in developing Harvard Kennedy School (HKS) Index of African Governance and World Bank's Six Key Dimensions of Governance. Now the question is can we prepare a "Gujarat Technological University Index of Governance in Indian States and Union Territories (GTU-IGISUT)" using the key dimensions available in these methods. The question also lies on the availability of data for State / Union Territory wise and the

measurement options we opt for collecting the data from the sample. The next phase in this research is to decide on to include, modify or remove some of these dimensions before finalizing the measurement methodology of GTU-IGISUT.

2. 2nd International Conference On Corporate Governance: Contemporary Issues & Challenges in Indian Economic Environment

GTU PG Research Centre for Governance Systems announces 2nd International Conference on Corporate Governance: Contemporary Issues & Challenges in Indian Economic Environment (ICGS-2014) on 14th & 15th March, 2014 at Gujarat Technological University, Chandkheda Campus, Ahmedabad.

We solicit your ideas and observations on any relevant topics to be presented in the conference. We anticipate contribution from many delegates from every corner of the world. Some related topics are:

- Theme-1: Corporate Governance and Top Management
- Theme-2: Corporate Deviances in Functional Management Areas
- Theme-3: Corporate Governance and Environment
- Theme-4: e-Governance / Transparency
- Theme-5: Corporate Shared Responsibility & CSR
- Theme-6: Corporate Governance and Law
- Theme-7: Contemporary Issues in Governance

CENTER FOR TECHNOLOGY EDUCATION, PUBLIC POLICY AND UNIVERSITIES OF THE 21ST CENTURY

After 156 years of working with the system, it is very clear that the existing Education system is unable to provide as good a technology education to the young in India as the top-most 100 Universities of the world are giving. None of our Universities has been able to provide world-class education to its students.

To identify important organizational components which are needed to pursue the objective of GTU to monitor the activities related to admission, education, training, research, industry interaction, inter institute collaboration and international collaborations and to encourage them to put in their best efforts in making GTU a World Class Technological Institution we at GTU-CeTEPU-21 have taken up Two Joint Research Project initiative such as:

Extensive research have been done in the Joint Research Project called Designing the Structure of a Technology University (DSTU). Distinguished speakers and experts have graced the various seminars of DSTU held from 16th June, 2012 to 18th May, 2013. They shared their experiences, organisation structure, modus-operandi and technological advancements of their university.

Following eminent experts were present in the seminar:

Padmabhushan Dr. P.V. Indiresan, former Director –IIT Madras, Dr. A.K. Malik, Registrar of South Asia University, New Delhi. Dr. H. Maheshappa, Hon'ble Vice Chancellor, Visvesvaraya Technological University, Karnataka, Dr. M.L. Ranga Hon.ble Vice Chancellor Guru Jambheshwer University of Science & Technology, Haryana, Prof.

V.K.Kathal, Director, Academic Staff College, Dr. Harisingh Gour University, Sagar . Dr. Anirudh Pratap Singh, Dean – Research and Consultancy and Director – Punjab Technological University, Dr. Kamal Taori, former IAS officer and Ms. Irma Marla, from Germany, Dr. K. L. Chopra (Padmashri), Former Professor, IITD & Former Director, Indian Institute of Technology, Kharagpur, Dr. D. S. Chauhan, Vice Chancellor, Uttarakhand University, Dehradun, Dr. Premlatha Rajan, Director, Academic Courses, Anna University, Chennai and Dr. H. P. Khincha, former Vice Chancellor of Vishwasaraya Technological University, Karnataka. Prof. P. B. Sharma, Vice Chancellor of Delhi Technological University, His Excellency Mr. Ndubuisi Vitus Amaku, the High Commissioner of Nigeria, Prof. P.P.Mathur, Vice Chancellor of Kalinga Institute of Industrial Technology, Prof. S. Narayanan, Pro-Vice Chancellor VIT University and Mr. Harishkumar Sharma, Registrar, Maharshi Markendeshwar University were invited in the six consecutive meetings of DSTU.

Core-Committee members of DSTU have prepared proposed structure of GTU and it was also decided to prepare one book on the gist of the journey made by DSTU research project and the inputs received from dignitaries during the interactive sessions.

This Centre has also taken up a joint research project for studying the working of each of the Sections of GTU called **GTU-Sectional Study**. The project aims at improving the productivity, efficiency and service to the stake-holders of each Section. It looks at the present use of ICT and suggest ways where new ICT tools or improvement in the existing tools can help improve the working of the Section. It has set up ways of obtaining feedback from those, whom it serves and it should help form quality-circles.

The research project aims at working out a benchmark for excellent service so that every Section may be able to self-evaluate its progress. For this GTU Assistant Professors and Research Associate have already taken feedback from the Employee of the University and the next step is to establish Quality circles for each section so that all those working in the Section can apply their mind collectively to improve its working.

Recent Event:

A Seminar on Re-designing the Structure of Universities for coping with Challenges of the 21st Century (with a special focus on Universities in the Indian sub-continent) was held on 8th and 9th January, 2014. This two day seminar was organized as a pre-summit event for the National Education Summit (NES) by the Department of Education, Government of Gujarat. During this Seminar, the entire body of work, done since April 2011 –including the contribution made to DSTU by these leaders of Higher Education in India, was presented. Therefore, we had invited all the Vice-Chancellors, Deans and Directors or ex-Directors/Vice-Chancellors to participate in the Seminar.

The objective of this seminar was to provide a platform for thinkers, policy makers, academicians and other stake holders, to come together to develop a roadmap for higher education, to design the structure of the higher education system and the Universities for the 21st Century and to formulate a set of policies, which can bring innovation and unleash the creative spirits of the Universities in India.

60 Vice Chancellors and 40 Directors, Deans and Innovators participated in this Seminar.

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**Gujarat
Technological
University**

Established by Govt. of Gujarat under Gujarat Act no. 20 of 2007

Newsletter Compiling & Editing by : GTU Media Team

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