

M's. These are man, material, money, management, motive power, market and machine. The skill and ability of the workers or those who should be provided work must be considered. Easy availability of the required raw material, and the quality and properties of the raw material available cannot be ignored. We must also think of how much money is available as capital. How this capital can be increased and at what rate? How best can it be utilised for maximum production? How much of it should be put in fixed assets and how much should be kept in liquid form? We must also pay attention to the forms of power available in the country, in addition to the human and animal labour. Wind, water, steam, oil, gas, electricity and atomic power can supply the motive power. Of these, which form of power can be obtained, in what quantity without being uneconomic, must be thought of while deciding upon our methods of production. In the same way, managerial skills are also important and deserve due attention. If the ability to co-ordinate the efforts of a dozen workers is wanting, all of them will remain unemployed. It is also necessary to think of the usefulness of the goods produced to the society. This means that production of any particular commodity cannot be justified economically without the consideration of the market it commands. Taking into consideration all these factors we should design suitable machines. Instead, we find nowadays, that we install the machines first and try to coordinate all other factors afterwards. Other countries of the world did not progress in this fashion. Otherwise, new machines would not have been invented. We are importing the machine and hence we have little knowledge. We shall have to develop a *Bharatiya* technology.

### **Full Employment Is A Must**

None of the seven factors is unchangeable. In fact, each one keeps constantly changing. Those who are entrusted with the task of planning, must think of how the change is directed towards progress, how physical hardship is reduced, and waste of energy is minimised. As an illustration, let us take the low productivity of our worker. It can be increased by using machines, and it is necessary to do so. But if the machine is such that the requires only a few men to run it, then the rest of the people will be thrown out of employment. If the machine has to be imported from other countries at such a heavy cost, that the additional production it causes will be insufficient to make it economic, then such a machine is not suitable to our requirements. Just as to let a part of the installed capacity of a factory remain unutilised, is a losing proposition, so also to let the people of this country