

CHAPTER – 9

**PEOPLE MANAGEMENT QUALITY OF
LEADER MAMATA BANERJEE**

The null and alternative hypothesis for objective 3 of our study are considered as:

Null Hypothesis 3 (H₃₀): People management quality of women leader Mamata Banerjee is not enough

Alternate Hypothesis 2 (H₁): H₂₀ is not true

In the present chapter, we would like to test our Null Hypothesis 3 (H₃₀) with the help of the following analysis.

Mamata Banerjee is a political leader. Since her college life she is there in politics. During her studentship she was a leader of the students. After that she has become a leader of the youths of Bengal and subsequently, she has entered into National political arena as a young, dynamic woman leader. She became a Member of Parliament at a young age by defeating a stall word. Since then she has not lost any election so far. At a young age she had become the Minister of State of Human Resource Development, Sports and Youth Affairs of the Government of India. It has given her the opportunity to spread her political and social activities across India. She took up different causes of the youth. It gave her popularity. After that during the political turmoil from 1996 to 2000 she remained one of the very important political personalities in the National politics. During this time the coalition government concept had become stronger. At this time her support at the National Level was very crucial. To stop the volatility and turmoil condition at the centre she joined hands with the NDA Government. She joined the ministry also and became a Railway Minister. It gave her a bigger and greater opportunity to serve the nation. It has given her a true national platform. After that Mamata Banerjee remained in the centre of state as well as national politics. She became the Minister of Coal, which is a very important

ministry of Government of India. After few years she became minister of Railways again for the second time. She got another opportunity to do good to the Nation with government support. Meanwhile political fight continued. The people of West Bengal showed confidence in her leadership capability and made her the first woman chief minister of West Bengal in 2011. Since then her journey is continuing as the Chief Minister of West Bengal. She is running West Bengal, one of the most important states of India. It needs special ability and capability to run a diversified state like this.

Mamata Banerjee, the mass leader possesses all the characteristics of Charismatic leader as mentioned and observed in earlier chapters – chapter 2 and 3. Apart from being a charismatic leader Mamata Banerjee is the leader of the mass with strong people management abilities. She is a not only a political leader, she is also a social reformer. By dint of the charismatic characteristics being inherently owned by her and also by the strong perception of the needs and qualities required by a mass leader, she is taking the public administration to a different height. She is having a strong people management ability with a strong sensitive mind for all sections of people be it her followers or not. Mamata Banerjee is also a social reformer, an economic reformer as well. Not only being a leader but also being an administrator, she is demonstrating her charismatic abilities for the betterment of the public. All the leaders are not always good administrators. But the works, actions and initiatives show that she a good administrator too.

Charismatic mass leader Mamata Banerjee is dedicated to the cause of an all-round wellbeing and development of people of her state and states in her work, *Manusher Pakshe Unnayaner Lakshye* – “I am confident development of a state in India is not possible only through achievement of economic development of the state. Total

development of a state is possible only when there is development of living standard of people a large. From the perspective of such belief when I had taken the responsibility of this state as its Chief Minister in 2011, I had made an all out effort to develop a Government that will take all care and be dedicated to form a Government which will be able to adequately improve the standard of life of people of West Bengal. With this objective and aim, our Government has introduced several people projects which are related with development of living standard of people of this state. It is my proud and pleasure today to state that in last eight years 90% people of this state has been benefited by some project or the others". (*Manusher Pakshe Unnayaner Lakshye, Mamata Banerjee, Page 104*).

Some of the elements of her gesture as achievement oriented charismatic mass leader towards her people which has crowned her with the highest are as below.

9.1: 20 Schemes that transformed Bengal to its present unique state in the last nine years

After becoming the 1st Woman Chief Minister of West Bengal Mamata Banerjee her Government has initiated a lot of developmental schemes for the people of West Bengal since May, 2011. As a result, the state is experiencing development and progress like never before.

Her Government completes nine years and during this period several schemes, as below, has been initiated which transformed both rural and urban Bengal in the last nine years to the stage as it is today and this trend of positive change is something unique in nature having hardly any earlier precedence. :

1. Kanyashree: One of the prime schemes started by this Government under the leadership of immensely successful people management leader Mamata Banerjee is the '*Kanyashree Prakalpa*' initiated in 2013. This is a scheme with the purpose to empower the girl children to get suitably educated and consequently prevent their early marriage. It targets to stop school drop outs also. It has three levels - K1, K2 and K3, with the objective of bringing under education and suitably nurturing the needs of those girl children being in different levels of education like in school, after school and in post-graduation, respectively.

The scheme has brought nearly 50 lakhs girls under the benefit of this umbrella and its area of activity spans around 16,600 institutions which spread along overall length and breadth of West Bengal.

Kanyashree project is something unique and revolutionary in respect of women education and women liberty. This project have been well appreciated and adequately rewarded in different national and internationally recognized platforms and brought name and fame for this state of West Bengal.

This project was awarded United Nations WSIS award in 2016. This also had the distinction of being ranked in the final stage of UN WOMEN ITU organized GEMTech Awards also in 2016. The *Kanyashree project* was considered to be the '**best practices**' in 2014 Girl Summit held in London in 2014 being organized by Department of International Development, UK, and UNICEF. *Kanyashree* project possesses the distinction of being awarded **Manthan Award** by Women and Empowerment department of South Asia and Asia Pacific region.

The West Bengal Government has been awarded the distinction of being rank –I, highest award winner of the Public Service Division of UNO in 2017. This project has transformed girls' education in West Bengal. It has brought a transformational social change in the mindset of the people of Bengal particularly the people of Rural Bengal. Now girls are more motivated and confident to pursue their dreams. Mamata Banerjee has foreseen this one seven years back. Child marriage, girl trafficking has decreased significantly now in West Bengal. West Bengal Government is transferring the money through DBT to the girl's bank account. With the active support and participation of the Department of School Education, Madrasa Education it has become a dream project not only of West Bengal but also for India.

National Level the *Kanyashree* Project has been very highly recognized. In 2015 this project had the distinction of being merited with **Skotch Award** and also **Order of Merit Award**. Also in 2014 – 15 this project had been credited with **National E-Governance Award** by Government of India. Government of India on 22nd January, 2015 have started similar time of scheme called **Beti Bachao Beti Padhao**.

2. Sabuj Sathi: Sabuj Sathi is a scheme, started in 2015, for providing bicycles to boy as well as girl students belonging to classes IX, X, XI and XII, to facilitate those living in distant places, to come to schools and go back conveniently. The bicycles with deep blue colour have remarkably improved attendance of students in schools. This has been a cause of significant student empowerment, being similar to Kanyashree.

This project also has the credibility of bringing several distinctions for this state of West Bengal. UNO considers this project as one of the very significant global level projects. In the list of E-Governance events this project has got its place among best five in the world.

In the criterion of consideration of importance and utility as an aid to academic growth this project has earned the score of its respondents numbering about two million.

Under this scheme nearly one crore beneficiaries have been covered till present. With this scheme the students have been able to reduce the travelling time and exhaustion.

Now they are able to give more time in their studies. The cycle has given them a lot of motivation and inspired them to go to school.

3. *Khadya Sathi:* Under Khadya Sathi Scheme, beginning in 2016, the State Government provides food security for the people of the state. Under this scheme each member of a family is given 5 kilogram (kg) of rice or wheat per month at Rs 2 per kg. There are special arrangements under this scheme are made for those living below the poverty line, affected by the Cyclone Aila and Amphan. Those working in tea gardens, living in the Jangalmahal region and those in Singur whose farmlands were taken over for setting up industries are covered under this scheme. It is an incentive scheme for the people of West Bengal. Rice has ensured food for everybody in Bengal. 8.66 crore people consisting of about 90.6 per cent of the state's population, have been brought under this scheme.

4. *Sabujshree:* Sabujshree is an innovative scheme which is developed with dual ideal objectives – preserving the environment and improving the causes of girl children. Under the scheme, initiated in 2016, the mother of a new-born girl child is provided by Government with saplings for free planting in some place where it can be taken care of – so that the plant grows up under her care just like her girl child. So far number of saplings freely being distributed is around 32 lakhs. The positive environmental impact has started already. The percentage of greenery has increased considerably. Mamata Banerjee has made the people of Bengal more concerned about environmental

degradation and environmental impact. It has considerably reduced the environmental pollution.

5. *Shikshashree*: Shikshashree is a scholarship which had been initiated in 2014, for students belonging to Scheduled Casts (SC) classes and studying in between V to VIII at school level. The scholarship becomes directly paid into student's bank accounts. This helps the students to buy books and necessary study materials etc. and along with this facilitate to meet other education related expenditure. Beneficiaries till now under this scheme have gone above 85 lakhs. This scheme has given the SC students the opportunity to do studies. It has worked as a motivation also.

6. *Gatidhara*: Gatidhara Scheme was launched in 2014 by the Government of West Bengal. The state government provides loans of upto Rs 10 lakh to the youths of Bengal on easy instalment basis for buying cars, small trucks, etc. for commercial use, with a subsidy of 30 per cent or up to Rs 1 lakh over the sanctioned loan while repaying the loan. Families residing in any part of West Bengal with a monthly income of Rs 25,000 or less qualify for financial support under this scheme.

This scheme has been recognized in national level and has been honoured with national awards. Many youths of Bengal are taking the advantages of this scheme and buying small cars. They are registering their names with CAB Apps like Ola, Uber and getting self-employed. Many people are starting small time business also.

As of March 2017, the total number of beneficiaries covered is 13,393 and the amount of subsidy disbursed is Rs 125 crore.

7. *Gitanjali*: Gitanjali is a housing scheme, introduced in 2011, meant for providing shelter to people belonging to economically weaker sections (EWS). A grant of Rs

70,000 is provided to a beneficiary in the plains whereas Rs 75,000 is provided to a beneficiary from the Hills region, the Sundarbans and Jangalmahal. Under this scheme many homeless people have got homes, their own homes.

Till March 2017, benefits have been extended to 2 lakh 98 thousand 745 families.

8. Lok Prasar Prakalpa: The scheme, Lok Prasar Prakalpa was started in 2014 to rejuvenate the folk arts of Bengal coupled with the aim of disseminating social messages and information on the various developmental schemes run by the State Government. Folk artistes from 18 and 60 years of age receive a retainership fee of Rs 1,000, and in addition an opportunity for four performances per month, with Rs 1,000 paid for each. Senior artistes, that is, those above 60, receive a similar sum as monthly pension. This scheme has immensely benefited these artists. They are spreading the social message to the different corners of the state in their local language. The native people also take them as their own people thus the content of the message is transmitted to the people.

As of March 2017, benefits have been extended to nearly 1.94 lakh folk artistes.

9. Fair Price Medicine Shops: The purpose of Fair Price Medicine Shops (FPMS) or (in Bengali) ‘Najyamuller Aushadher Dokan’, first established in 2012, is to ensure round-the-clock availability of quality medicines, consumables, surgical items, implants, etc. at pre-approved discounted rates over the maximum retail price (MRP), to enable people from all economic backgrounds to buy them. These types of medicine shops are located at State Government-run hospitals and medical college-cum-hospitals. All the public in general and poor people in particular are highly benefited under this scheme of Mamata Banerjee. Because of this scheme many unscrupulous

medicine-traders have stopped cheating the general public. West Bengal Government is increasing the numbers of the shops in West Bengal.

Till March 2017, 112 Fair Price Medicine Shops have been set up, selling goods at discounts of 48 to 78 per cent on the MRP. As of December 2016, the total sales have been Rs 1,331 crore and patients availed discounts worth Rs 829 crore, with 2.93 crore prescriptions being served from these facilities.

10. *Shishu Sathi*: Shishu Sathi Prakalpa is a programme which was launched (in 2013) for providing free-of-cost operations for children up to the age of 18 years, covering the treatment of congenital cardiac diseases, cleft lip/palate and club foot. It is available at all State Government hospitals having paediatric facilities and at three private hospitals, namely, RN Tagore International Institute of Cardiac Sciences, BM Birla Heart Research Centre (both in Kolkata) and Durgapur Mission hospital. It is a scheme depicting the soft, sensitive mind of the Mass Leader Mamata Banerjee.

About 12,000 children have received treatment through this scheme, so far.

11. *Shishu Aloy*: Shishu Aloys, launched in 2012, are a type of advanced Anganwadi Centres, aimed at making children ready for school at the age of 6 years. Here, children are prepared for schools in every possible way as well as provided with nutritious food; they also get medical assistance. It is a kind of day-care facility for the children. As of March 2017, 2,000 Shishu Aloys were developed across all districts and two more at the Dum Dum and Alipore Correctional Homes to facilitate children of inmates. On November 25, 2017, which is celebrated by the State Government as Shishu Aloy Dibas, 10,000 more Shishu Aloys were inaugurated across Bengal.

12. *Pathasathi*: The project consists of developing wayside facilities for travellers on national and state highways and other important roads, named 'Pathasathi', run by

self-help groups, societies, West Bengal Tourism Development Corporation (WBTDC) or certain designated agencies. Each of these has a bathroom, a passenger's waiting room, family rooms and a restaurant. A total of 67 such facilities are being constructed. Pathasathi gives good food with safe shelters to the travellers. It is also acting as a centre for women empowerment. Many women members of different self-help groups are getting the opportunities to earn their livelihood. It is a unique scheme of Mamata Banerjee's government.

13. Swasthya Sathi: Swasthya Sathi, announced in 2016, is a cashless group health insurance scheme (that is, including families) for all those employed by the State Government's departments, both permanently and part-time. It is meant for various categories of employees like panchayat functionaries, para-workers like ASHAs, anganwadi workers and civic police volunteers, contractual, part-time and daily wage earners under various departments, teachers and non-teaching staff of primary schools, secondary schools and government-aided madrasahs, and others. Members of the different self-help groups are also getting the benefit of this scheme. People under this scheme get the opportunity to do cashless treatment in different government and private hospitals not only in West Bengal but also outside of West Bengal if needed.

As of March 2017, there were more than 35 lakh beneficiaries and their families enrolled. Later, in September, the benefits were extended to include a total of 55.5 lakh more government employees and volunteers and their families.

14. Sabala: Sabala is a scheme, begun in 2011, for adolescent girls, which aims to improve the nutritional and health status of girls between 11 to 18 years of age and equip them with life skills training and knowledge on family welfare, health and hygiene, and information and guidance on existing public services. It is being

implemented on a pilot basis in seven districts namely, Cooch Behar, Jalpaiguri, Alipurduar, Malda, Nadia, Kolkata and Purulia through 29,444 Anganwadi Centres from 141 ICDS projects. It is a scheme to empower the women of Bengal.

The benefits of the Sabala Scheme have reached 12.72 lakh girls between the ages of 11 and 18 years.

15. Anandadhara: The Anandadhara Scheme, initiated in 2012, is an anti-poverty programme for the rural poor, implemented through the organising of women into self-help groups (SHG). The number of blocks involved in the programme has increased from 32 during financial year 2012-13 to 158 during 2016-17, and consequently, the number of SHGs has increased from 3.18 lakh to 4.58 lakh, respectively. During 2016-17, the credit accessed from banks was Rs 3,329.81 lakh, against a target of Rs 3,274.9 lakh (101.68%). It is helping the marginal people in particular the poor village-women. Under this scheme the rural women are getting the opportunity to earn hands on money.

16. Yuvashree: Yuvashree was launched in 2013 to extend financial assistance of Rs 1,500 per month to 1 lakh of the job seekers registered in the employment bank portal, launched earlier by the government, selected on the basis of criteria like education (those who have passed at least eighth standard) and age group (beneficiaries must be in the age group of 18 to 45 years). The recipients of the allowance are required to use it for training, vocational or otherwise, which will make them fit for employment. It is a scheme aiming at empowering the youths of West Bengal.

17. Samabyathi and Baitarani: Samabyathi is a scheme, notified in 2016, for providing money to the next of kin of poor people in rural regions for organising their funerals. Rs 2,000 is disbursed per funeral. Since the introduction of the programme,

25,478 households have been benefited by this initiative and a sum of Rs 5.1 crore has so far been disbursed. This is a government initiative to share the sorrows and grief with the bereaved families.

18. Swabalamban: Swabalamban is a scheme implemented through NGOs and companies for imparting vocational training to socially marginalised and distressed women, victims of trafficking, sex workers, the transgender community and women in moral danger, in the age group of 18 to 35 years; if necessary, the upper age limit for such category of women is relaxed up to 45 years.

Beneficiaries successfully placed at renowned outlets like Wow Momo, Pantaloons, Kothari, Au Bon Pain and others. Thirty Kanyashree beneficiaries have been trained under the Swabalamban Scheme by Brainware as unarmed security guards, out of whom 16 have been successfully placed in different organisations.

19. Khelashree: The Khelashree Scheme, inaugurated in 2017, is a developmental initiative to encourage sporting activities. As per the scheme, Madhyamik and Higher Secondary schools, High Madrasahs, colleges, universities, all clubs from the first to the fifth divisions of the Kolkata League and all clubs and sports institutions which have been getting annual financial aids from the State Government, would be given five footballs each. Under this scheme sport-infrastructure is built up in all the parts of West Bengal.

20. Safe Drive Save Life: The Safe Drive Save Life programme was started in 2016 to bring down road accidents in the State. It has been appreciated by the Supreme Court of India recently. As a result of the programme, the number of road accidents in the state has reduced by 19.52 per cent. Naturally, the numbers of deaths and cases of injury have also come down by 11.5 per cent and 14 per cent, respectively. Special

Mention – Mission Nirmal Bangla, Bengal has constructed the most number of toilets as well as used up the highest amount of funds for constructing toilets. In 2013, Nadia became the first ODF district in India. The state reported 21,324 villages as ‘Declared ODF’, covering 1,929 GPs, till May 17, 2017, which is the highest in the country.

This initiative of the State Government achieved international recognition when it was selected as the first-place winner for the 2015 United Nations Public Service Award in the category of ‘Improving the Delivery of Public Services’.

9.2: Public Development Program and Public Assistance Schemes

Mamata Banerjee as leader always looks for assistance schemes with the objective of making total development and prosperity of people at large and in general of west Bengal. The CM called upon people in the region to come forward together and assist the development process, irrespective of political lines and ideologies. Mamata Banerjee's Ma-Mati-Manush (the mother, earth and human being) government actually goes Ma-Mati in the 2018 budget placed on the floor of the Assembly. It introduced another social welfare scheme for girls of poor families.

Few remarkable steps are:

A. The budget has made a provision of Rs 1500 crore for the scheme: Beyond over the success of the Kanyashree Scheme, which won international recognition, that budget introduced another social welfare scheme, which will benefit girls of poor families to get married once they attain 18 years.

The families having a yearly income of Rs 1.5 lakh or less will be eligible for a grant of Rs 25,000 at the time of marrying off their daughters. This scheme is titled Rupashree, this scheme is aiming at eradicating child marriage, but above all it is

looking at breaking the vicious circle of borrowing, debt and interest burden. Many poor families in rural Bengal are compelled to borrow at high rate of interest to meet the demands of the would-be groom and in the process they get ruined.

In an attempt to stop that and help the woman lead a life of respect and dignity, the chief minister launched this scheme. The finance department has made a provision of Rs 1500 crore for Rupashree this year.

"I believe in giving importance to women power and so Rupashree will help the women to live with respect without having to bow down to any one as Kanyashree has done in case of girls desiring to study," Mamata Banerjee said.

This apart, the government has gone overboard to promote agriculture and extend privileges for farmers or men associated to maati or earth.

The agricultural budget has made provision of Rs 1181 crore to compensate losses of 32 lakh farmers, who suffered losses due to natural calamity. Another corpus fund of Rs 100 crore has been reserved to stop farmers from distress sale. The amount of pension for farmers has also seen an increase from Rs 750 to Rs 1,000 and the beneficiary list has been increased to include one lakh instead of 66,000 farmers.

B. Patronising Cultural Economy: West Bengal Chief Minister Mamata Banerjee has offered gifts for the Puja committees in Kolkata and districts including a waiver for all sorts of licence fees for the Puja organisers and Rs 10,000 donation from the government to at least 28,000 Puja committees across the state. The Puja committees include 3,000 organisers in Kolkata and around 25,000 committees in the state. amata Banerjee said that the government would spend Rs 28 crore to provide the financial assistance to the Puja committees. The chief minister conveyed her decision at the

coordination meeting with Puja organisers and police at Netaji indoor stadium on Monday. The bounty includes a complete waiver of the Calcutta Municipal Corporation tax and the fees for the issuance of fire licenses. Banerjee waived all sorts of license fees, a puja committee needs to pay to organise Durga Puja. Adding that she had to face a maligning campaign in social networking sites for holding Visarjan (immersion) for a day last year, since it coincided with Muharram, Miss Banerjee urged the organisers not to believe in fake news and fake posts.

“We all need to be very vigilant during the period of festival. Do not allow anybody to instigate communal violence or create disturbances in your areas,” is always the message of Chief Minister Mamata Banerjee. The leader is always careful to see that there is no occurrence of violence in her state.

C. West Bengal Industrial Development Corporation Ltd. (WBIDC) for industrialization in West Bengal: With the active support of WBIDC the present state government is helping the industrialists to come up with commercial and industrial projects in Kolkata and other cities and towns of West Bengal. Government of West Bengal under the leadership of Mamata Banerjee is very serious and willing to bring industries in West Bengal and create job opportunities for the people of Bengal and other states. WBIDC arranges Annual Business Summit in Kolkata in every January. In this business summit world famous industrialists come and join and do investment also in different projects.

D. Muktidhara Scheme for Self-Help Groups in West Bengal: Chief minister Mamata Banerjee’s brainchild Muktidhara is targeted at the overall development of self-help groups in the state.

Launching yet another initiative to support MSMEs, West Bengal government has come up with Project Muktidhra. Chief minister Mamata Banerjee's brainchild Muktidhara is targeted at the overall development of self-help groups in the state.

9.3: Other Roles and Responsibilities

1. As Minister of Railways of Government of India for Two Times: Mamata Banerjee has become Minister of Railways two times in her political career. As the Railways Minister she has done a lot of good work for the Indian Railways.

She has introduced many trains in different parts of India. She took active initiative to improve and modernise hundreds of stations and surroundings. As the railways minister she took the steps to increase the railway tracks and took initiative to reach the new destinations. As the minister of railways she took initiative to make many contractual employees and employees working under railway-contractors permanent in the scale of pay in railway ministry.

Introduction of Non-stop Duranta Express: She introduced Duranta Express connecting different parts of India. It is one of the most sought after trains in India Railways. She introduced Jan Ahar centres in popular stations all across India. In these Jan Ahar centres the passengers, railway employees get breakfast, lunch and the dinner at a very affordable price. She has given IRCTC the responsibility to run these centres all across the country. As the railway minister she always emphasised on reestablishment of railway connections with Bangladesh and Nepal. She did it successfully also. Mamata Banerjee introduced Ladies Special Local Trains in different parts of the country. These trains have become very popular among the ladies commuters in India. As the Railway Minister of India she had taken a very positive

initiative of making warehouses on the railway-land for keeping perishable and non perishable products of the farmers and the traders. Thousands of farmers across the nation are benefited by this project.

2. As the Minister of Ministry of Coal, Government of India: Mamata Banerjee has also served as the minister of Ministry of Coal, Government of India. During this time she could maintain a balance between demand and supply of coal in the country. During this time many subsidiary organisations under the ministry of coal were saved by her from getting disinvested. As a minister she played a very important role in developing and modernising Coal India, one of the biggest Public Sector Undertakings of Government of India. Coal India is revived by her to a great extent during her tenure as the Minister of Ministry of Coal, Govt of India.

3. As the Minister of State of Human Resource Development, Sports and Youth, Government of India: Mamata Banerjee became a Minister of State of HRD, Sports and Youth, Government of India. During this time she tried her level best to develop the sport-infrastructure of India. Cricket, Football and other sports were encouraged by this Mass Leader. She wanted to develop opportunities for sports for the common public as well as for the sports persons and youths of our country. She started developing the Indian Olympic Association for arranging international sporting events in near future. Her target was to bring all round development of the youths by establishing a relationship and bond between sports and education. Here lies her success as a Leader of the Mass.

4. As a Member of Parliament: As a Member of Parliament she did a lot of good work not only for the people of West Bengal but also for many parts of India. She was a Member of Parliament representing South Kolkata but she was always a

representative of the common people of India. She was a representative of the oppressed and the suppressed. Mamata Banerjee is the voice of the women in distress. Continuously singlehandedly as a leader she has given a big fight against the communist in Bengal. As a Member of Parliament where she has seen evils things against the common people, she has gone there. She has stood beside them.

5. As the Leader of Opposition in West Bengal: As the leader of opposition in West Bengal she had run from pillar to the post. She had travelled almost all the parts of West Bengal. During this time Singur and Nandigram incidents happened.

6. Historical Land Movement at Singur: Mamata Banerjee had given the leadership against the forcible land acquisition movement at Singur. The movement became a world-famous movement. She was supporting the cause of the farmers who had lost their farm-lands for a car project at Singur. The then Government of West Bengal wanted to come up with a car project on multi-crop farm lands at Singur. The thousands of people of Singur opposed it. Police atrocities started. Many innocent farmers of Singur were bitten. These unwilling farmers wanted to have a leader. Mamata Banerjee led them from the front. Mamata Banerjee along with the support of local leaders like Becharam Manna, Rabindranath Bhattacharjee (Mastermosai), Sulekha Mallik, Manik Das gave a big fight for the cause of agriculture. Under the darkness of night Mamata Banerjee was bitten mercilessly at Block Development Office at Singur on . Her old time party colleague Dr. Partha Chatterjee was also bitten at Singur by the goons for supporting her and supporting the unwilling farmers of Singur. Many persons lost their lives also. At last the government had to give a second thought to it. Mamata Banerjee had started a *Hunger Strike till death* in support of the unwilling farmers of Singur. It continued for 26 days in Kolkata. It created history.

The world came to know about her dedication, devotion, commitment and iron-determination for the cause of the mass. She was ready to die for the farmers of Singur. The Singur-movement had dethroned the previous political party from the power. People of West Bengal kept confidence on the charismatic people-management abilities of Mass Leader Mamata Banerjee. She became the 1st women Chief Minister of West Bengal in 2011.

The Hon'ble Supreme Court of India had given a verdict to return the lands of Singur to both willing and unwilling farmers. It was a landmark judgement of the Hon'ble Supreme Court of India. The State Government under the leadership of Mamata Banerjee strictly followed the verdict. With the active support of the local self-government, its representatives, government officials and police the state government could return the lands to the owners. They also tried to make it fertile so that farming can be possible in this land. Now a days farming has started at these lands at Singur. It is a big achievement of the Charismatic Leader Mamata Banerjee.

7. Nandigram Movement by Mamata Banerjee: A chemical hub was proposed at Nayachar at Nandigram of Purba Midnapore District. The local people resisted this chemical project for the cause of the environment. Fear of environmental degradation had motivated the local people to oppose this project at Nandigram. Police atrocities happened here also. Many people were agitating. Many people were killed under the darkness of night. Mamata Banerjee came in support of them. She along with the local leaders like Suwendu Adhikary, Sisir Adhikary came in support of the people of Nandigram, Khejuri etc. A mass movement started. It was became a nationally famous movement for the cause of establishing human rights. It was a movement not only to establish the human rights but also it was a movement to protect the environment from

the chemical contamination. At last here also the government had to wash their hands with the Chemical-Hub Project.

8. Award Winning Good Governance by Chief Minister's Office (CMO): The Chief Minister's Office of the Government of West Bengal has won an award for prompt disposal of matters, grievances and letters of the public and other offices. The CMO of Government of West Bengal has given best service in the country. It is also a good achievement which motivates the stakeholders and the public at large.

9.4: Conclusion on Hypothesis 3

We have carried a detailed discussion on the activities and mass management of Mamata Banerjee in three dimensions – (i) Social Welfare Schemes that transformed Bengal (ii) Public Development/Assistance Programs and (iii) Others Roles and Responsibilities carried out by Mamata Banerjee. The analysis clearly indicate that Mamata Banerjee has a prudent skill of managing state administration, public movement and mass management. She has proved her leadership qualities in managing mass movement, transformation of Bengal and ensuring political change in the State. Therefore, without any doubt, we can reject the null hypothesis (H_{3_0}) and conclude that -

Mamata Banerjee has a very high quality of mass management.