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Mode - Online .

(For filling by Examiners only)

Evaluator Code :

Q.No	Pg No.	Maximum Marks	Marks	Total
1	1			
2	3			
3	5			
4	7			
5	9			
6	11			
7	13			
8	15			
9	17			
10	19			
11	21			
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15	33			
16	36			
17	39			
18	42			
19	45			
20	48			
Grand Total				

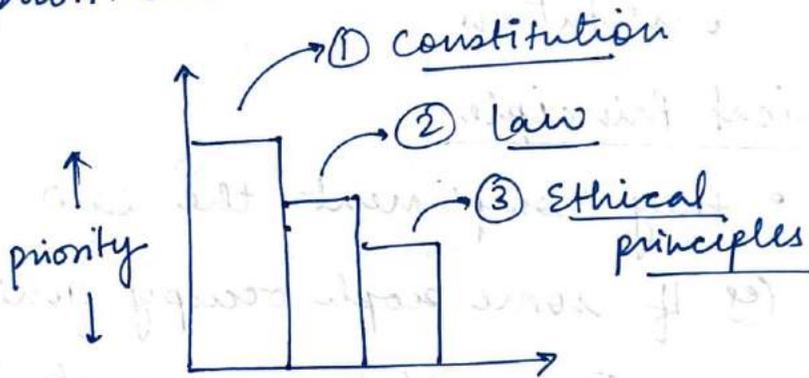
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MACRO COMMENTS

Ans 1
(a)

Public service is generally assumed to be guided by Code of Conduct enshrined in Civil Services (Conduct) Rules, 1964. However, the role of ethical values (empathy, compassion) needs to be imbibed as well.

While delivering public service, certain aspects need to be prioritised.



Need to uphold constitution above others --

- India upholds constitutional supremacy above all.
- It enshrines all the fundamental

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Right (Part III), DPSP (Part IV) &
Fundamental Duties (Part IV A)

- Preamble lists the ideals of our society.
- Basic structure is protected by Judiciary (Kesavananda Bharati case)

2 - Law

- Rule of law - ensures equality
- Induces neutrality
- Law derives their source from constitution

3 - Ethical Principle

- they compliment the law
- (eg) If some people occupy govt-land. They need to be evacuated according to law → stability & peace
↓
empathy & compassion ← but needs to be rehabilitated

Thus, a balance have to be reached, to ensure social governance.

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Ans 2
(b)

Integrity means upholding moral values even when no-one's watching.

Integrity-based civil disobedience refers to a situation when individual refuse to obey order of senior to maintain his/her personal integrity.

eg) A senior asking you to release a culprit, because he is an associate of politician & your senior has a lot of pressure.

In such a case, you uphold your integrity & disobey senior.

Is it justifiable?

① Yes

- helps resolve crisis of conscience
- upholds Immanuel Kant's philosophy of Deontology
- Prevents from moving towards a

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slippery slope. Once you succumb to pressure, you cannot refuse the next time. You become part of the process.

- Responsible disobedience doesn't lead to abuse of power.
- It helps build trust in the society.
- The values like pragmatism, justice, code of ethics remains intact.

It can however jeopardise your future career prospects but morality guides the way. APJ Abdul Kalam refused to succumb to govt pressure & returned the privilege bill - showing disobedience maintaining his integrity

~~He worked the talk~~

Ans 2
(a)

Daniel Goleman says that a human succeeds only 20% with his IQ but 80% with his emotional intelligence.

Emotions can impact personal and professional lives significantly.

eg) Anger can lead to violence or alienate children from expressing their needs to parents.

In professional life it can lead to ego clashes with subordinates thus creating tensed working conditions.

Primary emotions that can impact workplace productivity

Negatively

① Anger : frequent outburst

② Virat Kohli on field - low morale in team

② Jealousy : Its a sign of abandonment of self.

Constant efforts to pull other person down - hampers personal growth.

Positively

- ① Motivation - helps boost each other
- eg) Ratan Tata Motivation to build his company. helped build conducive environment for employee to work.
- ② Self awareness : helps regulate emotions.
- eg) Knowing that you do not work well at last minute tasks helps you avoid procrastination.
- ③ Relationship Management : helps build trust eg) IPS officer Anif Sheik built relation with tribals & introduced 'community policing'

Thus, an efficient workplace is built where everyone practices Emotional

Intelligence can be built by

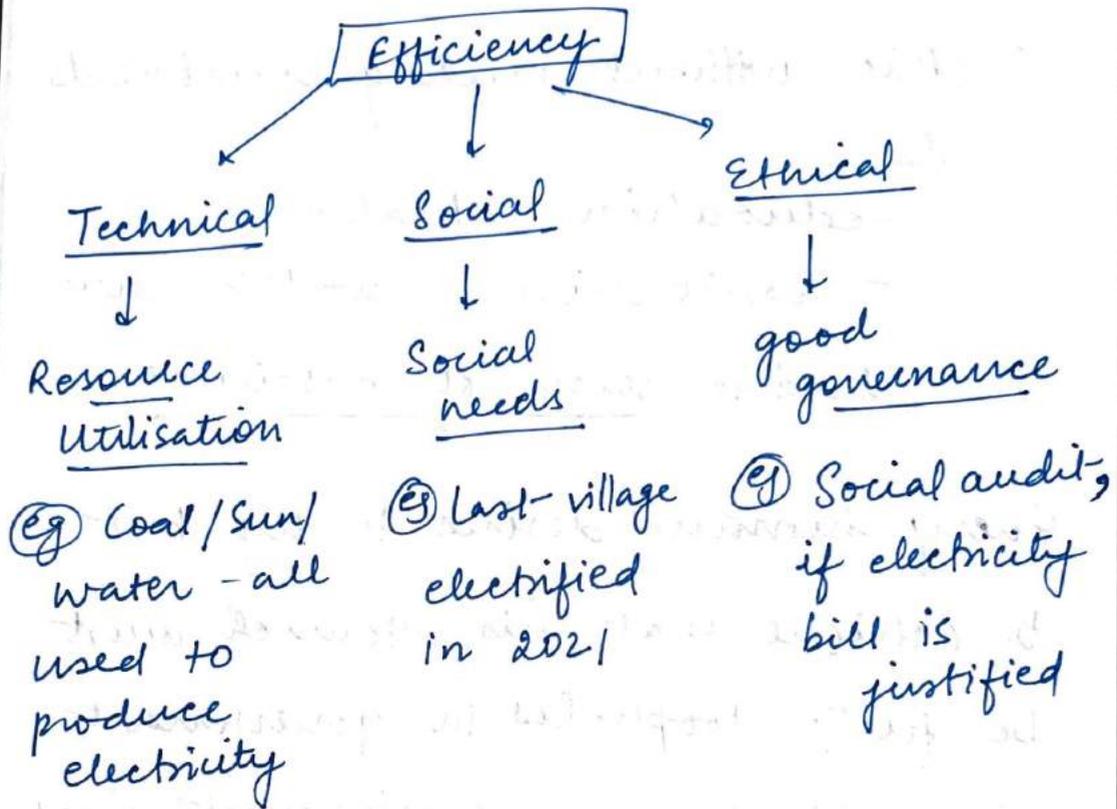
- Training
- Yoga
- Meditation

Generating Awareness.

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प्रश्न संख्या

Ans 2
(b)

Efficiency is *sine-quo-non* in this advancing world. Its important to catch up the needs of every sector.



Ethical efficiency over others

- Helps build community trust
- Helps develop moral / integral society.

But

- Ethics without technological advancement → is a short-term

idea. (e) Sudan, a war hit zone -
during earthquake, 2023, without
advanced safety measures, fought
amongst themselves for basic needs.

- ° Ethics without meeting social needs
like
 - education - health
 - sanitation - water can
lead to crisis of conscience.

Every human desires to fly but
to achieve that his stomach must
be full. Loopholes in government
schemes or underdevelopment may
jeopardise ethics.

Ans 3
(a)

Human values follow the law of 'Universality'. He cannot be right in one department, while conducting himself otherwise. Its only possible, if a human is effective in deciding his Behavioural attitude to his Cognitive attitude

Impact of personal ethics on professional life

- ① (eg) Lal Bahadur Shastri's compassion
In real life → showed in his professional conduct → when offered a shawl in Russia - gave it to his driver, because he had no clothes.
- ② IAS officer Tina Dabi personal ethics
of empathy towards vulnerable section helped her deal with the Pakistan refugee in ~~bar~~ Jaisalmer district.

- ③ Police officers personal ethics → women subordinate to men → reflect in his professional conduct of misbehaving / treating them unequal.

Thus, personal ethics can impact professional life positively as well as negatively.

They can however be compartmentalised, as seen in history -

- ① Catherine of Prussia - believed ideas of French Revolution in personal life but assumed power as absolutist rule.
- ② Akbar believed in his religion - did his prayers but in his durbar maintained heterogeneous community.

Thus, both the scenarios are possible, it depends upon individual's attitude & emotional intelligence

Ans 3
(b)

Goodness is not taught, but instills from within.

Goodness is a person's subconscious decision to do what he/she thinks is correct.

⊙ If some child asks on the road comes and asks you for food, a good human will feel compassion & feed the child, without thinking of the rules / guidelines etc.

Its his good behaviour that instilled kindness in him.

Goodness doesn't expect reward

→ when Mother Teresa selflessly served in India and → she was not guided by the goal to be awarded Nobel peace, neither she deterred from the fact that she'll get the disease from some people she's serving and later succumb to death.

Goodness doesn't sanction from moral values

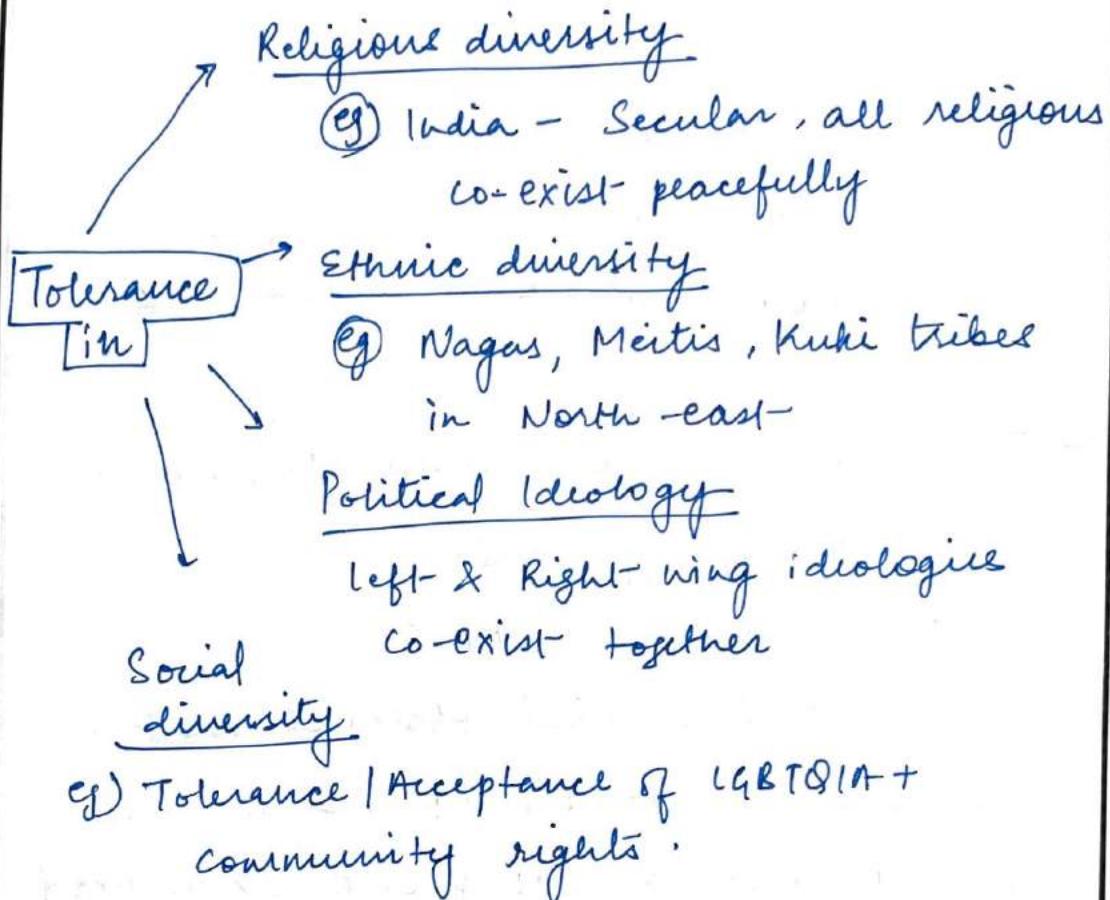
① Moral values can be different for various societies

- ② It might not be correct for some society to jeopardise your life for others - but doctors / administrators proved otherwise. It was their goodness that India emerged out of pandemic better than the others.

Thus, goodness of a human is his nature to decide the correct path.

Ans 4
(a)

A tolerant society reaps benefits in all spheres. It's the combined effort of its citizens to assimilate diverging views.



It's an essence of virtue

- Helps build peaceful society.
 - Accept thoughts of others through peaceful means
- eg) Ancient time - various school of thoughts - Vedanta, Yoga, Advaita etc. used to have discussion in huts & convince of their beliefs peacefully.

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Its a strength

- virtue of High Emotional Intelligence
- Help resolve conflicts

eg) Government's Idea of Development
vs

Tribals idea of Development

- = Tolerant attitude → strengthened tribals and prevents Naxalism,
- shows high EQ (FRA, 2006)

- Tolerance is built from childhood

- through parents
- through society

eg) If a child observe that a different cast family resides next to my house & my parents have good relations → teaches child tolerance and assimilation built through strength.

Jainism idea of Syaadavanda, states that every point of view is correct from their point of view, thus nothing is perfectly right or wrong, shows principle of

Tolerance

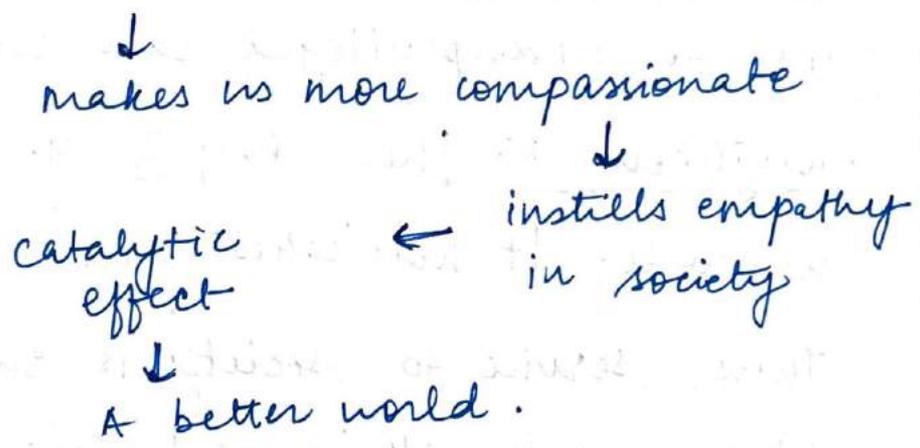
Ans 4
(b)

Mahayana Buddhism emerged different from Hinayana, ~~so~~ because they emphasised on concept of Bodhisattva.

Bodhisattva were enlightened beings, who do not attain 'nibban' 'salvation', so that they could serve the society & help others reach salvation. Thus, upholding the concept of society first.

Duty to serve the society

① Helps us experience the joys and sorrow of the world.



② Gandhiji emphasised 'sewa paramodharan' service is the highest ~~see~~ duty.

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- ③ It helps us release from vicious cycle of greed, materialistic life.
- ④ Helps us connect with our soul.
- ⑤ • People like Kailash Satyarthi by saving trafficked children has served the society.
- Milinda & Gates Foundation is helping 1000s of people move out of poverty.
 - NGOs like Pratham selflessly impart education in youth / children.

An act, however small, of giving ballon to a child or a piece of cake to underprivileged can certainly enlighten his / her day & yours as well. It nourishes your soul.

Thus, service to society is the first step to attain salvation.

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Ans 4
(c)

Peace generally means absence of war & its human tendency to be more interested in conflicts, war - generally the turning events in history, where hence most documented by historians.

Reason → earlier historian accounts for entertainment.
↓
generally the turning events in history.
Thomas Hobbes idea of Men is inherently bad - hence more interested in war than peace.

eg WW1 & WW2 or the emergence of Third world led to today's geographical realities of 2 power blocs & a third world guided by strategic autonomy.

We see similar events in India's case where huge documentation of Non-cooperation & Civil Disobedience

But the work done in between by no-changers has hardly been written.

But period of peace are not empty pages -

① They bring changes in society -
social, economic

② ^{eg} They set the ground for future events.

③ ^{eg} Period from 1905 revolution to final revolution of 1917 in Russia, prepared anti-Tsar Nicholas sentiments, helped Lenin develop his ideology and led to development of 1st Communism in the world.

Thus, the pages of history which are silent - are the period for setting grounds for periods studied extensively by historians.

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Ans
(a)

A civil servant is the mediator between the government & the people & to effectively lead his role, he need to uphold various moral values.

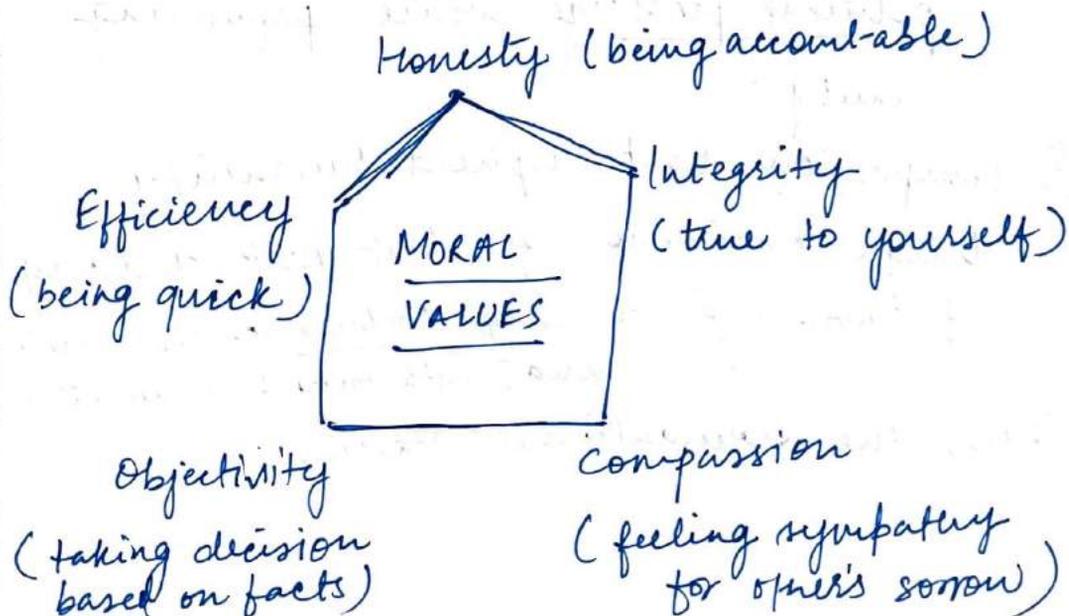
Moral Values

- they are guided by the principle of right or wrong.
- They guide public/professional behaviour
- eg) honesty, integrity

Nonmoral Values

- They are guided by personal values, individual interests
- They guide personal choices.
- eg) Ambition, Wealth desire, creativity.

- 5 Basic moral values that can serve as foundational values.



foundational values because -

① An honest civil servant upholds morality. He is held accountable & remains transparent in public service delivery.

eg) upholds funds allocation in any department.

② Integrity helps maintain personal accountability. eg) no to bribery

③ Efficiency helps quicken the process, induce responsiveness in all sectors. eg) PDS distribution, e-gov, or conflict situation.

④ Objectivity - helps uphold Emotional Intelligence & reduce family pressure / political pressure while performing duty.

⑤ Compassion help upheld humanity.

Brings motivation for last-mile delivery of service. eg) Ensuring ambulance in remote area, with only few hamlets.

Thus, the foundational values.

Ans 5
(b)

Governance is for the people. It needs to be governed by the people.

Ethics in governance is # sine-qua-non.

Effective civic engagement can facilitate ethics-driven administration by -

① Ensuring Accountability & Transparency through RTI

② Ensure Efficiency & Effectiveness since civic knows their needs better.

eg) Water requirements during which time of day is more feasible.

③ Ensure Inclusivity - all views are heard, promotes partnership.

eg) Land demands for various purpose $\left\{ \begin{array}{l} \text{parks} \\ \text{hospitals} \\ \text{rehabilitation} \end{array} \right.$

④ Promotes Stability - because citizens themselves, less chance of conflicts

Movement, issues -

- 1 - Nuances not understood by citizens.
- 2 - each trying to reap maximum benefits - undermining rights of vulnerables - women, SC, ST, Old age.
- 3 - Success of Pressure groups (eg FICCI, large capitalism, difficult to balance with welfare state.

Mechanisms that can be used

- ① Citizen-charters - personalised CC can help make administration accountable.
- ② Pressure groups, NGOs, trade unions etc.
eg) Mazdoor Kisan Shakti Sangathan
efforts led to RTI
- ③ Training to civil servants - periodic
- ④ Active evening sabhas - citizen engagement programmes by civil servants.

Thus, various mechanisms can ensure better governance - ethically.

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Ans 8
(a)

"Law alone can't make society strong, people must practice justice, equality, compassion."

- Nelson Mandela.

Its important that social changes are guided by law & implemented through social persuasion. We need an effective blend of both.

Its important to mix both

- ① Implement Thomas Hobbes idea or elaborated by Voltaire - men need to be guided by strict measures to ensure ethical behaviour.
- ② In cases like LGBTQIA+ rights, the start was with the abolition of Section 377 but still people's outlook hasn't changed much.

This is guided by organising Pride Month - ensured by civil administration that it runs smoothly.

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- Historically, when social reform movement began by Raja Ram Mohan Roy & Ishwar Chand Vidyasagar - force was used - law framed to curb sati, still we saw cases like Roop Kaur in Independent India.
- Cases like Manipur, where morality of women was put to shame, needs force as strict as possible as means of deterrence

Need for Persuasion

- change social outlook
 - ex) Meena community educating its girls in Rajasthan
- Helps uphold Human Values
- Helps reduce government-control over personal choices
- Ensures more freedom in Congress.
- Preserve family values.

Thus, an administration needs to use

both $\left\{ \begin{array}{l} \text{force - deter culprit} \\ \text{persuasion - bring positive mindset.} \end{array} \right.$

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(b)

"A nation's power is not only measured by its military might but also its moral compass."

- Ban-Ki Moon.

Importance of ethics in national strength

- enhances soft power
- (eg) India's relation with African nations
- upholds citizens pride & Morality
 - respect in foreign nations.

But ethical strength without military or financial muscle?

- APJ Abdul Kalam once said
Power deters power and upheld development of Nuclear Power in India & developing space Technology.

It's the reason why, India stands tall against - China, Pakistan combined on its borders.

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→ Nation like Bhutan (high ethical grounds but lacks other strengths) are dependent on other nations.
In today's, Realpolitik, it's important to build strengths.

But it shouldn't be hollow like

- North Korea → low ethics have led to economic degradation, social backwardness, loss of human rights.
- China - policy on Indian border, breaking PANCHSHEEL has undermined relation. Its role in COVID-19, has moved nations to find alternative.

Thus, both the ethical & economic and military strengths are important to stand tall & uphold strategic autonomy.

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Ans 7.

Roti, Kapda aur Makaan (Food, Cloth & Shelter) are the basic necessity of a human but sadly certain vulnerable section could not even afford that.

The listed case is a situation where an officer feels compassion empathetic towards the vulnerable forced to stay on streets while he was ordered to remove encroachment.

(a) Ethical Value conflicts

1) Professional conducts v/s Personal emotions.

2) Impartiality v/s empathy

3) Right to livelihood v/s

State's responsibility to stop encroachment of public spaces.

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(b) Impartiality and empathy hold equal values. As an administrator, working in official capacity, it is important to maintain impartiality

- to ensure justice
- greater good (utilitarianism)
- avoid favouritism
- avoid personal feeling impede professional duties.

However, it's important to have empathy -

- objective of welfare state realised through administrator
- ~~no~~ empathy help understand needs of vulnerable better

(eg)

Thus, need to arrive at Aristotle, 'Golden mean'.

(C) There are certain options available in the situation -

Option 1 Remove vulnerables from sidewalks and shom dwellers

Pros

- Fullfilled official duties
- Sidewalks available for general public - walk
- remove congestion in the city
- rule of law upheld.

Cons

- Labour would loose shelter
- They might loose employment
- They might have to return to villages where they do not have anything - work as agricultural labour.
- Labour might take extreme steps
 - suicide
 - protest against authorities through Unions.

Option 2

Do not vacate the premises

Pros

- Illegal activities Labour can continue working
- Industry will develop with more labour

Cons

- Hampers movement
- Duties remain unfulfilled
- Illegal activities might spring
- ~~Land could have been allotted to some other department~~
- (eg) Water treatment-plant.
- Future conflicts with other department to whom land allotted

(d) Viable solutions to tackle Urban slum dwellers & encroachment

- Relocate the slum dwellers
- Dedicated areas for them ensure Right to live in

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a dignified manner (SC judgement Article 21)

- Ensure households under Pradhan Mantri Awas Yojana
 - If the slum land not allotted to other departments, ensure better facilities -
 - tap connections
 - water / sewage management
 - waste treatment
 - ensure electricity reaches them.
- When better facilities available elsewhere, relocate them, talking to the representatives, avoiding conflicts in future.

Ans B

Moral bankruptcy of certain people have a huge impact on the trust between government & welfare beneficiaries.

In the above case, government scheme for vulnerable section - pregnant women, has been yielding positive results until fraud happened. Now, Department Director has responsibility to ensure regular benefits without overreaching power.

(a) Issues involved in the case

→ Problem of Inclusion : certain unintended beneficiaries using government money.

→ Problem of identifying fraud
since local officials are involved along with families.

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- Professional conduct of local officials is questionable.
- Ensuring scheme efficiency.
- Prevent fraud vs
Individual's data privacy.

⑥ Right to privacy has been ensured as Fundamental Right under Article 21 (K.S. Puttuswamy Case) which could be breached only in rarest of the rare cases.

ex) National security.

Its justified to violate data privacy

- help reduce welfare fraud
- ensure taxpayer's money is properly utilised
- curb corruption, that's like a parasite in the system.

- will help ensure that beneficiaries get funds.
- Schemes like Matsyavandana Yojana could be more efficient.

Its not justified

- Fundamental right - (Art 21)
- Other viable options could be looked into
- Trust- Deficit develops
- Could lead to violation of Data Privacy law by officials.
- lead to slippery floor situations

(C) Reasons for such welfare frauds

- ① Desire for more money despite getting paid by government service (local officials)

Gandhiji says - There's enough for man's need but not for greed.

- ② certain loopholes in the schemes implementation.
- ③ Schemes for vulnerable section - who are always short- of money
- ④ Middle men taking advantage of lack of information / misinformation with beneficiaries.
- ⑤ Effective communication channels lacking.
 - limited internet access (44% penetration)

④ Means to prevent such frauds

- ① Financial inclusion - Bank accounts, more bank branches.
(1.2 million branches for 6 million villages)
- ② Direct Benefit Transfers from government - to reduce local officials fraud.
- ③ e-lupi like system to be enhanced issued & utilised only for the purpose intended.

(4) Awareness campaigns among the masses.

(5) Involve civil societies like NGOs, SHGs in villages -

SHGs - women centric, better reach.

Thus, we can provide efficient resources to the ~~intend~~ intended beneficiaries using modern technologies - e-governance is the future.

Ans 9

Development has been in conflict with the maintenance of the nature. We have always harmonised through effective EIA under Forest Conservation Act, 1980.

However But in above case, there has been manipulation in EIA & the official has to take a call on reporting the fraud against EIA & his seniors of just wash his hands in flowing river.

(a) Issues & value violation

- Non-transparent bidding process which undermined the allocation
- Fraudulent Impact Assessment Report.
- Shallow ecology being upheld
• man is the centre of welfare, undermining natural consequences

- Misconduct on behalf of the Senior official by asking Department head to shut up & be a part of it all.
- Ministry undermining the welfare of people who'll be affected by such disaster
- Development vs Sustainability
- Personal career growth vs Professional impartiality
- Conscience of all officials, bidders and ministry involved.

⑥ Options available to me

- ① Stay quiet as instructed by the Head
- ② Turn against the Head orders, ~~to~~ jeopardise my career growth.

③ Quit the job

④ ~~Stop the~~

⑤ Advantages & Disadvantages

Option 1 | Stay Quiet

Adv

- I'll see career growth
- I'll not have to turn against anyone.

Disadv

- Jeopardise many lives due to disaster
- cognitive dissonance

Option 3 | Quit the Job

Adv

- I'll not be responsible for anything

Disadv

- Not an efficient ~~env~~ behaviour
- Env will still impact me.

Option 2 | will be my option.

Course of Action

- 1- I'll order immediate stop on any mining activity

- 2) I'll send back the Environ-
ment Impact Assessment for
reevaluation, look into it personally
with my inputs.
- 3) Reissue the bidding process,
profiling of all the bidders
and their job/contracts previously.
- 4) I'll talk to my department
head - persuade him of
his professional ethics.
- 5) will talk to ministry, present
the report ↓
future environment-
impact → displacement of people →
they might turn against minister
Persuade ministry as well.

(d) Environment considerations v/s
Choice of Development

- There are certain conflicts but
- Recent reports IPCC, UNFCCC

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on climate change

- Rights of forest dwellers FRA, 2006

All need to be in harmony. They cannot work in isolation.

Government is further working to balance through recent proposal

for Forest Amendment Act, 1980

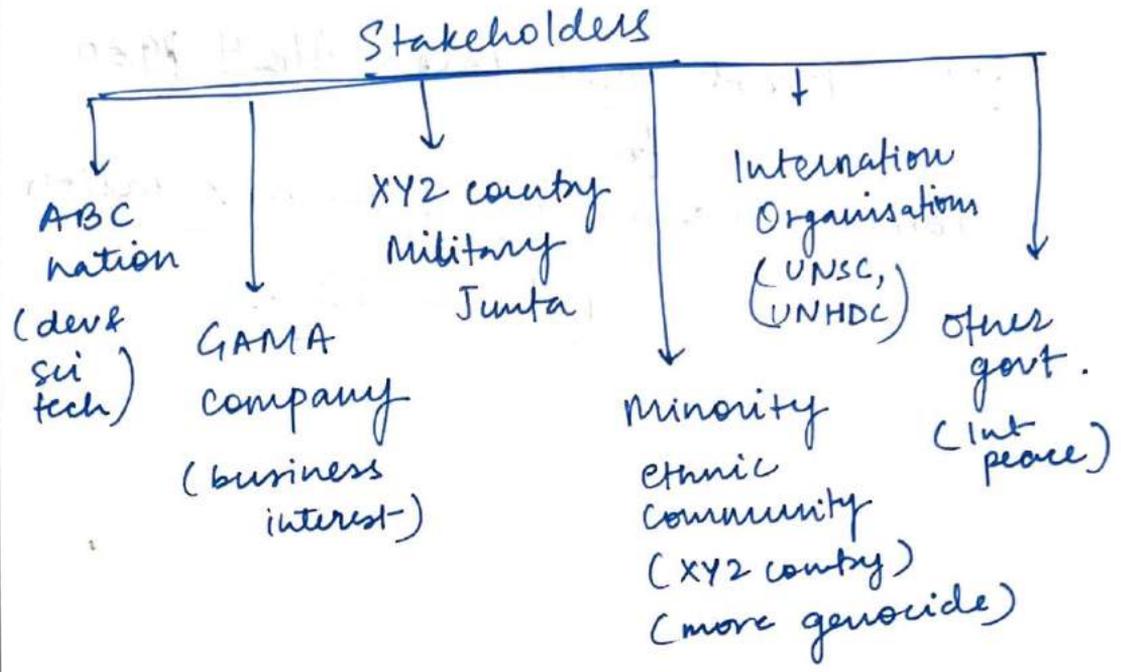
to Forest Conservation & Augmentation

Bill, 2023.

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Ans 10

The above case involves international ethics. UNHCR asserts that Human Rights must be preserved under all circumstances & measures be taken to curb them.



Ⓐ Ethical issues involved

- 1) Profit v/s Ethics
- 2) crony capitalism since government remain silent - would benefit from GAMA business.

3) Military might vs Democratic state

4) Human rights of ethnic community.

5) Role of International Organisation

- To stop GAMA from Business?
- against ~~WTO~~ WTO free trade rules.

- To ban ABC nation from membership?

- govt not directly involved

6) other nations for future international peace.

⑥ Corporate business considering Int. Ethics while pursuing Business -

Yes

→ Impact whole community
- specially military & space weapon.

→ Politicisation of relatively free space → weaponisation.

→ Promote other business to

engage in unethical practices.

→ lowers human values like empathy towards genocide of minority.

[No]

→ Business motive is to earn profit.

→ Business are not restricted by guidelines to decide their trade relation.

→ Government of ABC did not intervene.

© Corporate's social responsibility.

Beyond one's immediate community

→ Globalised world : all connected.

→ Humanity about individual interest.

→ Catalytic effects of company's action with some other nation.

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[Not beyond one's community]

- concept of national sovereignty
- International law also uphold,
First ~~prop~~ protection of own's
citizen
 - by signing deal, great
economic benefits to ABC
country & its people will benefit
by money circulation.

④ [Regulation of Defence Sector]

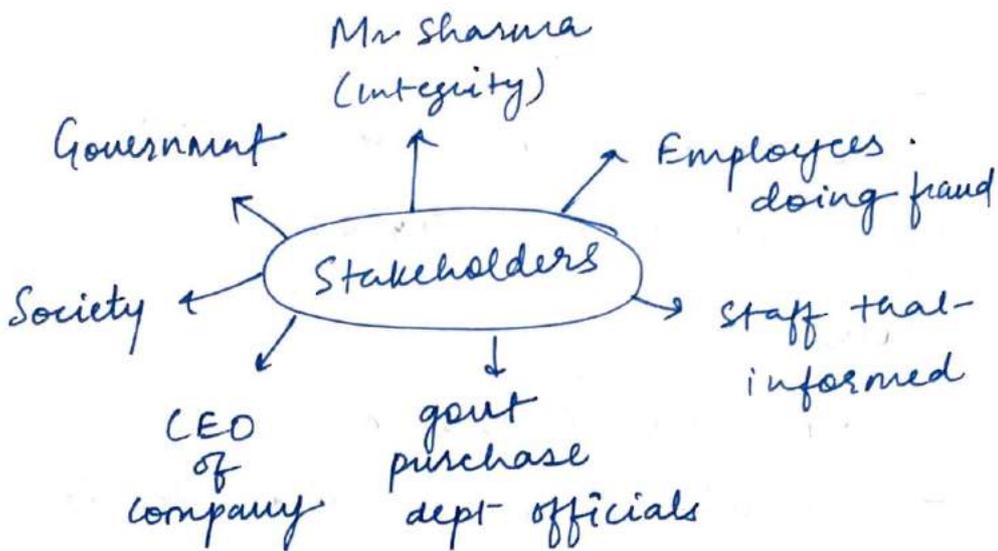
- Defence directly translates to
National & International Peace
& security.
- Should not be turned into
business solely for profit.
- Ethical business upheld
 - ④ TATA like trust, altruism
should be upheld even in
Defence sector.
- Government regulation can help
maintain accountability of
businesses

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It's ironical that Nobel Prize was introduced by the person who invented dynamite, but such is the nature of world. Defence & Advancement is. Defence sector is necessary but it must not be allowed to be exploited.

Ans 1)

Corruption in government or private sector can have grave consequences for the company.



(a) Ethical & Business Issues Involved

- ① Integrity of sales agents & govt-officials
- ② Fair Transparency & Accountability of utilisation of Public Funds
- ③ Fear of ruin of company's value built over the years by few corrupt agents.
- ④ Blacklisting of company
- ⑤ Insider trading by employees
- ⑥ Profit v/s Profitteering

⑥ Options Available to Mr. Sharma & CEO

Option 1 Do not take any action,
remove employees with warning

Pros

- Company's reputation saved
- won't be blacklisted

Cons

- cognitive dissonance
- promote other salesman to do the same
- taxpayer's money misutilised.
misappropriated
- staff that informed would be discouraged to give any future information

Option 2 Report to the government.

Pros

- moral integrity & business ethics upheld

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- Suitable actions against staff & government officials could be taken
- upheld other staff members morality and also instill fear of doing anything wrong.
- Can ensure impartial inquiry into the government matter & present the report to govt
 - Discuss course of Action
 - Future amends to prevent such loopholes
- can help the company from being blacklisted
- The inquiry & course of action can also put goodwill among people & moral highgrounds of the business

Cons

- government could still punish company for defrauding.

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③ The case presents the issue of Law vs ethics.

No law can prevent a person who's morally corrupt.

eg) Despite Prevention of Corruption Act → issues like 2G scam, fodder scam comes to surface.

But still, laws & stringent measures are necessary to regulate one's cognitive moral behaviour.

eg) Passing of RTI Act has upheld accountability & transparency in governance.

④ So, we need to have a balance, organisational measures need to be taken to prevent loopholes but a person should also be trained morally to uphold integrity.

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(d) Company can take following

Measures -

- Training of the staff on business ethics with CEO & Mr. Sharma.
- lead by example : walk the talk
- ensure such deals are tallied by higher position.
- check & Balances among various departments.

Uphold Gandhian principle

'Commerce without morality is a sin'

Ans 12

" We need to shift our focus from short-term profit to long term value creation for all stakeholders, including employee, customers, community at large.

- Paul Polman.

The above case includes various ethical dilemmas - issues:

- ① Right to profession v/s Corporate Social Responsibility (corporate)
- ② Rights of young girls v/s Right to flash strike & stop work
- ③ Rashmi's right to work as a social welfare professional.
- ④ Law enforcement responsibility of not being able to stop child marriages by themselves
- ⑤ Morality of the management
- ⑥ Belief of men that their women are

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corrupted by the progressive ideas.

(b) An Implementable Course of Action

- 1 - Rashmi should report the violence against her, ensure her personal safety.
- 2 - Next, she should try to persuade the management authorities to call a meeting with the union leaders.
- 3 - She must convince them of the social sin, they're committing, Sensitise them about child's right-
- 4 - She could also persuade by deterrence of legal action that can be taken against management & workers for promoting child marriage under Prohibition of child marriage Act.

U.P.S.C.

5- She can also go talk to women of the village along with her team, if women will stand by her, she'll gain strength.

It'll not be a great idea for Rashmi to involve local administration beyond ensuring her safety, It'll only worsen the sensitive issue & won't make social impact desired by Rashmi.

① Companies should take responsibility —

- ①- Obligation to serve the community, they live in
- 2- Benefits the society as a whole

However, they deter because —

- 1- Profit motive only
- 2- Don't want extra responsibility
- 3- Lack motivation.

However, companies through CSR should not only contribute funds, but do social audit to ensure impact & rise on high moral ground.

⑨ Reason to for aggressive reaction:-

- 1- Patriarchial ~~mind~~ mindset, how can a women manipulate their women & give them voice of their own.
- 2- Low on Emotional Intelligence
- 3- Societal construct
- 4- Belief that outrage can lead to subordination of others.

Rashmi should handle workers by

- Talking to them
- Talking to women
- Conducting workshop for men.