

NEXT IAS

NEXT IAS (Head Office) : 27-B, Pusa Road, Metro Pillar no. 118, Near Karol Bagh Metro, New Delhi-110060

Bhopal Centre: Plot No. 46, ZONE-2, M.P. Nagar, Bhopal-462011

Ph: 8081300200, 8827664612 | E-mail: mts@nextias.com | Web: www.nextias.com

(To be filled by candidate)

Name of Candidate : Muhammed Swalah

Roll No. : MT23RCAPA056

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Question paper will be provided separately and can be taken by the candidates after conclusion of the exam.

SUBJECT/PAPER
GENERAL STUDIES

Invigilator's Sign. : 

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Evaluator Code :

Q.No	Pg No.	Maximum Marks	Marks	Total
1. (a)	1			
1. (b)	3			
2. (a)	5			
2. (b)	7			
3. (a)	9			
3. (b)	11			
4. (a)	13			
4. (b)	15			
4. (c)	17			
5. (a)	19			
5. (b)	21			
6. (a)	23			
6. (b)	25			
7.	27			
8.	32			
9.	37			
10.	42			
11.	47			
12.	52			
Grand Total				

Signature

MACRO COMMENTS

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खण्ड-A / Section-A

1. (a) लोक सेवा के लिए न केवल कानूनी बल्कि नैतिक रूप से सैद्धांतिक कार्यवाई की भी आवश्यकता होती है। लोक सेवा के लिए लोक सेवक की संविधान, कानूनों और नैतिक सिद्धांतों के प्रति निष्ठा की आवश्यकता होती है। आपके विचार से इन तीनों में से किसे आधिकारिक कार्यों को करते समय प्रधानता प्राप्त होनी चाहिए? क्यों? चर्चा कीजिए। (150 शब्दों में उत्तर दीजिए) 10 अंक

Public service requires not merely legal but also morally principled action. Public service requires the public servant to place loyalty to the constitution, laws, and ethical principles. Among the three, which do you think must acquire primacy while carrying out official functions? Why? Discuss. (Answer in 150 words) 10 Marks

Public service involves provision of Goods and Services for the public benefit especially by the State as well as other public bodies like NGOs, CSO, etc..

Eg:- PDS

Public service requires legally and morally principled action

- ① Legal action ensures compliance and moral action ~~the~~ ensures conformity
- ② Moral action ensures permanence to legal measures.
- ③ To Strictly legal action makes the state Coercive.

It requires loyalty to laws as

- Reasons
- ① Absence of Law abidencen makes the State welfare less effective.

- ② To uphold ensure equitable access.
- ③ To reach the ~~most~~ most needy and reduce leakages.

Requires Constitutional abidance as

Reasons

- ① Constitutionally guaranteed
Eg - Affirmative action under A15(s) and A16(s).

Directive principles.

- ② Constitution & makes the public service as state responsibility
Eg - A 39 (b) and (c)

- ③ To uphold Constitutional morality over social injustice

Requires loyalty to ethical principles

Reasons:

- Values such as objectivity impartiality
- Idea of Gandhiji's Talisman
↳ To reach last mile
- Dedication to public service and Compassion
Eg - Mother Teresa.

So, we need a harmonious combination of loyalty to laws, Constitution and ethics for effective service delivery

1. (b) "सत्यनिष्ठा पर आधारित सविनय अवज्ञा" से आप क्या समझते हैं? क्या आपको लगता है कि व्यक्तिगत सत्यनिष्ठा को चुनौती देना सिविल सेवाओं में जिम्मेदार अवज्ञा का न्यायसंगत कारण हो सकता है? व्याख्या कीजिए। (150 शब्दों में उत्तर दीजिए) 10 अंक

What do you understand by "integrity-based civil disobedience"? Do you think a challenge to personal integrity can be a justifiable cause for responsible disobedience in civil services? Explain.

(Answer in 150 words) 10 Marks

Integrity-based Civil disobedience involves non abiding to rules that are found oppressive and are against civil service values, created by a public authority.

Eg:- Biju Patnaik against British during Quit India

Challenge to personal integrity as a justifiable cause for disobedience in Civil Services

I Yes

- ① Civil Servicessants should serve the people and not the superiors
- ② Following unjust rules can make a civil servant accomplice in oppression
- ③ Upheld by Gandhian values.

II No

- ① Personal integrity shouldn't over-shadow ~~or~~ organisational integrity
- ② It affects the value of ϕ non partisanship and ~~temp~~ team player.
- ③ Against compliance with laws and rules.
Eg: Civil Service (Conduct) Rules, 21954.
- ④ Can ~~create~~ trickle down to lower administration to not follow orders.
- ⑤ Can breakdown State machinery.
It is not justiciable to challenge the rules made by a popular government, by civil servants by ~~non ob.~~ Civil disobedience as that will paralyse administration and breaks down constitution.

2.

- (a) हालिया शोध से पता चला है कि संवेग (भावनाएँ) व्यक्तिगत और व्यावसायिक जीवन को महत्वपूर्ण रूप से प्रभावित करते हैं। वे कौन से प्राथमिक संवेग हैं जो कार्यस्थल की उत्पादकता पर नकारात्मक और सकारात्मक प्रभाव डालते हैं? प्रासंगिक उदाहरणों के साथ स्पष्ट कीजिए। (150 शब्दों में उत्तर दीजिए) 10 अंक

Recent research has shown that emotions significantly impact personal and professional lives. What are the primary emotions that negatively and positively impact workplace productivity? Explain with relevant examples. (Answer in 150 words) 10 Marks

Emotions are cognitions that manifests in the actions ~~dislikes~~ and dislikes of person towards ideas, objects and things.

Eg:- Love, Hate etc..

Primary Emotions that Impact Workplace productivity

① Positively

① Compassion and Love.

Eg:- Mother Teresa.

② Humility

Eg:- Nehru asking people to call him Pratham Sevak

③ Empathy

Eg:- Rammohan Roy

④ Happiness

& ↳ Increases productivity.

II Negatively

① ~~Hatred~~ and Apathy

Eg. ↳ Creating bureaucratic nature.

② Animosity and hatred
Eg. ~~Creating~~

Eg. Nazi Germany.

③ Selfishness

Eg. Collusive Corruption

④ ~~Parti~~ Radical

④ Partisan mindset

↳ Affecting neutrality
of bureaucracy

Eg. Committed judiciary of China.

Emotional ~~can~~ quotient is needed
for good governance and civil
Servants should have emotional-
Intelligence quotient with IQ.

2. (b) तकनीकी दक्षता संसाधनों के उपयोग को सुनिश्चित करती है और सामाजिक दक्षता सामाजिक आवश्यकताओं की पूर्ति को सुनिश्चित करती है, नैतिक दक्षता क्या सुनिश्चित करती है? क्या आपको लगता है कि तकनीकी और सामाजिक दक्षता की तुलना में नैतिक दक्षता अधिक महत्वपूर्ण है? क्यों/क्यों नहीं?

(150 शब्दों में उत्तर दीजिए) 10 अंक

Technical efficiency ensures resource utilization and social efficiency ensures fulfillment of social needs, what does ethical efficiency ensure? Do you think ethical efficiency is more important than technical and social efficiency? Why/Why not?

(Answer in 150 words) 10 Marks

Technical, Social and Ethical efficiency are needed for Sustainable development.

Utility of each of the values

I Technical

- ① Reduce losses
- ② Better utilisation
- ③ Price realisation
- ④ Economic growth.

II Social

- ① Redistribution of resources.
- ② Welfare State
- ③ & Human development
- ④ Social harmony

III Ethical efficiency

- ① Ensures equitable access
↳ Reduces leakages.

- ② Ensures good governance.
- ③ Ensures Upholds ~~citizen~~ public interest
- ④ Protects ④ Protects vulnerable.

Ethical efficiency is more important

Yes

- ① Important for upholding the other two.
 - ↳ Technical and Social cannot be realised ~~thor~~ without ethics
- ② Prevents chaos and anarchy
- ③ Upholds human rights and ~~socio~~ citizen interests

No

- ① Three of them work in three different domains
 - ↳ Cannot be compared.
- ② One without the other is incomplete.

So, our development should ~~no~~ focus on Social for short term needs and Ethical for long term sustainability and technical for present perfection.

3. (a) "मनुष्य जीवन के एक विभाग (मामले) में सही काम नहीं कर सकता जबकि वह किसी अन्य विभाग (क्षेत्र) में गलत काम करने में लगा हुआ है।" महात्मा गांधी। क्या आपको लगता है कि किसी व्यक्ति की व्यक्तिगत नैतिकता पेशेवर जीवन को प्रभावित करती है या उन दोनों को विभाजित किया जा सकता है? प्रासंगिक उदाहरणों के साथ अपना मत स्पष्ट कीजिए। (150 शब्दों में उत्तर दीजिए) 10 अंक

"Man cannot do right in one department of life whilst he is occupied in doing wrong in any other department." Gandhi.

Do you think an individual's personal ethics impacts professional life or they both can be compartmentalized? Explain your position with relevant examples.

(Answer in 150 words) 10 Marks

Gandhi was a deontologist who believed in the purity of ends is as important as purity of means.

Individual's personal ethics impacts professional life

① Due to overlapping values like honesty, accountability, integrity etc.
↳ Lack in one realm affects the other too.

Eg: A dishonest husband can be a corrupt bureaucrat.

② Spill over effect

↳ As both are interconnected

③ Issues in one Eg: 'Happy Wife', Happy life.

③ Affects ~~conflict~~ cognitive dissonance.

Eg. An alcoholic prohibiting alcohol in public

④ Both can be compartmentalised

① People are judged differently in different places

Eg. Grandhiji was an unsuccessful father.

② Nature of values and relations are different

Eg: Personal - Affective - Love, tolerance, Perseverance etc.

Professional - Transactional

↳ Honesty, Openness etc.

③ Nature of ethics are different

Eg. Uncodified nature of private ethics.

Strict separation is not possible as personal and professional lives are not two ~~exhaustive~~ ^{exclusive} areas of

human life as one enriches the other.

3. (b) अच्छाई जो सही है उसे करने की आंतरिक अनिवार्यताओं का परिणाम है, न कि नैतिक नियमों से उसका स्वीकरण या अपेक्षित परिणामों के रूप में प्राप्त पुरस्कार। क्या आप सहमत हैं? चर्चा कीजिए।

(150 शब्दों में उत्तर दीजिए) 10 अंक

Goodness is the result of internal imperatives to do what is right, not sanctions from moral rules or rewards from expected consequences. Do you agree? Discuss. (Answer in 150 words) 10 Marks

This is similar to Kantian view that Good is good in itself.

Goodness is the result of imperatives to do what is right

① Humanists and atheists do good without expecting moral rewards.

Eg. Stephen Hawking

② Expecting something for good is transactive and it cannot be a quality

③ If a person is good as he is bound by rules and rewards, he will do evil in the absence of it.

Result of sanctions from moral rules and rewards

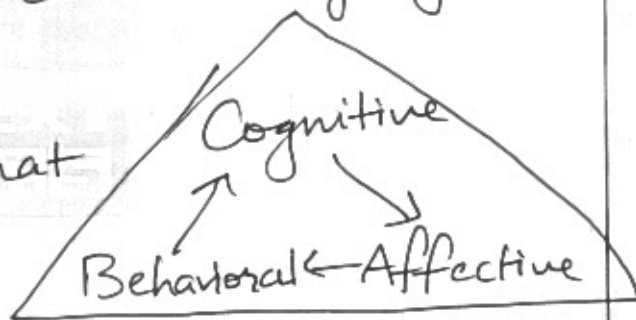
① Humans souls are purified

by religions by promoting ethical way of life

Eg:- Law of ~~to~~ Karma.

- ② Hell and heaven incentivise people to lead an ethical life.
- ③ Violence in lawless states and increase of crime in failed states
- Eg:- Opium cultivation of Afghans.

We can say that
Goodness is



ultimately ~~is~~ a result of
internal imperatives. But that
(Cognition)
could be through behavioural and

emotional changes motivated by
rules and rewards.

निम्नलिखित उद्धरणों का अर्थ स्पष्ट कीजिए तथा उनकी समसामयिक प्रासंगिकता पर चर्चा कीजिए।

Explain the meaning of the following quotations and discuss their contemporary relevance.

4. (a) "सहिष्णुता विशुद्ध रूप से चित्त का कार्य है। यही सद्गुण का सार है। सहिष्णु होना एक ताकत है।"
(150 शब्दों में उत्तर दीजिए) 10 अंक

"To tolerate is purely an act of the mind. That is the essence of virtue. To tolerate is a strength."

(Answer in 150 words) 10 Marks

Tolerance is the ~~at~~
Conditional acceptance of ideas,
beliefs, values etc. that are
considered contrary to ones own.

Tolerance is an act of mind as

- ① It is a value and attitudinal
object rather than based on
rules and regulations

Eg- Sarva dharma Sambhavana.

- ② It involves values like empathy,
Compassion, understanding nature etc.

Essence of virtue

- ① It catalyses many other

virtues like secularism, fraternity, brotherhood etc.

② It is based in love ~~and~~

To tolerate is strength

① Upholding another person's view which is against one's own requires courage.

Eg. - The idea of to live and let live.

② It involves collaboration and mutual acceptance.

So, tolerance is a strength. mental strength which should be cultivated civilisationally rather than through external means,

4. (b) "समाज की सेवा करना हमारा प्रथम कर्तव्य है, और हमारे द्वारा ऐसा करने के बाद, हम अपनी आत्माओं के उद्धार में पूर्णतः भाग ले सकते हैं।"
 "It is our first duty to serve society, and after we have done that, we may attend wholly to the salvation of our souls."
 (150 शब्दों में उत्तर दीजिए) 10 अंक
 (Answer in 150 words) 10 Marks

It is similar to Gandhian view that 'Find yourself by losing yourself in the service of others'.

Our first duty is to serve society

① Man is a social being
 ↳ Ultimate end is to make our lives better

② Every human endeavour and employment focuses on Social welfare

Eg:- Doctors, teachers etc..

Attend Solely to Salvation of Souls

① Serving the Society gives

Insight to our position as a
Social being

- ② It reduces narrow ego and
Selfishness - leading to Salvation
- ③ Upheld by different Spiritual
Schools like Buddhas, Jesus etc..

So, we should focus on
Service to Jiva for Service to
Shiva (Salvation) as said by
Swami Vivekananda.

4. (c) "शांति के काल इतिहास की पुस्तकों के खाली पन्ने हैं" (150 शब्दों में उत्तर दीजिए) 10 अंक
"Periods of peace are the empty pages in the history books" (Answer in 150 words) 10 Marks

History is marked by wars, and which acted as milestone to mark the intermediate peace

Periods of peace are the empty pages

① Wars define the successes who define the period ahead
↳ And history is written by the victors

So, history gives primacy for wars

Q Eg- US and USSR after World War 2

② Wars involve mass Calamities which influence the peace

period and define its priorities
Eg.- UN as an outcome of WWII.

③ Wars are period of large scientific developments which are even significant during the periods of peace

Eg.- Nuclear energy.

↳ So, these developments cannot be discussed without referring to wars.

Furthermore, wars are manifestations of human disa all the negative emotions of humans which ~~are~~ comes out in once in a ~~ce~~ decade and a variety while peace is regular life lacking historical significance

5. (a) सिविल सेवा के संदर्भ में नैतिक और गैर-नैतिक मूल्यों के बीच अंतर बताइए। 5 मूल नैतिक मूल्यों की पहचान कीजिए जो किसी भी विभाग की सभी सेवाओं के लिए आधारभूत मूल्यों के रूप में काम कर सकते हैं। कारण बताइए कि क्यों उन मूल्यों को आधारभूत माना जा सकता है। (150 शब्दों में उत्तर दीजिए) 10 अंक

In the context of civil service, distinguish between moral and nonmoral values. Identify 5 basic moral values that can serve as foundational values for all services irrespective of the department. Give reasons why those values can be considered foundational.

(Answer in 150 words) 10 Marks

Civil Servants are lead by values and ethics as they are the face of the government with Citizens.

Civil Service values

Moral

① Positive value

② E.g. Integrity, honesty, empathy etc.

③ Need to be followed as part of ethics

④ Not codified

Nonmoral

~~① Can be value neutral~~

① Can be neutral (Amoral) or negative (Immoral)

② E.g. Immoral - Apathy, laxity.

~~Amoral~~

③ Not enforced (Amoral) and should not be followed (Immoral)

④ Not codified

5 Foundational moral values

① Objectivity

↳ Ensures merit based decision making, prevents corruption.
Eg. - Tax compliance without face to face interaction

② Loyalty

↳ Upholding rule of law.
↳ need for Welfare State

Eg. - Code of Conduct, 1954.

③ Selflessness

↳ Ensure empathy

Eg. - Armstrong Pame - who constructed road in Manipur

④ Integrity

↳ Ensures highly ethical governance.

Eg. - A.P.J Kalam didn't receive presidential gifts.

⑤ Empathy & Accountability

↳ Ensures all other values

Eg. - Judicial review

These values are needed

irrespective of the department for good governance.

5. (b) निर्णय लेने में नागरिकों की भागीदारी शासन में नैतिकता के लिए महत्वपूर्ण है। क्या आप इस बात से सहमत हैं कि प्रभावी नागरिक सहभागिता तंत्र नैतिकता-संचालित प्रशासन को सुगमता प्रदान कर सकते हैं? आपके अनुसार वे कौन सी क्रियाविधियाँ हैं जिनका उपयोग नागरिक शासन में नैतिकता सुनिश्चित करने के लिए कर सकते हैं? (150 शब्दों में उत्तर दीजिए) 10 अंक

Citizens' involvement in decision-making is critical to ethics in governance. Do you agree that effective civic engagement mechanisms can facilitate an ethics-driven administration? What do you think are the mechanisms that citizens can use for ensuring ethics in governance?

(Answer in 150 words) 10 Marks

Citizen centricity is one of the values of good governance as envisaged by World Bank.

Effective civic engagement mechanisms needed for ethical administration

Yes

① Citizens as consumers and not beneficiaries

Eg. Citizen audit

② Enhances Transparency and Accountability

Eg. RTI brought Corruption Cases.

③ Participatory decision making

④ ↳ Decentralisation

↳ Local Leadership

- ④ Citizens own their development
↳ Citizens as stakeholders

No

- ① Cannot enforce progressive legislation.
Eg:- Sati ~~in~~ against traditions
- ② Time consuming.

Mechanisms for citizens

- ① Citizen Charter
Eg:- HP water department charter
with quality of water
- ② Right to Information, 2006.
- ③ Citizen Audit
Eg:- MGNREGA.
- ④ Pressure groups
Eg:- Farmer groups.

Citizen participation will
Empower citizens with information
and increase quality of
decision making.

6. (a) "बेटी बचाओ और बेटी पढ़ाओ" जैसे सामाजिक परिवर्तन कार्यक्रम सलाह, परामर्श और अनुनयन का उपयोग करने में विश्वास करते हैं लेकिन कभी-कभी वांछित प्रतिक्रिया प्राप्त करने के लिए कुछ बल का प्रयोग करना भी आवश्यक होता है। क्या आपको लगता है कि सामाजिक रूपांतरण की ऐसी योजनाओं को क्रियान्वित करते समय सार्वजनिक प्रशासकों द्वारा अनुनयन के साथ थोड़े बल का प्रयोग करना एक अच्छा विचार है? प्रासंगिक उदाहरणों के साथ स्पष्ट कीजिए। (150 शब्दों में उत्तर दीजिए) 10 अंक

Social transformation programs such as "beti bachao and beti padhao" believes in using advice, counseling, and persuasion but sometimes a little force is also necessary for getting the desired response. Do you think it is a good idea to mix little force with persuasion by public administrators while implementing social schemes of transformation? Explain with relevant examples.

(Answer in 150 words) 10 Marks

Progressive legislations require Cognitive, Affective and behavioural elements to be successful.

→ deep rooted cognitive change

Importance of Persuasion → Informational influence.

→ Long term impact

→ Citizens own the outcomes

Utility of force

Positive

- ① Need to overcome backlash
Eg. Temple Entry movements
- ② Uphold the rights of vulnerable against powerful
Eg. Black volunteers in US.

③ To prevent reactionary forces
against progressive movements
Eg:- KKK in US.

④ To ensure social conformity.

Eg:- ~~Legislations which are~~
~~Govt~~ Behavioural change can lead
to attitude change
Eg:- Helmet regulations.

Negatives

① Temporary change

② Coercive

③ State as an oppressive force

④ Can lead to cultural anxieties

\$ Force is sometimes
needed to ensure supremacy
of Constitutional will over
traditions

6.

- (b) अंततः प्रत्येक देश की विदेश नीति उस देश की शक्ति पर निर्भर करती है। शक्ति सैन्य या वित्तीय हो सकती है और नैतिक भी हो सकती है। क्या आपको लगता है कि आज के विश्व में सैन्य या वित्तीय शक्ति के बिना नैतिक शक्ति का सम्मान किया जाएगा? अपना मत स्पष्ट कीजिए। (150 शब्दों में उत्तर दीजिए) 10 अंक

Ultimately foreign policy of every country hinges upon the strength which the nation possesses. Strength may be military or financial and may be also...moral." Do you think ethical strength without military or financial muscle will be respected in today's world? Explain your position.

(Answer in 150 words) 10 Marks

~~A~~ Today's world is dominated by Zero Sum game where everything is weaponised to uphold National interests.

Ethical Strength without Military or Finance is respected

Yes
1947

① India is not a coercive force

↳ Respected as a World leader

Eg. Leader of Global South, NAM etc.

② Vatican is considered as an

influential power

↳ without military or Economy.

NO

① Even pacifist Japan is militarising to protect Sovereignty.

② Weaponised world works on no values

↳ NO Global values that govern national interests

So Ethical powers should be complemented by military and financial powers

खण्ड-B / Section-B

7. आप एक औद्योगिक शहर के नगर निगम में कार्यरत एक युवा अधिकारी हैं। यह शहर बॉल बियरिंग और ऑटो पार्ट्स के निर्माण के लिए जाना जाता है। अधिकांश विनिर्माण इकाइयाँ छोटे पैमाने की इकाइयाँ हैं। जिनमें उत्पादन की स्वचालित इकाइयाँ कम हैं। अधिकांश इकाइयाँ शारीरिक श्रम पर निर्भर हैं, जो निकट के गाँवों के कारण प्रचुर मात्रा में उपलब्ध हैं।

जैसे-जैसे विनिर्माण इकाइयों की संख्या में वृद्धि हुई, श्रम की माँग बढ़ती गई, जिससे शहर में मजदूरों की संख्या लगातार बढ़ती गई। शहर में इस बड़ी संख्या में लोगों के आगमन के कारण फुटपाथों पर गंदी बस्तियाँ (झुग्गियाँ) और अतिक्रमणों में अल्प अवधि में तेजी से वृद्धि हुई। बीच-बीच में निगम ने गंदी बस्तियों को हटाने के लिए अभियान चलाया, लेकिन कुछ समय बाद गंदी बस्तियाँ फिर से स्थापित हो जाती थी। यह अवैध गंदी बस्तियाँ शहरी दुःस्वप्न बन गई थीं।

आपको पुलिस अधिकारियों की मदद से अतिक्रमण और गंदी बस्तियों को हटाने की जिम्मेदारी दी गई। जैसे ही आपने अभियान शुरू किया, आपको एहसास हुआ कि फुटपाथ पर रहने वाले लोग मलिन बस्तियों (slum) में रहने वालों की तुलना में अधिक दयनीय स्थिति में हैं। कई फुटपाथवासी हाल ही में अपने गाँवों में अपनी संपत्ति बेचकर शहर आए हैं। अब यदि आप उन्हें बाहर निकालेंगे तो उनके पास जाने के लिए कोई जगह नहीं होगी। आपका हृदय उनके लिए दुखी है, और आपको लगा कि आपकी विभागीय कार्यवाही अमानवीय है, लेकिन आपकी आधिकारिक जिम्मेदारियाँ कड़ी निष्पक्ष कार्यवाही की माँग करती हैं। आप अपने आधिकारिक कर्तव्यों से समझौता किए बिना फुटपाथ पर रहने वालों की मदद करने का तरीका खोजने के लिए आतुर हैं।

- उपरोक्त स्थिति में आपको कौन-से मूल्य संबंधी टकराव/संघर्ष नज़र आते हैं?
- क्या कोई प्रशासक समानुभूति के मूल्य के लिए निष्पक्षता के मूल्य से समझौता कर सकता है? चर्चा कीजिए।
- उपरोक्त स्थिति में कौन-से विकल्प उपलब्ध हैं?
- शहरी क्षेत्रों में अवैध मलिन बस्तियों और अतिक्रमण से निपटने के लिए व्यवहार्य समाधान सुझाएँ।

(250 शब्दों में उत्तर दीजिए) 20 अंक

You are a young officer working with the Municipal Corporation of an industrial city. The city was known for manufacturing ball bearings and auto parts. Most manufacturing units were small-scale units with very little production process automation. The units relied on manual labor, which was in abundance due to the villages close by.

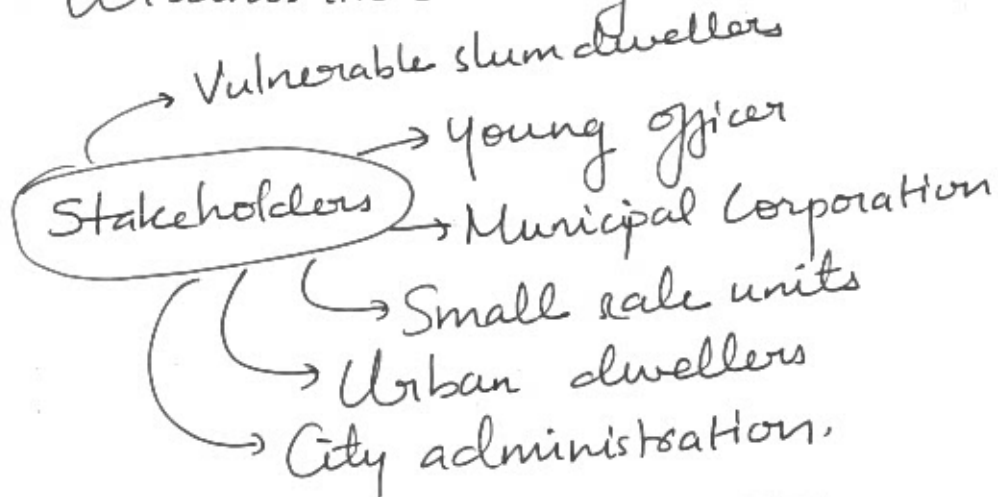
As the number of manufacturing units grew, the demand for labor increased, bringing in a steady inflow of laborers into the city. This influx of people into the town led to a mushrooming of slums and encroachments on the sidewalks. Once in a while, the Corporation conducted drives to clear out the slums, but after a time, the slums came back. The illegal slums had become an urban nightmare.

You were given the responsibility of clearing out the encroachments and slums with the help of Police authorities. As you started the drive, you realized that the people living by the sidewalks were vulnerable compared to the slum dwellers. Many sidewalk dwellers had recently come to the city after selling their properties in their villages. Now if you drive them out, they have no place to go. Your heart went out to them, and you felt that your departmental action was inhumane, but your official responsibilities demanded stern impartial action. You are desperate to find a way to help the sidewalk dwellers without compromising your official duties.

- What value conflicts do you notice in the above situation?
- Can an administrator compromise the value of impartiality for empathy? Discuss.
- What are the options available in the above situation?
- Suggest viable solutions for tackling illegal slums and encroachments in urban areas.

(Answer in 250 words) 20 marks

This is a classical case of conflict between Urbanisation and unequal Urbanisation and Right to Livelihood.



(a) Ethical value conflicts issues involved

- ① Compassion versus Objectivity
- ② Right to livelihood (A2D) Vs Right to clean urban spaces (A2D).
- ③ ~~Professional~~ Personal ethics Vs Professional ethics

- ④ Urbanisation Vs Inclusive development.
- ⑤ Impartiality Vs Empathy.

(b) Arguments to say that administrators can compromise value for of Impartiality for empathy

- ① Administration without empathy

will lead to 'iron cage of objectivity

- ② Apathetic administration can't be citizen centric and welfare oriented
- ③ Apathy will 'alienate administration from people.

Arguments against choosing empathy over Impartiality

- ① Organisational ethics should prevail over personal empathy
 ↳ As personal values can be biased
- ② It can lead to vigilantism
- ③ ~~Against~~ Administrator should be a team player and cannot work independent of government

So, The priority of empathy and Impartiality differs on a case by case basis.

Options available

① Continue with anti encroachment

Pros

- ① Uphold ~~order~~ governmental decision
- ② Uphold rule of law

Cons

- ① Against Right to livelihood
- ② Against Safety of vulnerable citizens.
- ③ Against welfare state

② Halt anti encroachment

Pros

- ① Uphold the right of vulnerable
- ② Safety and protect labour interests of Companies

Cons

- ① Can incentivise more people to occupy spaces
- ② Against government decision.

③ Provide alternate arrangements
Eg. Low cost housing

Pros

- ① Balances organisational interest with rights of Slum dwellers

Cons

- ① Additional expenditure

② Viable Solutions to tackle
Illegal Slums and Urban encroachments

① Affordable housing

Eg:- PM Awasz Yojana

② Expand Industries to Tier 2 and 3
cities

③ Develop Rural infrastructure

Eg:- NRLM

④ Develop agricultural extension and
food processing in rural areas.

India should deal
with affordable housing in urban
areas as we have 28 million internal
migrants moving across borders to
find employment.

8. एक राज्य सरकार ग्रामीण भूमिहीन मजदूरों के परिवारों के बीच सुरक्षित मातृत्व को बढ़ावा देने के लिए एक कल्याणकारी योजना चला रही है। इस योजना में लाभार्थियों को धनराशि का हस्तांतरण किया जाना शामिल है ताकि वे मातृ देखभाल जिम्मेदारियों के कारण आय हानि को कम कर सकें। अपने कार्यान्वयन के बाद से, इस योजना ने मातृ स्वास्थ्य और आर्थिक संकेतकों के स्तर पर काफी अच्छा प्रदर्शन किया है।
- आप इस योजना के कार्यान्वयन और संचालन के लिए जिम्मेदार विभाग के निदेशक हैं। हाल ही में आपको परिवारों द्वारा फर्जी प्रामाणिकता दिखाकर कल्याणकारी योजना में धोखाधड़ी करने की खबरें मिल रही हैं। परिवारों ने प्रामाणिकता की जाँच के लिए जिम्मेदार स्थानीय अधिकारियों की मदद से धोखाधड़ी को अंजाम दिया है।
- आप इस बात से चिंतित हैं क्योंकि धोखाधड़ी योजना की दक्षता को गंभीर रूप से प्रभावित कर रही है। आपने समस्या पर विचार-विमर्श करने और समाधान निकालने के लिए विभागीय बैठक बुलाई। बैठक में आधार कार्ड, मतदाता पहचान पत्र, विवाह प्रमाण पत्र, जन्म प्रमाण पत्र, बैंक विवरण और अन्य व्यक्तिगत संपत्तियों जैसे कई उपलब्ध सरकारी डेटा समुच्चयों (सेट) को विलय करने का निर्णय लिया गया। सभी डेटा सेटों का विलय करने पर, विभाग लाभार्थी की आर्थिक स्थिति का संक्षिप्त विवरण (प्रोफाइल) विकसित करने में सक्षम होगा। और इससे विभाग को दस्तावेजों की जाँच करने और धोखाधड़ी का पता लगाने में मदद मिलेगी। यह एक व्यापक रणनीति है, लेकिन इसमें किसी व्यक्ति की डेटा गोपनीयता का उल्लंघन होने का जोखिम है। एक विभाग प्रमुख के रूप में, आप धोखाधड़ी का पता लगाना और उसे रोकना चाहते हैं, लेकिन साथ ही, आप हितधारकों की डेटा गोपनीयता के उल्लंघन के बारे में आशंकित हैं।
- उपरोक्त मामले में कौन-कौन से मुद्दे शामिल हैं?
 - क्या आपको लगता है कि कल्याणकारी योजना से संबंधित धोखाधड़ी को रोकने के लिए डेटा गोपनीयता का उल्लंघन उचित है? अगर हाँ तो क्यों, अगर नहीं तो क्यों नहीं?
 - आपके अनुसार, देश में होने वाली ऐसी कल्याणकारी योजना से संबंधित धोखाधड़ी के क्या कारण हो सकते हैं?
 - क्या ऐसी धोखाधड़ी को रोकने का कोई तरीका या साधन हैं? अपना सुझाव दीजिये।

(250 शब्दों में उत्तर दीजिए) 20 अंक

A certain State government was running a welfare scheme for promoting safe motherhood among rural landless laborers' families. The scheme involves the transfer of funds to the beneficiaries to enable them to mitigate income loss due to maternal care responsibilities. Since its implementation, the scheme has done reasonably well on maternal health and economic indicators.

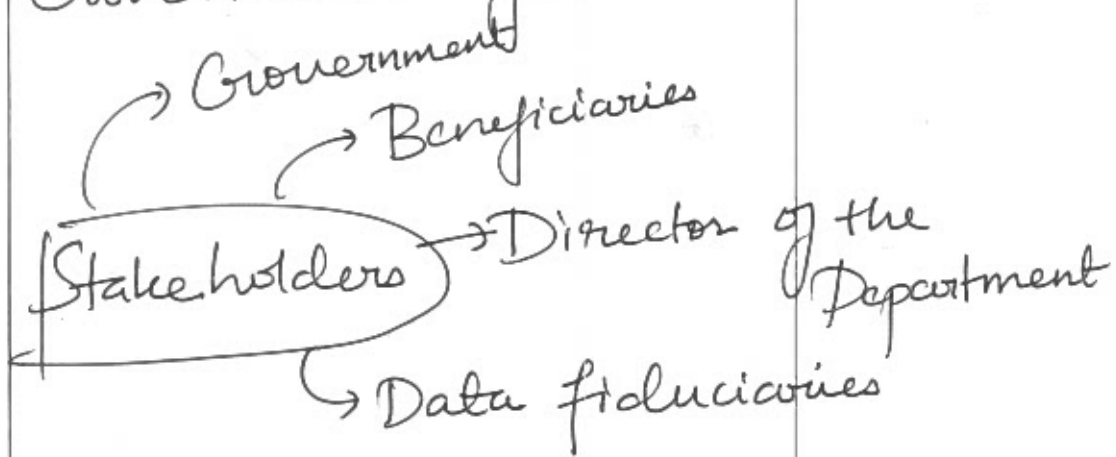
You are the Director of the Department responsible for implementing and operating the scheme. Recently you have been receiving reports of welfare fraud being committed by families by producing fake bona fide. The families committed the fraud with the help of local officials responsible for scrutinizing the bonafide.

You were concerned because the fraud was seriously undermining the scheme's efficiency. You called for a departmental meeting to discuss and find a solution to the problem. In the meeting, it was decided to merge several available government data sets such as Aadhar cards, voter ID cards, marriage certificates, birth certificates, bank details, and other personal assets. By merging all the data sets, the department would be able to develop the beneficiary's economic profile. And this will help the department scrutinize the documents and detect fraud. This was a comprehensive strategy, but it risked violating an individual's data privacy. As a Department head, you wanted to detect and prevent fraud, but at the same time, you were apprehensive about violating the Data privacy of the stakeholders.

- What are the issues involved in the above case?
- Do you think violating data privacy is justified to prevent welfare fraud? Why/ Why not?
- What, according to you, can be the reasons for such welfare frauds happening in the country?
- Are there any ways and means to prevent such fraud? Give your suggestions.

(Answer in 250 words) 20 marks

This is a care which involves conflict between data privacy vs Governmental legitimate data use.



(a) Ethical Issues involved

- ① Data privacy of vulnerable population
- ② Issue of alleged Corruption.
- ③ ~~Governmental measures to ensure~~
- ③ ^{the} Extend of Government right to use private data
- ④ Leakages of in Welfare schemes.
- ⑤ Chances of data leakages due to absence of data protection laws.

⑤ Arguments against violating data privacy to prevent fraud

- ① May lead to panopticon state
↳ As every citizen is a beneficiary
- ② Absence of data protection law
↳ Prevents misuse by governments
- ③ Private data in public is vulnerable to attacks
- ④ Reduces rights and integrity of citizens on their personal data.

Arguments for this not supporting this violation

- ① 'Compelling State interest' as which imple is given by Supreme Court in *S. Puttaswamy* judgement (2018)
- ② To uphold the larger public interest
- ③ ~~Government will collect~~ Right to privacy is limited by the reasonable restrictions of Sovereignty of State.

So, public & private data can be utilised to prevent fraud, but there should be a credible data protection law.

© Reasons for frauds happening in our Country

- ① ~~Coercive~~ ~~Corrupt~~ Collusive Corruption at our local levels.
↳ due to absence of vigilance.
- ② As per 2nd ARC, it is due to power asymmetry within our Society.
- ③ Colonial legacy which made Corruption as a part of regular life.
- ④ Due to complex and restrictive laws which pushes people to look for short cuts.

⑨ There are certain ways to prevent
Corruption

⑩ I Citizen

- ① Awareness generation
- ② Corruption in School Curriculum (2nd ARQ)

II State

- ① Digitisation
- ② Better pay for local officials
- ③ Reduce promote anonymity

III Law and order

- ① Better vigilance
- ② Fast legal proceedings against
accused.

As we can weed out
Corruption only by developing a
vigilant Civil Society which sees it
as ~~the~~ a prime problem for
bad governance,

9. आप खान विभाग में कार्यरत हैं, और आपके कार्यों में से एक कार्य अपने विभाग प्रमुख को निजी ठेकेदारों के साथ खनन पट्टों पर बातचीत करने में मदद करना है।

हाल ही में, राज्य सरकार ने एक नए खनन क्षेत्र का सीमांकन किया और खनन ब्लॉक के लिए बोलियाँ आमंत्रित करने की योजना बनाई। आपको नीलामी प्रक्रिया की निगरानी करने और अनुबंध वार्ता में तेजो लाने का निर्देश दिया गया। योजना के अनुसार, निविदाएँ जारी की गईं, बोलियाँ प्राप्त हुईं और मानदंडों के अनुसार निविदाएँ आवंटित की गईं। यह सब अत्यंत तीव्र गति से हुआ। आपको आश्चर्य हुआ, इतनी जल्दी क्यों? लेकिन यह आपके सोचने और सवाल करने की जगह नहीं थी; आप चुपचाप अपना काम करते रहे।

आपको कार्य का परिचालन आरंभ होते ही ठेकेदार को पर्यावरण संबंधी चिंताओं पर ध्यान आकर्षित करने का निर्देश देना था। और ऐसा करने के लिए, आपने विभाग द्वारा नियुक्त एक व्यावसायिक परामर्श प्रतिष्ठान द्वारा प्रस्तुत पर्यावरणीय प्रभाव मूल्यांकन रिपोर्ट को पढ़ा। आपको यह देखकर आश्चर्य हुआ कि रिपोर्ट घटिया और मनगढ़ंत थी। आपको संदेह हुआ और आपने इस मुद्दे को अपने प्रमुख के समक्ष उठाया, जिन्होंने विनम्रतापूर्वक आपको वही करने का निर्देश दिया जो आपको बताया गया था, और उन्होंने आपको याद दिलाया कि विभाग के पास राजस्व सम्बन्धी लक्ष्य हैं और वह मंत्रालय के दबाव में है।

इसके बाद, आपने अपनी मर्जी से कुछ खोजबीन की और पता चला कि रिपोर्ट फर्जी है और जो खनन गतिविधि शुरू होने वाली है, वह बड़े पैमाने पर पर्यावरणीय आपदा का कारण बनेगी जिसे राज्य झेल नहीं सकता है।

- उपरोक्त मामले में आपको कौन-से मुद्दों और मूल्यों का उल्लंघन दिखाई देता है?
- आपके पास कौन-से विकल्प उपलब्ध हैं?
- प्रत्येक विकल्प के लाभ और हानि पर चर्चा कीजिए और आपके द्वारा चुनी जाने वाली कार्यवाही की पहचान कीजिए।
- क्या आपको लगता है कि कभी-कभी विकास की कीमत पर पर्यावरण संबंधी विचारों को अधिक महत्व दिया जाता है? (250 शब्दों में उत्तर दीजिए) 20 अंक

You are posted in the Department of Mines, and one of your roles is to help your Department Head negotiate mining leases with private contractors.

Recently, the state government demarcated a new mining zone and planned to invite bids for the mining blocs. You were instructed to oversee the bidding process and speed up the contract negotiations. As planned, the tenders were released, bids came in, and tenders were allocated as per the norms. All this happened at a breakneck speed. You wondered, why the hurry? But it was not your place to think and question; you quietly went about your work.

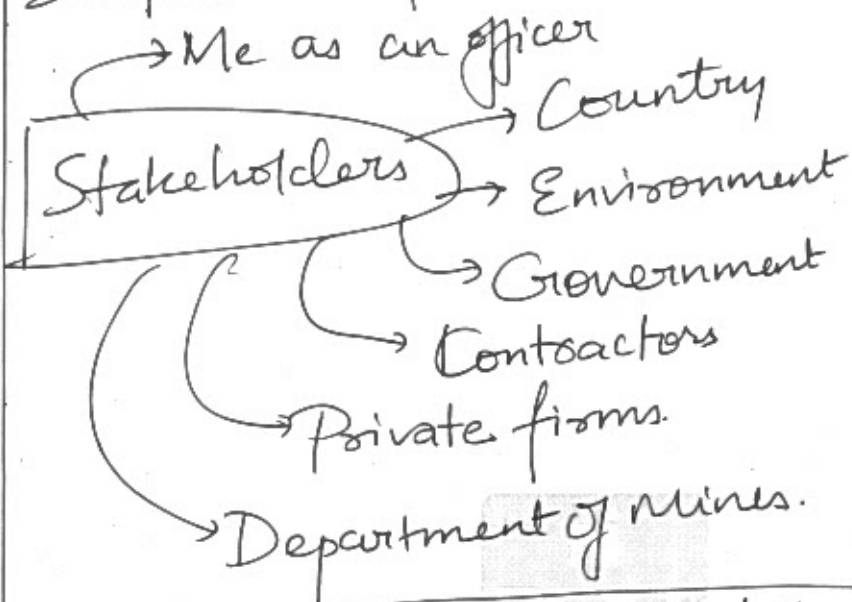
As the contractors were about to start operations, you had to instruct them on environmental concerns to watch out for. And to do that, you read the environmental impact assessment report submitted by a consulting firm hired by the department. To your surprise, the report was shoddy and looked cooked up. You got suspicious and raised the issue with your Head, who politely instructed you to do what you were told, and he reminded you that the Department had revenue targets and was under pressure from the Ministry.

After the meeting, you, on your own accord, did some digging and found out that the report was fraudulent and the mining activity that was about to start would lead to a massive environmental disaster which the State could not afford.

- What are the issues and value violations you notice in the above case?
- What are the options available to you?
- Discuss the advantage and disadvantages of each option and identify your chosen course of action.
- Do you think that environmental considerations are sometimes overrated at the cost of development?

(Answer in 250 words) 20 marks

This is a case of conflict
between development Vs Environmental
Sustainability



(a) Issues and Value violations

- ① Issue of Environmental destruction.
 - ↳ Against the value of environmental Sustainability
 - ↳ Long term Sustainability of the project
- ② Issue of Collusive corruption
 - ↳ Against, honesty, integrity, spirit of public service etc..
- ③ Violation of Right to Safe environment (A 21) of people.
- ④ Crony Capitalism
 - ↳ Against the idea of welfare state

⑥ Options available
① Report the issue

① Report the issue

Pros

- ① ~~Not~~ uphold values of integrity, non partisanship,
- ② Long term sustainability of development

Cons

- ① Can work against departmental interests
- ② Mining Companies might face losses
- ③ Affects my career prospects.

② Does not report issue

Pros

- ① Alignment with the departmental interest

Cons

- ① Against Civil Service values
- ② Accomplice in Collusive Corruption
- ③ Cause pollution

③

③ Announce department enquiry and re-conduct EIA

Pros

- ① Data to substantiate

Cons

- ① Still face departmental

argument

- ② More Stakeholder participation

backlash.

③ Chosen course of action

① I'll go with my third option

② Departmental inquiry with Stakeholder

Consultation

③ Reconduct Environment Impact Assessment

Reasons:

① More Stakeholder participation

② Delegation of responsibility

③ Reduces inertia for State action

④ More data to substantiate.

④ Arguments for 'Environmental Considerations overrated development'

- ① Long Lengthy Assessment
↳ Affecting project completion
- ② As the famous saying goes 'Wind and Solar brought poverty to Africa'.
- ③ Environmental Considerations to Limiting Industrialisation
Eg: Eco sensitive zones.

Arguments against

- ① Requisite for long term sustainable development
- ② Improve Prevents natural Calamities
- ③ Reduces Clin Unsustainable development will lead to disasters
Eg:- Toshimeth (2012)

we should ensure a fine balance between development and environmental sustainability

10. राष्ट्रीय हित को बढ़ावा देना और अंतर्राष्ट्रीय क्षेत्र में प्रभाव और शक्ति प्राप्त करना प्रत्येक देश की विदेश नीति के दो मूल मंत्र हैं।

पिछले दशक से, ABC देश ने आक्रामक तरीके से शक्ति हासिल की और विदेशों में अपने व्यावसायिक हितों का विस्तार किया। ABC देश जिन व्यवसायों को विकसित करने में रुचि रखता था उनमें से एक रक्षा उपकरण और उपग्रह प्रौद्योगिकी था। यह अपने अंतरिक्ष और रक्षा उत्पादों के लिए बाज़ार तलाश रहा था।

देश ने अपनी रक्षा उपकरण निर्माण कंपनियों को नए बाज़ार खोजने और अन्य देशों के साथ विनिर्माण सहयोग तलाशने के लिए प्रोत्साहित किया। प्रमुख रक्षा उपकरण निर्माताओं में से एक, GAMA ने हाल ही में सैन्य सरकार (मिलिट्री जुंटा) द्वारा शासित देश XYZ के साथ संवेदनशील प्रौद्योगिकी हस्तांतरण और उपकरणों से संबंधित कई अरब डॉलर का एक बड़ा सौदा किया। जो कि एक अच्छा व्यवसाय था।

जैसे ही व्यावसायिक विवरण सार्वजनिक हुआ, GAMA की बहुत आलोचना हुई क्योंकि XYZ अपने खराब मानवाधिकार रिकॉर्ड के कारण अंतर्राष्ट्रीय स्तर पर एक परित्यक्त देश था। इसके अलावा, सैन्य सरकार अल्पसंख्यक नृजातीय समुदाय के मूक नरसंहार में शामिल था। इस बात पर काफी हंगामा हुआ क्योंकि इस सौदे में संवेदनशील प्रौद्योगिकी का हस्तांतरण शामिल था जिसका गलत हाथों में दुरुपयोग हो सकता था। संक्षेप में कहे तो, यह अच्छा व्यवसाय था लेकिन संदिग्ध ग्राहकों के साथ। इस बीच, ABC की सरकार GAMA व्यापार समझौते के बारे में चुप रही, और अन्य सरकारों ने चुप्पी को एक ऐसे राष्ट्र के साथ संबंध बनाने का एक सूक्ष्म तरीका बताया जो एक अंतर्राष्ट्रीय रूप से अछूत था।

- उपरोक्त मामले में कौन-कौन से नैतिक मुद्दे शामिल हैं?
- क्या आपको लगता है कि GAMA जैसे कॉर्पोरेट व्यवसायों को व्यावसायिक हितों को आगे बढ़ाते समय अंतर्राष्ट्रीय नैतिकता पर विचार करना चाहिए? अगर हाँ तो क्यों, अगर नहीं तो क्यों नहीं?
- क्या आपको लगता है कि एक कॉर्पोरेट की सामाजिक जिम्मेदारी उसके निकट समुदाय से कहीं बढ़कर अंतर्राष्ट्रीय समुदाय तक फैली हुई है? अगर हाँ तो क्यों, अगर नहीं तो क्यों नहीं?
- क्या आपको लगता है कि संवेदनशील प्रौद्योगिकियों का विपणन करने वाली रक्षा क्षेत्र की कंपनियों को उनकी संबंधित सरकारों द्वारा विनियमित किया जाना चाहिए, या विनियमन उनकी उद्यमशीलता और नवाचार ऊर्जा को कम कर सकता है? चर्चा कीजिए।

(250 शब्दों में उत्तर दीजिए) 20 अंक

Promoting National interest and gaining influence and power in the International arena are the two basic mantras of every country's external policy. Since the last decade, country ABC has aggressively pursued power and expanded its business interests overseas. One of the businesses ABC was interested in developing was Defence equipment and Satellite technology. It was seeking markets for its space and defense products.

The country encouraged its defense equipment manufacturing companies to find new markets and explore manufacturing collaborations with other countries. GAMA, one of the major defense equipment manufacturers, had recently struck a massive multi-billion dollar deal involving sensitive technology transfer and equipment with a country XYZ ruled by Military Junta. It was good business.

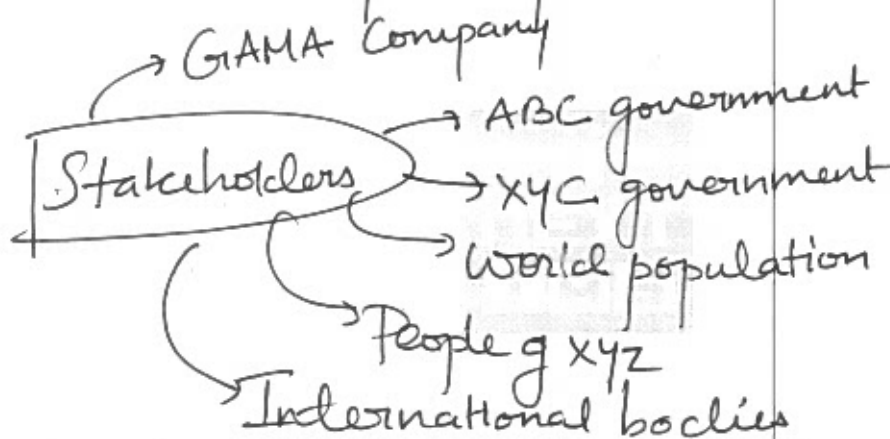
As the business details became public, much criticism came GAMA's way because XYZ was an international pariah because of its poor human rights record. Further, the Junta indulged in a silent genocide of a minority ethnic community. There was a lot of uproar because the deal involved transferring sensitive technology that could be misused in the wrong hands. In short, it was good business but with questionable clients. Meanwhile, the government of ABC kept silent about the GAMA business deal, and other governments interpreted the silence as a subtle way of building relations with a nation that was an international pariah.

- What are the ethical issues involved in the above case?

- (b) Do you think corporate businesses such as GAMA must consider international ethics while pursuing business interests? Why/why not?
- (c) Do you think a corporate's social responsibility extends beyond one's immediate community to the international community? Why/Why not?
- (d) Do you think the Defence sector companies marketing sensitive technologies must be regulated by their respective governments, or regulation may curtail their entrepreneurial and innovation energy? Discuss.

(Answer in 250 words) 20 marks

This case involves conflict
between profit oriented Capitalism VS
Ethical Corporate practices.



① Ethical Issues

- ① Lack of Social Ethics in Corporate governance.
- ② Security of world population as well as the population of XYZ.
- ③ Ethical values of ABC Country
- ④ Greedy Capitalism

⑤ Issue of lack of public spirited values in Corporate governances.

⑥ Arguments to say that AGAMA must consider International Ethics

① Against their larger Stakeholder interests
Eg- Citizens.

② Can cause Global & security crisis
↳ Affecting their credibility

③ Indirectly being an accomplice in human rights violations of Junta.

④ Against long term Sustainability

Arguments against

① Business is for business's sake
(Milton Friedman)

② World politics is a zero sum game.

③ Junta is a sovereign state within its borders.

Largely, I believe GAMA

Should consider ethics in
business deals.

③ Corporate Social Responsibility
Extends beyonds ones Community

Yes

① Globalisation
has diluted
borders- MNCs
ex trade between
borders

② ~~Can't~~ Global
Issues can have
spillover effect
into ones own
Communities

③ CSR can create goodwill between
countries - of Softpower

④ MNCs sees the world as
one community
↳ benefits from many
markets.

No

① Corporates are funded
by the primary community
and they should be the
first beneficiary

② Due to scalability
factors

③ Corporate and State
~~are~~ as bodies to primarily
Cater National interests

So, CSR should expand beyond borders.

④ Defence Sector Companies

Need regulation

Regulation
curtails
entrepreneurship
and innovation

① Capitalism may
lead to unethical
business

① Affects free market
and competition

② Can sell defence
to ~~supp~~ organisations
that threaten
sovereign governments

② Make less profitable

Eg: Wagner group

③ Reduces investments
in R&D.

③ Governments as
monopsony - ~~need~~
should have voice
in regulation

By and Large, Defence
Companies should be regulated as
they impact national security
directly.

11. श्री शर्मा 400 करोड़ के टर्नओवर वाली एक फार्मास्युटिकल कंपनी के ऑल इंडिया सेल्स हेड (बिक्री प्रमुख) थे। कंपनी के मुख्य बाजार छोटे कस्बे और टियर 2 शहर थे। इसके अलावा, कंपनी ने राज्य सरकार के अस्पतालों और स्वास्थ्य केंद्रों के साथ बड़ी मात्रा में कारोबार किया।

श्री शर्मा ने फील्ड सेल्स एजेंटों को ग्राहकों के साथ सौदे करने और कीमतों पर बातचीत करने की बहुत अधिक स्वतंत्रता दे रखी थी। इस रणनीति ने कंपनी के लिए अच्छा काम किया।

हाल ही में श्री शर्मा को खबर मिली कि कंपनी के तीन कर्मचारी सरकारी अस्पतालों और स्वास्थ्य केंद्रों को अन्य निजी अस्पतालों और स्वास्थ्य केंद्रों को बेचे जाने वाले उत्पादों की तुलना में अधिक कीमत पर उत्पाद बेच रहे हैं। ये कर्मचारी पाँच साल से अधिक समय से कंपनी में हैं और इनका प्रदर्शन अच्छा रहा है। कुछ बिक्री कर्मचारियों ने अनौपचारिक रूप से इन तीनों को उनके बड़े-बड़े सौदों के कारण अपेक्षाकृत अधिक कमीशन मिलने का मुद्दा उठाया। और इससे बिक्री कार्मिकों में बेवैनी की भावना बढ़ रही थी। तीनों के खातों की सतही समीक्षा से पता चला कि, कई मामलों में, सरकारी अस्पताल अन्य निजी संस्थानों की तुलना में अधिक भुगतान कर रहे थे।

खरीद नियमों के तहत, सरकार से अपेक्षा की जाती है कि वह उचित मूल्य का भुगतान करे, जो कि अन्य लागत-सचेत ग्राहक भुगतान करते हैं। पूछताछ करने पर श्री शर्मा ने पाया कि इस कार्य में वे तीनों अकेले नहीं थे; इस घोटाले में सरकारी खरीद विभाग के अधिकारी उनकी मदद कर रहे थे। श्री शर्मा को एहसास हुआ कि उनके बिक्री कर्मचारी और कुछ भ्रष्ट सरकारी कर्मचारी काफी समय से राज्य के खज़ाने को चूना लगा रहे थे।

श्री शर्मा ने तुरंत इसकी सूचना अपने सीईओ को दी और दोनों ने चर्चा की कि बिक्री कर्मचारियों के साथ कैसे व्यवहार किया जाए और क्या सरकार को घोटाले और उनके कर्मचारियों की संलिप्तता के बारे में सूचित किया जाए। इस मुद्दे के बारे में सरकार को सूचित करने का मतलब यह था कि इस बात की पूरी संभावना थी कि उन्हें ब्लैकलिस्ट किया जा सकता है, जिससे बहुत सारे व्यवसाय का नुकसान हो सकता है। श्री शर्मा और सीईओ इस बात को लेकर दुविधा में थे कि मामले को कैसे आगे बढ़ाया जाए।

- इस मामले में कौन-से नैतिक और व्यावसायिक मुद्दे शामिल हैं?
- श्री शर्मा और सीईओ के पास कौन-कौन से विकल्प उपलब्ध हैं?
- क्या आपको लगता है कि बिक्री कार्यबल को स्वतंत्रता देने की संगठनात्मक संस्कृति के कारण समस्या उत्पन्न हुई या व्यक्ति की भ्रष्ट प्रवृत्ति के कारण समस्या उत्पन्न हुई? चर्चा कीजिए।
- जैसा कि इस मामले में बताया गया है, ऐसे अनैतिक व्यवहार को रोकने के लिए कंपनी कौन-से नैतिक तंत्र और उपाय निर्माण और कार्यान्वित कर सकती है? (250 शब्दों में उत्तर दीजिए) 20 अंक

Mr. Sharma was the All India Sales Head of a pharmaceutical company with a turnover of 400 crores. The company's main markets were small towns and tier 2 cities. Further, the company did a sizeable amount of business with state government hospitals and health centers.

Mr. Sharma had given a lot of freedom to field sales agents to strike deals and negotiate prices with clients. This strategy worked well for the company.

Recently Mr. Sharma received word that three company employees were selling products to government hospitals and health centers at a higher price than they were selling to other private hospitals and health centers. The employees were with the company for over five years and were good performers. A few sales staff informally raised the issue of the three getting relatively higher commissions because of their inflated deals. And this was creating a sense of unease among the sales staff. A cursory review of the account of the three showed that, in many instances, the government hospitals were paying more than other private institutions.

Under procurement rules, the government is supposed to pay a fair price, one that other cost-conscious customers pay. On inquiry, Mr. Sharma found that the three were not alone; government purchase

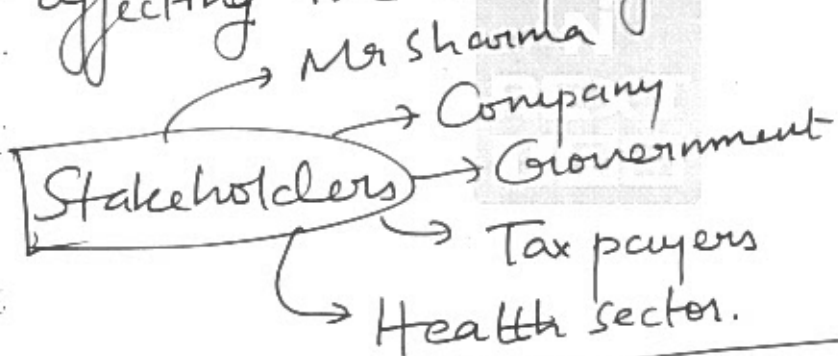
department officials were helping them scam the Department. Mr. Sharma realized that his sales staff and some corrupt government staff had been defrauding the state exchequer for quite some time.

Mr. Sharma immediately reported it to his CEO, and the two discussed how to deal with the sales staff and whether to inform the government about the scam and the involvement of their staff. The issue was informing the government means that there was every possibility that they might be blacklisted, thereby losing a lot of business. Mr. Sharma and CEO were caught in a dilemma regarding how to proceed with the case.

- What are the ethical and business issues involved in the case?
- What are the options available to Mr. Sharma and the CEO?
- Do you think the organizational culture of giving freedom to the sales force led to the issue or was the individual's corrupt nature that led to the problem? Discuss.
- What ethics mechanisms and steps can the company create and implement to prevent unethical behavior, as mentioned in the case?

(Answer in 250 words) 20 marks

This is a case where Mr. Sharma has to tackle corruption without affecting the Company's credibility.



① Ethical and business issues involved

- ① Collusive corruption
- ② Credibility of the Company.
- ③ Loss of State exchequer.
- ④ Long term sustainability of the Company.
- ⑤ Issue of Ethical Corporate governance.

⑥ Options available

① Report the issue.

Pros

- ① Uphold integrity, honesty
- ② Uphold State interest

Cons

- ① Might get blacklisted
- ② Affects credibility of Company.

② Leave it without action

Pros

- ① Protect the Company from State action

Cons

- ① Accomplice in Corruption
- ② Incentive others to do corruption
- ③ Loss of public money.

③ Hold an inquiry

Pros

- ① More data
- ② Stakeholder involvement

Cons

- ① Still face government back lash.

© Reason for the problem

① Giving freedom to sales force

Yes

① Reduced accountability

② Authority without answerability of actions

② Individual's corrupt nature

Yes

① Limited to few
- not a major & everyone

②

No

① Misuse of trust than freedom

② Corrupt were a minority of the staff.

No

① Power without accountability lead to corruption

So, we can say that it is a combination rather freedom without accountability and corrupt nature without values is the reason for the problem.

④ Steps that can be taken by Company

I Organisational

- ① Better vigilance mechanism
- ② Better punitive measures.
- ③ Accountability mechanisms

II Individual

- ① Integrity sessions
- ② Promotion of better work
culture.
- ③ ~~#~~ Peer reviews.

Furthermore, Co-Corruption

Can be weeded out only through
Creating a responsive and enlightened
workforce than organisational vigilance

12. सिंह गढ़ मुख्य रूप से एक ग्रामीण जिला है जहाँ एक उपभोक्ता वस्तु विनिर्माण संयंत्र को छोड़कर न्यूनतम एवं अपेक्षाकृत महत्वहीन औद्योगिक क्रियाकलाप है, जो रोजगार का प्राथमिक स्रोत है। यहाँ स्वास्थ्य, साक्षरता आदि जैसे विकास संकेतक राष्ट्रीय औसत से काफी नीचे थे।

यहाँ विकासात्मक मुद्दों के साथ-साथ, एक और गंभीर चिंता बाल विवाह में हो रही धीमी वृद्धि थी। कानूनी प्रतिबंधों के बावजूद, बाल विवाह बेरोकटोक बढ़ता जा रहा था।

सामाजिक कार्य में स्नातकोत्तर रश्मि, जो कम उम्र में विवाह से बच गई, ने बाल विवाह पीड़ितों को बचाने और पुनर्वास के लिए एक गैर सरकारी संगठन शुरू किया। पिछले पाँच वर्षों में उसने कई युवा लड़कियों को बाल विवाह का शिकार होने से बचाया। उसकी कार्यशैली सरल थी। उसने गाँवों में मुखवियों का एक नेटवर्क विकसित किया था जो उसे सूचनाएँ देता था और सत्यापन करने के बाद, स्थानीय कानून प्रवर्तन कर्मियों की मदद से रश्मि बाल विवाह को होने से रोक देती थी।

रश्मि ने सराहनीय काम किया, लेकिन इस दौरान उसने कुछ दुश्मन भी बना लिए। स्थानीय नेता विशेषकर महिलाओं और युवा लड़कियों के बीच उसकी लोकप्रियता से नाराज थे। अपनी गतिविधियों का विस्तार करने के लिए, रश्मि ने जिले की एकमात्र औद्योगिक इकाई के प्रबंधन से संपर्क किया। उसने सफलतापूर्वक कंपनी को अपनी गतिविधियों और एनजीओ में योगदान देने के लिए राजी कर लिया। कंपनी ने उसे बाल विवाह के मुद्दे के बारे में जागरूकता बढ़ाने के लिए श्रमिकों के लिए कार्यशालाएँ आयोजित करने हेतु अपनी सुविधाओं तक पहुँच भी दी।

उसने कंपनी परिसर में अपनी कार्यशालाएँ और अभियान शुरू किया। यद्यपि प्रारंभिक प्रतिक्रिया ठंडी और कभी-कभी पूरी तरह से उदासीन थी। लेकिन वह डटी रही। कुछ महीनों के बाद, एक दिन कंपनी यूनियन के सदस्यों ने उसे कंपनी में प्रवेश करने से रोक दिया और उसके साथ हिंसा करने की धमकी भी दी। रश्मि ने प्रबंधन से बात की, जिन्होंने उसका समर्थन किया और उसकी सुरक्षा सुनिश्चित की। प्रबंधन ने रश्मि और उसके एनजीओ का समर्थन करते हुए एक सर्कुलर (परिपत्र) जारी किया।

प्रबंधन को आश्चर्य हुआ, सर्कुलर के एक सप्ताह बाद, यूनियन ने अचानक हड़ताल का आह्वान किया और एनजीओ की गतिविधियाँ जारी रहने पर काम बंद रखने की धमकी दी। कार्यकर्ताओं का मानना था कि रश्मि का अभियान महिलाओं के दिमाग को भ्रष्ट कर रहा है और उनकी परंपराओं का अनादर कर रहा है। आक्रामक प्रतिक्रिया को देखते हुए कंपनी प्रबंधन ने एनजीओ की गतिविधियों को रोककर श्रमिकों को शांत करने की कोशिश की। रश्मि ने समुदाय के प्रति अपनी सामाजिक जिम्मेदारी पर प्रकाश डालकर प्रबंधन को समझाने की कोशिश की। लेकिन प्रबंधन ने दो टूक जवाब दिया कि हर सामाजिक समस्या उनकी नैतिक जिम्मेदारी नहीं है। रश्मि प्रबंधन के फैसले से निराश थी और सोच रही थी कि कंपनी को अपने अभियानों में कैसे शामिल किया जाए।

- उपरोक्त मामले में कौन-कौन से मुद्दे शामिल हैं?
- आपको क्या लगता है रश्मि को क्या करना चाहिए? क्या रश्मि के लिए स्थानीय प्रशासन को शामिल करना अच्छा विचार होगा? कार्यान्वयन योग्य कार्यवाही का सुझाव दीजिए।
- क्या आपको लगता है कि कंपनियों को उस क्षेत्र की सामाजिक समस्याओं के लिए भी जिम्मेदारी स्वीकार करनी चाहिए जहाँ वे अपना कार्य करती हैं? अगर हाँ तो क्यों, अगर नहीं तो क्यों नहीं?
- श्रमिक संघ की इतनी आक्रामक प्रतिक्रिया के क्या कारण हो सकते हैं? आपके अनुसार रश्मि को कर्मचारी संघ को कैसे संभालना चाहिए?

(250 शब्दों में उत्तर दीजिए) 20 अंक

Singh Garh is a primarily rural district with minimal, relatively insignificant industrial activity, except for one consumer goods manufacturing plant, which was the primary source of employment. Development indicators such as health, literacy, etc., were much below the national average.

Along with developmental issues, another grave concern was the slow rise in child marriages. Despite the legal sanctions, child marriage continued to rise unabated.

Rashmi, a social work postgraduate who escaped an early marriage, started an NGO for rescuing and rehabilitating child marriage victims. In the last five years, she saved a lot of young girls from becoming victims of child marriage. Her modus Operandi was simple. She had developed a network of informants in villages who relayed information to her, and after verifying, Rashmi with help from local law enforcement personnel, prevented the marriage from happening.

Rashmi did commendable work, but she made some enemies in the process. The local leaders resented her popularity with women and young girls in particular. To expand her activities, Rashmi contacted the management of the only industrial unit in the district. She successfully persuaded the company to contribute to her activities and the NGO. The company even gave her access to their facilities to conduct workshops for workers to raise awareness about the issue of child marriage.

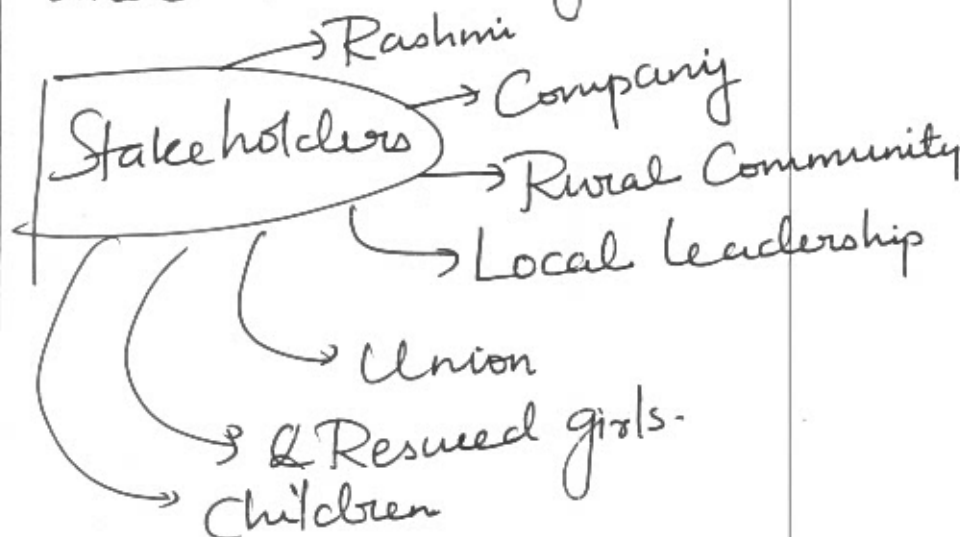
As she started her workshops and campaign on the company premises, the initial response was lukewarm and, at times, complete indifference. But she persevered. After a couple of months, one day, the company union members stopped her from entering the company and even threatened her with violence. Rashmi spoke with the management, who supported her and ensured her safety. The management issued a circular supporting Rashmi and her NGO.

To management's surprise, after a week of the circular, the Union called for a flash strike and threatened to continue the work stoppage if the NGO activities continued. The workers believed that Rashmi's campaign was corrupting the women's minds and disrespecting their traditions. The company's management seeing the aggressive reaction sought to assuage the workers by stopping the NGO activities. Rashmi tried to persuade the management by highlighting their social responsibility to the community. But the management was curt in replying that every social problem is not their moral responsibility. Rashmi was disappointed with the management's decision and wondered how best to involve the company in her campaigns.

- What are the issues involved in the above case?
- What do you think Rashmi should do? Would it be a good idea for Rashmi to involve local administration? Suggest an implementable course of action.
- Do you think companies should also accept responsibility for the social problems of the region where they operate? Why/why not?
- What could be the reasons for such an aggressive reaction from the workers union? How do you think Rashmi should handle the workers union?

(Answer in 250 words) 20 marks

This is a classical case of conflict between traditional values and human rights.



a) Ethical issues involved

- ① Cultural anxiety of the rural community
- ② Issue of Child marriage.
- ③ Constitutional morality over Social morality
- ④ Coercive power of pressure group.
- ⑤ Oppressive nature of traditional values.
- ⑥ Patriarchy and male domination

b) Options available before Rashmi

~~① Retreat to her older place~~

① Negotiate with management

Pros

① They might stand by her

Cons

① Affects their worker morale

② Causes violence.

③ Disrupts her sessions.

② Involve local leaders

Pros

① Better connect with populace

Cons

① they will stand by the traditional norms.

- ② Further animosity from rural male folk.
- ③ Might take political mileage by opposing her
- ③ Find an alternate place

Pros

- ① Reduces conflict
- ② She can carry on with her work undisrupted

Cons

- ① Still face $\&$ ire from union

My suggestion would be the third option.

- ① Find an alternative place.
- ② Involve women in negotiations.

④ Reasons

- ① More stakeholder participation
- ② Reduced conflict with Union

⑥ Companies should accept social problem of their region

Yes

- ① Citizens are Stakeholders

No

- ① May create Conflicts and Strikes
- ② Can face

- | | |
|--|--|
| <ul style="list-style-type: none"> ② Increases their sustainability ③ In tandem with Ethical Corporate governance values. ④ Increases their Credibility | <ul style="list-style-type: none"> boycotts - affecting business. ③ Business for business's stake. |
|--|--|

Companies should focus on Social infrastructure as much as physical in CSR.

① Reasons for reactions from union

- ① Cultural anxiety - Threat
Believes child marriage as tradition
- ② Ingrained patriarchy
- ③ Political support from local leadership
- ④ Impunity of mob actions.

~~Rashmi should handle the union~~
by

Rashmi could handle the union by

- ① Stakeholder participation
↳ with local women support
- ② Awareness creation
- ③ Creating role models
↳ from rescued girls.
- ④ Support from administration and police.

Patriarchy and Child
marriage are social problems
and can be alleviated through
education and women empowerment.

Space for Rough Work



Space for Rough Work

Candidates must not
write on this margin

