

NEXT IAS

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(To be filled by candidate)

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Registration Number : PTP220280 Date of Examination : 30/07/23

Exam Centre : Old Rajinder Nagar ☐

Bhopal ☐

Online ☒

Test - 4

Start time : 1:00 PM

End time : 4:00 PM

Code : TC074

MTS IGP Batch 2023

GENERAL INSTRUCTIONS

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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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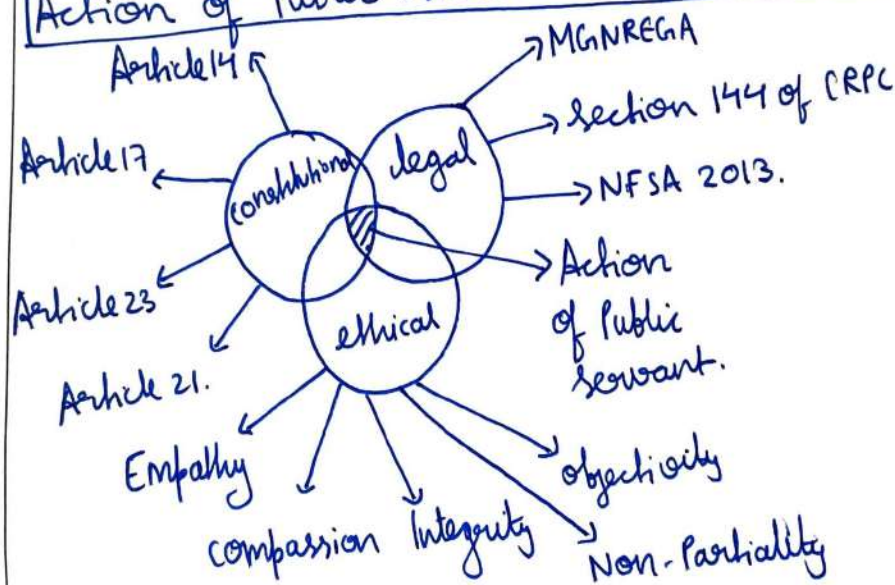
खण्ड-A / Section-A

1. (a) लोक सेवा के लिए न केवल कानूनी बल्कि नैतिक रूप से सैद्धांतिक कार्रवाई 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? (150 शब्दों में उत्तर दीजिए) 10 अंक चर्चा कीजिए।

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 the governance process which is aimed at the welfare of public which should fulfill the obligations to constitution, laws & ethics.

Action of Public Servant should fulfill



Primacy to Constitutional Values

- ① Reflect the ethical & moral values of society

eg. Decriminalisation of Section 377 of IPC reflect value of equality & non-discrimination

② Laws & legal actions derived from Constitution

eg. MGNREGA Act fulfills the DPSPs provision & seen as part of Right to life.

③ Constitution provide for foundational values for civil servant

eg. Nolan Committee's recommendation which include Integrity & non-Partiality found in constitutional provisions

④ Justice for all as Aristotle spoke about universal justice for social order

Margaret Chase said that duty of civil servant go beyond adhering to laws & rules as it involves complete dedication to public welfare.

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 (150 शब्दों में उत्तर दीजिए) 10 अंक कीजिए।

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 means adhering to principle of fairness even while dissenting or protesting against certain laws or policy.

eg. Anna Hazare during India against corruption movement 2013.

Challenge to Personal Integrity in Civil Services

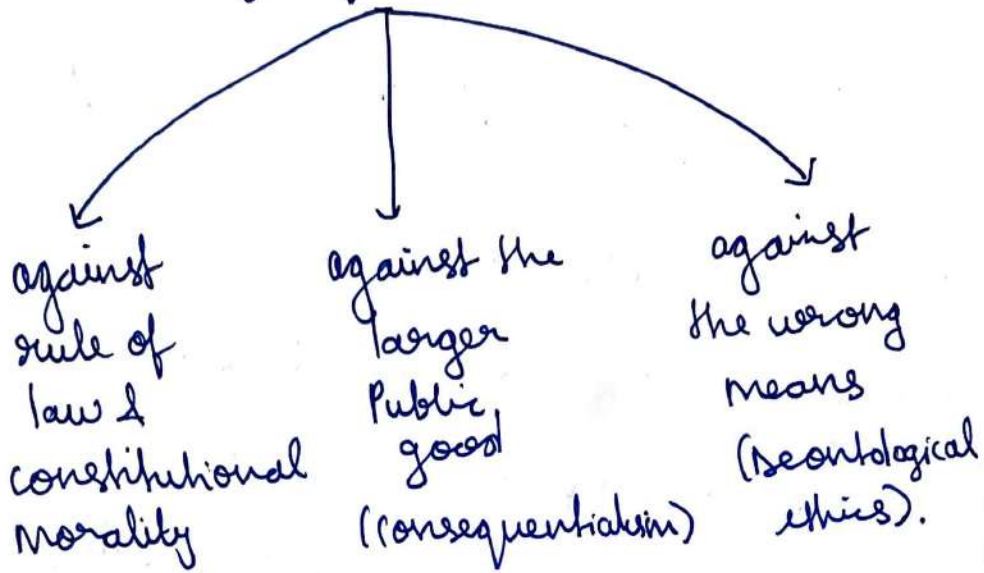
cannot be the justifiable cause to disobedience in civil services as:-

Objectivity as foundational value

Subordinate-superior relationship with political class

Impact on crucial service delivery like Police service, electricity etc.

can be justified in certain cases



Generally, when there is challenge to personal integrity there is crisis of conscience. In that scenario, civil servant should solve it by adhering to rule of law & universal justice.

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

According to M. Robson, when awareness is brought to our emotions, power is brought to our life thus emotions play major role in workplace productivity.

Emotions that negatively impact productivity

① Anger → Abraham Lincoln → whatever begins in anger ends in shame

↳ Impact team coordination

② Jealousy → Non-acceptance of others' achievement of work can lead to workplace politics

↳ affect work culture of company

③ Non-attachment → to the values & objectives of organisation reduce motivation

(eg) ↳ Increased instances of moonlighting & quite quitting in IT sector.

Emotions that Positively Impact Productivity

① Optimism → hope & futuristic outlook promote dedication & hardwork among employees.

② Curiosity → promote the innovativeness among the employees

(eg.) Google promote the culture of asking question leading to innovations.

③ Empathy → promote team spirit

(eg.) A.P.J. Abdul Kalam taking child of employee out empathising with hardworking employee.

Emotional Intelligence is necessary for workplace productivity as Daniel Goleman said 80% of success depends on EI whereas only 20% on IQ.

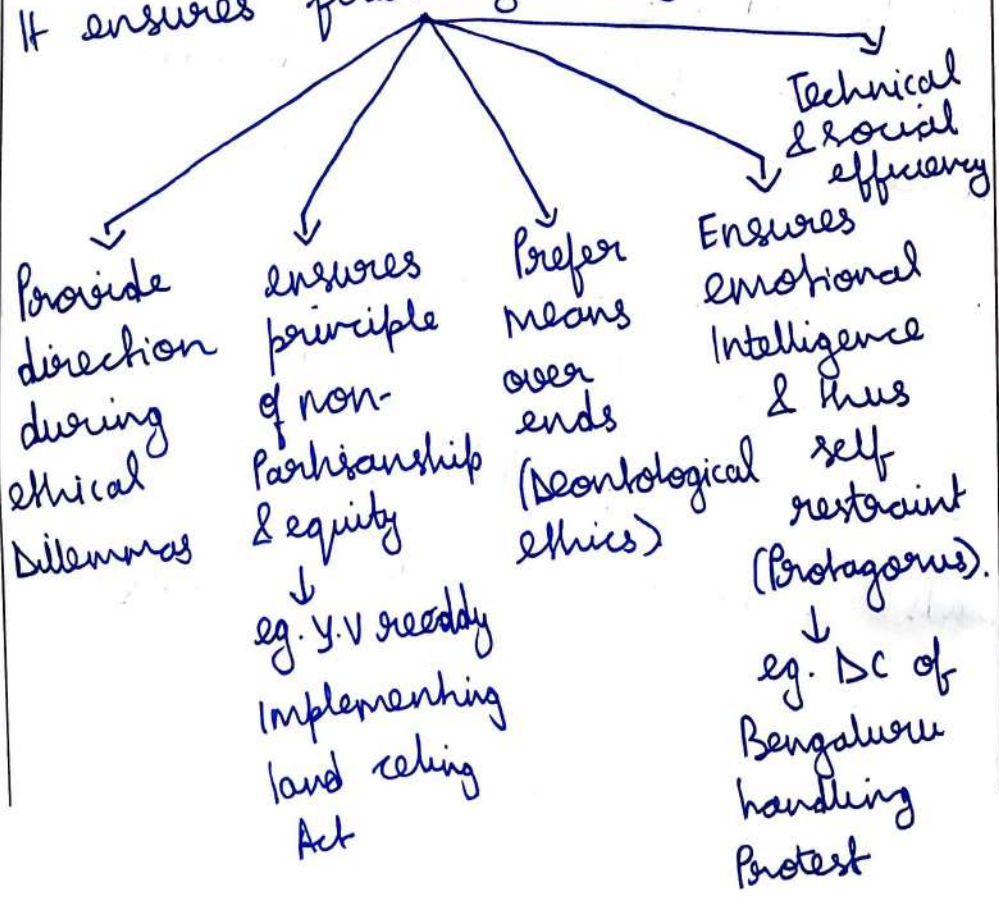
2. (b) तकनीकी दक्षता संसाधनों के उपयोग को सुनिश्चित करती है और सामाजिक दक्षता सामाजिक आवश्यकताओं की पूर्ति को सुनिश्चित करती है, नैतिक दक्षता क्या सुनिश्चित करती है? क्या आपको लगता है कि तकनीकी और सामाजिक दक्षता की तुलना में नैतिक दक्षता अधिक महत्वपूर्ण है? क्यों/क्यों नहीं?
(150 शब्दों में उत्तर दीजिए)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

Ethical efficiency can be defined as use of ethical principles in the governance process to the fullest to achieve the desired goals & objectives of an organisation.

Significance of Ethical Efficiency

It ensures following things:-



More Important than Technical & Social Efficiency

① Ensures welfare of weaker section →

(eg) S. Sankaran formulating Tribal Sub plan

② Balances technical & social efficiency

(eg) Anu Garg IAS imported cheap & good quality equipments to provide electricity in villages of Denkanhal district in Odisha.

③ Promote Innovation & technology Adoption

empathy & compassion led the Raipur DC to launch Pashai tohar sugar reducing COVID for underprivileged childrens.

There is need for change in old civil services values from procedural rigidity to flexibility, Technological adaptation & citizen centric governance to ensure technical, social & ethical efficiency

3.

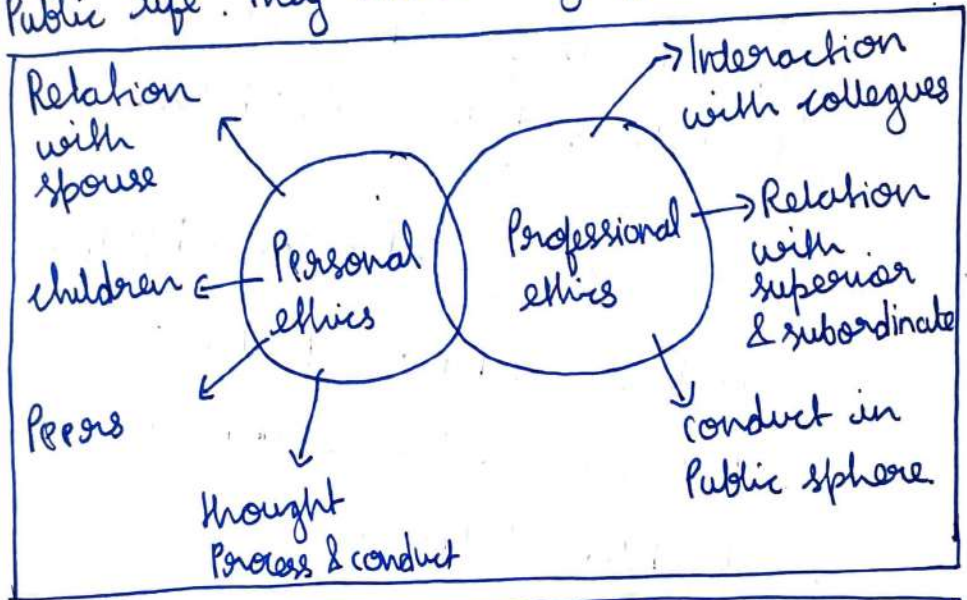
- (a) "मनुष्य जीवन के एक विभाग (मामले) में सही काम नहीं कर सकता जबकि वह किसी अन्य विभाग (क्षेत्र) में गलत काम करने में लगा हुआ है।" महात्मा गांधी। क्या आपको लगता है कि किसी व्यक्ति की व्यक्तिगत नैतिकता पेशेवर जीवन को प्रभावित करती है या उन दोनों को विभाजित किया जा सकता है? प्रासंगिक उदाहरणों के साथ अपना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

Personal ethics act as training ground for Professional ethics or ethics in Public life. They have significant overlap.



Impact of Personal Ethics on Professional Ethics

① Relation with spouse → cordial relation will provide motivation & tension free work in profession sphere thus fulfilling duty.

② Relation with peers → Understanding of relations will not force the person to favour the peer while performing professional work.

③ Thinking process → APJ Abdul Kalam developed value of tolerance in Professional life due to positive thinking process developed in home due to his father's influence.

Areas where its can be compartmentalised

① Social relationship → necessary for survival in personal life but not in professional life.

② Biasness → not acceptable in public or professional life but sometimes required in personal life to further interest of family.

A person should not have dual identity according to Gandhi & thus one should strive to ensure ethical conduct in both personal & professional life.

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

According to Gandhiji, "there is a higher court than court of law and that is court of conscience".

Goodness Result of Internal Imperatives

- ① Socrates highlighted the diemonic signs within us which ask us to do positive deeds for positive happiness.
- ② Deontological ethics & Kant's categorical Imperative focuses on right action for deciding what is right & what is wrong.
- ③ Buddhism also advocate for right action & conduct to avoid misery of life

④ Epicurus believed that one can be free from remorse by doing positive deeds which come from meditation & inner calling.

⑤ Virtue ethics of Aristotle also focuses on golden mean for doing right things

Niskama Karma in Bhagwat Gita also spoke about focussing on right actions rather than focussing on reward for enlightenment.

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

Dalai Lama said, "your enemy is the best teacher to learn tolerance."

Act of Mind

① Openness to diverse viewpoint

② Emotional regulation & self restraint

③ Depends on education level

(eg.) Albert Einstein said he is open to new ideas as he knew minuscule in ocean of knowledge.

④ Lucious mind

(eg.) Socrates said one should question status quo to find out truth.

Essence of virtue

① Helps us to follow the middle

path as we consider all perspectives.

② Tolerance of civil servant help him handle conflict using golden mean.

(eg) Ananth Kumar IAS handled CAA protestors by wide consultation & understanding their concern

③ Choosing Right Action over consequences

(eg) Deontological ethics says there are moral obligations which are decided by all.

Tolerance is a strength to understand & respect diverse perspective & co-exist with it as Gandhiji once said the true strength of our civilisation will be decided by our love for unity in diversity.

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।" (150 शब्दों में उत्तर दीजिए) 10 अंक
- "It is our first duty to serve society, and after we have done that, we may attend wholly to the salvation of our souls." (Answer in 150 words) 10 Marks

Grandhiji Talisman idea advocated that one should decide his action based on the idea that it should help the last standing person in the society.

First Duty to serve Society

a) Giving back to society for our growth & existence

b) Happy society leads to happy individual

c) Society indirectly & directly impact our well being

(eg) Conflict in African societies has degraded individuals quality of life

d) Deserving Happiness by sharing & saving.

e) Consequential & utilitarianism (maximum benefit for maximum people)

Salvation of Soul

- ① Individual welfare leads to societal welfare (ethical egoism).
- ② Ethical behaviour leads to social order & survival of all.
- ③ Self restraint important for social relationship.

Ethics & morality can help both individual & society to derive happiness.

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

According to Giff Gugu Mona, "if society wants prosperity then it must seek peace".

Period of Peace are empty Pages in History

It means when we study about our history we generally focuses of revolutions, conflicts, freedom movements & wars while ignoring the peace & prosperity that followed.

① French revolution

↳ focuses on conflict between the 3 estates

↳ ignores how liberty, equality & fraternity promoted peace in modern world.

② World War 1 & 2

↳ Post world war 1 there was peace for brief period but we focus on events leading to world war 2.

③ Cold War

ended in 1991 but now we have started focussing on cold war 2.0.

Periods of peace has been significant for prosperity & development of the human values.

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

Moral values are those which are considered ideal & right by the society and is sanctioned by customs & laws.

whereas, Non-moral values are those which are considered unethical by the society but may or may not be sanctioned by law.

eg. Moral values → Marriage as sacred bond
Non-Moral values → Pornography considered as cheating on marriage in some society.

5 Basic Moral values that are foundational

① Integrity → Honesty & truthfulness to the duty & the post in which civil servant holds.

eg. Y.V Reddy acted against his own community to implement Land ceiling Act.

② Empathy → Required for leadership ability & understanding the needs of vulnerable section

(eg.) Ananya Das IAS Lucknow rehabilitated successfully the slum dwellers for construction of Talabanda canal.

③ Objectivity → to ensure fairness & equity in decision making.

(eg.) Anu Garg IAS Odisha cadre ensured the success of energy project reach all section including farmers & Industries

④ Non-Partiality & Non-Partisanship → Kalhilya said Non-Partiality ensures Dharma Neeti

⑤ Tolerance → to imbibe positive work culture in the organisation and handling conflict situation

(eg.) ASP Akash Kulkarni handling student protest during CAA.

Nolan Committee's recommendation of foundational values should be included in code of conduct as recommended by 2nd ARC.

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

Principle of participation is considered of the corner stone of ethical & good Governance.

Role of civic engagement in ethical Administration

① Ensures Accountability of the administration

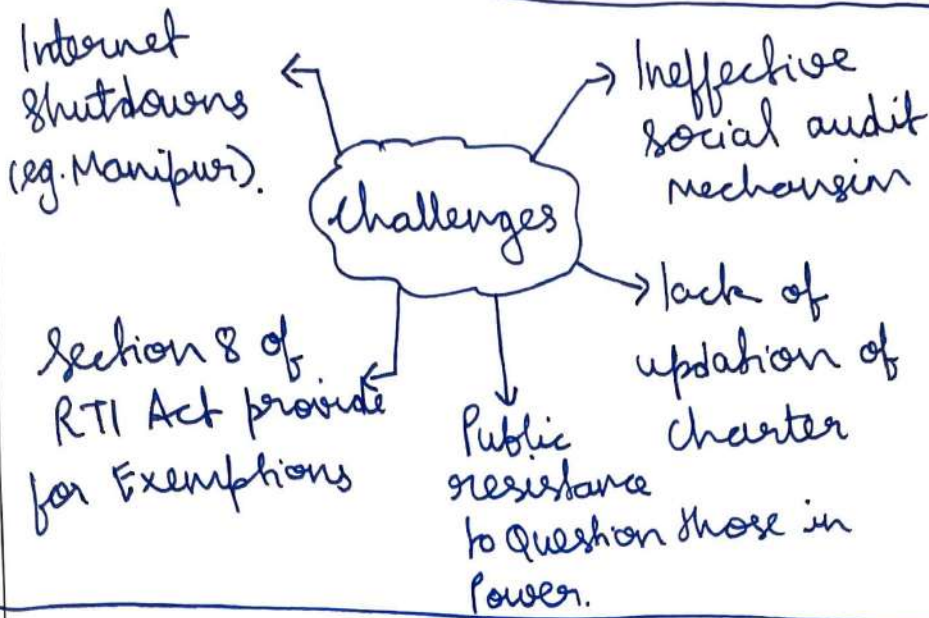
(eg.) RTI in Chhattisgarh was used to provide job under MGNREGA which was being denied even after 15 days of application

② Ensures avoidance of corruption

(eg.) In Bihar social audit in PM Awas yojna scheme led to corruption charges on 246 functionaries.

③ Check on arbitrary use of power & discretion

(eg.) Social media like Twitter & whatsapp highlighted atrocities by administration in some areas during COVID lockdown.



Mechanisms that citizen use for ethical Governance

- ① Social Audit → (eg.) MGNREGA, MDM scheme, etc.
- ② RTI Act 2005 → (eg.) Bofor Scam, Aadarsh Scam
- ③ Citizen charter → to ensure quality of service delivery (eg.) Indian Railways & Indian Postal service charter
- ④ Protest & social media campaigns
- ⑤ Umang Portal → e-Governance mechanism for grievance redressal.

Participation of people in governance ensures citizen centric governance which was highlighted by PM Modi in recently launched National training conclave.

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



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

Ethics in International relations
are based on broadly two principles that is liberalism & National Interest which define the action of nations in International arena.

Ethical strength without military or finance

① Soft power diplomacy → create strong perception in International relations.

(eg) India's Vasudev Kumbhabham Ideology has helped in balancing of Russia & west which china is lacking despite more financial strength.

② Credibility of a nation → India's strong commitment to development led foreign policy has attracted FDI & MNCs in the country

(eg) China+1 strategy → Apple opening stores in Delhi & Mumbai.

③ Voice in Global & Regional Institutions →
Strong commitment to human rights,
religious freedom & climate action
Strengthen voice in UN, WTO, G20, etc.

Military & Financial strength also necessary

① For Sovereignty & territorial integrity

(eg.) Ukraine conflict

② For economic development & welfare
of people

(eg.) India's Air-India & defence deal with
US, UK, France & Russia helping in
rebalancing

③ Trade act as buffer in conflicts

(eg.) India-China not seen any major
war ~~des~~ post 1962 due to \$110 billion trade.

In today's multipolar world
& deglobalisation trend there is need for
balancing between financial, military &
ethical strengths to ensure sovereignty.

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 है।

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 (झुगियाँ) 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 थी।

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 कार्रवाई अमानवीय है, लेकिन आपकी आधिकारिक जिम्मेदारियाँ कड़ी निष्पक्ष कार्रवाई 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

The case mainly involve the conflict between empathy & compassion, on one hand and duty & rule of law on another, which is leading to crises of conscience for the young officer.

a) Values conflicts in the situation

- ① Ethical dilemma between helping the vulnerable section & following the rule of law
- ② Empathy & compassion and sense of duty
- ③ Dedication toward weaker section and Responsibility of official role
- ④ Personal Integrity and Professional Integrity
- ⑤ Sustainable urbanisation and Inclusive urbanisation
- ⑥ Rationality & objectivity and emotions & subjectivity

b> Argument for compromise of Impartiality for empathy

Argument against compromising
Impartiality for empathy

i> Dedication & compassion toward weaker section

i> Plato cardinal virtue spoke about rationality & prudence for rulers & administrators

ii> Article 14 of the constitution provide for equity along with equality

ii> Trust of Public on administration

iii> Aristotle spoke about distributive justice

iii> Lebra effect as seen in waiver of loan defaults to large corporates

iv> Treating humans as end according to Kant's categorical Imperative.

iv> Kautilya Arthashastra spoke about Impartiality as Dharma neeti

v> Gandhiji's ~~of~~ Talisman idea & social justice by helping the person standing last in que.

v> Rule of law & Image of department

c) Options Available with young officer

- ① Carrying out the clearing out process as required by rules.
- ② Not carrying out the clearing out process focussing on your inner voice
- ③ Preparing a Rehabilitation plan, consultation with slum dwellers & carrying out the clearing out process in phases.

d) Viable solution for tackling the situation

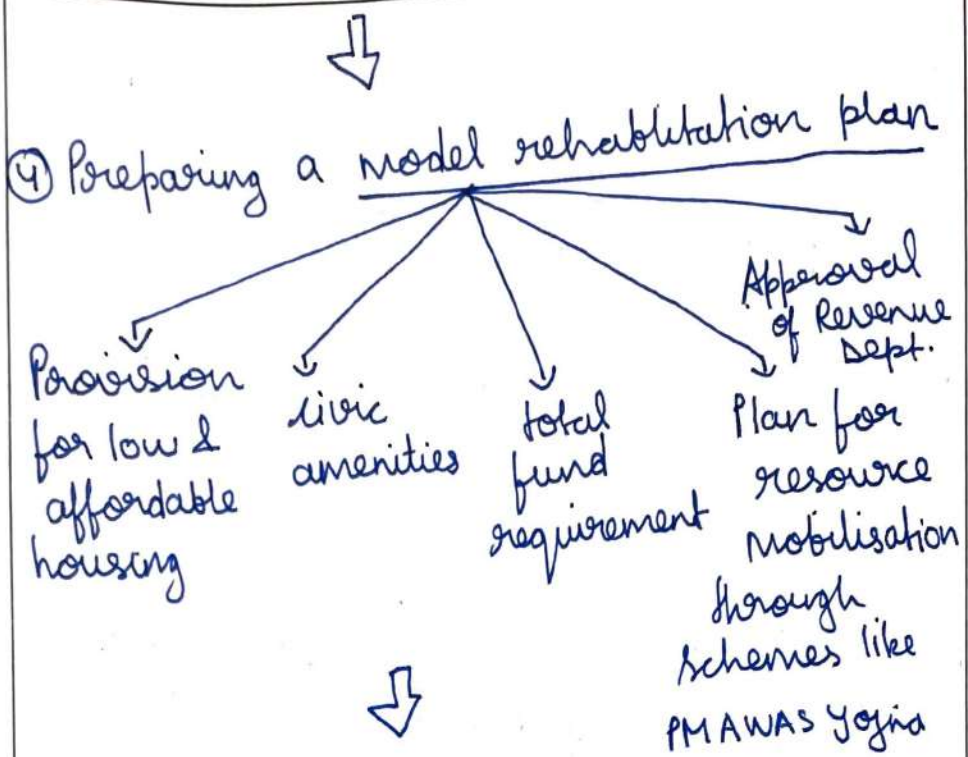
- ① Land record modernisation to ascertain the claim of stakeholders on vacant lands



- ② conducting meetings with existing holders of land to understand their claim



- ③ Data collection of migrants & available rental housing in the city for future claims and rehabilitation



⑤ Conversion of Vacant lands like underbridge into Public utilities to stop encroachment.

(eg.) MCD in Delhi converted Lajpat nagar flyover into sporting complexes to stop encroachment.

There is need to balance sustainable urbanisation with mandate of social justice which is provided in our preamble. Thus the innovativeness and dedication of civil servant in this case is required to solve the issue.

S.

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 bonafide. 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

The above case shows lack of ethics in public life by the beneficiaries of scheme which is against the principles of equality, fairness & justice for all.

a) Issues Involved

i) Families committing the fraud thus lack of respect for rules & lack of ethics in public life.

ii) Involvement of local officials highlight lack of probity in governance in form of corruption, mis-utilisation of Public funds, lack of Integrity, etc.

iii) Ineffectiveness of service delivery due to low efficiency caused by fraud

iv) Risk of violation of Privacy which is against the Supreme Court judgement under K.S Puthuswamy case

v) Ethical dilemma between Privacy of beneficiary & curbing corruption.

b)	Violation of Data Privacy to prevent Fraud
Argument for	Argument Against
i) Every right comes with reasonable restriction	i) Privacy is recognised as part of right to life under Article 21
ii) Ensure fairness & justice for other beneficiary (Aristotle corrective justice)	ii) Racial profiling can be done to target people in future
iii) Consequential ethics (maximum benefit for maximum people)	iii) Deontological ethics (Means over ends).
iv) to Improve trust in administration	iv) can attract legal case against Administration in future
v) Probity in Governance (Integrity, check on corruption, effective utilisation of public fund).	v) Finding Alternative solution to address the issue.

c) Reasons for such welfare fraud cases

i) Value System degradation due to globalisation & westernisation

ii) Resource scarcity & cut-throat competition.

iii) Acceptance of corruption as "chaka hai attitude" (According to India corruption survey, 51% respondent said they have given bribery atleast once)

iv) Ineffective legal mechanism (high judicial pendency & lack of local level ombudsman)

v) Economic shocks like COVID-19, Inflation, El-Nino has increased deprivation forcing people to involve in zero-sum-game (ethical egoism).

vi) Other reasons include lack of actionable social audit, lack of ethical & legal knowledge, etc.

Ways & Means to Avoid Such Frauds.

- ① Actionable social audit
- ② Local level ombudsman
- ③ Integrity workshop for local level functionaries
- ④ Technology adoption & use of AI & big data analytics to detect frauds
- ⑤ eg. CAG in G20 highlighted use of AI to detect corruption in PMAWAS & PMKisan yojna.
- ⑥ Value & legal education to beneficiaries & masses.
- ⑦ Institutional strengthening (local level Lokpal, state CVCs & vigilance commissions)

Probity in Governance & ethical Governance is an important component to become developed country by 2047 in Amrit Kal as highlighted PM during speech on 15th August.

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 तेजी 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 महत्त्व 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

Sustainable development paradigm focuses on economic, social & environmental development. without their effective balancing the development is incomplete & thus hamper good Governance.

a) Issues & value violations

Issues	Value Violations.
i) Breakneck speed of process	a) Lack of detailed analysis thus affect prudence b) Suppress questioning thus avoidance of objectivity
ii) Shoddy & cooked up EIA report	a) Against environmental ethics b) Non-Performance of duty c) Low quality of work
iii) Head instructed to ignore EIA report so that revenue targets can be met	a) Lack of Integrity b) Delaying of problems c) Lack of virtue d) Non-adherence to duty toward Public

iv) Massive environmental disaster in future

a) Threat to life of public

b) Against India's promise under Paris agreement

c) Trust erosion of public

b) Options Available

① Highlight the fraudulent report to the head & convince him to take action

② Ignore the reports & do what is asked by the head

③ Bring the issue to the notice of higher authorities or political class

c) Evaluation of options & chosen option

option	Advantages	Disadvantages
①	a) Avoiding environmental disaster in future	a) Head may not get convinced
Merits > Demerits	b) Performing by duty & job responsibility	b) Revenue target may be missed

Option	Advantages	Disadvantages
	c) Integrity, honesty & dedication to public service d) Protecting Image of department	c) Delaying of action may act as cover up of fraud report.
② Demerits >> Merits	a) Revenue target would be achieved	a) Environmental disaster b) Involvement in corruption c) Against public welfare d) May haunt dept. image in future.
③ Merits >>> Demerits	a) Same as option 1 b) No delay in taking action c) Ensure that the case is not repeated in future	a) May face professional loss

Option 1 should be followed by option 3 for best possible solution.

d) Environmental consideration V/s development

i) Physical evidence of environmental consequences when it is ignored

(eg.) Joshimath subsidence

ii) Sustainable development is the way forward

(eg.) Watershed development benefit weaker section, conserve environment & improve agriculture efficiency

iii) Unaccounted cost of environment loss

(eg.) Green GDP by Uttarakhand is the correct measure of development.

In the above case, there is requirement of showing of courage, prudence, objectivity by civil servant which are also cardinal values listed by Plato for effective governance.

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 बाजार तलाश रहा था।

देश ने अपनी रक्षा उपकरण निर्माण कंपनियों को नए बाजार 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 कही 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

The above case pertains to conflict between the national interest & global responsibility for peace & respect of values such as democracy & human rights.

a) Ethical Issues Involved

i) Sale of defence & space equipment may be misused for inflicting war & conflict rather than acting as deterrence

ii) Exploration of new market will further increase in arm stockpiles & increased arm race in the region.

iii> Transactions on Arm trade to less developed nation indirectly deviate the focus from critical issues such as food security & overall development.

iv> Selling of equipments to Military junta will further increase the atrocities on public of that country and can also have spill over effect.

v> Lack of any ethical consideration by GAMA shows lack of corporate governance.

b> Consideration of International Ethics by GAMA

i> Important because it creates brand image which can impact future sales

ii> Responsibility as manufacturer of product to ensure it does not cause pain & suffering.

iii> It may face legal sanctions by UNSC or other countries for sale to abhorrent military government.

iv> It can put conditions in contract that it will not be used for violation of human rights.

c> CSR extends to International community

i> Globalisation & Interconnectedness has increased the reach of MNCs all across the world.

ii> Spill over mechanism. For example lack of corporate governance of Lehman Brothers in USA affected all the countries in form of 2009 financial crisis.

iii> Problems are becoming global like climate change, cyber threat, etc which require transboundary cooperation.

87 Argument for Regulation	Argument against regulation.
i) Alignment with the foreign policy of nation ii) ensuring it is not misused against our own country iii) ensuring necessary safeguards in case of weapon of mass destruction	i) May demotivate Innovation ii) Demotivate new Investment in the country iii) Delays in project & thus time & cost overrun leading to losses

Defence transactions

always create debate in ethics of IR as they involve lot of ethical dilemma but private sector must understand the strategic & sensitive nature of industry & thus cooperate with Government.

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-चढ़े सौदों के कारण अपेक्षाकृत अधिक कमीशन मिलने का मुद्दा उठाया। और इससे बिक्री कार्मिकों में बेचैनी 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 खजाने 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 सलिप्तता 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.

- (a) What are the ethical and business issues involved in the case?
 (b) What are the options available to Mr. Sharma and the CEO?
 (c) 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.
 (d) 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

The above case highlight the issue of unfair deals and involvement of not only sales officers of company but also departmental officials which reflect the incidence of local level cronyism.

a) Ethical & business issues

- i) Unequal treatment of private sector & government hospitals
- ii) Inefficiency of government organisations leading to loss to public exchequers.
- iii) Impact on work culture of the company due to few salesman.

iv) Violation of procurement rules thus legal violation & corruption.

v) Lack of probity in department officials by promoting quid-pro-quo.

vi) Resistance of Mr Sharma & CEO to report to Government may dent company's Image further among employees.

b) Options Available

① Report to Government Immediately & fire the employees who were involved in scam

② Don't take any action of reporting to Government but fire employees who were involved in scam to avoid future such instances from company's side

③ Report to Government & ensure the firing of employees & ensure government of internal reforms to avoid blacklisting

Individual's corrupt nature cause of Problem

- i) Not all employees were involved in corruption
- ii) low moral & ethical courage of Individuals led to their involvement
- iii) Conflict of Interest of certain employees
- iv) Non-Adherence to robust work culture of the company
- v) Personal Interest over company's Image & Public welfare.

Ethics Mechanisms & Steps that Company can take

- ① Induction programs to educate on company's work culture & ethical values
- ② 360° review of potential candidate before recruitment.

- ③ Recording of minutes of meeting by sales employees to HR.
- ④ Periodic review of sales number & use of AI & Data analytics to identify any such cases in future.
- ⑤ Integrity workshop for employees.
- ⑥ Rewarding ethical behaviour with monthly bonuses.
- ⑦ Focussing on creation of ethical brand image taking inspiration from companies like TATA.

Corporate Governance
has become crucial post LPG reforms
as they provide lot of services to public
which was previously done by Government.

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 मुखबिरों 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 दूक 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

According to UNESCO, India has the highest rate of child marriage despite laws like Prohibition of child marriage Act 2006, mainly due to social & cultural reasons.

a) Issues involved

i) Lack of support of workers for the

NGO due to conflict of ethics, laws & cultural tradition

ii) Threat of violence to Rashmi creating chilling effect on freedom of speech & expression against social evil

iii) Unionisation affecting ease of doing business with corporate governance objectives thus affecting work culture.

iv) Management bowing down to threats & step back from good deeds thus lack of moral integrity

v) Company's preference to profitability over ethicality & social responsibility

6) Course of Action for Rashmi

i) Try to convince the employees & unions outside the company's premise by understanding their concerns & objections

ii> Ask them to give her chance of conducting one workshop & even after that they do not agree then she will withdraw.

iii> If Union does not agree & management does not support, then highlight the whole incident in News & media to create awareness regarding resistance from community

iv> This will create behavioural nudge with support of media to make management & employee more open to debate.

v> if any violence threat come her way then report to Administration for protection.

c> Company's taking Social Responsibility

i> Use of Human & natural resources of society

ii> Helps in fulfilling corporate social

responsibility

iii) breaching positive brand image in the region

iv) Expectations of society from those who holds power over resources.

v) Influence of company & business leaders over public can help in social persuasion

d) Reasons for aggressive Reaction

i) Cultural rigidity & lack of tolerance for diverse view point

ii) Cultural preservation in era of westernisation & technology

iii) Negative perception of Kashmiri due to enemy with local leaders.

iv) Patriarchal society & low status of women.

v) Lack of critical thinking & holding prejudices

Rashmi Handling workers Union

- ① Engaging in constructive consultation by understanding their concerns.
- ② Collaborating with employees who are willing to hear her side of opinion
- ③ Organising rukod natah in common areas like mess to persuade union
- ④ Reaching out to them through company's broucher & magazine
- ⑤ If threatened then report to administration for safety.

There is need for effective social influence & persuasion to tackle the issue of child marriage in the country which require not only connecting with words but also through heart & mind.

Space for Rough Work

