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Registration Number : ..... **Date of Examination :** 16/08/23

Exam Centre : Old Rajinder Nagar ☑ Bhopal ☐ Online ☐

Test - 4

Code : TC074

MTS IGP Batch 2023

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.....

SUBJECT/PAPER
GENERAL STUDIES

Invigilator's Sign. : .....

NEXT
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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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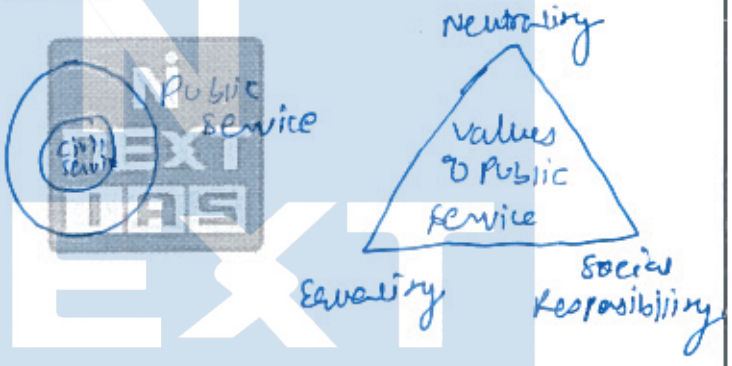
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खण्ड–A / Section–A

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? 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 refers to the set of tasks and officials who works as delegates of elected representatives



Public Servant

- loyal to the Constitution
  - follow Constitutional morality
  - As per the Constitutional provision like Equality, Non discrimination and human dignity (Art 14, 15, 21)
- loyal to laws
  - to foster Rule of law
  - to check any arbitrariness and discretion in decision making
- loyal to Ethical principles
  - guided by ethical Principles like Utilitarianism, Integrity, morality and Dedication to service

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According to me, though all three have vital importance, however it is the ethical principles which has to be paramount for a civil servant while carrying out official functions.

Importantance of Ethical Principles

1. They themselves paves the way for Constitutional Morality and laws (Eg.) laws regarding women protection and Equal protection of law emanates from Ethical principle of Equality and human dignity

2. Checks the arbitrariness and discretion → allow a public servant to take decision from perspective of larger social welfare

3. Improves public trust → Strengthen Social Contract between public and Govt.

4. Increases Efficiencies in public service delivery and law enforcement.

5. Valid where laws are silent or not applicable

Therefore, Ethical Morality holds the ~~precedent~~ precedence among all principles.

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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 refers to the defying the laws or regulations while pursuing the ~~Integrity~~ ethical principles like human rights, equality, Non violence and Transparency.

Eg. Mahatma gandhi showed Integrity in following Non violence during CDM-1930.

Integrity refers to following high ethical and moral standards across time and space.

Eg. Principles of Transparency, Accountability, Objectivity and honesty in public service

However, challenges to Integrity may cause irresponsible disobedience in civil service →

(1) Denying the unethical practices ~~as~~ expected by higher authorities

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(2.) Not to be part of conflict of interest

While awarding a tender to a party who has some relationship with officials

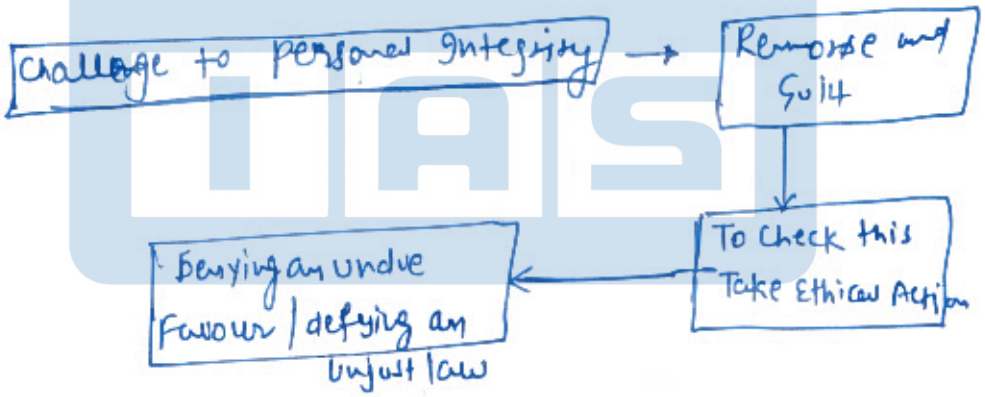
(3.) Avoiding the practice / to be part of Corruption

Eg. Taking bribe as part of the system will challenge the personal integrity of a person

(4.) following Rules and guidelines ⇒

Expectation to bypass rules or laws will do personal benefit but against integrity so, will deny any favorable practice leading to corruption

(5.)



In this way, like Gandhiji, who were challenged by Britishers defied the laws with civil disobedience and asserted his personal integrity above all.

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2. (a) हालिया शोध से पता चला है कि संवेग (भावनाएँ) व्यक्तिगत और व्यावसायिक जीवन को महत्त्वपूर्ण 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 emanates from our feelings towards a person, object or event.

Role of Emotions in private life →

1. develops our attitude. ⇒ changes the behaviour
2. Motivation / demotivation
3. Happiness / distress

Role of Emotions in Professional lives

1. Increases / decreases our efficiency at workplace
2. Social capital building
3. Career prospects

Primary emotions that impact our workplace productivity

Negative impact	Positive impact
① Emotion of disgust, hatred	Emotion of happiness, satisfaction
↳ disturbs Employee relationship with the management and colleague	- Builds social capital Improves our relations with others

Candidates must not write on this margin

(2) Envy, Jealous →

impinges our growth
└ Reduction in Efficiency

Eg. feeling & Jealousy diverts our mind and leads to degradation of physical and mental capability

feel good for others →

- Improves our efficiency
- Better productivity

Eg. feel good emotion releases dopamine which increases our efficiency

(3) Anger → causes outburst of emotions that has negative consequences.

Eg. To broke a fight with the management on the issue of work pressure or Appraisal

⇒ Good Emotion like trust, friendship & brotherhood increases our acceptance and career avenues.

Eg. An HR employee should be soft spoken and have spirit of brotherhood.

We need to have self regulation and self management of our emotions in order to channelised them in the socially desirable manner which maximizes our profit. Emotional intelligence is a way to achieve it.

Candidates must not write on this margin

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 महत्त्वपूर्ण 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 efficiency refers to the optimum, prudent and wise use of technology in order to maximise the benefits.

Eg. Use of Drones in Agriculture to maximize the productivity and optimizing the resource use.

Social efficiency refers to the optimization and healthiness in the social relations in order to best develop our social capital

Eg. Inter diving of communities fosters the harmony and brotherhood in the society

On the other hand, Ethical Efficiency ensure that we follow our Ethical principles strictly however at the same time not doing injustice with anyone and doing maxm welfare for maximum people.

Candidates must not write on this margin

Importance of ethical efficiency

(1) Guides our conduct in the best socially desirable manner

(2) Gives ability to differentiate between right and wrong or good and bad

(3) Strikes a balance between ethical conduct and social needs.

Eg. Building of a DAM in such a way that it does not affect tribes adversely, at the same time fulfills needs of development.

Technical and social efficiency ~~are~~ have mechanical ways to achieve them, however ethical efficiency needs integrity, application of conscience and along with emotional intelligence, therefore, I strictly feel that it is way more important than technical and social efficiency.

Candidates must not write on this margin

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

Views of Gandhi are very apt to understand that violation of ethics in personal life have spill over effect in professional life and vice-versa

Impact of Personal ethics on professional life

Personal ethics →	Effect on professional ethics
1. Following honesty and integrity at home Eg. Paying electricity bill ontime	leads to punctuality – No use of discretion for personal gains – Averts corrupt practices Eg. An integral person will always be devoted to duty like Satyendra Dubey (NHAI)
2. Gender equality (Treating Boy and Girl with same manner)	– Improves workplace culture – No sexual harrasment at work (POSH Act)

Candidates must not write on this margin

(3)	Ideals of tolerance and peace (Social harmony and peace)	⇒ helps to listen others → improves social capital ⇒ increases efficiency in professional life
(4)	Strictly following the ~~Ethical guidelines and~~ rules eg. following Traffic laws	⇒ Better enforcement of law and order ⇒ Increase in public service delivery efficiency

However, at many times, personal and professional integrity may not affect each other →

Eg. 1. A soldier who is very pacific and non-violent in personal life goes in a war to do violence (professional duty)

2. A doctor treats a ~~terrorist~~ terrorists (medical Ethical) (Hippocratic oath) despite following the Ethical principle that violence/killing is unethical

Therefor, Ethics is function of space and time. most of the times, they have effect on each other.

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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

Goodness refers to the virtue by which a person motivates to do welfare of others, appears kind and compassionate to others.

Eg. Buddha's virtue of Goodness

Goodness emanates from the internal conscience which guides our conducts or actions

Eg. A morally right person always think of doing morally good of others (virtue ethics)

⇒ Eg. Idea of ~~Buddha~~ 100 km road built by IAS Armstrong pure in manipur comes from this inner conscience

- our values like kindness, love and brotherhood shapes our morality, which is the intrinsic feature of mankind, that guides the goodness.

Eg. Welfare work done by mother teresa comes from this values of compassion & kindness.

Candidates must not write on this margin

Sometimes, it is also seen that Goodness results from the virtues of rewards and punishment.

Eg. ① ~~Kantian~~ Teleological ethics ⇒ Do good to others if you want good to be happened with you. [Consequential theory]

↳ keeping an accident victim because in future I myself may be a victim

② Socio Societal sanctions ⇒ like if not following ethical standards will follow social ostracization

Eg. Respect for elders in a society

Therefore, I feel that Goodness is by far emanates from the internal imperatives to do what is right except some situations where rewards and punishments overpowers the inner voice.

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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 fair, permissive and objective attitude towards a person or group whose ideas, race, religion or other attributes differs from us.

[Tolerance is the highest virtue of a mankind - Buddha]

To tolerate we need following qualities ⇒

1. Ability to listen and understand
2. Emotional intelligence
3. Empathy and Compassion
4. Broad horizon of our thoughts
5. Acceptability
6. Sensitization

We can see that, to develop these qualities, we need our application of mind, which can be developed by following —

Candidates must not write on this margin

(1) Developing Empatey and Compassion through Socialisation (Eg. Role of family

(2) Exposure to knowledge and information to remove any type of stereotypes (Eg) Transgenders are not human

(3) To be a part of community sensitization

~~At the~~ Tolerance is not the virtue of week, It needs courage, fortitude and strength and to tolerate is a strength in itself —

(1) It builds our social capital

(2) Bring social cohesion, harmony & brotherhood

(3) Promote national integrity

(4) Fosters the virtues like Vasudhev Kutumbkam (Soft power diplomacy)

(5) promotes sustainable development.

Therefore, tolerance is highest of all virtues, it has to be promoted to realise Ek Bharat shreshtha Bharat.

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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

The above quotes signifies the Concept of Social responsibility and human welfare.

Duty to serve society before our salvation

1. Mahayan Buddhism - propagates the Concept of doing social welfare (or) help others to get salvation first then salvation of self.

2. Moral duty to serve the society → we as product of society has ethical and moral Obligations to serve the society which has nurtured us.

Eg. Concept of Giving back to society

↳ Popat Bhai of Hivare Bajar Village in Maharastra left job and returned to help villagers to make Agriculture remunerative.

3. We do not live in isolation ⇒ As we

Candidates must not write on this margin

are integral part of society and it hard to find solace in the isolation, if we do not do welfare of the society.

Eg. Many corporates doing philanthropic work like TATA Trust, Bill & Melinda gates foundation

However, this holds the true that we can better help the society only if we are able or developed to help the society.

Eg. An illiterate person can merely generate the jobs, whereas an literate/Educate person starts an startup and provides employment.

This complies with the Hindu concept of Buddhism which propagates concept of Atm Deepo Bhavah (Be the own lamp) and then do the social welfare.

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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

It is said that history has traversed through the times of war, disturbances, revolutions and other non peaceful phenomenas.

Periods of peace as empty pages

1. History has witnessed the five ~~of~~ mass extinctions, though fuelled by natural events
2. ~~Ancient~~ wars to get the self rule, Expansion of territories have been a common phenomena throughout the history.

   Eg. [Kaling war in ancient India
   World wars (I and II) in Modern times

3. Various revolutions around the world like French revolution or American revolution
4. Struggles for self rule – eg. India's national freedom struggle.

Ethically, peace refers to the following co-existence, brotherhood, equality and human dignity.

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Throughout the history, the violation of these ethical principles have been witnessed, however in my opinion, it is more apt to say that periods of peace are less but these period has more significance which guides the whole humanity on the world.

In fact, the periods of war and disturbances happened in pursuit of periods of peace.

Eg. French Revolution to end the discrimination and anarchy and to bring social order.

- Indian freedom struggle to end the violence and Colonisation by the Britishers.

Hence, it can be said that though there are less periods of peace but they strive to bring the pace ultimately.

Candidates must not write on this margin

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 Services deals with the public service delivery and effective utilisation of resources at their disposal.

Moral and Non Moral values of Civil services

Moral values	Non moral values
1. Openness and Transparency to build trust between public and Govt.	• Secrecy • Strict Procedural Compliance
2. They core integral to a civil servant to effectively discharge their duty Eg. Honesty and Integrity	They need to be shed by a civil servant as they impinges the decision making.
3. They act as moral compass to analyse what is wrong and Right.	They not necessarily do right or wrong.

Candidates must not write on this margin

5 Moral values foundational to civil servant

1. Transparency ⇒ to build public Trust
2. Accountability ⇒ Answerability + Responsibility
3. Integrity ⇒ following strict Ethical Standards
4. Leadership ⇒ to lead with Examples
5. Objectivity → decision based on fact and not bias.

Justification

1. These values avoids the discretion of a Civil servant ⇒ Reduces incidences of Corruption
2. Helpful in effective and fast decision making
3. To better Utilisation of public funds and other Resources
4. To do Justice and fairness in the society
5. for better law & order enforcement.

These fundamental value are essential for a civil servant who works as a role model and a social scientist in action.

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5.. (b) निर्णय लेने में नागरिकों की भागीदारी शासन में नैतिकता के लिए महत्त्वपूर्ण 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

Ethics in governance refers to the Phenomenon of having good governance with ethical principles for larger welfare of the society.

Citizen's involvement is essential Phenomenon in ethical governance

(1) Increases efficiency and effectiveness of public policies and schemes ⇒ Eg. Social Audit of MGNREGA scheme & PMAY-G.

(2) Gives feedback to regulate the Government policies and programs

Eg.: Kisan Madad App
Bijli Samadhan App for Complaint and Grievance redressal.
CPGRAMS by Min. of Personnel

Candidates must not write on this margin

(3.) Reduces the wastages and optimization of Resources ⇒

(4.) Makes a policy wholesome by taking all stakeholders in consideration ⇒ Eg. success of citizen charter lies in stakeholder participation

(5.) Increase in good governance ⇒
(Eg.) Inclusive development by Govt through DBT scheme.

Mechanisms

(1) citizen charter
(2) Tools like RTI, JANSOOCHNA portal
(3.) Grievance Redressal tools like CPGRAMS
(4.) Social Audits of all schemes (mandatory)
(5.) E-governance [Eg. Kisan Vigyan Kendras, DigiLocker
(6.) PRAGATI portal.

Ethical based good governance is imperative to make India's Amrit kaal a successful movement.

Candidates must not write on this margin

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

Attitudinal change requires persuasion which involves use of Counselling, Sensitization, Information and sometimes little coercion.

~~Educating~~ Role of Persuasion, Counseling, Advice

helps to change the attitude eg. Information about ill effects of open defacation changed Attitude towards it

faces no resistance and even gets the support

Eg. Success of Swacch Bharat Mission is attributed to persuasion strategies like social influence.

However, it faces some challenges

Eg. (1) People take it non seriously unless it comes to their survival

Eg. Continuing open defacation in some villages of UP

Candidates must not write on this margin

(2.) Does not ensure the Attitude - Behaviour Consistency Eg. People claim that they are against female infanticide, however they practice it

Therefore, a little force can be used along with soft methods to get the desired results.

Eg. (1) - Jhunjhunu Model of improving Sex ratio involves multipronged strategy

- Counselling by District Authorities
- Proper implementation of laws like PCPNDT Act
- Strict punishment if involved in practices like child marriage

(2.) helps to bring Consistency in Attitude - Behaviour since Force has tendency to change the Behavior (Action) Component of Attitude.

Eg. Non bailable offence of Committing Atrocities against SC/ST → Act reduced the crimes against SC/ST People.

Therefore, it is always judicious to use soft skills along with light hard skills for best results.

Candidates must not write on this margin

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 आपकों 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

Foreign policy of a nation is guided by the national interests and International order.

Countries like India usually uses the Soft power which includes the ~~financial~~ cultural, and spiritual, ethical attributes eg. Diaspora.

However, it has certain weaknesses -

(1) Touted as weakness of the Country

(2) Countries fosters their parochial narrow interests and violates International ethical principles like mutual respect, and Non interference

Eg. India-Pakistan, Russia-Ukraine war conflict

(1) It does not have enough persuasion ability to change the attitude & other nations (Eg.) Soft diplomacy with China has resulted into no improvement over relation. Bilateral

Candidates must not write on this margin

Therefor, in today's world, hard power (military or financial power) is essential along with soft power

Eg. 1. Countries respect and listen to the countries having military and financial might.

Eg. USA's Economic Sanction.

[Rising status & India due to military & Economic capability along with soft diplomacy like ethical principles of Vasudhev Kutumkam in G20

(2.) Without hard power, soft power has less or no meaning.

• Yet, the focus should be on to develop the Ethical Principles in International relations like Nehru's Panchsheel Policy

In order to make this world a peaceful, just and prosperous one

Candidates must not write on this margin

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 है। जिनमे 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 बढती गई, जिससे शहर में मजदूरों की संख्या लगातार बढती गई। शहर में इस बड़ी संख्या में लोगो के आगमन के कारण फुटपाथों पर गन्दी बस्तियों (झुग्गियों) 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 कार्रवाई अमानवीय है, लेकिन आपकी आधिकारिक ज़िम्मेदारियाँ 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।

(a) उपरोक्त स्थिति में आपको कौन–से मूल्य संबंधी टकराव / संघर्ष नज़र आते हैं?

(b) क्या कोई प्रशासक समानुभूति के मूल्य के लिए निष्पक्षता के मूल्य से समझौता कर सकता है? चर्चा कीजिए।

(c) उपरोक्त स्थिति में कौन–से विकल्प उपलब्ध हैं?

(d) 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.

(a) What value conflicts do you notice in the above situation?

(b) Can an administrator compromise the value of impartiality for empathy? Discuss.

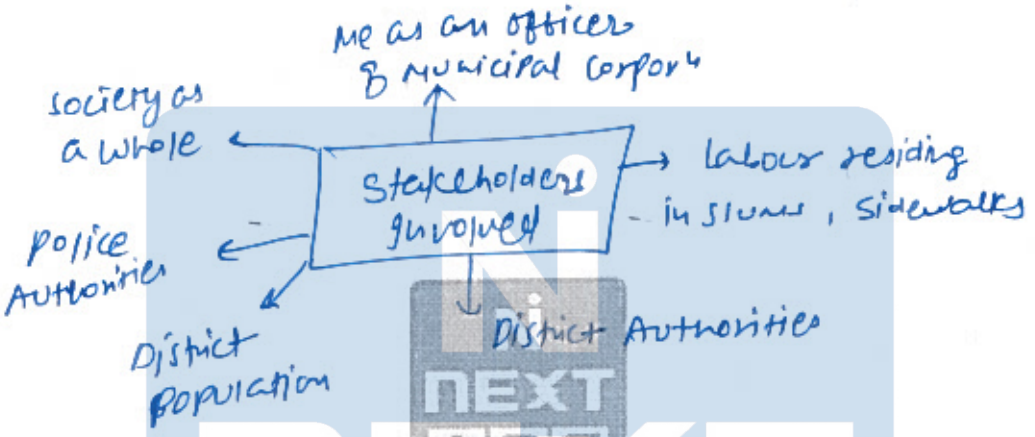
(c) What are the options available in the above situation?

(d) Suggest viable solutions for tackling illegal slums and encroachments in urban areas.

(Answer in 250 words) 20 marks

Candidates must not write on this margin

The given case represents the influx of migrants into an industrial city and issue of slums proliferation which needs to be cleared by the District authorities.



(a.) **Value Conflicts**

1. Rights of workers of employment v/s proliferation of slums
2. Human dignity v/s city Aesthetic
3. Personal Conscience v/s Professional Obligations
4. Loss of livelihood opportunity v/s implementing the directives of Corporation
5. Industrial development v/s Urban planning
6. Personal discretion v/s impartiality

Candidates must not write on this margin

(b.) Impartiality and empathy both values are essential for an administrator, however, an Administrator can compromise the value of impartiality to come out of the Ethical dilemma on following grounds

(i.) Utilitarianism principle → Do it will result Maximum good for maximum people

(ii) ~~Later~~ Do it keeps upright the principles of human dignity and human rights

(iii) Do impartiality results in mere mechanical application of directives or laws and no personal conscience is followed.

However, it depends on the (c) administration and his value system that on what basis, he come out of this Ethical dilemma.

(b) Options available

(i.) Follow the orders strictly to clear out the encroachments

Candidates must not write on this margin

(ii) Talk to higher authorities and appraise them of ground situation to look for alternative solution

(iii) Defying the orders and going with Empathy and Compassion with workers

(iv) Finding out the ways for their alternative settlement in the city by talking with industry owners and local politicians.

(d) Since illegal slums and encroachments impedes the growth of city and becomes centre of many unwanted activities like crimes and proliferation of diseases.

However, at the same time, they accommodate the larger poor population and they also have the basic human rights.

Solutions

(i) Clearing out the existing encroachments

(ii) Developing the habitation in the nearby

Candidates must not write on this margin

areas with government intervention especially for migrants.

(iii.) putting the responsibility on industries to develop the habitation for their labour

Eg. as industrial habitations

(IV.) Long term solution - may be to develop the industrial bases in small cities to deter the migration

(V.) Increased employment opportunities in source region like development of agriculture industry.

A civil servant need to follow the ethical principles along with the code of conduct to reach a prudent decision.

Proliferation of slums involves ethical and moral dilemmas hence need to be tackled with all stakeholders participation.

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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 ज़िम्मेदारियों 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 ज़िम्मेदार 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 ज़िम्मेदार 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 (प्रोफ़ाइल) 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।

(a) उपरोक्त मामले में कौन–कौन से मुद्दे शामिल हैं?

(b) 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?

(c) आपके अनुसार, देश में होने वाली ऐसी कल्याणकारी योजना से संबंधित धोखाधड़ी के क्या कारण हो सकते हैं?

(d) क्या ऐसी धोखाधड़ी को रोकने का कोई तरीका या साधन है? 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.

(a) What are the issues involved in the above case?

(b) Do you think violating data privacy is justified to prevent welfare fraud? Why/ Why not?

(c) What, according to you, can be the reasons for such welfare frauds happening in the country?

(d) Are there any ways and means to prevent such fraud? Give your suggestions.

(Answer in 250 words) 20 marks

Candidates must not write on this margin

The above case represents the issues in efficiency of public schemes and the potential to violation of data privacy.

(a) Ethical issues involved ⇒

(1.) On part of beneficiaries →

(i) welfare scheme for improving maternal health may be jeopardised

(ii) They may breach their privacy

(2) On part of government →

(1) Inefficiency in implementation of a scheme [deprives the real beneficiaries
burden on Govt. Exchequer

(2.) Decision will result into breach of data privacy of citizens ⇒ against the fundamental rights of citizen which State can not violate

(3) On part of department →

(1) need to run the scheme efficiently but without data privacy violation

Candidates must not write on this margin

(b) Violating data privacy is not justified to prevent welfare fund because of the following reasons -

(i.) Not a solid ground to breach the privacy under data protection law (Eg. GOVT. may breach data privacy for national security)

(ii.) GOVT. has not tried the alternative ways like digitisation or use of technology Eg. Finger printing to distribute benefits of scheme

(iii.) Breach of data privacy may jeopardise the lives of people if data is misused. (Violation of fundamental right (Art 21) Puttaswamy case)

(c.) Reasons for such welfare frauds

(i.) Corruption → unholy nexus between the authorities and fraudsters to exploit the welfare schemes

(ii.) Exploitation due to loopholes in the designing of scheme

Candidates must not write on this margin

(iii) Lack of oversight mechanism

Eg. { no periodic evaluation of scheme
{ no social Auditing

(iv.) lack of literacy among the real beneficiaries → Exploited by the fraudsters Eg. forging of Aadhar Card

(d.) Means to Prevent Such Frauds

(1.) Proper designing of scheme by taking all stakeholders into consideration ⇒ to remove any scope of loopholes in the scheme

(2.) Proper Evaluation of scheme (Regular)
- oversight mechanism → Regular Inspection
- social Auditing → (Responsibility of PRIs)

(2.) Awareness about the scheme to the beneficiaries

(4.) Use of technology like DBT or Finger Prints to deliver the benefits

Candidates must not write on this margin

(5.) Stringent punishment for corrupt practice holders under rule of law.

(6.) Periodic evaluation of the scheme to check the efficacy by third parties like civil societies (NGO).

welfare schemes are meant to deliver the justice by concept of equity, however, fraud practices defeat the whole purpose of policies, therefore, use of technology along with proactive officials with creative solutions are needed for success of these policies the delivery the justice.

Candidates must not write on this margin

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 हुई 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।

(a) उपरोक्त मामले में आपको कौन–से मुद्दों और मूल्यों का उल्लंघन दिखाई देता हैं?

(b) आपके पास कौन–से विकल्प उपलब्ध हैं?

(c) प्रत्येक विकल्प के लाभ और हानि पर चर्चा कीजिए और आपके द्वारा चुनी जाने वाली कार्यवाही की पहचान कीजिए।

(d) 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.

(a) What are the issues and value violations you notice in the above case?

(b) What are the options available to you?

(c) Discuss the advantage and disadvantages of each option and identify your chosen course of action.

(d) Do you think that environmental considerations are sometimes overrated at the cost of development?

(Answer in 250 words) 20 marks

Candidates must not write on this margin

The case study reveals the ethical issues of Environment Conservation and developmental activities, which are in confrontation with each other.

(a.) **Issues and Value violations**

(i.) Violation of due Process of law

(ii.) Fake Environment Impact Assessment Report

(iii.) Environmental rights v/s developmental rights

(iv.) Environmental benefits v/s monetary benefits

(v.) Violation of Environmental Ethics

(vi.) Personal interests v/s Professional duty

(vii.) personal conscience v/s Senior's directives

(viii.) ~~Fiet~~ Fiduciary Responsibility

(ix.) Discretion v/s Rules and Regulations

(b) **Options available before me**

(i.) Go with the flow: Adhering to Senior's directives and approve EIA report

Candidates must not write on this margin

(ii.) Talk to higher Authorities regarding this matter (In the ministry)

(iii.) Go against the directives & Senior and rejection & EIA report

(iv.) Whistle Blowing about the malpractices in the department (going to media)

(C.) **Option A** ⇒ Go with the flow

Merit	Demerit
1. Will not result into any personal hardship	1. Will be against my values and moral conscience ⇒ Remorse and Guilty
2. I will be in good books of my Senior	2. Shear violation of Environmental laws
3. Revenue generation for the department	3. Corruption will prevail

Option B ⇒ Talk to higher Authorities in ministry

Merit	Demerit
1. Will help me to stop the malpractice	• May result into personal hardships
2. Necessary actions against the guilty	• Relations with Senior will be distorted

Candidates must not write on this margin

Option C ⇒ Go against directives of senior

Merits	Demerits
(i.) Will be in consonance with morality and Ethical Conduct	(i.) I may be transferred
(ii.) Environment Conservation	(ii.) Revenue of department will be jeopardised
(iii.) Responsibility towards society	

Option D ⇒ Whistle blowing.

Merits	Demerits
(i.) Will bring matter to the public	Against Code of Conduct
(ii.) will reveal malpractice in the department	
(iii.) pressure on authorities to correct the mistake	
(iv.) Environment Protection	

(d.) Environment Conservation and development are the two facets of the same coin, therefore a balance need to be drawn,

Candidates must not write on this margin

However, sometimes Environmental Consideration overpowers Cost & development, it

(i.) Deliberate actions to interfere in development activities in name of Environment protection

(ii.) Narrow vested interests of some NGOs or individuals.

~~However~~ Therefore, enough safeguards has to be ~~taken~~ before any developmental activity that has Environmental Consideration -

(i.) Environmental Impact Assessment

(ii.) Resettlement and rehabilitation of all affected communities

(iii.) Appropriate Compensation to affected stakeholders

(iv.) Use of Technology like Remote Sensing to analyze the vulnerability and do proper analysis for Environment Conservation.

Candidates must not write on this margin

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 काफ़ी 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।

(a) उपरोक्त मामले में कौन–कौन से नैतिक मुद्दे शामिल हैं?

(b) 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?

(c) क्या आपको लगता है कि एक कॉर्पोरेट की सामाजिक ज़िम्मेदारी उसके निकट समुदाय से कही बढ़कर अंतर्राष्ट्रीय समुदाय तक फैली हुई है? अगर हाँ तो क्यों, अगर नहीं तो क्यों नहीं?

(d) 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.

(a) What are the ethical issues involved in the above case?

Candidates must not write on this margin

(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

Given case study deals with the conflict between the parochial national interests & Economic strength and to get just and fair International order.

(ii) Ethical issues involved →

(i.) Violation of human rights in X-Z Country

(ii.) Increasing the power of perpetrators

(iii.) Economic interests v/s human rights

(iv.) Economic interests v/s International obligations

(v.) International Ethical Principles Violation

(vi.) Violation of International peace

(vii.) Human dignity

Candidates must not write on this margin

(b.) Strictly, the companies like GAMA must consider international ethics while pursuing business interests -

(i.) They have International Obligation of ensuring peace and justice

(ii.) Their efforts of delivering Arms may result into Genocide, violation of human rights

(iii.) This will proliferate the arms race, hence disturbing the international order

(iv.) The profile of Arms purchasers need to be given due consideration while brokering a deal with them.

(c.) Corporate social responsibility in this globalised world has no boundaries, it extends much beyond the parochial narrow self-interest of own community -

(i.) Their decision will have wider global ramifications Eg. delivering the arms to XYZ countries may result into Genocide

Candidates must not write on this margin

(ii) Corporates should follow the ethical principles & Social Responsibility, ideals of Trustee Ship and fair plus Transparent business environment.

(iii) In the globalised world, Immediate Community gets affected from the International Community, hence, it may see the repurcussion arising out in XYZ Country.

(d) The silence of ABC country in the present case poses the serious question as the similar countries that asks for the regulation of such defence Manufacturers —

(i.) The development of such technologies needs regulation since they have threat to undermine the security and sovereignty of nations

(ii.) Profile of Army purchases need to be widely assessed before finalising a deal by the buyer country.

Candidates must not write on this margin

However, these regulations will have adverse impact on defence companies like -

(i) No interest in investment and innovation
(ii) loss of Autonomy
(iii) Discouragement to expand their business.

∴ Therefore, to strike a balance, Government must ensure the selling of defence equipments but with utmost care and consideration to avert any disturbance in Internal order.

Candidates must not write on this margin

11. श्री शर्मा 400 करोड़ के टर्नओवर वाली एक फार्मास्युटिकल कंपनी के ऑल इंडिया सेल्स हेड (बिक्री प्रमुख) थे। कंपनी के मुख्य बाज़ार 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 स्वारथ्य 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 बढ़े–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 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।

(a) इस मामले में कौन–से नैतिक और व्यावसायिक मुद्दे शामिल हैं?

(b) श्री शर्मा और सीईओ के पास कौन–कौन से विकल्प उपलब्ध हैं?

(c) 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।

(d) 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

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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 case deals with the corrupt practices with collusion of public and private stakeholders which is harming to the society as a whole.

(a) Ethical and business issues involved →

(i.) Revenue of the company v/s corrupt practices

(ii.) Operations of the company v/s illicit practices

(iii.) Poor work culture v/s Revenue to organisation

(iv.) Nexus between Goverment and private stakeholders

(v.) Against business ethics & Transparency

(vi.) No Trusteeship spirit

(vii.) Fiduciary Responsibility

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(b) Options available

(i) To Mr. Sharma and the CEO

(i) Apprise the situation to Government and punish the three employees for violations of Ethical practices

(ii) No information to Government and tell the sales employees to arrest the ongoing practice

(iii) Talk with the corrupt government staff to stop the practice and fire | transfer the corrupt sales staff

(iv) Take no action and go with the flow.

(c) freedom to employees proved beneficial to company in terms of revenue, however, this breeded the unethical practices as well. However, the onus should not be on the company alone, it is the equal responsibility of staff not to misuse the given freedom, As freedoms comes with the utmost responsibility.

The freedom has to be given

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to the sales steff to bring out the efficiency, however following measures has to be taken -

(i.) Oversight mechanism to check the conduct

(ii.) periodic Evaluation of the sales records and registers

(iii.) Bimonthly meeting with the sales steff to know about any grievances

(iv.) Feedback from the clients at a central level portal.

In this case, individuals holds the higher Obligation not to involve in such corrupt practices and has responsibility to expose such events.

(d.) **Mechanism by the Company**

(i.) An overarching oversight body to asses the conduct and performance of sales steff at regular basis

(ii.) Online recording of sales with the customers and Cross checking of the same

(iii.) keep proper documentation (Eg. Bills/invoices that need to be submitted in the offices

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(IV.) Training and sensitization of employee so as not to involve in such practices

(V.) Reward and punishment mechanism to encourage ethical practices.

Unholy Nexus between private and public officials harms the society and its development. It is not only the responsibility to fight against but the law stakeholders to have spirit of Zero tolerance to Corruption.

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12. सिंह गढ़ मुख्य रूप से एक ग्रामीण जिला है जहाँ एक उपभोक्ता वस्तु विनिर्माण संयंत्र को छोड़कर न्यूनतम एवं अपेक्षाकृत महत्त्वहीन 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 गईं, 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 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।

(a) उपरोक्त मामले में कौन–कौन से मुद्दे शामिल हैं?

(b) 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।

(c) 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?

(d) 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.

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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.

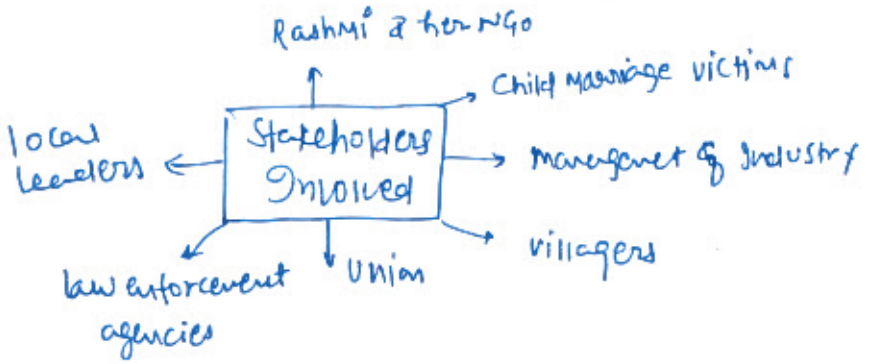
(a) What are the issues involved in the above case?

(b) 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.

(c) Do you think companies should also accept responsibility for the social problems of the region where they operate? Why/why not?

(d) 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

The case study highlights the prevailing menace of child marriage in rural areas and the dominance of conservative groups to suppress the efforts of curbing this practice.



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(a) Issues involved in the case →

(i) Prevalance of child marriage in the village

(ii) Violation of Rights of children for their survival, development and advancement

(iii) Resistance by the village to continue the social practice of child marriage

(iv) Operation of the industry v/s Rights of the children

(v) Functioning of the industry v/s Social Responsibility

(vi) Societal pressure on industry management v/s rightful demand of Rashmi

(vii) Survival of Rashmi and her NGO as staunch opposition is there from local influencials.

(b) Course of Action for Rashmi →

Rashmi is very determinant girl, she had herself faced the menace of child marriage, therefore resolved to fight this practice. Therefore, to continue the fight -

(i) Rashmi first try to persuade the locals with the help of industry management and her women supporters

(ii) If this does not work, then take help of local authorities to secure protection for herself,

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and arresting the prevailing practice of child marriage in the village.

(iii.) She may also write a post on social media, from there she will get the moral support, pressure on authorities to support her cause and many volunteers may come forward to help Rashmi in her fight.

(IV.) To make it sustainable, Rashmi need to bring into confidence the women population & the villages to curb child marriage.

Involving local Administration

Pros	Cons
(i) They may help Rashmi in getting protection and bring in light the practice of child marriage to higher Authorities	Local administrator may be influenced by the locals (villagers) due to societal pressure which will complicate the problem for Rashmi.
(ii) Practice of child Marriage will be stopped in villages	

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(C.) Companies are the public entities and they have the social and moral responsibility for the social problems atleast where they operate.

WHY?	Why not?
(i) With principle of corporate social Responsibility Eg: TATA Trust	Companies have Profit making Philosophy – (Crony Capitalism) Maximization of Profit
(ii) They have the resources and means to bring a social change Eg. Azim premji foundation working for children Education	– will lead to obstruction in their function as happened in the present case
(iii) They have persuasion method because many local have dependency on them for employment	– will divert the resources and instruments in other cause not necessary for the Company.
(IV.) A Company is nothing but the product of human resources and mostly they are derived from local region	
(V.) In compliance with Concept of Ethical Capitalism	

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(d) **Reason for such an aggravate reaction from union?**

(i) Union is dominated by the locals, who oppose any intervention in their social customs

(ii) Does not want to challenge their hegemony by any outsider

(iii) If this strategy of Rashmi and Company work, then there may be a domino effect to stop other social practices (regressive practices)

(iv) Union wants to demonstrate their importance to the company management.

Rashmi should handle the situation in following way →

(i) Talk with the leaders of workers union and appraise them the ill effects of the child marriage

(ii) Use strategies like persuasion and give reference of role models like villages of Jhunjhunu who have distinction of being worst to best sex ratio district in the country.

(iii) Meeting with all stakeholders (Company management, locals, local Administration and villagers) to reach on a consensus to stop child marriage.

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Space for Rough Work

NEXT IAS