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(To be filled by candidate)

Code : TC158

Name of Candidate :

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Roll No. :

MT23RTRA001

Registration Number :

NIAS23 00019263

Date of Examination :

22/08/23

Exam Centre :

Old Rajinder Nagar



Bhopal



Online



MTS - RAPID TEST-4 : 2023

GENERAL INSTRUCTIONS

This Question-cum Answer (QCA) Booklet contains 59 pages. Immediately on receipt of the booklet, please check that this QCA booklet does not have any misprint or torn or missing pages or items, etc. If so, get it replaced by a fresh QCA booklet.

Candidates must read the instructions on this page and the following pages carefully before attempting the paper.

Candidates should attempt the questions strictly in accordance with the instructions specified in the question paper and in the space prescribed under each question in the booklet. Any answer written outside the space allotted may not be given credit.

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

SUBJECT/PAPER
GENERAL STUDIES

Invigilator's Sign. :

[To be filled by the STUDENT]

Student's Queries for the Evaluator (if any write them below)

Mam/Sir, I'll be writing mains in Sept, so if you could address these points on priority

- (1) Word limit issue w.r.t case study?
(taking too much time)
- (2) W.r.t mentioning the courses of action in case studies with merits & demerits, how much points are relevant?
- (3) Structuration of quote based questions. What should be an ideal structure?

[To be filled by the EXAMINER]

Evaluator's response

(For filling by Examiners only)

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



IMPORTANT INSTRUCTIONS

CANDIDATES SHOULD READ THE UNDERMENTIONED INSTRUCTIONS CAREFULLY. VIOLATION OF ANY OF THE INSTRUCTIONS MAY LEAD TO PENALTY.

DONT'S

1. Do not write your name or registration no. anywhere inside this Question-cum-Answer Booklet.
2. Do not write anything other than the actual answers to the questions anywhere inside your QCA Booklet.
3. Do not tear off any leaves from your QCA Booklet, if you find any page missing do not fail to notify the supervisor/invigilator.
4. Do not leave behind your QCA Booklet on your table unattended, it should be handed over to the invigilator after conclusion of the exam.

DO'S

1. Read the Instructions on the cover page and strictly follow them.
2. Write your registration number and other particulars, in the space provided on the cover of QCA Booklet.
3. Write legibly and neatly. Do not write in bad/illegible handwritings.
4. For rough notes or calculation, the last two blank pages of this booklet should be used. The rough notes should be crossed through afterwards.
5. If you wish to cancel any work, draw your pen through it or write "Cancelled" across it, otherwise it may be evaluated.
6. Handover your QCA Booklet personally to the invigilator before leaving the examination hall.

खण्ड-A / Section-A

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

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

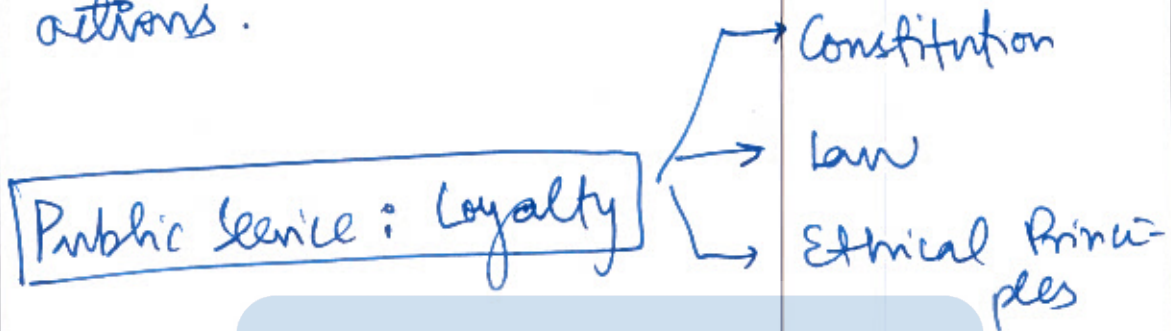
Ans - Public Service is the means of delivering goods and services in an impartial and transparent manner to serve common good

⇒ Public Service : Legal Vs Moral

① Fairness of procedure is sine qua non in effectuating public service but if fairness comes at a cost of compassionate background then it has to be dealt accordingly

eg In Thailand children died of starvation because ^{their} ration cards could not be upgraded with rakhon.

② Thus, legally binding nature of services shall also encompass morally principled actions.



The order of primary shall be

- (a) Constitution
- (b) Ethical Principles
- (c) Laws

Our constitution is not a mere law book but a social document that has given due recognition to ethical principles like Abolition of untouchability (Art 17).

Laws will be managed in tandem with ethical principles because no law is above human life and laws can be altered for ethics to get fruitfully engaged.

- (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

Ans - According to ~~Ministry~~ DoPT, integrity is the value of harmony between the words and actions, honoursing one's commitments and being moral and upright.

Integrity based Civil Disobedience

Civil disobedience means rejecting the civic administration for its biasness and undue action - If this rejection is coupled with moral resilience and uprightness, it leads to integrity based civil disobedience.

→ Mahatma Gandhi's Champanan Satyagrah of 1917 against the "Teerkathi" system

The challenge to personal integrity cannot be justified cause for a responsible disobedience in civil services because —

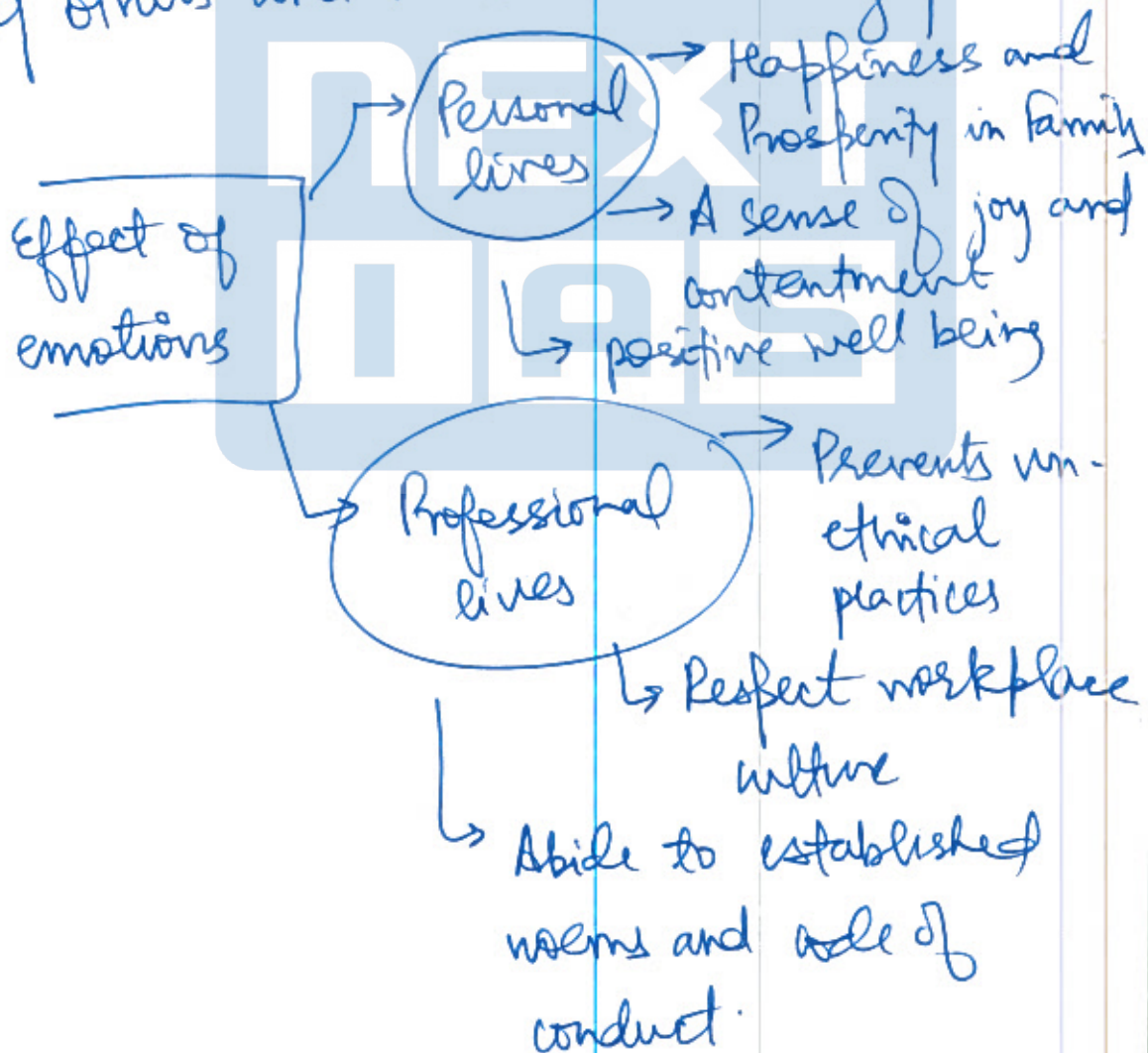
- ① Personal integrity varies from person to person and what is integral to one may not be for another
- ② Civil disobedience in civil services could amount to failure of ^{civil} machinery and can cause widespread exploitation and instability
- ③ Rules are the key that forms the bedrock for any administrative organisation. Their breakage in garb of personal integrity ~~is~~ could lead to autocratic tendencies.

Civil services is the means to enhance the integrity of governance. Any challenge to it has to be dealt within the premises of the law to avoid arbitrary action

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

Ans- According to Salovey and Mayers, emotional intelligence is the key for personal and professional development, for it provides a scope to understand the unusual emotions of others and then act accordingly.



⇒ Primary emotions that impacts work-place productivity

(a) NEGATIVELY

- Jealousy with colleagues
- Deceit in public conduct
- Use of unfair means to climb professional ladder
- Anger and unhealthy competition

Key ⇒ Elon Musk after assuming the charge of Twitter saw rampant resignations

(b) POSITIVELY

- Healthy competition that provides avenue for growth
- Fair and just practices
- Constructive feedbacks from peers
- A 'smile' on everyone's face

Thus, companies like Google who provides that 20% of employees time be spent on innovative thinking are ideal work places

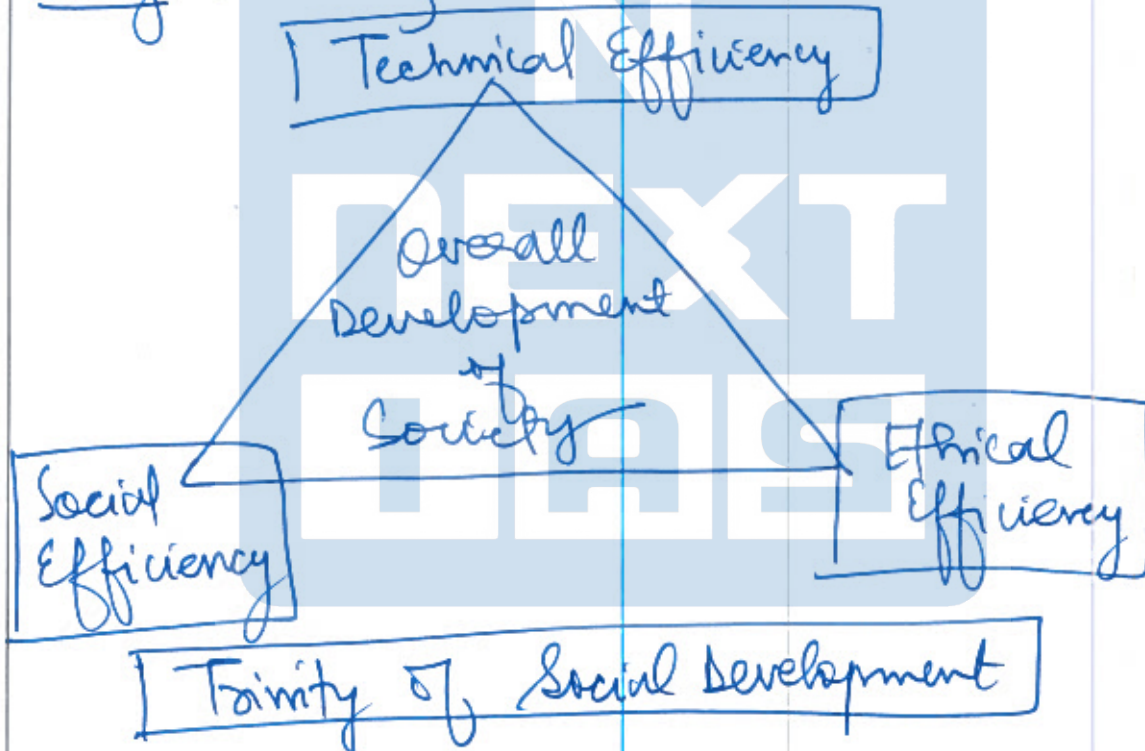
- (b) तकनीकी दक्षता संसाधनों के उपयोग को सुनिश्चित करती है और सामाजिक दक्षता सामाजिक आवश्यकताओं की पूर्ति को सुनिश्चित करती है, नैतिक दक्षता क्या सुनिश्चित करती है? क्या आपको लगता है कि तकनीकी और सामाजिक दक्षता की तुलना में नैतिक दक्षता अधिक महत्वपूर्ण है? क्यों/क्यों नहीं?

(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

Ans- According to a recent MoSPI's report, about 58% of big ticket projects of union are delayed causing a cost overrun of about 22%.



① Technical Efficiency of projects helps in effective and efficient utilisation of resources

eg Construction of National Highways at a speed of about 35-40 km/day

② Social Efficiency ensures the fulfillment of social needs

eg India achieved 100% ODF status in 2019

③ Ethical Efficiency is the culmination of technical and social efforts for the betterment of society.

eg Despite construction of national highways, why women in tribal and small hinterlands are ~~for~~ forced to give birth at homes due to lack of connectivity.

Ethical Efficiency is important because:-

(a) Gain maximum benefits out of technical efficiency

(b) Ensure social needs are met to all

(c) Upliftment of vulnerable state

(d) Accountability and transparency is ensured.

Thus, ethical efficiency ensures that moral decadence doesn't cause an obstacle in nation building.

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

Ans-

Ethics is the sense of right and wrong in one's action. Compartmentalising it in personal and professional milieu is difficult to arrive at.

eg Recently an IPS officer of UP cadre provided free electricity connection to an old widow. This is not only the demand of professional ethics in civil services but helping elders ~~and~~ is an aspect of individual's personal ethics too.

Strict bifurcation between the two is not possible. Definitely there are different codes of conducts

which every profession demands and this may vary at personal level.

⇒ Officers engaged in Intelligence departments need to speak lie at times for honouring national interest and this may stand at variance from personal ethics.

As Gandhiji said that a man cannot do right in one department of life whilst he is occupied doing wrong in any other department ~~but~~ withstands the test of ethical teachings.

A child who is taught to have dignity of work, will also yield such bearing in his professional life wherein he'll respect office staff, sweepers etc, for all they do is just work.

- (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

Ans - Goodness is a sense of being, driven largely by internal imperatives to do what is the right thing to do.

According to Immanuel Kant's teleological perspective, an act done with an intention lacks moral worth.

→ A senior politician or a minister treating a labourer with equal dignity and respect is an act of goodness. This need not be viewed as a mere political stunt.

The violation of all moral rules and rewards stemming from the expected

Consequences lies in internal imperatives.

Therefore goodness is practiced not merely to get attention but also to quench the inner ethical considerations

eg Treating elders with respect has to come from within and need not requires moral written rules for its abidance.

However sometimes moral rules and rewards drive goodness too, because they ensures social coherence and social acceptance

eg A person may hold a negative attitude towards females but he might celebrate the birth of his daughters, just to get social acceptance

Thus, goodness and sanctions of moral rules are two way interacting elements

4. 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.

(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

Ans- "We must learn to live together as brothers or perish together as fools", were the words of Martin Luther King Jr which highlights the importance of "tolerance"

Tolerate : Purely an act of mind

① It is a virtue that comes from within because coerced sense of toleration is not sustainable.

② A sense of acceptance for other's culture ~~and~~ and dissipating antagonistic feeling has to be cultivated.

For eg → Recent communal violence in Haryana's Nuh although curbed

by administration but repeated calls by
Khaps to ban members of a particular
community has to be negated from within.

To Tolerate is a strength

Tolerance is indeed a strength because
accepting something which doesn't suit's
one's frame of mind is difficult.

However, this is because
of tolerance ~~imbibed~~ imbibed in the ethos
and culture of Indian society that we
were able to withstand the ravages of
time.

Thus, tolerant not only strengthens the
bond of society but acceptance of diversity
is the mark of progress and upward
social mobility.

- (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

Ans - Mahatma Gandhi, an established barrister left all his practice from South Africa and arrived the colonial India as a matter of service for his motherland and society.

First duty is to serve society

We are an intimate element of society and thus serving our society has to be the primary responsibility.

→ Kargil war of 1999 saw hundreds of soldiers and officers who were killed. It was their notion of "^{service} self before ~~service~~" that made their sacrifice supreme and made them eternal.

To serve the society is to serve the mankind. Mother Teresa served poor and destitutes as her duty and it was only through this, she held that salvation of soul be achieved.

Recently the world was gripped in covid-19 pandemic. It was amid this time and by the same Government in Delhi organised "OXYGEN LANGARS", Akshaypatra fed millions of starving and mosques in Hyderabad started vaccination programmes.

Thus this is all an example of seeing the society as first pre-requisite of duty.

(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

Ans - History has essentially been described as a chronological study of wars and kings.

However the periods of ^{peace} ~~pages~~ are often considered as empty pages in history books because

- ① This emptiness provides us an opportunity to chart out a new way to integrate members of society
- ② This emptiness is not hollow but a means of engaging in myriad of ways with the society.
- ③ Peace is reflective of the idea of new start and creativity

In opposition to this, the pages which

were full of wars and conflicts are remnants of the learnings, how we shall act in times of disturbances.

➤ Akbar's Sul-i-kuhl embraced for universal peace. These periods are also important for cultural mobilisation

➤ Bhakti movement, development of the Ganga-Jamuni teryis are the empty pages that needs to be revisited again.

Thus, these empty pages in our history book provides us an avenue to re-visit the chronology of conflict and chaos which history essentially is and charter out an ethical and peaceful way to end disruptions of contemporary times.

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

Ans - Moral values are those set of values that forms sine qua non for human flourishing
 eg Fairness, respect, dignity of work, love and care

Non-moral values are mundane values whose presence or absence may not affect human flourishing
 eg Eating with bare hands

These may be negative in nature too and this impedes growth

eg Telling lie, annoyance, transcendental orientation leading to fatalism.

⇒ 5 basic moral values which can serve as the foundational values for all services are 5

① Courage :- As Maya Angelou has said, that without courage it is difficult to practice other ethical values. It helps me to stand for a cause that is right

② Compassion :- In our bid to procedural rigidity we may overlook compassion. No law is above human life.

③ Integrity :- Harmony in thinking - speech and action (manasa-vacha-kriya) is essential to deliver public good

④ People first :- Putting people first is essential to cater the demands of poor and vulnerable

⑤ Ensuring full Transparency :- Deceit in public service is deceit to nation.

Thus, it is because of such values deeply ingrained that our steel frame stands as rigid and strong as it stood 75 years back

- (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

Ans- Governance is the means through which public goods and services are supplied to the citizenry.

Effective Civic ~~Ass~~ Engagement Mechanism

The idea of "jam-bhazidari" has formed sine qua non for not only delivering and realising the intended needs of people but a model for developing "trust based governance".

It does help facilitate an ethics driven administration by following ways

- ① Both governance and masses are not seen antithetical but a

Symbiotic relationship develops

↳ Panchayati Raj Institutions completed
3 decades in 2023 ⇒ Beneficial for
grass root democracy

② Constructive feedback loop channelises
between the two

③ Helps meet social goals within timely
framework.

Mechanisms
that citizens
can use for
ensuring ethics
in governance

- Ensuring the account-
ability of both permanent
and elected executives
- Use of legislative devices
like RTI to ensure
transparent functioning
- Organising gram chaulals
with aid of administration

↳ Mobilising awareness about
citizens charters

↳ Roping in NGOs and civil societies.

Thus it is only through "jam-bhagidari"
an ethical framework of governance be assumed

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

Ans- Brute force used by administration turns people deviant but a milder version of it which ensures social transformation for the betterment can be used occasionally.

Persuasion used by public administration

The famous jingle used by state like "School chalein hum" or amid covid-19

"Mask nahi to takerge, corona ko hum rokenge" are ways of persuading people

to achieve desired social goals.

However at times

counselling, proper advices along with such persuasions may not reap desired outcomes

⇒ Government has done lot to stop child marriages but according to NFHS-5, about a quarter of girls got married below the age of 18 years

So in such instances a mix of little force within legal realms which not only assists in social transformation is often seen essential

Even in Ramayana, Lord Rama who was an epitome of calmness showed fear to the ocean deity when he was adamant in not showing the way to

⑤ Lanka.

So, force ~~is~~ should be avoided, but a milder version can be used only as the "last resort"

- (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

Ans - With changing geo-political dynamics, the foreign policy has assumed centre stage in ~~levels~~ charting out the growth and development graph of any nation at the international fora.



(Ethical Strength) — (Military and Financial Muscle)

It is difficult to assume a foreign policy that negates military strength and

financial muscle in bid to strengthen ethical resilience

eg India is bounded by neighbours like Pakistan and China which demands in national interest to build military strength and gain financial strength

However it is also true that India has given "Buddha to the world and not yuddha". So solely relying on ethical strengths could be detrimental for national security but ethical considerations in military backing (no first use principle) and financial strengthening (CSR activities, betterment of vulnerable strata) can definitely aid and gain respect in today's world order.

खण्ड-B / Section-B

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

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

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

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

(250 शब्दों में उत्तर दीजिए) 20 अंक

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

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

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

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

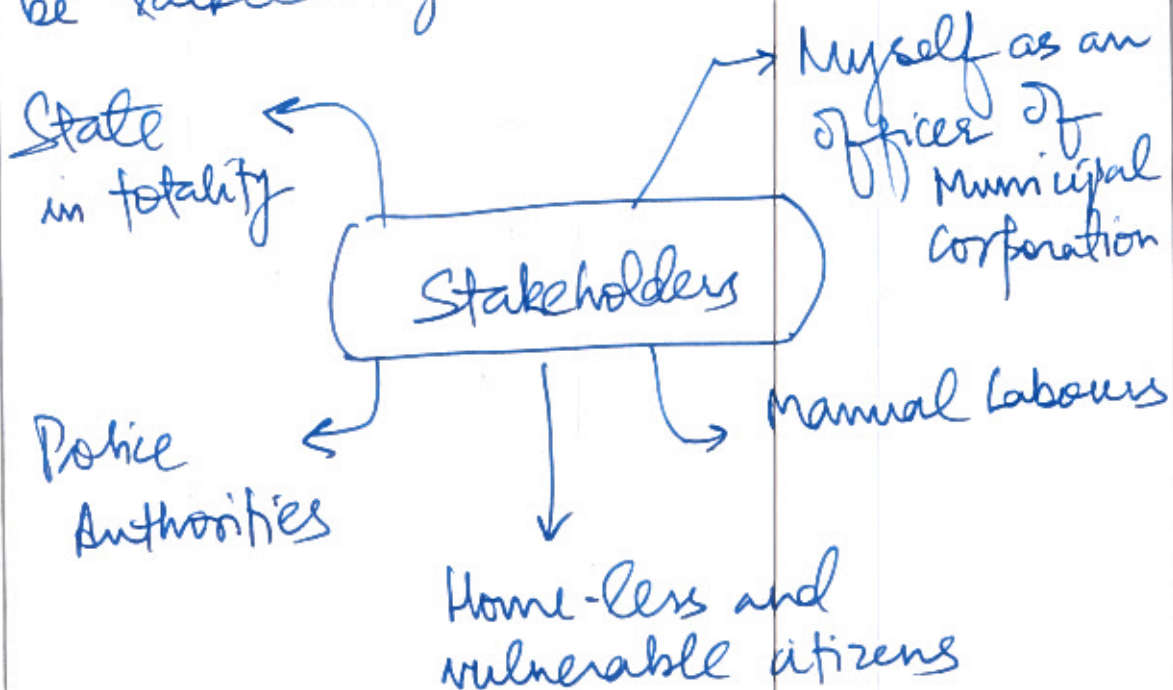
(Answer in 250 words) 20 marks

Ans - The given case study highlights two crucial challenges

- (a) Mushrooming of slums in urban centres
- (b) Eviction of illegal encroachments by home-less and vulnerable.

According to 2011 Census, about 30-35% of population resides in cities and this is expected to increase to 50% by 2020.

So both issues are mutually inter-related and needs to be tackled together.



(a) Value Conflicts noticed :-

q.1 $\Rightarrow$ Procedural Rigidity Vs Compassionate Decision Making

q.2 $\Rightarrow$ Impartiality Vs Ethical biasness towards duty at personal level

q.3 $\Rightarrow$ Issue of availing housing units to vulnerable and home-less

q.4 $\Rightarrow$ Tackling the menace of urban sprawl Vs Management of city space

q.5 $\Rightarrow$ Challenge of employment to nearby villagers in local industries.

(b) Impartiality Vs Empathy

As an administrator, impartiality forms sin qua non in its day to day functioning and government orders

needs to be adhered without any sense of partisanship.

However, empathy and compassion cannot be negated completely in making impartial decision making.

The optimum balance between the two is what calls for good administration practice because administration is for the betterment of its people only.

(C) Options Available

C-1 $\Rightarrow$ Continue $\&$ with the ongoing drive against illicit encroachment

C-2 $\Rightarrow$ Stop the drive immediately and listen to your heart's call.

C-3 $\Rightarrow$ Engage with Police authorities and municipal bodies in

shifting the home-less.

d) Viable Solution

To tackle illegal slums and encroachments in urban areas a three pronged strategy is needed

d.1 Short Term

→ Address the immediate housing needs for homeless
→ Temporary night shelters be built

d.2 Medium Term

→ Provide employment to slum inhabitants for regular pay
→ Engage with them to cater their needs and gradually go for charges

d.3 Long Term

→ Schemes like PM Awas Yojana, Affordable Rental Housing Complexes be built and harsh eviction at immediate stage shall be avoided.

8. एक राज्य सरकार ग्रामीण भूमिहीन मजदूरों के परिवारों के बीच सुरक्षित मातृत्व को बढ़ावा देने के लिए एक कल्याणकारी योजना चला रही है। इस योजना में लाभार्थियों को धनराशि का हस्तांतरण किया जाना शामिल है ताकि वे मातृ देखभाल जिम्मेदारियों के कारण आय हानि को कम कर सकें। अपने कार्यान्वयन के बाद से, इस योजना ने मातृ स्वास्थ्य और आर्थिक संकेतकों के स्तर पर काफी अच्छा प्रदर्शन किया है।

आप इस योजना के कार्यान्वयन और संचालन के लिए जिम्मेदार विभाग के निदेशक हैं। हाल ही में आपको परिवारों द्वारा फर्जी प्रामाणिकता दिखाकर कल्याणकारी योजना में धोखाधड़ी करने की खबरें मिल रही हैं। परिवारों ने प्रामाणिकता की जाँच के लिए जिम्मेदार स्थानीय अधिकारियों की मदद से धोखाधड़ी को अंजाम दिया है।

आप इस बात से चिंतित हैं क्योंकि धोखाधड़ी योजना की दक्षता को गंभीर रूप से प्रभावित कर रही है। आपने समस्या पर विचार-विमर्श करने और समाधान निकालने के लिए विभागीय बैठक बुलाई। बैठक में आधार कार्ड, मतदाता पहचान पत्र, विवाह प्रमाण पत्र, जन्म प्रमाण पत्र, बैंक विवरण और अन्य व्यक्तिगत संपत्तियों जैसे कई उपलब्ध सरकारी डेटा समुच्चयों (सेट) को विलय करने का निर्णय लिया गया। सभी डेटा सेटों का विलय करने पर, विभाग लाभार्थी की आर्थिक स्थिति का संक्षिप्त विवरण (प्रोफाइल) विकसित करने में सक्षम होगा और इससे विभाग को दस्तावेजों की जाँच करने और धोखाधड़ी का पता लगाने में मदद मिलेगी। यह एक व्यापक रणनीति है, लेकिन इसमें किसी व्यक्ति की डेटा गोपनीयता का उल्लंघन होने का जोखिम है। एक विभाग प्रमुख के रूप में, आप धोखाधड़ी का पता लगाना और उसे रोकना चाहते हैं, लेकिन साथ ही, आप हितधारकों की डेटा गोपनीयता के उल्लंघन के बारे में आशंकित हैं।

- उपरोक्त मामले में कौन-कौन से मुद्दे शामिल हैं?
- क्या आपको लगता है कि कल्याणकारी योजना से संबंधित धोखाधड़ी को रोकने के लिए डेटा गोपनीयता का उल्लंघन उचित है? अगर हाँ तो क्यों, अगर नहीं तो क्यों नहीं?
- आपके अनुसार, देश में होने वाली ऐसी कल्याणकारी योजना से संबंधित धोखाधड़ी के क्या कारण हो सकते हैं?
- क्या ऐसी धोखाधड़ी को रोकने का कोई तरीका या साधन 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 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

Ans- According to WEF's Global Privacy Report-2020, close to 1.1 billion of population suffered data breach amid Aadhar data theft.

This case study too highlights a constant issue of safeguarding public data and also preserving the sanctity of schemes by preventing frauds and theft.

STAKEHOLDERS

- Yourself as Director of Development
- Local officials involved in data theft
- Families involved in fraud
- Beneficiaries of the scheme
- State in totality
- Citizenry at large.

①

Issues involved

a.1 ⇒ Misuse of public funds

a.2 ⇒ Forgery of documents to avail benefits

Q.3 ⇒ Corruption and bribery by local officers

Q.4 ⇒ Undermining the efficacy of the scheme

Q.5 ⇒ Inefficiency and corruption causing exclusion and inclusion errors

Q.6 ⇒ Issue pertaining to privacy of the beneficiaries.

- (b) In line with the Supreme Court's judgement in Puttaswamy (A) (2017), the right to privacy is a fundamental right and must be safeguarded by the state.

Violation of data privacy to prevent welfare fraud is not completely justified because it may lead to further ramifications like - enhanced vulnerability of beneficiaries, their personal data may be used for ulterior motives, stem communal issues etc.

However, compromising data privacy to an extent wherein it is not causing grave harm to individuals. for eg:- Non personal data which is common and can be used to prevent welfare fraud can be accepted.

(C) Reasons for welfare frauds in India

C-1 $\Rightarrow$ Rising level of unemployment is giving thrust to such digital cheating

C-2 $\Rightarrow$ Technology boom converting into technology bane for absence of a full proof digital safeguard framework

C-3 $\Rightarrow$ Digital illiteracy, wherein people are not much aware of using technology and end up giving their personal information

C-4 $\Rightarrow$ Rising individualism and loss of moral values also leads to frauds.

C.S $\Rightarrow$ There's also international aspect attached to such frauds
 $\Rightarrow$ Mass cyber-banking, cyber attacks on AIIMS Critical Infrastructure recently.

(A) Ways and Means to prevent such frauds

d.1 $\Rightarrow$ Strong legislative framework which safeguards personal data as well as strengthens e-governance $\Rightarrow$ Digital Bill

d.2 $\Rightarrow$ Digital literacy especially among adults and elderly (target population)

d.3 $\Rightarrow$ Working in private places for enhanced outreach programmes

d.4 $\Rightarrow$ Students from colleges can be trained as "Digital Mitra" and "Sabhis"

d.5 $\Rightarrow$ A sense of moral right and wrong is also to be generated.

Thus, as society we need to come together. Recent efforts by Jamkhana administration has helped transform "phishing capital" to library development scheme.

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 कमी-कमी विकास की कीमत पर पर्यावरण संबंधी विचारों को अधिक महत्व दिया जाता है? (250 शब्दों में उत्तर दीजिए) 20 अंक

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

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

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

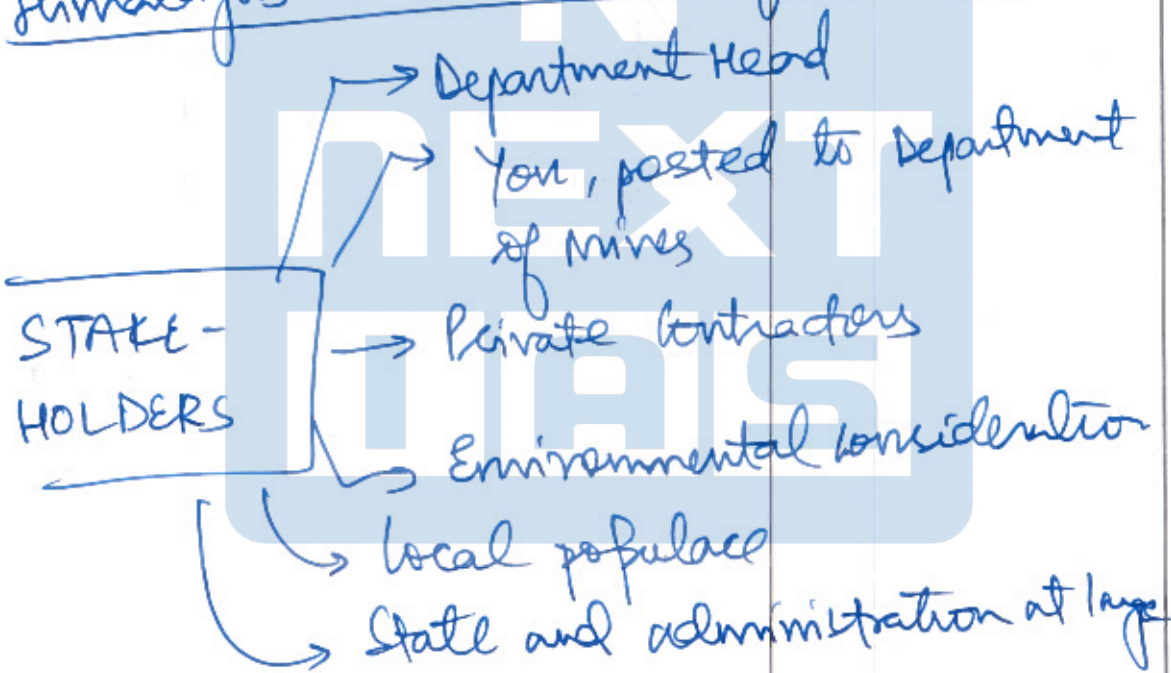
After the meeting, you, on your own accord, did some digging and found out that the report was fraudulent and the mining activity that was about to start would lead to a massive environmental disaster which the State could not afford.

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

(Answer in 250 words) 20 marks

Ans - The case pertains to challenges of rampant mining due to overlooking of environmental impact assessment report.

It is because of such initial negligences that we today witness the country experiencing massive disasters from Himalayas to the coast of Kerala.



② Issues and values violation

q.1: Environmental Ethics - degradation of nature at personal benefit.

q.2: Procedural Fairness not followed in evaluating EIA reports

q.3: Lack of Transparency in tender allocation

q.4: Forgey in the system due to lack of accountability

q.5: Challenge of natural disaster in future that could cause huge lives and damage to property.

(b) Options Available

(c) Advantages + Disadvantages

	Advantage	Disadvantage
① Quietly follow the instructions of superiors	→ Safeguard of personal career	→ Challenge of environmental damage
② Highlight the issue to superiors in department	→ The tendering process may stop and illegal mining be avoided	→ Disciplinary action for non-observance of instructions
③ Undergo for a self thorough investigation	→ A logical and rational ETA may	→ Already the department is

along with concerned
authorities for
deeper assessment
of EIA in non-
partisan manner

help thwart
illegal mining
and bring the
grim picture
to public notice

under pressure
of revenue
generation.
Any loss can
cause
annoyance

My course of action would be a judicious
mix of aforementioned options.

- ① Rather than quietly adhering to superior's instruction, a thorough and detailed assessment of EIA needs be re-done.
- ② Facts must speak than other considerations
- ③ Team of environmentalists and technical experts be created to deduce the possible ramifications
- ④ With all these information and data a re-look for tendering process and mining programme needs to be ensured.

(d) In a recent Supreme court judgement pertaining to the Chadham Project in Uttarakhand, a conflict between environmental consideration and development came at the forefront.

Yes, sometimes environmental considerations are overrated because

- (a) They tend to overlook the need for development
- (b) Security considerations has to be ensured
- (c) Connectivity of local to larger cities has to be ensured.

However with recent events of landslides in Himachal Pradesh, flash floods in Uttarakhand has called a re-look for development. It should not be at the cost of pristine nature and its inhabitants.

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 उसमें 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 कहीं बढ़कर अंतर्राष्ट्रीय समुदाय तक फैली हुई है? अगर हाँ तो क्यों, अगर नहीं तो क्यों नहीं?
- क्या आपको लगता है कि संवेदनशील प्रौद्योगिकियों का विपणन करने वाली रक्षा क्षेत्र की कंपनियों को उनकी संबंधित सरकारों द्वारा विनियमित किया जाना चाहिए, या विनियमन उनकी उद्यमशीलता और नवाचार ऊर्जा को कम कर सकता है? चर्चा कीजिए।

(250 शब्दों में उत्तर दीजिए) 20 अंक

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

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

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

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

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

(Answer in 250 words) 20 marks

(a) The given case pertains to everlasting need to induce influence by countries of the world at global platform.

Ethical Issues involved

- (1) Rising armament and that too with a military junta is a threat to global peace and order
 - (2) Poor human rights record could further aggravate in light of new procurements
 - (3) Threat of migrant influx in neighboring countries could lead to instability and increased organised crimes
- eg Manipur's condition due to Myanmar's junta government.

(b) Corporate businesses are largely motivated by profit considerations. As mentioned, that GAMA made a good business with XYZ country, but international ethics shall be considered while pursuing business interest because

- threat of war and instability is no less than a pandemic that can spread immediately
- moral hazard, by engaging in such agreement has to be considered
- such businesses could also deleter company's profit for its vexatious dealings with instabled regions and countries

Thus, overall consideration can be profit but one that causes loss of humanity has to be addressed first.

③ Extension of Corporate's social responsibility does extend from immediate community to international community at large. This is because :-

- humanity is universal and loss of lives at one place leads to considerations at multiple locations
- Such MNCs which are involved in global businesses, for them immediate community is their international community, because they simultaneously operate in various locations
- CSR activities are seen as trust building models and "trust" is the key for any corporate to reap market benefits.

India's Companies Law 2013 under section 135 provides detailed regulation

for CSR activities to be followed.

- (d) Entrepreneurship ecosystem runs on new creativity and innovation. In a world of globalisation curtailing the transfer of sensitive technologies by defence sector companies by respective government would run anti-thesis to global order. This is because
- Countries engage with MNCs to safeguard their boundaries
 - National Interest is supreme and to oblige with, nation do undergo private player participation
 - Development of new tech and increased R&D should be boundary less.

Thus, acute curtailment is not advisable. However respective nations can themselves build codes of ethical dealings with corporates and business houses.

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 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 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 संलिप्तता के बारे में सूचित किया जाए। इस मुद्दे के बारे में सरकार को सूचित करने का मतलब यह था कि इस बात की पूरी संभावना थी कि उन्हें ब्लैकलिस्ट किया जा सकता है, जिससे बहुत सारे व्यवसाय का नुकसान हो सकता है। श्री शर्मा और सीईओ इस बात को लेकर दुविधा में थे कि मामले को कैसे आगे बढ़ाया जाए।

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

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

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

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

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

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

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

- (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

Ans - The given case pertains to rising ethical conundrum by a pharma company which is caught in between the struggle of providing legit information to the government at the possible cost of getting blacklisted.

(a) Ethical and Business Issues involved

- ① Deceit to state exchequer
- ② Corruption and bribery by government officials
- ③ loss of public value of transparency and accountability
- ④ Market distortion due to high prices.

⑤ Affecting out of pocket expenditure of end user

⑥ Business ethics of fair value and equal market participation at state.

⑥ Options available to Mr. Shaema and CEO

Here the stakeholders are

- ① Mr. Shaema
- ② CEO of shaema company
- ③ 3 company employees engaged in unfair practice
- ④ Government Officials involved in bribery
- ⑤ Company Staff members
- ⑥ State in totality and its beneficiaries.

The options can be

- Neglect those employees and safeguard their company from getting blacklisted
- Fire those employees and simultaneously

instruct the staff to be silent about the issue
or Inform the government about the
ongoing scam.

An optimum way out would be to engage
with the government to uncover the scam
and simultaneously initiate the trial
of investigation against company employees
as well as government employees.

- ③ The organisational culture of giving
freedom to its employees was given with
the view to better engage its staff. It
is ^{not} this culture but individual's predisposition
to cause corruption is the cause.

This culture only
afflicted these 3 employees. Had the
culture been corrupt then the entire

organisation would have been engaged in such unfair means.

d) Steps to be taken by the company

- ① Sudden inspection of field agents
- ② Revising ethical policies ~~so~~ that meets contemporary demands
- ③ On-Job Training on ethical considerations be regularised
- ④ Periodic review and assessment of KPIs of employees which should also have ethical values developed as a parameter
- ⑤ Constructive engagement with state and public at large.

Thus a culture of transparency and openness shall precede to avoid such unfair practices.

12.

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

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

सामाजिक कार्य में स्नातकोत्तर रश्मि, जो कम उम्र में विवाह से बच गई, ने बाल विवाह पीड़ितों को बचाने और पुनर्वास के लिए एक गैर सरकारी संगठन शुरू किया। पिछले पाँच वर्षों में उसने कई युवा लड़कियों को बाल विवाह का शिकार होने से बचाया। उसकी कार्यशैली सरल थी। उसने गाँवों में 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 अद्वानुक हड़ताल का आह्वान किया और एनजीओ की गतिविधियाँ जारी रहने पर काम बंद रखने की धमकी दी। कार्यकर्ताओं का मानना था कि रश्मि का अभियान महिलाओं के दिमाग को भ्रष्ट कर रहा है और उनकी परंपराओं का अनादर कर रहा है। आक्रामक प्रतिक्रिया को देखते हुए कंपनी प्रबंधन ने एनजीओ की गतिविधियों को रोककर श्रमिकों को शांत करने की कोशिश की। रश्मि ने समुदाय के प्रति अपनी सामाजिक जिम्मेदारी पर प्रकाश डालकर प्रबंधन को समझाने की कोशिश की। लेकिन प्रबंधन ने दो टूक जवाब दिया कि हर सामाजिक समस्या उनकी नैतिक जिम्मेदारी नहीं है। रश्मि प्रबंधन के फैसले से निराश थी और सोच रही थी कि कंपनी को अपने अभियानों में कैसे शामिल किया जाए।

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

(250 शब्दों में उत्तर दीजिए) 20 अंक

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

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

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

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

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

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

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

(Answer in 250 words) 20 marks

Ans. As Swami Vivekananda has said that every noble work has to pass through hundreds of obstacles, those who persist shall see the light - later or sooner.

Here Rashmi's perseverance is tested by the society who stands in opposition for the noble deed of

Validating child marriage that Rashmi is doing.

a) Issues involved

- ① Challenge of child marriage
- ② Dilemma between modern values Vs Traditional inclinations
- ③ Women against^a woman for a women's cause
- ④ Challenge of unemployment to locals due to shutting of operations
- ⑤ Profitability of industry due to the threat by trade union.

b) Given the condition before Rashmi, she could start following courses of action

- ① Involve local administration in persuading villagers, because this can't ~~be~~ be a one man's job
- ② Local teachers, NGOs has to be roped in to explain the

Sanctions of child marriage. Health workers can also be included.

③ Trade union has to be persuaded because any form of strike ~~is~~ would actually be a strike on their bellies

④ Law enforcement has to take up charge because an offence is been admitted in this case.

⑤ Finally, Rashmi alongwith NGO workers, local level teachers, and administrative staff shall collectively appeal to the moral conscience of local masses.

⑥ The companies are largely driven by the notion of profitability. But adherence to only profit motives is not required

Section 135 of the Companies Act 2013 provides for

Corporate Social Responsibilities. These CSR activities need not be essentially in way of constructing physical infrastructure.

Hammering such moral and traditional challenges which doesn't meet the demand of time should also be done.

Indeed complete acceptance of thwarting social evils by companies is an uphill task, but grass root level engagements with panchayats, local administration and supporting NGOs — financially and otherwise too can always be appreciated.

- (d) Workers Union are a part of society that has accepted the ~~as~~ child marriage, which Rashmi is vehemently opposing. Their

reasons for negation could be

- ① Ingrained patriarchal notion
- ② A sense of female subjugation
- ③ Monetary challenges
- ④ Acceptance ^{to} of community can be an issue

~~Step~~

Rashmi can adopt following steps :-

- ① Persuasion by calling their conscience.
- ② She can take help of older people and religious teachers
- ③ Site religious anecdotes
- ④ Engage primary teachers and NGOs
- ⑤ Street play, local mukhad natals

Thus, through these steps a sense that child marriage not only costs a daughter but entire family has to be generated to thwart this social evil.

Space for Rough Work



Space for Rough Work

