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Roll No. : .....

Registration Number : ..... Date of Examination : 21/08/2023

Exam Centre : Old Rajinder Nagar ☐ Bhopal ☐ Online ☑

Test - 4 **Code : TC074**

MTS IGP Batch 2023

GENERAL INSTRUCTIONS

This Question-cum Answer (QCA) Booklet contains 64 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. : .....

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(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

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MACRO COMMENTS

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खण्ड–A / Section–A

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

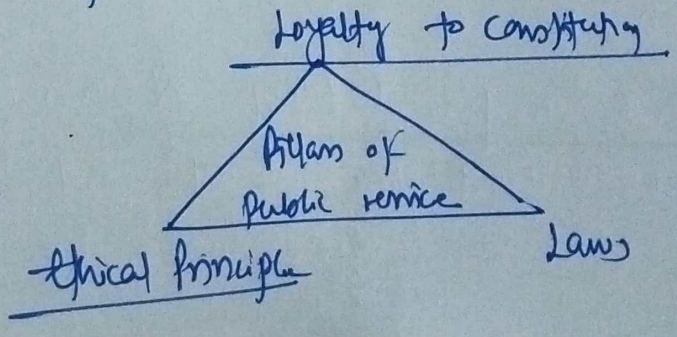
(Answer in 150 words) 10 Marks

Public service refers to all the services which are oriented towards all the sections of society. (eg) Electricity; water; schools; health etc

While historically laws & rules have given more weightage behind public service provision, Constitution & ethics have also emerged as necessary prerequisite for delivery of service

(eg) strict adherence to rules to distribute food grain under PDS → led to death of child in Chattisgarh

Thus ethics & constitution helps in avoiding such instances.



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Among the three → constitution should be given primary because

1) it ensures both legality & ethicality
2) Adherence to constitution ideals has been fundamental value [Public service Boy, Hota committee]
3) it encompasses both objectivity as well as compassion
4) constitutional morality will ensure the effective delivery of public services

However, when there is ambiguity in constitutional provision, it must be supported by principle of ethics like "Gandhian Talisman" to ensure welfare of Antyodaya & achieve goal of sarvodaya

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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 refers to unfettered & unwavering commitment to moral principles & values.

Integrity based civil disobedience thus refers to not following those rules and regulations which goes against moral principles and values.

Example 1) Administrator not following unjust order of lathi charge on peaceful protestors

2) District magistrate putting stay on encroachment drive due to discomfort of vulnerable sections

Challenge to Personal integrity → Justifiable cause for disobedience

(1) It can be justified only when it remains within the "Constitutionalism" doctrine

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② such challenge is justified if it is resulting into greater good for greater number

③ personal integrity is not leading to any gross violation of law

④ if it is able to promote interest of vulnerable, nation, sustainability etc then it is justified.

example Supreme court reviewed judgement on Eco sensitive zones since many civil servants imposed personal integrity challenge in implementing the direction.

However, personal integrity is not justified as a cause for disobedience in civil services: if

1) personal integrity affecting professional integrity
2) if it is going against code of conduct, code of ethics
3) leading to conflict of interest etc

Thus, as said by Gandhiji that it is the CONSCIENCE of civil servant should be deployed to balance the obedience & disobedience

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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 play key role in determining ethics in personal & professional lives, that's why researches on Emotional intelligence have gained currency in public administration.

Emotions both positive & negative can impact work place productivity

Primary emotions that negatively impact workplace productivity

1. Anger : It affects relationship with colleagues, management

example WIPRO firing 300 workers for mismanagement

2. Hatred : also affects work productivity & breeds hostility

example Birron among workers due to hatred towards each other

3. Prejudice : affect workers productivity

example prejudice against women employee's

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Primary emotions → positively impact workplace

1) **Compassion**: towards all the staff, brings motivation — thereby enhance workplace productivity

Example: Diamond industry of Gujrat

2) **Happiness**: Happiness brings positivity and positivity enhances productivity

Example: Google Happiness Hours

3) **Love**: it promotes dedication towards service

Example: ISRO → Love towards motherland

Hence the need is to promote positive emotions & restrict negative emotions - This can be ensured through

1. Regular counselling
2. Emotional literacy
3. Laughing therapy
4. Yoga & meditation
5. Global best practices incorporation.
6. Strengthening emotional intelligence

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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 use of technology, tools, etc to achieve outcomes.

Social efficiency refers to use of citizen engagement tools, citizen participation etc to achieve the outcomes & objectives.

Ethical efficiency refers to use of values, principles, moral etc to achieve the outcomes & objectives.

Technical efficiency → resource utilization

1) correct identification of beneficiaries (eg) Aadhar tech.
2) instant transfer & prevent leakage (eg) DBT; PMFS system etc
3) proper planning (eg) PRAGATI platform

Social efficiency → ensure social needs

1) Needs of people (eg) social audit
2) citizen participation (eg) PRI's

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Ethical efficiency - it ensures

1. effective & equitable delivery of services
2. it ensures inclusive & sustainable development.
3. it ensures social justice, economic prudence
4. it prevents corruption
5. promotes Sarvodaya / Swaraj etc

Ethical efficiency more important than technical & social ?

Ethical efficiency has the potential to bridge the trust gap, enhances citizen participation, boost outcomes with centrality of citizen in Governance.

However it is the trinity of ethical, technical & social efficiency is the need of the hour. Without technical & social efficiency, ethical efficiency becomes less effective in delivering Quality service

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

"Man cannot do right in one department of life whilst he is occupied in doing wrong in any other department." Gandhi.
Do you think an individual's personal ethics impacts professional life or they both can be compartmentalized? Explain your position with relevant examples.
(Answer in 150 words) 10 Marks

Personal ethics refers to set of values considered right by an individual while Professional ethics refers to set of values & moral considered important by organization.



Individual's personal ethics → impact professional life

① since some of the elements remain common to both personal ethics impacts professional life

② Chandigarh administration : used public resources for personal international travel

③ there is a thin life of separation between these two leading to impact in each other

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Example : Personal ethics of Keshab Chandra Sen (married her girl child) impacted professional life (division of Brahmo samaj)

③ Individual who cares for environment might resign professional duty of deforestation for development work

④ Ethical dilemma's faced due to impact.

they can be compartmentalized

① by strictly following code of conduct in professional life & code of ethics in private life

② through effective development of emotional intelligence to separate private & public life

However complete compartmentalization is not possible : moreover many argue that it is neither desirable, or feasible

Hence, an individual should try to achieve right fusion between elements of ~~pub~~ professional ethics & private ethics to lead harmonious life & avoid dilemma's

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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 quality of being honest, good, fair." It is one of the important trait of moral attitude.

Goodness can be internal as well as external. External goodness is result of sanctions from moral rules or rewards from expected consequences.

> Goodness → Result of internal imperative to do what is right.

As per Aristotle's summum Bonum principle that man by nature tends to be good. It is the intrinsic quality of an individual.

Thus it can be stated that, goodness is result of internal imperative to do what is right. This has been explained by philosopher as "Eudomania"

People inherently knows what is right & wrong, due to their socialization

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thus the supporters of weak state theory calls for internal imperative of right building through value education.

Goodness → due to searching from moral rules or rewards from expected consequences

However, Thomas Hobbes argued that man by nature tends to be short, brute & selfish. He will focus only self interest and not Good of the society

Thus, Leviathan state is needed which ensures goodness through moral rules

(eg) Child Marriage Prevention Act; SC/ST prevention of atrocities Act etc are needed for bringing Goodness among People.

Hence goodness is result of both. Internal imperatives to do right as well as moral rules, rewards from expected consequences.

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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 refers to fair, objective, permissive attitude of an individual towards those whose ideas, beliefs, practices, race, religion, etc do not match with their own."

Meaning of the Quote

Act of tolerance is individual. It is outcome of peaceful mind. That's why it is important to cultivate tolerance

As per Plato, tolerance is one of the cardinal virtue, other being wisdom, courage & justice.

Tolerance helps in enduring diversity of thoughts. It helps in preserving secularism, flourishing democracy etc

However tolerance is very difficult to practice. It can be influenced & tempted. Tolerance gives strength to accept differences, gives strength to accept social change etc

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Contemporary relevance

For individuals → Helps in developing empathy → tolerance among individual is needed for inclusivity (eg) Transgenders will be accepted & supported if individuals are tolerant.

For society i) essential for tackling threats of communalism (eg) Hijab violence

ii) for promoting women empowerment

(eg) tolerance towards women's economic participation

For political leaders → tolerance is essential for accepting constructive criticism

(eg) New IPC removes sedition clause

For judiciary - to effectively use powers of Contempt of court, address issues of delayed justice etc

→ However, the rising intolerance in society has exposed the lack of tolerance. Hence there is need to promote awareness, ethical & value education etc to strengthen tolerance in our society

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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

Nolan committee has highlighted the importance & value of selflessness in public relations. Above quote also conveys the value & importance of selflessness

Meaning

As per the quote, it is our first duty to serve the society. It is through the service of others that we will realise the aim of life i.e Eudomania.

Individual should have value of delaying the gratification for the sake of society. Without fulfilling our primary duty towards society we cannot think of fulfilling self interest.

This will lead to bad consequences like mindless consumption, moral degradation & societal breakdown etc

John Locke thus calls for 1st fulfilling General will of the society & then followed by self salvation of souls.

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Contemporary relevance

1) putting national interest above self interest
   (eg) soldiers fighting on border

2) Helps in development of empathy & compassion
   (eg) BABA AMTE

3) Good Governance is the outcome when public servants profess first duty to the society
   (eg) Doctors, frontline workers during Covid-19 pandemic & lockdown

4) Business organizations putting society first are needed to address unethical practices like evergreening, stockholding, Greedflation etc

However, we should not serve the society, societal elements which are not ethical (eg) sati pratha; Dowry; foeticide of girl child etc

Hence only those elements driven by ethical principles should be served at first instances.

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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

The continuation of Russia-Ukraine war for more than two years has brought the ethics of war into limelight

Meaning of the quote

Quote highlights that the wars have become so frequent when we interpret or traverse through books of history.

Peace between the wars has often laid the foundation for next war, since there is little focus was given to building long lasting peace throughout the history

(eg) Periods of peace between 1st & 2nd world war → empty pages means no efforts taken to address injustice caused by Treaty of Versailles.

It also reflect lack of ethics in international relations. Peace building has taken back seat at the cost of national interest as per the quote

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Contemporary relevance

1) to call for dialogue & diplomacy to stop Russia Ukraine war.
2) International community should create pressure for long lasting peace
3) Resolution of emerging threats like space war, Nuclearisation, arms race etc through effective peacebuilding measures
4) filling the empty pages of history through call for justice, compassion etc towards least developed countries, global south

Need of the hour → Periods of Peace

1) should bridge trust gaps between countries
2) collective efforts towards global threat like climate change; terrorism
3) even if war has to be raised, it should be against Poverty, Hunger etc
4) it should help us to achieve sustainable development Goals etc

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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 today have grown many fold & encompasses life from the cradle to grave In performance of services it deals with Moral & nonmoral values

Moral values refers to those values which help civil servants to remain committed to principles of morality

Non moral values on the other hand are values which have neutral stance towards principles of morality. They are neither positive nor negative

5 BASIC MORAL VALUES

Serve as foundational values

2nd ARC
4
1) Objectivity
2) Integrity
3) Dedication to service

Public service Bill 2006
11
4) Honouring ideals of constitution
5) Bringing Good Governance

Importance of these values → can be considered foundational

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1) objectivity → ensuring equal treatment of all
→ promoting evidence based decision making
eg i) RBI; monetary Policy;
ii) UPSC; selection process

2) Integrity → essential for tackling menace of corruption
→ bringing accountability in Governance
eg i) Satyendra nath Dubey
ii) T.N. Seshan → Electoral reforms & accountability

3) dedication to service → to eradicate social evils like poverty
→ to promote inclusive development
eg i) Tukaram omble → dedicated life to nation during 26/11 attack
ii) Prashant Hait → Going beyond call of duty to address hunger, poverty "Operation Sukaimari"

4) following ideals of constitution → it helps in promoting equality, liberty, justice, dignity of women etc
→ Promotes secularism, strengthen democracy

5) Bringing good Governance: democratisation of Power; citizen centric development etc.

Hence all these values needs to be promoted among civil servant through training & other measures

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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

"Governance refers to manner in which power is exercised within a society for utilization of its socio-economic resources to bring development."

Citizen's involvement in decision making → critical to ethics in Governance

① citizens involvement in decision making helps in setting development work as per needs of the people

Eg People's plan model of Kerala

② it ensures accountability & responsibility of administration thus brings ethics in Governance

Eg Gram Sabha under PESA Act

Effective civic engagement mechanisms → facilitate ethics driven administration

① it bridges gap between citizens & administration thus ensures effective cooperation Eg Delhi Metro construction

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(2) It helps in institutionalization of honesty in governance

(3) Civic engagement brings transparency, prevents scope of corruption

(4) Empowers citizen to check quality of service delivery (eg) Railway's citizen charter

Mechanism that citizens can use for ensuring ethics in Governance :

1) Right to Information Act mechanism
2) By effectively participating in SOCIAL AUDITS
3) through use of PILs in judiciary
4) Grievance redressal tools like CPGRAMS
5) through Citizen charters movement
6) use of social media : (eg) citizens tagging potholes of roads to ministry of Roads on platforms like X, facebook etc

citizens involvement thus helps in ensuring ethics in governance, which needs to be supported by taking appropriate measures like strengthening RTI; servottam model etc

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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

The recent crackdown on Child marriages in Assam has brought the use of force along, persuasion techniques into limelight.

"Persuasion refers to tools, technique etc adopted to bring desired attitude change among the citizens." eg Swatchh Bharat Mission bringing desired change in sanitation practices

Need for little force → Getting desired Response

① Limitations of Persuasion technique to change long standing attitudes

eg Attitude towards transgender community

∴ force of legal sanction under Transgender Persons Act 2019 → for desired response

② As per "LEVIATHAN" Hobbes, sometimes fear of punishment through use of force is essential for desired response

eg MDRS Act → Persuasion + Punishment-

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Good Idea to mix Little force → with Persuasion

① As stated by Kautilya that social scheme of transformation must involve elements of "SAAM, DAAM, DAND, BHEDH."

② use of little force helps in changing Cognative aspect of Attitude thus brings attitudinal change faster

③ Persuasion alone just brings compliance which is short term while good mix of force & persuasion brings conformity which is long term change

eg i) Dowry Prohibition
ii) Child Labour etc

However use of force must be a short term solution, We must focus on using positive emotions of love, piety, temperance etc through value education, through ethical socialization to bring social scheme transformation

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

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

(Answer in 150 words) 10 Marks

"Foreign policy is tool of government to manage differences and foster convergences."

Foreign policy of nation varies from state to state depending upon their strengths. These strengths can be due to demography, democracy, military power, demand / economic power etc.

However philosopher believes that a nation also possess ethical power / strength which can also help it in influencing global politics.

Examples 1) Military strength → British during colonial era

2) financial strength → Cheque book diplomacy; Debt trap policies

3) Moral strength → Bhutan uses environmental morality as a foreign policy

Ethical strength without military or financial strength → respected in today's world

① ethical strength brings government closer thus

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respected in solving bilateral differences

Eg India - America (USA) relationship → fostering due to ethics of democracy, rule of law → hence respected

(2) ethical strength creates moral pressure to behave ethically & solve mutual concern

Eg India's environmental ethics → International solar Alliance → Respected by more than 100 countries

(3) Lessons from history also support the fact

Eg (a) Ashoka's Dhamma Policy

However there are limitations on ethical power/strength to be respected in today's world - because

1) ethics is relative & changes from society to society

2) International ethics is driven by realism doctrine

3) India - China border standoff : show of military hence it is the trinity of power ethical, military & financial strength becomes important tool of foreign policy to ensure sovereignty, national interest as well as Global peace.

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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

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Above case study highlight the consequences of rapid urbanisation without proper urban planning & Governance

(a) Value conflicts noticed in the above situation

1. conflict between code of conduct & code of ethics
2. conflict between impartiality & compassion
3. conflict between ethics of compliance & ethics of integrity
4. conflict between professional ethics & personal ethics
5. conflict between means and ends

(b) Administrator compromising impartiality for empathy

An administrator can compromise impartiality for empathy only & only when:

① it will lead to Sarvodaya and Antodaya (welfare of all)

② it ensures utilitarian objective that it brings maximum rewards & minimum punishment - with greater good for real people

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(3) empathy in governance is essential to provide social, economical justice

(4) As per the 'Differential principle' of John Rawl's theory of justice, impartiality can be compromised for empathy.

However, as administrator has to ensure probity in Governance. Maxim of legality is cardinal for administration. So in the name of empathy one cannot always compromise the value of impartiality

(Eg) demolition of Twin supertowers in Delhi case

Nonetheless, in such case where is the "Madhyama Marga" comes to the rescue of solving dilemma. So ethics is relative & based on the situation appropriate balanced approach between impartiality & empathy should be taken

(c) options available in the above situation

(1) clearing up the encroachment without taking empathetic view

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(2) Not going ahead with encroachment eg process without taking / following code of conduct or responsibility

(3) consulting seniors - highlighting facts of the case, taking suggestions

(4) multidimensional approach - involving local community, migrants, municipal authorities etc to seek short term & long term solutions

(a) Viable solutions for tackling illegal slums & encroachments in urban areas

short term

long term

short term solutions

1. fast tracking approvals & delivery under schemes such as PMAY (U); Affordable Rental Housing Complexes
2. Slum redevelopment through PPP mode
   (a) Dharavi model
3. Effective registration of migrants, Housing properties ⇒ to check demand & supply
4. effective urban planning

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Long term measures

1. Rural development: to ensure no distressed migration
2. PURA scheme: effectively implemented to reduce push & pull factors
3. strengthening capacities of local bodies
   - schedule 12: Housing needs can be effectively devised & financed
4. Innovative measures: like 3D buildings, need to be promoted to ensure housing for all

Illegal slums & encroachment needs to be handled through all round multidimensional perspective by balancing impartiality & empathy

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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 हैं? अपना सुझाव दीजिये।

(250 शब्दों में उत्तर दीजिए) 20 अंक

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

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

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

(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?

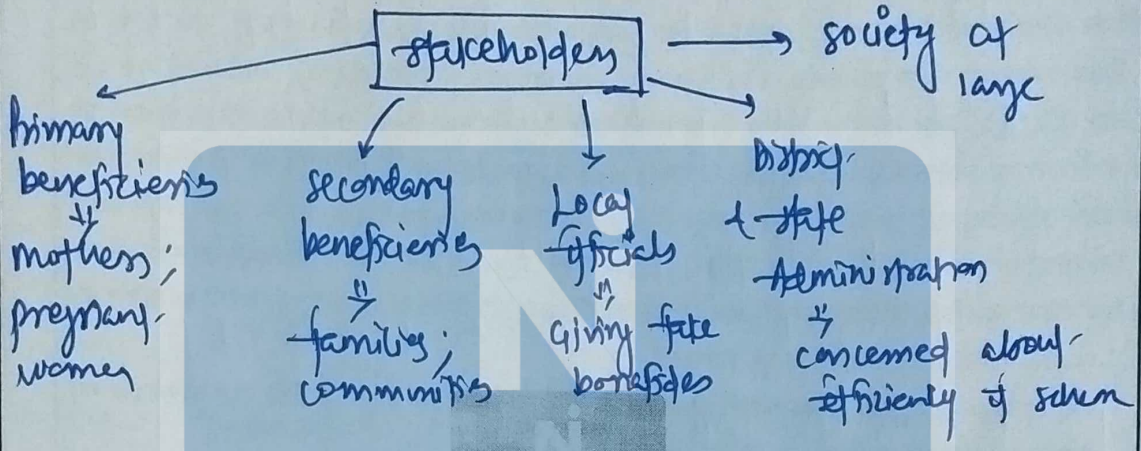
(c) What, according to you, can be the reasons for such welfare frauds happening in the country?

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

(Answer in 250 words) 20 marks

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As per the Transparency International, India has been ranked at 85th position worldwide for instances of corruption & welfare fraud. The case above highlights the same



a) **Issues involved in the above case**

1. Moral degradation in society
2. Lack of probity in Governance at local level
3. Priority to data privacy or priority to efficiency of the scheme
4. Issue of corruption
5. Ethical dilemma; for administration to follow professional ethics or respect for privacy.
6. Women empowerment: Low concern of society

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(b) **Privacy justified → Prevent welfare fraud**

Why	Why not
→ Right to privacy can be reasonably restricted	→ Privacy is now a fundamental right under Article 14 & 21
→ corruption is greater evil having wider social economical political impact than individuals privacy	→ it may lead to contempt of court thus goes against maxim of legality & rationality
→ Utilitarian perspective: it brings greatest good for great number of people	→ the scheme might face legal/judicial hurdle thus goes against the objective of women empowerment.
→ Doctrine of Double effect: Here intention is good i.e preventing fraud, improving efficiency thus can be compromised	→ As per Emmanuel Kant there needs to be balance between means & ends

(c) **Reasons for such welfare frauds in the country**

① ethical
- → moral degradation or value crisis
- → Lack of integrity among citizens,
- → Growing disconnect between knowledge & attitude

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(2) Administrative → Lack of probity in Governance
→ Power + Discretion → Accountability
→ outdated rules, ineffective systems

(3) Legal & judicial → Legal loopholes in Laws like prevention of corruption Act
→ judicial delays in tackling case

(4) Social & economical → culture of adjustment
→ socialisation of corruption
→ Low economic rewards, poverty etc

(c) **way & means to prevent such fraud**

(1) Short term measures

1. shifting to e-Governance mechanism with proper infrastructure & digital literacy
2. social audit of the schemes by involving pregnant mothers, SHGs etc
3. strengthening Grievance redressal at local & intermediate level

Case study → i) Punjab Government Anti corruption mobile numbers
ii) KARAKA initiative of Karnataka

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2) **Long term measures**

- i) promoting value education in society
- ii) shift from Bureaucratic attitude to Democratic attitude through social persuasion
- iii) strengthening laws, judiciary to ensure effective justice

As stated by Dr. A.P.J Abdul Kalam that " If a society is to be free from corruption, become a nation of peaceful minds, then there are three key players. There are teachers, father and mother." - Effective socialization, ethical socialization is need of the hour.

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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

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The modern states often face the dilemma between need for development & protection of environment. The case here highlights priority to development at the cost of protection of environment.

(a) **Issues & value violations noticed in the case**

Issues

1. Lack of environmental concerns
2. issue of faulty EIA;
3. ineffective adherence to rule of ethics, laws
4. Intellectual hypocrasy : e-bidding just for name sake.

Values violated

1. empathy & compassion towards environment
2. Maximum of legality & rationality
   (a) violation of Environmental conservation Act.
3. Violation of impartiality & nonpartisanship
   (b) misused process of allocation
4. Violation of objectivity in allocation of mines etc

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(b) **Options available**

1. following direction of Head of department to keep quiet
2. Approaching seniors to seek advice
3. Going against the direction of Head of department
4. Whistle blowing the case

(c) **Advantages & disadvantages of each action**

Option 1 → following direction

Advantage	Disadvantage
→ adherence to code of conduct	→ goes against code of ethics
→ Protect organizational image	→ environmental degradation in later stage
→ Revenue generation for state	→ ethics of integrity violation may create cognitive dissonance
→ Bonhomic relation with Head of department	→ in long run large scale expenditure on disaster management

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Option 2 : Advice of seniors

Advantage	Disadvantage
→ Help in forming objective opinion → seniors might guide about remedy → moral experience of seniors	→ might delay the process → conflicting advice by seniors - cognitive dissonance

Option 3 : Going against direction of Head of depart.

Advantage	Disadvantage
→ Adherence to call of integrity → ensuring duty towards environment → Long term benefits to state from mitigation to disasters	→ Goes against the ethics of compliance principle → affect relationship with Head of department → Revenue loss to state

Option 4 : Whistle blowing the case

Advantage	Disadvantage
→ ensures personal integrity as well as environmental ethics	→ Bring dis repute to the organization, state → affect development

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Course of action

1. consulting Head of department and persuade them to follow environmental ethics
2. taking help of seniors to stop mining process and review whole ~~proj~~ process to ensure sustainable development.
3. If not succeeded, then using option of whistleblowing - since "it is during the darkest time one must focus to see the light." ⇒ Adherence to ideals of constitution is the first duty

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(4) Environmental considerations are sometimes overrated at the cost of development.

Sometimes, drives by small private interest, backed by lobbies etc environmental considerations are overrated at the cost of development.

(8) Greenpeace foundation's protest against Kudankulam Nuclear plant.

However given the state of climate change & associated disasters, we need to balance the environmental considerations & developmental needs.

Towards this end apart from laws, it is the conscience will help in finding the right balance

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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?

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(b) Do you think corporate businesses such as GAMA must consider international ethics while pursuing business interests? Why/why not?

(c) Do you think a corporate's social responsibility extends beyond one's immediate community to the international community? Why/Why not?

(d) Do you think the Defence sector companies marketing sensitive technologies must be regulated by their respective governments, or regulation may curtail their entrepreneurial and innovation energy? Discuss. (Answer in 250 words) 20 marks

The above case highlights the dynamism of international relation, ethics involved in international affairs.

(a) **ethical issues involved in the above case**

→ 1. trading of defence equipment & technology with pariah state Callegarms

→ 2. promoting defence industry rather than promoting peace & stability

→ 3. interference in bilateral relation goes against international ethics

→ 4. Dilemma for country ABC : to remain silent or to take action

(b) Corporate business such as GAMA - must consider international ethics while pursuing business interest

Why	Why not
→ As per Gandhiji's - Trusteeship model, Business	→ interpretation of ethics is subjective - so

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without ethics is a sin. Hence ethics should be considered.

② Nation who does not protect his own citizen might not care about citizen of other

③ It might give push to arms race

Business should not think about ethicality of weapon use

→ ② Businesses have not no right to interfere in domestic policy of country x*2

③ Protect sovereignty of own nation as well as partner nation

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(c) Corporate social responsibility extend beyond one's immediate community to the international community

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Why

→ It is based on principle of Vasudeva Kutumbakam i.e whole world is one family

→ Globalization has led to expansion of business — thus as a benefit of it CSR should be extended to Global community

Why not

→ ethics or conscience should be internally imposed not externally forced.

→ C.SR extending beyond natural jurisdiction might affect sovereignty of other country

→ Limited capacity with corporates

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(d) Benefits of Regulation: sensitive technologies must be regulated by respective governments

- 1. ensure that proliferation of such weapons does not occur
- 2. ensures that Peace & stability is promoted & adhered
- 3. Responsibility towards Global community calls for effective regulation
- 4. Avoid weapons race, market race etc which were cause of world wars

Disadvantage of regulation → may curtain entrepreneurial & innovation energy

- 1. Goes against principle of market economy
- 2. may create bad international image as not reliable partner
- 3. effect not only businesses but also bilateral relationship
- 4. curtain feature growth of sector thus effect self reliance, employment, development etc

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solution required

① Light but tight regulation : ensuring concerns of both side

② Businesses must ensure Memorandum of Understanding involving & highlighting use cases of weapon, technology traded

③ Ensuring transparency & objectivity : to highlight that technology can be used as matter of last resort, for protecting sovereignty

④ Principle not ⇒ NO FIRST USE in case of weapon of mass destruction

⑤ calling for Dialgue & diplomacy to ensure protection of rights of citizen in country xyz

Information ethics is highly subjective. To address the subjectivity, the [5 S] approach should be taken into consideration ~~title~~ Shanti (Peace); Samman (Respect); Sahyog (cooperation) Samruddhi (Prosperity); samvaad (Dialogue).

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Candidates s... write on this ...

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 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 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.

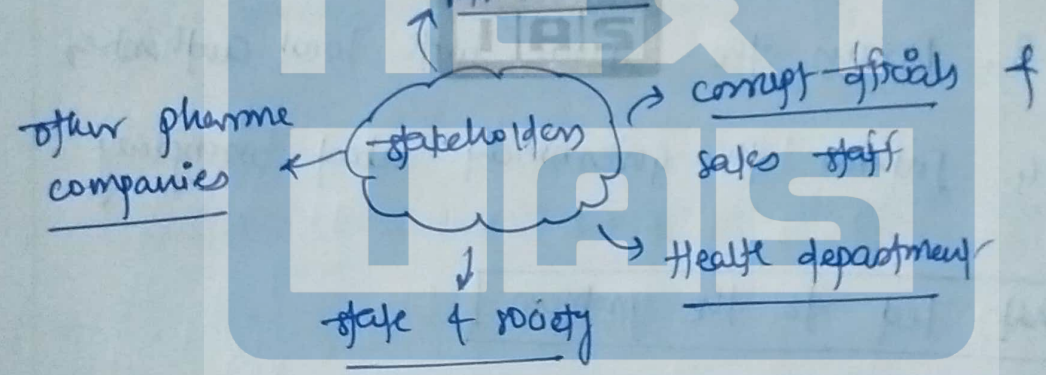
(a) What are the ethical and business issues involved in the case?

(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 above case study highlights the issues of collusive corruption, corporate-government official nexus affecting ethics in the governance



(a) ethical & business issues involved in the case

→ 1) commerce without morality

→ 2) Poor corporate Governance

→ 3) corrupt nexus between Government employees & sales staff

→ 4) use of fraud / cheating mechanism to generate revenue

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→ 5. Non adherence to fair market principles

→ 6. corruption & associated evils

→ 7. weak value system of departmental officials [Intellectual integrity is lacking]

(b) **options available to Mr. Sharma & CEO**

→ 1. strictly punish sales staff & disengage with government officials

→ 2. Give warnings to staff & ignore / close the matter

→ 3. Discuss the issue with local authorities

→ 4. Inform the government about irregularity

(c) **what led to the problem**

In this case the corrupt nature of individuals (sales staff) has led to the problem.

Positive work culture involves flexibility so companies organisational culture of giving freedom to sales force can't be held accountable.

Individuals or sales staff who had weak personal & professional integrity have

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misused the freedom for private gain.

However, company has to ensure sufficient checks & balances. freedom without accountability & responsibility bound to provide scope for corruption. Thus it is the fault of organization to some extent. While total fault of sales staff.

Hence, measures need to be taken at the both ends.

(d) ethics mechanism & steps can company create & implement to prevent unethical behaviours

① Recruitment : of honest & integrated person

(eg) TATA's recruitment process

② Training : in empathy, compassion, personal & professional integrity and their importance

③ Procedural : multistakeholders approach in signing deals

→ CCTV recording of signing of deal

(eg) Intel organization uses transparent deals mechanism

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(4) Review : company should periodically review its freedom to sales force policy to check malpractices

(5) Best economic incentives : so that sales workforce will have less temptation for corruption → this is in line with suggestion of Kautilya

(6) strengthening whistleblowers mechanism

(7) recent case of TCS job for money scam exposed using whistleblower

Corruption is not only legal issue but also ethical & moral issue. It reflects poor preference for ethics & values. Thus it need whole of society approach to tackle it effectively

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

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

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

प्रबंधन को आश्चर्य हुआ, सर्कुलर के एक सप्ताह बाद, यूनियन ने अचानक हड़ताल का आह्वान किया और एनजीओ की गतिविधियाँ जारी रहने पर काम बंद रखने की धमकी दी। कार्यकर्ताओं का मानना था कि रश्मि का अभियान महिलाओं के दिमाग को भ्रष्ट कर रहा है और उनकी परंपराओं का अनादर कर रहा है। आक्रामक प्रतिक्रिया को देखते हुए कंपनी प्रबंधन ने एनजीओ की गतिविधियों को रोककर श्रमिकों को शांत करने की कोशिश की। रश्मि ने समुदाय के प्रति अपनी सामाजिक जिम्मेदारी पर प्रकाश डालकर प्रबंधन को समझाने की कोशिश की। लेकिन प्रबंधन ने दो 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

Despite the legal ban on child marriage, as per NFHS-5 data 8% 23% of total marriages in India are recorded as child marriage

The above case highlights the same issue.

stakeholders
- → Rashmi & NGO
- → workers & company management
- → Girl child & their families
- → Local staff of administration
- → society at large

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(a) **Issues involved in the above case**

- **Ethical** → Lack of empathy & compassion towards child girl
  - → Moral degradation; value crisis in society
- **Legal** – Ineffective implementation of laws
  - → Non-adherence to Rule of law
- **Social** → Lack of awareness about consequences of child marriage
  - → Poor development of region leading to poverty, illiteracy etc
- **Economical** → Absence of compassionate capitalism
  - → Lack of courage among management to deal with social issue
  - → poor work culture among workers

(b) **Rashmi should do** – following steps

1) talk to leaders of workers union: use effective persuasion tool to highlight consequences of child marriage
2) Collaborate with other NGOs & bring agent of change → to deal with resistance of local leaders

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3. ensure involvement of women & young girls to her cause of preventing child marriages ⇒ EMOTIONAL INTELLIGENCE

4. involve local administration : it's their legal & moral duty

→ involving local administration is essential since :

i) it is their legal responsibility to effectively implement law

ii) they have authority as well as resources

implementable course of Action

→ step 1) strengthen the network of informant further

→ step 2) District Administration should also need to focus on "development" of the area

↳ root cause of child marriage here is lack of development

↳ thus they should attract investment, create employment, promote education

→ step 3) Management should receive support from local administration & use psychological

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and counselling measures to create cognitive dissonance among women over issue of child marriage

step (4): use reward & punishment mechanism to further prevent child marriage

step (5): state government should prioritise development activities in the district.

(c) Companies should also accept responsibility of social problems of the region of operation

Why

→ As per Gandhiji's concept of TRUSTEESHIP, companies have moral responsibility to address social issues

→ stakeholder theory argues that as a important stakeholder of society, corporates have moral obligation to address social issues

example INFOSYS & Sudha Murthy fought against Devdasi system in Karnataka

Why not

→ primary goal of company is to focus on business, enhance income of shareholders

→ focus by corporates on social issues might affect their revenue, production etc

example as in this case, it attracted strike from workers union

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(d) Reasons behind aggressive reaction from worker union

- ethical reason : like moral myopia, moral degradation
- social reason : Lack of awareness, illiteracy, Poverty
- cultural reason : historical customs, rituals justifying marriage of girl child
- feeling of cultural imposition ; domination of laws over customs etc

Reshmi should handle the worker's union

1) through peaceful approach
   - Persuasion of leaders first & then influential workers
2) Perseverence & dedication for continuously seeking opportunity for communication with worker's union
3) Education of workers : "Education is the best weapon one can use to bring social change."
4) management should be persuaded to incentivise workers children (girl) education through incentives like loan, increment etc