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NEXT IAS

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(To be filled by candidate)

Name of Candidate : RAVI MEENA

NEXT IAS Roll No.: NIAS2300018260 Date of Examination : 31.07.2023

Exam Centre : Old Rajinder Nagar ☐ Bhopal ☐ Online ☑

Test Code : TC038 Program : FLT ☐ FLT+ ☑

MAIN TEST SERIES 2023
(FULL LENGTH TEST-4)

GENERAL INSTRUCTIONS

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.....

SUBJECT/PAPER
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Evaluator Code :

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

Signature

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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

Code of Ethics as well as Code of conduct both should be observed by a Public servant

Requires to Adherence to

1. to constitutional values like social, economic & political justice.
2. Following the Laws in letter and spirit
3. Guided by Ethical principles to use his discretion and where Laws are not clear.

Various times it is seen that Laws & Ethics might be in conflict with each other where Civil servants faces a dilemma.

For Example – to remove illegal encroachment for Poor sleeping on Footpaths during winter.

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But the Postive Minded Public servants find the solution through Right Attitude by Innovation and Initiative.

"Laws are for Humans, not Humans are for Laws"

Here without circumventing the Law, solutions need to be finded.

Example – Arunachal govt built 100 KM road without support of state Exchequer.

In my view Loyalty to constitution should be above anything followed by Law and then ethical principles because:-

(i) Constitution reflects Ethical as well Legally right way of doing the Land. It is supreme Law of Land.

(ii) Public servants takes oath of abiding by constitution.

However it should be made effort that they should be brought in Harmony.

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

What do you understand by "integrity-based civil disobedience"? Do you think a challenge to personal integrity can be a justifiable cause for responsible disobedience in civil services? Explain. (Answer in 150 words) 10 Marks

Integrity based civil disobedience refers to not adhering to the Laws which are not consonance with moral conscience of a person.

Example — Mahatma Gandhi broke salt Law as he thought it was unjust Law.

Civil servants also face dilemma of following their individual morality or Legal Action when they are in conflict with each other.

challenge to personal Integrity can be justifiably responsible disobedience

yes it can be done when :-

① to ensure social Justice : welfare of vulnerable & weaker sections.

② To ensure National security by implementing harsh Laws like AFSPA, National security Act etc.

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(3) for a innovative solution in extra-ordinary situations.

However largely civil servants need to be guided by conduct rules which will maintain Discipline in civil services.

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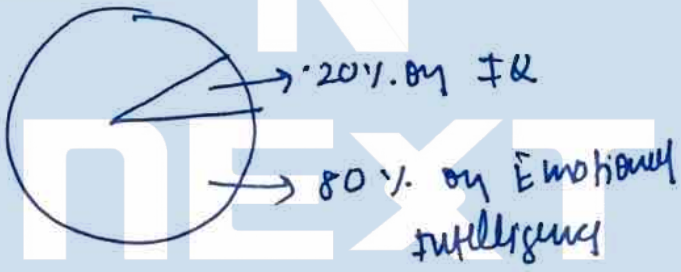
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2. (a) हालिया शोध से पता चला है कि संवेग (भावनाएँ) व्यक्तिगत और व्यावसायिक जीवन को महत्त्वपूर्ण रूप से प्रभावित करते हैं। वे कौन से प्राथमिक संवेग हैं जो कार्यस्थल की उत्पादकता पर नकारात्मक और सकारात्मक प्रभाव डालते हैं? प्रासंगिक उदाहरणों के साथ स्पष्ट 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 can get you on my way or get in my way".

As per Daniel Goldman, success in Professional Lives depend on



Primary Emotions negatively impacting workplace

1. **Anger** – it is enemy of correct understanding & what we react to situation.
   Example – Decision taken by taking revenge result in lowering of Productivity.
2. **Hatred** – causes unnecessary hatred & unable to focus on given work.
   Example – Mutual suspicion between management & Employee.

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Positively Impact workplace Productivity

1. Caring for others - result in team effort, boosting morale of whole team.
   Example - even after failure Chandrayaan 2, PM Modi hugged ISRO Chief - ultimately resulting in Chandrayaan 3.

2. National spirit & Feeling of Patriotism generates self Accountability. Example - Institution like IIT, UPSC, CAG etc.

3. Sharing Principle & selflessness Attitude : Civil servants like Divya Bharajan who learnt Tamil Language to connect with Tribals.

Hence it can be said that emotional Intelligence is single quo non for channelising your emotion in right direction like Gandhiji when he was thrown out of Train - leading to reforms in South Africa.

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(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 requires Professionalism and Domain competency ensuring economy is usage of resources.

Social Efficiency means ability to interact with people and get a socially desirable behaviour.

Ethical Efficiency refers to adherence to standards of human conduct in life and degree & discipline to which they are followed.

Yes, Ethical Efficiency is more important

1. As only Technical Efficiency can result in Negative usage of competency

"Integrity without intelligence is worthless, but Intelligence with Integrity is dreadful & dangerous"

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Example - How Dr. Jugal used his scientific knowledge for destruction in T.V. show Shaktimaan.

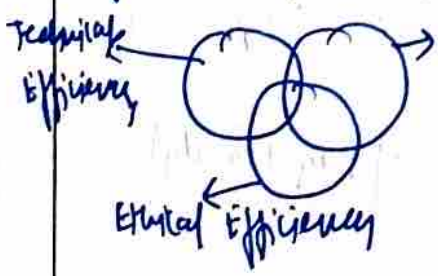
2. Social Efficiency can also promote a collective wrong which society might be doing.

Example - Mass child marriages on Akha Teej can be stopped only through Ethical Efficiency

"A wrong is wrong even if it is supported by Majority".

3. Ethical Efficiency ensures adherence to Law, uphold Public Interest and ensuring Justice in the society.

Example - An IAS officer in U.P. imposed huge challan on collective social wrong of theft of Electricity through Meter changes.



~~Hence it can be~~

Hence all 3 need to be in consonance to promote society flourishing for all

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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

Ethics in Personal life have humanizing impact on Ethics in Professional life.

Ethics in Personal life	Ethics in Professional life
- Intrinsic	- Formal
- Subjective	- Predictable
- Real in Thinking & Action	- Discrepancy can be there

There is view that they can be compartmentalized like:-

① Ensuring Professional Integrity while doing unethical Act in Personal life

(e.g.) Surrogacy, Advertisement of Pan Masala/Liquor by cricketers

② Modern in Professional life while Patriarchal in Personal life.

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Example - Keshab Chandra Sen married his daughter [child marriage]

But this is not correct and they affect each other :-

① Immense of Art of various religious gurus affected their Professional life
Example Ramayan Bapu.

② Mc too movement resulted in wide disparity in conduct of various eminent personalities
example - Resignation of cabinet Minister M. J. Akbar.

③ A person doing wrong in personal life will not be able to focus on Professional life example suicide by various civil servants due to personal issues.

Personal life
→ interact & influence
Professional life

Hence Harmony in ethical behaviour in both sphere of life is needed to excel in the life.

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(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 is doing good act in various sphere of life to live a virtuous life.

"Goodwill is absolute value as per Immanuel Kant"

Result of Internal Imperatives

1. Strong individual morality with principles like Empathy, compassion ensures Goodness
   Eg:- P. Nagalwari built Rasaflee Accessible Infrastructure due to his compassion for Specially Abled People.

2. Inner commitment to work for vulnerable
   Eg:- operation sulemani by Irashwat Nair to achieve Hunger Free District.

3. Ensuring Inclusive Development
   Eg:- Bulloo, Tamnaung by O.P. Choudhary to work for Tribal welfare in Chattisgarh.

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4. Fighting Against the wrongdoings & illegal activities.

Example— S. Manjunath didnot care about his life when stating petrol pump for illegal Activities.

Sanction from moral rules or Rewards

1. Nudging by P.M. led to District collector working for Goodness— Swach Bharat Abhiyan— deadlines & various Awards Associated with it.

2. Guiding Force & showing direction in case of crisis of conscience.
   (e.g.) Helping poor without paper to avail reservation

3. High End Needs of human life
   (e.g.) P.M. Awards by GOI every year.

However it is the internal imperatives which brings the transformation changes which are long lasting and enduring.

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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

Tolerance is the cardinal values desired in civil servants which calls for permissive attitude and acceptance of & to divergent views, culture and opinion.

To Tolerate is an act of mind as it is with Rational Application and scientific Temper we can overcome Prejudice and stereotypes. For example when we objectively see different culture, only when we apply our mind then only we will not discriminate. Example – equal rights to People of North-East in other parts of country.

A virtuous person walks on path of examination of various view points & not outrightly rejecting them. For example – Nehru despite having differences

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with Dr. Ambedkar, offered him Law Minister post in his Cabinet to have different views.

Similarly To tolerate is character of person with immense strength. For example during world wars, despite having differences with colonial rulers, Gandhiji did not took advantage of situation & cooperated with them.

However we do not need to tolerate always. Sometimes it results in act of cowardice. Discrimination against women, corruption etc cannot be tolerated. Similarly a voice need to be raised against wrong doings like Rajaram Mohan Roy did against SATI.

It can be said that Tolerance is desired & necessary aptitude in Human Beings for the progress of humanity.

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(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

"Servig to Jivg is servig to thy Shivg"
— Swami Vivekanandg

Vivekanandg in Daridranarayan principly focussed on serving thy poor & weaker section to serve thy God.

similarly mahatmg Gandhi also emphasised that to find your true self you should serve thy people.

Mother Teresg devoted her life in servig thy society, treatig and caring for Leprosy Patient.

similarly various organisation like Ramakrishnag Mission, Dayanand Saraswati movement focussed on servig thy people.

Thy same goal should b followed by Public servant while performing

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their duty. For example – IAS Sourabh sonwalk gone beyond his duty and started treating patient during covid as he was doctor. This was purely due to serving motive.

Upholding Public interest is main concern of Public servants which can be fulfilled by serving the society. For example – IAS officer in M.P. going to school and teaching in their leisure time.

As we become more & more engrossed in service of mankind we move closer to attainment to salvation our souls. For example Mahatma Gandhi was serving People till his last breath, like serving in partition Affected Area.

"In the happiness of his subject, lies the happiness of King" – Kautilya. Similar motto should guide Administration to serve the society.

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(c) "शांति के काल इतिहास की पुस्तकों के खाली पन्ने हैं" (150 शब्दों में उत्तर दीजिए) 10 अंक

"Periods of peace are the empty pages in the history books" (Answer in 150 words) 10 Marks

History @ generally revolves around the various wars and Battle fought which are considered as important landmark in human history.

For example — 3 Battle of panipat, 2 world wars etc.

However this is narrow interpretation and writing of history. It needs to be changed and written from a period of peace which promote human prosperity, Art & culture.

For example period of Ashoka, Akbar where the more focused on society and peace in a the society should be focused. The victory of Kalinga should not be the focus, but compassionate attitude of Ashoka after that is being peace should be taught in history book. Similarly policy of sulh-i-kul should be taught

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However period of struggle against injust and inhumane practices are equally important. The renaissance & reformation movement was survived by everyone.

Hence a proper balance between period of peace as well as other struggle need to be taught in history books.

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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

Values are the foundational pillars of Modern civil services in India.

Moral values	Non-moral values
- It is about right/wrong act in context of civil services	- It is about personal preferences of civil services which have nothing to do with morality.
(e.g) value of integrity & right conduction	(e.g) Aesthetic values

5 Basic moral values

1. Integrity
2. Accountability
3. selflessness
4. & Compassion
5. Impartiality

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Why are they foundational?

1. **Integrity** – so that to have attitude to resist temptation to be involved in corrupt activities & fight the same
   Example – Ashok Khemka maintained his integrity despite 50+ transfer.

2. **Accountability** – to public for what they embarked upon.
   Eg: V. Saigram, uploaded his all personal (LEMS) property details to ensure responsibility Attitude.

3. **Selflessness** – to serve people & ensure public interest without caring for personal interest. Eg: safaguarding CM to expose irregularities in Highway project, sacrificed his life.

4. **Compassion** – to urge to go beyond duty & work for vulnerable section.
   Eg: IAS officer in U.P. did not went on maternity leave to serve during COVID

5. **Impartiality** – taking decision on objective, facts & Evidence Basis
   Eg: Tenure of T.N. Sheshan as chief Election Commissioner.

Foundational values are core of civil services.

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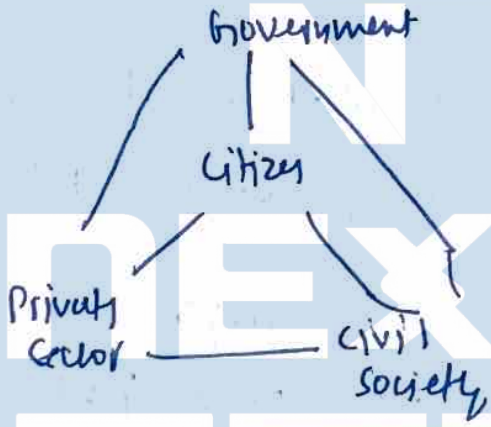
(b) निर्णय लेने में नागरिकों की भागीदारी शासन में नैतिकता के लिए महत्त्वपूर्ण है। क्या आप इस बात से सहमत हैं कि प्रभावी नागरिक सहभागिता तंत्र नैतिकता–संचालित प्रशासन को सुगमता प्रदान कर सकते हैं? आपके अनुसार वे कौन सी क्रियाविधियाँ हैं जिनका उपयोग नागरिक शासन में नैतिकता सुनिश्चित करने के लिए कर सकते 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

with emphasis on citizen centric Administration and collaborative Governance, citizens involvement in decision making is increased.



Effective Civic Engagement

Yes it facilitate ethics-driven administration.

1. Accountable & Responsible Administration
   - (e.g.) Mothers committee in M.P. for ensuring quality of Food in Mid-Day Meal

2. Social Awareness
   - (e.g.) Jansunwai campaign by MKSS.

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(3) Promotion of welfare state
(e.g.) community policing ensuring humane approach of police.

(4) Responsive Administration.
(e.g.) Legal Accountability to provide - service - value for money.

Mechanism that citizens can use

1. RTI to ensure transparency
2. social Audit to find financial irregularities
3. citizen charter for timely delivery of services
4. E-governance to ensure information symmetry & reduce leakages.
5. Network governance through CSO, NGOs etc.

Participation of citizen has led to strengthening of Administration where citizens are masters & ~~&~~ Civil servants are servants.

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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

Attitude change for social Transformation requires addressing the ABC [affective, Behavioural & cognitive] component of Attitude.

BBBP based on Nudge theory also focused on attitude change to promote Gender Equality & women Empowerment.

Advice → to treat girls as equal & opening their Sukanya samridhi Account

Counselling → to give information regarding positive effect it will have

Persuasion → using Dialectic Method of socrates for eliminating irrational Attitude.

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Idea of using of Little Force by Administrators

1. Using Forceful slogans to ensure Population control & Not Dignity of Individual
   (e.g) "Do Bacche Hello' Kheer, Teesra Banaseer"

2. Denial of Benefits of schemes to person involved in unsocial practices.

3. Putting of Fine & challans
   ~~(e.g)~~ Challan on ~~bbyss~~ ~~@~~ open defecation.

However use of force should be last resort and on those people who are rigid to change.

Hence largely Administration should be guided by ~~@~~ language of kindness. - use of Emotional Intelligence

"Kindness is language which deaf can hear & Blind can see".

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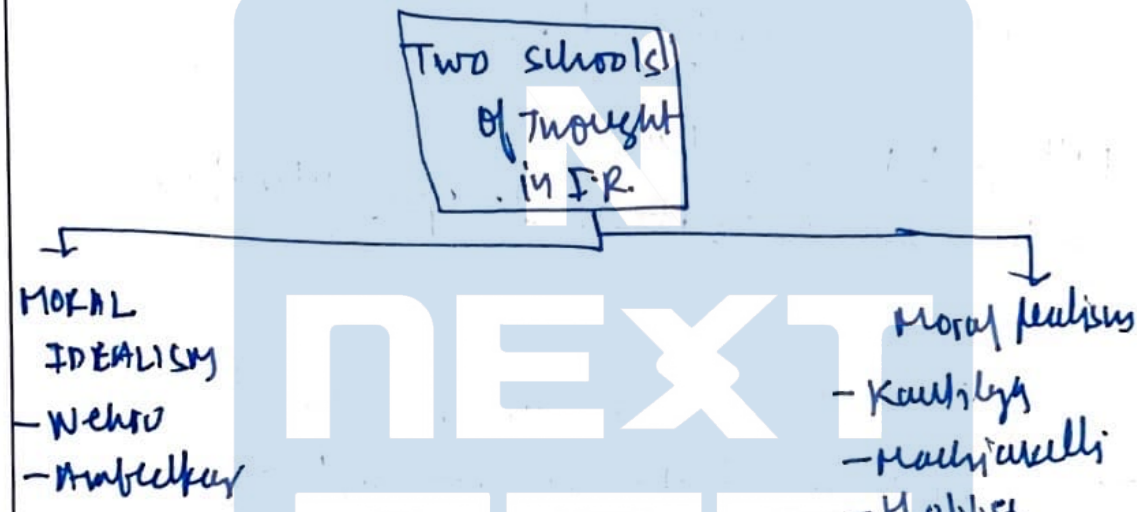
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(b) अंततः प्रत्येक देश की विदेश नीति उस देश की शक्ति पर निर्भर करती है। शक्ति सैन्य या वित्तीय हो सकती है और...नैतिक भी हो सकती है। क्या आपको लगता है कि आज के विश्व में सैन्य या वित्तीय शक्ति के बिना नैतिक शक्ति का सम्मान किया जाएगा? अपना मत स्पष्ट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

Strength, Peace and security are considered to be Pillers of Foreign Policy of a country.



NO, ethical strength without military or Financial Muscle will not be respected

1. Negligence of Global Laws & Institutions by Big Power.

Ex: China not following Permanent court ruling south china sea

Ex: USA disrupting working of WTO.

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② Tendency of Expansion and Excessive Focus on National Interest
Eg. Invasion of Ukraine by Russia.

③ Neglect of Human values.
e.g. Vaccine Hoarding by developed countries during COVID-19

However moral character help in strengthening Hard Power.

1. India's soft power has helped it various resolutions and votings at UNGA
2. Philosophy of Vasudev Kutumbakam e.g. India's vaccine maitri during COVID-19.
3. Balancing both - e.g. India's Nuclear Doctrine - 'NO FIRST USE'
4. IT software also enhances Economic Power through FDI, Tourist etc.

Hence both soft & Hard Power are important in International Relation but it is more tilted towards Hard Power in current scenario.

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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 दु:स्वप्न 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 जिम्मेदारियाँ कड़ी निष्पक्ष कार्रवाई की माँग करती हैं। आप अपने आधिकारिक कर्तव्यों से समझौता किए बिना फुटपाथ पर रहने वालों की मदद करने का तरीका खोजने के लिए आतुर हैं।

(a) उपरोक्त स्थिति में आपको कौन–से मूल्य संबंधी टकराव/संघर्ष नजर 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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This case reflect Non-Inclusive Growth and lack of planning & capacity of Municipal corporation in urban Areas.

(A) **VALUE CONFLICTS NOTICEABLE**

(i) Impartiality of dealing with this menace versus Empathy towards slum dwellers

(ii) Economic Growth versus social Equality

(iii) Rule of Law versus Empathy towards weaker sections.

(iv) Supply of continuous Labour to Industries

(v) Ensuring social Justice to Poor versus following orders of superiors

(vi) Professional Integrity versus Listening conscience to help Poor People.

(B) As impartiality is core value of civil servants which cannot be compromised. But being biased in favour of vulnerable sections is also an attribute of civil servants.

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Here the need of positive minded civil servants is required who innovate and find solutions within ambit of Law and orders of superior.

Here neglecting sidewalk dwellers is not the solutions as it will hamper Gandhiji's Talisman which calls for working for reaching the last mile.

C OPTIONS AVAILABLE

1. Don't the follow the order of department and stop Anti-Encroachment Drive
2. Go on with Anti-Encroachment drive without caring for workers and slum dwellers
3. Follow the order of department but take care of those being displaced by appropriate in short term as well as Long term.
4. Resign From Post of Municipal commissioner.

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(D) VIABLE solutions

Short-term

(i) Clearing all illegal construction.

(ii) Shifting People to temporary places like urban shelter homes etc.

(iii) Looking for viable solution for their rehabilitation in long term by finding adequate land and finding viable schemes under which they can be incorporated like PM Awas Yojana.

Long term

(i) Town Planning should be carried where every section should be represented.

(ii) Allocating Land to Marginalised as per National Urban Policy for inclusive urbanism.

(iii) Strict Enforcement of Building Laws & thwarting any encroachment in future.

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(iv) Punishing those officials who did not performed their duty when they encroachment were happening.

(v) Constructing of High Rise Buildings where EWS flat [Janta Flat] could be made.

Illegal Encroachment is modern menace of land grabbing in urban Areas which need to be tackled while simultaneously need of sustainable urban development [SDG-11]

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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 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।

(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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This case reflects on the misuse of Government schemes and problem of ghost rider as well as maintaining balance between intrigueting in citizen's life to serve them but violating their right to privacy.

"Corruption is Mother of all war that India faces"

(A) Issues involved in the case

(i) Right to Privacy of Beneficiaries versus ensuring social Justice through safe monitoring

(ii) Ensuring Efficiency of scheme versus right to Privacy of citizens.

(iii) Misuse of public discretion by officials leading to corruption.

(iv) using illicit & illegal document to avail benefit - 'Wrong means use'

(v) ~~Ethic~~ lack of Probity in Administration.

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(B) 'Madhyam Marg' Anti-dote as per Buddha to resolve various dilemmas.

As per supreme court in Aadhar Judgment, right to privacy can be overridden to ensure social welfare when it passes test of proportionality like working of law, more Benefits to citizen & mechanism to ensure privacy.

As per Aadhar Act, it can be used for providing social Benefits, hence data of citizens can be collected but it need to protected & secured through proper encryption.

(C) Reasons for welfare Fraud in the country

(i) collusive corruption between street level Bureaucracy & Beneficiary

(ii) Nexus between private sector & citizen to claim illegal claims as found in ~~Tata Motors~~ & Ayushmann Bharat.

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(iii) Political support at Panchayat & Municipal level to such Mechanism to garner benefits.

Eg → Ghost Beneficiaries found in Aasra Yojana in West Bengal.

(iv) Lack of Good Health System and Coverage of Missing Middle in Health scheme increasing out of Pocket Expenditure

(v) High Informalisation of Economy where Paid Maternity Leaves are not given

(6) WAYS & MEANS to prevent such Fraud

(i) conducting Raids & secret Spying on official engaged in these Activities and taking strict Action as per conduct Role.

(ii) Digitalization of whole Process without any user-interface and use of Digitally verified document like Digilocker.

(iii) Committee for scrutinising document submitted

(iv) sensitivity Training to official and

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boosting their morale.

(v) Promoting Ethics in Administration

(vi) Moral overhauling & sensitization of society is required through value Education to children.

(vii) RTI, social Audit need to be implemented so that citizen can actively involve in finding irregularities.

"Administration is like ship, in which even a small hole of corruption can lead it to its sinking which need to repaired.

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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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"There is enough for everyone's need on this earth, but not for everyone's greed"
— Mahatma Gandhi

The above case studies reflect how exploitation of mother Earth is done in name of Economic Growth without considering sustainable Development.

(A) **Issues and value violations involved**

(i) Neglect of Process & rule of Law for Increasing Efficiency.

(ii) Wrong means of Improper Process for right ~~Means~~ of Ends for ~~it~~ of revenue generation

(iii) Neglect of Environment Principles.

(iv) ~~Conflict~~ Administration Integrity being compromised.

(v) Following orders of superior versus ensuring public interest regarding wise use of resources.

(vi) Poor work culture in the Department.

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B+C

OPTIONS Available -

(1) OPTION 1 → to do as per orders of superiors without caring for Environment

Advantages

(a) Personal will being maintained
(b) Orientation of revenue for department
(c) Following orders - conduct [might get rewarded]

Disadvantages

(a) Neglect of Environmental Justice
(b) Rule of Law not followed
(c) Public interest Neglected

(2) OPTION 2 - Further delve into matter independently and come in open about discarding being happened.

Advantages

(a) People will know the truth - Accountability will to be held
(b) Environment Impact Assessment will done through Process
(c) Environment will be safeguarded.

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Disadvantages

(a) Personal well being disturbed – might get punished.

(b) violation of conduct rules & Inquiry might be conducted

(c) No guaranty of civil protection & due process – in regard to environment.

(3) **OPTION 3** – Prepare a comprehensive report with suggestion for remedial measures & submit it to higher authority through proper channel.

Advantages

(a) Due Process of Law will be maintained – Personal

(b) Anonymity well being

(c) Observance of conduct rules.

Disadvantages

(a) might delay the process

(b) chances that no action will be taken

(c) seniors might get upset with my attitude, resulting in transfers etc.

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I will choose third option —

(i) Prepare report regarding what violations have been done

(ii) suggesting remedial measures like conduct of EIA through independent authority.

(iii) use of E-governance for Auction of mines to ensure effectivity.

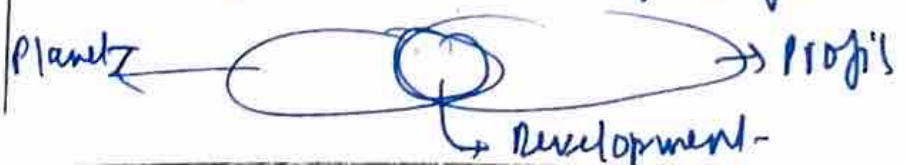
(iv) Record in writing flaws of current process

(v) Meeting seniors & persuading them about long term benefits of the process.

(D) No, i don't think Environmental considerations are overrated but they need to incorporated in Economic Process through Principle of Green GDP, Gross Environment Product & welfare based services. As carrying capacity of Earth is limited it need to be regulated

However sometimes unnecessary issues are created Anti-development elements to hamper Development Process like Kundankulam & Jaitapur Projects.

Hence a high Balance is needed between Planet & Profit.



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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

"There are neither permanent Friends nor permanent enemies in International relations, only thing permanent is National Interests".

The above case can be paralled with present regime of china exercising its influence through Hard power and talks of providing sensitive Technology to Myanmar - Junta Regime.

(A) **Ethical Issues Involved**

(i) Threat to International Peace & security

(ii) Denial of rights to minority and their persecution making them stateless-refugees.

(iii) concept of 'Might is right'

(iv) Neglect of human values

(v) National interest for security versus Disarmament bringing Peace & security.

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(B) Yes; Corporate Business must consider International Ethics.

i) as they are property of society and need to promote peace & welfare like nations.

ii) with more corporatisation of defence sector, Private sector not only should focus on profit but also their responsibility restricted usage.

iii) Preventing proliferation of weapons & its transfer in wrong Hands.

iv) Ensuring regional stability of the region.

v) working on corporate Ethics – 'SHUBH LABH'

(C) Yes in Era of Globalization and Multinational companies operating across continent, 'CSR extends' to international community—

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For example - Bill & Melinda Gates Foundation working for their corporate social responsibility across the continents.

↳ In era of Network Governance they are equal stakeholders in Governance

↳ To promote Track 1.5 Diplomacy where role of corporate is important

↳ As they are earning from global community, they are responsible to same

↳ Amount of Technological Expertise they have - prudent usage is must

(D) Yes, they should be regulated because

① It will ensure responsible use

② Transfer to Friendly countries

③ Transfer to countries which have better track record with regard Human Right protection

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(4) Private sector excessive focus on profit will result in neglect of their aspect and regulation is utmost important

For example — USA also regulates Private sector for Transfer of Technology.

However they need to be given freedom to sell their product within country as well autonomy to collaborate with other responsible producer encourage their Entrepreneurial & Innovation energy.

However use & Production of defence equipment etc need to be controlled all over the world.

" Peace is not ~~wo~~ maintained by by burst of guns on canvass of wars & battle but through Integration, Discussion & Negotiation".

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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

"corruption is a termite which is slowly & gradually eating our Economic system".

The above case reflects how collusive corruption between Public & Privat persons leads to misappropriation of public resources neglecting social interest.

(A) Ethical & Business involved

(i) Profit over Ethics.

(ii) Misappropriation of Public Exchequer's money.

(iii) Manipulation of prices & making illegal benefit

(iv) Poor work culture both in Privat & Public sector.

(v) Lack of Integrity — corrupt element in the system.

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(B) OPTION AVAILABLE

(i) Neglecting the issue, increasing profit & increasing sales and good relation with Government

(ii) stopping the supply to Government

(iii) Making comprehensive report and submitting it to secretary of concerned department as well as minister and submitting advance copy to cabinet.

(iv) Just decrease sales price to Government and neglect the issue further.

(C) Organizational culture to give freedom is not the reason as it promotes
- more sales on incentive basis
- to ensure Team work & democratic environment
- ~~corruption~~ autonomy is must for company to grow
- otherwise companies sale will decrease.

It is more about individual corrupt culture:-

(A) no misuse of knowledge for personal gains · neglecting affordable pricing to vulnerable sections.

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(iv) collusiveness of corruption between employees of Government Department and Private Sector

(iii) Sanctification of corruption in society - acceptance culture

(iv) wrong means to achieve higher sale

But company also need to ensure Accountability with Autonomy

- through SOP
- Providing Incentive on basis of unit of Products sold rather than Price
- Regulator Monitoring
- code of Ethics & taking Disciplinary action against errant employees.

(c) Mechanism need to created

(i) Recruitment of Honest employees through suitable Test

(ii) Proper Timely Training.

(iii) Regular Audit of such Transaction.

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(iv) clear cut regulation for sales

(v) Bringing Uniformity in Price of their Product or fixing a upper threshold

(vi) Incentives on basis of Units sold.

(vii) Proper Monitoring of above Guidelines.

As company work for ultimate Goal of societal welfare it need to take care of Public interest at Large.

Corporate Ethics helps company long-Lasting and sustainable Expanding their reach

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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

The reflects deep rooted patriarchal society, which denies equal opportunity for growth & development to women. It also shows how underdevelopment in 1 sphere affect development in another sphere of society.

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(A) Issue Involved

(i) Lack of Gender Justice

(ii) Personal welfare of Rashmi versus his societal duty to work for vulnerable sections

(iii) Lack of Ethics in working of management & pursuing more their Profit

(iv) Patriarchal mindset of workers & union

(v) Prevalence of social Issues like child marriage.

(vi) underdevelopment in District & Planned development.

(B) Rashmi should follow step by step Approach:-

(i) She can use dialectic method to persuade the union & change their stereotype Attitude through showing Films like Pangal, Chak De India

(ii) She can contact like minded persons in locality and can choose other area for her operation.

(iii) Local Administration can be involved & places like school, Community Buildings

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can by used to start her workshops

(iv) The elected leaders can also by consulted and their support can by demanded.

(v) CSR activities of company working outside could also channelised for creating new plans.

(vi) At the same time, e-technology should by used to crowdfunding & support from outside

(vii) Members of district can by persuaded for the support.

(c) Yes, company should accept responsibility :-

(i) as society its stakeholder and it should work for it

(ii) will increase credibility of company

(iii) increase longevity of company & Expansion.

(iv) skilled youth will by available for its workforce diversity

(v) when only region in which company is operate is stable, then only

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it will by grow.'

(P) **Reasons for Aggressive reaction**

(i) Challenge to domination of man by Educated & Employed Girls

(ii) Patriarchal Mindset, where they think they should be confined to Homes.

(iii) Interference in their social & custom tradition of child Marriage.

(iv) Girls cutting up their employment.

Handling of workers union

(i) Use of Persuasion & Nudge Theory by showing benefits of scheme 'Beti Bachao, Beti Padhao'

(ii) Fear of Punishment for ~~not~~ Law breaking [Prevention of child Marriage]

(iii) Telling Benefits associated with women Empowerment.

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Hence society needs to be educated that it cannot develop without contribution from better half of the population.



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Space for Rough Work

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Space for Rough Work