

NEXT IAS

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(To be filled by candidate)

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Test - 4

Code : TC706

RCA 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.

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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. : [Signature]

[To be filled by the STUDENT]

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

[To be filled by the EXAMINER]

Evaluator's response

(For filling by Examiners only)

Evaluator Code :

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

Signature

MACRO COMMENTS



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

खण्ड--A / Section--A

1. (a) लोक सेवा के लिए न केवल कानूनी बल्कि नैतिक रूप से सैद्धांतिक 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 is a set of principles that a public service agency must observe in the discharge of duties.

⇒ Need for adherence to Const., laws & ethical principles

① Promote welfare of people

(e.g) Avoid corruption, bribery etc.

② Acts as a moral compass for ensuring public service value.

(e.g) Civil Services Code, 1964 - Do's & Don'ts for civil services.

③ Proper service delivery for citizens

(e.g) Selection of beneficiaries on objective basis.

⇒ Ethical principles is the most important

Reasons

↳ Law may not be ethical and so is Constitution

(e.g) Section 377 of IPC which has been abolished

↳ Ethics and strong moral principles guide human actions.

(e.g) Removing castes and adopting altruism for welfare of all.

↳ Ethical principle is the foundation of both Law & Constitution.

(e.g) Reservation for women (73rd & 74th AA) is recognition of value of equality.

However, the three are complementary to each other and reinforces the value of public service.

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

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

(Answer in 150 words) 10 Marks

Integrity based civil disobedience means adherence to strong moral & ethical principles to get a grievance of a person/groups addressed in a lawful manner.

(e.g) Rt. to peaceful protest (Art 19)

⇒ Personal Integrity ⇒ civil disobedience in civil service

Yes

↳ Resolving Conflict of Interest to solve public interest and private interest

(e.g) Recusal by Judges for transparency in court judgements.

↳ Threat to privacy is against personal integrity (Art-21), thus a civil service disobedience

is justified.

↳ Disobedience against unjust laws

(e.g) Sabarimala case - unjust to women & girls.

↳ Respect for ethical principles which may not be
lawful necessarily.

(e.g) Compassion needs both objectivity & subjectivity.

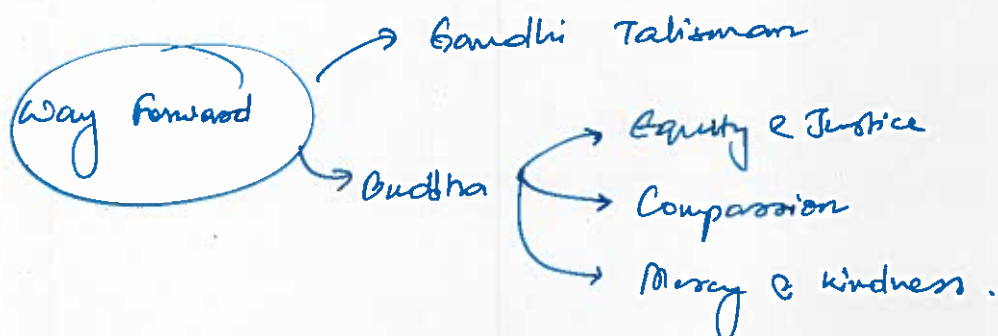
No

↳ Public interest over personal interest has to be
given priority.

↳ Simply disobedience doesn't address the root
cause of challenge to personal integrity

(e.g) Transferring of a civil servant

↳ Priority to public service and public service
value should be the emphasis.



2. (a) हालिया शोध से पता चला है कि संवेग (भावनाएँ) व्यक्तिगत और व्यावसायिक जीवन को महत्वपूर्ण रूप से प्रभावित करते हैं। वे कौन से प्राथमिक संवेग हैं जो कार्यस्थल की उत्पादकता पर नकारात्मक और सकारात्मक प्रभाव डालते हैं? प्रासंगिक उदाहरणों के साथ स्पष्ट कीजिए। (150 शब्दों में उत्तर दीजिए) 10 अंक

Recent research has shown that emotions significantly impact personal and professional lives. What are the primary emotions that negatively and positively impact workplace productivity? Explain with relevant examples. (Answer in 150 words) 10 Marks

Emotions are a way for a person to connect oneself better and also to other people.

⇒ Primary emotions that impact workplace productivity :

① Negatively

↳ Lack of proper work culture and abusive

work environment (e.g) Sexual harassment at workplaces

↳ Lack of corporate governance which

affects employer-employee relationship

& productivity

↳ Sense of superiority & inferiority

(e.g) Seniors berating juniors and sidelining them in decision making

② Positively

↳ A sense of ownership and participation in decision making.

(e.g.) Flexibility in working hour, timely break

↳ Providing proper facilities to women workforce

(e.g.) Maternity Benefit leave etc contributes to positive productivity at workplace

↳ Reward Mechanisms for good performers

(e.g.) CM Commendation Card & Award to Employers of state govt.

Therefore, balancing negative & positive emotions is necessary for maintaining a healthy personal & professional lives. 4

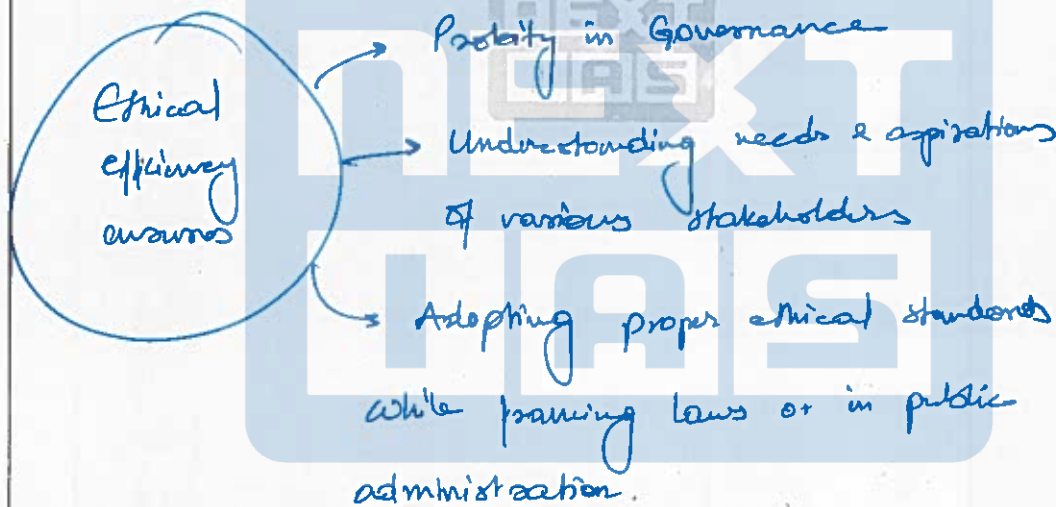
2. (b) तकनीकी दक्षता संसाधनों के उपयोग को सुनिश्चित करती है और सामाजिक दक्षता सामाजिक आवश्यकताओं की पूर्ति को सुनिश्चित करती है, नैतिक दक्षता क्या सुनिश्चित करती है? क्या आपको लगता है कि तकनीकी और सामाजिक दक्षता की तुलना में नैतिक दक्षता अधिक महत्वपूर्ण है? क्यों/क्यों नहीं?

(150 शब्दों में उत्तर दीजिए) 10 अंक

Technical efficiency ensures resource utilization and social efficiency ensures fulfillment of social needs, what does ethical efficiency ensure? Do you think ethical efficiency is more important than technical and social efficiency? Why/Why not?

(Answer in 150 words) 10 Marks

Ethical efficiency refers to adherence to strong moral and ethical principles and using them in the correct way to ensure good of an individual and the public at large.



⇒ Ethical Efficiency over technical & social efficiency

① Ethical efficiency ensures respect to human values and principles

② While constructing dams, evaluate the concerns of the affected (not utilitarian approach)

- ② Ensures Rights based approach - addressing the ethical rights of all stakeholders in the proper way
- ③ Ensures commitment to public service value and proper service delivery
(e.g. following Code of Ethics, CSC, 1984 rules)
- ④ Ensures bottom-up approach in governance by addressing needs & concerns at the grassroot level.

However, ethical efficiency alone is not enough & technical and social efficiency are equally important. Ethical efficiency ensures the effectiveness of technical & social efficiency. 4

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

Ensuring ethical personal and professional life is a must for every individual.

⇒ Personal ethics impacting professional life

- ① Personal ethics learnt from family, educational institutions enhances professional competence

(e.g) Role of family in Obama's upbringing

- ② Personal ethics is the foundation of professional ethics. without personal ethics, we cannot have professional ethics

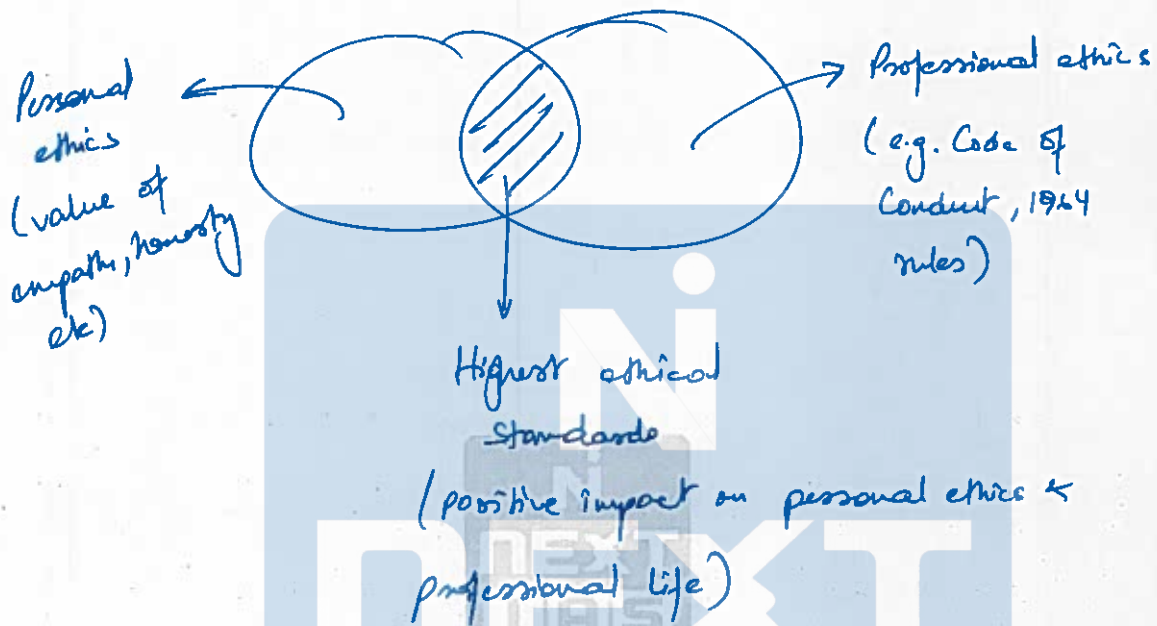
(e.g) Value of impartiality is learnt from home.

- ③ Negative personal ethics impact prof. life negatively.

(e.g) Abuse of wife at home impacts

professional duty + responsibilities.

However, the two are not necessarily interlinked.



A person who has sound personal ethics has the chance of succeeding more in professional life as well. However, it is not always the case

(e.g.) Tanvir Tejpal → advocate women rights in his professional life but resort to domestic violence & abuse at home.

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

"Human nature is inherently good"

— Thomas Hobbes

⇒ In agreement with the view

① Goodness is an organic evolution of the ethical standards.

② Comparison for weaker sections, is not necessarily a moral rule or hope for a reward

③ Gandhiji's Satyagraha of truth & non-violence is the self realisation of sufferings of others

④ It is the human conscience that drives goodness, need not be imposed externally

⑤ Mother Teresa's work on down-trodden children & destitutes.

In disagreement

- ① Humans are inherently selfish & greedy (Rousseau) thus requires moral sanctions
- ② Rewards push people to devote their time and commitment for greater good and self-realisation of an individual.
- ③ Gallantry Award for Army personnels
- ③ Moral sanctions such as social boycott by Indian people to those who supported British during freedom struggle forced them to do good for Indian people.

Thus, goodness as a trait can be both internal & external imperatives.

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 the ability to accommodate others beliefs and practices, opinions etc which may not be the same to oneself.

Therefore, tolerance is an attitude, which is a state of mind with certain evaluative features which may be positive or value neutral.

⇒ Tolerance - as the essence of virtue & strength

↳ Aristotle virtue approach highlights this fact which combines justice, wisdom, courage & moderation.

This moderation is a part of tolerance

↳ Only those who have the highest virtue capable of tolerance, not for the weak in mind

(e.g) Gandhi's My Experiment with Truth reveals this fact.

↳ Virtue & strength builds character of a person (Socrates) and thus tolerance is a manifestation of strength & strong character.

⇒ Contemporary Relevance

↳ Issue of communal riots

(e.g.) Recent Nuh incident in Haryana.

↳ Manipur ethnic violence is also because of lack of tolerance and accommodative virtue.

↳ Rising geopolitical tension on ideological line.

(e.g.) China → Authoritarianism (Assertive) → tolerance ⊕
Indio. → Democracy → tolerance ⊕

Tolerance is the need of the hour in today's time and having a strong sense of virtue & strength can contribute to this.

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

"Service to humankind is service to God"

reflects our duty to serve the society first.

⇒ First duty to serve society

① Good for society necessary for individual development

(eg) Conflicts gives no room for individual wellbeing.

② Serving society → the best way to realize yourself is to lose yourself in the service of others (Gandhiji)

③ Leaving all society gives us the meaning and purpose of our lives — which is the ground for attaining salvation of our souls.

⑨ Principle of Humanity (Kant)

- Treating humans as ends in themselves,
not a means to an end.

Once these purpose is done, it gives satisfaction
to individuals which she/he may or may not use
it to attain salvation of his/her soul.

Contemporary
Relevance

→ Rising Individuality over community
service
→ Greediness and materialism,
rising consumerism
→ Geopolitical trade for own interest
and not global community

This quote, thus, has great significance for
our today's world.

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 quote basically refers to the fact that periods of peace are often overlooked and not taken seriously in the history books.

⇒ Manifestation

① We know more about wars than peace in the history of humankind.

(E.g) About WW1 & 2 rather than the periods of peace before & after these wars.

② Periods of peace are often used to rearm and prepare to fight war, which overshadows the peace process.

③ History books focuses more on the victors rather than the actual sufferers and thus, history books are Euro-Western Centric.

Relevance
in
today's
time

→ Ukraine - Russia War & need for
peace to be given a chance

→ US - China trade war &
ideological hostile

→ Growing biasness & arbitrariness
in writing history by the victors

→ False Narratives and Counter narratives
shadowing peace.

Thus, the periods of peace should be
given proper emphasis & consideration.

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





5..

- (b) निर्णय लेने में नागरिकों की भागीदारी शासन में नैतिकता के लिए महत्वपूर्ण है। क्या आप इस बात से सहमत हैं कि प्रभावी नागरिक सहभागिता तंत्र नैतिकता-संचालित प्रशासन को सुगमता प्रदान कर सकते हैं? आपके अनुसार वे कौन सी क्रियाविधियाँ हैं जिनका उपयोग नागरिक शासन में नैतिकता सुनिश्चित करने के लिए कर सकते हैं? (150 शब्दों में उत्तर दीजिए) 10 अंक

Citizens' involvement in decision-making is critical to ethics in governance. Do you agree that effective civic engagement mechanisms can facilitate an ethics-driven administration? What do you think are the mechanisms that citizens can use for ensuring ethics in governance?

(Answer in 150 words) 10 Marks

In ensuring ethical governance, citizens' involvement is a must and they are an important key stakeholders.

⇒ Effective civic engagement → ethics driven administrations

① Address ethical concerns in public administration

(e.g) Corruption → Social Audit Mechanism in Meghalaya.

② Mild Trust between people & administration

and thus address implementation issues of public administration.

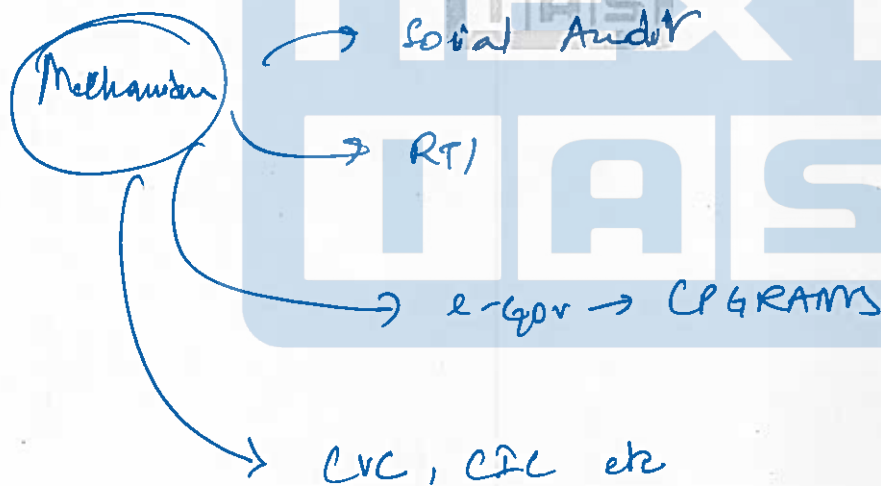
(e.g) Citizen's Charter

③ Promotes participatory governance

are of the key to ethical governance as per UNDP governance principles.

④ Effective grievance redressal of service delivery

⑤ Bottom-up approach of administration.



Therefore, citizen's participation is sine qua non for ethical governance.

6. (a) "बेटी बचाओ और बेटी पढ़ाओ" जैसे सामाजिक परिवर्तन कार्यक्रम सलाह, परामर्श और अनुनयन का उपयोग करने में विश्वास करते हैं लेकिन कभी-कभी वांछित प्रतिक्रिया प्राप्त करने के लिए कुछ बल का प्रयोग करना भी आवश्यक होता है। क्या आपको लगता है कि सामाजिक रूपांतरण की ऐसी योजनाओं को क्रियान्वित करते समय सार्वजनिक प्रशासकों द्वारा अनुनयन के साथ थोड़े बल का प्रयोग करना एक अच्छा विचार है? प्रासंगिक उदाहरणों के साथ स्पष्ट कीजिए। (150 शब्दों में उत्तर दीजिए) 10 अंक

Social transformation programs such as "beti bachao and beti padhao" believes in using advice, counseling, and persuasion but sometimes a little force is also necessary for getting the desired response. Do you think it is a good idea to mix little force with persuasion by public administrators while implementing social schemes of transformation? Explain with relevant examples.

(Answer in 150 words) 10 Marks





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

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

(Answer in 150 words) 10 Marks





खण्ड-B / Section-B

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

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

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

(250 शब्दों में उत्तर दीजिए) 20 अंक

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

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

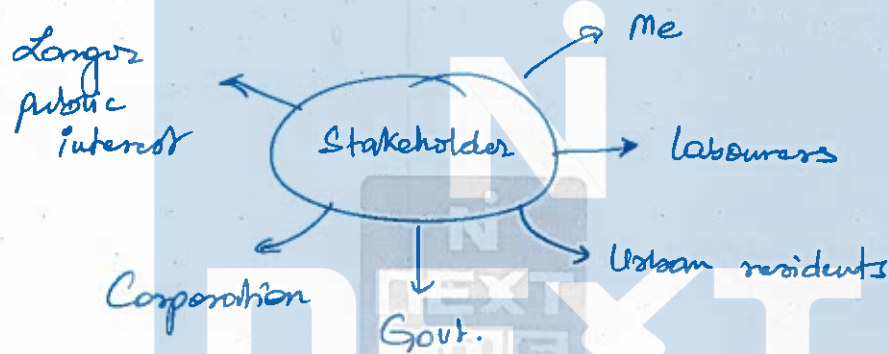
You were given the responsibility of clearing out the encroachments and slums with the help of Police authorities. As you started the drive, you realized that the people living by the sidewalks were vulnerable compared to the slum dwellers. Many sidewalk dwellers had recently come to the city after selling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

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

(Answer in 250 words) 20 marks

Facts of the Case

- Issue of mushrooming slums & encroachment on the sidewalks
- Issue of urban management & planning
- Need for addressing concerns of all stakeholders



① Value Conflicts in the case

- ① Bureaucratic Attitude v/s Democratic Attitude
- ② Impartiality v/s Empathy
- ③ Greater public interest v/s Interest of labourers
- ④ Professional responsibilities v/s Political responsibilities.

(b) Administrator value of impartiality & empathy

These two values are sine qua non for delivery effective public service and it is two of the values highlighted by Xolan Committee and also by 2nd ARC Report

The two cannot be compromised by a middle path can be adopted (Golden Rule / Mean of Aristotle)

↳ Impartiality - carry out the duty as per mandated by the law and as per the instructions given. Not favouring one over the other.
In this way, the mushrooming of slum & encroachment can be addressed.

↳ Empathy approach - proper rehabilitation, understanding needs & concerns of civic amenities and arrangement for the same

② Options available

① Not doing anything to solve the issue
(Indifference)

Merits → non-eviction of dwellers, not getting
the wrath of the slum dwellers

Demerits → Doesn't solve the issue, against commitment
to public service.

② Carrying out the eviction stringently

Merits → solve the issue of slum & encroachment

Demerits → Lack of empathy & bureaucratic attitude

③ Carry the eviction + Addressing needs of the
slums

Merits → Democratic Attitude

Demerits → May cause unnecessary delay of
timely action.

⑥ I will choose option ③ and also suggest more viable solutions.

↳ Proper land use planning and urbanisation management

↳ Exploring options of suburbanisation for counter magnets of urban & cities to solve slums & encroachment.

↳ Regular inspections and field visits

↳ Proper Rehabilitation of slum dwellers and encroachers and punishment if needed.

Therefore, in such as case Golden Mean of Aristotle assumes significance.

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 (प्रोफाइल) विकसित करने में सक्षम होगा। और इससे विभाग को दस्तावेजों की जाँच करने और धोखाधड़ी का पता लगाने में मदद मिलेगी। यह एक व्यापक रणनीति है, लेकिन इसमें किसी व्यक्ति की डेटा गोपनीयता का उल्लंघन होने का जोखिम है। एक विभाग प्रमुख के रूप में, आप धोखाधड़ी का पता लगाना और उसे रोकना चाहते हैं, लेकिन साथ ही, आप हितधारकों की डेटा गोपनीयता के उल्लंघन के बारे में आशंकित हैं।

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

(250 शब्दों में उत्तर दीजिए) 20 अंक

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

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

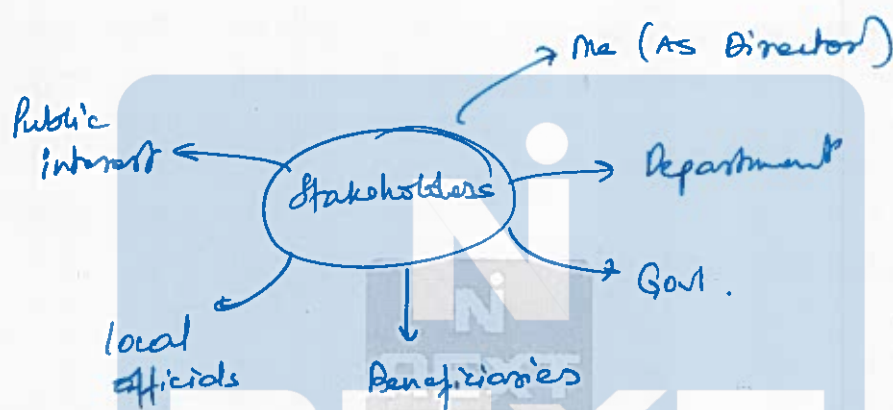
You were concerned because the fraud was seriously undermining the scheme's efficiency. You called for a departmental meeting to discuss and find a solution to the problem. In the meeting, it was decided to merge several available government data sets such as Aadhar cards, voter ID cards, marriage certificates,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

- What are the issues involved in the above case?
- Do you think violating data privacy is justified to prevent welfare fraud? Why / Why not?
- What, according to you, can be the reasons for such welfare frauds happening in the country?
- Are there any ways and means to prevent such fraud? Give your suggestions.

(Answer in 250 words) 20 marks

Facts of the Case

↳ Mismanagement and misutilization of public funds and resources through nexus for vested interest (Against public service value)



(a) Issues Involved

- ① Forfe bonafide of beneficiaries of the scheme
- ② Nexus with local officials (issue of corruption, bribery)
- ③ Issue of privacy (Art. 21) vs larger public interest
- ④ Siphoning of funds - less focus on national health & economic indicators

- ⑤ Humungous task of compiling data for better service delivery
- ⑥ Ensuring the concern of all stakeholders & redressal for the same.
- ⑦ Violating data privacy to prevent fraud
- ⑧ Utilitarian approach - greatest good for the greatest number of people. Hence, in this case compiling data of individual is necessary
- ⑨ Addressing the efficiency & implementation issue of the welfare scheme.
- ⑩ Detection of fraud & irregularities is possible which will prevent misutilization and mismanagement of public funds
- ⑪ Loss of the Port. exchequer, in such case can be prevented.

Issue

↳ Against Art. 21 (K. Puttaswamy Case judgement)

- Rt. to privacy cannot be compromised

↳ It goes against the Rights Approach of decision making as it doesn't address the rights of individuals

↳ Issue of collective punishment (as the data of all individuals will be compiled)

① Reasons for such welfare fraud

① Lack of ethical and moral principles

(Assumption of Ends justify the means)

② Issue of parity and governance failure

Thus, everyone resorting to X- Boat Ethics approach.

③ Lack of commitment & devotion to public service

(e.g. local officials in this case)

④ Absence of poorbity in Governance, politics-administrative nexus.

⑤ Ways & means to prevent such fraud

① Addressing socio-economic needs of the people & ensuring their growth & development.

② Participatory Governance

(e.g) Social Audit in Meghalaya

③ Commitment to public service on the parts of civil & public service.

④ Adopting Swastham Model for excellence in service delivery

⑤ Data Protection Act is needed to prevent misuse causing threat to privacy.

Rights based Approach provides

a way out in such cases.

9. आप खान विभाग में कार्यरत हैं, और आपके कार्यों में से एक कार्य अपने विभाग प्रमुख को निजी ठेकेदारों के साथ खनन पट्टों पर बातचीत करने में मदद करना है।

हाल ही में, राज्य सरकार ने एक नए खनन क्षेत्र का सीमांकन किया और खनन ब्लॉक के लिए बोलियाँ आमंत्रित करने की योजना बनाई। आपको नीलामी प्रक्रिया की निगरानी करने और अनुबंध वार्ता में तेजी लाने का निर्देश दिया गया। योजना के अनुसार, निविदाएँ जारी की गईं, बोलियाँ प्राप्त हुईं और गानदंडों के अनुसार निविदाएँ आवंटित की गईं। यह सब अत्यंत तीव्र गति से हुआ। आपको आश्चर्य हुआ, इतनी जल्दी क्यों? लेकिन यह आपके सोचने और सवाल करने की जगह नहीं थी; आप चुपचाप अपना काम करते रहे।

आपको कार्य का परिचालन आरंभ होते ही ठेकेदार को पर्यावरण संबंधी चिंताओं पर ध्यान आकर्षित करने का निर्देश देना था। और ऐसा करने के लिए, आपने विभाग द्वारा नियुक्त एक व्यावसायिक परामर्श प्रतिष्ठान द्वारा प्रस्तुत पर्यावरणीय प्रभाव मूल्यांकन रिपोर्ट को पढ़ा। आपको यह देखकर आश्चर्य हुआ कि रिपोर्ट घटिया और मनगढ़ंत थी। आपको संदेह हुआ और आपने इस मुद्दे को अपने प्रमुख के समक्ष उठाया, जिन्होंने विनम्रतापूर्वक आपको वही करने का निर्देश दिया जो आपको बताया गया था, और उन्होंने आपको याद दिलाया कि विभाग के पास राजस्व सम्बन्धी लक्ष्य हैं और वह मंत्रालय के दबाव में है।

इसके बाद, आपने अपनी मर्जी से कुछ खोजबीन की और पता चला कि रिपोर्ट फर्जी है और जो खनन गतिविधि शुरू होने वाली है, वह बड़े पैमाने पर पर्यावरणीय आपदा का कारण बनेगी जिसे राज्य झेल नहीं सकता है।

- उपरोक्त मामले में आपको कौन-से गुद्दों और मूल्यों का उल्लंघन दिखाई देता है?
- आपके पास कौन-से विकल्प उपलब्ध हैं?
- प्रत्येक विकल्प के लाभ और हानि पर चर्चा कीजिए और आपके द्वारा चुनी जाने वाली कार्यवाही की पहचान कीजिए।
- क्या आपको लगता है कि कभी-कभी विकास की कीमत पर पर्यावरण संबंधी विचारों को अधिक महत्व दिया जाता है? (250 शब्दों में उत्तर दीजिए) 20 अंक

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

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

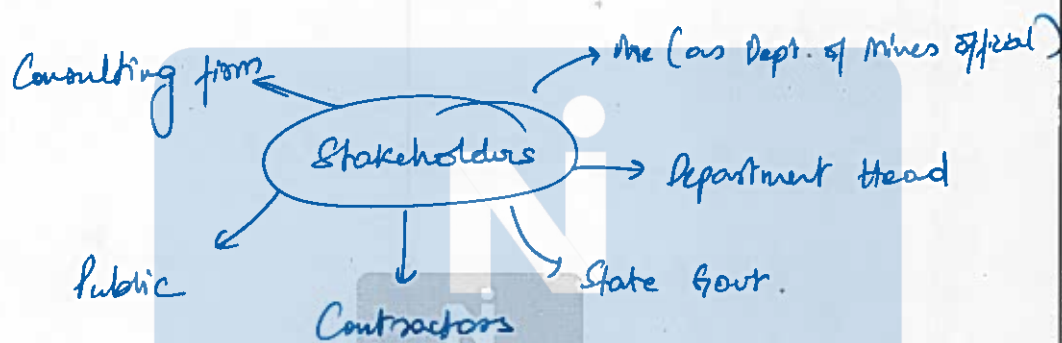
As the contractors were about to start operations, you had to instruct them on environmental concerns to watch out for. And to do that, you read the environmental impact assessment report submitted by a consulting firm hired by the department. To your surprise, the report was shoddy and looked cooked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

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

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

(Answer in 250 words) 20 marks

The above case highlights the classic case of Development v/s Growth, Development v/s Environmental Cost and non-following of proper rules & regulations



(A) Issues & value violations in this case

- ① Economic Growth v/s Environment Development
- ② Lack of public service value and commitment on the officials
- ③ Non-adherence to rules & regulations by the Contractors, firms and Department head
- ④ Lack of Environmental Ethics
- ⑤ Issue of Corruption, nexus of stakeholders

⑥ Issue of massive environmental disaster - impact on the public at large.

③ Options Available to me

① Taking no action at all and collude with other stakeholders

② Stringent action to set things right

③ Persuade all stakeholders for the greater good.

⑤ Advantages & Disadvantages

① Taking no action

↳ Merit → Generation of revenue for govt.

→ Avoid tussle with the Dept. Head

→ Prevent threat to me (from the Stakeholders).

↳ Demerit → Dereliction of duty

→ Lack of devotion to public service

→ Environment cost & damage

→ Collusion with vested stakeholder

→ Doesn't solve the problem.

② Stringent action

↳ Merits → Ensure transparency & Impartiality
 → Address the environmental concerns
 → Ensuring obedience of law, rules & regulations by all.

↳ Demerits → Draw the ire of Dept. Head
 → Loss of valuable revenue
 → Doesn't address the root cause.

③ Persuading all stakeholders

↳ Merits → Ensures objectivity and devotion to duty
 → Prevents crisis of conscience on my part
 → Address the rights based approach of decision making

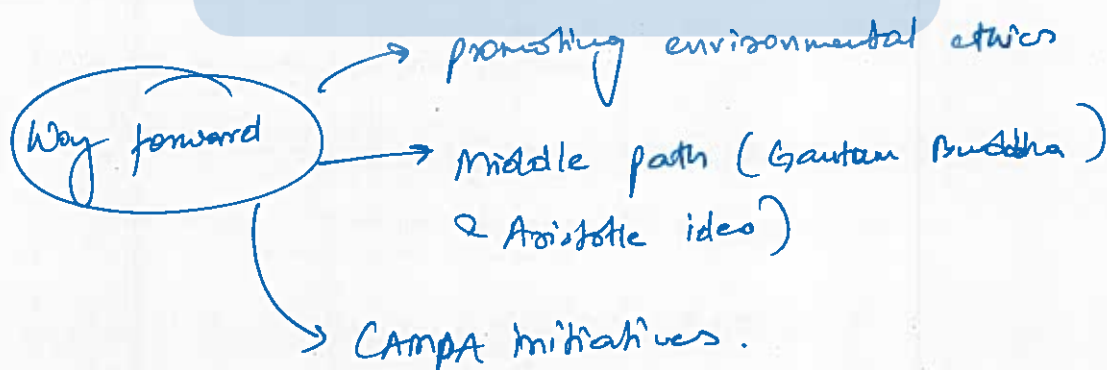
↳ Demerits → Delay in carrying out such task
 → I may be transferred
 → Incoming officer may not be upright & honest.

I will choose Option ③ i.e. persuade all stakeholders to ensure proper procedure is followed and also by reminding that they have equal stake in the nation's progress.

① Development over Env. Considerations

Yes, sometimes development is given more emphasis over environmental considerations due to national security, energy crisis, larger good (utilitarian approach).

(i.g) Narmada Dam - led to Sardar Sarovar Dam & Narmada Bachao Andolan, construction of projects in border areas.



10. राष्ट्रीय हित को बढ़ावा देना और अंतर्राष्ट्रीय क्षेत्र में प्रभाव और शक्ति प्राप्त करना प्रत्येक देश की विदेश नीति के दो मूल मंत्र हैं।

पिछले दशक से, ABC देश ने आक्रामक तरीके से शक्ति हासिल की और विदेशों में अपने व्यावसायिक हितों का विस्तार किया। ABC देश जिन व्यवसायों को विकसित करने में रुचि रखता था उनमें से एक रक्षा उपकरण और उपग्रह प्रौद्योगिकी था। यह अपने अंतरिक्ष और रक्षा उत्पादों के लिए बाजार तलाश रहा था।

देश ने अपनी रक्षा उपकरण निर्माण कंपनियों को नए बाजार खोजने और अन्य देशों के साथ विनिर्माण सहयोग तलाशने के लिए प्रोत्साहित किया। प्रमुख रक्षा उपकरण निर्माताओं में से एक, GAMA ने हाल ही में सैन्य सरकार (मिलिट्री जुंटा) द्वारा शासित देश XYZ के साथ संवेदनशील प्रौद्योगिकी हस्तांतरण और उपकरणों से संबंधित कई अरब डॉलर का एक बड़ा सौदा किया। जो कि एक अच्छा व्यवसाय था।

जैसे ही व्यावसायिक विवरण सार्वजनिक हुआ, GAMA की बहुत आलोचना हुई क्योंकि XYZ अपने खराब मानवाधिकार रिकॉर्ड के कारण अंतर्राष्ट्रीय स्तर पर एक परित्यक्त देश था। इसके अलावा, सैन्य सरकार अल्पसंख्यक नृजातीय समुदाय के मूक नरसंहार में शामिल था। इस बात पर काफी हंगामा हुआ क्योंकि इस सौदे में संवेदनशील प्रौद्योगिकी का हस्तांतरण शामिल था जिसका गलत हाथों में दुरुपयोग हो सकता था। संक्षेप में कहे तो, यह अच्छा व्यवसाय था लेकिन संदिग्ध ग्राहकों के साथ। इस बीच, ABC की सरकार GAMA व्यापार समझौते के बारे में चुप रही, और अन्य सरकारों ने चुप्पी को एक ऐसे राष्ट्र के साथ संबंध बनाने का एक सूक्ष्म तरीका बताया जो एक अंतर्राष्ट्रीय रूप से अछूत था।

- उपरोक्त मामले में कौन-कौन से नैतिक मुद्दे शामिल हैं?
- क्या आपको लगता है कि GAMA जैसे कॉर्पोरेट व्यवसायों को व्यावसायिक हितों को आगे बढ़ाते समय अंतर्राष्ट्रीय नैतिकता पर विचार करना चाहिए? अगर हाँ तो क्यों, अगर नहीं तो क्यों नहीं?
- क्या आपको लगता है कि एक कॉर्पोरेट की सामाजिक जिम्मेदारी उसके निकट समुदाय से कही बढ़कर अंतर्राष्ट्रीय समुदाय तक फैली हुई है? अगर हाँ तो क्यों, अगर नहीं तो क्यों नहीं?
- क्या आपको लगता है कि संवेदनशील प्रौद्योगिकियों का विपणन करने वाली रक्षा क्षेत्र की कंपनियों को उनकी संबंधित सरकारों द्वारा विनियमित किया जाना चाहिए, या विनियमन उनकी उद्यमशीलता और नवाचार ऊर्जा को कम कर सकता है? चर्चा कीजिए। (250 शब्दों में उत्तर दीजिए) 20 अंक

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

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

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

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

- (b) Do you think corporate businesses such as GAMA must consider international ethics while pursuing business interests? Why/why not?
- (c) Do you think a corporate's social responsibility extends beyond one's immediate community to the international community? Why/Why not?
- (d) Do you think the Defence sector companies marketing sensitive technologies must be regulated by their respective governments, or regulation may curtail their entrepreneurial and innovation energy? Discuss.
- (Answer in 250 words) 20 marks

The above core highlights failure of corporate Governance and failure of ethics in International relations.

(a) Ethical Issues

- ① National Interest vs Global Interest
- ② Corporate governance failure & non-adherence to ethical principles.
- ③ Issue of human rights abuse by XYZ and ABC country
- ④ Commerce without morality (social sin Gandhi)
- ⑤ Defence spending / militarisation vs spending for welfare of people.

⑥ Corporate business & international ethics

Need

- Commerce without morality is a social sin (Gandhi) hence international ethics must be adopted.
- balancing national interest and the longer global community interest
- Issue of human rights abuse - in this case by MNC on its minority community

Challenge

- Not international mechanism to ensure proper followance
- Rising geopolitical issue and gooeconomic issue
- failure of global institutions in ensuring ethics in IR
 - ⑦ UNSC

③ CSR (whether or not it extends beyond one's immediate community)

Yes → Corporates use the global common resources hence the responsibility

→ Need for collective good in today's global governance (Kafi Anon)

→ Corporates are key stakeholders in ensuring ethics in int'l. relations.

No → Corporate's presence limited to few countries except GAFAM, thus it doesn't extend beyond

→ Corporates CSR lacks common consensus of gov. at international level

→ Lack of corporates accountability in ensuring CSR

④

① Regulations by resp. Govt.

↳ Ensures sensitive technologies such as in interest of national security are not passed to irresponsible hands

↳ Framing proper legislations & frameworks to prevents its misuse & addressed for the same

↳ Party to international agreements such as MTCR, NSG hence the need.

② through entrepreneurial & innovative energy

① Regulation of sectors

② Atomic Energy regulated through this mechanism by India

② Limited investment opportunities

② limiting FDI investments.

Therefore, in today time, corporates have a crucial role in ensuring ethics in IR.

11. श्री शर्मा 400 करोड़ के टर्नओवर वाली एक फार्मास्युटिकल कंपनी के ऑल इंडिया सेल्स हेड (बिक्री प्रमुख) थे। कंपनी के मुख्य बाजार छोटे कस्बे और टियर 2 शहर थे। इसके अलावा, कंपनी ने राज्य सरकार के अस्पतालों और स्वास्थ्य केंद्रों के साथ बड़ी मात्रा में कारोबार किया।

श्री शर्मा ने फील्ड सेल्स एजेंटों को ग्राहकों के साथ सौदे करने और कीमतों पर बातचीत करने की बहुत अधिक स्वतंत्रता दे रखी थी। इस रणनीति ने कंपनी के लिए अच्छा काम किया।

हाल ही में श्री शर्मा को खबर मिली कि कंपनी के तीन कर्मचारी सरकारी अस्पतालों और स्वास्थ्य केंद्रों को अन्य निजी अस्पतालों और स्वास्थ्य केंद्रों को बेचे जाने वाले उत्पादों की तुलना में अधिक कीमत पर उत्पाद बेच रहे हैं। ये कर्मचारी पाँच साल से अधिक समय से कंपनी में हैं और इनका प्रदर्शन अच्छा रहा है। कुछ बिक्री कर्मचारियों ने अनौपचारिक रूप से इन तीनों को उनके बढ़े-चढ़े सौदों के कारण अपेक्षाकृत अधिक कमीशन मिलने का मुद्दा उठाया। और इससे बिक्री कार्मिकों में बेचैनी की भावना बढ़ रही थी। तीनों के खातों की सतही समीक्षा से पता चला कि, कई मामलों में, सरकारी अस्पताल अन्य निजी संस्थानों की तुलना में अधिक भुगतान कर रहे थे।

खरीद नियमों के तहत, सरकार से अपेक्षा की जाती है कि वह उचित मूल्य का भुगतान करे, जो कि अन्य लागत-सचेत ग्राहक भुगतान करते हैं। पूछताछ करने पर श्री शर्मा ने पाया कि इस कार्य में वे तीनों अकेले नहीं थे; इस घोटाले में सरकारी खरीद विभाग के अधिकारी उनकी मदद कर रहे थे। श्री शर्मा को एहसास हुआ कि उनके बिक्री कर्मचारी और कुछ भ्रष्ट सरकारी कर्मचारी काफी समय से राज्य के खजाने को चूना लगा रहे थे।

श्री शर्मा ने तुरंत इसकी सूचना अपने सीईओ को दी और दोनों ने चर्चा की कि बिक्री कर्मचारियों के साथ कैसे व्यवहार किया जाए और क्या सरकार को घोटाले और उनके कर्मचारियों की संलिप्तता के बारे में सूचित किया जाए। इस मुद्दे के बारे में सरकार को सूचित करने का मतलब यह था कि इस बात की पूरी संभावना थी कि उन्हें ब्लैकलिस्ट किया जा सकता है, जिससे बहुत सारे व्यवसाय का नुकसान हो सकता है। श्री शर्मा और सीईओ इस बात को लेकर दुविधा में थे कि मामले को कैसे आगे बढ़ाया जाए।

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

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

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

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

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

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

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

- (a) What are the ethical and business issues involved in the case?
- (b) What are the options available to Mr. Sharma and the CEO?
- (c) Do you think the organizational culture of giving freedom to the sales force led to the issue or was the individual's corrupt nature that led to the problem? Discuss.
- (d) What ethics mechanisms and steps can the company create and implement to prevent unethical behavior, as mentioned in the case?

(Answer in 250 words) 20 marks

The case study reveals the issue of Corporate Governance and the ethical dilemma resulting from illegal sale of products of the company.

(a) Ethical + business issues

- ① Lot of freedom to field sales agents
- ② Commerce without morality
- ③ Public interest v/s vested private interest
- ④ Collusion of agents + department officials of the Govt.
- ⑤ Ethical dilemma faced by Sharma + the CEO

⑥ Options available to Mr. Sharma & CEO

① Take action against the three company employees

Merit → create deterrence for further violation

→ ensure fair price of drugs

Demerits → Doesn't address the whole issue

(Other stakeholders involved eg. Dept. officials)

② Informing the govt. about the scam

Merit → punishment & penalty of the corrupt people

→ save the state exchequer

Demerit → possibility of being blacklisted

→ loss of revenue & reputation to the company

③ Stringent action while ensuring effective steps to address the issue by proper investigations & inquiry.

Merits → improved image of the company

→ reputation of the Govt. earned

Demerits → Company ^{may} not have the mechanism & resources to do.

(C) Freedom to the sales by the company

↳ Lack of proper corporate governance in the company & compromising on ethical standards

↳ Lack of work culture in the org, which allows flexibility without accountability to the sales agent

↳ Profit motive of the company without concern for public welfare, which led to the issue

The individual's corrupt nature

↳ Means v/s ends - justifying ends over means through gaining wealth without work (social sin)

↳ Lack of ethical & moral standards on the part of the individuals

↳ Manifestation of lack of commitment to public service & public service value (2nd ARC Report)

⑥ Ethics mechanisms & steps to prevent

① Sound corporate governance, as highlighted by Uday Kotak Committee by incorporating ethical business conduct

② Internal Mechanism by the companies to redress such issue in a decentralized manner and swift action

③ Promoting good Work Culture between employees & employers and instilling a sense of ownership in the business conduct.

④ Adherence to priority in Governance both by the companies and employees of the company

⑤ Code of Ethics & Conduct

Such a case is unlikely to be an isolated one & therefore proper mechanisms have to be put in place to prevent in the future.

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

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

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

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

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

प्रबंधन को आश्चर्य हुआ, सर्कुलर के एक सप्ताह बाद, यूनियन ने 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।

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

(250 शब्दों में उत्तर दीजिए) 20 अंक

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

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

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

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

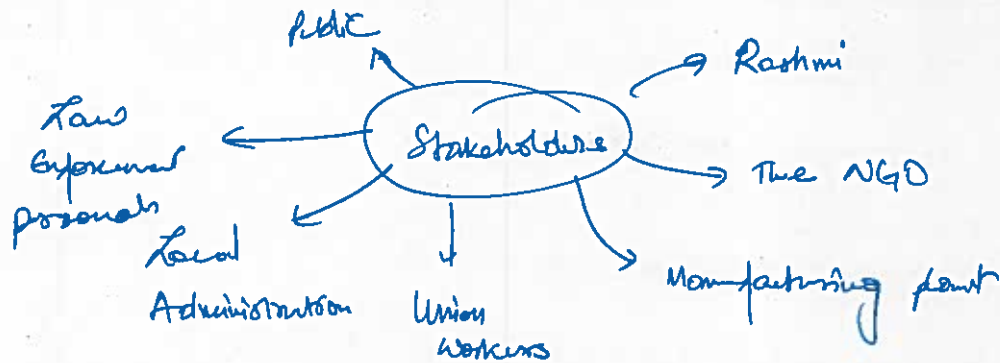
As she started her workshops and campaign on the company premises, the initial response was lukewarm and, at times, complete indifference. But she persevered. After a couple of months, one day, the company union members stopped her from entering the company and even threatened her with violence. Rashmi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

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

- (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

In the above case study, Rashmi is caught in a difficult situation when she wanted to address the issue of child marriage but faced resentment from the public. Such cases are not unusual in our country.



(a) Issues involved

- ① Low development indicators of Singh Gorkh
- ② Rise in child marriages
- ③ Conservative idea v/s Progressive idea of the Society
- ④ Rehabilitation of child marriage victims
- ⑤ Ethical dilemma for Rashmi (whether or not to carry forward)

(b) Course of Action for Rashmi

- ① Stop the NGO activities on child marriage

Merits → won't draw the ire of local leaders

→ Safety to Rashmi's life

Demerits → Crisis of conscience on Rashmi

→ Doesn't address the root cause

② Continue to NGO activities to address the issue of child marriage no matter what

Merits → prevent child marriage

→ proper rehabilitation for the victims

Demerits → Unions will continue the strike

→ Roshni & NGO won't have place for workshops & campaigns anymore

③ NGO + Local Administration involvement

Merits → Cooperation of local admin. in the fight against child marriage

→ Work for overall socio-econ. development of the Singh Bargarh

Demerits → Local Administration may not be cooperative due to local leaders pressure

→ It will be time taking course of action.

Roshni should choose option ③ as it is the most feasible & practicable way to address the issue & involvement of local administration

will ensure more legitimacy

③ Should companies accept social responsibilities

Yes

- companies use social + economic resources of the people
 - (e.g) CSR initiative
- imp. stakeholders in addressing social evils
 - (e.g) Amnesty International
- Enhances people's trust on the organisation & build brand equity.

No

- every social problem not their moral responsibility
- Companies have limited resources & thus social responsibility may not be feasible
 - (e.g) CSR → only 2% of net profits

Lack of accountability & human resource on companies for executing social responsibility

d

Reasons for aggressive reaction from union workers

- ① Possession by the local people and some of the workers could be the locals themselves.
- ② Use of company's premises for NGO activities leads to conflict of interest for the company.
- ③ Affect the image of company and hence its revenue/profit may decrease as the locals are the main customers.

Rashmi should handle the workers union by persuading them & by appealing to their emotional conscience. She should remind them of their social responsibility and try to work in tandem with her for greater social good.

Space for Rough Work

Candidates must not
write on this margin



Space for Rough Work

