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NEXT IAS

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(To be filled by candidate)

Name of Candidate : SANJAY YADAV

NEXT IAS Roll No.: MT23PLTRA009 **Date of Examination :** 30-7-23

Exam Centre : Old Rajinder Nagar [✓] Bhopal [ ] Online [ ]

Test Code : TC-038 **Program :** FLT [ ] FLT+ [✓]

3:30PM –

MAIN TEST SERIES 2023

(FULL LENGTH TEST-4)

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

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

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SUBJECT/PAPER
GENERAL STUDIES

Invigilator's Sign. : .....


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Evaluator Code :

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

Signature

MACRO COMMENTS

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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.
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खण्ड–A / Section–A

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

(150 शब्दों में उत्तर दीजिए) 10 अंक

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

(Answer in 150 words) 10 Marks

Public service is class & task of officials assisting the Elected representatives - UN.

Public Service
- via → Constitution → effective discharging of duties following Constitutional oath.
- via → Laws → following laws of land for objective discharge of duties
- Ethical principles → showing empathy, Compassion in actions of Administration.

Which one to acquire primacy in official functions →

Rather than thinking them 3 entities, all 3 are Complementary to each other

Candidates must not write on this margin

in ethical discharge of duties for officials.

(i) Constitution & laws :→ laws are by product of Constitution & its values. So, both acts in harmony.

(eg) principles of equality U/A 14 in Constitution.

& Rights for transgenders, LGBTQIA+ via laws

(ii) Constitution & Ethical Principles :→ the values like Compassion, equality, objectivity are enshrined in Constitution via Preamble (Justice), Fundamental Rights (equality), DPSPs (environmental Ethics), Fundamental duties (Compassion).

(iii) laws & Ethical Principles :→ Since laws are by product of Constitutional values & Ethical norms in society, so, in harmony.

(eg) equality value & Prevention of Atrocities act (SC&ST) 1989.

So, balance of all 3 Ps needed for effective discharge & any discrepency among 3 needs immediate Attention.

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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 means showing non obedience to those matters which does not allign with individual's belief system and values. (eg) Civil disobedience for upholding Constitutional values of justice, equality. (eg) Shown by Gandhiji during freedom Struggle

Challenge to personal integrity can be justifiable in Civil Services or not

No, It Cannot be justified :→

① Individual's worldview may not in sync with Collective value system → disobedience by Civil Servant not justified. (eg) Not believing in Transgender rights, so not upholding law is wrong.

Candidates must not write on this margin

(2) Law enacted based on Collective Conscience, so Civil disobedience, if against personal Integrity not justified.

Yes, it can be justified →

(1) If law is unjust & not in sync with Constitutional values → civil disobedience.

(eg) Lathicharge on peaceful protesters order by Superiors.

(2) following particular cultural norms against personal norms can be justified.

(3) If the act is in larger interest of Community or human rights. (eg) Edward Snowdan whistle blowing.

for individual's Integrity in sync with Collective morality, ethical training on periodic basis is needed. Mission Karmayogi is good step in this direction.

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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 are State of mind that Comes from inside based on objective experience or Subjective realisation. (eg) emotion of fear after Seeing lion.

[Emotions impacting]

Personal lives
emotion of Anger & violence leading to breaking relationship.

Professional lives
emotion of Anger leading to loosing Self Control
⇓
Poor image

[Primary emotions impacting workplace productivity]

Negative Impacts]:→

① Hatred towards particular Community → Hurdle in objective duties → lower Productivity.

Candidates must not write on this margin

② emotion of fear → not raising voice against wrongdoings → misutilisation of Assets in organisation.

③ Emotion of Sadness → lower input in work leading to poor outcome.

Positive Impacts

① emotion of love & Compassion → leading to Inclusive policies development & implementation → higher productivity.

② Emotions of Courage → raising voice against wrongdoings → effective functioning in organisation.

③ emotions of Calmness & peace → Careful deliberation in function → effective outcome.

Emotional management with Continuous practice & guidence, observational learning leads to inculcation of positive emotions.

Candidates must not write on this margin

(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

Efficiency refers to effective utilisation of inputs to produce maximum output in any work. for example → Technical efficiency like use of gadgets & tools to monitor various welfare measures → (eg) PFMS app.

→ Social efficiency in terms of Relationship management leads to trust in system.

Ethical efficiency → It ensures: →

① Humane angle in administration → leading to Justice delivery (eg) Empathy & Compassion.

② use of Emotional Intelligence → understanding the needs of society → service delivery as per needs.

Candidates must not write on this margin

(3) leads to effective utilisation of resources and prevents misappropriation of funds. (eg) value of integrity & honesty.

(4) ensures just system & prevents spoils system

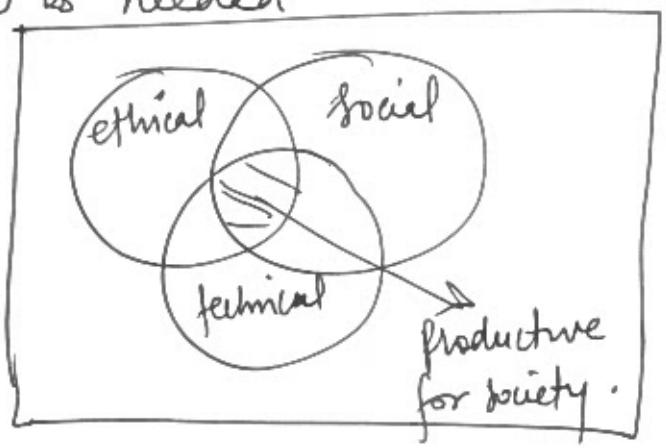
(eg) value of impartiality & neutrality.

Ethical efficiency, technical & social efficiency

Ethical efficiency in sync with Constitutional morality overrides the technical & social efficiency.

(eg) man with sound technical knowledge without ethical values would be efficient in corruption as well.

for maximisation of efficiency, harmony of all 3 is needed.



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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 को 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

The above Quote propagates for single morality (public & personal life) & discards dual morality. Plato also agrees on same by stating → there is no dual morality.

Individual's personal ethics impacting Professional life →

Yes

① man cannot live 2 lives at same time & if it appears so than one is not doing Justice with either of them — Plato.

② value system is result of socialisation practices right from birth. So, Individual with poor work ethics in personal life may show similar trends in Professional life.

Candidates must not write on this margin

③ Examples from past :→

→ Gandhi preached truth & Nonviolence in personal & professional life.

→ Mandela was man of integrity in both personal & public sphere.

No, there exists dual Morality

① In past → Aurangeb was devot muslim & disciplined, moral in personal life but cruel & discriminatory in public life.

→ KC Sen preached Against child marriage ~~again~~ in public life but married his daughter in young age.

② Present → Recent delhi pilot case → professional Conduct but employed 10 yr old girl as domestic Servent.

but, in the end single morality as ascribed by Gandhiji is warranted with Ethical principles imbibed in it to remove Confusion.

Candidates must not write on this margin

(b) अच्छाई जो सही है उसे करने की आंतरिक अनिवार्यताओं का परिणाम है, न कि नैतिक नियमों से उसका स्वीकरण या अपेक्षित परिणामों के रूप में प्राप्त पुरस्कार। क्या आप सहमत हैं? चर्चा कीजिए।

(150 शब्दों में उत्तर दीजिए) 10 अंक

Goodness is the result of internal imperatives to do what is right, not sanctions from moral rules or rewards from expected consequences. Do you agree? Discuss. (Answer in 150 words) 10 Marks

Goodness refers to actions that leads to intended good outcomes or Goodness in character (morality, Ethics, values). It is result of various socialisation pactices & ~~not~~ External mechanisms.

Goodness is result of Internal Imperatives due to various socialisation agents

→ ① Family → values of Empathy & Compassion by mother

→ values of gender sensitive Attitude by father,

→ Respecting elders from Grandparents.

② School

→ exposing biographies of reformers & leaders eg ① Gandhi.

→ activities like Sports leading to team spirit, fearlessity.

Candidates must not write on this margin

(3) Peer group → Shaping life long expectations & value aspirations.

(4) Media → Shaping opinions & ideas, along with Social Continuity tool.

(5) Culture, Religion → values of tolerance, equality.
(eg) Jainism.

but it is also from external Consequences

(1) theory of Reward & punishment right from School age → Attitude formation → Behaviour.

(2) Constitutional values imbibed via Laws & regulation

(3) Social Recognition & Respect of those who do good → attitude towards it.

Overall, the Goodness in individual is result of internal & external factors and both reinforce each other at various Stages of life.

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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 value which means entertaining any idea without accepting it. It is an idea that promotes diversity.

meaning of it:→

This quote signifies importance of tolerance virtue as it encompasses diversity, and signifies the character of individual.

further it says that this virtue is strength as it promotes different viewpoints makes a society more robust & refined and leads to increased debates & discussions on various ideas.

Candidates must not write on this margin

All these acts are due to activeness of mind without involvement of other agents.

Contemporary relevance

→ given the issues of Communal disharmony, hatred, and divisiveness in society, tolerance virtue holds great significance as it makes society more resilient. Case in point → Indian Society vs Middle east nations where tolerance is limited.

further, tolerance virtue can be strengthend via value education & increased debates & discussions.

Candidates must not write on this margin

(b) "समाज की सेवा करना हमारा प्रथम कर्तव्य है, और हमारे द्वारा ऐसा करने के बाद, हम अपनी आत्माओं के उद्धार में पूर्णतः भाग ले सकते हैं।"
(150 शब्दों में उत्तर दीजिए) 10 अंक

"It is our first duty to serve society, and after we have done that, we may attend wholly to the salvation of our souls."
(Answer in 150 words) 10 Marks

The above quotes lays emphasis on societal responsibilities over individual goals.

Our duty is serving society first because →

As Vivekanand said service to mankind is service to god. So, it is ethical to work for welfare of society.

further, according to utilitarian philosophy as well, work for promotion of happiness for society & that will lead to maximum welfare. (eg) Act of Altruism of Mother Terasa, Baba Amte in service of society.

Candidates must not write on this margin

And it is also said that 'Good of one is contained in good of All'. So as individual work for benefit of society, it gives sense of fulfilment & satisfaction as well.

Contemporary Relevance

Current trends of → Individualism,

→ Material gains over ethics

→ Economics over Ethics in Business operations.

→ Increasing tensions among Nations.

⇒ All this need Individuals with morality & leaders with intention of Collective benefit over individual's interests.

India's initiative of ISA (one sun, one world, one earth) in Right direction.

Candidates must not write on this margin

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

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

It is often said that history is full of stories of valour, courage & Rise, fall of dynasties. In same way the peaceful period is time when such events didnot occur or when major event didnot happen.

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Candidates must not write on this margin

5. (a) सिविल सेवा के संदर्भ में नैतिक और गैर–नैतिक मूल्यों के बीच अंतर बताइए। 5 मूल नैतिक मूल्यों की पहचान कीजिए जो किसी भी विभाग की सभी सेवाओं के लिए आधारभूत मूल्यों के रूप में काम कर सकते हैं। कारण बताइए कि क्यों उन मूल्यों को आधारभूत माना जा सकता है। (150 शब्दों में उत्तर दीजिए) 10 अंक

In the context of civil service, distinguish between moral and nonmoral values. Identify 5 basic moral values that can serve as foundational values for all services irrespective of the department. Give reasons why those values can be considered foundational.

(Answer in 150 words) 10 Marks

Civil Service is Steel frame of administration as stated by Sardar Patel.

moral values

→ in sync with Constitutional morality (eg) equality

→ Promotes public welfare (eg) empathy.

→ Promotes effective utilisation & Service delivery (eg) Integrity.

non moral values

→ against Constitutional Principles (eg) discrimination

→ against Public but Promotes Self Interest- (eg) Self Interest.

→ Misallocation of resources for political gains. (eg) loyality towards leaders rather than Constitution.

Candidates must not write on this margin

5 Basic foundational values for all Services

(1) Integrity → doing right thing for right reasons. (eg) Satyendra dubey.

(2) dedication to Service → Commitment beyond duty hours. (eg) Vikram Batra.

(3) Empathy & Compassion → humane aspect in administration. (eg) Poma Tudu, CH DIG officer.

(4) leadership → to deal in crisis situation.
(eg) Kalam.

(5) Emotional Intelligence → reason with Emotions.

Why foundational

- from basis of any system.
- Promotes humanism & trust ↓ Swaraj.
- without them, other values would be useless.
  (eg) Intelligence without integrity is dangerous.

Mission karmayogi for Civil Servants for 360° training is step in right direction.

Candidates must not write on this margin

(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

Ethical governance refers to system where welfare & duties are performed for people in sync with Constitutionalism. Citizen's participation in decision making leads to turning them active participants from passive recipients in governance.

Effective Civic engagement mechanisms → Ethics driven administration

① At policy formulation → for inputs of public → diversity of opinion

eg MyGov.org. in policy making.

② At policy implementation :→ for grievance redressal

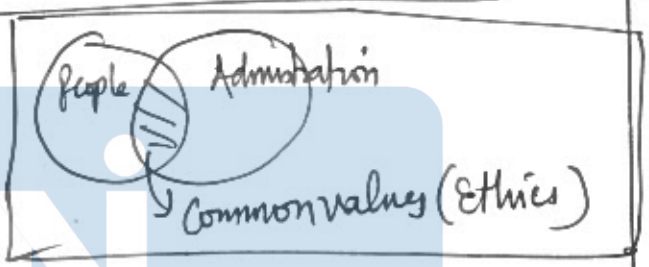
eg Mo Sarkar initiative, ODISHA → for improvement.

Candidates must not write on this margin

(3) At Assessment level → via Social Audit
→ Accountability mechanisms.

(eg) Meghalaya Social Audit law.

All this leads to ethics driven administration as per needs of people.



Mechanisms that Citizens can use for ensuring Ethics

- giving policy inputs
- Complaints & active participation. (eg) CPGRAMS Portal.
- RTI filing
- Social Audit mechanisms via Gram Sabha.
- Social media for Accountability (eg) Twitter.

Civic engagement in Administration leads to promotion of people & inclusion of society.

Candidates must not write on this margin

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

(150 शब्दों में उत्तर दीजिए) 10 अंक

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

(Answer in 150 words) 10 Marks

Social Schemes like Beti Bachao, Beti Pathao are not only welfare measure but also gender empowerment measure & their effective implementation is key for desired change.

Steps that can be taken for effective implementation:

① Persuasion → via awareness Campaigns-

→ via NGOs, CSOs for their effective pushupation.

→ use of leaders & emotional appeal in such schemes.

Candidates must not write on this margin

(2) Little force :→ threat of withdrawal of benefits from other Schemes.

→ making default rules as opting for Schemes.

(3) making Schemes names Catchy hitting mental nodes.

(4) Incentivise via Reward & Punishment mechanism.

However force Can be effective only to a limited extent as it may lead to

- resentment among Public
- → may feel like imposition of measures.
- → may lead to trust erosion.

So, for effective implementation, mix of logos, pathos & ethos as per Aristotle philosophy is needed.

Candidates must not write on this margin

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

Ultimately foreign policy of every country hinges upon the strength which the nation possesses. Strength may be military or financial and may be also...moral." Do you think ethical strength without military or financial muscle will be respected in today's world? Explain your position.
(Answer in 150 words) 10 Marks

Foreign policy of any nation is guided by national interests and is mix of Hard and Soft power (including moral force).

Ethical Strength without military or financial muscle

Can be respected :→ based on idea of equity and morality - (eg) Bhutan's environmental ethics is well appreciated.

→ as it promotes common good & promotes peace & Conservation.

(eg) Island nation's Continuous persistance for environmental Conservation → formation of Loss & damage fund.

Candidates must not write on this margin

Cannot be respected :→

→ without hard power, moral power may remain weak & ineffective.

→ puts limitation in term of resources to deal with issues on ethical Basis.

(eg) LDCs dependent on UN for environmental aid.

→ Territorial Sovereignity can be violated.

(eg) Ukraine - Russia Crisis, USA invasion of middle east.

→ Strong & mighty Countries may exploit the weak nature (eg) Cold war time period.

However, for Sustainable future, morality in International Ethics in Sync with Vasudev kutumbkam philosphy is need of hour.

Candidates must not write on this margin

खण्ड–B / Section–B

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

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

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

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

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

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

(d) शहरी क्षेत्रों में अवैध मलिन बस्तियों और अतिक्रमण से निपटने के लिए व्यवहार्य समाधान सुझाएँ।

(250 शब्दों में उत्तर दीजिए) 20 अंक

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

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

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

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

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

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

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

(Answer in 250 words) 20 marks

Candidates must not write on this margin

As per census 2011 data, there are nearly 65 mn slum population residing in cities in India & even World Bank called India's urbanisation as 'messy urbanisation'.

(A) Various Conflicts in above Situation

(1) Collective Conscience (eviction of slum dwellers) vs personal Conscience (Inhumane action)

(2) objectivity & Impartiality (Illegal Slums, so objective decision as per law) vs Empathy (at personal level)

(3) development vs human rights
↓
urbanisation in planned manner
(of pavement dwellers & Slum area people)

(4) upholding law of land vs individual rights (where they would go)
(as per legal norms)
ie → Utilitarian vs deontological

Candidates must not write on this margin

(B) Can an administrator Compromise on Impartiality for empathy :-

Impartiality is cornerstone value in administration as it leads to effective utilisation of Resources, taking decision based on merit and objective Analysis.

Whereas, Empathy looks at humane aspect of administration leads to trust in System.

So Both are Instrumental in administrating Justice to Society and Complement each other.

So, in Situation of conflict, applying Constitutional principles, which would take care of Impartiality & Empathy, would be needed.

In present Case, both Can be

Candidates must not write on this margin

reconciled by eviction of people from Slum areas but simultenous ~~Rehabilitation~~ Rehabilitation of those people under goverment Schemes like PM awas Yojana.

(C) Option available in front of me :→

(1) Not following eviction oder as it is against my individual morality.

(2) following orders from administration leading to eviction → upholding law over morality.

(3) following orders but giving them enough time along with inclusion of beneficies under goverment welfare programmes → reconciliation of official duties along with individual morality.

Candidates must no write on this margi

(d) Viable solutions for tackling illegal Slums / & encroachments :→

(*) Preventive measures :→

→ Urban planning mechanisms with Sustainability.

→ Social welfare measures in place for vulnerable in form of Housing.

(*) Curative measures :→

→ Slum rehabilitation plans.

(eg) JAGA mission, Odisha

→ Slum proofing after eviction using technology like geotagging.

→ fixing Accountability of officials.

efforts ~~fitc~~ from all Stakeholders are needed to ensure Sustainable urban Infrastructure along with Inclusive growth.

Candidates must not write on this margin

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

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

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

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

(b) क्या आपको लगता है कि कल्याणकारी योजना से संबंधित धोखाधड़ी को रोकने के लिए डेटा गोपनीयता का उल्लंघन उचित है? अगर हाँ तो क्यों, अगर नहीं तो क्यों नहीं?

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

(d) क्या ऐसी धोखाधड़ी को रोकने का कोई तरीका या साधन हैं? अपना सुझाव दीजिये।

(250 शब्दों में उत्तर दीजिए) 20 अंक

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

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

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

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

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

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

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

(Answer in 250 words) 20 marks

Candidates must not write on this margin

Above case pertains to systematic leakages in form of collusive corruption leading to misappropriation of funds. (eg) Recently, 1300 crore funds transfered to wrong beneficiaries under PM KISAN – RTI revealed.

(A)

Issues involved in case

(1) Personal interests vs professional duties
(by families & officials) (by officials)

(2) data privacy (individual rights)
vs
welfare policies (collective welfare)

(3) Economics vs Ethics
(material gain by families) (principles of integrity)

(4) Short term temptations vs long term consequences
(to fulfill material fulfil(ment)) (guilt, remorse)

(5) Personal intents vs law of land
(corruption)

Candidates must not write on this margin

(B) **Data privacy violation for welfare**

Justified :→ Promotes Collective welfare

→ follows utilitarianism (maximising happiness)

→ ensures justice by punishing wrongdoers & excluding wrong beneficaries

Not justified :→

→ uses humans as means to achieve end. (against Kant's Categorical Imperative — human as Kingdom of ends)

→ may infringe privacy & personal info. → inner turmoil & misuse.

→ unjust path does not lead to just outcome (in absence of law of data protection)

Candidates must not write on this margin

(C) Reasons for such welfare frauds

(1) Collusive Corruption → officials Collusion with citizens.

(2) Low risk – high Reward → due to lack of systemas in place to put check.

(3) Coercive corruption → when political - Administration nexus operates together.

(4) Ethics point of view :→

→ diluting moral fibre in society ;

→ Relative deprivation due to aspirations explosion.

→ Instant gratification by possessing material wealth.

(D) Ways to prevent such frauds :→

Candidates must not write on this margin

External mechanisms →

→ merging all data at one place along with having strong data protection laws for preventing misuse of data.

→ use of Blockchain technology for integrity of data records. (Eg) Karnataka land portal.

→ fixing Accountablity of officials with Zero tolerance.

→ Citizen Sensitization

→ use of e-technology for promoting transparency.

Internal

→ Ethical value education from School level;

→ Sensitization training to officials

→ devotion to duty principle (Vivekananda)

Preventing leakages & systematic mechanisms needed for Sabka Sath, Sabka vikas.

Candidates must not write on this margin

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

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

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

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

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

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

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

(d) क्या आपको लगता है कि कभी–कभी विकास की कीमत पर पर्यावरण संबंधी विचारों को अधिक महत्त्व दिया जाता है?

(250 शब्दों में उत्तर दीजिए) 20 अंक

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

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

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

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

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

(b) What are the options available to you?

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

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

(Answer in 250 words) 20 marks

Candidates must not write on this margin

Frauds in preperation of EIA reports is not new and has been highlighted in past as well. (eg) Buxawaha Coal mine project protest by locals due to distorted EIA report by Project Porponants.

(A) **issues & value violation**

(1) Fraudulent report by Consulting firm.
↓
values of fairness, justice violated.

(2) department ignorance towards it
↓
values of Impartiality & objectivity violated.

(3) economics over environment
↓
values of Compassion & equal rights violated

(4) massive potential environmental Consequences
↓
values of Sustainable development
ie- compromising rights of future generations.

Candidates must not write on this margin

(b) & (c) options available & Analysis

(1) doing usual job & ignoring the EIA expert

+ve

→ Smooth implementation of Projects → fulfillment of tasks.

→ personal growth in Career → Career advancements.

-ve

→ against professional ethics

→ violation of kant's principle → duty for sake of duty.

→ Selfish act is immoral - Vivekananda.

(2) taking report to higher Authorities

+ve

→ would lead to upholding values of objectivity & impartiality.

→ Sense of satisfaction as decision in sync with Constitutional morality

-ve

→ may lead to delay in achieving targets

→ may lose his job due to hyperactivist approach

Candidates must not write on this margin

I would choose option (2) because it is

(1) In Sync with my professional ethics & Constitutional oath.

(2) promotes utilitarian principle → maximising happiness

(3) uphold values of objectivity, fairness & justice

(4) In Sync with my morality & education.

(D) Environmental Considerations overrated or not

Yes →

⇒ Environmental activism by NGOs leading to halting developmental activities

(eg) greenpeace International Case.

⇒ Overambitious & exaggerated targets of environmental degradation by institutes.

⇒ fear mongering for vested interests in some cases.

Candidates must not write on this margin

No

⇒ developmental projects at times leads to environmental degradation.

(eg) Joshimath land subsidence.

⇒ deforestation for development ⇒ flooding in downstream areas

⇒ development overriding interests of tribals & environment → displacement.

For effective & sustainable development, EIA reports along with SIA assessment (social impact) has to be done before projects.

Candidates must not write on this margin

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

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

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

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

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

(b) क्या आपको लगता है कि GAMA जैसे कॉर्पोरेट व्यवसायों को व्यावसायिक हितों को आगे बढ़ाते समय अंतर्राष्ट्रीय नैतिकता पर विचार करना चाहिए? अगर हाँ तो क्यों, अगर नहीं तो क्यों नहीं?

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

(d) क्या आपको लगता है कि संवेदनशील प्रौद्योगिकियों का विपणन करने वाली रक्षा क्षेत्र की कंपनियों को उनकी संबंधित सरकारों द्वारा विनियमित किया जाना चाहिए, या विनियमन उनकी उद्यमशीलता और नवाचार ऊर्जा को कम कर सकता है? चर्चा कीजिए।

(250 शब्दों में उत्तर दीजिए) 20 अंक

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

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

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

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

Candidates must no write on this margi

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

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

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

(Answer in 250 words) 20 marks

(A) Ethical issues in Case

(1) Country XYZ :→

→ human right violations
ie - against UNHDR principles;

→ may misuse sensitive technology to further explicit Atrocities.

(2) Country ABC →

→ National Interests above human rights (ie - using Humans as means for end)

→ dominance at Any cost
(ie - violation of Rule Based order)

(3) Company GAMA :→

→ Business Interests over ethical dimensions of Human right violation.

→ Profit over everything else.

Candidates must not write on this margin

(B) Corporates like TATA :→ International ethics in Business interest :→

ND :→

(1) may lead to loosing their business overseas → lower profits

(2) Corporates main motive is profitablity & if laws allowed business, it leads to maximising profits.

(3) Promotes National Interest if Country allows its corporates for same → Regional dominance.

YES

(1) Business without ethics is sin as per Gandhi's philosophy.

(2) Excessive profits via Questionable methods leads to loss of trust in longer terms.

ie → unjust means does not lead to just outcomes.

(3) Promotes rule Based world order & human rights (In this case) → Ethical wealth creation.

Candidates must not write on this margin

(c) CSR extends to International Community

NO →

→ Company guided by legislations of domestic territory, so CSR spendings has to be for domestic territory.

→ May lead to complex mechanisms due to interconnected world & complex supply chains.
ie- dyficult to determine CSR.

YES →

→ Since profits driven from different societies, so, CSR contribution has to be in proportion;

→ promotes Universal Humanism philosophy & Vaisudev kutumbkam by spending CSR in other nations. (eg) Google in India.

→ leads to Ethical wealth creation based on gandhi's idea - profit earned has to be ploughed back in Society.

Candidates must not write on this margin

(D) Regulating defence Sector Companies

NO :→ may lead to excessive regulation, Checks & balances → Stunted growth.

→ may lead to Red tapism & bureaucratic hurdles.

→ Hinders free market economy principle.

YES

→ As it is directly related to human Safty & Security, So accountability is must.

→ Promotes corporate practices in Sync with humanity over profits.

→ helps in Rule Based world order.

Applying International Ethics by Corporates would lead to a Safe & Sustainable world.

Candidates must no write on this margi

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

Candidates must not write on this margin

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

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

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

(b) What are the options available to Mr. Sharma and the CEO?

(c) Do you think the organizational culture of giving freedom to the sales force led to the issue or was the individual's corrupt nature that led to the problem? Discuss.

(d) What ethics mechanisms and steps can the company create and implement to prevent unethical behavior, as mentioned in the case? (Answer in 250 words) 20 marks

The above Case represents Case of 'Collusive Corruption' among government officials & employees of private Company leading to higher Cost to exchequer.

(A) Business & Ethical issues

Business issues →

→ Question on Reputation of Company.

→ may lead to poor work Culture in organisation if it persists.

→ against ethos of organisation.

Candidates must no write on this margi

[Ethical issues] →

→ violation of law by employees (Prevention of Corruption Act)

→ against 'principle of professional Ethics'

→ wastage of Public Resources for ~~public~~ private gains (violation of utilitarian principle).

(B) [option available]

(1) Let it go unnoticed → as only few are involved and making it public may lead to blacklisting of Company → loss in profit.

(2) Stern action against them → Sets example for others and promotes ethical work culture.

(3) Action against employees along with informing government about same → Shows honesty & objectivity in actions → ensuring public welfare in longer terms.

Candidates must not write on this margin

(C) Who is responsible - [organisational Culture or Individual's corrupt nature] ?

→ Responsibility lies with organisation for any wrongdoings happening under its name.

→ In this case since only 3 are involved, it is Not organisational Culture but- Individual's Corrupt nature because :→

→ informal reports by other employees

→ flexible organisational Culture promotes Autonomy & discretion → effectiveness if acted in sync with laws.

So, here, Individual's corrupt nature facilitated by discretion & autonomy led to this issue -

(D) Ethical mechanisms that the Company can take :→

① Sensitization training of Employees on

Candidates must not write on this margin

periodic Basis'

② Clearly stating organisational ethos to employees with clear goals to be achieved.

③ hiring employes whose ideology is in sync with organisational ethos.

④ Zero tolerance policy towards those who breaks the norms & Rewarding employees based on good performance.

⑤ good mix of autonomy and rules to balance both teleological and deontological approach.

In longer term, Good work culture and organisational ethos in sync with Constitutional values is sustainable.

Candidates must not write on this margin

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

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

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

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

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

प्रबंधन को आश्चर्य हुआ, सर्कुलर के एक सप्ताह बाद, यूनियन ने अचानक हड़ताल का आह्वान किया और एनजीओ की गतिविधियाँ जारी रहने पर काम बंद रखने की धमकी दी। कार्यकर्ताओं का मानना था कि रश्मि का अभियान महिलाओं के दिमाग को भ्रष्ट कर रहा है और उनकी परंपराओं का अनादर कर रहा है। आक्रामक प्रतिक्रिया को देखते हुए कंपनी प्रबंधन ने एनजीओ की गतिविधियों को रोककर श्रमिकों को शांत करने की कोशिश की। रश्मि ने समुदाय के प्रति अपनी सामाजिक जिम्मेदारी पर प्रकाश डालकर प्रबंधन को समझाने की कोशिश की। लेकिन प्रबंधन ने दो टूक जवाब दिया कि हर सामाजिक समस्या उनकी नैतिक जिम्मेदारी नहीं है। रश्मि प्रबंधन के फैसले से निराश थी और सोच रही थी कि कंपनी को अपने अभियानों में कैसे शामिल किया जाए।

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

(b) आपको क्या लगता है रश्मि को क्या करना चाहिए? क्या रश्मि के लिए स्थानीय प्रशासन को शामिल करना अच्छा विचार होगा? कार्यान्वयन योग्य कार्यवाही का सुझाव दीजिए।

(c) क्या आपको लगता है कि कंपनियों को उस क्षेत्र की सामाजिक समस्याओं के लिए भी जिम्मेदारी स्वीकार करनी चाहिए जहाँ वे अपना कार्य करती हैं? अगर हाँ तो क्यों, अगर नहीं तो क्यों नहीं?

(d) श्रमिक संघ की इतनी आक्रामक प्रतिक्रिया के क्या कारण हो सकते हैं? आपके अनुसार रश्मि को कर्मचारी संघ को कैसे संभालना चाहिए?

(250 शब्दों में उत्तर दीजिए) 20 अंक

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

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

Candidates must not write on this margin

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

(A) Issues Involved in the Case] :→

① girls in district :→

→ early child marriage against law of land (ie - 18 yr girls)

→ violation of human rights due to early marriage.

→ negative impact on health → high MMR rate (eg) - violation of A 21.

Candidates must not write on this margin

② Rashmi AND :→

Societal Responsibilities vs personal Safety

③ Company :→

→ Business operations vs Social responsibilities

→ profit motive vs altruism

Ⓑ [Rashmi's action] → It has to be based on existing Realities of situation where locals are hostile and threat to her safety as well. So, She has to balance both – Social Responsibilities & personal safety while moving forward.

[her Course of Action]

① approach to local administration → for providing security citing recent incident.

② once security is ensured, She can

Candidates must no write on this margi

Proceed further with her work by talking with girls in districts who have escaped child marriage.

③ then she can approach management of Company to persuade them for workshops.

- emotional appeal
- giving logic & facts
- realising them their moral responsibility

④ Sensitizing workers that any action against Kashmiri may lead to termination of job & lawful action by Police.

(c) Companies to accept Social Responsibility or not

NO

→ fundamental motive is profit in sync with law of land.

→ Social responsibilities may divert resources & may cause social resentment (in this case)

Candidates must not write on this margin

Yes

① Ethical Wealth Creation → by Investing in social issues, it leads to Brand promotion as well. (eg) TATA group in Education.

② Gandhi's Trusteeship principle → Wealth created from society have to be ploughed back in Society.

③ Sustainable development via CSR activities.

(D) Reason for Aggressive Behaviour of union :→

→ Rigid Attitude towards social norms

→ Patriarchal mindset in region.

→ Economic poverty → early child marriage means lower expenses.

→ union workers are also part of Society.

Candidates must not write on this margin

Rashmi handling workers union :→

(1) mild fear appeal → as child marriage is illegal & againt law.

(2) logics & facts → how it leads to intergenerational & intragenerational inequity.

(3) with help of community leaders & local representatives → for creating trust.

(4) Showing examples of girls who have escaped child marriage.

Overall, child marriage is menace on society & has to be dealt with Zero tolerance, Empowerment & education of girls, Behaviour change via Attitude formation.

Candidates must not write on this margin

Space for Rough Work

Candidates must not write on this margin

Space for Rough Work