S.G.J.M

NEXT IAS

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Roll No. :

Registration Number : PTTP 221173 **Date of Examination :** 31/7/23

Exam Centre : Old Rajinder Nagar ☑ Bhopal ☐ Online ☐

Test - 4

Code : TC074

MTS IGP Batch 2023

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SUBJECT/PAPER
GENERAL STUDIES

Invigilator's Sign. : .....


NEXT
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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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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

In a developing country like India, which is a welfare state, the role of Public servants in efficient delivery of welfarism becomes very important. And they have to adhere to the values of constitution, laws & ethical principles in ensuring an efficient service.

According to me, the civil servant to always try to adhere and uphold the constitutional values of equality & justice, follow the law in spirit and listen to his conscience when in an ethical dilemma.

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There is a need of a mix of all the three, because all of them are important and help one in deriving an ethical decision, because -

(i) Constitutional values, defines us as a Nation, & we the people trust in it. Hence ensuring those values becomes crucial. Ex> T.N. Sheshan

(ii) The laws are made to ensure objectivity. & remove partisanship & hence following them becomes important, but in spirit.
Ex> Satyendra Nath Dubey

(iii) The ethical principles one holds helps one when in an ethical dilemma, as laws can't be exhaustive or open for interpretation.
Ex> Armstrong Pane

Hence, the public servant should have a right & positive attitude, a good aptitude & a compassionate nature to serve the citizens.

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

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

"Integrity-based civil disobedience" refers to the disobedience to a certain rule, law or policy because it's against our ethical standards & obligations, and our integrity denies us to follow or accept it.

Civil disobedience, has been the part of our national movement and has become the part of our socio-political culture. And integrity has always been its part.

Integrity refers to our honest & consistent belief of our thoughts & actions. It helps us being perturbed by pressures & stand for what we believe is right

Ex - Satyendra Dubai, led his own disobedience against Road Mafia, because he belived Corruption is a disservice to Nation.

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Yes, I believes, the challenge to the integrity can & is a justifiable cause for responsible disobedience in civil services, because it is the 'Integrity' which defines an honest civil servant. If his integrity is challenged & he doesn't respond to it, then it's open call for corruption & dishonesty.

However, this disobedience has to be responsible, within the framework of law, should follow the All India Civil Services Act, 1951, The All India Services Code of Conduct Rule, 1968 etc.

And such a disobedience is important, because as Samuel Horovitz puts it "Integrity w/o knowledge is weak & useless, but knowledge w/o Integrity is dangerous & dreadfull."

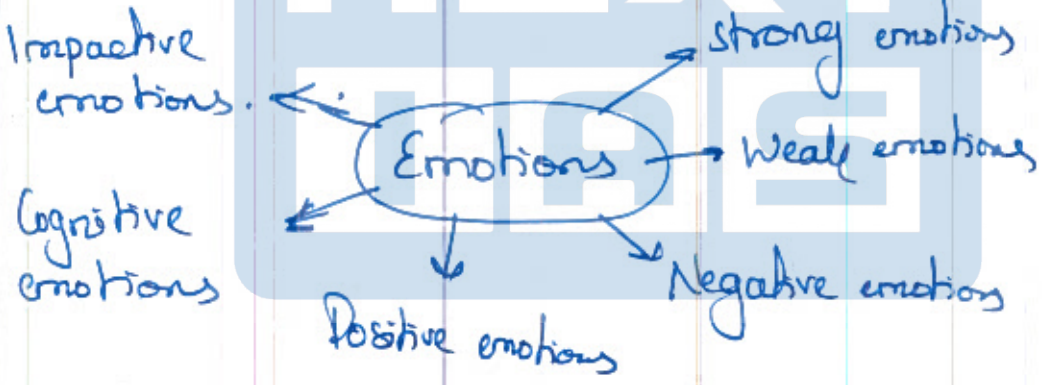
Hence an integrity-based civil disobedience in a knowledgeable civil-service is very crucial.

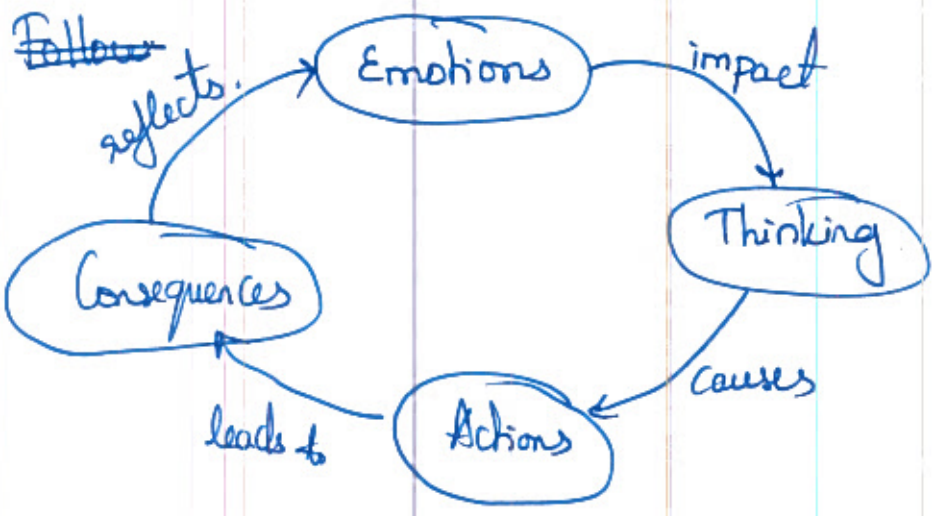
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2. (a) हालिया शोध से पता चला है कि संवेग (भावनाएँ) व्यक्तिगत और व्यावसायिक जीवन को महत्त्वपूर्ण रूप से प्रभावित करते हैं। वे कौन से प्राथमिक संवेग हैं जो कार्यस्थल की उत्पादकता पर नकारात्मक और सकारात्मक प्रभाव डालते हैं? प्रासंगिक उदाहरणों के साथ स्पष्ट 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 the part & parcel of human life. A human with no emotions is not human rather machine. Emotions impact us in our everyday life, having a huge impact over our work, actions, thinking etc. They even impact our personal & professional lives.





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Following are several emotions & there impacts on the workplace productivity —

(i) Emotion of oneness → positive impact.
→ brings the team together.
→ better coordination & execution.
Ex → Project Nili Jhuli — during COVID-19 crises @ Bangargaon.

(ii) Emotion of jealousy → negative impact
→ leads to negative competition.
→ breaks the team, lack of trust.
Ex → The Indian Hockey team as shown in movies Chak de India.

(iii) Emotions of hatred → negative impact
→ poor co-ordination
→ division of groups at workplace.
Ex → The larger political culture, divided on lines of caste, ethnicity, lang. region etc.

(iv) Emotions of love → positive impact
→ Sympathy & compassion for each other.
→ on-time delivery of projects.
Ex → ISRO. Mars mission team.

Hence, the need of hour is a strong Emotional Intelligence, which helps one to manage ones own emotions & those of others.

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

(150 शब्दों में उत्तर दीजिए) 10 अंक

Technical efficiency ensures resource utilization and social efficiency ensures fulfillment of social needs, what does ethical efficiency ensure? Do you think ethical efficiency is more important than technical and social efficiency? Why/Why not? (Answer in 150 words) 10 Marks

Just as technical efficiency ensures resource utilization & social efficiency ensures fulfillment of social needs, ethical efficiency ensures an honest, fair, just and trust based governance..

Ethical efficiency becomes very important, even more than technical & social efficiency because —

(i) It helps build trust in people for the administration.

(ii) It builds the bridge between people & administration. ↓ ivory tower bureaucracy syndrome

(iii) ensures a transparent governance.

(iv) reduces corruption..

Candidates must not write on this margin

(v) empowers citizenry by public participation

(vi) as seen non-partisan & impartial, ensuring Equality Art 14

(vii) an integrity bound governance ensures the proper use of resources.

(viii) Technical efficiency is employed only when the administration is ethical & has good intensions → to save.

(ix) Social efficiency works only when the ethical efficiency sees that every section of society & their needs are equal.

Hence, ethical efficiency along with technical & social efficiency are compliment to each other..

Ex Sreedharan - Metro Man of India

Technical efficiency → technically sound metro.

Social efficiency → understanding need of society

Ethical efficiency → used both of the above to deliver it on time. &

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

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

The above quote by Gandhi highlight his ends & means relationship on a larger perspective. He believes we live an integrate life, where what we do in one department has conscious or sub-conscious effect on the other.

Yes, an individual's personal ethics impacts his professional life as well.. For example, if one is dishonest & unethical about the ways he ~~earns~~ earns money, then he is bound to be similar in whatever profession he does.

Candidates must not write on this margin

Ex> Police officer → personally don't respect poors, no value to human life, values, professionally → corrupt, nexus with criminals

Our doings will always have an impact on our conscience & builds our attitude. They subconsciously impact our belief system and which will intern reflect in our actions in all areas of life. Hence it becomes tough to compartmentalize the ethical impact of personal & professional life.

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

(150 शब्दों में उत्तर दीजिए) 10 अंक

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

There are three reasons for which somebody performs an action or don't, they are —

(i) it is sanctioned by the law.

(ii) one expects a reward by doing or not doing

(iii) one believes he should or should not do without expecting anything.

And it is the ~~1~~ 3rd reason, which brings out goodness. Most of the philosophical thinkers believe man is 'selfish' & atomistic individual i.e 'abstract individualism' and as Jeremy Benthom say they are 'Utilitarian' by nature. But however, there do exists certain reason within us, guided by our conscience, which demands for 'goodness'.

Candidates must not write on this margin

Where we act out of our internal imperative to do what is right.

Eg: I pickup a plastic bottle whenever I'm walking in garden to put it in dustbin.

→ This act of mine, isn't in expectation of any reward or there is a law to do so, but instead I believe its right & I'm inspired by the 'Swatch Bharat'.

Such a 'goodness', though can be seen as an utilitarian act, as it helps me to feel good about myself, but when seen at the larger perspective it is the call of my belief systems..

Hence, the need of hour is such an ethical belief system, which brings out the goodness in all of us, so as to move towards a civilised society.

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निम्नलिखित उद्धरणों का अर्थ स्पष्ट कीजिए तथा उनकी समसामयिक प्रासंगिकता पर चर्चा कीजिए।
Explain the meaning of the following quotations and discuss their contemporary relevance.

4. (a) "सहिष्णुता विशुद्ध रूप से चित्त का कार्य है। यही सद्गुण का सार है। सहिष्णु होना एक ताकत है।"
(150 शब्दों में उत्तर दीजिए) 10 अंक

"To tolerate is purely an act of the mind. That is the essence of virtue. To tolerate is a strength."
(Answer in 150 words) 10 Marks

The above quote highlight the significance of toleration. It tells that tolerance is more of an act of mind & it is a virtue..

Tolerance, has indeed become an essential virtue in the current times, where society is seen to be impatient with a fast moving life and an increased polarisation, fueled by an abundance of misinformation, disinformation & fake news.

Tolerance has been the part of the Indian identity since civilizational times. We have stood as a nation together, ~~bec~~ even having the most diverse culture, is because of our toleration..

Candidates must not write on this margin

To tolerate, we need courage & strength, as Gandhi put is 'non-violence is not a weapon of weak. It needs a ~~str~~ great courage & character of strength'.

Having tolerance is a real virtue, especially for a civil servant, who has to face & handle the diversity & conflicting interests of people. He needs to be patient & objective to make decions.

It is the virtue of tolerance, that keeps one stable emotionally & let them think objectively. Tolerance doesn't mean susephible, rather it highlights one's strength.

Candidates must not write on this margin

4. (b) "सामाज 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

'Man is a zoon politicon,' i.e he is a social animal, who finds happiness in the participation of the working of the society & such a participation is a virtue said the great Greek philosopher Aristotle.

The entire western philosophical thought can be divided in two, those who see human as being a part of society, who care for society & think about others, while liberals have always seen him as an atomistic, abstract individual, but they also believe he is a part of society. And it plays an important role in one's life.

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Aristotle said, the one who stays out of state is either beast or god. Hence society becomes important & we have to serve that society.

It becomes our first duty to serve the society because as per 'Rosseau's 'General Will', people find their interest served, while serving the common interest.

Even the communitarians like Michael Walzes, hold that being a part of the community, one has to put community interest over individual's as it is for the greater and everyone's good.

Only when we serve the society, we can wholly attend to the salvation of our own selves.

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

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

'History is written by victors' - when this quote tells that history will be written only when there exists victors and losers. So when there is peace, nobody writes history hence we can says the periods of peace are the empty pages in the history books.

Our study of history has been mostly revolved around the great wars, the revolutions, the upheavls etc. It is the collection of these significant events as they are noteworthy, but the times of peace, which people acctually cause don't make it to the pages of history books. From war of 30 kings to the World Wars, our history is the stories of wars.

Candidates must not write on this margin

However, the contemporary archeological history has also dwelled into other aspects bringing us the history of civilization, people's lives, their culture, tradition etc.

But, history has always been the record of upheavals and changes. And it is also true that 'Change is the only constant', hence changes always happen & they keep up with the history.

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

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

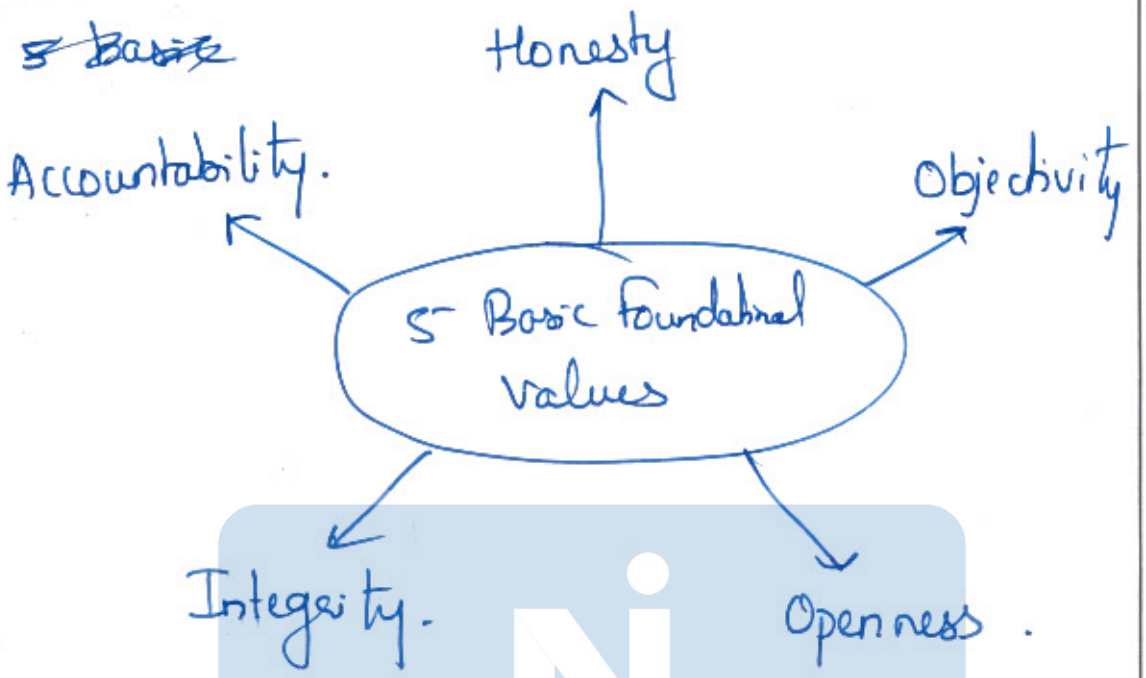
(Answer in 150 words) 10 Marks

The moral & ethical standards of the civil services define the kind & quality of services it delivers. Hence such values become cardinal for civil services.

Moral Values	Non-Moral values
(i) They are ethical	i) Un-ethical
(ii) are usually in the interest of public	(ii) Selfish interests.
(iii) leads to efficient & fair services	(iii) inefficient & corrupt services.
(iv) honesty, Integrity, Transparency	Eg Corrupt, Opaque, Highhandedness, Partisan

Candidates must not write on this margin

~~5 Basic~~



These are can be considered foundational :-

(i) Honesty → w/o honesty, ill intensions will drive decision making, working against public interest.

(ii) Integrity → helps one face ethical dilemmas of public admn.

(iii) Objectivity → removes arbitrariness & helps being impartial

(iv) Openess → ensure transparency & people's participation

(v) Accountability → builds trusts

Candidates must not write on this margin

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

(150 शब्दों में उत्तर दीजिए) 10 अंक

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

(Answer in 150 words) 10 Marks

'Democracy is contemplates that there exists extraordinary power in the ordinary people' — Henry Fosdick.

Democracy, the rule of people can only ensure a good & ethical governance when people be part of the governance and not the subjects of governance.

How civic-engagement leads to ethics-driven administration

- Transparent
  - Eg Jan Soochna Portal Rajasthan
- Accountability
  - Eg Social audits in MGNREGA.
- better utilisation of resources
  - Eg Ralegaon Siddi Village.
- people's satisfaction
- Building trust bridge between ppl & administration
  - → ↓ ivory tower bureaucracy syndrome

Candidates must not write on this margin

Following mechanism can be used by citizens to ensuring ethics in governance —

(i) Social Audits
Eg As done in Meghalaya & Mizoram.

(ii) legal backing to Citizen Charter.
→ So that people know what to expect.

(iii) Use of Right to Information
→ to hold official accountable.

(iv) recourse & demand to a public grievance redressal system.

(v) the help of the local political leaders.

(vi) Inviting public officials to spend nights at villages, so they experience real problem.

Hence, people make the governance ethical, by participating in it. If they stay away from it then governance stays away from them.

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

"Covenants without swords are mere words'
—Hobbes.

The Nudge theory & social behavioural change tries to impact the belief of people & bring about change. And it must emerge voluntarily where people themselves strive towards change

Ex Beti Bachao Beti Padhao.

Economists like Esther Duflo believe it works & yes, it works, but however along with it certain persuasion measures followed with law & fear of punishment is needed.

Ex Even, in case of Beti Bachao, female infanticide is a crime & punishable.

Candidates must not write on this margin

The little use of force for persuasion should be through law & by laws, but not based on discretion & arbitrary decisions of public administrators. Such a measure would have an opposite reaction, building distrust among public.

The advice, counseling & persuasion should also include educating the people, of abt the law that exists & the welfare schemes they can benefit from..

Hence, persuasion along with the backing of law, which can be Aristotle's Golden Mean or Buddha's Madhya Marg is the way forward.

Candidates must not write on this margin

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

"The weak takes what he gets, while the powerful gets what he takes".

This is true even in case of the geo-politics, where the power that a nation possesses, places it in the global order.

A nation's foreign policy is always in pursue of its national interest & it hinges upon its power either military or financial, which we generally call 'hard power'.

But, there is 'soft power' as well, where ethical strength or moral power is a part of it. In today's global world order, it do play a very important role.

Candidates must not write on this margin

Ex → The ethical & moral strength of India, to fight colonialism, made it a leader & a voice of Non-Aligned Movement.

Ex → The ethical stand of India to share it's vaccine during COVID-19, when most powerful developed countries didn't, India was respected by whole world.

Ex → India's concern for its neighbours, its rescue & relief operations in human disasters etc gives it the moral powers.

Yes, it plays a crucial role though not as much as hard power. Hence the need is of developing a 'Comprehensive National Power' which combines both our hard & soft power, including moral power, spiritual power & human powers.

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 सामानुभूति 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

a) The above case study, reflects the following conflict of values –

(i) Right to life v/s Right to development.

(ii) Rural v/s Urban divide

(iii) Right to employment.

(iv) Internal obligation v/s Departmental obligations

– it's inhumane to drive them away

– have to drive them away.

b) Impartiality stands for ensuring that there is no partiality in application of law & that equality before law Art 14. is applied thoroughly.

While Empathy, means feeling sympathetic for someone & understanding their problem by putting yourself in their shoes.

Candidates must not write on this margin

However, in this case, I'm empathetic towards those dwelling on sidewalks, but I can't be impartial with the slum dwellers, by just ~~xxx~~ driving out slum dwellers & leaving the sidewalk encroachers.

Being empathetic can't justify impartiality. Instead we have to find a solution which ensures justice.

(c) Following options are available —

(i) Encroachers of both sidewalk & slum dwellers should be driven away

(ii) Let be the encroachers of sidewalk & only concentrate on slum dwellers as the former are more vulnerable.

Candidates must not write on this margin

(iii) Shift encroachers of sidewalk to the slums temporarily, ~~conduct a~~ as they are more vulnerable. Conduct a survey & find an alternate solutions.

(d) Following can be the alternate solutions -

(i) 1st step should be to conduct a census of the slum, so as to understand the size of problem we facing.

(ii) Try to legalise or regularise the area or find an alternate land where they can be shifted.

(iii) Build proper housing societies, with proper urban amenities of water, electricity, health & sanitation.

(iv) Try to ensure the industrial corridor spreads, so as to decongest a single city.

Candidates must not write on this margin

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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?

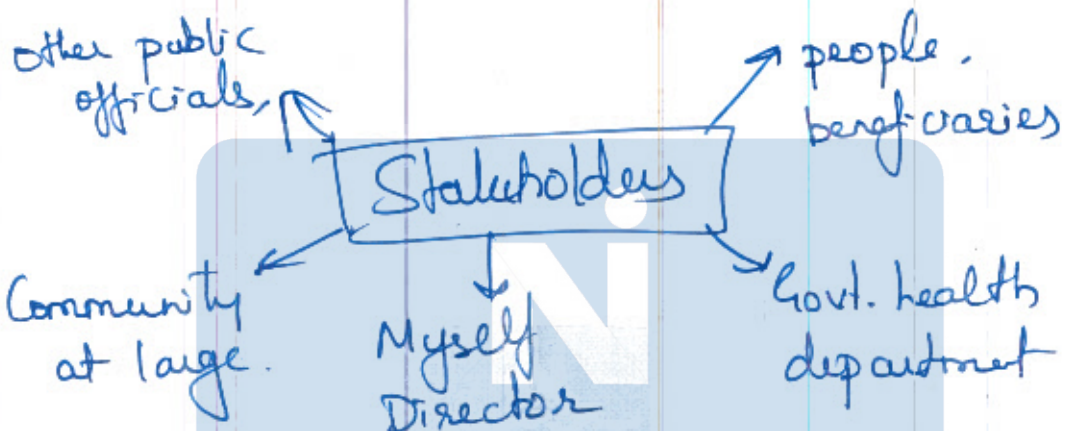
(c) What, according to you, can be the reasons for such welfare frauds happening in the country?

(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

The above case study deals with the importance of ensuring a fair, efficient, targeted delivery of welfare measures and the issues involved with it.



(a) Following are the issues involved in the case -

(i) Right to welfare measures.
- Indian being a welfare state.
- Part IV DPSPs.

(ii) Right to health, safe & healthy motherhood.

(iii) The fraud, diversion of funds, corruption

(iv) Data privacy issues.
→ Right to Privacy - Shreya Singhal case

Candidates must not write on this margin

(b) 'Data is the new oil'. With the use of Big Data & Data Science, the quality of governance has improved, we have been able to improve policy formulation & policy implementation. The delivery of services has been target, efficient and productive. Hence Data is playing an important role.

However, The right to data privacy is also a concern. There is a need of a balanced approach in delivery of welfarism & data privacy.

→ I think it's not justified to violate data privacy because it's a fundamental right, can be misused.

→ But Govt. can use the Meta Data of the citizens to extrapolate the data & prevent such frauds.

Candidates must not write on this margin

(c) Following can be the reasons for such welfare frauds happening —

(i) Corruption — by both citizens & the public officials —

(ii) poor morals → taking away someone needy person's welfare.

(iii) lack of employment & poverty → induces the greed to accumulate welfare.

(iv) poor accountability → lack of audits & reviews to prevent frauds.

(v) poor transparency → lack of information to the beneficiary leads to diversion of welfare.

(vi) poor governance → lack of an integrated data management, leading to inclusion & exclusion errors,

→ The need is of an integrated approach, with the help of technology & data managet

Candidates must not write on this margin

(d) Following can be ways to prevent fraud—

(i) proper communication about welfare to the beneficiaries.

(ii) Increased responsibility in hands of PRIs so that role & power of public officials is reduced.

(iii) Involvement of SHGs & NGOs in identifying beneficiaries.

(iv) They can act as watchdogs as well.

(v) Social audits in the schemes, provided with legal backing (Ex) Meghalaya & Mizoram.

(vi) People's participation in the scheme implementation (Ex) Project Nili Jhuli during COVID-19 in Bongaigaon.

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 हुईं और मानदंडों के अनुसार निविदाएँ आवंटित की गईं। यह सब अत्यंत तीव्र गति से हुआ। आपको आश्चर्य हुआ, इतनी जल्दी क्यों? लेकिन यह आपके सोचने और सवाल करने की जगह नहीं थी; आप चुपचाप अपना काम करते रहे।

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

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

(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

a) The issues and the value violations noticed in above case are —

(i) Development v/s Environment.

(ii) Right to clean & sustainable environment. — Art 21 (Right to life).

(iii) Rule of law & Due process of law violated.

(iv) Corruption.

(v) Partisaned ~~&~~ for towards a party.

(vi) Test of loyalty → Truth v/s Loyalty i.e self ethical obligation v/s the order of the senior.

(vii)

b) Following options are available to me —

(i) to listen to my head and just overlook the problems.

(ii) raise the issue with the Head again & make him realise of the consequent problems.

Candidates must not write on this margin

(iii) whistle blow the issue to media & civil society.

(iv) raise the issue with my super seniors.

(c) In option 1.

Advantages	Disadvantages
(i) respecting the seniors orders.	(i) Disservice to the public
(ii) In his good books.	(ii) Guilt of the conscience.
(iii) No more responsibility or extra work.	(iii) Indirect part of the corruption

In option 2

Advantages	Disadvantages
(i) Utmost duty to service → Nishkarma	(i) bad books of the senior.
(ii) protecting environment	(ii) delay the development
(iii) Sustainable development	(iii) missing department revenue target.
(iv) Adhere rule of law & the due process.	

Candidates must not write on this margin

In option (3)

Advantages	Disadvantages
(i) May result into proper auditing	(i) Against the Civil services code of conduct.
(ii) Environment awareness & protection.	
(iii) Stop a illicit bidding	

In option (4)

Advantages	Disadvantages
(i) May help in setting things right.	(i) out of order of hierarchy & subordination
(ii) a proper bidding & fair bidding	(ii) loss of loyalty to my head.
(iii) a proper EIA.	

⇒ I would take the 2nd option & try to pursue my head, by making him realise how bigger a problem it may become in future if the shoddy EIA & unfair bidding process is exposed.

Candidates must not write on this margin

(d) Yes, Sometimes the environmental considerations are overlooked for development. This is But, it's not true that they are over-rated at the cost of development. Because, I believe development & environment are the 2 faces of the same coin.

As Gandhiji held, there is enough for everybody's need but not for somebody's greed. Environment degradation is one of the most dreadful challenge to human kind & with increasing climate change & global warming, conserving it becomes very important.

Sustainable development is the way forward for us to achieve all the Sustainable development goals (SDG) by 2030.

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 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।

(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 not write on this margin

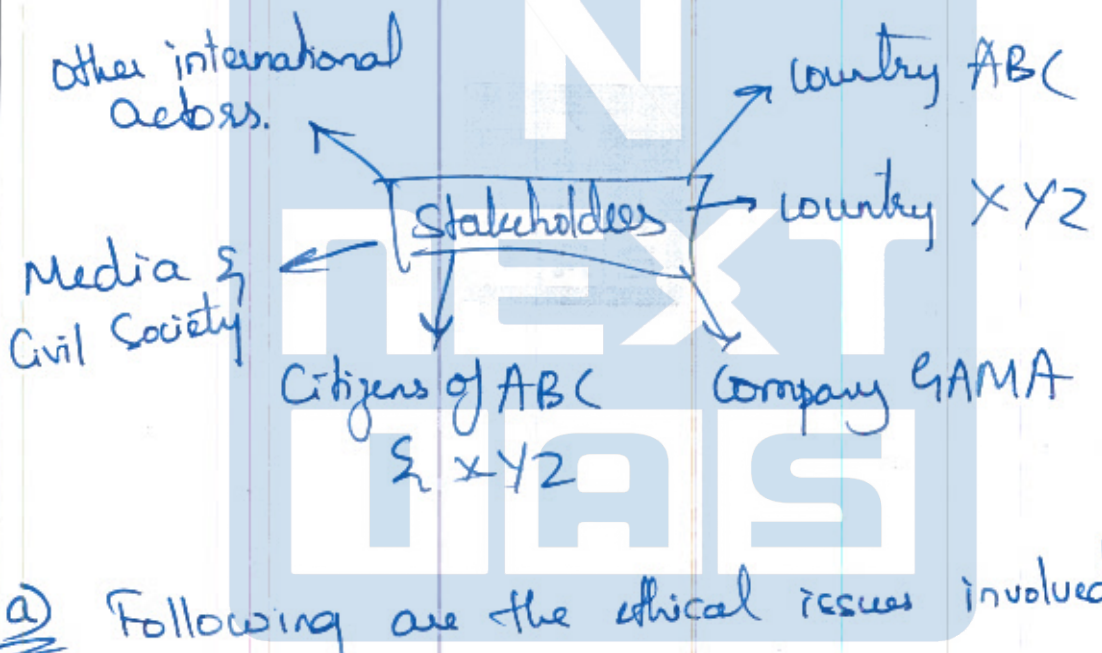
(b) Do you think corporate businesses such as GAMA must consider international ethics while pursuing business interests? Why/why not?

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

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

(Answer in 250 words) 20 marks

The above case study deals with the issues of international relations, pursuing national interest, & geo-political economy.



a) Following are the ethical issues involved-

(i) Human Rights violation.

(ii) Right to life → Art 21.

(iii) National Interest v/s humanity.

(iv) Business & development v/s Rights & Security of Minorities

Candidates must not write on this margin

(v) Democracy v/s Totalitarianism.

(vi) Use of technology for harm of humanity.

"Science without Humanity" is a Sin
— M.K. Gandhi.

(b) Ideally, a company like GAMA should consider international ethics while pursuing business interests, because -

(i) it reflects what the company stands for.

(ii) it may show itself in bad light.

(iii) may lose business from others, who don't stand for what GAMA is doing.

Eg Several Russian Banks & MNCs have lost business in Europe because of their support to Russian Military Action.

However, these companies can also be said to be right to do so, when the National interest of their own country is being pursued.

Candidates must not write on this margin

c) Yes, I believe the corporate social responsibility extends beyond one's immediate community to the international community as —

(i) The world has become smaller, virtue of globalisation.

(ii) the ethical values transcend country, region, community over to humanity as Immanuel Kant's categorical imperative 'Equal moral worth of all humans'

(iii) The companies' are having transboundary operations & are a part of global supply chain & hence a part of globe at large.

(iv) Ex Infosys, Wipro, ISKON, etc provided shelter & food to refugees of Ukraine conflict, though being Indians.

Candidates must not write on this margin

d) Acc to Petersmann, an international economist lawyer, "In a neo-liberal free economic market, the invisible hand of free market economy should be complemented with the visible hand of law'.

→ This is true especially interms of the sensitive tech being exported, as it's a double edged sword & can be misused.

→ Hence a certain amount of government regulation is necessary as -

(i) protects the Human rights

(ii) helps in pursuing National interest.

(iii) helps keeping competitors at bay

Ex> USA's ban on China getting hand on semi-conductor & chips tech.

Candidates must not write on this margin

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।

(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 study deals with several issues involving the greed, immorality & ethical dilemmas..

a)

Ethical issues involved	Business issues involved
(i) Corruption.	(i) Profit motive over ethical business.
(ii) Unholy nexus between private-public officials.	(ii) The Laissez Faire, free market competitiveness
(iii) Lack of accountability.	(iii) The incentive of higher commissions based on sales.
(iv) poor respect for bigger public interest.	(iv) Burden on taxpayers
(v) Selfishness.	
(vi) Higher expenditure on Health	

Candidates must not write on this margin

b) Following options are available to Mr Sharma –

(i) He can overlook the problems & brush everything under carpet.

+ve → good profits for the company.

-ve → against corporate ethical standards, illegal, chance of being caught, others may also do same

(ii) He can confront the 3 salesman, reprimand them, remove from job, but not report it to government.

+ve → faced the problems, took out unethical workers, set example for others.

-ve → still unethical & illegal.

(iii) He can come clean, report it to govern mt & remove 3 salesman from job.

+ve → upheld ethical standards,

-ve → may face legal charges & be blacklisted.

I would suggest him to go for 3rd option, because it was a mistake done by certain greedy & unethical employees & not the company. Hence he may not be blacklisted for coming clean & helping expose corruption & maintain austerity.

Candidates must not write on this margin

c) In my opinion, more than being given freehand for sales, it's because of the individual's corrupt nature that led to problem, because —

(i) If it was the former reason, most of the sales team would have done that.

(ii) Incentivising the sales team based on the sales is a very productive business strategy used in several businesses.

(iii) The freedom for sales team is very much required, ∵ of the high competition.

(iv) Moreover, it was also the greed of certain public officials that led to the problem. & not just sales person.

(v) I also believe, the mistake by the company was not it's freedom, but rather lack of accountability, regular audits, ethical code of business conduct etc

Candidates must not write on this margin

d) The company can take up the following steps to overcome these problems —

(i) A formal complaint & whistle blower policy within company, as Mr Sharma came to know about it only informally.

(ii) A regular audit system is place.

(iii) Regular circulation of the sales team, so that one doesn't get acquainted with a same place.

(iv) A standard operating procedure & an ethical code of Business conduct.

(v) A regular ethical & moral training of employees, to uphold integrity.

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.

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

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

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

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

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

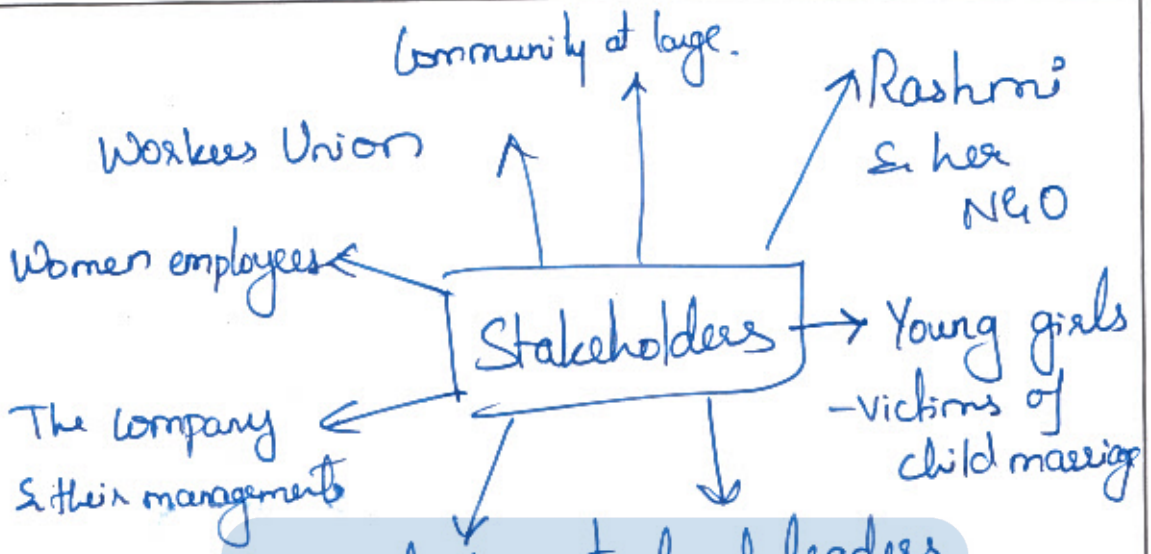
(b) What do you think Rashmi should do? Would it be a good idea for Rashmi to involve local administration? Suggest an implementable course of action.

(c) Do you think companies should also accept responsibility for the social problems of the region where they operate? Why/why not?

(d) What could be the reasons for such an aggressive reaction from the workers union? How do you think Rashmi should handle the workers union? (Answer in 250 words) 20 marks

The above case study is a critical example for the need to bring social change, especially in rural areas w.r.t evils of child marriage, and how to involve the various stakeholders of the community.

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a) Issues involved in above case -

(i) The social evil of child marriage.

(ii) The Right to life of young girls → Art 21.

(iii) The patriarchal mindset of society

(iv) The organisations ethical obligation v/s the organisation's profit & responsibility towards it's shareholders.

(v) Freedom & liberty v/s Conservatism & traditions..

(vi) The right to strike of Worker's Union.

Candidates must not write on this margin

b) I think Rashmi should continue her work with full integrity without being perturbed by all external pressures, because it's a girl child's life at stake.

→ Yes, it would be a good idea for Rashmi to involve local administration because it's their duty to stop child marriages according to law - The Child Marriages Act.

→ Following can be her course of action -

(i) First, try to convince the worker's union and make them understand the evils of child marriage, by bringing live examples of a young girl of the same village.

(ii) She has to try and convince the company to support her, by atleast providing her NGO monetary support or alternative place for workshops as per CSR.

(iii) She can involve local administration to ensure the rule of law is followed

Candidates must not write on this margin

1) Every company becomes a part of the community where they operate. And hence as an integral part it becomes their responsibility to fight any social problems of the region.

→ Though it may not be practically and financially feasible for every company to take responsibility for ALL social problems, but they can focus on pertinent one's & help in any way possible.

→ They have to take responsibility because -

(i) The ethical & moral obligation towards society

(ii) Helps in getting good will of community.

(iii) upholds it's own ethical standards and corporate value system.

(iv) most beneficiaries may be it's own employees, suppliers, customers etc.

(v) a larger responsibility towards the Nation.

Ex ☆ Indian MNC's Infosys & Wipro work on several social problems like Malnutrition, child education, women empowerment

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d) Following can be reasons of such aggressive action by worker's union –

(i) Hurting of sentiments, because of violation of tradition & culture.

(ii) Incitement by certain local leaders & local politics.

(iii) The fear of women empowerment, may leading to job loss to men.

→ Rashmi can handle worker's union by –

(i) Stories & examples of a victim of child marriage from same village or child of an employee.

(ii) Questioning the conscience of worker's, to think about their own daughters.

(iii) Taking help of religious leaders, who can convince workers about illogicality of tradition.

(iv) Bringing successful women leaders of several fields to set as an example.

(v) ~~Nea~~ Finally can always take help of the local administrations.

The 21st century India, the largest democracy & soon to be 3rd largest economy, should fight such social evils from all front, if we aim to become the Vishwa Guru in true sense.

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