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Name of Candidate : SHOIAB

Roll No. : PTTP 22 1500

Registration Number : MIAS230001875 **Date of Examination :** .....

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
IAS

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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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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.
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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

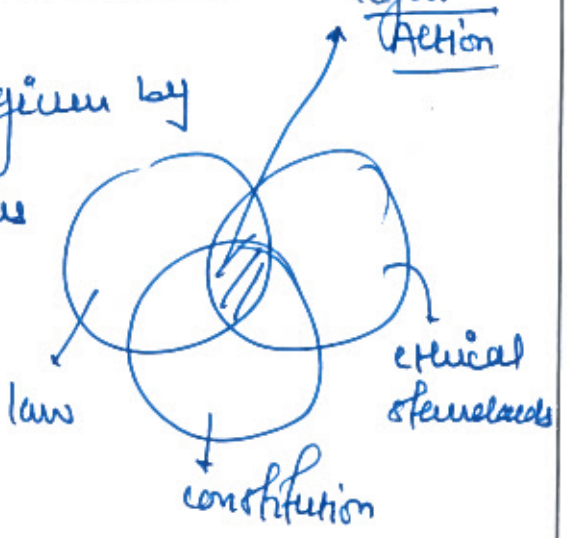
Public Service – any service which involves working in institution associated with govt. & also any institution which has relation with public large.
- 2nd ARC
- 4th Report

→ e.g. NGO/CSO also included.

Guidance for Public Service

→ legal guidance – given by constitution and laws

→ Moral guidance – given by ethical principles.



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Primacy among Constitution, law & Ethical Principles

→ Constitution provides constitution morality that we must adhere to as thought by constitutional makers
  → e.g. Article 21 [Right to Equality]

→ Laws → provide rules to adhere to, in our society.
  → e.g. Prevention of atrocities against SC/ST [protection from Discriminating]

⇒ while both law & constitution are both amendable, but certain Ethical principles are beyond repair
  → Humanity, Justice, Righteousness
  → Equality, Brotherhood

⇒ So idea is, ~~base~~ ethical principles based laws & constitution.

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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 → The quality to observe between thought, belief & actions. while taking actions.

↳ while Civil Disobedience is action against a law which is against the moral values.

Civil Disobedience based on Integrity

→ Such incidents can arise when a law compromises your personal Integrity.

(i) Salt Satyagraha by Mahatma Gandhi

(ii) Section - 377, when it was crime

(iii) section 375(2) against marital rape.

Candidates must not write on this margin

→ such incidents give a moral justification for offering for civil disobedience.

Personal Integrity vs Civil law

→ Personality Integrity can prevail in certain situation

i) when law is Unjust
   - Martin Luther King Jr – morally wrong to follow an Unjust law

ii) when law violates fundamental rights of some people.
   - e.g. – Apartheid law promoted Racial Segregation

iii) when law is against Conscience
   - e.g. → ~~Conscience~~ Conflict of Conscience with own.

⇒ But we should ensure that Integrity is in direct conflict with law.

Candidates must not write on this margin

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 feelings attached to the affective component of the individual.

↳ e.g. – feeling of happyness & sadness.

⇒ **Impact of Emotions** → emotions help in our own development, development of our professional life and also our country at large.

Emotions effect on workplace productivity

→ **Positive Impact**

→ Happyness increases the output rate of a person.

Candidates must not write on this margin

↳ e.g. – 'Happiness Curriculum' in Delhi govt schools.

→ Provides Recreation to Individual mind.

↳ e.g. → Google ka workplace Environment for recreational activities

→ Emotional Management → emotional control can provide growth of healthy mind.

↳ e.g. → Counselling at workplaces.

Negative Impacts

It can decrease productivity due to →

(1) use of mental stress (a health issue),

(2) it can lead to improper interpersonal relations. [Hinders Coordination].

(3) lead to decrease in Individual capacity.

→ Focus on latest model of Emotional Intelligence 2.0 is right approach in this sphere.

Candidates must not write on this margin

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

(150 शब्दों में उत्तर दीजिए) 10 अंक

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

Technical Efficiency – is the capability to utilize the available resources with high competence.

while, **social efficiency** helps one to maintain good relations with people at office and other dealings at work.

Ethical efficiency → use of ethical values at workplace.

↳ e.g. → ensuring Gender equality at workplace.

Benefits of Ethical Efficiency

→ **Moral Competency** develops in the society fulfilling social context

→ achievement of Constitutional Morality like Justice, Equality.

→ realization of self-realization of Self (Maslow)

Candidates must not write on this margin

Why Ethical Efficiency is Important

→ Without ethical efficiency, Technical & Social efficiency will become redundant
  ↳ e.g. – Corruption & lack of fraternity

→ Lack of ethical efficiency results into moral pollution
  ↳ e.g. – No standards to be followed in the society.

→ Rules based order may be created, but rules have to supplement by Ethical Reasoning [Thomas Aquinas].

⇒ Ethics are moral compass for each individual, the help in realization of the goals of society

Candidates must not write on this margin

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 idea of continuation of Ethics principle was first given by Socrates.
Socrates believed all ethical & moral principles work in continuation i.e learning one will help you learn all else.
↳ e.g. → Justice, equality, honesty are all in sync.

Mahatma Gandhi → Believed that ethical principles from personal life resonates in public life.

examples

① Gandhiji's simple life and believe in non-violence is reflected in Civil Disobedience

Candidates must not write on this margin

(2) Dravid's discipline is reflected in his batting style.

(3) A gender insensitive person will face difficulty in treating women colleagues respectfully.

But there are examples where people are able to separate personal and professional life effectively.

(1) Civil servants are benefit family as females according Conduct Rules of 1964, section 4(1).

(2) Judges always act ~~is~~ equally towards all applicants.

⇒ But such compartmentalization is difficult to achieve, therefore person's moral principles should be ethical from Public life aspect.

Candidates must not write on this margin

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

Thomas aquinas believed that doing good is in our innate nature. He believed even doing bad is because of lack of knowledge.

Goodness as Internal Imperative

→ A. Tunski believes that some moral guidance comes from within, which makes us noble and do the right thing.

→ For e.g. → Feeling of Righteousness after helping others.

→ Satisfaction on fulfilling one's Duty [Kant].

→ Rolls believed that people do just if if happened to them.

Candidates must not write on this margin

But some philosophers have argued that humans are driven by reward and punishment

↳ Kolberg's Preconventional stage - which guides ~70-80% of human action believes reward & punishment is key.

↳ This idea is also supported by Maslow in his Material Needs concept.

eg. → Private corporates are ~~more~~ considered by efficient because of rewards attached to efficiency.

↳ Cognitive development of attitude through Classical Conditioning.

⇒ Consequentionalist schools of Egoism, Hedonism and Utilitarian believes in ends why duty ethics & virtue ethics believe good is in Individual.

Candidates must not write on this margin

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

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

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

Tolerance - "I may not agree with what you say but I will defend unto my death your right to say it."
- Dalai Lama.

This quote reflects how one can disagree with other person but to tolerate is to allow them views to exist.

→ Tolerance is only capable by a strong mind, according to Mahatma Gandhi, weak mind wants to violence and hatred.

→ Virtue ethics believes that Tolerance is a moral principle which is present in an ethical person. [Socrates].

Candidates must not write on this margin

But on the other hand, Tolerating injustice is also considered wrong.

↳ e.g. → Defending National Borders on attack

↳ Fighting against unjust system

↳ e.g. apartheid law in south Africa.

→ Mahatma Gandhi believed that a person should be tolerant, but that should result into cowardice, as even violence is better than cowardice.

↳ e.g. → Do or die [Quit India Movement]

⇒ To Tolerance is to show a sense of brotherhood for the human community, to treat every living creature as equal

— Buddha

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

Swami Vivekananda believed that service of people is more important than searching for salvation. Instead he propounded it is service to people which leads to mankind.

↳ many examples are there that people seek salvation ~~from~~ after service

↳ (1) Mother Teresa - dedicated her life to the service of people.

(2) Ramakrishna Mission believed in service of Mankind.

(3) Even civil service conduct Rules ~~notice~~ dedication to public service as one of the virtues.

Candidates must not write on this margin

→ Buddhism is also believes that service to mankind is important. But buddhism believes service lies in the path of salvation.

Also some other philosophies like Confucianism (Hedonism & Egoism) and Charvaka philosophy which believes that material rewards and success are value to achieve ~~success~~ salvation.

⇒ Duty ethics believes that service is part of duties a person must fulfil.

Mahatma Gandhi also famously said "Service to mankind is service to God"

∥

Thus the idea of service is central to Indian philosophies.

Candidates must not write on this margin

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

Periods of Peace are followed and preceded by wars or turbulence.

Peace is earned through wars and conflicts. But often period of peace is forgotten.

Marcus Aurelius – "great kings will often be forgotten because they'll ensure peace"

Negligence of Period of Peace

→ People remember world wars but forget efforts and cost of rebuilding after the wars

→ **Crusades** are well remembered but king Baldwin is forgotten for his peace efforts in Jerusalem.

→ Peace is followed with discontentment and leads to conflicts again.

Candidates must not write on this margin

But sometimes nature of peace is such if itself creates situations of war.

↳ e.g. Treaty of Versailles was one of the cause cause of war.

↳ Quest of peace sometimes creates war itself.

↳ e.g. → USA's military operations in Vietnam, Iraq, etc. [created civil wars].

⇒ Perhaps we should realise the "importance of peace", health & as a moral and ethical value.

Therefore more history pages needs attention of Peace time.

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

Moral Values → Value held by individual which withstand the ethical standards.

↳ e.g. → compassion (Karuna), Duty (Karuna) etc.

Immoral Values → values held by individual which can't withstand ethical standards.

↳ e.g. – Jealous, Egoism.

↳ May not be necessarily wrong but in context of society view from negative angle.

↳ egoism may help in personal growth but makes one self-centric.

5 Values which can be considered Foundational Values

① **Integrity** → consistency of high moral standards in all contexts.

↳ e.g. ⊓ Vishwashwarayya. [also in conduct Rules section 3(1)]

Candidates must not write on this margin

(2) Compassion (Karuna) → ability to feel emotional situation of others.
- e.g. - collector also initiative.

(3) Non-Partisanship → not aligning with any political ideology and party
- civil service conduct Rules (1964) section 5(1).

(4) Nishkama Karma (Dedication to Public service)
- without any reward or success.

(5) Selflessness → doing work without self-interest
- Nolan Committee coined it.

Importance of Three as foundational Values

Three help achieve objectives of Conduct Rules

Helps in service of People

Three ensure efficient & effective servic

fulfill Constitutional morality

⇒ Foundational Values are essential part of civil services.

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

2nd ARC's 4th Report → People's participation is one of the key component of good governance.

↳ 2nd ARC also highlights ethical governance is key to good governance.

why it is key
- ensures Accountability & responsibility
- citizen centric governance e.g. citizen charter
- Regular interventions and effective feedback.
- leads to Bottoms-up-approach
  - ↳ fulfils objective of Saska Sath - Saska Prayas i.e. participatory governance.

Candidates must not write on this margin

Mechanism to achieve Ethical Governance through people's participation

(1) Social audits by independent agency
- e.g.:- Done in implementation of MGNREGA.

(2) Citizen charters → ensure services, conditions, etc according to public
- (i) People Centric in Nature
- (ii) People should be consulted for making

(3) Vertical and Horizontal accountability
- Through NGOs, CSOs, public, etc.
- Through legislature & Judiciary.

(4) Independent Bodies like CAG, CVC, etc
- e.g. → 2G & Commonwealth revealed due to CAG.
- CVC → Tinto Joshi corruption case.

⇒ People are placed in centre of governance in a democratic system.

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 कर ने 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 transformation through "Beti Bachao and Beti Padhao" focused on –

→ Advice & Counselling – experts, ~~ASHA~~ ASHAs, etc.

→ ~~Counsel~~ Persuation – important messaging
↳ slogan

↳ National level
PM's emphasis

↳ Local level
↳ Khap Panchayats.

∥

This resulted in effective results in projects of scheme.

Importance of Counselling & Persuation
- → use of Gandhiji's appeal to Heart appeals
- → moral persuation
- calling to Conscience of People
- → Participatory approach
i.e. Public discussion & deliberations

Candidates must not write on this margin

But sometimes **law** can be used with **persuasion** i.e. using Dr. Ambedkar's appeal of law approach.

↳ e.g. - Assam Govt's drive against child marriage.

When little force is Necessary

- when morality is in conflict with greater social ethics.
  - ↳ e.g. son's preference leading to female foeticide
- when persuasion fails.
  - ↳ child marriage still ~25%. [NFHS-5].
- when its a constitutional law but social stigma e.g. - section 377.

⇒ **Using Mix of Both** → Laws are principles of land of the land but people's participation is essential.

Therefore **force** even at minimal should be **used as last resort** and to ensure constitutional morality always ensure social morality [SC invoke recovery section 377]

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

Foreign Policy → follows somewhat different ethical and moral standards

- Human Values → Justice, equality, saving life
- National Interest → maintain Integrity & sovereignty of Nation; Pressure to citizens own views.

Timing and Military & Financial Foreign Policy → own security and welfare.

Why Need for Ethical Foreign Policy

(1) Universal Ethics → saving humanity and justice are part of universal values.
↳ e.g. condemning war.

(2) Vasudhaiva Kutumbakam [world as one family]
↳ e.g. - collaborations like G20 helps for betterment of all.

(3) Peace → violence anywhere is threat to peace everywhere.

Candidates must not write on this margin

Ethical Foreign Policy without military and Financial Strength

(1) We can only project ourself from position of strength [APJ Abdul Kalam].
↳ Therefore military capability is important.

(2) World Organization often don't encourage ethical value
↳ e.g. India not part of Security Council despite largest population.

(3) National security and sovereignty
↳ Military and financially capability act as deterrent.
↳ e.g. → conflict on Borders.

(4) But there are examples of Japan who followed Pacifism in military context.

⇒ Nowadays foreign policy has become on the basis of contextual demands not much on common moral principles

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

The above case study highlights the situation of Rising Slum Dwellings in the urban areas. Most people living in these areas are migrants and vulnerable section.

(a) **Value Conflicts in above Case**

(1) Duty v/s Empathy – officials duty asking him to clear the encroachment but empathy towards vulnerable section say otherwise.

(2) Rule of law v/s Voice of Conscience
- as illegal encroachment
- heart went out to them.

(3) Samodaya v/s Antodaya
- slums are bad for city development
- source of livelihood for the poorest.

(4) Appeal of Heart v/s Kant's Categorical Imperative

Candidates must not write on this margin

(6) Impartiality towards any section of society. v/s Empathy for vulnerable section

(b) The value of **Impartiality** is key to civil services, even mentioned in Conduct rules (1964), section 4(1).

It is part of his duty to follow Rule of law and ensure the constitutional rights.

On the other hand **2nd ARC's 4th report** mentions **empathy** as one of the values civil servant must possess. Catering to the needs of poorest is part of person's moral aptitude.

⇒ But in such case **can't compromise** his constitutional and organizational duty

Candidates must not write on this margin

(c) **Options available in this situation**

(i) Follow Duty based option, and remove all encroachments from the area. Such action will ensure alignment to a duty of a civil servant.

(ii) Follow Appeal of Heart (Gandhiji's) approach and don't remove the livelihood of all the poor from most vulnerable section of society.

(iii) Provide alternative residential or place of living. This will ensure they find temporary shelter and source of livelihood.

(iv) Compensation through civil society and Government Schemes [Rehabilitation act 2013]. to provide source of livelihood and ensure illegal encroachment.

Candidates must not write on this margin

(d) Ways of Tackling Slums

→ Such encroachments shouldn't be allowed to settle in at initial stage.

→ There are issues of rehabilitation providing shelter in such plans

↳ e.g. → SC noticed in Delhi south east slums.

→ Proper town planning and urgent shelters

↳ e.g. — Shelter homes in Azadpur Delhi.

→ Such people who are living in encroachments should be rehabilitated

→ Awareness about illegal nature of such shelter.

→ Also some long term actions → focus on houses constructed under ARHCs

→ Address Excessive Rural to Urban migrations

→ Mobility options to nearby towns etc. also

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

This case study highlights the Exclusion Issues based on false documents and the data privacy concerns by using personal data of government subsidies.

(b) Ethical Issues

→ Benefit to illiterate section should ensure they achieve Kant's Categorical Imperative but it will violate duty of officers.

→ Data Privacy Violation v/s Fraud detection
- violation of article 21 → according to SC.
- highlight illegal activities under the act.

→ Utilitarian Principle v/s Unethical means
- benefitting the poor [End justified]
- means of fraud used for benefit

→ Corruption v/s Poor Beneficiaries with colleagues in department

Candidates must not write on this margin

(b) welfare frauds are serious problem in the country as highlighted by Aadhaar survey 2015-16. It results in major financial loss to Nation [Security compromised] and also leads to actual beneficiaries excluded. Also this is harmful to moral aptitude of the officers and society.

But despite saying that a person's data privacy is very important

Reasons can't be compromised

- Personal data part of right to privacy under article 21 [SC].
- It will lead to further surveillance & Orwellian state i.e. using illegal means.
- means are wrongly used to get to justifiable end.

⇒ Therefore despite grave issues fundamental right of citizens can't be compromised as it against Constitutional Morality

Candidates must not write on this margin

(ii) **Reasons for such frauds**

(1) Corruption has become as norm in some public service authorities

(2) Decline in ethical and moral principles in government services

(3) loss of meaning of dedication of service i.e. Nishkama karma and empathy (karuna) among the officers.

(4) Nexus of corruption between officers, politicians and beneficiaries
   - e.g. PDMA corruption case in west bengal!

(5) lack of ethical training and following of code of ethics

(6) lack of effective transparency and accountability measures
   - e.g. – Audits, citizen charters, etc.

Candidates must not write on this margin

(4) Ways and Means to Prevent frauds

→ For Beneficiaries → awareness about the crime.
↳ proper verification through Postmen and Identity verification.
↳ Use of aadhaar for such services.
↳ Permitted by SC.

→ For officials → Ethical & moral learning
↳ eg. Nepal.
↳ Strict actions against corrupt officials.
↳ Ensure less human interaction through e-governance.

→ For Institutional → Institutions used as watchdogs.

→ Others → use social audits
↳ eg. For MGNREGA
↳ Citizen charter ↳ eg. used in IBM, Capgemini
↳ Proper feedback
↳ Use of NGOs, CSOs, etc.

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

Environment Cost of Development

The case shows how Environment has major say in developmental planning. Recent land-subsidence in Uttarakhand was result of such oversights as Mehta Committee report.

(i) Issues and Values Violation

(1) Environmental concern → lead to health issues to all the people [violate ~~Kan~~ Utilitarian principle].

(2) Corruption in department - trying to hide even unethical practices of the past. [Virtue of honesty compromised]

(3) Not following Rule of law, EIA (2006) Notification mentions report have to be by Independent 3rd Party. [Duty compromised].

(4) Threat to life - potential disaster can cause loss of life to many [Humanity Heart]

Candidates must not write on this margin

(b) Options available

(1) Go ahead with mining activity to please your political authority. Such will ensure finance / Revenue to department

(2) Cancel the mining process and start inquiry against all the officers.

(3) Hold the mining to redo the EIA assessment to proper report verified.

(c) Merits & Demerits of each option

① Option

Merit	Demerit
(i) Satisfaction of political heads	(i) Environmental cost
(ii) Revenue for department	(ii) Threat to lives of people
(iii) Good relations at workplace.	(iii) Overlooking corruption.

Candidates must not write on this margin

② option

merits

(i) Rule of law followed.

(ii) Zero tolerance to corruption.

(iii) Utilitarian principle followed [public at large]

Demerits

(i) Loss of revenue for the department ↓ Impact development

(ii) Unnecessary clashes with consumers.

(iii) may lead to lawsuits.

③ option

merit

(i) Re-assessment to get true picture

(ii) On hold — so no loss to environment.

(iii) As no inquiry, so relations comparatively okay.

Demerit

(i) May take time, stops finances. [Equality affected].

(ii) Corruption not highlighted. [By Steven's apathy] [Ignoring bigger problem]

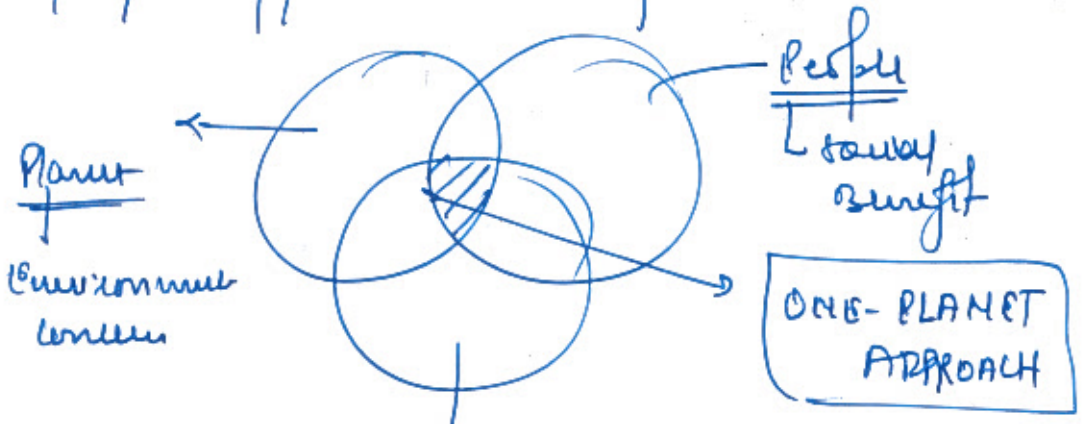
Candidates must not write on this margin

(4) Development is important for welfare of people. But at the same time Environmental issues may cause loss of life and existential crises.

e.g.:→ North India floods
Uttarakhand land Subsidence.

⇒ Such incidents shows Environment should become important for development process.

The concept of Environmental Social Governance can be used. Also people, planet profit approach can be followed.



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 जिम्मेदारी 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

This case effects idea of Unethical Defence Trade deals across borders by private companies. Such deals can cause impact in foreign policy and also loss of profit.

(a) Ethical Issues involved in the case

→ Ethical International Relations vs Export Financial Benefit

→ Compromised Ethical social responsibility of the company. [CSR impacted]

→ Impact on company's image in global scale. [Longer term profit].

→ Impact of Trade deal may result in Ethnic violence against minorities [Humanity at risk]

Candidates must not write on this margin

(b) **Why need of International Ethics**

→ such deals are part of society and its impact impacts society at large is negative [Utilitarian principle].

→ If all do such activities International ethical order will fall [Kant's categorical imperative].

→ National Interest compromised as of impact country's image in global order.

→ It impacts credibility of company & hence impacting trade across countries.

⇒ Therefore such deals should be regulated by Ministry of External Affairs especially related to defence equipments, also if can endanger National Security.

Candidates must not write on this margin

(c) Corporate Social Responsibility

→ Limited to Borders

- CSR only to citizens not all.
- companies are profit driven, not ethical principles.
- National Interest from Revenue

→ Spread across Borders

- Moral Universalism - some basic principles of humanity applies to all.
- Impact on International Relations
  - country's relation with all those countries.
- Violation of rights of Ethic Minority
  - their life in danger.
  - "Don't do to others, what you don't want done to you"

Candidates must not write on this margin

(d) Defence Sector Companies are driven by two components

(1) They are private companies
- Profit Orientation
- Client Based Response
- Don't take Ethical Stand
- SOPs same for all countries

(2) Strategic Sector & National Interest
- as they are part of National Security
- so two aspects — Duty to ensure National Interest
  - Ethical aspect as weapons can threaten life.
  - Humanitarian aspect

→ As because of 1st component they should be given autonomy in manufacturing Technology development and marketing.

But some aspects has to be controlled because they are part of National Defence and International Ethical responsibility of the country.

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 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

Corporate - Official Fraud Nexus

→ This case study shows typical case of government - officials forming nexus with corporate staff as highlighted by USAMA Committee

(a) **Ethical Issues**

→ **Corruption** in the department and company staff.

→ Personal integrity of 3 employees compromised due to personal gains.

→ Ethical Dilemmas for Mr. Sharma
- Profit v/s Rule of law [report violation of law]
- Company's reputation v/s Unethical conduct
- [illegible] of the 3 employees

Candidates must not write on this margin

Business loses → loss of revenue → corruption, loss of client

↳ reputation of company can impact sales.

↳ loss client – as blacklisted upon highlighting corruption

↳ But on other hand, such practices will be less forgot in longer runs.

(b) Options available to Dr. Sharma & CEO

→ Option 1 → report the practice → uphold rule of law & highlighting corruption.

→ option-2 → Let go of the incident – protecting image of company and earning profit.

→ option-3 → Do internal inquiry & file complaint may result in future corruption free business but corruption must be reported..

Candidates must not write on this margin

(c) Two aspects to cause of corruption

(1) Organization Setup → Stearin Terry

postulates any stearin or corruption occurs when there is possibility of it.

i.e. weak Organizational setup is the cause.

↳ John Rawls → Believes humans are selfish by nature, man unravels will attract corruption.

(2) Individual → James Calvin → no matter the situation "your soul in your keeping" so actions are Individualistic

• Virtue Ethics → also gives similar explaination that it was lack of virtue which ~~responsible~~ resulted the corrupt practice.

Candidates must not write on this margin

(4) Ethics & Mechanisms by Company

→ By Rules & Regulations → Aquinas believed we need modern laws to support Natural laws.

↳ So need rules to ensure Integrity and zero corruption

→ Standard procedure of negotiations

→ e-payment & digital services

↳ to ensure transparency & accountability.

→ Checks & Balances

↳ regular shift of client engagement & feedback from field visits

→ Ethical Training → enriching corporate social Responsibility

↳ corruption is a sin.

['wealth without work']

↳ High Standards of morality.

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

Issue highlighted means of child marriage which is 25% according to NHFS-5.

child marriage is Illegal in India law and prohibited under Child Marriage Act (2006).

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(9) Ethical Issues involved in the case

→ Child marriage threatens rights of Bodily autonomy and right to marry

→ It violates law as it is prohibited under law.

→ Personal life of social worker threatened.

→ Shows moral dedaderry in the workers Union who raise voice against wrongdoings.

→ Lack of Corporate Social Responsibility when firm became abusive.

→ Social Pressure becoming unviable to bring change in society.

⇒ Such ethical issues posed while dealing with child marriage issues.

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(b) **Rashmi's Actions**

→ She should persuade company again buying them as part of CSR responsibility.

→ Can also approach village leadership and local panchayats

→ can adopt innovative methods
e.g. - Participatory model of eco-feminism.

→ She can also use government initiatives to get women education & literacy and also financial support.

→ engage NGOs, CSOs & other institutions

⇒ **Support of local Administration**
↳ should be in later stages of her approach
↳ First should go for appeal of heart (like Beti Bachao, Beti Padhao) & then use rest of rest

Candidates must not write on this margin

(c) Companies adopting Social Responsibility

→ They are part of society
  → e.g. During covid - Lifebuoy asked people to use any soap
    ↓
    saving lives

→ They have obligation under Companies Act
  → spend 2% of profit for social cause.

→ Good actions promote their company.
  → e.g. Infosys famous for corporate governance

→ Trust in profit
  → e.g. Ratan Tata's philanthropic approach.

→ Not Responsibility
  - profit oriented
  - can solve every issue
  - can't go against local public
    e.g. Maruti plant shutdown in Gujarat.

Consumer Base lost

Candidates must not write on this margin

(d) **Reasons for Reactions from workers**

→ Patriarchal mindset & Gender Insensitivity

→ child marriage being a social norm in rural areas.

→ Support from local leaders and panchayat heads

→ Low education about ill effects of child marriage → Health, Education, child health

How Rashmi Can Handle Workers

- Persuasion through awareness & sensitization
- talk to NGOs, CSOs for collaboration for mass campaign
- Use local leaders to talk to workers
- pressure from company to stop them

& last use law enforcement to implement rule of law.

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Space for Rough Work

NEXT IAS

Candidates must not write on this margin

Space for Rough Work

NEXT IAS