NEXT IAS

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Roll No. : PTTP 220323

Registration Number : ..... **Date of Examination :** 14/8/23

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. : .....

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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		

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MACRO COMMENTS

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खण्ड–A / Section–A

1. (a) लोक सेवा के लिए न केवल कानूनी बल्कि नैतिक रूप से सैद्धांतिक कार्रवाई की भी आवश्यकता होती है। लोक सेवा के लिए लोक सेवक की संविधान, कानूनों और नैतिक सिद्धांतों के प्रति निष्ठा की आवश्यकता होती है। आपके विचार से इन तीनों में से किसे आधिकारिक कार्यों को करते समय प्रधानता प्राप्त होनी चाहिए? क्यों? चर्चा कीजिए। (150 शब्दों में उत्तर दीजिए) 10 अंक

Public service requires not merely legal but also morally principled action. Public service requires the public servant to place loyalty to the constitution, laws, and ethical principles. Among the three, which do you think must acquire primacy while carrying out official functions? Why? Discuss. (Answer in 150 words) 10 Marks

Public service refers to discharging duty by virtue of holding responsible public position (eg) Police, Bureaucrats.

Public servic requires legal actions

1) To reduce discretions in action
2) To be impartial and objective in decision making (eg) PDS law
3) To reduce scope of corruption and ensure accountability. (eg) RTI law

Public service also require morally Principled action

1) Law is silent on certain situations which needs morality as guide.
2) Not adhering to unethical law (eg) Salt law during colonial rule
3) to ensure responsibility as inner check

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Constitution refers to supreme law of the land. while law refers to ordinance of objectives passed by legislature.

Ethical principles refers to actions of righteousness as per ethical standards.

out of the three public servants must make Constitution as primary source while carrying out official duties:

1.) Supreme law of the land.

2.) Encompasses ethical principles as constitutional morality.

(eg) equality principles ensures impartiality and objectivity.

3.) Justice theory of Rawls: Differential treatment for vulnerable to make justice equitable

4.) Directive principles as guiding light in upholding welfare motive

Therefore Constitution should be followed as primary guiding light

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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

Civil disobedience refers to non abiding to laws or civil administration.

Integrity based civil disobedience refers to disobidience of unjust and unethical laws to their extents unethicality

Eg Mahatma Gandhi broke salt laws as it was not only unjust but also inhumane.

Personal integrity refers to the principle individual uphold as paramount and adhere to it.

However, personal integrity cannot be justifiable cause for responsible disobedience in civil services because:

1) Code of conduct paramount authority
2) what constitutes personal integrity

Candidates must not write on this margin

differs individual to individual and is subjective.

3) Civil services is mean to achieve goal of societal development.

4) Selflessness is foundational value

5) use of internal routes to express grievances.

6) Bureaucratic anonymity and ministerial responsibility.

however in certain cases justifiable

1.) when order is unjust and unethical.

2) to serve the larger goal against organisational goal.

Civil servants need to adhere to code of conducts and code of ethics for proper duty discharge

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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 significant symbols that reflect the state of mind of an individual.

Emotion's impact on personal and professional lives

Personal life	Professional life
1) Affects moods of individual	1) Can increase or decrease productivity
(Eg) Contentment due to joy while gloomy due to emotional.	(Eg) Joy increase while stress decrease
2) Affects relationships	2) Managing interpersonal relations
(Eg) Happy emotion lead to cheerful relation. While Angry emotions lead to conflict	(Eg) Sadness of coworker may enable other coworkers to provide comfort to him

Primary emotions refers to initial set

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of emotions that our individual experiences

Impact of Primary emotions on workplace productivity

(I) Positive impact:

1.) Happiness: leads to increased productivity and cheerful work place

2.) May lead to innovation at workplace

3) Bring attitudinal change at workplace

(II) Negative impact:

1.) emotions can act hindrance to work and goals of workplace.

(a) Anger can lead to non focus work

2.) Leads to negative aura in workplace.

3) May increase conflicts in workplace

Emotional Intelligence should be utilised to make our emotions work for us, not against us.

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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

Technical efficiency refers to resource & work allocation using technology for reduced leakages. Eg DBT mechanisms uses technology to transfer funds to intended beneficiaries.

Social Efficiency refers to utilising social capital to fulfil social needs in efficient manner. Eg using ASHA workers to increase access to health facilities leads to both women empowerment and health benefits.

Similarly **ethical efficiency** refers to upholding ethical frameworks while undertaking any action.

Eg Mother Teresa while helping others upheld the core ethics via her action.

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Importance of ethical efficiency

1) Important to achieve goals without comprimising means (eg) Ahimsa of Mahatma Gandhi

2) Act as moral check on responsible authority (eg) a civil servant while ensuring welfare work will also uphold ethics

3) Reduces the scope of corruption and discretion (eg) despite technologies still fund leakages reported.

4) Will ensure equity and inclusivity while undertaking social welfare activities (eg) untouchability and caste inequalities

Therefore ethical efficiency is of utmost important compared to technical and social efficiency.

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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

This quote highlights the importance of same ethical conduct in all walk of life and different conditions one may face. For example Gandhiji's whole life he showed similarity of action and thoughts and stood by his principle. This helped him in achieving his desired goals.

Personal ethics refers to ethics followed in private sphere.

Professional ethics refers to ethics of organisation.

Relation between Personal ethics and Professional ethics

I Compartmentalised views

- do not effect each other

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- both sphere have different value system hence no interference

(eg) home values : Love, care
organisation values : Profit, integrity

II Convergence between both

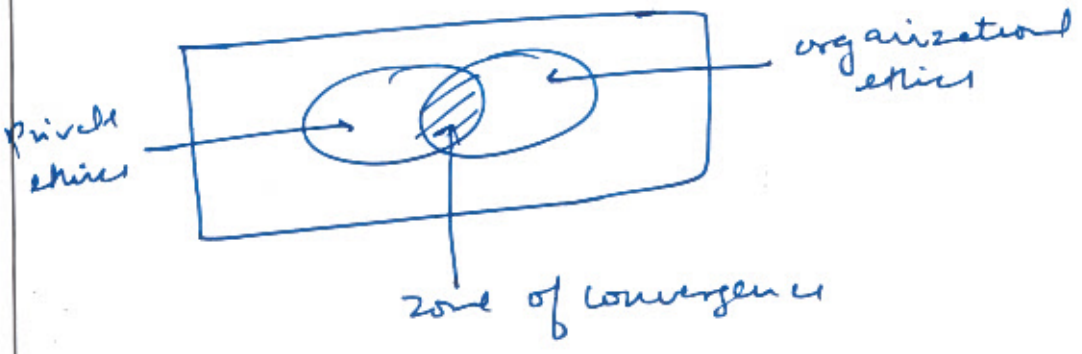
1) man is central to both and his action can show divergence as it will be act of hipocracy

2) certain values common to both

(eg) honesty, compassion

3) organisation also part of society at large

therefore both share an amicable relation



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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

Conscience of an individual guides as moral compass to guide his action to do good.

Goodness as result of internal imperative

(Eg) During Nazi rule, the family that gave shelter to Annie Frank and his family (Jews) acted as per their moral compass.

However, their act was immoral during the prevailing values. Also informing Jews would have gotten them rewards.

Hence goodness is result of internal imperative.

(Eg) Similarly a doctor aborting a child due to foetal infirmity to save

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women life, may get prison in America but acted as per medical ethics and conscience to save patient.

However not always conscience can result in goodness.

(Eg) child marriage or Sati during 18th century might be done and justified. However now it is immoral act.

(Eg) Similarly consequences also result in goodness such as reporting of stolen purse being return can be seen as way to get reward.

While conscience can act as internal imperative, moral rules and rewards are also determinants of ethics.

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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

Tolerance represents state of mind which is accomodative of different viewpoints.

A person who is accomodative of ideas different to him shows his strength

Eg Voltaire : I may not agree with what you say. But I will defend your right to say.

During freedom struggle it was tolerance of satyagrahis that helped them battle against British injustice.

Similarly in present context, diverse society need to have tolerance to protect pluralistic culture and integrity.

Civil servants need to show tolerance to make administrative strong and open.

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However not always tolerance shows positive strength. It also shows negative weakness.

For example before Raja Ram Mohun Roy everyone tolerated ills of sati and child marriage.

Similarly, the attacks on females in bustling streets shows weakness and tolerance against violence on females.

Presence of untouchability and societal inequality shows tolerance to such injustice

Following Gandhiji's Talisman and choosing violence against cowardice be our way forward.

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

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

The quote highlights the essense of selfless duty and keeping society before oneself.

First duty to serve society

1) Society sui generis, external and existent to time immerial.

2) As a responsible citizen needs to serve society

(Eg) Vivekanda's service of jiva is service of shiva

3) Society gets improved which in turn help us improve

4) civil service foundational values of selflessness.

5) Altruism shown by Mother Teresa

6) Advocated by morality of Dharma

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(Salvation of our souls)

1) Post servicing society one gets free from this dharma.

2) one gets knowledge and intellect by servicing society

(Eg) Buddha salvation came after he understood society.

3) Brings a sense of fulfillment.

(Eg) A civil servant while working for vulnerable section may get feeling of fulfilment

4) Doing what we would want others to do to ourselves

5) Kant's categorical imperative as servie of society will become universal action.

Therefore society comes first and Society servic is salvation of souls.

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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

Peace refers to state of contentment and fulfilment.

Period of peace are akin to period of social justice, equality and equity.

It will ensure upliftmen of vulnerable sections. Provide time to do damage control. Build a resilient society.

Period of peace highlights absence of war. For eg: an individual while meditating feels period of peace as his internal conflict gets resolved.

Similarly in a society of high tension and inequality A civil servant may bring period of peace by bringing Inclusive development.

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Period of peace as empty pages in history books

Period of peace represents period of uniformity with no disruptive events. (Eg) period before and after world war I period of peace while 1914-19 war period saw loss of lives.

Period of peace represents absence of confrontations and aggression which make history.

(Eg) During growth a society may see less crime rates as highlighted by Kautilya.

Therefore Peace as permanent solution be upheld.

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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.

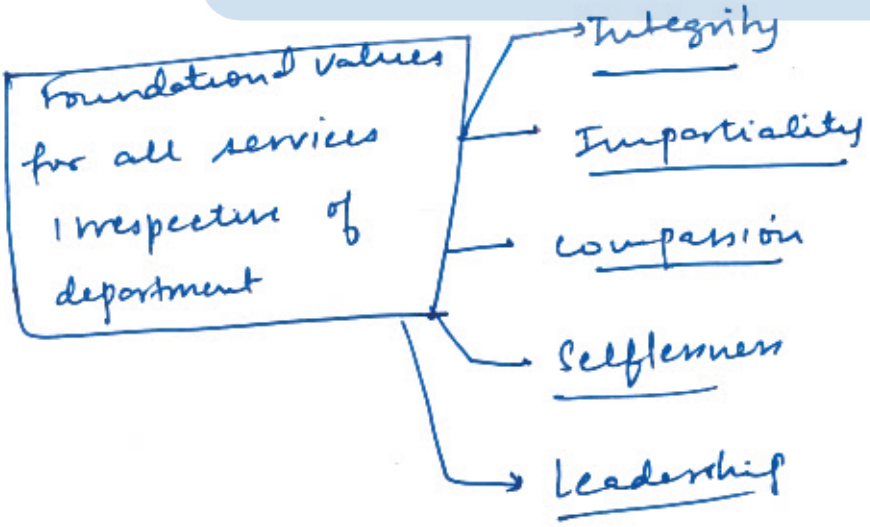
(Answer in 150 words) 10 Marks

Civil services have been defined as steel framework by Iron man of India, Sardar Vallabhai Patel.

Moral values represent values that are right as per standards of morality and ethics

Eg Honesty, objectivity, altruism

Immoral values represent values that are not right and represent myopic vision. Eg lying, stealing, dishonesty.



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Reason for these values being foundational

1) **Integrity** will ensure upright conduct which is necessary to reduce discretion and corruption. (Eg) TN Seshan

2) **Impartiality** will lead to merit and fact based decision making. In a diverse society like India an impartial decision is needed to bring and uphold Gandhi's Antodaya

3) **Compassion** will help take in proactive step to alleviate vulnerable sections (Eg) IAS Radhakrishnan

4) **Selflessness** will ensure upholding anonymity and keeping society before personal gain. (Eg) IAS Prashant nayak Kozikode

5) **Leadership** to act as agent of social change. To be innovative, show courage of conviction. To increase trust of society in Administration. (Eg) APJ Abdul Kalam

These values will help in upholding Probity in administration.

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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

Governance refers to the decision making and decision implementation process.

When such decisions have ethical basis it transforms into ethics in governance.



Fig1 : components of governance

Citizen's involment as critical to ethics in governance

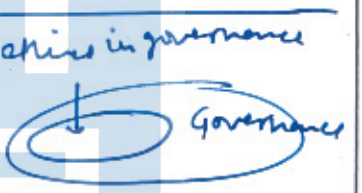


Fig2: Governance & ethics in governance

1) Citizens component of governance process

2) Act as accountability mechanism.

3) Ensure absence of discretion and impartial decision making.

Mechanisms citizen can use to ensure ethics in governance

- social audit
- RTI act
- citizen charter
- Reporting irregularities to grievance redressal mechanism.

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Effectiveness of civil engagement to ensure ethics in administration

1) Low awareness.
2) Apathy from administrators to share information (eg) Pendency in RTI cases
3) Lack of citizen consultation in decision making (eg) citizen charter not made from citizen input
4) Lack of proactive grievance redressal.

Ways to improve effectiveness

1) Increasing awareness about mechanisms
2) Training of officials.
3) Citizen charter based on Scottish model
4) RTI law be upheld in spirit and letter
5) Citizen active participation via CSO and NGOs

Being indispensable part of governance process, citizens cannot remain mere beneficiaries. But need to act proactively to ensure ethics in governance.

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

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

(Answer in 150 words) 10 Marks

Persuasion refers to act of influence to get the object act in desired manner to achieve result.

Schemes like Beti Bachao Beti Padhao involve persuasion to bring in social change with respect to attitude against girl child in particular and women in general.

However, as per government and NCRB data, Girlchild marriage are still prevalent - (Pg) Alekha Teej tradition of girl child marriage shows limit of persuasion. Similarly the ratio girl education sees a sharp

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decline from primary to higher education, again showing limit in success of persuasion.

Therefore, little force by public administrator is justified:

1) can create deterrance (eg) Punishing parents of girl child involved in marriage can reduce such marriages in future.

2) Similarly forcing parents to send their daughter for school can act as agent of transformation.

However, excessive force can also be implemented unknowingly which can cause more harm & damage.

As Andre Beteille said, while law decides direction of social change, it is social traditions which guide actual direction.

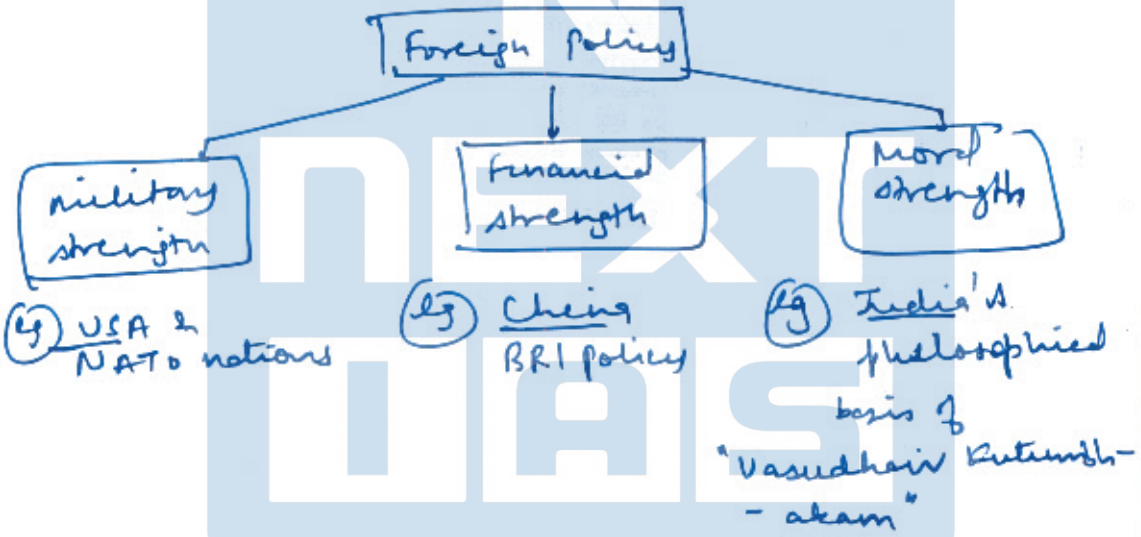
Therfore judicious mix of Persuasion and little force needed. (Ends & means)

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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 is a set of values and guidelines that aims to maximise the interest of a nation while minimising its threats.



Ethical strength in international arena refers to ethical basis to the formulation and conduct of foreign policy.

Ethical strength benefit

1) Relationship between nations based on

Candidates must not write on this margin

moral values and not material gain.

2.) will ensure host nation is not seen as means to gain political clout in international arena as ends.

3.) will ensure relation based on values of compassion, equality & honesty.

4) Prevent nuclear proliferation

Shortcoming of Ethical strength

1.) Not supported by ~~leade~~ thinkers like Kautilya) favoured hard power.

2.) changing geopolitical arena towards conflict

3.) Difficult to augment strength of ethical strength compared to military and financial strength

However, India as a nation has testament that ethical strength also respected in today's world. It is because of India's ethics such as Vasudhaiv Kutumbakam, ahimsa, humanity as end in itself, humanitarian aid & openness have made it prominent.

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खण्ड–B / Section–B

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

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

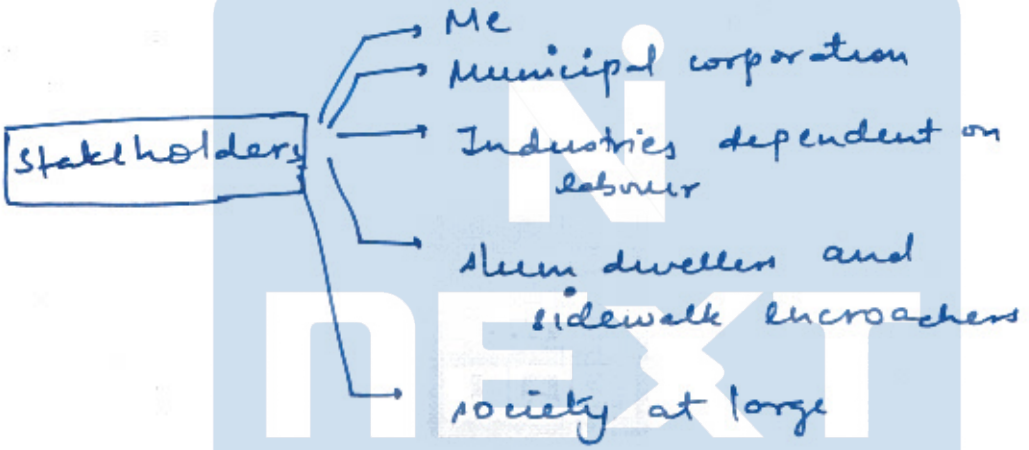
(c) What are the options available in the above situation?

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

(Answer in 250 words) 20 marks

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The present case study highlights the increase in phenomenon of illegal slums and sidewalk encroachment in urban areas due to unsustainable increase in rural to urban migration



(A) Value conflicts in the case

i) Official responsibility of checking against illegal encroachment V/S voice of conscience which sees departmental activity as inhumane

ii) Impartiality in action V/S empathy for people on sidewalk with no assets left in rural home

Candidates must not write on this margin

3) Right to livelihood of migrants as they migrated for work V/S Quality of life of city and slum dwellers, as slums lack WASH facilities.

4) Responsibility to city as officer in municipal corporation V/S human values for rural migrants living in illegal slums

5) Rule of law V/S care ethics
(illegal slums) (vulnerable sidewalk dwellers)

(B) **Impartiality** refers to the quality of being objective and taking decisions on merit.

Empathy refers to the value of putting oneself in shoes of others to understand their pain.

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For civil servants / administrators both the values are of paramount.

(Eg) in case of lack of documents, administrator should follow empathy to grant relief to age old widow.

However, excessive relying on empathy may not be in line with impartiality which is necessary to uphold Rule of law.

Therefore, administrator should follow impartiality and using their emotional intelligence can rely on empathy on case to case basis.

(C) **Options available**

1) Carrying out official responsibility and drive them out.

2) Do not drive them out and asking someone else / senior to take charge.

3) Gathering data and rehabilitate vulnerable under schemes of government and carry out the drive.

Candidates must not write on this margin

(D) Viable solutions to tackling illegal slums and encroachments in urban areas

1) Taking stock of the situation about the data of migrants. E-Shram portal can be used.

2) Strict enforcement of law to create deterrence

3) Provision of affordable housing for migrants

4) Preventing rural distress so that distress migration can be prevented.

5) Skilling up labour and migrants to provide meaningful income to prevent illegal encroachments due to lack of funds.

6) Collaboration between different government department to reduce scope of corruption while dealing with such issues.

Slums present a dual edge situation with surplus labour and also unhygienic dwelling. Need to transform them.

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8. एक राज्य सरकार ग्रामीण भूमिहीन मजदूरों के परिवारों के बीच सुरक्षित मातृत्व को बढ़ावा देने के लिए एक कल्याणकारी योजना चला रही है। इस योजना में लाभार्थियों को धनराशि का हस्तांतरण किया जाना शामिल है ताकि वे मातृ देखभाल 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 दस्तावेजा की जाँच करने और धोखाधड़ी का पता लगाने में मदद मिलेगी। यह एक व्यापक रणनीति है, लेकिन इसमें किसी व्यक्ति की डेटा गोपनीयता का उल्लंघन होने का जोखिम है। एक विभाग प्रमुख के रूप में, आप धोखाधड़ी का पता लगाना और उसे रोकना चाहते हैं, लेकिन साथ ही, आप हितधारकों की डेटा गोपनीयता के उल्लंघन के बारे में आशंकित हैं।

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

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

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

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

(250 शब्दों में उत्तर दीजिए) 20 अंक

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

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

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

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

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

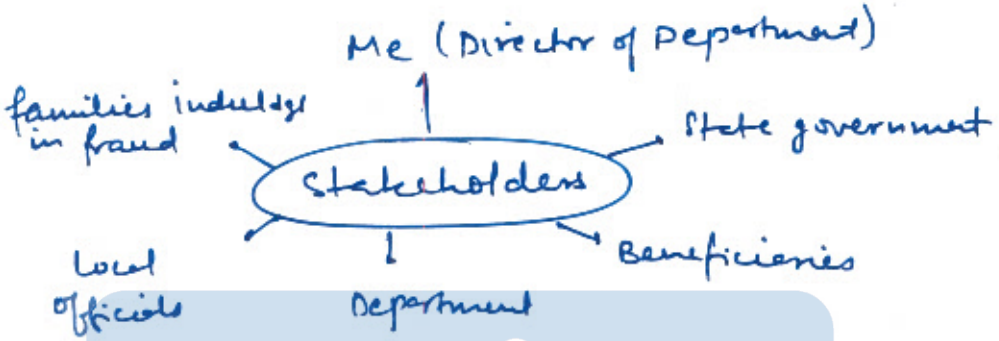
(c) What, according to you, can be the reasons for such welfare frauds happening in the country?

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

(Answer in 250 words) 20 marks

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The case highlights the ethical dilemma of protecting data privacy v/s using data to increase efficiency of scheme.



(A) **Issues involved in the case**

1) Welfare frauds being committed by families by producing fake bona fide (ends > means)

2) Involvement of local officials in fraud by scrutinizing fake bonafide. Shows lack of integrity.

3) Whether to use data sets of beneficiaries to increase efficiency of the scheme or not. (efficiency v/s right to privacy)

4) Frauds result in loss to exchequer and subsequently hampers the

Candidates must not write on this margin

true beneficiaries.

(B) Violation of Data privacy to prevent welfare fraud

Yes, justified as it is fiduciary responsibility of administration to prevent fund leakage. However, it is a short term measure. Also goes against Right to Privacy

In the long term, there is possibility of data leakage, apprehension among citizen (ultimate beneficiaries) about the misuse of data. Along with this, quality of data can also lead to exclusion-inclusion of real beneficiaries.

Therefore as a long term measure auditing at regular interval, use of persuasion can help prevent welfare fraud and violation of Data privacy should be used as measure of last resort.

Candidates must not write on this margin

(c) Reasons for such welfare frauds

1) Lack of effective oversight on implementation

2) Lack of integrity in officials. As in the case shown by scrutinizing fake bonafide.

3) Lack of civic morality. People forge fake documents to get benefit.

4) Limited success of state in welfare motive. As people forging document to get support shows lack of alternative schemes

5) Inclusion - exclusion errors & ghost beneficiaries.

6) Bureaucratic - political nexus resulting in corruption.

7) Lack of auditing by independent authority and social audit mechanism

Candidates must not write on this margin

(D) Ways and means to prevent such frauds

1) Objective criteria of defining beneficiaries.

2) Data collection for inclusion-exclusion should be recent and should be regularly updated.

3) use of ICT, IEC campaigns and citizen charters to spread awareness about schemes and intended beneficiaries

4) use of JAM trinity or DBT mechanism to prevent leakage.

5) Training of officials to enable them discharge duty in efficient manner

6) Regulatory and oversight mechanism along with these use of social audit to create accountability.

Effective and efficient welfare services are needed to uphold the welfare duty of the state.

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?

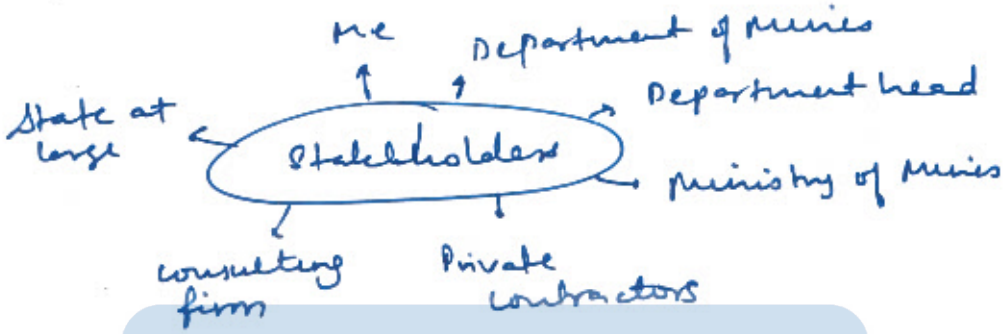
(c) Discuss the advantage and disadvantages of each option and identify your chosen course of action.

(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

The present case highlights the issue of development v/s environmental sustainability.



(+) Issues and value violations

1) Speed of tender allotment overlooking sustainability of project in the long term.

2) Lack of integrity by consulting firm responsible for Environmental impact assessment report, report created shoddy and cooked up.

3) Lack of responsible behaviour by department head

4) Preferance to meeting revenue target over environmental sustainability (short term gain v/s long term pain)

Candidates must not write on this margin

5) Lack of environmental ethics. Mining process leading to possible damage to environment state cannot afford.

6) Lack of compassion, empathy for the state residents that will get affected in the long term.

(B) Options available

1) Bring the research done by me to the head of department.

2) Do not act against order of head. Maintain status quo.

3) Channel grievance to minister by highlighting the grievance.

4) Whistle blowing on the shaddy report and future impact of mining.

(C) Options evaluation

Candidates must not write on this margin

option 1

merit	demerit
- shows objectivity - may force head to change decision	- head may not take action - may get disciplinary action for going against senior orders

option 2

merit	demerit
- acting as per senior order - mining process will not be halted	- crisis of conscience - environmental damage. - shows lack of courage of conviction

Option 3

merit	demerit
1) Minister may halt the process 2) no crisis of conscience	1) may not take action 2) departmental action might be taken

option 4

merit	demerit
- will bring out irregularities in public - shows integrity and courage of conviction	- may loose job or - may deter future private mining activities

Candidates must not write on this margin

Course of action

1) Bringing the research on table before head while highlighting the possible effect and loss of revenue in longer term.

2) Highlighting the same issue on state citizen to minister. (ministerial responsibility to act for welfare of citizens)

3) using persuasion as a means to temporary hold the process to correct irregularities

Course of action should be guided by civil services values of integrity, impartiality and objectivity.

(D) Environmental considerations are often seen as diametrically opposite to development. However they share symbiotic relation.

If development is given more consideration then it can create inter and intragenerational inequity. It can cause more damage.

Therefore inclusive growth should be the norm with both environment and development going hand in hand.

Candidates must not write on this margin

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

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

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

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

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

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

(c) क्या आपको लगता है कि एक कॉर्पोरेट की सामाजिक ज़िम्मेदारी उसके निकट समुदाय से कहीं 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?

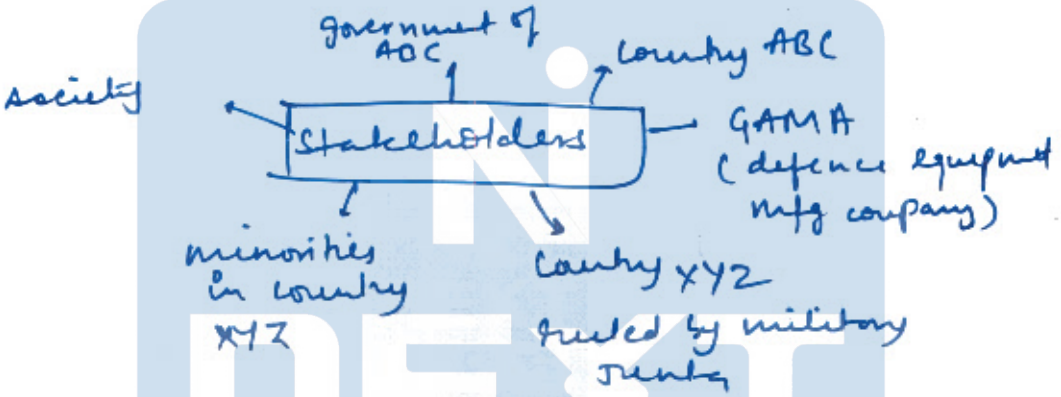
Candidates must not write on this margin

(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 case study highlights the importance of ethics in international arena along with corporate ethics.



(A) Ethical issues involved

1) Country ABC expanding the market scope for its defence exports. Against values of peace and shanti.

2.) Deal between GAMA and junta ruled XYZ for transfer of sensitive technology. shows lack of corporate ethics. Profit over possible misuse of technology.

Candidates must not write on this margin

3) Indulgence of Nuns in silent genocide of minority ethnic community. against Right to life.

4) Silence of government of ABC shows lack of virtue ethics. Lack of responsibility as GAMA belongs to their nation.

~~5) Ends over means~~

5) Ends over means: use of defence exports to gain influence in international arena.

(B) while traditionally corporates have been primarily associated with maximisation of profits for themselves. Hence, it was advocated there is no ethics in corporates.

However, after Solomon case which declared corporates as societal asset and not individual asset. There have been push to promote corporate social responsibility.

Candidates must not write on this margin

Similarly, businesses like GAMA should and must consider international ethics.

Because commerce without morality sin as per Mahatma Gandhi. They should not focus on ends as means equally important. For eg while they are getting billion dollar deal. But their technologies may be used against minorities. Similarly this will also affect longetivity of the company.

Hence, they should shift from profit to P3 model that is People - Planet - Profit.

(c) For a company having no international presence, on the face of it may seem to have no obligation under CSR for international community.

However, this represents myopic view. For CSR is to help community

Candidates must not write on this margin

development. This community can be either immediate county or international community. Aim of CSR is to serve humanity at large.

for countries having multination

at present it is moral responsibility to use CSR for international community.

Gandhiji's trusteeship model can act as guiding light for corporates.

(1) Defence sector companies manufacturing sensitive technologies must be regulated by respective governments:

1.) possible misuse of technology if in hand of bad elements (eg Trump)

2) companies sovereign asset of nation require regulation.

3) To control profit as end goal. Human values should be means and end in itself.

4) Moral responsibility of State to prevent weapon proliferation

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

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

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

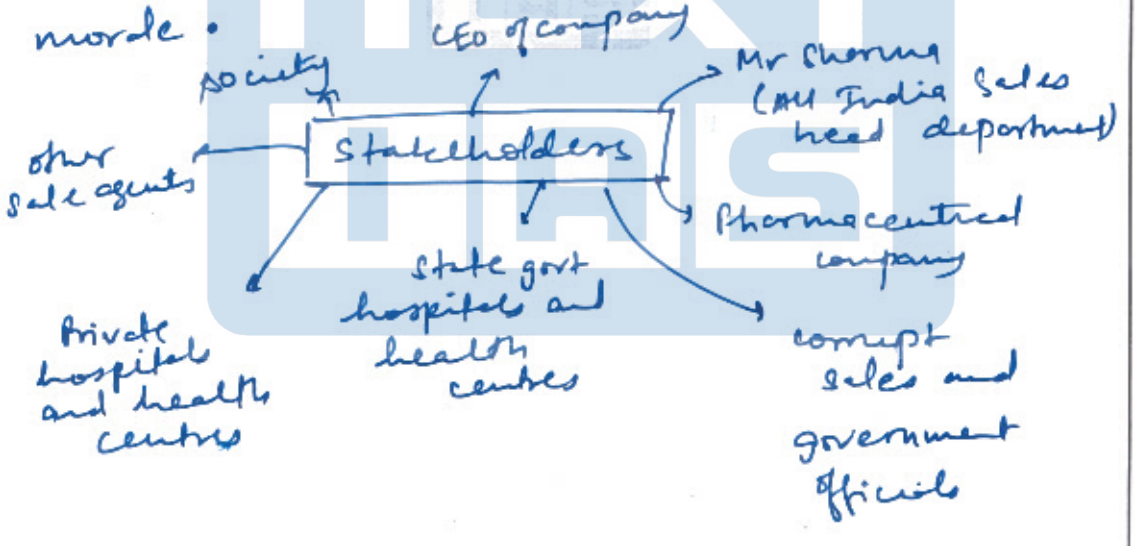
(a) What are the ethical and business issues involved in the case?

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

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

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

The above case study highlights the prevalence of corrupt practices in pharmaceutical sector resulting in loss to exchequer and to the company morale.



(A) **Ethical issues involved**

1) Corrupt practice of procuring products at higher price by government officials.

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3) Loss of exchequer funds shows lack of responsibility as fiduciary.

3) Possible price rise to subsequent patients that may increase out of Pocket expenditure. (Health ethics)

Business issues involved

1) Excessive freedom to sales agent resulted in high turnover but also resulted in corrupt practices.

2) Morale of other sales agent down as their honesty is not rewarded while dishonest agents getting benefits in form of commission

3) Whether to tell government or not as may result in blacklisting and loss of jobs for all. (disproportionate action)

(B) options available to Mr Sharma and CEO

1) maintaining status quo and not

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reporting.

2) Acting against 3 sales agent internally without telling government officials.

3) Telling the government officials and also taking internal action against the corrupt sales agents

↳ best option as shows coverage of conviction. It will increase in confidence and future business of company. It will help boost morale of honest sales agent.

(c) According to me, it was a result of both organizational freedom and nature of individual.

Because on one hand freedom gave them liberty in striking deal and negotiating prices, it was on the other hand individual nature that only 3 out of all were indulged in corrupt practices.

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other factor can be collusion with government official that gave them confidence to be dealing in corrupt manner.

(D) To prevent unethical behaviour the company create following mechanisms:

1.) Recruitment of holistic competent sales agent with focus on both sales and character.

2) Awarding people with high integrity as integrity icon similar to employee of month.

3.) Auditing mechanism and changing work culture.

4.) Salaries can be reviewed to increase as per inflation to prevent unethical acts.

5) Regular exercises such as role playing meditation to inculcate emotional intelligence.

6) Role of code of ethics.

Longetivity of companies depend on ethical actions of its members.

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

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

सामाजिक कार्य में स्नातकोत्तर रश्मि, जो कम उम्र में विवाह से बच 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 present case study highlights the persistant issue of child marriage and attitude of people against its reforms.

Stakeholders
- Rashmi, owner of NGO
- consumer and manufacturing Plant
- local law enforcement agency
- worker union
- management of plant
- society of Singh Garh

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(A) Issues involved

1) Low development indicators such as health literacy (Right to dignified life)

2) Rise in child marriage despite legal sanctions - Against Rule of law and Right of children.

3) Resentment of local leaders against Rahnuma's work in stopping and rehabilitate child marriage victims shows lack of empathy and rationality.

4) Threat by union members against workshop by Rahnuma shows lack of tolerance and resistance to change.

5) Management stopping NGO activity and running from social responsibility to society shows lack of ethical management and management of ethics.

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(B) Course of Action for Roshni

1) Using social influence and persuasion to change views of management and union worker.

2) Acting as a agent of social change by bringing her side of story about child marriage.

3) She can ask one of her rescued victim to persuade union workers and management.

4) use of local administration can be sought to gain protection.

5) Educating villagers about the law and punishment they are liable in supporting such activities

6) She can in the meanwhile also leverage network of NGOs to help improve indicators of village to gain confidence that she is working for their betterment.

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(c) Yes, companies should accept responsibilities for social problems in region of operation because:

1.) Social problems may have spillover on working of companies.
(Eg) child marriage may lead to arrest of adults involved reducing available workforce.

2) It is highlighted by corporate social responsibility. (Eg) low development indicators in Singh Gath can be improved by leveraging CER.

3.) For gaining trust and showing compassion, core ethics. (Eg) Allowing NGO to work it can improve status of women which will gain confidence in managmt.

4.) Profit as not the end. Motto should be ~~to~~ propeople corporate.

Candidates must not write on this margin

(D) Reason for aggresive reaction from workers Union

1) Work of NGO seen as attack on traditions.

2) Negative attitudes towards women empowerment. (by) seen as corruption of minds.

3) Social influence of local leaders who resented Rashmi's work.

Way Rashmi should handle

1) Engaging in meaningful dialogue. Getting to know their apprehensions.

2) Educating them on long term negative effect of child marriage.

3) Highlighting law and ethical violations by supporting such immoral act.

4) Acting with courage of conviction and applying emotional intelligence.

For society to progress women and men need to be on equal footing.

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Space for Rough Work



Candidates must not write on this margin

Space for Rough Work

NEXT IAS