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Name of Candidate : PRAJWAL CHAURASIA

Roll No. : 0409901

Registration Number : PTTP220258 Date of Examination : 14/08/23

Exam Centre : Old Rajinder Nagar ☐ Bhopal ☐ Online ☑

Test - 4 **Code : TC074**

MTS IGP Batch 2023

GENERAL INSTRUCTIONS

This Question-cum Answer (QCA) Booklet contains 64 pages. Immediately on receipt of the booklet, please check that this QCA booklet does not have any misprint or torn or missing pages or items, etc. If so, get it replaced by a fresh QCA booklet.

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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

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MACRO COMMENTS

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2. Write your registration number and other particulars, in the space provided on the cover of QCA Booklet.
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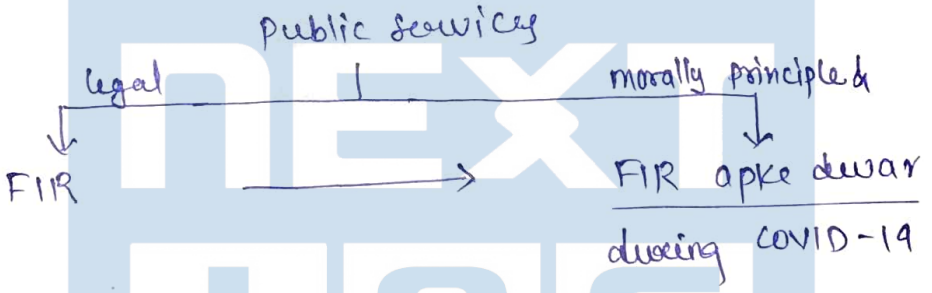
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खण्ड–A / Section–A

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

As per 2nd ARC, public servants must show loyalty towards constitution, ethics and laws as a foundational value



Loyalty to constitution

(I) Mandates welfare state → Article 38 of economic + social justices.

(II) source of duty to officers
Article 312 → All India services

(III) Safeguarding fundamental rights like Right to equality, freedom of expression.
Ex: Right to privacy

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Loyalty to laws

- uphold rule of law to all.
- prescribed punishment for its violating
- follow the code of conduct while performing actions

Ex: e-tendering of contracts / bids.

Loyalty to ethical principles

- To uphold integrity and showing probity

Ex: T.N Sheshan electoral reforms.

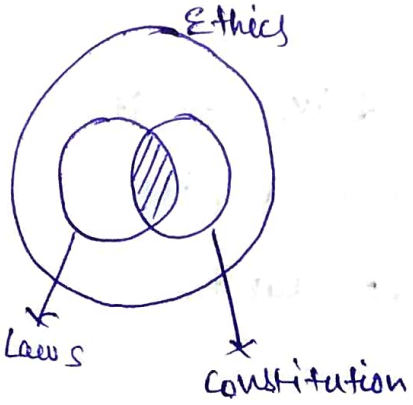
- To bring objectivity & rationality in actions.
- Use of discretionary power for welfare

Ex: MPLADS fund to build school, hospitals

- Builds compassion, Empathy etc.

Ex: compassionate Kozikode model (Kerala)

Amongst the three, Ethics can take primacy as it encompasses both laws and constitution under its ambit



This will help in better use of conscience while implementing policies.

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

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

Integrity-based civil disobedience simply means citizens tend to disobey the laws when they feel it is immoral.

Eg: Gandhiji's civil disobedience when he felt that salt tax was immoral in nature

Further, it keeps the integrity of an agent intact and strikes out the only affected character of a law.

Challenge to personal integrity → responsible for disobedience in civil services

① Due to ideological differences and perceived interpretations

Ex: Denying bulldozer eviction drive as it lead to homeless of citizens despite encroachment on government land.

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(2) External influences and thought processes

Ex: several bureaucrats also opposed the contentious farm bills.

(3) Against the undue political interference in day-to-day administration.

Ex: frequent transfers of IAS Ashok Khemka.

However, it cannot be justified on certain parameters.

↳ It may lead to anarchy and will result in insider-revolt in administration.

↳ goes against code of conduct and duty bound obligations.

Thus, here conscience can act as a sunlight that will help in actual implementation of laws, and prevents ~~integrity~~ disobedience while keeping integrity intact.

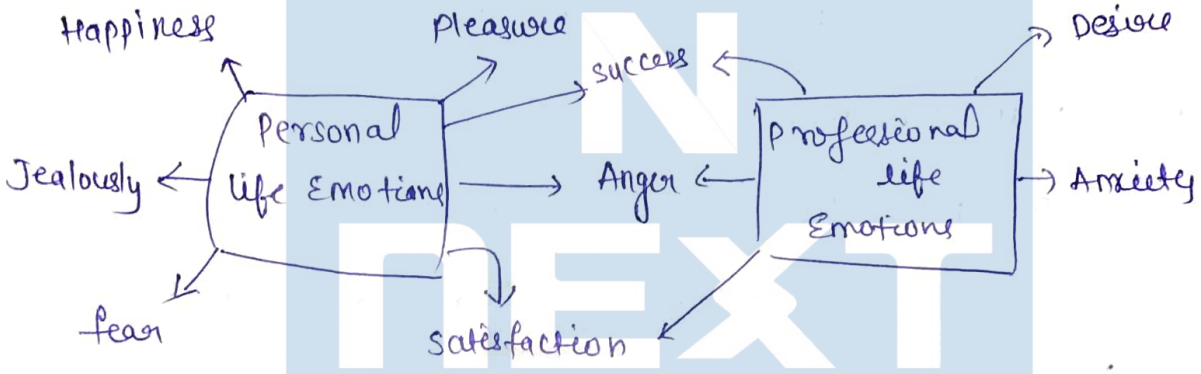
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2. (a) हालिया शोध से पता चला है कि संवेग (भावनाएँ) व्यक्तिगत और व्यावसायिक जीवन को महत्त्वपूर्ण रूप से प्रभावित करते हैं। वे कौन से प्राथमिक संवेग हैं जो कार्यस्थल की उत्पादकता पर नकारात्मक और सकारात्मक प्रभाव डालते हैं? प्रासंगिक उदाहरणों के साथ स्पष्ट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

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

Emotions are the strong feelings towards a purpose, situation or object accompanied by behavioural changes.



Emotions → Impact negatively

① Anger → break communication channels and deterioration of work culture

Ex: Boss shouting heavily on juniors for not meeting deadline in front of everybody will demotivate and thus low productivity

② Jealously → towards success of colleague's lead to negative competition

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Ex: Backbiting of colleagues destroys trust in workforce

(3) Frustation → directly lead to decreased productivity due to deviation from task

Ex: Tensions of personal life reflected in office

Emotions → impact positively

(1) Happiness → lead to a satisfaction feeling that made us to stretch our boundaries

Ex: A happy employee willfully works more.

(2) Inspiration → will lead us to learn good practices from other and thus improve efficiency.

Ex: Learning from works of IAS Prashant Nair etc.

(3) Calmness: inculcates patience and better understanding of situations

Ex: Calmness of M.S. Dhoni as a Indian cricket team captain (2007, 2011 World cup final)

Thus building Emotional Intelligence can further helps in better decision making (Daniel Goleman).

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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

Ethical efficiency means adherence to ethical principles to ensure one's decision is oriented towards betterment of all.



Ethical Efficiency > Technical + social Efficiency

(i) It augments and supports all other efficiencies

Ex: A public servant of highest probity will make objective + sensitive decision

(ii) Helps in solving dilemmas and conflict of interests type situation

Ex: Recusal of judges to avoid biasness in decision making

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(III) Makes our actions more people centric and widely accepted.

Ex: IAS Armstrong Pame built 100 Km road from crowdfunding mechanism.

(IV) Develops Emotional quotient and generates compassionate values

However, technical & social efficiency is equally necessary

↳ Rising digitalisation of welfare schemes requires capacity building in digital skills

Ex: e-POS machines in PDS shops.

Social efficiency can bring long and lasting impact on society

Ex: Sunderlal Bahuguna's chipko andolan aroused environmentalism in society.

Thus achieving harmony between the 3 entities will enable better administration along with responsible citizens.

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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

~~Personal~~ The above quote reflects the inter-connectedness of life of a human being, wherein its action in one's sphere reflects in others.

Eg: Gandhiji himself adopted dhoti-kurta (made of khadi) to preach others for swadeshi goods.

Individual's Personal Ethics ⟶ impacts professional life

① Values remains the same, just the location gets different.

Eg: A person supporting child marriages will show laxity and delay in stopping such practices in society.

② Transgression of professional work into the

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person life → distorting work life balance.

Ex: Burden of work lead to working late hours in office → thus less time for children and family impacts familiar relations.

③ for a politician like PM, it is having difficult to have a distinct value system.

However with good Emotional quotient one can draw a thin line between personal and professional life.

① By knowing its strength and weakness, one can compartmentalise

Ex: Paternity leave for child rearing

② Maintaing a harmonious separation.

Ex: for public → as a public servant
for family → as a father, son

Thus practicising meditation and learning from great personalities like Gandhiji can help in achieving Golden mean (Aristotle).

b

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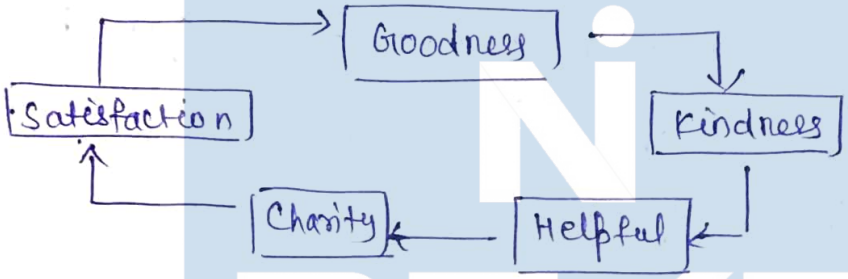
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3. (b) अच्छाई जो सही है उसे करने की आंतरिक अनिवार्यताओं का परिणाम है, न कि नैतिक नियमों से उसका स्वीकरण या अपेक्षित परिणामों के रूप में प्राप्त पुरस्कार। क्या आप सहमत हैं? चर्चा कीजिए।

(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

Goodness refers to an act of kindness and honest that caters to the inner voice of a person (conscience).



Goodness → Internal imperatives of what is right

① follows Kant's unconditional duty → means obligation to do what is right.

Ex: Duty towards parents and children by a father / mother.

② To fight against inner immorality and present a righteousness action.

Ex: Gandhiji's non-violent satyagraha against powerful violent colonialist.

③ shows the moral values and principles

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that one learns and builds up character

Ex: Greta thunberg protest against swedish climate change law because she considered it as half-hearted.

(4) To fight ethical dilemmas

Ex: Gandhiji's Talisman

However goodness also results from Sanctions of moral values & rewards.

(1) Affirmative actions to uplift downtrodden sections of society

Ex: Reservations in jobs (India).

(2) Rewards sometimes act as an incentives to carry out good work ahead.

Ex: UN Global Climate Action Awards

Thus, Character remains the highest virtue (Aristotle). It will help in delivering goodness in the society both internally as well from moral push.

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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 is the notion of acceptance of diverse views and giving them due respect while putting one's one views.

Tolerance is purely an act of the mind because it a choice and not forcibly impressed upon us. It is a learned-behaviour that enjoys different views.

for Ex: Divya Devrajan (IAS) learnt tribal language to deal with their problems

In this context, tolerance act as a virtue defining good traits of behaviour and character building.

Ex: Parents showing tolerance towards their transgender child and respecting

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choices on equal terms without any inherent biasness.

Further, it shows the courage and strength of an agent. Not everyone can be tolerant because it requires accomodative mindset.

Ex: India's secularism concept has made it possible to survive India and emerged as largest democracy in world even after 75 years of independence.

However incidents like Delhi riots 2020, Mob lynching, boycott campaigns etc. show weakness in tolerance.

Here Gandhiji's Sarva Dharma Sambhava will help in achieving tolerance. and make the society more peaceful and diverse.

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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 above quote focus on our primary responsibility as human beings is to help others and make the world a better place. For one cannot attain salvation of own before serving others.

Ex: Mother Teresa dedicate her life to serve the poor and showed how to attain salvation in service of others.

Also, Bhagvad Gita highlights the notion of Nishkama Karma that one should focus on Dharma → service / duty without thinking of fruits. Through this one can focus on welfare of others.

Indian constitution through fundamental duties (ARTICLE 51A) also

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highlights the same. The citizens should focus on improving their society

↳ protecting environment.
↳ promoting scientific temper.

Further, the salvation is the liberation of soul, and that can be achieved when we think whole world as a single family (Vasudev Kutumbakam).

Moreover, Kant's categorical Imperative also focus on unconditional duty of people towards the welfare of society.

By doing so we can lessen the pains and sufferings of poor and affected one. This will generates compassionate feelings and thus promotes liberation.

Here we must follow the ~~Mahaya~~ Boddhistava concept of Buddhism to alleviate sufferings of others.

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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

The above quotes puts a spotlight on a notion that periods of peace are often overlooked or forgotten in history while periods of conflicts are much more memorable.

one of the reason is that war is more dramatic and exciting than peace. It is full of suspence and instability as compared to monotonous period of peace.

Ex: During Mauryan period, southern India were comparatively in peace but never mentioned much in books.

Also, the media covers it extensively due to its commercial value. one can arrange debates and discussions.

wars also gives us the learnings, they act as a mirror of our

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mistakes. By emphasing more on them can help in avoiding such wars in future

Ex: Great depression of 1930s leading to world war II holds resemblence for coming Economic depression after COVID-19.

However, peace are also mentioned in history books. From elaborate harappan civilisation to globalisation in 20th century, history had defined peace in much more elaborated way.

Thus history remains a subject of varied interpretation. peace and war are the 2 sides of a same coin. so it is high time to make our world more peaceful by promoting SDG 16 of global peace.

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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 are referred to as steel frame of India by Sardar Vallabhai Patel.

Moral values	Immoral values
• Empathy, compassion	• Cold-heartedness attitude
• Selflessness attitude of work	• Nexus with politics Ex: post-retirement benefits
• Courage of conviction	• abuse of power Ex: Taking bribe
• positive attitude	• Anger, negative attitude

5 basic moral values → foundational values

① Dedication to service: willingness to serve the society and obeying duty to promote welfare

Ex: Indian army jawans posted along

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international borders.

(II) **Equality** → To ensure impartial treatment of all beneficiaries and in general, public

Ex: Doctor treating every one as patient irrespective of rich / poor.

(III) **Tolerance** → accomodative mindset can help a employee to address the problems in better way.

Ex: Awarding of contracts irrespective of religion

(IV) **Courage** → To uphold the integrity of the office and make steps towards ensuring justice for all.

Ex: IAS Chandrakala action against illegal sand mafia

(V) **Compassion** → To make policies and decisions more sensitive in nature.

Thus these values can help a civil servant to become "Karmayogi".

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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

Goveinance means the process / mechaniem of delivery of public seavices / goods.

civic Engagement $\xrightarrow{Yes}$ Ethics driven administration

(I) Decentralised decision making.
(bottom-up approach)

(II) Better understanding of ground scealities

(III) Better transparency in process.

(IV) participatory decision making.

Mechanisms

(I) **social audit** citizens can audit the government policies and implementation and thus give suggestions.

Ex: social audit of MGNREGA.

(II) **Right to recall** of the choosen candidates

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if they do not perform as per the wish of the citizens.

Ex: Right to recall in madhya pradesh.

(3) **Technological** → Through portal, apps etc, citizen's views can be ascertained while drafting of policies.

Ex: Mygov.in website

(4) **Public opinion** Before taking a decision, opinion of locals can be looked upon.

Ex: EIA mandatory public meeting.

(5) **citizen charter** through feedback mechanism so as to improve the governance process.

(6) Through **RTI** citizens can access information as a tool to make informed decision.

Thus citizen participation can usher a citizen-centric governance with active participation.

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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

social transformations are the long evolving processes that ~~for~~ changes the attitude and behaviour of public.

Good idea to use little force

(1) Act as a deterrent and nudges them to send girls to school (fear of law)

Ex: can increase enrollment rate in schools

(2) Brings quick results

However persuassion techniques are bringing transformation in society.

(1) campaigns like Selfie with Daughter also augments the objective of Beti Bachao Beti padao.

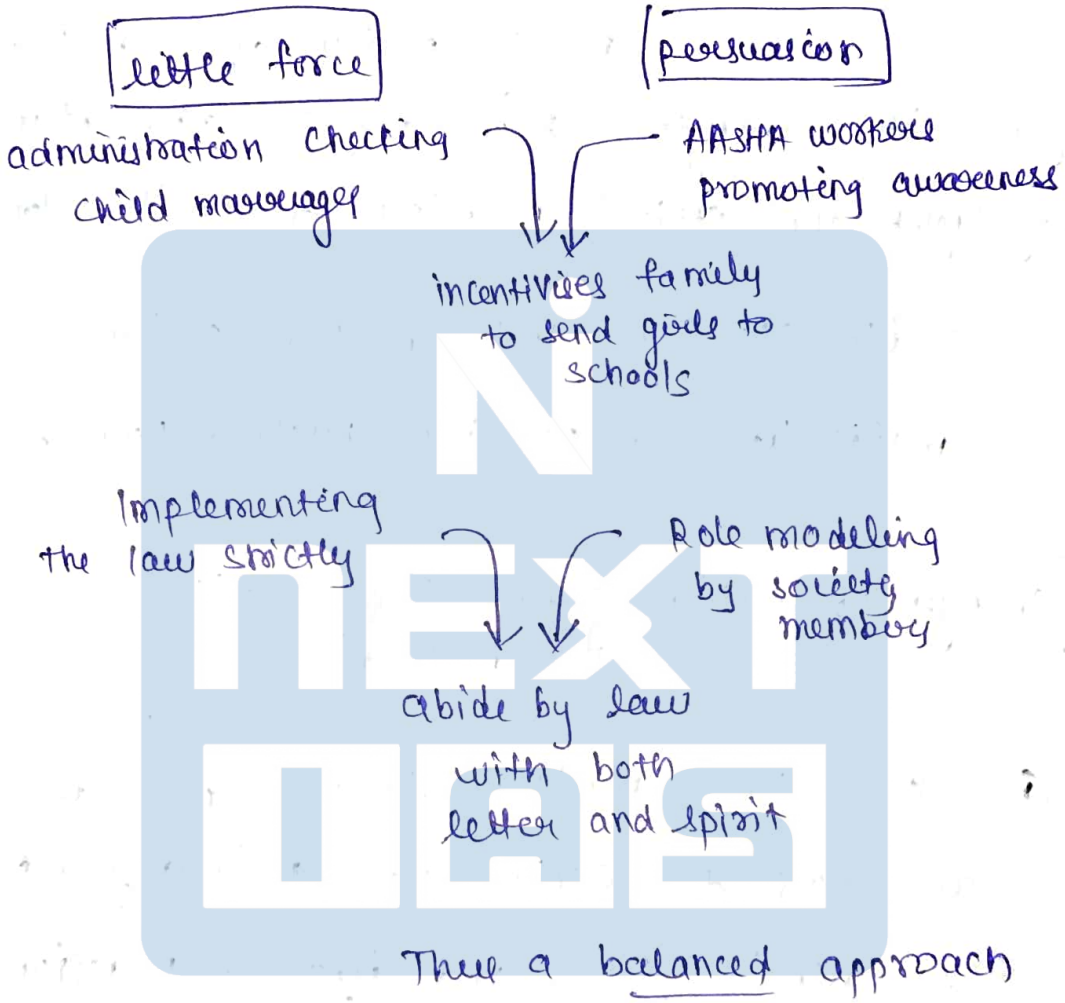
(11) Brings long lasting and sustained change

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in society

In this regard, Golden mean (Aristotle) can help in little mix of force with persuasion



Thus a balanced approach is required. Peaceful ways by incentivising public always help. with use of digital technology, persuasion techniques can bring quick results.

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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 of a nation defines its strength. But it also inherently highlights the ethical principles which it follows.

Ex: India NO FIRST USE nuclear policy makes it a responsible nuclear power.

Strength of nation guides foreign policy without ethics

(1) financial + military strength provides resources to achieve the desired goals

Ex. China's BRI and debt-trap diplomacy infringes sovereignty of other nations in South China Sea.

(2) security of nation and its interest often overshadowed ethical strength of a nation.

Candidates must no write on this margi

Ex: Engagement of talks with Taliban that puts restrictions over women.

However Ethical strength sometimes become a bright spot over financial + military strength.

(1) Nordic countries with promotion of Education, health, happiness as ethical principle are not Economic powerhouse like USA.

(2) Smaller nations like Bhutan showed highest ethical standards when it comes to climate change actions despite having resources crunch.

Thus, foreign policy of a nation should also inculcate ethical standards like Equality, brotherhood to solve problems of global commons.

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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 above case reflects how mushrooming of slums on one hand provides habitat to labourer while on other hand, results in encroachment of public spaces like sidewalk.

(A) **Value conflicts**

(1) Gandhiji's 7 sins – commerce without morality – worker's well-being (livelihood) not taken care of

(2) law v/s conscience : to follow rule book / orders against the inner voice.

(3) objectivity v/s Empathy : objective decision making to clear encroachment against the Empathetic feeling towards the vulnerable.

(4) Public interest v/s corporate interest – citizen's benefit of sidewalk against the availability of labour for industries.

(5) Balancing interest of several stakeholders
- ↳ shelter for slum dwellers.
- ↳ citizen's right to cleanliness.
- ↳ Duty to remove encroachments.

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B) sacrificing Impartiality for Empathy

① Negative sum game - both are foundational values for a civil servant - will have negative impact

② utilitarianism approach will guide maximum benefit to maximum number.
(labour's slum ~~to~~ not be ~~pull~~ pull down till other arrangements can be arranged)

③ Kant's deontology states wrong is wrong in all sense.

In this case, Empathy can guide us a more humane decision so that impartiality cannot be affected to a larger extent (Gandhiji Talisman)

C] Options available

① Go ahead with encroachment drive

Merit	Demerit
• fulfilment of duty Obligations	• crisis of conscience
• upholding impartiality	• cold-hearted action of government administration
• Rule of law	• loss of livelihood & failure of welfare state
• Praise from citizens for good work of Municipality	• Sacrificing Empathy.

Candidates must no write on this margi

(2) Not conducting Eviction drive

Merit	Demerit
• prevents moral hazard and guilt.	• weak Emotional quotient
• compassionate action.	• subversion of professional duties.
• Humane response.	• Set a bad precedent in future
	• Impartiality in actions.

(3) Halt Eviction for some-time

Merit	Demerit
• Give them time to relocate.	• Lack of courage in actions.
• Arrangement of temporary shelters.	• loss of public trust in municipality
• Madhyam marga (Buddha)	

I will choose (option 3)

In short term
- ↳ find alternative/temporary accomodation
- ↳ giving them time to relocate by themself
- ↳ prevents loss of money for labourers

In long term
- ↳ speed up affordable renting housing complex (Light house project)
- ↳ Rope in CSR funds to facilitate housing

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for poor people

↳ Regular encroachment drills to prevent slums at first place

D] Viable soln for tackling slums + Encroachment

(1) Decongestion of urban areas → like satellite towns etc.

(2) Affordable housing facilities in urban areas.

(3) Improving public transport so that commutation of workers become easy.

(4) circular Economy – building low cost houses using recycled materials.

(5) Regular mapping through drones to check proliferation of slums.

(6) using CSR funds to accelerate housing projects.

Thus holistic approach can help ~~slums~~ urban areas to become slum-free with housing-for-all objective.

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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 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

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The above reflects how welfare schemes are risked with frauds as seen recently in Jharkhand's scholarship scheme. Further the rising data privacy issue is a challenge.

A] Issues involved in case

(i) fulfilment of Welfare state (Article 42) at cost of Right to privacy (~~fundar~~ Article 21).

(ii) Politics without principle (Gandhiji's 7 sins) using state machinery to infringe upon citizen's personal data.

(iii) Discretionary power to use data without the consent of its citizens.

(iv) Theory of Justice (John rawls) → goes against the liberty of citizens (surveillance state).

(v) Professional Interest v/s public interest to achieve a larger good of public.

(vi) Means v/s Ends to achieve a good goal.

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B) Violating data privacy justified ?

Yes

As per Consequentialist approach to achieve ends

- Utilitarian principle – result in benefit of beneficiaries
- Prevents misallocation of funds
- Tackles corruption practice
- Passes Proportionality test as said by Supreme Court
- State can do within its power to ensure welfare.

NO

- As per Deontology (No means No)
- Violation of fundamental right to privacy.
- May open doors to misuse of data in future
- No law guarantees its justification
- No guidebook / rules on how and to what extent data to be used

In such a scenario, there again arises a need to enact Data privacy and protection bill that can guide the extent to which a state can use this data.

C] Reasons for such frauds

① wealth without work as a sin by fake beneficiaries.

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(b) unholy nexus of fake beneficiaries with local government officials.

(c) Greediness for money led to accumulation of wealth without ethics / morality.

(d) weak detection of frauds / verification of beneficiaries → low technological tools adoption.

(e) Degradation of social morality.

(f) widespread poverty and unemployment especially in rural areas.

(g) lack of fear of law / justice amongst the fake beneficiaries.

D] ways and means to prevent frauds

(1) Induction of technological soln

Ex: Ayushman bharat uses AI to predict frauds of hospitals / beneficiaries.

(2) Strengthen verification process.

↳ digitalisation of process.

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↳ cross verification of records.

(3) Creation of robust database like National database on unorganised workers.

(4) Imbibing morality, compassionate values amongst citizens.

(5) Speedy trials in cases of frauds to ~~ensure~~ act as a deterrent.

(6) Community awareness program

(7) Empowerment of beneficiaries so that they will be able to earn income by themselves.

Thus, there is a need to set up a mechanism to use data of citizens. It will enhance its usability and security.

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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 no write on this margin

The above case highlights how EIA reports are cooked up to grant clearance of projects. Recent Joshimath land subsidence disaster is one such example.

A Issues and Value Violations

1. Not following EIA both in letter as well as in spirit. (Shoddy report)
2. Environment Conservation vis Development (Profits)
3. Nexus between corporate and public servants → leading to corrupt values.
4. Honesty cannot over-ride integrity of a public servant in this case.
5. Healthy Competitive bidding was violated.
6. Suppression of facts in reports.

B Options available

1. Obey order & not pursuing investigation

Merit	Demerit
• Achieving revenue target	• crisis of conscience.

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- Lack of courage of conviction.
- Not in my domain of work
- Avoid departmental conflicts.

- Endangering life of people due to risk of disaster in future
- following corruption nexus
- Against integrity.

(2) Disobey order and halt the activity / bid

Merit

- Showing probity of highest standards
- Demonstrating fortitude
- Courageous act
- following conduct rules
- Zero tolerance to corruption

Demerit

- facts still not collected in a verified manner
- Halting of development works
- Loss of trust in transparent working.
- Departmental actions in future

(3) continue investigation → gathering more evidence and then call for fresh bid

Merit

- Make the case more evidence-based
- Also presenting the opportunity to company to put ~~bid~~ its

Demerit

- Disobeying superior orders.
- Not timely completion of projects.

Candidates must no write on this margi

concern • Responsible action • Preventing future environment disaster	• Undue political pressure • Loss of reputation of department

I will choose **option 3**

Reasons

- After seeking verification of evidence, investig-ation case would be stronger.
- Fresh bid to show that- zero tolerance to corruption by mining department.
- Delayed project will be better than an environmental disaster like Joshimath (saving lives)
- Upholding Integrity of office.

D Environmental considerations overrated at developmental cost

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Yes	NO
• To halt / delay the development project- by means of	• Topography plays a decisive role in deciding developmental projects.

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protest etc.

- Denying the project cannot be a soln. everytime.
- fails to think about (madhyam-marga)

- It should be within the bearing capacity of area

Ex: Avoiding blasting in hilly areas

- Risks of disaster are real

Ex: Chamoli disaster.

Thus sustainable development and environmentalism can guide our progress. EIA and rule of law will check any corrupt practices in this regard.

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

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

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

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

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

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

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

(d) क्या आपको लगता है कि संवेदनशील प्रौद्योगिकियों का विपणन करने वाली रक्षा क्षेत्र की कंपनियों को उनकी संबंधित सरकारों द्वारा विनियमित किया जाना चाहिए, या विनियमन उनकी उद्यमशीलता और नवाचार ऊर्जा को कम कर सकता है? चर्चा कीजिए। (250 शब्दों में उत्तर दीजिए) 20 अंक

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

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

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

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

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

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

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

(Answer in 250 words) 20 marks

The above case reflects how businesses while trying to explor profits must also adhocene to ethical values and humanity

A Ethical Issues involved

1. Gandhiji's 7 sins
   - Commerce without morality (deal with XYZ junta) (ethnic genocide)
   - Politics without principle (silence of ABC) (Against human rights)

2. Corporate Ethics

   Defence equipment industries (GAMA) should not shore up its profits by fuelling the war.

3. principled silence of government (ABC) over international criticism of deal.

4. us V/s them → peace prosperity in one's own nation while War in other nations.

Candidates must no write on this margi

(5) Lack of Compassion towards citizens of XYZ.

B) Whether corporate business consider International Ethics

Yes	No
• Make Responsible business. • Disfavour to deal will put pressure on junta government to undo wrongs • Builds an image in favour of company (Reputation)	• Profit as primary aim of any businesses • will result in infringing sovereignty of other nations. • Remain impartial in nature while conducting businesses Ex: Refusal of twitter to block accounts during farm protest.

In this case, it is the primary responsibility of a sovereign nation like ABC which should do efforts to restore peace, as GAMA has limited influence and outreach in International ethics.

C)

Whether corporate's social responsibility extends to international community?

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Yes	NO
• Certain problems are global commons and need co-ordinated efforts Ex: climate change	• Serving domestic community augues national commitment first
• Globalisation → inter-connected nexus of businesses and interests ⇓ spiralling of negative impacts in supply chains	• They have primary responsibility & adherence to domestic laws Ex: CSR act 2013
	• Limited funds → so domestic problems should be prioritised.

Thus corporate's social responsibility also extends to international community provided that foreign policy and resources allows.

D Sensitive technologies to be regulated

① So that it will not fall in the hand of hostile nations like Pakistan's non-state actors in case of India.

② Sovereign power to secure its domestic interest is the prime responsibility of a nation

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(3) Laws allows a nation to regulate such techno-logy transfer.

(4) Industries are obliged to follow law of the land prescribed by a nation.

However, it might feel that it resists entrepreneurship / innovation. But in reality, it acts as a safety net that protects potential misuse in International arena.

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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.

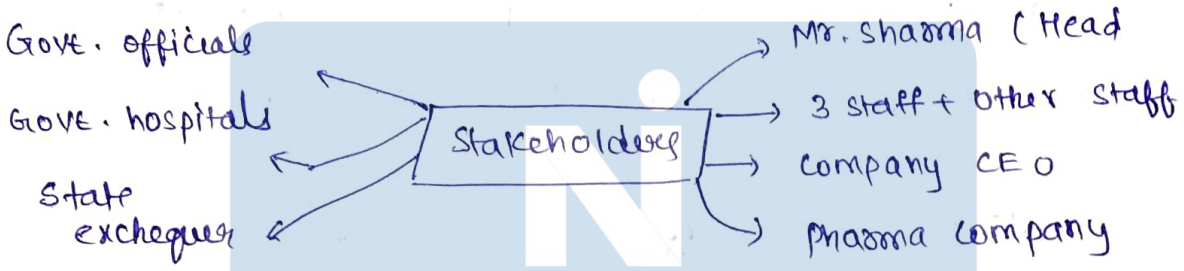
Mr. Sharma immediately reported it to his CEO, and the two discussed how to deal with the sales staff and whether to inform the government about the scam and the involvement of their staff. The issue was informing the government means that there was every possibility that they might be blacklisted, thereby 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



A] Ethical & Business issues involved

1. Lack of Accountability towards work
2. Differential prices leading to corruption.
3. Unholy nexus of staff + govt. officials → going against integrity of office.
4. Misuse & abuse of freedom of operations given by Mr. sharma to staff.
5. Loss of public funds → contributed by taxpayer's money (hard earned money of citizens)

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⑥ Business profits v/s moral responsibility of reporting a scam.

⑦ Deterioration & dis-satisfaction of staff members.

B] options available]

① Both remain silent on the issue and let the pharma company to earn profits.

② Talk to own staff who is indulged in such corrupt practice to not do in future and ~~let the~~ maintain status-quo.

③ Inform government about scam and take stringent actions against employee to show zero tolerance towards corruption.

C] Due to freedom by organisation

① Lack of monitoring and review mechanism of their work.

② Unbridled abuse of liberty leading to unethical practices.

③ Lack of checks & balances.

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④ Sole focus on profits by company by any means (Teleological approach)

Due to individual's corrupt nature

- out of whole, only 3 staff were doing wrong.
- lost of ethical values → greediness.
- shows lack of character in 3 individuals.
- formed unholy nexus with corrupt government officials.

D) Ethical mechanism + steps needed by company

① Code of conduct for staff members while dealing with clients.

② Drawing Lakshmann Rekha while granting freedom in sales of operation.

③ Rewards and punishment

- Monthy awards to best performing staff that had achieved by Rightful means
- strict actions against unethical practices like in this case.

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(4) External audit to usher transparency in the business.

(5) Improve transparency in the process through portal that puts details of contract in public domain

As said by Kofi Anan

"If corruption is a disease then Transparency is the best treatment"

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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

Rashmi's work as in this case highlights that child marriage is still a challenge with over 23% child marriages reported (NFHS-5) despite being banned in India.

A) Ethical Issues involved

① Leadership quality of Rashmi hindered by Union & workers (society at large)

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(2) Management pressurised to stop Rashmi visit due to fear of strike / anger.

(3) Traditional values are more rigid than Rashmi's progressive reforms.

(4) Threat of violence and life of Rashmi.

(5) Lackadaisical attitude of administration to stop child marriages in rural area.

(6) Such deterrence will suppress voices of woman like Rashmi & NGOs.

B] Course of Action for Rashmi

(1) As the protest enlarged and threats are growing, she should involve local administration.

↳ to go legally to curb child marriages.

↳ administrative machinery have resources and workforce

↳ will also give message that local admin-istration is also reforming.

(2) Additionally, she can conduct social media

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campaigns like # Stop child marriages.

(3) Also meeting with unions, management and local leaders to persuade them on ~~our~~ Kashmir's side.

(4) Take help of other NGO's, women SHGs like Kudumbashree (Kerala) to strengthen its voice against child marriages.

(5) Improving awareness about harms of child marriages with help of ASHA workers etc.

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c) Q Companies should accept responsibility for social problems

NO → Main motive is profit / business

→ limited resources to bring change in society

→ may lead to worker's strike hence fear of loss.

YES

(1) upholding and following corporate social

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responsibility (CSR) rules

(2) will improve reputation and hence investment
Ex: ESG norms.

(3) Moral responsibility for welfare of society

(4) corporate ethics also highlights the need.

D) Reasons for aggressive union reaction

(1) fear of attack on their traditional / cultural values

(2) Mis-perception by workers about the cause

(3) Patriarchial mindset of the society.

(4) women empowerment will lead to asking more questions about such illegal practices

(5) threat against existing power structures.

Rashmi's approach towards union

↓ Dialogue + Negotiation + conciliation
to weed off mis-information.

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↓ take help of local administration to put forward her reforms.

Empowerment of women through self-help groups (SHGs), awareness etc.

use of Emotional Intelligence

Thus with learnings from personalities like Kailash Satyarthi one can show leadership qualities in fighting the social evil of child marriage.