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(To be filled by candidate)

Name of Candidate : AREEBA NOMAAN

Roll No. : MT23RCA PA111

Registration Number : ..... Date of Examination : 18/08/23

Exam Centre : Old Rajinder Nagar ☐ Bhopal ☐ Online ☐

Test - 4

Code : TC706

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

.....

SUBJECT/PAPER
GENERAL STUDIES

Invigilator's Sign. : .....

[To be filled by the STUDENT]

Student's Queries for the Evaluator (if any write them below)

[To be filled by the EXAMINER]

Evaluator's response

(For filling by Examiners only)

Evaluator Code :

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

Signature

MACRO COMMENTS

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3. Write legibly and neatly. Do not write in bad/illegible handwritings.
4. For rough notes or calculation, the last two blank pages of this booklet should be used. The rough notes should be crossed through afterwards.
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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 those services which are provided by government and its agencies for public well being and welfare.

Features

- Public mandate
- Public resources
- Public orientation

Eg : healthcare services under Ayushman Bharat Yojana

It requires legal (constitution, laws) and ethical principles also to make for good and ethical governance and democratic attitude towards beneficiaries

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Primary to constitutional values for official functions

(i) Constitution is the highest law of the land.

(ii) It endorses ethical principles of equality, justice and fraternity.

(iii) It teaches empathy and compassion

Eg: Fundamental duties - dignity of women

(iv) abiding by constitution enables loyalty to other laws as well.

Legal Expertise ⊕ Ethical Competence ⟹ ethical governance

Thus, constitutional and ethical principals are cornerstone for "Lok SANGRAH" and "YOGAKSHEMA" principles.

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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

"Non cooperation with evil is as much required as cooperation with good"

– Gandhiji

Integrity based civil disobedience :

(i) It is showing dissent and difference of opinions based on personal and professional integrity.

Eg : IAS Smita Sabharwal's dissent on Bilkis Bano Case.

challenge to personal integrity – justifiable cause for responsible disobedience in civil services

(i) our thinking, feeling and actions must be oriented in coherence, else we loose personal integrity.

ii) In such a case responsible civil

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disobedience is justified.

iii) remaining silent on issues that matter reflects cowardice.

(iv) it saves from cognitive dissonance and courage is a cardinal virtue as per Plato.

However, in some cases disobedience in civil services must not be promoted → national security threat
→ sovereignty of country
→ larger public interest.

Thus civil servants must strike balance under Civil Services Conduct Rules, constitutionalism and various ethical principles in order to show dissent.

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2. (a) हालिया शोध से पता चला है कि संवेग (भावनाएँ) व्यक्तिगत और व्यावसायिक जीवन को महत्वपूर्ण 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 can get in the way or can get you on the way "
– Helen Keller

Emotions are feelings that enable our thought process and thereby our actions and beliefs.

Eg : anger, greed, joy, compassion

Emotions that impact workplace productivity

POSITIVE	NEGATIVE
(i) empathy and compassion : enables acceptance and tolerance. Eg : LGBTQ members in office	(i) Greed : fosters bad competition in organisation.
(ii) gratitude : keeps mind at peace and	(ii) Anger and jealousy : breaks team spirit

Candidates must not write on this margin

increases work productivity

Eg: Dr APJ Abdul Kalam

(iii) nationalism and patriotism : hard work for national well being. Eg: Japan

(iv) perseverance : face adversities and difficult situations. Eg: ISRO, Chandrayaan Mission

(iii) radical individualism : prevents positive environment.

(iv) discrimination : on caste, religion leads to segregations.

Eg: PSUs, government schools Dalit discrimination

Thus emotional intelligence leads to positive and strong work culture and must be demonstrated by organisations.

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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 refers to strong ethical principles in personal and professional lives an individual.

Eg: Satyendra Dubey's IAS Ashok Khemka

Ethical efficiency ensures:

(i) integrity and probity in life.

(ii) empathy and compassion towards vulnerable.

Eg: IAS Laxmi Krishna Project Sampoorna for nutritional deficiency in Assam.

(iii) it ensures accountability, responsiveness and transparency.

Eg: Former CEC TN Sheshan electoral reforms.

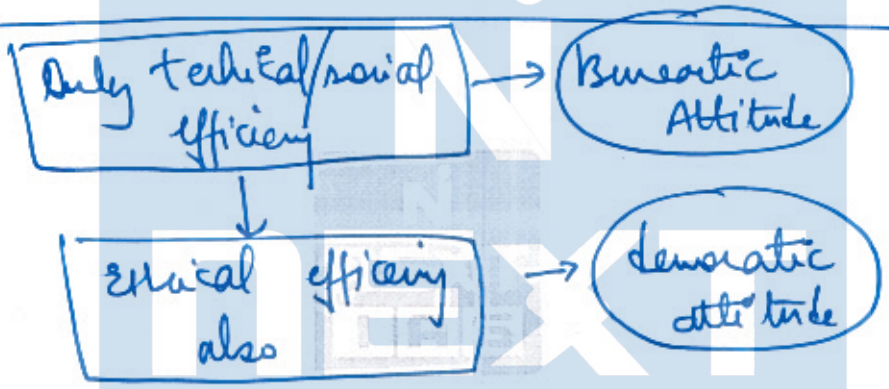
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Ethical efficiency is more important than technical and social efficiency :

(i) it ensures holistic competency

ii) good and ethical governance.

iii) enables democratic attitude of civil servant.



(iv) makes ethical use of public funds, reduces corruption, improves public service delivery : (Eg) - Jan Soochna Portal of Rajasthan

Thus, holistic competency leads to well being of individual, organisation and society at large.

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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

Ethics are set of values and principles which guide our thoughts, actions, choices and behaviour.

Eg: Mother Teresa towards poor.

Individual's personal ethics impact professional life:

(i) both are two sides of the same coin., both reinforce each other.

Eg: IAS Abhay Singh was reported to be most corrupt by UP IAS Association and also had domestic violence charges.

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(ii) personal and professional integrity are interconnected in daily lives.

(iii) values of openness, transparency and answerability comes from teachings of childhood.

Eg: Indian cricketer Dhoni gives credits to his father for success.

(iv) empathy and compassion are reflected in both personal and professional life. Eg: IAS Shashanka Ala (AGMUT) school nursery in ~~Manipur~~ Mizoram.

(v) emotional intelligence, work-life balance all come from both domains.

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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 is one of the highest virtues and terminal values.

It comes from inner sense of right or wrong.

Eg: goodness of Nelson Mandela even while in 30 years of jail.

~~Comes from internal imperatives to do right~~

(i) inner moral compass decides to be good / bad.

(ii) inner voice of conscience guides for this purpose.

Eg: Arjuna in Mahabharata

(iii) teachings during childhood by parents, schools imbibe goodness.

Candidates must not write on this margin

Also comes from moral rules :

(i) teachings in religious texts, schools and colleges.

Eg: tolerance and acceptance

(ii) goodness from moral stories, self experience.

Eg: transformation of Ashoka from Beeghosha to Dhammaghosha

Also comes from rewards expectations

(i) short term or superficial goodness.

ii) it is not internalised.

Thus, goodness is both innate and acquired.

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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 and acceptance are not the sign of weakness but of strong courage " - Dalai Lama

Tolerance refers to act of accepting diverse views, religion, thinking, languages and expand the universe of truth.

Eg: Secularism in Indian constitution

(i) It leads to pluralism, cultural and ideological diversity.

Eg: Both Muslim and Hindu participate in Pushkar Mela and pooja

(ii) enables empathy and compassion

Candidates must not write on this margin

and makes a liveable society.

iii) In absence of tolerance, communalism, factionism regionalism etc take place.

(Eg): Manipur and Yuh violence.

iv) it requires strong value system and strength of character.

v) it is also a virtue which shows courage and wisdom.

Civil servants must lead by example in society and make society plural liveable and more acceptable for various diversities.

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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

In this quote the author wants to propound that serving society and specially the most vulnerable is the highest virtue.

After which we can think of salvation of soul

"Service to mankind is service to God"
— S. Vivekanand.

→ By serving society we serve ourselves. in terms of compassion, empathy, fulfillment of happiness.

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Candidates must not write on this margin

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

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

Periods of peace - empty pages in history :

↳ these periods are less shown in history

↳ wars, conflicts given more space.

↳ they bring revolutionary ideas.

However, periods of peace are also written :

(i) Indus Valley civilisation : no major wars/battles.

(ii) Early vedic period, Buddhism etc.

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Candidates must not write on this margin

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

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

(Answer in 150 words) 10 Marks

Values are these principles which are worthy of pursuit in our lives.

Eg: Honesty, empathy, justice etc

Moral Values

- teaches morality, ethical behaviour.
- distinguish between right and wrong

Eg: justice, compassion in life.

- leads for holistic wellbeing of society.

Eg: pluralism

Non moral values

- teaches other pursuits of life like material advancement,
- individualism and self-promotion.
- wisdom may not necessarily be moral value.

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Moral Values		Why Foundational
(i) Integrity	:	enables honesty, probity which is corner stone of good governance.
(ii) justice	:	enables rule of law, affirmative actions. (Eg): Nirbhaya case.
(iii) empathy - compassion	:	makes governance people centric and responsive to needs. (Eg): IAS Ayyaj Tamboli turned Maoist hit area in hospital.
(iv) openness - accountability	:	reduces corruption, nepotism and strengthens democracy. (Eg): e-governance: eFIR
(v) selflessness	:	public interest before private interest, best use of public resources.

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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

" Sunlight is the best disinfectant and information sharing is the oxygen of democracy – UNDP.

civic engagement for ethical administration :

Policy formulation → citizens ← implementation

↑ feedback.

(i) it leads to people centric administration and effective involvement.

(ii) makes process democratic by making people aware and active members in governance.

(iii) it leads to good governance

Candidates must not write on this margin

by ensuring transparency, accountability.

(iv) administration become responsive to needs.

Eg: One nation One ration Card., Remote voting machine by migrants.

(v) noble ideas and innovations by use of traditional knowledge.:

Eg: Aspirational District program
NITI Aayog

(vi) strengthen vertical accountability of administration.

Mechanism used:



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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 transformation requires behavioral and long term changes.

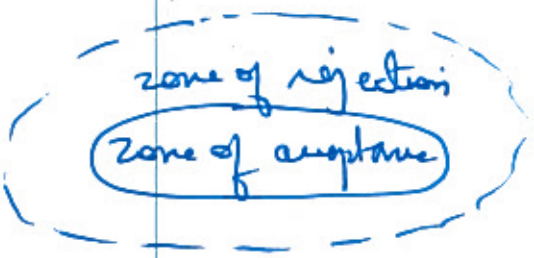
It is a result of persuasion, advice, counselling and coercion.

Use of little force with persuasion:

(i) may give desired outcomes early. (Eg): contraceptive campaign during Indira gandhi

ii) may demonstrate results to the target groups early.
(Eg): compulsory sending school kids to school.

iii) may fall in ⟹ zone of rejection.



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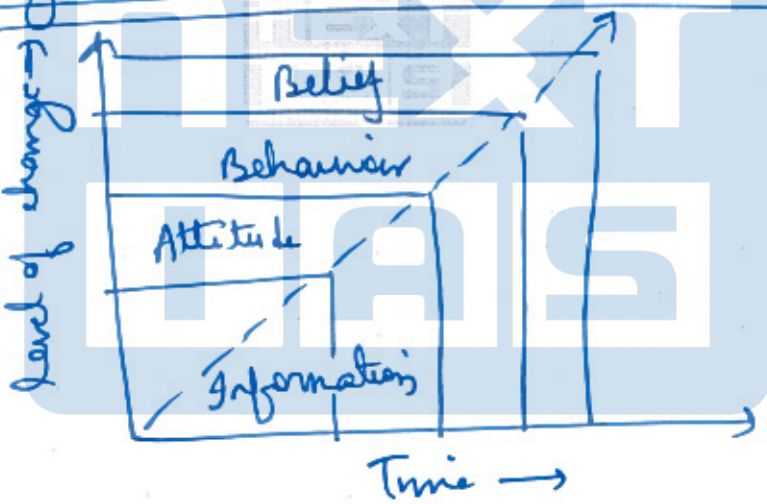
However there are negative consequences :

(i) Coercion — short lived/ mere compliance.

Persuasion — long lived/ complete internalisation

Eg: Swachh Bharat Abhiyan by demonstrating health benefits, dignity of women.

(ii) attitude and belief systems require ideological shift.



Thus, persuasion through strong messages and understanding target group zone of acceptance is required for long term success.

Candidates must not write on this margin

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

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

International relations requires strong moral and hard power — smart power (Joseph Nye)

Ethical strength without military or financial muscle

(i) leads to strong soft power stats.
Eg: Bhutan's Happiness index and respect for nature

(ii) strengthen pluralism, acceptance among diverse groups.
Eg: Vasudeva Kutumbakam of India

(iii) sets precedent for international treaties, protocols etc.
Eg: No First Use Doctrine
Gujral Doctrine

Candidates must not write on this margin

Military and finance is also needed :

(i) Ukraine – Russia war is a fine example.

ii) dependence on powerful states (1).
(Eg): IMF loans by Srilanka.

iii) threat to sovereignty in case of a rogue state (Eg): North Korea.



Thus all three are required for fulfillment of SDG 2030.

Candidates must not write on this margin

खण्ड–B / Section–B

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

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

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

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

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

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

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

(250 शब्दों में उत्तर दीजिए) 20 अंक

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

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

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

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

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

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

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

(Answer in 250 words) 20 marks

Candidates must not write on this margin

VISSION :

"Injustice anywhere is a threat to justice everywhere."

(a) value conflicts in above situations :

(i) economic and social injustice] slum dwellers and sidewalkers

(ii) poor quality of life for] urban areas. due to slum.

(iii) personal morals (vs) professional duty] young officer, Municipal corp.

(iv) lack of empathy and compassion] Municipal corporation

(v) distributive justice (vs) accumulation of wealth] slum areas (vs) urban populace.

Candidates must not write on this margin

Values of empathy at loggerheads with value of impartiality :

(i) prima facae duties of an administrator must be :

(a) obligations to constitutionalism
(b) code of conduct.
(c) duty obligations
(d) fairness and objectivity.

(ii) Moreover, only going by empathetical notions may set bad precedent and also doesn't resolve problem of slum in this case.

(iii) therefore an administrator must be both role and rule bound to show democratic attitude.

options available :

(1) follow the official obligations

Candidates must not write on this margin

and sideline empathetic thoughts.

⟹ It will uphold rule of law → code of conduct but will not resolve problems and vulnerability of slum and sidewalkers. Thus against 'sarvodaya' of Gandhiji.

(ii) bring out 'innovative' solutions :

(a) rehabilitation of slum and sidewalkers under a scheme.
(Eg): PM Awas Yojana - Urban.
Affordable Rental Houses etc

(b) bring NGOs, philanthropist on board. (Eg): Azim Premji, Bill and Melinda Gates

(c) CSR activities of corporates.

⟹ This way I will uphold equality, justice enshrined in Preamble; Right to dignified life u/A 21.

Candidates must not write on this margin

Viable way for tackling slums :

(i) Technology : Digital land record modernisation Programme, SWAMITVA Drone surveillance for ending land disputes.

(ii) ~~Also~~ planned urbanisation : satellite towns and outgrowths near industrial areas.

Eg : Navi Mumbai and Chandigarh

(iii) proper slum rehabilitation :

↳ ensuring people's, social reforms involvement

↳ ensure livelihood, cultural connect

↳ public services like education, hospital etc

This will fulfil UN HABITAT goal of "Housing for All"

Candidates must not write on this margin

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

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

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

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

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

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

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

(250 शब्दों में उत्तर दीजिए) 20 अंक

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

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

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

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

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

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

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

(Answer in 250 words) 20 marks

Candidates must not write on this margin

(a) **issues involved** in above case :

(i) fraud committed by] families.
(ii) collusive corruption] local officers.
(iii) undermining efficacy of scheme] due to frauds.
(iv) threat of breach of privacy which is against Kant's dictum] by merging documents.
(v) conflict of duties' :

welfare scheme — violation of privacy

(b) data privacy (vs) welfare scheme :

(i) In Aadhar judgement Supreme Court gave "Doctrine of Proportionality"

Candidates must not write in this margin

which captures upon intent and circumstances and larger public interest for violation of privacy.

(ii) while right to privacy is guaranteed U/A 19 and 21 of constitution; "welfare state" is part of "basic structure"

(iii) Thus by applying Doctrine of Proportionality and true intent privacy can ~~overtake~~ be compromised for welfare of population.

(c) Reason of welfare frauds :

(i) on part of families :

↳ (a) ~~into~~ instant gratification and greed

↳ (b) exclusion / inclusion error.

↳ (c) "free rider" theory

Candidates must not write on this margin

Eg: Recently >60000 fake Ayushman cards were found.

(ii) on part of administration :

↳ (a) collusive corruption.

↳ (b) sanskritisation of corruption (K. Basu)

↳ (c) lack of accountability.

(iii) on part of regulatory bodies/ courts :

↳ (a) delay in fraud detection

↳ (b) strong technological measures are missing.

↳ (c) delay in strict actions

Eg: CAG, CVC, CBI etc.

(iv) on part of society :

↳ (a) general backsliding of ethics and value system

↳ (b) increasing materialism over morality.

Candidates must not write on this margin

(d) **prevent such frauds** :

(i) **Technology** : e-governance has reduced corruption in PDS etc by **Direct benefit transfer** :

(ii) **data based solutions** : integrated data depository like SIM details etc for fraud detection.

(iii) **strong institutional measures** : for deterrence (eg) CAG audits

(iv) **investigative journalism** : media reporting

(v) **RTI** : (eg) Adarsh Housing scam.

(vi) strong value education and nurture ethics : (E) Code of ethics in office.

(vii) **Citizen Report Cards, Jan Soochna Portal** : for **Transparency**

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

" Earth has enough for everyone's need but not for everyone's greed"
- Gandhiji

(a) Issues and values violation :

(i) violation of rule and law - by fraudulent reporting.

(ii) bio egalitarianism : lack of environmental concern.

(iii) threat to biodiversity, tribal rights etc

(iv) violation of integrity, objectivity, fairness.

(v) accountability and transparency is also violated.

vi) undue pressure on ministry.

(b) options available & (c) :

(i) Ignore the fraud in report and go ahead:

Candidates must not write on this margin

Advantages

(•) department achieves target.

(•) duty obligations fulfilled.

(•) I stay in good books of head.

Disadvantages

(•) threat to environment and biodiversity.

(•) larger public threat in future.

(•) set bad precedent.

(ii) counsel the head and make him understand :

Advantage

(•) democratic decision making

(•) head may realise and take back project.

Disadvantage

(•) may not agree

(•) threat to my own job.

(•) delay in project.

(iii) resign from the job :

Candidates must not write on this margin

Advantage

(a) saved from crisis of conscience

(b) saved from cognitive dissonance.

Disadvantage

(a) project still carried on.

(b) pressure on dept rises.

*** option I will choose :**

(i) make head understand by way of demostrating :

(Eg) : Tehrinath disaster, Himachal flood etc

(ii) make him realise his duty towards large public and professional integrity

(iii) image of department may be distorted in future if released in media. - it gets

(iv) if the head doesn't agree still after persuasion, I will whistleblow and save large public and environmental concern.

Candidates must not write on this margin

(d) Environmental considerations :

not overrated → Lokpal,

Unaided vested Rs 1 crore to exchequer.



Candidates must not write on this margin

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

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

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

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

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

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

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

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

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

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

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

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

Candidates must not write on this margin

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

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

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

(Answer in 250 words) 20 marks

" An eye for an eye makes the whole world blind".

(a) ethical issues involved :

(i) transfer of sensitive information to military junta.

(ii) genocide and human rights violation against UNHCR principles.

(iii) business model (VS) ethics in international relations.

(iv) silence of county ABC.

Plato :" will take your silence as you consent."

Candidates must not write on this margin

(b) corporate business must consider international ethics :

(i) "Business without morality" is a Gandhian sin.

(ii) welfarist and compassionate capitalism is need of the hour for well being of entire world.

(iii) selling sensitive technology to a rogue country may backfire.

(c) CSR extends beyond own community :

(i) According to Rabindranath Tagore world is one family also reflected in "Vasudev Kutumbakam" - G20 motto

(ii) it promotes well being of all.

Candidates must not write on this margin

Eg: Tata foundation, Azim Premji foundation are true examples of "internationalism"

(d) regulations of sensitive technology by government:

(i) Constitutional morality must be the guide for all.

(ii) regulations can bring:
- (a) standards,
- (b) uniformity
- (c) data depository
- (d) oversight mechanism
- (e) accountability

(iii) however it must not bring in day to day interference rather morality based guiding principles.

Candidates must not write on this margin

Thus Gandhian sins and Kantian categorical imperative must guide. such sensitive issues.

Candidates must not write on this margin

(iv) ethical dilemma in front of CEO and Mr Sharma.

(v) government doesn't know about scam; is against Right to Information

(vi) misuse of state's exchequer.

(vii) corrupt staff getting higher commission → disincentive for honest staff

(b) options available :

(i) let the scam go on and not inform government :

⇒ This may save there business but corruption will not stop and companies image may get compromised.

(ii) take strict action against corrupt staff :

Candidates must not write on this margin

⇒ may disincentivise others and them;
~~allow external agencies~~.

(ii) take actions against corrupt staff and also inform government:

merit : (a) rule of law may prevail
(b) professional integrity upheld.
(c) all stakeholders must know - demonetisation of information.

Demerit : (a) may loose business.
(b) corruption may continue.

(d) ethical ~~mind~~ mechanism and steps required :

(i) code of ethics and conduct — 2nd ARC recommendations

(ii) 360° appraisal of staff — " perform of perish "

Candidates must not write on this margin

(iii) role of technology : e-sales

(i) : Government e-marketplace (GEM)

(iv) strong regulatory oversight : CBI, CVC, CAG Audits.

: internal vigilance commissions

NEXT IAS

Candidates must not write on this margin

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

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

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

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

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

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

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

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

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

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

(250 शब्दों में उत्तर दीजिए) 20 अंक

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

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

Candidates must not write on this margin

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

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

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

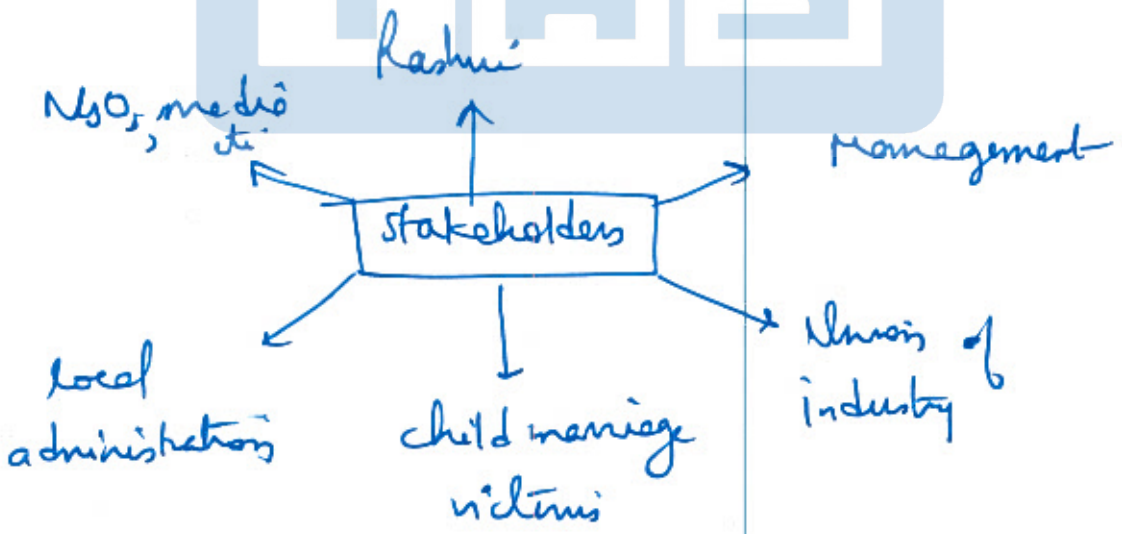
To management's surprise, after a week of the circular, the Union called for a flash strike and threatened to continue the work stoppage if the NGO activities continued. The workers believed that Rashmi's campaign was corrupting the women's minds and disrespecting their traditions. The company's management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

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

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

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

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



Candidates must not write on this margin

(a) issues involved :

(i) underdevelopment of rural areas – low developmt indicators

(ii) prevalence of child marriage inspite of laws.

(iii) patriarchal social setup.

(iv) ideological battle between traditions and rationality

(v) non compliance of management with social responsibility.

(b) what Rashmi should do / involving administration :

(i) Rashmi must collect data on prevalence of child marriage.

↓

health and literacy indicators.

(ii) Now she must approach administration and police

Candidates must not write on this margin

as it is state's primary responsibility.

(iii) local administration can help her by talking to gram sabhas for her campaign promotion; funding to her NGO.

(iv) police can help in community policing and safety of Rashmi.

(v) moreover, issue must come under wide media coverage for state government to respond timely and adequately

(c) companies accept social responsibility :

(i) Corporate Social Responsibility is a way towards compassionate capitalism.

Candidates must not write on this margin

Eg: Starbucks operates food banks, schools and health care for ~~other~~ plantation workers.

(ii) they must produce positive externality.

(iii) "give back to society".

(iv) abide by SDG 2030.

(v) Environmental, Social and governance (ESG) norms of SEBI.

(2) Reason for aggressive reaction

(i) strong ideological bent towards patriarchy.

(ii) strong reliance on traditions and customary morality.

Candidates must not write on this margin



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Space for Rough Work

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