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Name of Candidate : Ria Aggarwal

Roll No. : ~~PTTP200~~ PTTP220074

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

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.

Candidates must read the instructions on this page and the following pages carefully before attempting the paper.

Candidates should attempt the questions strictly in accordance with the instructions specified in the question paper and in the space prescribed under each question in the booklet. Any answer written outside the space allotted may not be given credit.

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

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SUBJECT/PAPER
GENERAL STUDIES Paper-4 **Invigilator's Sign. :** .....

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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 the interface between the government and citizens for provision of goods and services.

Good Public service is the backbone of the welfare state (Art 38)

Not merely legal but morally principled action

- not being rule oriented rather result oriented
- following law in letter and spirit
- Use of law to empower citizen rather than cripple them
  - Eg RTI-proactive disclosure
- no dereliction of responsibility in guise of law
  - Eg police not filing FIR citing jurisdictional issue
- Being empathetic to the concerns of the citizen
  - Eg of the beneficiary do not have all required documents, then some ad-hoc arrangement can be made
- fulfilling the needs and aspirations of people
  - Eg -Katni administration provided bus service within 4 days of demand

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Constitution should acquire primacy over laws and ethical principles

- Because laws provide only a minimum morality which has to build upon by sound principles of constitution (constitution morality) and ethical principles

  eg no specific law on mob lynching but Art 19-22 provides Right to freedom and life and personal liberty to all

- Constitution & ethics comes into picture when law is silent.

  eg marital rape not illegal but against Right to dignity of (Art 21) and Kantian ethics (Human as end not mean.

In law you are guilty when you do something wrong but in ethics & constitutional morality you are wrong even if you think of doing so.

Immanuel Kant

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

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

integrity based civil disobedience refers to disobedience arising from the fact that the order or law infiges on individual harmony between thought, belief and action. To save himself from facing conscience and cognitive dissonance, individual disobeys the order/law.

Challenge to personal integrity - valid reason

(1) help individual take morally right decision

Eg superior ordering to open fire on unarmed crowd

(2) helps in following law in letter and spirit

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(3) uphold constitutional morality

Eg Welfare state and not a police state, so not capturing Personal data unnecessarily.

(4) Rights of the vulnerable and marginalised sections

Eg not rejecting the claims of STs under FRA, 2006 for lack of all documents

(5) uphold civil service values of neutrality and non partisanship

Eg giving free and frank advice Even when it does not suit political Executive

But it should be exercised with caution

→ Given in writing your dissenting views

→ Ask the superior Authority give order in writing

→ Resubmit your considerations with by Exploring a middle ground.

The civil servants are Accountable to to Political Executive which in turn are Accountable to legislature which is Accountable to ultimate sovereign (people) This Triple chain of Accountability should be maintained to uphold democracy

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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 our responses in a particular situation. They can positively or negatively impact our behaviour as well as our productivity

primary emotions impacting workplace productivity negatively

- Anger – -ve emotion of leading to clouding our rationality
  - Eg boss-employee relation deteriorated if boss gets angry on employee frequently
- Hatred – leads to closed mindset
  - Eg not cooperating with women employee because of hatred towards female workforce
- Pessimism – always having negative view of situation and outcomes
  - Eg leads to half hearted measure

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positively impacting workplace productivity

- happy → increases our motivation to work even when things are not in favour
- optimistic - generates hope and helps one to turn the distress into eustress
- feeling of collective progress - ability to work with team and optimization of efforts
- holistic viewpoint and 360° Approach towards equality of treatment whether its boss, colleague, junior or staff

way ahead

- practice meditation to appreciate small things
- emotional literacy to know how your emotions affect you
- reading Good books to get different perspectives & wider horizon of thinking

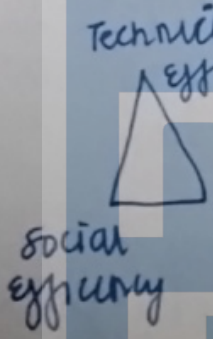
Emotional intelligence helps us to use our emotions in our favour rather than against us. As Daniel Goleman says success is 80% - EI and 20% - IQ.

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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 using right ethical principles at right place to optimise the outcomes which are equitable, fair and just.



Goal of Good & Ethical society = realisation

Ethical efficiency ensures

- Equitable distribution of resources
  - eg positive discrimination for vulnerable sections
- Transparency in approach → builds trust
  - eg RTI leading to increase in legitimacy of government

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- integrity and wholesomeness of character
  - Eg civil servants not accepting even smallest of gifts
- accountability leading to power symmetry and prevents subordination or exploitation -

Though ethical efficiency should be given primacy over technical and social efficiency as it ensures -

1) correct utilisation of technology.
   Eg will reduce cyber crimes
2) uphold social contract (social efficiency) builds social capital and solidarity
   Eg → communal harmony and tolerance

but ~~ethical~~ Technical & social efficiency in turn enhances ethical efficiency.

Eg use of RTI & E-governance, DBT for better delivery of service

The Education system today should incorporate all these 3 elements to ensure it builds a strong economy and an ethical society.

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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 ethics and Professional ethics though operating in different spheres of life cannot be and should not be seen with water tight approach.

Gandhi's view signifies wholesomeness and indivisibility of human character which is important to ensure harmony, dignity at home and workplace

Individuals' personal ethics impacting professional life

1. honesty in personal life → integrity in character
   eg Mahatma gandhi not cheating during childhood and withdrawing NCM after chauri chaura
2. Gender Equality at home and → Equal opportunity and respect to women at workplace

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किसी अन्य विभाग (क्षेत्र) में
के की व्यक्तिगत नैतिकता
प्रासंगिक उदाहरणों के
उत्तर दीजिए) 10 अंक

wrong in any other

they both can be

words) 10 Marks

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3) Care and love in personal life leading to care ethics and respect for humanity at workplace [Eg] Mother Teresa

4) A police man if practicing wrong conduct at home towards women will face inertia in filing FIR for domestic violence

- If both are in consonance → Greater trust and credibility – [Eg] Jyotiba Phule educating his wife and opening girls school
- If prevents hypocritic behaviour [Eg] domestic violence at home and giving speeches of gender equality outside
- If prevents cognitive dissonance and leads to greater productivity and satisfaction
- If compartmentalised →
  - leads to loss of respect and reputation [Eg] Keshub Chandra Sen lost his followers when he got his 13-year old minor daughter married
  - leads to crisis of conscience

Harmony in personal and professional ethics is beneficial for both individual and the larger society.

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3. (b) अच्छाई जो सही है उसे करने की आंतरिक अनिवार्यताओं का परिणाम है, न कि नैतिक नियमों से उभरने 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 results from our inner compass (conscience as well as internal-ised ethics) that guides us as well as help us to differentiate between right and wrong.

not sanctions from moral rules

→ It is an External mechanism to check individual behaviour.

Eg dowry practiced because societal morals approves it.

→ does not act as guide in all cases

Eg husbands not taking consent from wife before sexual activity as there are no moral sanctions on marital rape

→ may not be applicable in emergency situation -

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नैतिक नियमों से उसका
कीजिए।
उत्तर दीजिए) 10 अंक
ns from moral rules
50 words) 10 Marks

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Eg In emergency situations, only the core values from our subconscious mind guides us.

Not rewards from Expected consequences

① What will happen if rewards are not available.

Eg Will you not act as Good samaritan if gov does not give cash rewards

② What if rewards are not upto your Expectations

Eg do you need mere appreciation ~~etc~~ or material benefits as reward.

Goodness should come from inside

→ It is more predictable, stable and accessible

→ increases your credibility and trustworthiness

Internal imperatives can be strengthened by value education, self introspection and being open to constructive criticism.

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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 refers to permissive and accomadative attitude towards differences existing in terms of dress, food habits, gender, ethnicity, religion.

Tolerance — purely an Act of mind

- refers capacity of mind to processes differences as they are and not arranging them in order to create inequalities
  - [Eg] Treating women at par with men at workplace
- shows broad mindedness, open mindset and broad horizon to look at things [Eg] rights of LGBTQ community.
- Ability of mind to see things from different perspectives
  - [Eg] Anekantvada (non absolutism) of Jainism)

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Tolerance is the essence of virtue

(1) Practicing tolerance helps us to practice all other virtues.

Eg tolerance leads to forging alliances, team work and social solidarity
↳ Hindu Muslim unity during NCM

(2) provides a strong foundation to build our character upon.

Eg nelson mandela not favouring revenge towards whites after coming to power.

Tolerance is strength
- → unity in diversity of India is built upon religious tolerance
- → we could achieve freedom fight a long drawn battle due to tolerance of different religions
  Eg - Gandhism, socialism, communism.
- → leads to cooperation and contribution of all sections of society.

We need to move one step ahead of tolerance that is towards Acceptance which reflects an active initiative to not only acknowledge diversity but also promote it to reap our 'diversity dividend'

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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 पूर्णत: 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 statement reflects the first priority of an individual to give back to the society in which he/she is born and then cater to individual needs (self actualisation - highest need in Maslow's need heirarchy).

→ First duty to serve society

(1) contribute to social peace and harmony

Eg Mahatma Gandhi - principle of non violence & truth

(2) lead by example

Eg mother Teresa serving the most deprived - leprosy patients

(3) considering every social being as kins and brothers & sisters

Eg Swami Vivekananda → Brothers and sisters of America

(4) setting high standards of conduct

Eg P. Narhari → (IAS) → contribution to disabled friendly society

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Social service leads to salvation of individual souls

- helps gain newer perspective
  - [eg] by serving poor → you get to know happiness does not come from material things
- helps in self introspection
  - [eg] Alfred noble establishing noble peace prize after he realised devastating impact of dynamite
- helps in realising your true potential [eg] nobody would have thought frail bodied man like Gandhiji would win India its freedom.

This could be inculcated by
- regular community service initiatives involving school children
- civil servants being shown the impact their good work has created

learning from lives of great leaders.

As Mahatma Gandhi said - The best way to find yourself is to loose yourself in service of others so service to mankind should be the first priority.

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

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

Peace refers to the prevalence of justice, fairness and equity in society. It also indicates absence of war or violence.

Its a prerequisite for social change in the desired direction.

Periods of peace - empty pages in history books

- Periods of peace are seldom recorded in history books.
- They are considered flat, featureless and hence not accorded due importance by scholars and historians
- Instead what catches the attention of everyone in the war, violence, turmoil, the infighting between empires.

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Brings home the point of victory of good over evil

Eg Mahabharat war esta of dharma

Gives hope to the mankind that eventually justice will prevail

Eg esta of UN after WW II

Teaches the right lessons ie to embrace peace & shun violence

Importance of recording periods of peace

sets a right precedent for future generations

Eg Ashoka's dhamma preaching religious tolerance after widespread destruction caused by Kalinga war

Gives a balanced viewpoint rather than lopsided view in favour of violence & injustice

This could be achieved through → rational interpretation of history and not blind faith over book ish

↓

teaching compassion and tolerance to younger generation

Its important that we set the right view in minds of people by balancing our interpretation of history and establishing victory of Good over evil.

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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 service - the permanent Executive are the lynchpin of Government interaction with civil servant and establishment of a welfare state.

moral values	non moral values
• inner value system of individual.	• outside reflection of inner value system
• founds the base of the non moral values	• build on the foundation of moral values
• intangible, may not be directly perceived.	• tangible outcome
eg → integrity, openness, selflessness	eg → optimum utilisation of resources, • responsive to needs of citizen, open to scrutiny

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5 critical foundational values

1. **Integrity** - the courage to ~~to~~ uphold sound moral principles even when nobody is watching

   Why foundational → ensures free and frank advice to political executive, prevents corruption.

2. **Selflessness** - putting public interest over own interest

   Eg Gurupprasad Mohapatra (IAS) despite being infected with COVID even then arranging O_2 for patients

   Why imp - ensures dedication to service, motivates you to work even when things are not in favour

3. **Open to scrutiny**

   Why - ensures people's trust, → hence their participation can be sought for better service delivery

4. **Innovativeness** - to use scarce resources in an efficient way

   Eg Arunachal Pradesh building 100 km road with help of community

5. **Lead the change** - do not be part of wrong, stagnant practices

   Eg - Ashok Khemka inspiration for all to not be any part of corrupt practices.

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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

Citizen engagement is necessary to have a paradigm shift from

1. Citizens being at receiving end of service delivery → to → citizens being active seekers of their right
   - Eg: PIL
2. culture of secrecy → to → culture of transparency
   - Eg: vision curtain decision making
   - Eg: RTI
3. Rule oriented bureaucracy → to → Result and outcome based approach
   - Eg: delay in releasing pensions due to scrutiny of documents
   - Eg: citizen charter stating standards of service delivery
4. from no opportunity for for Grievance redressal → active, time bound & issue specific grievance redressal
   - Eg: CPGRAMS

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(5) from only in house Accountability of civil servants → to beneficiary led enforcement of Accountability

Eg social Audit Mechanism

(6) from one sided policy formulation without taking into concerns of vulnerable sections like women, tribals, disabled etc. → to citizens giving their inputs in policy making

Eg through civil society organisations

Eg - Medha Patkar representing tribals while formulation of Rehabilitation plan.

methods to further empower citizens →

- Ensure Autonomy of social audit units
- Code of ethics for civil servants
- ensure proactive disclosure of information under sec (4) of RTI & give pinpointed and intelligible information

As Kautalya says without citizens, an empire will be like a barren cow so citizen participation in necessary for the success of any society.

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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

Multiple strategies are adopted for implementing Goverment schemes. The one which are sustainable in long run, acceptible to people and create internal motivation to follow rules are more successful

Use of little force sometimes necessary

→ creates deterrance
eg> PCPNDT act for penalising sex selective abortions

→ leads to quick results
eg ban on liquor in states like Bihar.

→ curb anti social elements
eg drug peddlers

→ necessary to bring radical changes
eg penal provisions in protection of rights of transgenders

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force may be counterproductive

eg > mobile ultra sound machines to bypass PCPNDT act

using force

people may shun the reforms altogether

eg dowry is still prevalent

Advice, counselling persuassion works best

using force is not sustainable in long run

eg hooch tragedy in Bihar illegal distillery to bypass prohibition laws

Bringing change in mindset of people

eg persuassion under family planning laws led to TFR rate in many down to 2 (replacement level → instead sterilisation forced during emergency led to counter results.

social change should ride on basic pulse of ethical society

coz as socrates says the unethical will always find its way around laws.

need to turn objections to social change into opportunities by accepting the objections and then providing evidence based counter arguments - eg dangal movie - where daughters made india proud.

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

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

Foreign policy is all about forging convergences and managing divergences. All nations uses one or the other type of strength to realise its national interest.

Strength
- Military strength — eg- US - world's largest military
- Economic strength = china using BRI to woo India's neighbours
- Cultural strength = India's soft power diplomacy
- Project execution strength
  eg - Japan in Asia Africa Growth corridor

Ethical strength respected
→ predictability and certainty in behaviour.
eg India called on to mediate between Russia-Ukraine

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→ Trust of small and least developed countries
Eg India and not china seen as voice of Global south

→ diplomatic weight exceeding economic weight
Eg India's Good relations with both Israel and Palestine

→ soft power diplomacy winning over debt trap diplomacy
Eg India's help during Sri Lankan crisis

But economic and military strength also important
→ to tackle emergency situations
Eg border standoffs
→ to maintain unity, integrity and sovereignty
To tackle anti India sentiment
→ to ensure regional peace & stability

India's policy has been of giving priority to ethical strength whether it was NAM, vasudhaiva kutumbkam or present LIFE (Lifestyle for Environment movement).

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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 हैं। 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 बढ़ती गई, जिससे शहर में मजदूरों की संख्या लगातार बढ़ती गई। शहर में इस बड़ी संख्या में लोगों 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 दु:स्वप्न 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 नजर 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?

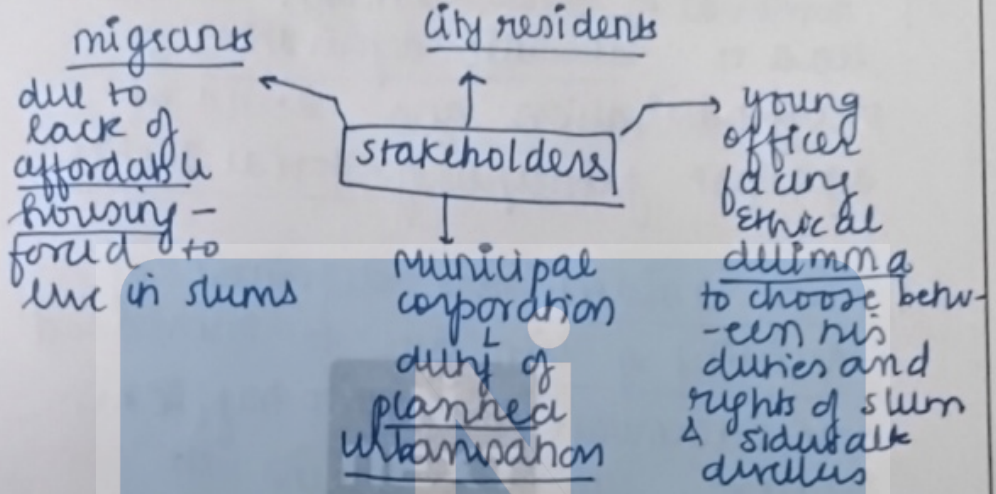
(d) Suggest viable solutions for tackling illegal slums and encroachments in urban areas.

(Answer in 250 words) 20 marks

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The case study highlight the issue of basic right like rt to shelter and work coming in conflict with duties of a young officer.



Value conflicts in above situation

1) Lack of proactive approach by municipal corporation as slums does not come up in one day

2) Rt to work (SC in Olga Tellis case) and Rt to shelter - basic rights necessary for survival compromised.

3) lack of affordable housing for urban migrants against the idea of welfare state.

4) Evasion of responsibility by manufac-

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turns to ensure basic rights to workers.

5) removal of encroachments would lead to absolute deprivation, marginalisation and would be against principle of social Justice

6) City residents are deprived of quality of life due to increased encroachments leading to traffic problem, clogging of drains etc

(b) impartiality is cardinal virtue of civil services which ensures objectivity and rationality in decision making. It refers to merit based decision making without any prejudice, bias or preconceived notions

But it is not an end in itself rather a means to achieve ~~values~~ public welfare

→ It has to be combined with an empathetic approach as

1) John rawl's differential principle allows preferential treatment if it

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benefits the vulnerable & marginalised.
Eg positive discrimination.

2) Gandhi's Sarvodaya also talks about last man in the ~~queue~~ queue to be kept in mind while taking decision.
Eg compassionate kozikode of Prashant nair

3) complete impartiality without empathy leads to dry professional commitment and rule based and not result based administration.
Eg providing services to the beneficiaries may be on adhoc basis till all the required documents are arranged.

(C) Options available in above situation and framedar

1) complete slum clearance and removal of encroachments

2) Providing alternate housing facilities, gradual clearance of slums & encroachments

3) Taking senior's advice and referring to precedents.

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(4) clearing the slums but allowing encroachments on sidewalks to continue till any viable solution is found.

(d) **Viable solution**

Short term

- providing alternate housing through govt schemes like PM Awas yojana.
- basic rights like clean drinking water, sanitation, till they shift ~~to~~

long term

- providing urban Amenities in rural areas i.e Ruburbanisation to curb rural to urban migration
- transfer of manufacturing units to outskirts and developing sub urbanisation to decongest the core urban area.

As Indian population living in urban areas is Expected to reach 50% by 2050, its important that this happens through planned & sustainable approach keeping in mind human rights of residents and future migrants

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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 जिम्मेदारियों 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 जिम्मेदार 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 जिम्मेदार 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 (प्रोफाइल) 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 है? 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 case study represents the trade off between rights of individual citizens (here right to privacy) and welfare of citizens i.e provision of social welfare schemes.

Issues involved in the case

1) capturing of data against RT to privacy (ks puttaswamy case)
2) actual beneficiaries deprived of benefits due to fraud
3) ghost or fake beneficiaries wrongly cornering benefits of scheme
4) lack of integrity and public service spirit among public officials leading to corruption
5) inefficient implementation of scheme leading to misutilisation of public funds.
6) lack of checks and balance mechanism by civil society organisations or social audit units → leading to misuse of discretionary powers by local officials.

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(B) sanctity of Right to privacy should be maintained in each and every case by following SC directions –

→ capturing of data should be based on

1) principle of proportionality
2) legitimacy i.e public welfare should be the end
3) legality – by bringing a law to capture data.

→ Trade off can be resolved by

1) deleting the data after specific period of time
2) Explicit consent of beneficiary before capturing the data
3) principle of right to be forgotten should be recognised

(C) Reason for such frauds

1) lack of dedication to public service by public officials
2) lack of awareness among actual beneficiaries
3) power asymmetry is maintained

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through rule book bureaucracy, iron curtain theory which leads to misuse of discretion.

4) people do not complaint due to culture of adjustment and chalta hai attitude.

How to prevent such frauds

1) strengthening social audit mechanisms [eg] legal backing as in Meghalya

2) list of beneficiaries to be publicly displayed in gram panchayat offices and objections invited

3) ASHA workers need to be roped in as they have are authentic source of ground reality

4) high impact offices need to be occupied by low risk (high integrity officials

5) Attitude change by integrity pledge by officials at all levels.

Proper ~~Adequate~~ implementation of welfare schemes is necessary to maintain social order and solidarity.

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

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

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

(a) उपरोक्त मामले में आपको कौन–से मुद्दों और मूल्यों का उल्लंघन दिखाई देता है?

(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

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The case represents the issue of efficiency and speediness being given precedence over environmental aspects and procedural integrity (probity) is compromised

(A) Issues and value violations in case

1) deliberate ignorance on part of senior by neglecting environmental aspects

2) revenue targets being given priority over procedural integrity

3) Rights of the Rich (industrialists) over/duty Rights of the poor (impacted most by the environmental impacts)

4) Illegality as EIA is necessary part of project approval.

5) efficiency given precedence over justice (Environmental justice)

6) means vs ends - Revenue targets are not an end in themselves but means to achieve social welfare.

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[options available]

1) Stopping the mining activity and order a new, comprehensive EIA

2) Give your dissent in writing to the senior and leave the decision part to him

3) Let the project continue at the same speed

4) communicate your concerns to the the private company and ask them to go slow till complete and new EIA report comes.

[Analysis]

	merits	demerits
(1).	• Environmental aspect will be given its due importance • procedural integrity maintained.	• revenue targets will be missed • Relation with seniors may get deteriorated.
(2)	• project will not be stalled • you will do my duty and save myself from ~~wast~~ consequences	• your dissent may be sidelined • Environment aspect will get neglected → long term disaster

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	Merits	Demerits
3)	• Ease of doing business • development will continue • obeying seniors orders	• loss of integrity • environment aspect ignored in short term → long term disaster • crisis of conscience
4)	• project will continue, efficiency will not be compromised • procedures will be adhered to	• The company may not follow the right principles • project once started may be difficult to stop

chosen course of Action

1) Hiring another consultant firm known for its past integrity record

→ Asking them to prepare an interim report suggesting if any possible solution to continue the project.

→ If they agree, then project will continue following all due procedures along with checks and balances through local gram sabha, civil society organisations (eg centre for study in Environment (CSE).

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2) If they disagree, then cancellation of project and rebidding
- Preparing comprehensive EIA
- Exploring Alternate site that is environmentally suited for mining

3) Action against consultation firm for preparing misguiding report.

4) Long term measure to establish institutional mechanism for mandatory recording of public hearing procedure.

(D) Is environment ~~to~~ considerations overrated

- In my opinion, Environment considerations are rather underrated as "Environment is the permanent Economy"
- Environmental justice ensures social justice Eg to tribal people
- leads to long term sustainability rather than short term profit

As Rachel Carson in silent spring says if we write poison nature, nature will poison us. So follow the precautionary principle

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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 बाजार तलाश रहा था।

देश ने अपनी रक्षा उपकरण निर्माण कंपनियों को नए बाजार 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 कहीं बढ़कर अंतर्राष्ट्रीय समुदाय तक फैली हुई है? अगर हाँ तो क्यों, अगर नहीं तो क्यों नहीं?

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

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

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

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

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

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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 case is evident example of Gandhi's sin of commerce without morality and country's approach of sidelining ethics and prioritising power and profit

Ethical issues involved

1) neglecting the client's human rights record and prioritising profit
2) short term power chosen over long term international image
3) sole motive of profit accumulation neglecting the end use of products being sold.
4) lack of foresightedness
5) lack of acknowledgement of care and responsibility attached with production and selling of sensitive technologies
6) moral muteness of country ABC.

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(B) Must consider International ethics

1) International community is a stakeholder in GAMA's business operations (stakeholder capitalism of Klaus Shwab)

2) GAMA does not operate in vacuum and need international peace and security for successful business

3) Human rights are end in themselves (categorical imperative of Kant) and can't be violated at any cost.

4) Brand image will be affected and other countries may boycott GAMA

5) Commerce without morality (absolute morality which is universal and extend beyond physical boundaries) is a sin.

(C) Corporate social responsibility Extend beyond immediate community

1) CSR means contributing back to society and word is an integrated society (vasudhaiva kutumbkam)

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2) Some minimum level of human principles (like fairness, respect for diversity) needs to be adhered to at any cost.

3) CSR should embody the principles of being socially responsible, environmentally sustainable and economically viable. And environment and social relations know no boundaries.

4) Today in the Globalised world, activity in one part of world has spillover effects in other parts of world. In this interconnected and interdependent world, "compartmentalised responsibilities" do not work.

(D) Sensitive technologies must be regulated

→ Reasonable Restrictions are necessary for full Enjoyment of freedom like wise company's production activities can be regulated for

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sake of sovereignty, unity, integrity of nation.

Eg Indian company selling sensitive technology to Pakistan is against national interest.

2) End use of sensitive technologies is v. important.

Eg Is it for deterrance (eg- no first use followed by India) or is it for ethnic genocide

3) Foreign relations with other countries should also be kept in mind.

Eg supplying sensitive technology to disturbed countries like Syria will project negative image

4) Sensitive and dual use technologies demands greater care and responsibility in production & transfer

On the face of it, it may seem contrary to business expansionist policies but businesses can thrive only in a peaceful society

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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 बाजार छोटे कस्बे और टियर 2 शहर थे। इसके अलावा, कंपनी ने राज्य सरकार के अस्पतालों और स्वास्थ्य केंद्रों के साथ बड़ी मात्रा में कारोबार किया।

श्री शर्मा ने फील्ड सेल्स एजेंटों को ग्राहकों के साथ सौदे करने और कीमतों पर बातचीत करने की बहुत अधिक स्वतंत्रता दे रखी थी। इस रणनीति ने कंपनी के लिए अच्छा काम किया।

हाल ही में श्री शर्मा को खबर मिली कि कंपनी के तीन कर्मचारी सरकारी अस्पतालों और स्वास्थ्य केंद्रों को अन्य निजी अस्पतालों और स्वास्थ्य केंद्रों को बेचे जाने वाले उत्पादों की तुलना में अधिक कीमत पर उत्पाद बेच रहे हैं। ये कर्मचारी पाँच साल से अधिक समय से कंपनी में हैं और इनका प्रदर्शन अच्छा रहा है। कुछ बिक्री कर्मचारियों ने अनौपचारिक रूप से इन तीनों को उनके बढ़े-चढ़े सौदों के कारण अपेक्षाकृत अधिक कमीशन मिलने का मुद्दा उठाया। और इससे बिक्री कार्मिकों में बेचैनी की भावना बढ़ रही थी। तीनों के खातों की सतही समीक्षा से पता चला कि, कई मामलों में, सरकारी अस्पताल अन्य निजी संस्थानों की तुलना में अधिक भुगतान कर रहे थे।

खरीद नियमों के तहत, सरकार से अपेक्षा की जाती है कि वह उचित मूल्य का भुगतान करे, जो कि अन्य लागत-सचेत ग्राहक भुगतान करते हैं। पूछताछ करने पर श्री शर्मा ने पाया कि इस कार्य में वे तीनों अकेले नहीं थे, इस घोटाले में सरकारी खरीद विभाग के अधिकारी उनकी मदद कर रहे थे। श्री शर्मा को एहसास हुआ कि उनके बिक्री कर्मचारी और कुछ भ्रष्ट सरकारी कर्मचारी काफी समय से राज्य के खजाने को चूना लगा रहे थे।

श्री शर्मा ने तुरंत इसकी सूचना अपने सीईओ को दी और दोनों ने चर्चा की कि बिक्री कर्मचारियों के साथ कैसे व्यवहार किया जाए और क्या सरकार को घोटाले और उनके कर्मचारियों की संलिप्तता के बारे में सूचित किया जाए। इस मुद्दे के बारे में सरकार को सूचित करने का मतलब यह था कि इस बात की पूरी संभावना थी कि उन्हें ब्लैकलिस्ट किया जा सकता है, जिससे बहुत सारे व्यवसाय का नुकसान हो सकता है। श्री शर्मा और सीईओ इस बात को लेकर दुविधा में थे कि मामले को कैसे आगे बढ़ाया जाए।

(a) इस मामले में कौन-से नैतिक और व्यावसायिक मुद्दे शामिल हैं?

(b) श्री शर्मा और सीईओ के पास कौन-कौन से विकल्प उपलब्ध हैं?

(c) क्या आपको लगता है कि बिक्री कार्यबल को स्वतंत्रता देने की संगठनात्मक संस्कृति के कारण समस्या उत्पन्न हुई या व्यक्ति की भ्रष्ट प्रवृत्ति के कारण समस्या उत्पन्न हुई? चर्चा कीजिए।

(d) जैसा कि इस मामले में बताया गया है, ऐसे अनैतिक व्यवहार को रोकने के लिए कंपनी कौन-से नैतिक तंत्र और उपाय निर्माण और कार्यान्वित कर सकती है?

(250 शब्दों में उत्तर दीजिए) 20 अंक

Mr. Sharma was the All India Sales Head of a pharmaceutical company with a turnover of 400 crores. The company's main markets were small towns and tier 2 cities. Further, the company did a sizeable amount of business with state government hospitals and health centers.

Mr. Sharma had given a lot of freedom to field sales agents to strike deals and negotiate prices with clients. This strategy worked well for the company.

Recently Mr. Sharma received word that three company employees were selling products to government hospitals and health centers at a higher price than they were selling to other private hospitals and health centers. The employees were with the company for over five years and were good performers. A few sales staff informally raised the issue of the three getting relatively higher commissions because of their inflated deals. And this was creating a sense of unease among the sales staff. A cursory review of the account of the three showed that, in many instances, the government hospitals were paying more than other private institutions.

Under procurement rules, the government is supposed to pay a fair price, one that other cost-conscious customers pay. On inquiry, Mr. Sharma found that the three were not alone; government purchase

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

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

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

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

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

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

The case highlights the collusion between govt and business employees leading to misutilisation of state Exchequer.

Ethical and business issues involved

1) lot of freedom leading to misuse of discretionary powers

2) lack of business ethics (equality of clients) by the 3 employees

3) Corruption nexus leading to loss of taxpayers money

4) ~~Fair~~ Fear of loss of business due to retributive action by Government.

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5) lack of checks and balances on field level employees and giving undue freedom to maximise profits.

(B) **Options available**

1) Directly talking with the 3 employees and the involved government officials. Sacking the 3 employees for violating the corporate ethics and informing about corrupt practices to Government.

2) Giving warning to 3 employees to not indulge in unfair practices in future.

3) not taking in any action as the ongoing practices are in favour of company's profits.

→ The **first option** is preferred because transparency and Accountability are cornerstones of Good corporate Governance

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a) will uphold morale of other sale persons.

b) act as a right precedent and strong deterrance against unfair practices

c) equality of clients and Fair price to all

d) Government should be immediately informed so that corrective actions can be taken.

Regarding loss of business, Government should be informed about past integral record of company and assurance of future compliance and preventive measures for such practices. Every punitive measure accorded by Government should be accepted. The unfair gains made by the employees should be compensated from company's profits.

(c) Organisational culture of giving freedom - Responsible

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↳ without due supervision → leads to unfair trade practices

↳ discretion without Accountability leads to corruption

Individual's corrupt nature

is also a major factor as an integral person will not misuse freedom no matter whether anyone is watching him or not.

(D) **Ethical mechanisms and steps**

1) digitisation of records so that which employee is working in which area, with which clients and at which rates.

2) 3rd party audit mechanism through integrity pacts.

3) decentralised checks and balances through field employees operating in same area.

4) Attitudinal change through Sankalp Patra and how their wrong practices leads to inflated costs for patients.

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

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

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

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

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

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

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

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

(250 शब्दों में उत्तर दीजिए) 20 अंक

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

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

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

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

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

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

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

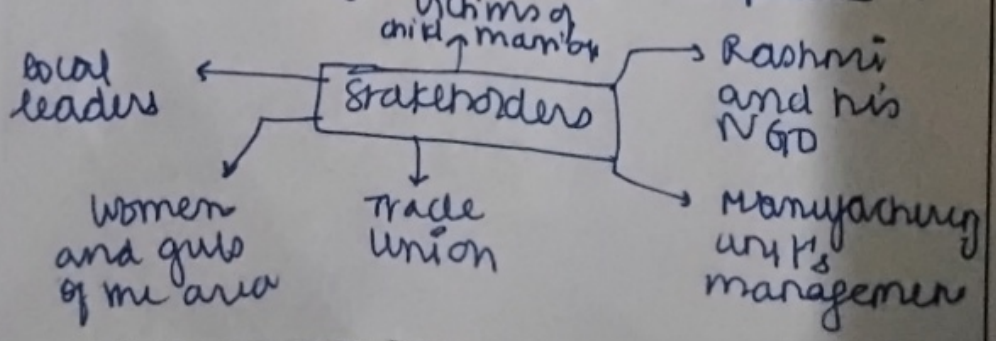
(b) What do you think Rashmi should do? Would it be a good idea for Rashmi to involve local administration? Suggest an implementable course of action.

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

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

(Answer in 250 words) **20 marks**

The case represents the social resistance to transform and give up evil practices, the individual efforts of reform, and the minimal viewpoint of social responsibility taken by corporates.



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Issues involved in the case

1) Low Developmental indicators leading to rigid social behaviour

Eg Low literacy → low acceptance of social change

2) Corporates not showing resilience and giving up social responsibility for sake of profits.

3) People showing orthodox behaviour and resistant to change, upholding patriarchal values

4) Lack of effectiveness of law to bring social change.

5) Individual efforts at social reform thwarted by status quoists

6) Illegal activity of child marriage and victims deprived of their childhood.

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(B) Involve local administrations

1) legitimate authority and responsibility to bring social reforms and curb illegal activities

2) Engage with woman panchayat members to act as role models

3) Gram panchayat buildings can be used for conduction of workshops

4) Protection should be sought from the anti social elements.

Implementable course of action

1) Engage with local authorities for effective implementation of development schemes as increase in Human development indicators leads to better capacity to adapt and accept change

2) Persuading the Management to continue with the workshops with less charged but more continuous measures like

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gender sensitive workplace policies, fosters condemning child marriage, providing incentives to workers to get their daughters educated

3) Bring attitudinal change in orthodox sections by showing them the positive impacts of girl education and delayed marriages

4) Herself acting as role model of an independent empowered women capable of bringing social change.

(5) Responsibility of company towards social problems of the region

1) Following compassionate capitalism ↔ i.e using the profits to alleviate the suffering of the vulnerable

2) company derives benefits from community and has moral duty to contribute back

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3) social problems will lead to social unrest in long run and will hamper company's operations.

(D) Reasons for aggressive behaviour

1) lack of awareness about benefits of social transformation
2) conservative attitude and want to preserve status quo
3) patriarchal society and want to maintain its hold over women.
4) The forces of social change are seen as destructive of cultural and social order.

How to handle

1) Gradual persuassion and attitudinal change is more effective than coercive law enforcement
2) let them meet parents of daughters who studied and married late.
3) role models like Saurabh Devi (women sarpanch of Rajasthan) can be requested to deliver a lecture and interact with people.
4) Nukkad Naraks (in vernacular languages)