

NEXT IAS

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(To be filled by candidate)

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Test - 4

3 Hours 20 Minutes

Code : TC074

MTS IGP Batch 2023

GENERAL INSTRUCTIONS

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

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SUBJECT/PAPER
GENERAL STUDIES

Invigilator's Sign. :



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Evaluator Code :

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

Signature

MACRO COMMENTS



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3. Write legibly and neatly. Do not write in bad/illegible handwritings.
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खण्ड-A / Section-A

1. (a) लोक सेवा के लिए न केवल कानूनी बल्कि नैतिक रूप से सैद्धांतिक कार्यवाई 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 values entails adherence to the constitutional goals, laws and values like sympathy, compassion, fidelity, Integrity etc. This makes the public service ethical and trustworthy.

Rationale of Constitution, laws & ethics

Constitution

↓
give moral purpose & direction to the actions and laws.

(eg) justice, equality, equity, Brotherhood.

Laws

↓
delineates do's & don'ts &

gives a code of conduct for efficient

service delivery.

(eg) Prevention of Corruption Act

Ethics

→ gives moral backup to actions, ensures
Common good & welfare, provides justification
for actions & inactions and so builds up trust.

(eg) IAS Annash Sharan, made her daughter join
Anganwadi centre. → showcasing equality,
simplicity & humility. → Builds trust among
citizens.

Among the three, primary must be given
to constitution as it is supreme law of land and
an embodiment of morality which promotes
ethical governance and gives direction to our laws
& actions. The laws & rules are mere
instrumentalities to attain constitutional goals.
The ethical components are ingrained within the
constitution & laws. However, they must be
demonstrated in the public through proactive
actions & activities.

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

By integrity based civil disobedience,
One would understand, the denial of service
delivery caused by infringement to integrity
and values of an individual

(eg) Strike by doctors in Delhi last year. due to
filling of Resident Doctor's vacancy.

In civil services, the cause of responsible
delivery of public services is the highest duty
and civil servants are trustees of public
interest. Hence any lack of sincere dedication
of duty
on unjustified grounds goes against honour
of services.

This also shows lack of personal
integrity and denial of common good.

However, if there are challenges to personal integrity, the individuals and associations must bring it to government through common forums like Joint Consultative Committees and vent out issues.

Further, any disobedience would only hurt the governance & public interest and cause human suffering. This brings down the trust that public has in government and cause disillusionment.

Moreover, government must timely allow the individuals/associations to put forth grievances and find out mutually accepted solutions based on trust and partnership.

As Sardar Patel called it as a "steel frame": Effort must be made to make it as a machinery for effective service delivery.

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

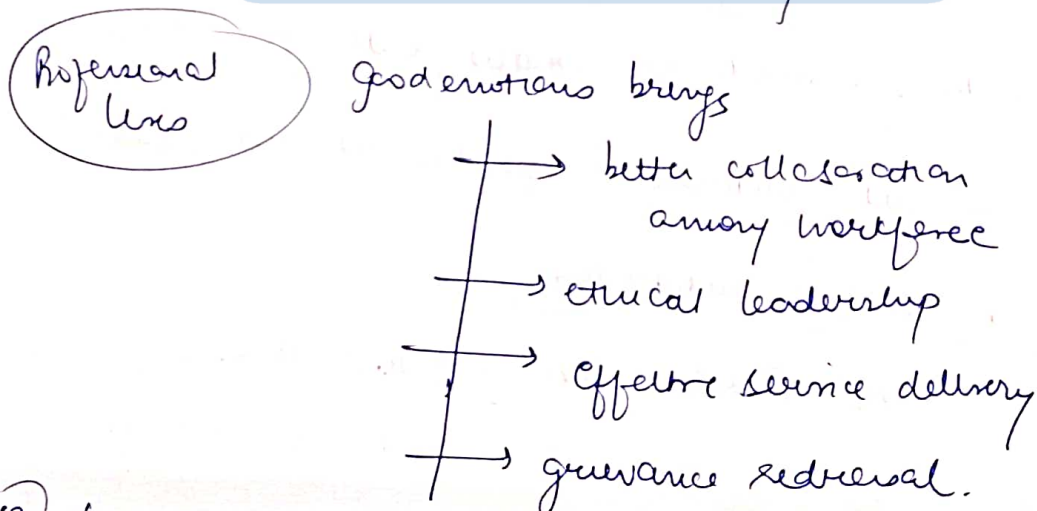
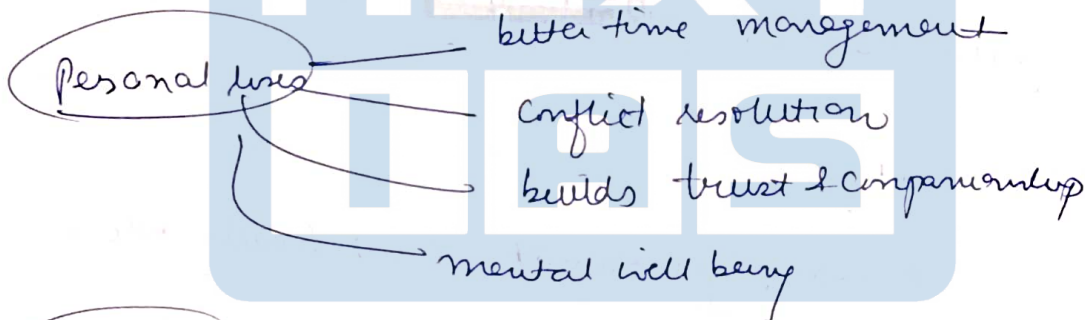
Emotions are rapid & intense

Outbursts of feelings in response to a stimuli.

Paul Ekman identified emotions such as:

Joy, Happiness, Sadness, Anger, Disgust etc

Impact of Emotions



- (9) Kestubh Sonawane (AS, MP) sat on floor with a divyang & show emotional resonance.

Positive Emotions: like Empathy, Happiness, Joy, etc can bring positive environment.

(eg) "Employee of the month" award in MacDonalds builds up morale & competitiveness among employees.

(eg) Empathy causes IPS Mahesh Bhagwat to make terminally ill child as a police inspector for one day. This imparted positivity among workforce.

Negative Emotions like frustration, jealousy etc can hamper morale & productivity.

(eg) 2 karnataka women officers fighting on social media recently.

(eg) Inter service rivalry among officers causing administrative deadlocks.

An effort must be made for sensitivity training and acclimatisation exercises to build up positive emotions & reduce negative emotions for overall well-being.

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 महत्वपूर्ण 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 entails

adoption, adherence & maintenance of ethical standards at all times in conduct of services.

(eg) Integrity, citizen engagement, compassionate dealing etc.

↳ as shown by Armstrong Pame IAS in North East India.

[Ethical Efficiency ensures:]:

(a) upholding the values & principles at all times without fail.

(b) builds up trust / fidelity among citizens and reduces friction and discontentment.

(eg) An IAS in Chhattisgarh organised "lunch with Collector" to maintain youth engagement.

(c) Continuity of schemes, effective
grantee redressal.

(eg) CPGRAMS APP of government.

(d) it aids both efficiency
 technical (policy function)
 social (ASHA workers)

Ethical efficiency forms the bedrock of any an engagement of government & citizens like Social contract Theory and provides an general understanding about roles & responsibilities among stakeholders. The trust & faithfulness are essential in services which comes through ethical efficiency.

(eg) as displayed by Satyajit Chaturvedi, Ashok Khemka etc.

The technical efficiency & social efficiency are not enough as ethical leadership would ensure technology is utilised for just & social cause. (eg) PM-Gati Shakti Portal.

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

There is a requirement of sensibleness in ethics in both private & public life as one affects the other. and one cannot compartmentalize both of them.

(eg) Honesty, Integrity, Reliability, Truthfulness

all are needed in public & private sphere to build trust & engagement.

The personal ethics of individual can affect the professional life and can positively and negatively impact the service delivery.

(eg) Bihar IAS officer was arrested for using

coarsest remarks. It shows how personal norms affect official spaces.

(eg) Rahul Dravid show equal potence in both public & private spheres. He was seen standing in a queue in a school PTM.

Hence they are potentially impactful in both public & private spheres.

As John Locke says education must cultivate the moral value right from school. The constitutional values like justice, equity, fraternity etc must be taught to make children a moral citizens that would ensure a healthy personal & professional life.

(eg) Honest individual would be a good friend while also pay taxes at the same time.

The Confucian notion of Moral education right from family & school times must guide our endeavours.

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

The virtue based ethics determines what is morally good based on the virtues of the moral agent.

"Charanya" identified several virtues like.

- | | |
|---------------|--------------------|
| (a) Wisdom | (d) discipline |
| (b) integrity | (e) diligence |
| (c) Justice | (f) compassion etc |

An individual with character traits will

perform morally right actions without any moral rules or consequential reward/punishment.

- (e) Fakhar Zaman (Asia cup 2022) walked out despite not being given out by the umpire.

However, the drawback is that certain individual may mask their true

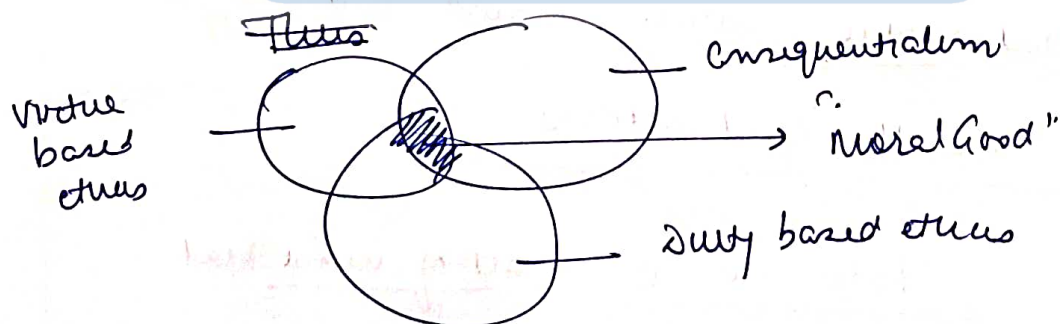
intentions with a clock of virtuous behaviour
to attain favorable outcomes.

(eg) A fox in the sheep's wool phenomenon

Thus, to avoid this to happen, the
moral rules and the consequential or rewards
& punishment must be maintained.

(eg) following traffic signals, pay taxes etc
through legal obligations

and infringement of duties like robbery,
etc must be punished (consequences).



Thus, a combination of three along
with core ethics must be enacted for a
morally good action.

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

"I cannot love tolerance who forges his
desire than who forges his
enemies"
— Aristotle.

Tolerance implies non-judgemental,
inclusion attitude or showing respect to
diverse views & opinions.
Aristotle, identified 'Tolerance' as an
essential virtue which would naturally
cause morally good actions.

Tolerance is an act of mind that
requires "effortful restraint" where the
beliefs / opinions are contrary to our views &
ideologies. This set of mind or builds up

a favourable attitude that is deployed in
behavioural action.

(eg) Gandhi's acceptance of Jail after Chauri-Chaura incident (1922).

The tolerance also impart strength
to bear unfavourable situation. (eg) Soldiers in
Slack.

However, tolerance should be towards
positive values and all negative principles/values
should not be tolerated. (eg) like teasing,
harassment, bullying. The strength of true
character lies in fighting those evils with
moral courage & conviction.

The adoption of tolerance as a
virtue through childhood must be done as per
Confucius.

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

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

The Indian philosophical thought of "Dharma" entails "duty" of individual towards society (Des Dharma) as the highest virtue.

The "societal duty towards society" is the foremost principle for any success of civilization and growth of nation as virchandola emphasized.

The "duty" would give a clear path to our actions that would ensure that social inequalities, ends like Dowry, child marriage etc are eradicated for social good.

Only through societal duties one can
 can attain the "salvation of soul" as
 Confucianism identifies that every soul born is
 a good soul and only through rightful
 conduct ~~and~~ towards its family,
 community & nation one can attain true
 moral purpose & salvation.

The Kartavya keel as PM Modi
 says should embolden us to fight all social
 evils and impart positive influence to
 the place where we live & prosper. This would
 make our existence harmonious, just &
 fair.

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

"History is written by victors" as the saying goes. The victors are the one who trounce the opponents and the history glorifies the victors.

It is true that periods of peace and stability does not cause any event which destabilises the society but peace ensures that gradual buildup and constructive progress are made.

The Renaissance period which heralded the new movement in European history was relatively peaceful development.

The constructive programs of Gandhi was a peaceful endeavour yet they are instrumental and path breaking.

They can't be said "empty pages" as various developments like:

(e) influencing youth, women, marginalised happened in times of peace during Gandhian age.

(e) It was during peace that national development happened in India post 1947.

The "peace" & stability are the natural order of modern civilised world and periods of war are periods of instability which gives us opportunities to think critically about direction of civilisational growth.

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 implies the relative
importance given to our things, decisions,
tasks and virtues.

Moral values	Immoral values
① acceptable norms (eg) honesty, leadership ② they are <u>instrumental</u> for <u>common good</u> and enjoys acceptability among citizens & employees. (eg) reliability, dependability etc	① they are denounced. (eg) gender stereotyping ② they are <u>roadblocks</u> and <u>arrest the</u> progress in morality (eg) ~~the~~ cowardice, lack of moral courage etc

5 Basic Moral values

- (a) Moral courage — they serve as the foundation to enforce any ethical norm.
(eg) Shannmugam Marimuthu — exemplified it
- (b) Integrity — creates trust and inspires the masses.
(eg) Ashok Kulkarni
- (c) Transparency — ensures efficiency & financial prudence.
(eg) V. Sugaryam disclosed his assets.
- (d) Humility — makes person accessible among masses.
(eg) APJ Kalam
- (e) Compassion — guides action orientation & alleviate suffering

Russie Sanna Bell highlights these values must form part of code of values or in civil service in India.

5..

- (b) निर्णय लेने में नागरिकों की भागीदारी शासन में नैतिकता के लिए महत्वपूर्ण है। क्या आप इस बात से सहमत हैं कि प्रभावी नागरिक सहभागिता तंत्र नैतिकता-संचालित प्रशासन को सुगमता प्रदान कर सकते हैं? आपके अनुसार वे कौन सी क्रियाविधियाँ हैं जिनका उपयोग नागरिक शासन में नैतिकता सुनिश्चित करने के लिए कर सकते हैं? (150 शब्दों में उत्तर दीजिए) 10 अंक

Citizens' involvement in decision-making is critical to ethics in governance. Do you agree that effective civic engagement mechanisms can facilitate an ethics-driven administration? What do you think are the mechanisms that citizens can use for ensuring ethics in governance?

(Answer in 150 words) 10 Marks

"Governance is not spectator sport
It is a participatory sport"

Civic engagement $\Leftrightarrow$ decision making

facilitates ethics driven administration.
by :

- (a) participatory development — which is bottom up in nature (eg) Gram Panchayat Development Plan
- (b) accountable administration
↳ leads to transparency and builds mutual trust.
- (c) avoids malgovernance & fiscal imprudence
- (d) deepens democracy and make citizens empowered (eg) Social audit etc

- (e) inclusive nature of plans by
including women, SC, ST etc.

Mechanisms available:

- (a) Social audit under MGNREGA
2nd ARC — recommends expansion of
social audit to all schemes.
 - (b) Right to Information
 - (c) Citizen charter & grievance redressal
mechanism
 - (d) Pre legislative Consultative policy 2014
 ↳ for public inputs.
 - (e) PILs in HC/SC.
- Citizen centricity makes governance
a pan andolan which is a pre-requisite for
success of any democracy.

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

"Beti Bachao. Beti Padhao"
are persuasive programs that aims for
gradual social transformation of gender
stereotypes into values of equality, humility
and sensitivity etc.

Although, use of force is unnecessary
to attain social goals and it creates
disturbance among individuals and
reduce influence of social morality
through threat.

However in matters of attitudinal
change, influence, persuasion & counseling

are necessary when it pertains to social-cultural aspects of life. The use of force would invite reactionary response and would become counter productive.

As Gandhi said, in matters of social change, there is no bigger weapon than non-violence. (eg) Harijan movement.

The removal of orthodoxy requires time & that can happen through social force of persuasion & character building which is best served by moral education and actionable programs which induce behavioural change and mindset alteration.

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

Aurobindo Ghosh says, India is on a divine mission to teach the fundamental value of harmony to the world and India's cultural strength is ^{its} the most important arsenal.

Ethical strength hinges on aspects like.

(a) Compassionate foreign policies which builds people & people ties.

(b) follows utilitarianism; maximum benefit of maximum citizens

(c) Communitarian ethics. (eg) Disaster relief — operation Relief in Turkiye.

However, in realpolitik, financial & military strength can strengthen foreign policy and influence the world. However, without a value driven approach there would remain a disconnect among partnering countries. Thus, it remains sustainable.

Ethical force gives moral direction like elimination of poverty, health care access, thrust South-South cooperation. The moral basis of any relationship gives foundational strength that builds long term partnership. (eg) India - Russia (friendship), India - Bangladesh (common culture).

Thus, mix of all 3 is needed for
"Smart power".

खण्ड-B / Section-B

7.

आप एक औद्योगिक शहर के नगर निगम में कार्यरत एक युवा अधिकारी हैं। यह शहर वॉल बियरिंग और ऑटो पार्ट्स के निर्माण के लिए जाना जाता है। अधिकांश विनिर्माण इकाइयाँ छोटे पैमाने की इकाइयाँ हैं। जिनमें 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 गंदी बस्तियाँ (झुग्गियाँ) 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 जिम्मेदारियाँ 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।

- उपरोक्त स्थिति में आपको कौन-से मूल्य संबंधी टकराव/संघर्ष नज़र आते हैं?
- क्या कोई प्रशासक समानुभूति के मूल्य के लिए निष्पक्षता के मूल्य से समझौता कर सकता है? चर्चा कीजिए।
- उपरोक्त स्थिति में कौन-से विकल्प उपलब्ध हैं?
- 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.

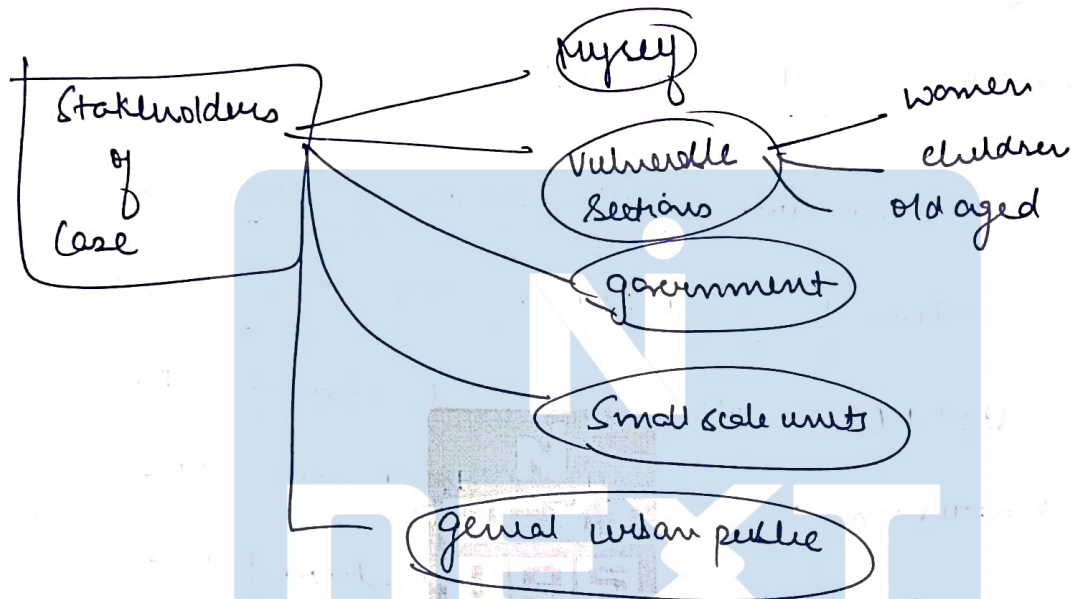
As the number of manufacturing units grew, the demand for labor increased, bringing in a steady inflow of laborers into the city. This influx of people into the town led to a mushrooming of slums and encroachments on the sidewalks. Once in a while, the Corporation conducted drives to clear out the slums, 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.

- What value conflicts do you notice in the above situation?
- Can an administrator compromise the value of impartiality for empathy? Discuss.
- What are the options available in the above situation?
- Suggest viable solutions for tackling illegal slums and encroachments in urban areas.

(Answer in 250 words) 20 marks

The case shows the moral distress faced by adhering to laws & regulations which might affect the well being of vulnerable citizens.



a) Value conflicts in the situation

- a) Clash of values: between procedural fairness & neutrality versus sympathy towards vulnerable.
- b) Interest of urban dwellers clashed with interest of small scale units which employ the labours.
- c) Environment Conservation, traffic management versus human values, and livelihood of side walk dwellers.

⑥ As a civil servant, it is Sharma (duty) of employees to abide by laws/rules/regulations and enforce them with impartiality without favouritism or personal bias.

However, public service values also include values of empathy & compassion which must be upheld at all times while dealing with cases pertaining to vulnerable sections like poor, women, children etc. Thus, practical fairness with value driven approach is needed.

⑦ Options available

option ① : evict the sidewalk dwellers forcefully and ensure civic sense and carry out official duties

Pros	Cons
① impartial application of laws ② maintain order in cities ③ reduce inconvenience	① makes the dwellers more vulnerable. ② the MSME units may shut down.

(2) Avoid the encroachment drive and let the
sidewalk dwellers stay

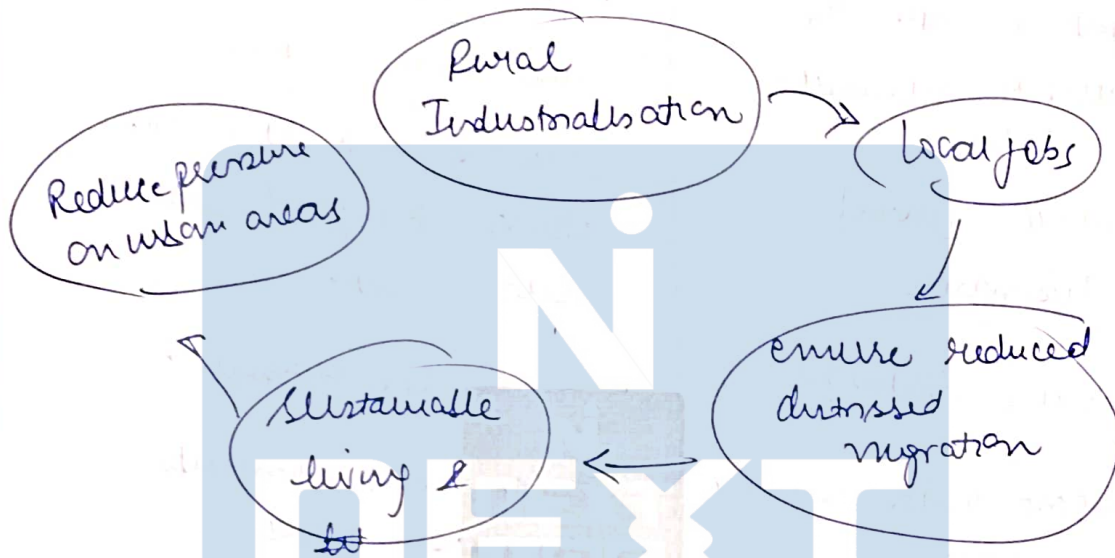
Pro	Cons
① empathise with the cause of vulnerable ① reduce <u>moral dissonance</u> ① ensure status quo ① MSME units remain functional	① it legalises encroachment and may enforce the norms → it motivates others to expand sidewalk settlement ① may give harbour to anti-social elements in urban areas ① drug smuggling etc

(3) Ensure evacuation of dwellers and arrange
their stay in shelter homes, with necessities.
Arrange for their commutation to the MSME units

Pro	Cons
① ensure civic sense ① upholds law ① sustainable & dignified residence to vulnerable people ① MSME units remain functional ① avoid <u>moral dissonance</u>	① may burden the exchequer (eg) subsidies for food grain, transportation ① <u>fiscal slippage</u> of already weak urban finance.

(a) multiple solutions needed.

(1) ensure sustainable rural industrialisation distressed
so that migration can be stepped.



(2) Designated houses for slum dwellers through
slum rehabilitation schemes like PM Awas Yojana.

(3) ensure that land encroachments are avoided
through regular clearance and also punish
habitual offenders

(4) coordination between Home state of migrants
and destination cities to ensure sustainable
migration happens and vulnerable sections are
taken care of.

Through compassionate governance
SDG 11 & SDG 1, 2 can be attained.

8.

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

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

आप इस बात से चिंतित हैं क्योंकि धोखाधड़ी योजना की दक्षता को गंभीर रूप से प्रभावित कर रही है। आपने समस्या पर विचार-विमर्श करने और समाधान निकालने के लिए विभागीय बैठक बुलाई। बैठक में आधार कार्ड, मतदाता पहचान पत्र, विवाह प्रमाण पत्र, जन्म प्रमाण पत्र, बैंक विवरण और अन्य व्यक्तिगत संपत्तियों जैसे कई उपलब्ध सरकारी डेटा समुच्चयों (सेट) को विलय करने का निर्णय लिया गया। सभी डेटा सेटों का विलय करने पर, विभाग लाभार्थी की आर्थिक स्थिति का संक्षिप्त विवरण (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।

- उपरोक्त मामले में कौन-कौन से मुद्दे शामिल हैं?
- 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?
- आपके अनुसार, देश में होने वाली ऐसी कल्याणकारी योजना से संबंधित धोखाधड़ी के क्या कारण हो सकते हैं?
- 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.

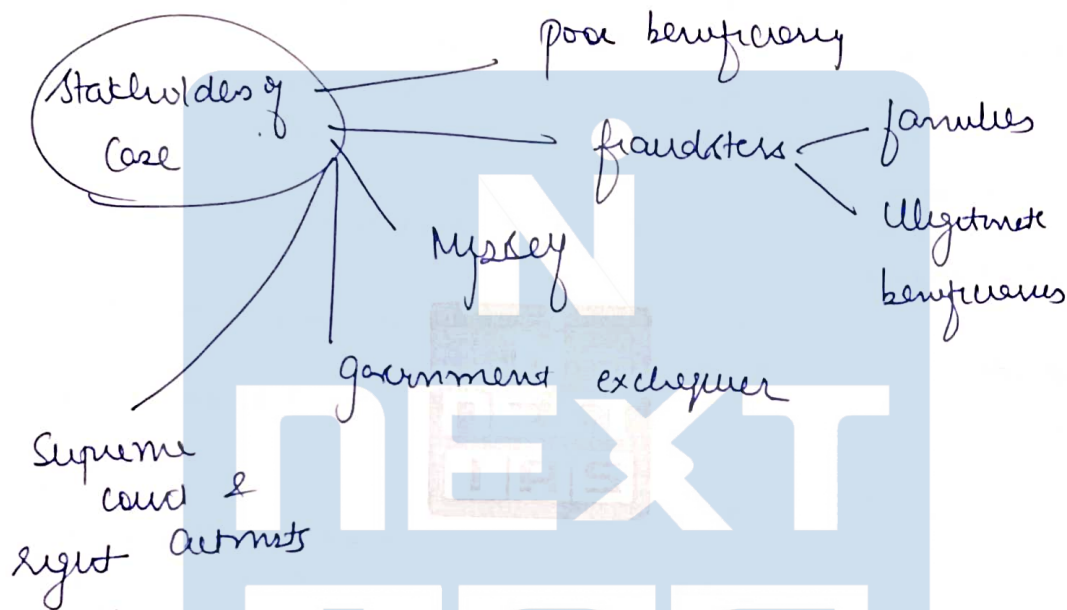
You are the Director of the Department responsible for implementing and operating the scheme. Recently you have been receiving reports of welfare fraud being committed by families by producing fake bonafide. The families committed the fraud with the help of local officials responsible for scrutinizing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

- What are the issues involved in the above case?
- Do you think violating data privacy is justified to prevent welfare fraud? Why/ Why not?
- What, according to you, can be the reasons for such welfare frauds happening in the country?
- Are there any ways and means to prevent such fraud? Give your suggestions.

(Answer in 250 words) 20 marks

The case relates to moral uncertainty ~~discussed~~ caused to ensure effective implementation scheme which comes in conflict with Right to privacy which is a fundamental right under Article 21.



② Values Issues involved in the case

- ① possible infringement of privacy of beneficiaries due to data collection use
- ② malgovernance → corruption, leakages in schemes, loss of funds / public money and hindrance to last mile connectivity of schemes
- ③ lack of administrative ethics : involvement of public servants
- ④ general lack of awareness among public

⑤ general disregard of civic sense and
right of vulnerable by ghost beneficiaries

⑥ personal issues: moral dilemma.: - whether
government scheme effectiveness or privacy?

⑥ As per Puttaswamy case law (2017), SC
clarified 3 grounds on which privacy can be violated.
As it is not an absolute right - it can be
diluted if

- the action is proportionate
- schemes are sanctioned by law
- there are no other way to improve effectiveness of service delivery

Since the schemes are of general interest
(women welfare) as per "difference principle" of

Theory of justice, it is important for state to cater
to the needs of marginalised. Further, if privacy is
being violated, there must be adequate safeguards
like.

↳ data protection law → moral accountability
↳ penalty for violation of law of all officials &
stateholders.

Privacy violation is justified as the schemes aims to reduce financial leakage (Taxpayer money) and welfare schemes are "direct principles" enshrined in constitution (Part IV).

Thus, to ensure efficiency, State can infringe privacy but with safeguards like transparency, accountability etc.

(C) Reasons for frauds:

- (1) Lack of public service commitments and moral temptations - to earn quick money through "collusive corruption".
- (2) Lack of humility & sensitivity of officials concerned towards vulnerable sections.
- (3) Lack of accountability mechanisms like Social audit, ineffective RTI etc. This usually empowers the corrupt officials.
- (4) General lack of awareness among public regarding "ill-effects of corruption".

(d) Way & Means: To prevent funds

① go for Direct Benefit Transfer (eg)

JAM Trinity which will bridge the distance
between state and beneficiaries.

② moral accountability: of officials must be
upheld through social audits (eg) as done in
MGNREGS, it also women empowerment
and being marginalised in decision making role

③ sensitivity training of employees about their
"duty" towards public especially marginalised.

④ linking the "welfare objective" with the goal of
developed nation. This will enlarge the vision
and reduce myopic ~~at~~ mentality among
citizens & officials.

As per Kant, moral worth of action is
determined - if done through "duty". Through
sensitivity training of employees, their value
systems can be made more public centric.

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।

- उपरोक्त मामले में आपको कौन-से मुद्दों और मूल्यों का उल्लंघन दिखाई देता है?
- आपके पास कौन-से विकल्प उपलब्ध हैं?
- प्रत्येक विकल्प के लाभ और हानि पर चर्चा कीजिए और आपके द्वारा चुनी जाने वाली कार्यवाही की पहचान कीजिए।
- क्या आपको लगता है कि कभी-कभी विकास की कीमत पर पर्यावरण संबंधी विचारों को अधिक महत्व 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.

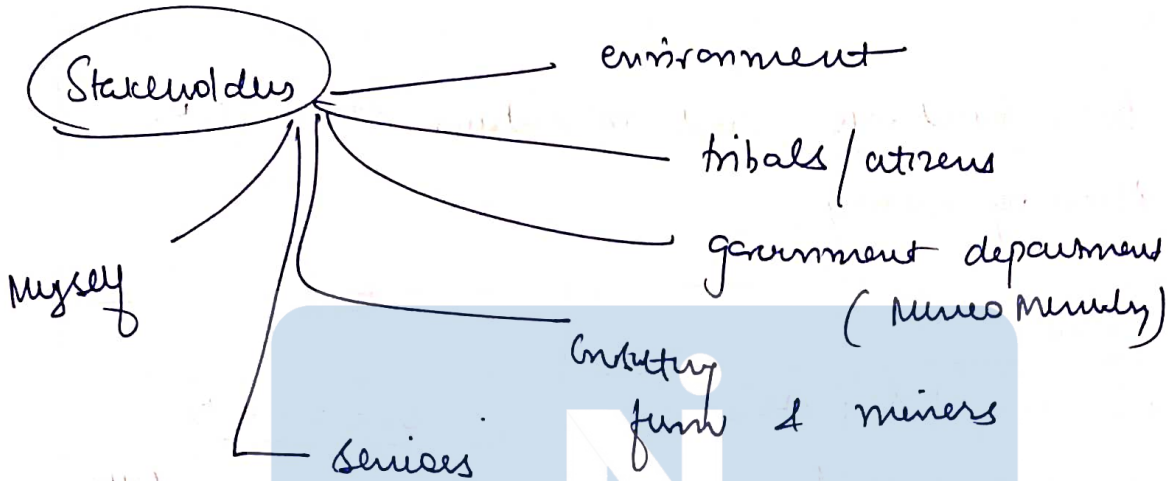
As the contractors were about to start operations, you had to instruct them on environmental concerns to watch out for. And to do that, you read the environmental impact assessment report submitted by a consulting firm hired by the department. To your surprise, the report was shoddy and looked cooked 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.

- What are the issues and value violations you notice in the above case?
- What are the options available to you?
- Discuss the advantage and disadvantages of each option and identify your chosen course of action.
- Do you think that environmental considerations are sometimes overrated at the cost of development?

(Answer in 250 words) 20 marks

Environment, being a public good needs to be sustainably utilised for common wellbeing.



- (a) Issues involved & value violations
- (1) procedural inefficiency & violation of Environmental and Social Impact assessment norms by miners/agencies
- (2) possible degradation of environment and marginalisation of locals/tribals
- (3) bureaucratic apathy of service and possible scope for "collusive corruption"
- (4) lack of professional integrity shown by consulting firm
- (5) violation of "Doctrine of Trusteeship" of Gandhiji
- (6) focus on ends (revenue) without adequate means

b/c) Options available and advantages & disadvantages of options.

① turn blind eye and maintain status quo.
Misusing money

Pros	Cons
① adherence to superior's chain of command ② meet revenue targets ③ prosperity & development	① <u>avoidance of moral responsibility</u> on my part ② destruction of environment ③ would embolden & deepen corruption

② Persuade seniors for a review of assessment report, halt the mining and order for a re-assessment

Pros	Cons
① avoid moral dissonance ② uphold <u>integrity & probity</u> in public life ③ ensure <u>fair & just action</u> ④ save environment	① delay in mining operation. ② fiscal slippage & not meeting the revenue target ③ lower ease of doing business.

- ③ if seniors are not persuaded, file the draft in history and write a dissenting note and move the file to Higher authorities.

Pros	Cons
① would ensure <u>fairness</u> in assessment ② uphold <u>rights of tribals</u>. ③ uphold <u>integrity</u> and create moral exemplars	① delays, in project ② may face administrative backlash ③ <u>transfers</u> / threats from corporates / mafia

Course of action: Consultation option ② + ③
 I will persuade seniors on rational and emotional grounds i.e. it violates the environment rules & violate SC judgement (M.C. Mehta case).
 Plus, it would hinder social justice and violate the rights of locals, tribals, cause displacement and degrade environment which would cost dearly to all. This would only ensure crony capitalism.

If seniors don't agree, I would give a dissenting note and move the file upward. and halt the money project. This would create a moral obligation on all authorities to give a relook at the procedural fairness and ensure law is adhered to. At best, I may be transferred or may be threatened. But the need of the hour is to show moral courage and patience along with courage of conviction.

(d) No, development causes environmental degradation even though sometimes benign. The climate change debate has at its root the unsustainable development which has caused environmental havoc. The need is to balance the needs of development and environment conservation through sustainable & ethical development.

This would ensure human activities are pro-people and pro-planet

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।

- उपरोक्त मामले में कौन-कौन से नैतिक मुद्दे शामिल हैं?
- 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?
- 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?
- 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.

- What are the ethical issues involved in the above case?

- (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

Gandhi's 2 of 7 sins : "politics without principles" and "business without morality" are being violated in this case.

④ Ethical issues involved in this case:

- ① Silent support to dictatorship/Military Junta by Country ABC. Thus, it promotes dictatorship at cost of democracy.
- ② violation of human dignity (especially minorities) by X42. Thus acting against UNHCR (1948)
- ③ going against sound & ethical corporate practices (on part of GAMA)
- ④ penalty for militarisation of common spaces like open space and promoting arms race.
- ⑤ possible violation of sensitive technology
 - ⑨ nuclear weapons.

(b) International ethics is based on following frameworks:

- (1) Utilitarianism — greater good of greater number
- (2) deontological framework — duty bound action
- (3) Human rights promotion
- (4) peace promotion & taking steps to reduce de-militarisation. etc.

To ensure Geopolitical situation remains at balance and unintended consequences of misuse of weapons are disallowed, GAMA must adhere to Corporate ethics which are in line with international jurisprudence which promotes ethical conduct.

Conversely, as GAMA is a Capitalistic enterprise, the Business prospect and opportunities allows favourable fixing of deals & agreements. However, when Issue of human rights and international peace and democracy are at stake, Business ethics need to account for above frameworks.

(c) Social Corporate Responsibility factors in social welfare in its operations. and as the modern norm of ethical & stakeholder capitalism entails that, the best interest of community (consumers, employees) are taken into account.

As per Philosophy of Vasudhaiva Kutumbakam "each & every human is part of one family and any disregard shown to even rights of global citizen can affect corporate profits. (eg) Nike faced backlash among its US customers for employing child labour in ASEAN nations.

Thus, interest of all stakeholders (including international community) must be taken into account.

(d) Technology is a double edged sword. It can be used for both benefits and causing harm to the mankind. Thus, technological related business requires government regulations.

Moreover, defence based technologies must be regulated with light touch regulation since any access of defence arsenal to non-state actors (e.g. - Terr/Let) or dictatorial government can cause gross human right violations and de-stabilise the international place and stability. It is important that "end-use" agreement is signed so that defence equipment are used for "only defensive purposes" as done by US with Pakistan.

However, a side effect of excess regulation is that it may curtail innovation extensively but it is also important that innovation is guided by rigid value systems which ensure "collective welfare & good" of all. This requires light touch regulation by the government.

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।

- इस मामले में कौन-से नैतिक और व्यावसायिक मुद्दे शामिल हैं?
- श्री शर्मा और सीईओ के पास कौन-कौन से विकल्प उपलब्ध हैं?
- 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।
- 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.

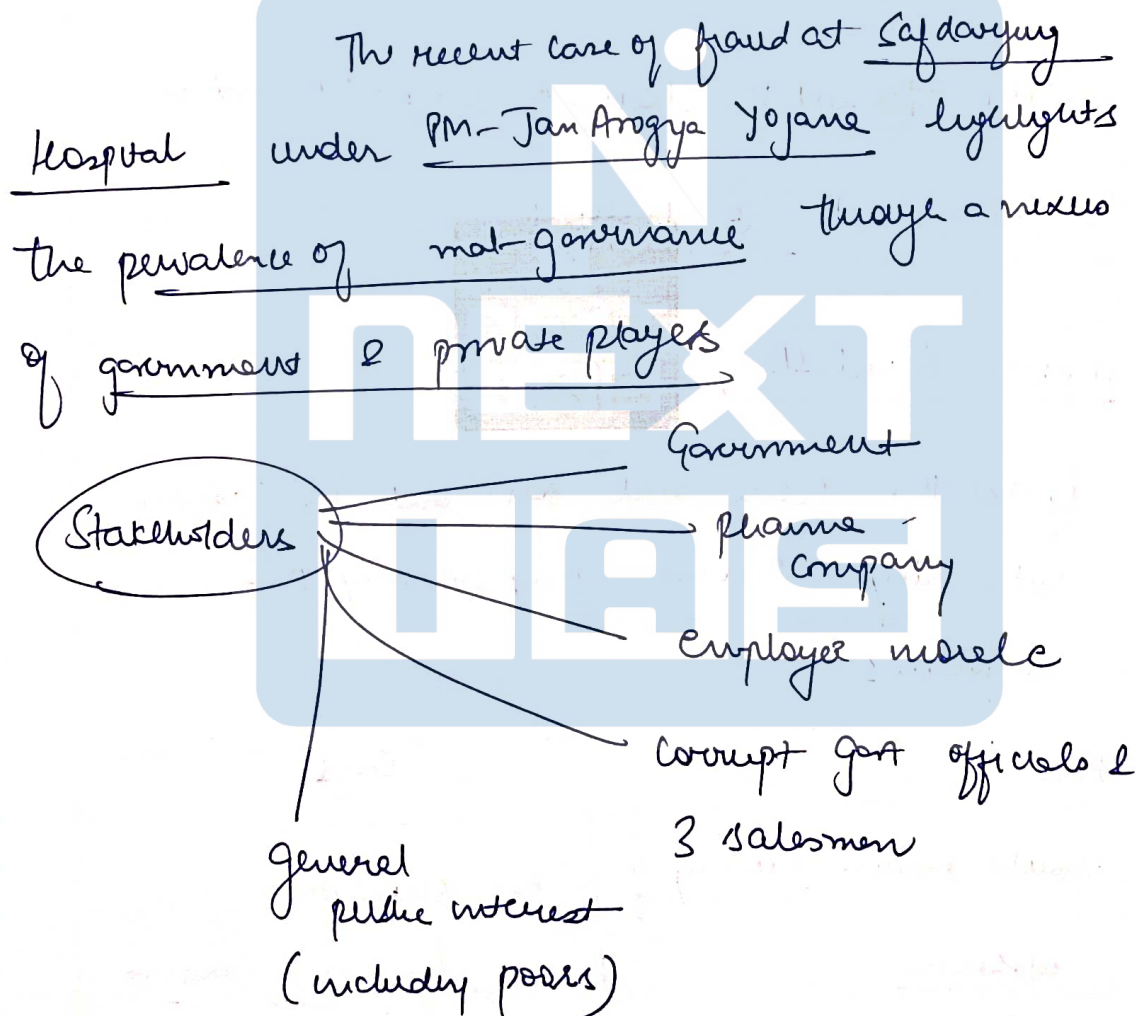
Recently Mr. Sharma received word that three company employees were selling products to government hospitals and health centers at a higher price than they were selling to other private hospitals and health centers. The employees were with the company for over five years and were good performers. A few 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

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.

- What are the ethical and business issues involved in the case?
 - What are the options available to Mr. Sharma and the CEO?
 - 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.
 - 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



② Ethical & Business issues involved

- loss of government exchequer through fraud
- violation of "Trusteeship principle" by government officials

- (3) loss of fair / ethical business dealing by 3 employees
- (4) goes against "Corporate Social Responsibility" (responsibility towards its consumers & employees)
- (5) possible threat of closure of company and loss of employment to workers

(b) Options available

- (i) Ignore the issue and sort out the problem internally through going warning to 3 employees.

Pro	Cons
(a) would ensure <u>running of business</u> (b) promote <u>Hygiene morale among employees</u> (by disciplinary action) (c) no possible loss of blacklisted.	(a) short term gain, <u>long term loss to Nation & Health Sector</u> (b) it hides the issue in bud without analysing the root cause of corruption

- ② Conduct departmental enquiry, fire the corrupt employees, bring in light the issue with the government

Pros	Cons
① uphold <u>ethical business practices</u>. ② <u>reduce corruption</u> in health sector — government may take disciplinary action. ③ <u>utilitarianism</u> : <u>greater</u> <u>good</u>	① Blacklisting of firms. ② loss of reputation in market, fall in share prices

further, by following option ②, the company must come out clean by being transparent about corporate governance and issue unconditional apology to the government and its consumers.
 & uphold principle of integrity and honesty.

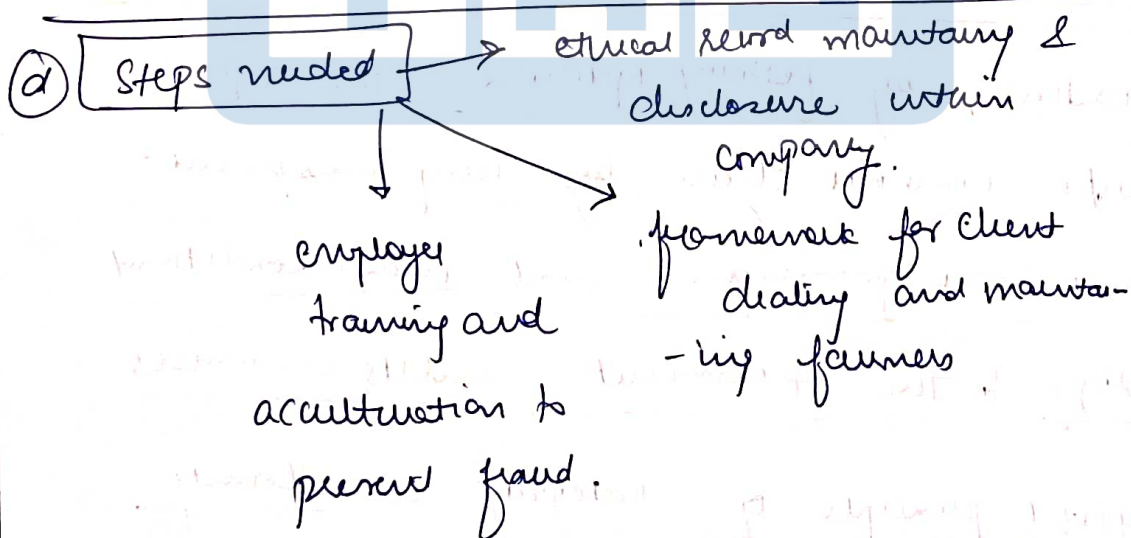
- ③ Employee freedom is necessary so that sales agents can negotiate a favourable deal as per

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situation and ensure robust sale and purchase..
 The organisation was at fault here. The
individual temptations about making "speed money"
at cost of public funds may have been the cause.
 further, government officials may indulge in
"bribe corruption" by buying costly and
earning a commission.

However, at the first notice/prevent,
 the company must ensure transparency in records
 about its sales & revenue that would nip the issue
 in bud.



Though ethical norms in place,
Gardner's principle on business ethics can be
upheld.

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 विकासवात्मक 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 जूनकी 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।

- उपरोक्त मामले में कौन-कौन से मुद्दे शामिल हैं?
- 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।
- 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?
- 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.

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.

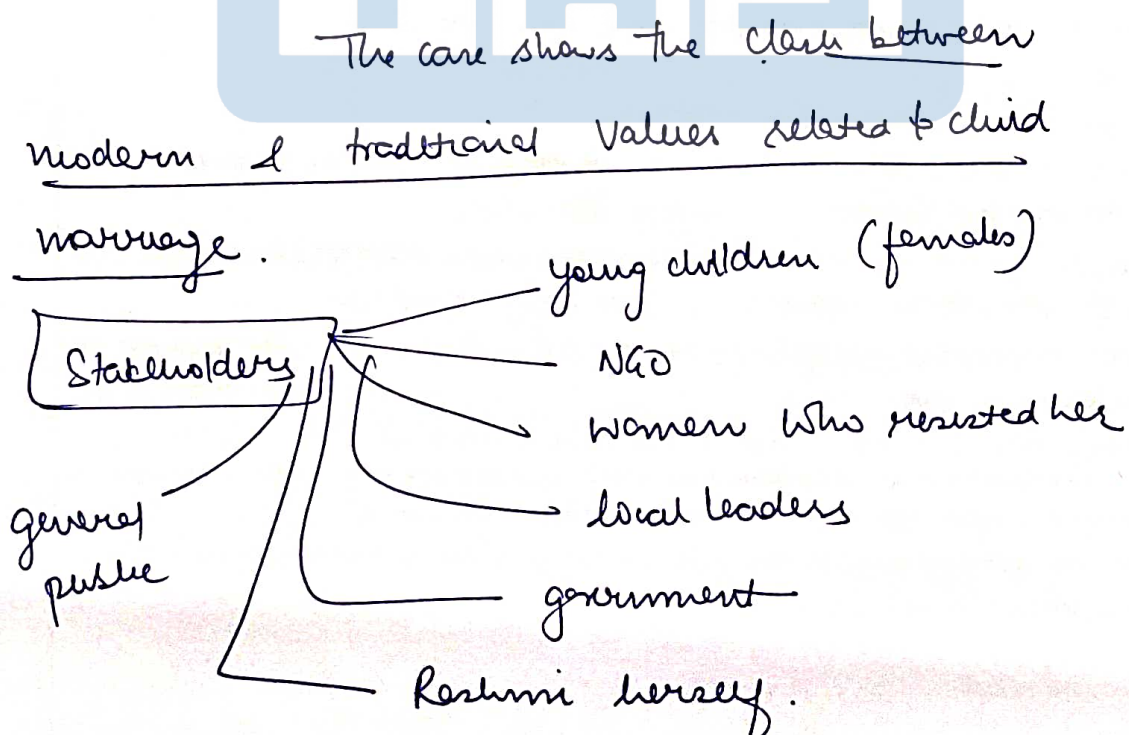
Rashmi did commendable work, but she made some enemies in the process. The local leaders resented her popularity with women and young girls in particular. To expand her activities, Rashmi contacted the management of the only industrial unit in the district. She successfully persuaded the company to contribute 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.

- What are the issues involved in the above case?
- 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.
- Do you think companies should also accept responsibility for the social problems of the region where they operate? Why/why not?
- 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



(a) Issues involved.

- (1) Issue of child marriage which is a criminal offence
- (2) Conflict between constitutional and social morality
- (3) Leadership supporting parochial values for vote bank politics
- (4) apathy by management of unit
- (5) Lack of awareness and social orthodoxy among women
- (6) unresponsive administration

(b) Course of action

- (1) despite failure, Rashmi should show moral courage and standup to cause with integrity.
- (2) she should form association of like-minded people and form small groups to reach out to orthodox section of village to tell about harm of child marriage and benefits

of child education

(2) she can inspire administration especially
modern, empowered women officers who can
assist her financially and give security.

(3) The administration & NGO can inspire
stars like P.V. Sindhu, Mary Kom, Phogat
sisters & even Bollywood stars who can
advocate for child education and show the benefits
like:

- sports person
- scientists
- researchers
- teachers

all which children
can become.
This will also
reduce the
poverty through

(4) The state government must make it a
employment.

1. "Jan Andolan"

(5) As an important stakeholder, companies
are morally bound to uphold constitutional values
in their operations and promote cause of

Social justice. (e.g.) Tata Group. etc.

As a moral agent Companies are required
to showcase ethical leadership through
modern values and highlight how social
issues can be mitigated & cured.

This would ensure → goodwill generation
→ earn the trust of
public
→ promise long term
sustainability of
Company.

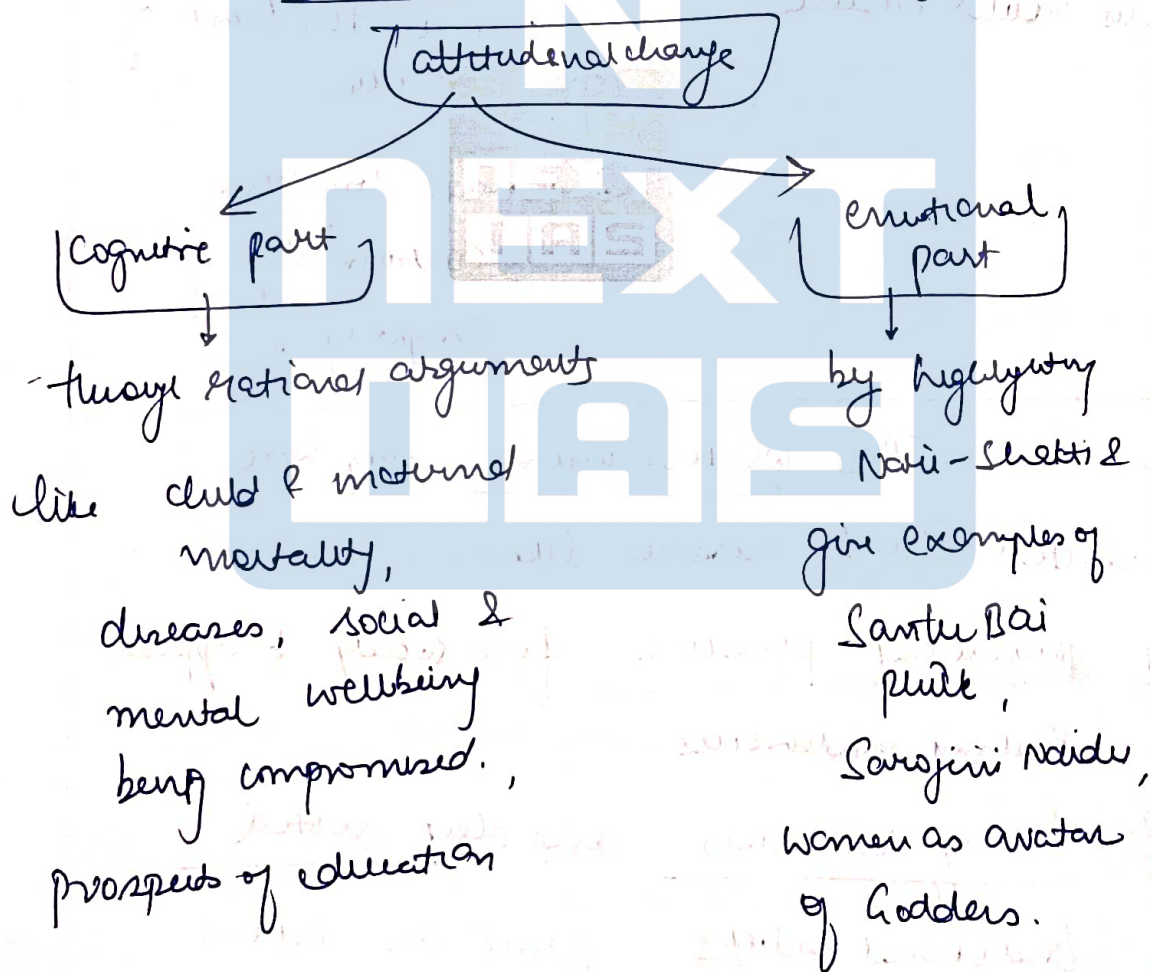
(d) The workers' union may have
resisted due to reasons like.

- ① paternalist pressure from society to oppose
Bismillah's endeavours
- ② lack of awareness and deep rooted
traditional beliefs which are held as
sacrosanct by people.
- ③ resistance to disallow any change in
social norms which may upset status quo.

(4) There can be socio-cultural reasons as well as like — grounds of Caste, Religion etc that could have triggered protests.

(5) loss of trust among union workers and Reshmi's NGO.

Reshmi should tackle through:



Through all round strategy, attitudinal reformation ^{its} can be achieved through making it a "Jan Andolan."

NEXT IAS

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Candidates must not
write on this margin

Space for Rough Work



Space for Rough Work

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