

NEXT IAS

NEXT IAS (Head Office) : 27 B Pusa Road, Metro Pillar no. 11B, Near Karol Bagh Metro, New Delhi-110006

Bhopal Centre: Plot No. 46, ZONE-2, M.P. Nagar, Bhopal-462011

Ph: 8081300200, 8822664612 | E-mail: mts@nextias.com | Web: www.nextias.com

(To be filled by candidate)

Name of Candidate : RIJU SHRIVASTAVA
Roll No. : IGC21LA211 / 0405557
Registration Number : IGC21LA211 Date of Examination : 13-08-2023
Exam Centre : Old Rajinder Nagar ☐ Bhopal ☐ Online ☒

Test - 4

Code : TC074

MTS IGP Batch 2023

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SUBJECT/PAPER
GENERAL STUDIES

Invigilator's Sign. :

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Evaluator Code :

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

Signature

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3. Write legibly and neatly. Do not write in bad/illegible handwritings.
4. For rough notes or calculation, the last two blank pages of this booklet should be used. The rough notes should be crossed through afterwards.
5. If you wish to cancel any work, draw your pen through it or write "Cancelled" across it, otherwise it may be evaluated.
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NEXT IAS

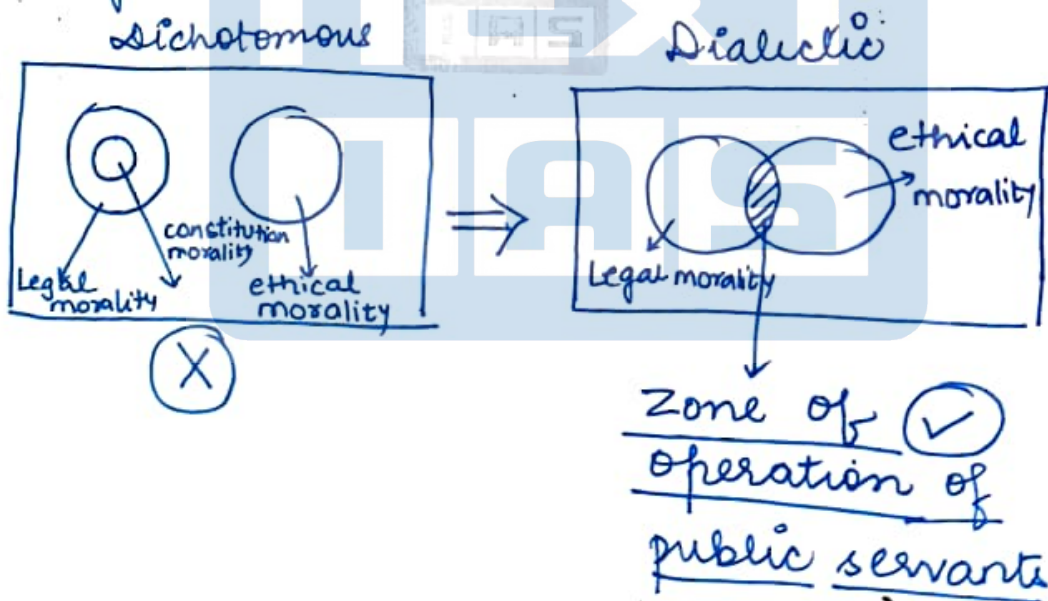
Candidates
write on this

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? (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

Legal morality (laws and constitution)
and ethical morality are not
(of oneself)
dichotomous in nature. Rather
they share a dialectical relationship



Primacy in official function
Public servant while carrying

out official functions should try to conform to the three tests of constitutionality, legality and ethicality.

However, in case there is a conflict between these, public servant should adopt the path of collective conscience i.e. constitutionalism.

(eg) - There may be possibility that eating nonveg is unethical for a public servant or there is a law which is unjust (eg. colonial era law of criminalisation of LGBTQ+)

In such cases, Constitution is the ethical lampost and rights of individuals the light of the lampoo.

- (12) 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 means when there is coherency in thoughts, words and actions. Civil disobedience is wilful defiance of law. Integrity based civil disobedience is defiance due to unjust nature of the law or due for a right cause.

- [eg] Rosa Parks due to discrimination
- [eg] Gandhiji to tyrannical colonial laws.

Challenge to personal integrity :
Justifiable cause

"The highest court is the court of conscience" - Gandhiji

∴ Disobedience could be allowed if against personal integrity.

[eg] - when a civil servant ~~resigns~~ does not fall under pressure to corruption. Ashok Zamale IAS who did not rebuild road because he thought it would be loss of public money. (Despite minister's command)
 → keeping up NOLAN committed values.
Not justifiable cause.

However when personal integrity may be guided by personal interest alone it would not be wise to disobey

[eg] - corruption by Imu & Arvind Joshi, IAS for fulfilment of one's need only - selfish interest

As personal integrity is a function of morals of individual, hence personal integrity has to be coupled with professional integrity for justifiable cause of responsible disobedience.

- (16) इतिहास और लेखन से पता चलता है कि लोग (मानव) व्यक्तिगत और व्यावसायिक जीवन में महत्वपूर्ण रूप से प्रभावित करते हैं। वे कौन से प्राथमिक रविव हैं जो कार्यस्थल की उत्पादकता पर नकारात्मक और सकारात्मक प्रभाव डालते हैं? प्राथमिक उत्पादकों के साथ समझ 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

Daniel Goleman has rightly described that an institution's success is determined by :-

$$80\% \text{ EQ} + 20\% \text{ IQ} = 100\% \text{ success}$$

∴ managing one's emotions is of utmost importance for workplace productivity

Primary emotions → -ve impact

1 Frustration

It causes negativity ~~for~~ within and outside.

eg - a frustrated individual will keep cribbing and cause others to lose their concentration as well.

2. Anger

It has massive domino and spill over effect. [eg] - it creates resentment and lack of motivation.

Narayan Murthy calls 'ANGER' as sure shot recipe to 'fall of an organisation'

Primary emotions → +ve impact

1. Positive Attitude

Smile is contagious. Positivity increases motivation and efficiency.

eg - attitude of R. Tata and rise of TATA company.

2. Dedication or Commitment to one goal

keeps the team align as leader is the biggest eg.

(eg) - NDRF times teams in disasters like Joshimath

Therefore, let your emotions not control you, You control your emotions.

2. (a) तकनीकी दक्षता संसाधनों को उपयोग को सुनिश्चित करती है और सामाजिक दक्षता सामाजिक आवश्यकताओं को पूर्ण 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 is use of ethics and principles for common good and summum bonum (good for all)

Ethical efficiency = Technical efficiency + Social efficiency
 {
 right intention (mens rea)

Ethical efficiency → more important.

1) Consequences can be grave without it.

(eg) - Harshad mehta scam. meeting needs of society (few shareholders, banks)

and ensuring profit (technical efficiency) but lacking ethical efficiency

- 2) Ethical efficiency promotes welfare, brotherhood and prevents conflict.
- 3) Ethical efficiency is sustainable in long run whereas other two alone are not.

eg - Fall of Roman Empire on its peak.

However, ethical efficiency without technical efficiency may lead to scarcity, on the other hand without social efficiency would lead to concentration of resources.

Warren Buffet says -

- Three things required for success.
- 1) Intelligence (Technical)
 - 2) Impartiality/ Inclusive (social)
 - 3) Intent (ethical)

18) "मनुष्य जीवन के एक विभाग (भाग) में सही काम नहीं कर सकता जबकि वह किसी अन्य विभाग (क्षेत्र) में सही काम करने में लगा हुआ है।" महात्मा गांधी। क्या आपको लगता है कि किसी व्यक्ति की व्यक्तिगत नैतिकता केवल 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

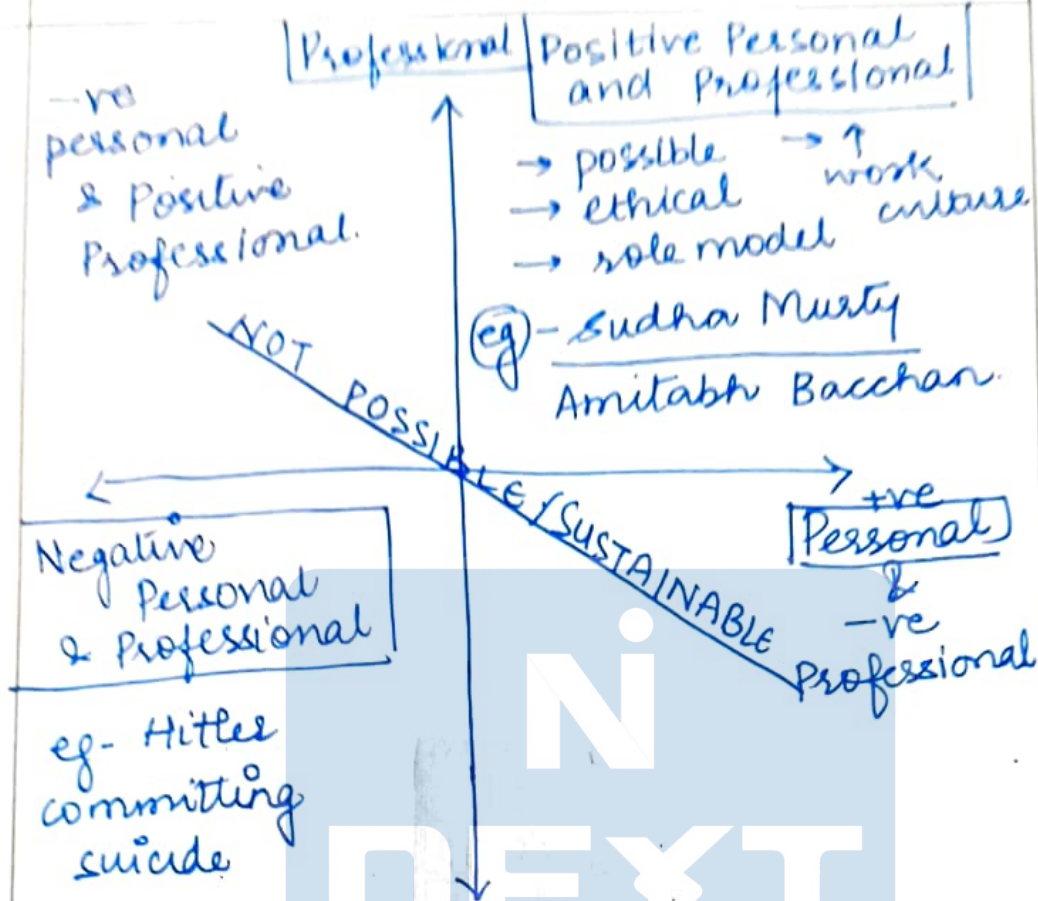
"Man cannot do right in one department of life whilst he is occupied in doing wrong in any other department." Gandhi

"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 and Professional ethics are like heart and brain of human body. They run in symbiosis and cannot be compartmentalised. Collapse of either will lead body to die. Thus both have to work in tandem.

Lack of ethical conduct in one can lead to consequences in another. Both are interconnected.

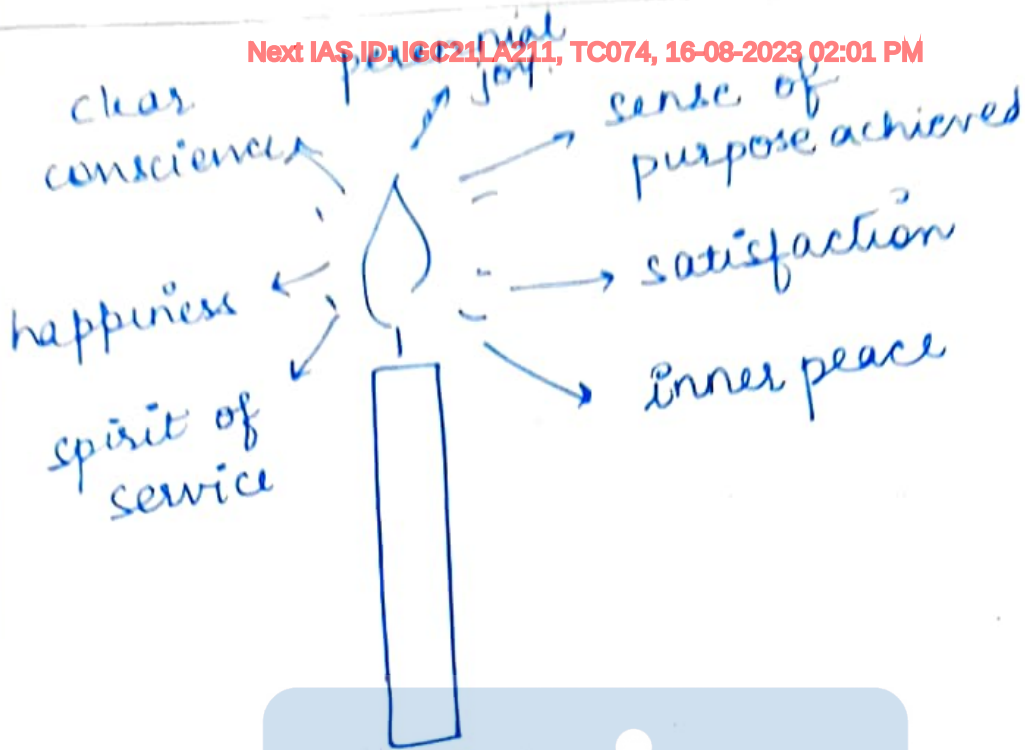


There are some instances of IPS beating wife or K.C. Sen marrying child daughter which shows ethical hypocrisy but they are not appreciated by social eyes and are reprimanded. Individual themselves will feel guilty eventually hence $f(\text{professional ethics}) = f(\text{personal ethics})$

Goodness is the voice of
the soul, not echo of the
role, rule or reward"

- Swami Vivekananda

The very essence of being
human or humane is
goodness. One should be
good not in lure of any
incentive or under threat but
because being good is a virtue
in itself. Virtue ethics of
Aristotle highlights the importance
of goodness of character



Light of goodness : Importance

But sometimes due to social fissures and faultlines one might forget the light, then moral rules, laws, rewards/stick & society comes as ethical red light to guide us. $\therefore$ their role is complementary to take us from darkness to light (Tamsoma Jyotirgamaya)

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 सदगुण का सार है। सहिष्णु होना एक ताकत है।"
(150 शब्दों में उत्तर दीजिए) 10 अंक

"To tolerate is purely an act of the mind. That is the essence of virtue. To tolerate is a strength."
(Answer in 150 words) 10 Marks

Tolerance is bilateral acceptance
words / actions of others



Acceptance of 3 things

One needs mental and emotional perseverance to tolerate and accommodate diverse opinions, people and process. This process of tolerance requires much strength of emotions.

Tolerance as a virtue has

much contemporary relevance.

1. to accommodate diversity and ensure co-operation among multicultural, multilingual, multiethnic society like India

[eg] - Auroville Model of Tolerance

2. to fight global issues as one world being tolerant of all interests is required.

[eg] - tolerant of interests of small Island nations against climate change.

However, tolerance against ethical evils should not be there. [eg] - "Zero tolerance to corruption" as a motto.

Right tolerance is ~~tristna~~ one of the 8 fold path of Buddhist ethics.

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Pg 15

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 greatest joy to the soul
is in the joy of selfless
service of others. Nar Seva,
Narayan Seva.

— Swami Vivekananda

Kant in his 'organic unity' highlights how ^{by} serving the society or organisation as a whole we will ultimately be serving ourself. It is in the service of others that ~~not~~ we truly find ourselves.

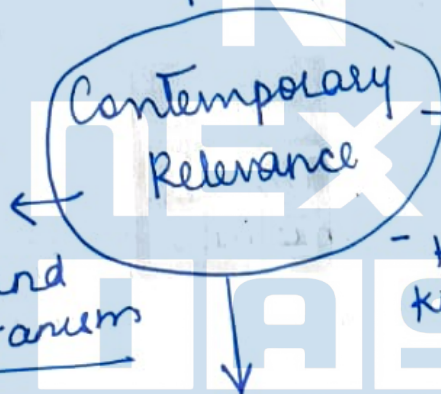
We belong to the society and so does own a responsibility towards it. Part IV A

of Indian Constitution also highlight this.

Corporate Social Responsibility
of companies
eg:- Stewardship model.

(Global challenges)
spirit of
Vasudhava

Kutumb
Kamdh and
Cosmopolitanism



(Kautilya)
Social Contract
and
Yagkshema

- Happiness of
king in happiness
of subject

Role of NGOs / SHGs
for social welfare.

According to Sikh Ethics, real
purpose of life (salvation) is
achieved through sewa, Daan,
Daya to the society.

अ. "खाली के पन्ने इतिहास की पूर्णता के खाती पन्ने हैं।"

Periods of peace are the empty pages in the history books"

(150 शब्दों में उत्तर दें।) 10 अंक

(Answer in 150 words) 10 Marks

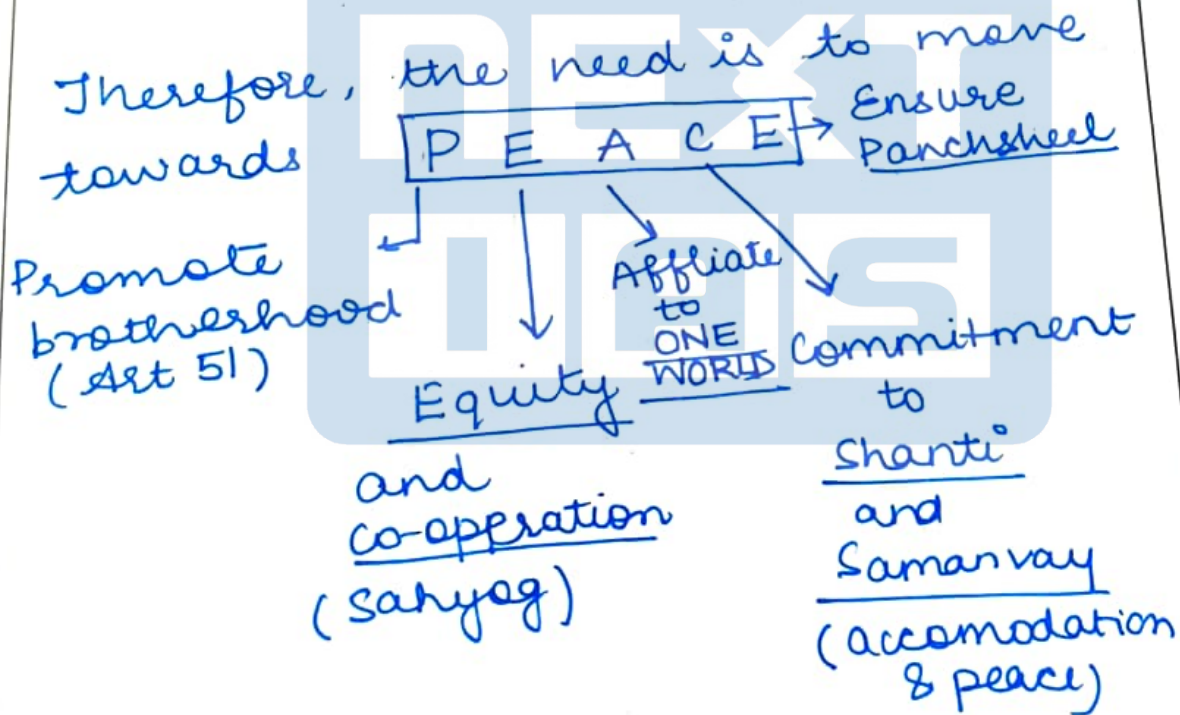
The quotation highlights how history of world is history of wars and how 'absolute peace' in world has been unfounded in the continuous conflicts going on across space and time.

Also, another perspective of how our books/education system does not adequately focus on peace times and stories of peace could be looked at. Focus on negativity over positivity could be another dimension.

eg) More focus on Battles of Panipat than Akbar's sulh e Kul.

Contemporary Relevance

- 1) rising intolerance entails peace
(eg) constant strife in Middle East, Afghanistan.
- 2) Rise in social and cultural non accommodation needs dialogue and discussion
(eg) - Manipur crises.
- 3) Inner peace for work life tension (eg) - increasing suicide rate post COVID. (NCRB data)



- 10) शिविल 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 with its motto

Sheelam Param Bhushanam.

(Character as the highest virtue)

highlights foundational values

which makes such character.

NOLAN committee and 2nd ARC

also highlighted it.

MORAL VALUES

1) takes into account public interest

2) Right means and right end

(Utilitarian + Deontological)

eg:- Integrity as a value.
(T.N. Sheshan)

Non Moral values

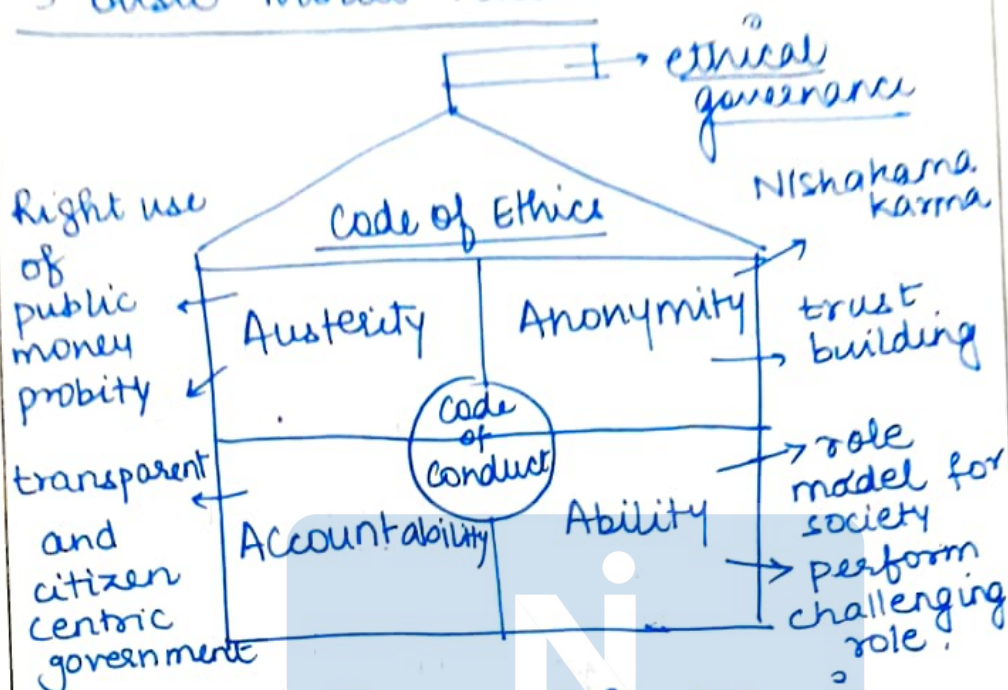
1) takes into account personal interest

2) Right ends, means might be compromised

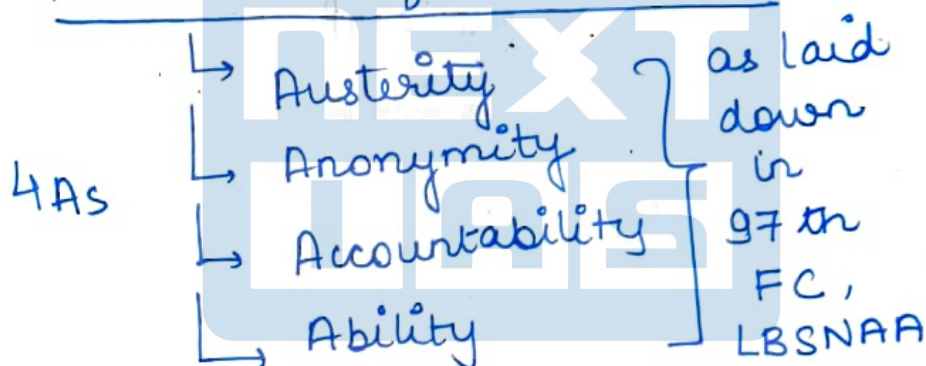
eg: selfishness or greed.

↓
corruption
(Pooja Singh)

5 Basic Moral Values :



Foundation of Civil Service



These 4 As are foundational as they are holistic and ensure that the real essence of saaf Nijat Sahi Vikas is realised. It transforms civil servant to Karmayogi.

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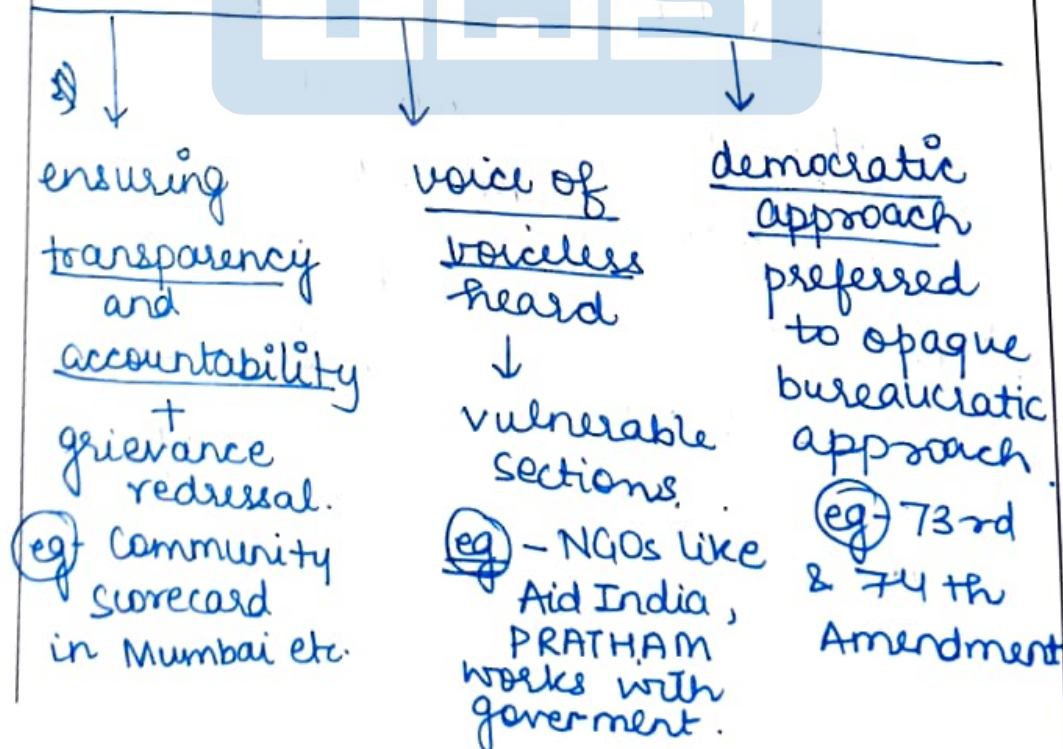
निम्नलिखित में से एक-एक को नीचे दी गई प्रश्नों के लिए महत्वपूर्ण है। क्या आप इस बात से सहमत हैं कि नागरिकों की भागीदारी शासन में नैतिकता के लिए महत्वपूर्ण है? क्या आप इस बात से सहमत हैं कि नागरिकों की भागीदारी शासन में नैतिकता को सुनिश्चित करने के लिए एक प्रभावी तंत्र है? (150 शब्दों में उत्तर दीजिए) 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

Ethical governance is democratic in nature. It takes into account all the stakeholders in policy (citizens)

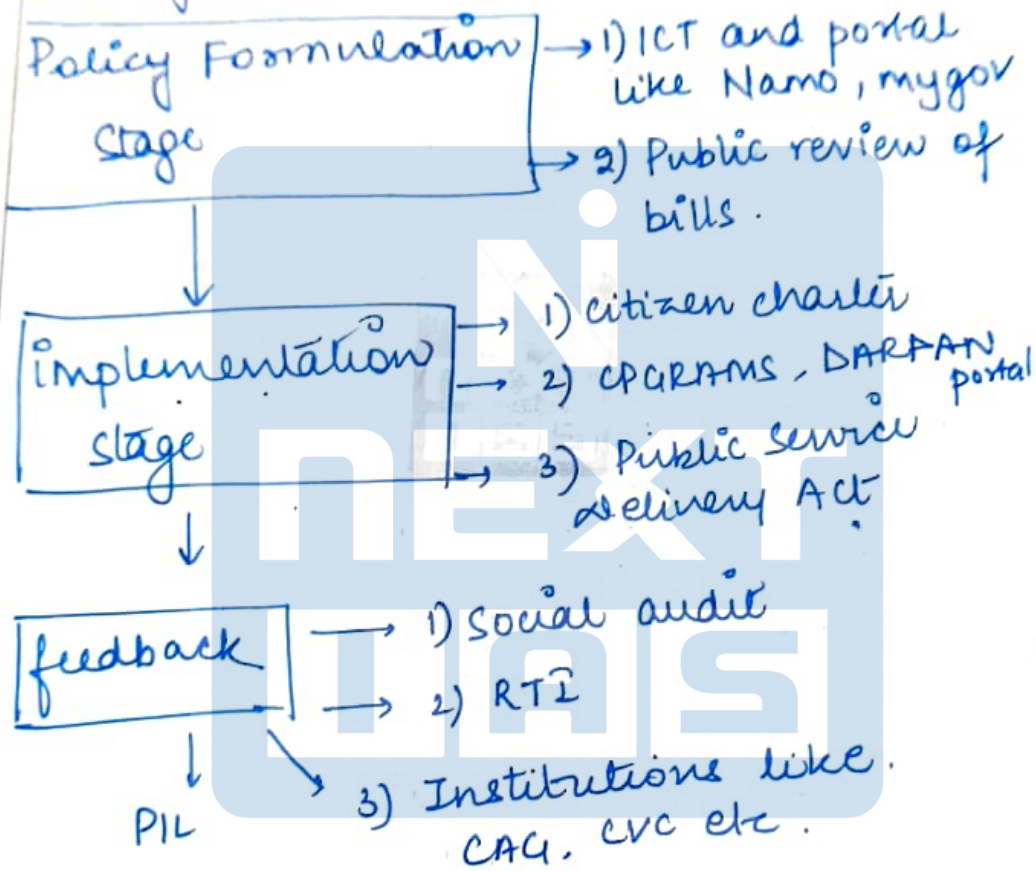
formulation, implementation and feedback. → 2nd A.R.C

Civic Engagement ⇒ Ethics Driven Administration



Government is ensuring mechanisms to make it more inclusive and citizen centric

Mechanisms for ensuring ethics in governance



Thiruvalluval in his book highlights the role of ETHICS in good governance. Ethical governance is 1st step to Eudaimonia (Aristotle)

बेटी बचाओ और बेटी पढ़ाओ जैसे सामाजिक परिवर्तन कार्यक्रम समाज में परिवर्तन का उत्प्रेरण करने में सफलतापूर्वक कार्य कर चुके हैं। लेकिन कभी-कभी अधिक 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 करने वाले सामाजिक प्रशासकों द्वारा अनुपयोग के साथ थोड़े बल का प्रयोग करना एक अच्छा विचार है? प्रासंगिक उदाहरणों के साथ स्पष्ट कीजिए।

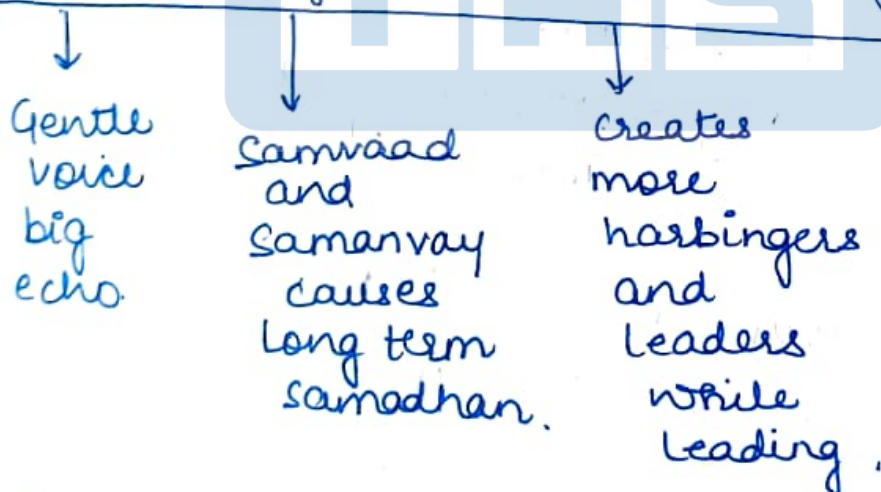
(150 शब्दों में उत्तर दीजिए) 10 अंक

Social transformation programs such as "beti bachao and beti padhao" believes in using advice, counselling, 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

with Beti Bachao Beti Padhao (BBBP) campaign the power of nudge theory (Richard Thaler) has seen its contemporary relevance.

Use of Advice, Persuasion and counselling for social change.



eg → Give it up campaign.
BBBP → BADLAV.

Is the force required?

Kautilya highlights the Sam Daam - Dand - Bhed approach.

However we need to ensure that the force is proportionate and of right means.

Types of Force -

1) Force of law :- Public administrators can make people aware of laws and schemes & the penalty and punishment ~~to~~ any violation entails. eg:- RTE in this case.

2) Force of society - how 'societal pressure' or 'shaming' can create a deterrence. (eg) - Ashish Singh, IAS used 'force of society' to make ~~sm~~ Indore cleanest city - Swachh Bharat Abhiyan.

∴ Force of Heart, Appeal to heart and change of heart is biggest force. - Gandhiji

किसी भी राष्ट्र 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

India is perceived as an emerging leader or vishwaguru in terms of maintaining ethical international relations. Article 51, Indian motto of Vaandhava Kutumbh testify this. The reason behind this is necessary principle of Panchsheel and sufficient ~~pr~~ defence and economic strength.

∴ Ethical strength is necessary but not sufficient in today's world. It is non-compromisable but not enough. (eg) - Idealism of 1960s led to 1962 war and destruction

Importance of Economic & military strength

1) to create deterrence in militarised nuclear world

↳ accompany with Non proliferation and no first use policy.

2) In era of protectionism, self reliance is safest fallback.

eg:- Ethics of Swaraj and Swadeshi to Atmanirbharata of present day.

However if these strengths are used without ethical considerations consequences are as grave as Hiroshima & Nagasaki.

∴ According to S. Jaishankar,

India needs

COMPREHENSIVE POWER

↓
Military Power

+

↓
Financial Power

+

↓
Ethical Power

केक केक विविधता ब्रह्मचारी की लक्षणा में दृष्टि हुई। धर्म की सीमा बढ़ाती गई जिससे शहर में सतदूरी की संख्या कम हो गई। शहर में इस बड़ी संख्या में लोगों को आगमन के कारण फुटपाथों पर गंदी बस्तियाँ (झुग्गियाँ) और अतिरिक्तियों से भरा भवनों में केंद्रों में दृष्टि 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 थीं। यह अवैध गंदी बस्तियाँ शहरी दुस्वप्न बन गईं।

- (क) उपरोक्त स्थिति में आपका कौन-से मूल्य संबंधी टकराव/संघर्ष नज़र आते हैं?
- (ख) क्या कोई प्रशासक समानुभूति के मूल्य के लिए निष्पक्षता के मूल्य से समझौता कर सकता है? चर्चा कीजिए।
- (ग) उपरोक्त स्थिति में कौन-से विकल्प उपलब्ध हैं?
- (घ) शहरी क्षेत्रों में अवैध मलिन बस्तियों और अतिक्रमण से निपटने के लिए व्यवहार्य समाधान सुझाएँ।

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 was the problem?

- (Answer in 250 words) 20 marks

This case presents before us the classic dilemma of duty vs welfare state (Art 37) of the constitution and work for vulnerable in compassion or go as per legal rules and carry out encroachment drive.

a) Value conflicts

- (encroachment is illegal) (Art 37, 340, Art 39.)
1. Legality vs welfareism
 2. Common good (utilitarian) view Vs Affirmative Action (allowing sidewalk dwellers to live there)
 3. Bureaucratic approach focusing on Rule Vs Kaumayogi approach focusing on Rule
 4. Managing migration Vs interests of the local.
 5. Impartiality towards ^{local} citizens Vs Empathy for sidewalk dweller

b) According to NOLAN committee both impartiality and empathy are fundamental values of civil services. One must not be compromised for other.

Civil Servant + Empathy = Karmayogi
(Impartial / Objective)

In the cases like these where both values are at conflict, civil servants must try to balance both values like using Aristotle's golden mean or Buddha's Madhyam Marg. One must keep in mind that laws are for humans, humans are not for laws in resolving conflict of values.

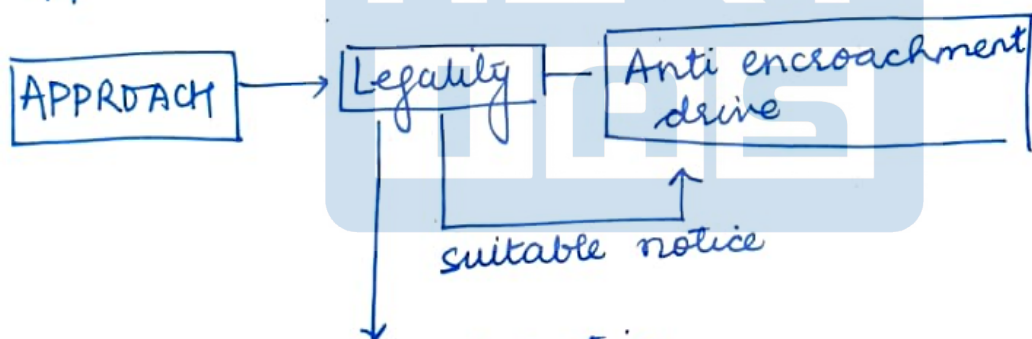
Q) Options available are:-

(A) remove encroachments

(B) do not remove encroachments and keep the disturbance caused to local citizens.

(C) Go on leave and evade responsibility

(D) Take a holistic view, talk to seniors, adopt a multi pronged approach. — ✓ path



① prepare alternative homes for rehab before evicting eg:- PMAY (urban)

② Conduct SAMANVAY baithak with stakeholders before eviction

③ Apprise them of employment opportunities and vocational training

Along with above mentioned option d) in previous part viable solutions could be :-

- ① Boost to employment opportunity in rural areas - Gramudaya to Rasthraudaya
- ② Establishing MSMEs for sunrise industries, handloom in rural and suburban areas.
- ③ Boosting Rural & AGRO tourism.
- ④ Town planning and Urban Information management system on command control.
eg- emulate Smart City Bhopal Model.

One must keep Gandhiji's Antodaya : the last person in queue to frame and implement policies.

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 दम्भल 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।

- 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 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.

- 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

NEXT IAS

This case provides semblance to recent Aadhar case (Right to Privacy in K.T. Puttaswamy case) It presents ethical dilemma of state - conflict between Right to Privacy (Art 19, 21) and DPSP of welfarism and maternal health (Art 37, 439, 4541)

Issues involved -

- 1) Lack of integrity on part of benefit seekers - improper legal execution
- 2) Fake bonafide certificates show nexus between state - people.
- 3) Right to consent of citizens before collecting, using and merging personal data
↳ Data Protection Bill 2022

- 4) Balancing privacy of individuals
and right targetting (detecting fraud)
- 5) People going for fake certificates
show unethical nurturing

⑤

Violating data privacy is fine

- ↳ for welfare
↓
common good → Utilitarian.
- ↳ Falsehood takes place of good/truth
if results in unblemished common
good - can violate
- ↳ Teleologically justified: Right end

Violating data privacy is not fine

Social contract (Rousseau) theory
will be violated.

⇓

Trust of citizens on state at stake-

⇓

Not all maybe malefide.

⇓

Right means are not there
(deontologically incorrect)

Hence Balancing both by taking
consent by citizens and making
them realise that it is for good for
all - summum Bonum

③ Reasons for Welfare Frauds

1. Corruption in collusive form - nexus of government employees and citizens.
2. Lack of integrity and compassion leads to leakage.
3. Poverty, lack of material resources creates 'culture of indolence and dependency on state & its schemes'.
4. Lack of stringent laws and institutional measures in place.

④ Ways and Means to Prevent such Frauds

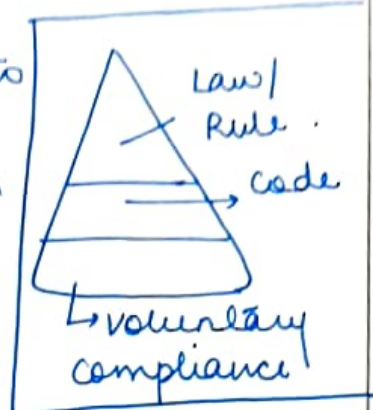
SAAM - DAAM - DAND - BHED approach. by Chanakya

SAAM :- (Policy).

1. Make inclusive policy
2. Inbuilt check and balance mechanism
3. Data integration at source.

DAAM (Negotiate)

Through ICI and ICE try to filter out genuine and genuine beneficiaries from starting. Use nudge so that they may give up

DAND (Punish)

Stringent rules and punishment for violators and 'carrot and stick' of reformation may be used. policy

BHED (Surveillance)

checking from very starting and Performance Budgeting stakeholder wise.

eg- Pune Municipal corporation
Scorecards.

Therefore, data is the new oil and must be used judiciously with the consent of the people.

— SC in K.T.S. Puttaswamy case.

आपको यह भी याद दिलाया कि विभाग के पास राजस्व सम्बन्धी लक्ष्य है और वह बजट के दबाव में है।

आपके काम का पर्यवरण अच्छा होने ही तैयारी को पर्यावरण संबंधी चिंताओं पर ध्यान आकर्षित करने का निर्देश देने का और ऐसा करने के लिए अपने विभाग द्वारा नियुक्त एक व्यावसायिक परामर्श प्रतिष्ठान द्वारा प्रस्तुत पर्यावरणीय प्रभाव मूल्यांकन रिपोर्ट को पढ़ा। आपको यह देखकर आश्चर्य हुआ कि रिपोर्ट छटिया और मनगढ़ंत थी। आपके लक्ष्य हुआ और आपने इस मुद्दे को अपने प्रमुख के समक्ष उठाया, जिन्होंने विनम्रतापूर्वक आपको बही करने का निर्देश देकर जो आपको बताया गया था, और उन्होंने आपको याद दिलाया कि विभाग के पास राजस्व सम्बन्धी लक्ष्य है और वह बजट 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?

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

Recent Joshimath crisis also reminds us of the consequences of ignoring environmental impact assessment and expert panel recommendations.

This case highlights conflict with obedience to seniors' orders or obedience to one's call of duty.

a) Issues and value violations

1. Lack of integrity on the part of head to succumb under wrong/unethical organisational pressure.

2. Lives of many people at stake (Art 21)
↳ environmental disaster

3. Environmental impact assessment ignored (Art 48, Fundamental Duty) at stake.

4. Crisis of conscience (for me) to act for one's duty and disobeying seniors.

b/c

Options and their evaluation

①

Do as per advice of senior

Pros	Cons
1. relation with senior maintained 2. no professional threat	1. duty towards public at stake 2. Politician servant not Public servant.

②

Raise voice against collusive malpractice in media

Pros	Cons
1. call of conscience 2. satisfaction of honesty.	1. organisational loyalty and image of government at stake. 2. threat from senior.

③

Go on leave

Pros	Cons.
1. temporary relaxation of tension.	1. escapist mentality 2. crises of conscience.

④ Adopt a holistic approach - as :-

course of Action

1. Trying to nudge seniors again by highlighting consequences.

2. Prepare a 360° report and present it. Ask seniors to disapprove it or reject it in writing (T.S.R.).

*) A Subramaniam case - Ask order in writing)

3. Write own remarks on disapproving on the file. Gather support from local NGOs / SHG eg - Global Green Initiative.

d) Are environmental considerations over rated?

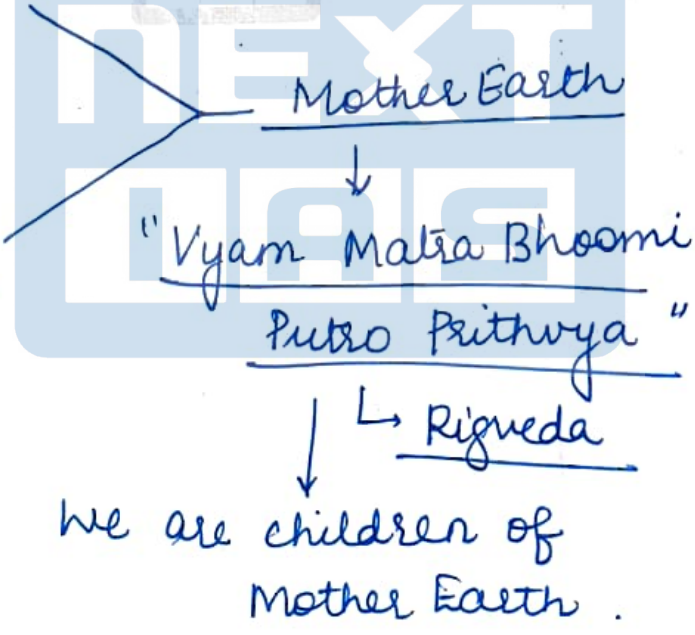
'We have not inherited the Earth from our fathers. We have borrowed it from our children'

Hence ~~is~~ as per principle of Sustainability it is our responsibility

to ensure well being of mother
Earth. Economic development
is necessary but would be
fruitless, if environment is not
taken along. As, in the long run
consequences are grave. eg- landslide,
urban flooding.

We need to follow 5P approach
of ONE EARTH :-

People
profit
planet
peace
prosperity



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।

- 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 CAMEA must conform to international ethics while pursuing business interests? Why/why not?
- (c) Do you think a corporate 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

This case exemplifies the conflict between national interest and International humanism. The value of internationalisation and national economic interest and global citizenship is also highlighted & fraternity

[a] Ethical issues

- National interest to be prioritised or human rights violation (Art 21) [Rights based approach].

- Strategic autonomy and Panchsheel (mutual non interference) principles to be followed or not.

- Finding golden mean between national interest and global welfare

b GAMA international ethics vs business interest

According to me, corporates have social responsibility and according to 3P: profit peace people, all bottom line

the three are equally important. International ethics (peace) could not be preceded by business ethics (profit). Also freedom of business has to be combined with judicious and prudent production and utilisation of product & technologies.

c) CSR beyond immediate community?

According R.N. Tagore, we need to have a broader world view and move from realism to cosmopolitanism.

Also, under One World approach, national boundaries should

not great deterrence in ensuring global peace and security.

Therefore CSR should not be limited to one's own community or nationality and a wider responsibility of companies as global citizen should be catered to

National interest	Madhyam Marg ↓ Prudent	Global security
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D) Regulation of sensitive technologies

There should be 4 3 level regulation in the following way.



Therefore, a balance has to be established between regulation and entrepreneurial innovation of defence companies.

Government should try to make ~~us~~ sure that the end purpose of these technologies is peace & progress and not death and destruction.

For a world of fraternity and brotherhood, global challenges (human rights) violation should be addressed collectively. Lives > ~~\$~~ Money / Profit / Business.

Collectiveness is the call of cosmopolitanism. Where the world is a family and meets in a nest

↳ "Vasudhaiva Kutumbakam"
"Vayam Ekam Nida Sata Vipa"

कंपनी के अधिकारियों ने बताया कि कंपनी के दोस्त इंडिया सीमा हैव (बिक्री प्रमुख) थे। कंपनी के दोस्तों ने बताया कि कंपनी के दोस्तों ने इसकी भावना कंपनी ने राज्य सरकार के अस्पतालों और स्वास्थ्य केंद्रों के साथ सौदे करने और कीमतों पर बातचीत करने की बहुत अधिक स्वतंत्रता दी। इस स्वतंत्रता ने कंपनी के लिए अच्छा काम किया।

श्री शर्मा ने श्री शर्मा के लवकर बेली 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 राज्य से अधिक लवकर से कंपनी में हैं और इनका प्रदर्शन अच्छा रहा है। कुछ बिक्री कर्मचारियों ने अनौपचारिक रूप से इन कर्मचारियों के उनके बड़े-बड़े सौदों के कारण अपेक्षाकृत अधिक कमीशन मिलने का मुद्दा उठाया। और इससे 'बेक' 'कमिशन' के बेहोरी की भावना बढ़ रही थी। तीनों के खातों की सतही समीक्षा से पता चला कि, कई मामलों में, सरकारी अस्पतालों अन्य निजी संस्थानों की तुलना में अधिक भुगतान कर रहे थे।

खरिद विभाग के तहत सरकार से अपेक्षा की जाती है कि वह उचित मूल्य का भुगतान करे, जो कि अन्य लागत-सचेत बाजार भुगतान करते हैं। पूछताछ करने पर श्री शर्मा ने पाया कि इस कार्य में वे तीनों अकेले नहीं थे; इस घोटाले में सरकारी खरिद विभाग के अधिकारी उनकी मदद कर रहे थे। श्री शर्मा को एहसास हुआ कि उनके बिक्री कर्मचारी और कुछ बड़े 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

Corruption is like malignant cancer. If you do not stop it in the initial stage, it will cause death & decay. - Kautilya in Arthashastra.

@
Ethical and business issues

- Corporate - Government nexus causing collusive corruption
- breaking of oath of service, code of conduct, code of ethics by government officials.

3. Social contract of state as propounded by Rousseau also compromised

4. Organisational loyalty and accountability compromised for economic gain by company employees

⑥ Options to Mr. Sharma & CEO

1. Report the matter to Ethics Committee of the firm so that the individual employees involved could be filtered out - [OR]

2. Apprise the media about the scam [OR]

3. 'let it be' approach and don't do anything [OR]

4. Multi pronged approach → to be followed

- ↓ Prevent it from repeating
↓ propriety audit - 2nd Arc.
- ↓ Punitive measure for those employees involved.
- ↓ Ethics committee
- Inform higher government authorities

© According to me, freedom of sales was not the core issue as reasonable restrictions come along. Restriction to be moral, ethical and not corrupt.

Individual's greed over need and corrupt behavior is the cause. Sikh ethics call lobh and moh as the vices and root of corruption. Buddha's 4 noble truths also add the same.

⑤ Steps and Mechanisms to be taken

As Thomas Paine says, "Public money has to be used with utmost prudence and consciousness". ∴ this collusive corruption must be brought in light to government.

① Institutional Measures

NEXT IAS

Candidates must
write on this page

1. Prevention of corruption Act.
2. Public Service Delivery Act.
3. Whistleblowers Protection Act to be used.

Behavioural Measures

1. Incentives like 'Most Ethical Employee of the Month' (eg) Tata.
2. Ensuring grievance redressal mechanism in place. and sufficient salary.
3. Test of integrity while hiring (eg) Tata Taj Hotel, Mumbai

The way ahead is from

CORRUPT to CLEAN.

Code of Ethics & code of conduct
(2nd ARC)

Legal backing to Public Service Delivery Bill, Citizen Charter

Ensuring transparency of contracts.

Administrative Reforms like 360° (Share accountability commi Hee)

New tech ICT to check corruption

12

सिंह गढ़ मुख्य रूप से एक ग्रामीण जिला है जहाँ एक उपभोक्ता वस्तु विनिर्माण क्षेत्र को उद्योगकृत गन्तव्य एवं प्रोत्साहित महत्त्वहीन औद्योगिक क्रियाकलाप है, जो रोजगार का प्राथमिक स्रोत है। गरीब 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 थी। कानूनी प्रतिक्रिया के बावजूद, बाल विवाह बेरोकटोक बढ़ता जा रहा था।

सामाजिक कार्य में रुनातकोत्तर 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 को 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 (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 modest personality 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 company is for the people,
by the people, of the people.
companies are trustees of society

— Uday Kotak
Panel.

This case presents before us multipronged challenges of child rights, development, social role of company and resistance to social change - i.e. rigidity in attitudes

① Issues involved in the case

1. Constitutional rights under threat (Art 21, Art 37, 39), laws like Prevention of Child Marriage Act also not complied.
2. Evasion of social responsibility by companies - Shareholder capitalism rather than stakeholder capitalism (Gandhian trusteeship model not followed)
3. Conservative attitude of Union - progressive mindset missing.
4. Lack of conviction and fortitude of company management

⑥ What Rashmi should do -
course of action

She should adopt C-A-B approach

Cognitive → local administration to be involved.

→ Consult DM of Singhgarh and seek advice and support. [eg] - Support of Delhi govt. to Bachpan Bachao Andolan

→ Consult other NGOs and influential people of area.

→ Tell union of legal repercussions under NCPDR.

Affective

→ Through EI try to explain the just cause of children to management

→ Appeal to heart of union by social egs like Balika Vadhu serial

Behaviourial → indirect appeal

→ Nukkad Nataks or taking the social capital of girls saved to talk to management (direct appeal)

→ Lead by example eg - Kailash Satyarthi

③ Corporate social Responsibility of company.

'Commerce without morality' is a social sin according to Bapu. Hence companies should try to balance 5Ps - Profit, People, Planet, Peace and Prosperity. Compromising one for other is fatal. eg - Sharda scam.



④ Reason for aggressive reaction

1. Social faultline due to rigidity of attitude and hangover of the past.

2. Lack of education due to underdevelopment.

3. Deep rooted patriarchy which sees 'daughters as burden' and want to marry them off as early as possible.

4. Threat to authority and fear of change.

How Rashmi should handle?

Rashmi should make union realise that her approach is utilitarian and rights based as well as legal.

Dialogue - talk to them



ensure of no threat to their authority
show how this evil could take lives of

Negotiate through leaders & examples.

Action through legal route

As Kailash Satyarthi in his book 'Every Child Matters' write 'if we fail our children, we fail our nation, our culture, our civilisation.'