

NEXT IAS

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(To be filled by candidate)

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FLT

FLT+

MAIN TEST SERIES 2023 (FULL LENGTH TEST-4)

GENERAL INSTRUCTIONS

This Question-cum Answer (QCA) Booklet contains 59 pages. Immediately on receipt of the booklet, please check that this QCA booklet does not have any misprint or torn or missing pages or items, etc. If so, get it replaced by a fresh QCA booklet.

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

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

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

SUBJECT/PAPER
GENERAL STUDIES

Invigilator's Sign. :

(For filling by Examiners only)

Evaluator Code :

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

Signature

खण्ड-A / Section-A

1. (a) लोक सेवा के लिए न केवल कानूनी बल्कि नैतिक रूप से सैद्धांतिक कार्रवाई की भी आवश्यकता होती है। लोक सेवा के लिए लोक सेवक की संविधान, कानूनों और नैतिक सिद्धांतों के प्रति निष्ठा की आवश्यकता होती है। आपके विचार से इन तीनों में से किसे आधिकारिक कार्यों को करते समय प्रधानता प्राप्त होनी चाहिए? क्यों? (150 शब्दों में उत्तर दीजिए) 10 अंक चर्चा कीजिए।

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? (Answer in 150 words) 10 Marks

Discuss.

Public service is service towards the public without thinking of profit incentive out of it. It requires not just legal but also morally principled action

while carrying out official functions — laws and constitution acquires primacy: Because:

- (1) It provides credibility to one's action
eg: divulge information as per section of RTI
- (2) It saves the official from false implication later on.
- (3) Reduces subjectivity and discretion in decision making.
- (4) Civil servants are obliged to follow law & rules.

Issue with giving primacy just to laws:

1. laws can be misinterpreted if ethics not applied

example: UAPA → recently supreme court released a person charged under this just for keeping violent books.

2. Not all laws are ethical → eg colonial laws.
3. Can lead to red tapism and denial of public service.

What is needed?

- ↳ apply ethics and morality along with law
 - * because of developmental role of civil servants and not just weberian bureaucracy.
- ↳ ^{ethics} helps implement law both letter and spirit.

Thus we need a culmination of laws, constitution and ethics to move forward from Red Tapism to Red Carpet and thus good governance.

(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



[Faint handwritten notes in Hindi and English are visible in the background, including phrases like 'बिना किसी भी...', 'सत्यनिष्ठा...', and 'व्यक्तिगत...']

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 intrinsic part of humans and management of these emotions impacts our personal and professional lives.

Emotions that positively impact workplace productivity:

1. emotion of care → fiduciary responsibility towards employees → increase their morale → better productivity

ex: Tata (Ratan Tata) visiting his sick employee.

2. Optimism → creates team motivation → better task completion → better productivity

ex: even after failure of Chandrayan 2 we were optimistic to launch Chandrayan 3.

- 3) Appreciation → helps the employees do better and enhance productivity.
- 4) Empathy & compassion → reflected in product design → creates brand image → thus better productivity.

Emotions that negatively impact workplace productivity

1. Hatred and jealousy → leads to politicisation of work culture and thus declining productivity.
ex: Writing bad remarks in APR or 360° appraisal.
2. Anger → frequent shouting at employees can decline their self worth and dignity & impact their productivity.

Thus, it becomes imperative to understand emotions of one self and of others and manage them to drive people to action and thus improve work culture and productivity.

(b) तकनीकी दक्षता रासाधनों 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



परिभाषा में अर्थ प्रकृत शब्दों के अर्थ

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3. (a) "मनुष्य जीवन के एक विभाग (मामले) में सही काम नहीं कर सकता जबकि वह किसी अन्य विभाग (क्षेत्र) में गलत काम करने में लगा हुआ है।" महात्मा गांधी। क्या आपको लगता है कि किसी व्यक्ति की व्यक्तिगत नैतिकता पेशेवर जीवन को प्रभावित करती है या उन दोनों को विभाजित किया जा सकता है? प्रासंगिक उदाहरणों के साथ अपना मत स्पष्ट कीजिए। (150 शब्दों में उत्तर दीजिए) 10 अंक

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

Do you think an individual's personal ethics impacts professional life or they both can be compartmentalized? Explain your position with relevant examples.

(Answer in 150 words) 10 Marks

Gandhi in above quote talk about ethical absolutism i.e. a man cannot be ethical in one sphere of life and unethical in other sphere. There needs to be ethical and moral integrity

ex: IPS officer beating one's wife while has to deal with domestic violence case at work.

Individual personal ethics impacts professional life:

1. ethics of love & care (in personal) translates to compassion in professional.

ex: how treats women in his house is reflected in his general attitude.

2. ethics of dedication to family is similar to dedication to public service

ex: only when he/she is dedicated can move above bare minimum in both personal and professional life.

3. Simplicity → in personal life → leads to low value for extravagance → reduced chances of corruption & fund misappropriation.

But sometimes personal & professional life can be compartmentalised:

- Because both are applied to different context
ex: fidelity in personal life.
- High accountability & sanction for breach of ethics in public life.
- Situation at home is more informal in nature and thus can express views but in public life (formal) → non partisanship must be reflected.

Though there are compartmentalisation, there is overlap and it ensures consistency in our behaviour.

- (b) अच्छाई जो सही है उसे करने की आंतरिक अनिवार्यताओं का परिणाम है, न कि नैतिक नियमों से उसका स्वीकरण या अपेक्षित परिणामों के रूप में प्राप्त पुरस्कार। क्या आप सहमत हैं? चर्चा कीजिए।
(150 शब्दों में उत्तर दीजिए) 10 अंक

Goodness is the result of internal imperatives to do what is right, not sanctions from moral rules or rewards from expected consequences. Do you agree (Discuss). (Answer in 150 words) 10 Marks

Goodness comes from internal imperative i.e. internal morality of what is right and what is wrong.

Goodness : as a result of internal imperative:

1. depends on set of values and hierarchy of values.
ex: helping people during disaster.
2. depends on our moral compass → conscience.
ex: drop an accident victim to hospital or not while going for UPSC interview.
3. MIRROR TEST i.e. if I take a wrong decision will I like the person I'll see in mirror.
ex: if we cheat in exam, will never be as happy as achieved by merit.

But this not always the case, sometimes reward and punishment also guides Goodness:

1. It creates external accountability
ex: code of conduct and ethics for civil servant.
2. Keeps check and balances.
ex: Parliamentary committee and judicial review to check legislative power.
3. bringing up a child → classical conditioning
ex: scolding for stealing even if it is 1 rupee.
4. Even Plato talks about these sanctions like Nature, religions & state to guide ones decision of pleasure and pain and maximum pleasure of all.

"Good people do not need laws to be good, while evil will never follow it." Thus for effectiveness of internal imperative is needed for even external accountability to work at times

4. 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.

(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 accomodating others views and opinion, even if they are opposite to our own.

To tolerate is purely an act of mind:

1. tolerance requires emotional intelligence - ie ability to understand others.
2. it requires confidence in oneself that appreciating others idea does not make us small or less worthy. ex: Bose vs Gandhi
3. it requires patience → which comes from peace of mind
ex: Nehruji appreciating Vajpayeeji speech in Parliament.

To tolerate is an essence of virtue

(1) requires wisdom → understanding of different aspect.

ex: culture of meaningful debates in India
(AK Sen → in Argumentative Indians book).

(2) requires humility → to be able to accept when one is wrong.

(3) requires one to be leader → so that the promotes tolerance for social harmony.

To tolerate is strength

(1) it requires lot of courage to hear criticism.

ex: during Hindu code Bill criticism.

(2) it requires emotional strength to be able to accommodate and accept opposing views.

(3) requires ability to relearn in process.

India has shown the world how to be tolerant and accepting - by welcoming every culture with open arms at the same time respecting and sticking to its own - creating a salad Bowl

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

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

In the above quote, dedication to service of others has been said to be our primary duty.

Once we are done doing that, we can think of our individualistic salvation of soul.

This is similar to KARMA YOGA philosophy by Swami Vivekananda.

First duty is to serve society

1. for state → serving citizens is primary duty (social contract)

ex: Kautilya's Yogashastra: i.e. unhappiness of his subject is happiness of king.

2. for a public servant → public service and public interest is paramount. (NISHKAMA KARMA)

ex: Armstrong Palme dedication to build road connectivity.

3. sewing society also satisfies one's soul.
(Maslow hierarchy of needs).
4. Sewing society selflessly creates social capital which can be used during emergency.
ex: kudumbashree women help during Kerala floods.

But salvation of soul is also important:

1. as too much service only can create burnout.
ex: NCRB pointing to high suicide rate in call servants.
2. Only when your own soul is happy (inner peace) is when you can spread peace in world.

The best way to find oneself is to lose oneself in service of others.

(c) "शांति के काल इतिहास की पुस्तकों के खाली पन्ने हैं"

(150 शब्दों में उत्तर दीजिए) 10 अंक

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

(Answer in 150 words) 10 Marks

The above quote highlights how periods of peace has been rare in the world similar to pages in history books.

ex: Two world wars → cold war → new cold war era
(now)

Why has there been less period of peace?

- narrow perception of good life → like having absolute power.
ex: colonialism → resource drain.
- rush for hegemony over everything.
- less value for human lives.
- expansionist tendency of nation.
- wars based on religious and social cleavages → ex: civil wars in newly independent nations in Africa.

even domestically → issues of national security
like terrorism, Naxalism

ex: recent Manipur violence.

But world has had considerable period of peace:

1. Ex Post independent India → small regional conflict but not major one due to cross cutting identity.
2. Ancient India → new religions like Jainism and Buddhism spread the message of peace in the world.
3. Gandhiji's non-violent freedom struggle is another such example.
4. Increase trade → hyperglobalisation post-world wars → economic development & lifting masses out of poverty.

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

Moral values in context of civil servants are integrity, honesty, compassion etc and non moral values would be partiality, greed etc.

5 basic moral values → foundational values for all services

Values

Reasons to be foundational

• Integrity

because not every time there is a person watching. So internal accountability is important.

ex: Ashok Khenke.

• Courage of conviction

• to stand up for what is right and execute without fear and favour

eg: IPS Manjunath of Bihar cadre.

- Dedication to service
- only under this a person goes and does beyond bare minimum → taking organisation to new heights
- Compassion towards vulnerable section to take decisions which reach the last mile.
ex: change in rape laws post 2013, schemes like PDS
- Non Partisanship
 - this will ensure implementation without political bias.
 - + ensure trust between permanent and political executive.

Thus these values are so fundamental in service of civil servants that they can be called foundational values.

- (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

Citizen participation at various level of governance like during policy design (debates), feedback on implementation and holding officials accountable and giving their own inputs (both ideas and manpower) is important for good governance.

Effective civic engagement → facilitate ethics driven administration.

1. decision making → make it more inclusive and analyse its impacts.

ex: social impact assessment in land acquisition act 2013.

2. during implementation keeps check on deviation away from ethics

ex: public hearing in EIA → ensures nexus is not built among officials and company.

3. ensure their accountability
ex: Jan sunwai, social audit, RTI.

Mechanism by which citizens can ensure ethics in governance:

1. demand for an effective citizen charter → which will come from aware citizens
2. demand for transparency
ex: use of RTI to get information which interests public.
3. External accountability through → elections, social audits.
4. Name and shame officials engaged in malpractices.
5. Appreciating efforts of dedicated officers which would motivate them.

For good governance to thrive we need

JAN BHAGIDARI & JAN SATHEDARI as

pointed out by our Prime Minister.

6. (a) "बेटी बचाओ और बेटी पढ़ाओ" जैसे सामाजिक परिवर्तन कार्यक्रम सलाह, परामर्श और अनुनयन का उपयोग करने में विश्वास करते हैं लेकिन कभी-कभी वांछित प्रतिक्रिया प्राप्त करने के लिए कुछ बल का प्रयोग करना भी आवश्यक होता है। क्या आपको लगता है कि सामाजिक रूपांतरण की ऐसी योजनाओं को क्रियान्वित करते समय सार्वजनिक प्रशासकों द्वारा अनुनयन के साथ थोड़े बल का प्रयोग करना एक अच्छा विचार है? प्रासंगिक उदाहरणों के साथ स्पष्ट कीजिए। (150 शब्दों में उत्तर दीजिए) 10 अंक

Social transformation programs such as "beti bachao and beti padhao" believes in using advice, counseling, and persuasion but sometimes a little force is also necessary for getting the desired response. Do you think it is a good idea to mix little force with persuasion by public administrators while implementing social schemes of transformation? Explain with relevant examples.

(Answer in 150 words) 10 Marks

Social transformation programs like BBBP and SBM are using NUDGE or behavioural aspect to bring about social change.

This is done to ensure that social sanctions or social proofing will bring about change in attitude. ex: selfie with daughters.

Mixing little force with persuasion

1. it will bring deterance effect.

ex: PCPNDT act along with BBBP

2. ensures accountability on citizens. that non adherence can cause issue

ex: Rajasthan - Barmer → only if entire village is having toilets then ODF status + fund dispersal.

3) using little force can increase the speed of implementation.

ex: traffic rules awareness along with traffic violation finer.

But force might diverge from the basic concept of nudge → it persuasion and social influence

- force will take authority away from citizens
- the changes might not be sustainable in long run.

So if little force is to be added to persuasion, then also add little incentive to it as suggested by economic survey 2020. This will make programs more effective.

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

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

Foreign policy heart of USA or China is due to its strength - economic and military.

But Chinese strength have seen lots of opposition now due to lack of moral strength in its approach.

Nation's strength

- military → maintains both internal and external security → thus leverage to discuss autonomous foreign policy
- economic → Friedman → countries having Mc Donald's don't generally engage in wars.
- financial → capital to implement projects, and other nations.

Military strength & financial strength w/o ethics:

1. not sustainable → ex: China's debt trap.
2. leads to sovereignty issue → ex: Russia Ukraine war.
3. can be exploitative → ex: use of capital for neo-colonialism.

But ethical strength w/o military/financial strength will not be respected in today's world.

1. does not give ~~best~~ weight to ethics.
ex: NAM then and strategic autonomy now.
2. financial strength prevents nations going against them.
ex: India's large market.

Thus India's Vasudha Kutumbakam is necessary to bring peace in world but a comprehensive national power will include soft power, hard power as well as economic power.

खण्ड-B / Section-B

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

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 बस्तियों (झुगियों) 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

(a) values conflict

- professional responsibility vs compassion for vulnerables
- duty vs human values.
- impartiality vs special care needed for vulnerable section.
- social contract of state to provide decent living conditions vs also to ensure basic service in urban areas and law and order.

(b) As an administrator compromising an important value of impartiality for another foundational value of empathy is not possible.

He/she needs to find a balance between both of these and get out of dilemma. This will ensure professional duty.

fulfilment without guilt that would result due to crisis of conscience.

(c) Options available in above situation

- (a) Remove slums as well as sidewalk dwellers.
- (b) Remove them without removing sidewalk dwellers.
- (c) Remove them only after searching for an alternative rehabilitation mechanism for the same.
- (d) Long term measures to reduce slum sprawl and better urban infra for all.

(d) Viable solution for tackling illegal slums and encroachment in urban areas:

- Regional development - i.e. development of local industries in village from where labours are migrating to cities.
ex: handicraft, food processing industry.
- Branch of manufacturing unit in villages to reduce migration.
- Increase expenditure on urban infrastructure as rising population will increase pressure on existing infrastructure.
- Connect the poor and vulnerable to schemes like PM Awas Yojna to get a house of their own.

- Illegal slum should also be dealt with administrative urgency and encroachment must be removed to signal that such illegal encroachment will not be tolerated.
- Monitor using technologies → like drones, GIS based mapping.
ex: drone surveys in defence land to determine encroachments are done.

Such slum ~~is~~ creation is not a sustainable living condition for these poor and comes with issue like sanitation, water supply etc.

Government along with philanthropic individuals should spend on changing scene of these slums — eg: Adani's Dharavi Project.

8. एक राज्य सरकार ग्रामीण भूमिहीन मजदूरों के परिवारों के बीच सुरक्षित मातृत्व को बढ़ावा देने के लिए एक कल्याणकारी योजना चला रही है। इस योजना में लाभार्थियों को धनराशि का हस्तांतरण किया जाना शामिल है ताकि वे मातृ देखभाल जिम्मेदारियों के कारण आय हानि को कम कर सकें। अपने कार्यान्वयन के बाद से, इस योजना ने मातृ स्वास्थ्य और आर्थिक संकेतकों के स्तर पर काफी अच्छा प्रदर्शन किया है।
- आप इस योजना के कार्यान्वयन और संचालन के लिए जिम्मेदार विभाग के निदेशक हैं। हाल ही में आपको परिवारों द्वारा फर्जी प्रामाणिकता दिखाकर कल्याणकारी योजना में धोखाधड़ी करने की खबरें मिल रही हैं। परिवारों ने प्रामाणिकता की जाँच के लिए जिम्मेदार स्थानीय अधिकारियों की मदद से धोखाधड़ी को अंजाम दिया है।
- आप इस बात से चिंतित हैं क्योंकि धोखाधड़ी योजना की दक्षता को गंभीर रूप से प्रभावित कर रही है। आपने समस्या पर विचार-विमर्श करने और समाधान निकालने के लिए विभागीय बैठक बुलाई। बैठक में आधार कार्ड, मतदाता पहचान पत्र, विवाह प्रमाण पत्र, जन्म प्रमाण पत्र, बैंक विवरण और अन्य व्यक्तिगत संपत्तियों जैसे कई उपलब्ध सरकारी डेटा समुच्चयों (सेट) को विलय करने का निर्णय लिया गया। सभी डेटा सेटों का विलय करने पर, विभाग लाभार्थी की आर्थिक स्थिति का संक्षिप्त विवरण (प्रोफाइल) विकसित करने में सक्षम होगा। और इससे विभाग को दस्तावेजों की जाँच करने और धोखाधड़ी का पता लगाने में मदद मिलेगी। यह एक व्यापक रणनीति है, लेकिन इसमें किसी व्यक्ति की डेटा गोपनीयता का उल्लंघन होने का जोखिम है। एक विभाग प्रमुख के रूप में, आप धोखाधड़ी का पता लगाना और उसे रोकना चाहते हैं, लेकिन साथ ही, आप हितधारकों की डेटा गोपनीयता के उल्लंघन के बारे में आशंकित हैं।
- (a) उपरोक्त मामले में कौन-कौन से मुद्दे शामिल हैं?
- (b) क्या आपको लगता है कि कल्याणकारी योजना से संबंधित धोखाधड़ी को रोकने के लिए डेटा गोपनीयता का उल्लंघन उचित है? अगर हाँ तो क्यों, अगर नहीं तो क्यों नहीं?
- (c) आपके अनुसार, देश में होने वाली ऐसी कल्याणकारी योजना से संबंधित धोखाधड़ी के क्या कारण हो सकते हैं?
- (d) क्या ऐसी धोखाधड़ी को रोकने का कोई तरीका या साधन हैं? अपना सुझाव दीजिये।

(250 शब्दों में उत्तर दीजिए) 20 अंक

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

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

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

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

(Answer in 250 words) 20 marks

(a) Issues involved in above case :

- welfare fraud → by producing fake bonafide
- collusion between local officials and families.
- scheme becoming inefficient due to fake beneficiary
- inclusion and exclusion error.
- a comprehensive strategy designed to merge various data set → has issue of privacy concern of individuals.
- those women, who actually need the support are excluded → leading to risk of unsafe delivery, maternal mortality.

(b) Data as long as is protected with the state and there are safeguards for its misuse can be used to prevent welfare fraud.

Both Right to Privacy and Right to life is a right under Article 21.

But under this case not reaching of welfare to mothers can endanger their right to life. Thus according to hierarchy of rights, data privacy cannot be given primacy over Right to life and safe motherhood to women.

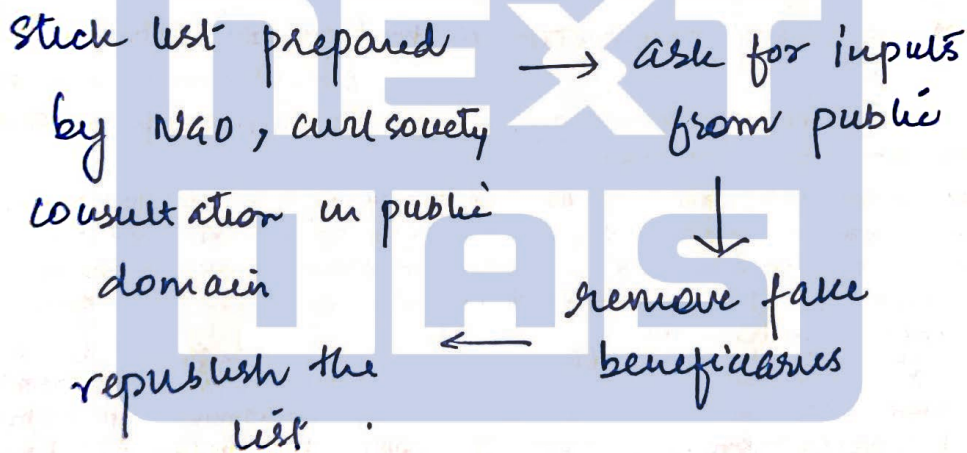
A balance between rights has to be made to reach to a decision.

(c) Reasons for such welfare frauds:

- improper beneficiary identification
- collusion between officials and fake beneficiaries.
- narrow perception of good life
ex: recent issue of fraud by doctors in Sefurdganj hospital in Ayushman Bharat scheme.
- error on part of scheme → i.e. design flaws and people exploiting the loopholes.
- Also growing inequality and lack of resources to people, make them fake as beneficiary for little monetary gains.

(a) Ways and means to prevent such fraud:

- 1) Use of technology → as done in above case study.
- 2) Coordination between all the channels of administration.
- 3) Review of beneficiary list.



- 4) Overall development of a region to avoid corruption and collusion.
- 5) Universal Basic income as a concept can be explored.

9. आप खान विभाग में कार्यरत हैं, और आपके कार्यों में से एक कार्य अपने विभाग प्रमुख को निजी ठेकेदारों के साथ खनन पट्टों पर बातचीत करने में मदद करना है। हाल ही में, राज्य सरकार ने एक नए खनन क्षेत्र का सीमांकन किया और खनन ब्लॉक के लिए बोलियाँ आमंत्रित करने की योजना बनाई। आपको नीलामी प्रक्रिया की निगरानी करने और अनुबंध वार्ता में तेजी लाने का निर्देश दिया गया। योजना के अनुसार, निविदाएँ जारी की गईं, बोलियाँ प्राप्त हुईं और मानदंडों के अनुसार निविदाएँ आवंटित की गईं। यह सब अत्यंत तीव्र गति से हुआ। आपको आश्चर्य हुआ, इतनी जल्दी क्यों? लेकिन यह आपके सोचने और सवाल करने की जगह नहीं थी; आप चुपचाप अपना काम करते रहे। आपको कार्य का परिचालन आरंभ होते ही ठेकेदार को पर्यावरण संबंधी चिंताओं पर ध्यान आकर्षित करने का निर्देश देना था। और ऐसा करने के लिए, आपने विभाग द्वारा नियुक्त एक व्यावसायिक परामर्श प्रतिष्ठान द्वारा प्रस्तुत पर्यावरणीय प्रभाव मूल्यांकन रिपोर्ट को पढ़ा। आपको यह देखकर आश्चर्य हुआ कि रिपोर्ट घटिया और मनगढ़ंत थी। आपको संदेह हुआ और आपने इस मुद्दे को अपने प्रमुख के समक्ष उठाया, जिन्होंने विनम्रतापूर्वक आपको वही करने का निर्देश दिया जो आपको बताया गया था, और उन्होंने आपको याद दिलाया कि विभाग के पास राजस्व सम्बन्धी लक्ष्य हैं और वह मंत्रालय के दबाव में है। इसके बाद, आपने अपनी मर्जी से कुछ खोजबीन की और पता चला कि रिपोर्ट फर्जी है और जो खनन गतिविधि शुरू होने वाली है, वह बड़े पैमाने पर पर्यावरणीय आपदा का कारण बनेगी जिसे राज्य झेल नहीं सकता है।
- (a) उपरोक्त मामले में आपको कौन-से मुद्दों और मूल्यों का उल्लंघन दिखाई देता है?
- (b) आपके पास कौन-से विकल्प उपलब्ध हैं?
- (c) प्रत्येक विकल्प के लाभ और हानि पर चर्चा कीजिए और आपके द्वारा चुनी जाने वाली कार्यवाही की पहचान कीजिए।
- (d) क्या आपको लगता है कि कभी-कभी विकास की कीमत पर पर्यावरण संबंधी विचारों को अधिक महत्त्व दिया जाता है?

You are posted in the Department of Mines, and one of your roles is to help your Department Head negotiate mining leases with private contractors.

Recently, the state government demarcated a new mining zone and planned to invite bids for the mining blocs. You were instructed to oversee the bidding process and speed up the contract negotiations. As planned, the tenders were released, bids came in, and tenders were allocated as per the norms. All this happened at a breakneck speed. You wondered, why the hurry? But it was not your place to think and question; you quietly went about your work.

As the contractors were about to start operations, you had to instruct them on environmental concerns to watch out for. And to do that, you read the environmental impact assessment report submitted by a consulting firm hired by the department. To your surprise, the report was shoddy and looked cooked up. You got suspicious and raised the issue with your Head, who politely instructed you to do what you were told, and he reminded you that the Department had revenue targets and was under pressure from the Ministry.

After the meeting, you, on your own accord, did some digging and found out that the report was fraudulent and the mining activity that was about to start would lead to a massive environmental disaster which the State could not afford.

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

(Answer in 250 words) 20 marks

(a) Issues in above case:

- seems environmental impact assessment was fraudulent
 - ↓
 - could lead to environmental disasters
 - Shoddy reports submitted
 - head of department → instructed to just do what is asked to.
 - ↓
- also said that department is under pressure to increase revenue targets.

Value violation

- profit above humans and environment
- Transparency in report preparation missing
- lack of courage on part of department to call a spade a spade
- environmental ethics
- Impact on vulnerable sections if any disaster happens
- lack of organisational integrity

(b) options available (c) → advantages and disadvantages.

→ (1) Go ahead and implement the orders

(2) Bring the fault lines in report in eyes of higher administration in ministry.

(3) cancel orders for now and order a fresh EIA.

(c) → option 1

advantages
(adv) → professional duty to obey orders
→ do not have to take responsibility.
→ department revenue will increase.

disadvantage
(disadv) → environmental disaster
→ lack of courage to stand up for right.

→ crisis of conscience later.
→ Department might face greater threat later when truth comes out.

(2) adv → The ministry might understand the issue
 ↳ it may direct fresh EIA or cancel of bid.

° disadv → higher level corruption & collusion
 ↳ carrier can be jeopardised.

(3) adv → will resolve doubts of faulty EIA.

↳ professional ethics comprises of presence of courage.

disadv → carrier repercussion from head of department.
 ↳ slowdown of development due to environmental concern overpacing it.

Chosen course of action

Bring the subject to the notice of head of department. Convince him to order for a fresh EIA. Help him understand how negligence now can cause a major disaster.

later as seen in Teshimath incident recently.

if not agrees → ask for written orders to go forward with bid

on these orders → mention your notings

that you find discrepancies in

EIA assessment → will ensure later

↓

you are not held responsible

higher authority might order a fresh EIA

(d) Environment vs economy is not even a plausible debate. Environment and economy go hand in hand. If env. is destroyed it will have long term impact on economic development. Also sensitivity towards environment development of solar etc creates more jobs i.e. economic development. Thus tools like EIA must be taken with seriousness to analyse economic impacts & reduce harm along with going ahead with our developmental needs.

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 GAMA must consider international community 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

(a) Ethical issues involved

- Good business with a client of questionable intent.
- Can be misuse of weapons or sensitive technology.
- Corporate governance cannot just be about good business alone → people and planet can't be neglected.
- Lack of accountability mechanism imposed on such companies by government of these countries.

(b) The present case, clearly highlights that corporate business such as GAMA are not considering international ethics while business deals:

- can be misused if falls into wrong hands.
- dealing with an International Pariah
- focusing just on the fact that it is a multi billion dollar deal.
- technologies are sensitive in nature → can impact defence security of other nations as well.

(c) Corporate social responsibility certainly extends beyond immediate community to international community

ex: climate change / pollution or other negative externalities → have global ramifications

- international community are also humans whose interest must be taken care of.
- the decisions now are many a times are having global ramifications.
ex: these tech can be used to eliminate ethnic minorities.

(d) They should be regulated

- Defence is important area of national security.
- defence also responsible for international peace and security.
- it can have impact on issues like human rights towards which state will be responsible at international forums.

But at the same time such regulation should not lead to regulatory control and not curtail the entrepreneurial energy.

Regulation should be a mix of self regulation plus certain level of government regulation as well.

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Candidates
Write on this

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

(a) Ethical and business issues involved in the case

- business issue → unfair price charging
- charging more from most vulnerable who come for treatment in government hospital
- collusion and corruption between company's sales staff and officials.
- Though the three sales men were good performers, they were engaged in unethical practices.
- resulting dilemma of whether to involve government or not.
- expected impact on business of the company.

(b) Options available to Mr. Sharma & the CEO

(i) Remove the three staff and close the matter.

(ii) Let the staff continue with warning as they are good performers.

(iii) Deal with the three staff with seriousness and also inform the government about official level corruption at government hospital

↓

This will help break nexus from both ends & will help in future deals as well.

(c) Partly the organisational culture of excessive freedom to sales staff was an issue. This

is because freedom, with no accountability and checks leads to discretion. Exercise of

such discretion leads to corruption and collusion.

Though the culture was positive by intent

to trust staffs and increase efficiency in company dealings through decentralization. It lead to unintended consequence of collusion and misuse of freedom.

But part of the problem was also due to individual corrupt nature.

- because conscience always helps us chose right path
- attraction towards material benefits
- Breaking trust that the organisation bestowed on them.
- lack of internal accountability mechanism.
- unable to understand the repercussion of his actions on organisational image + on vulnerable section of society.

(d) Ethics mechanism & steps to be taken by the company to prevent unethical behaviours:

1. Ensure external accountability of dealings of staff → why and what of deals?
2. coordination with government to reduce corruption on both ends.
3. Code of Ethics for employees of organisation and punishment for violation of the same.
4. Workshops for employees to build trust and prevent misuse of freedom.
5. Use citizen charter to make all customers aware about service to be delivered and pre-arrange and grievance redressal mechanism.

12.

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

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

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

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

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

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

- 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.

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Candidates
write on this side

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) Issue involved in the above case:

(1) NGO → stopping of its activity by company's management.

(2) Rashmi → built local enemy who thought she was misleading young women's mind.

- (3) Young girls → will be impacted if NGO is not allowed to function.
- (4) State machinery → failure to have different sources of employment, health and educational parameters.
+ failure to prevent child marriages to happen.

(5) Manufacturing company → backtracking from promised support.

(6) workers → opposing the NGO based on their own social morality.

(b) Supplemental course of action

Persuade → company's management to support her

↳ workers that what she is doing is good for young women.

Education of women will help them also

move out of vicious cycle of underdevelopment.

Show them
benefits of
late marriages



Sama Nehal etc
who studied & worked

hard to reach where they
are.

→ issues with
early marriages



give them example of
high maternal mortality,
domestic violence etc.

if they do not agree and allow her functioning



• She should certainly involve local administration
who have earlier helped her rescue child
marriage victims.

• They will help ensure law and order &
convince people → raise awareness campaign
like Nukkad Natak.

(c) Companies are primarily profit driven
and need to keep running to sustain.
Workers strike will stop their functioning
and thus they themselves would have.

existential threat.

So it is a difficult decision for them.

Having said that, they cannot completely dissociate themselves from what is happening in society around them. They must accept part of responsibility and try and convince their workers. or create fear of firing them if they do not come back within few days to work.

(d) Reasons for aggressive reaction from workers union:

① an underdeveloped region → low employment

girl child already a burden
& delayed marriage will increase burden.

② Traditional morality of marrying off girl early to fulfil their responsibility

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③ social morality → that Rashmi is
brainwashing young women mind and
thus they revolting against child marriage.

Rashmi should handle the worker union

1. choose one among them → who is
a bit educated
consider them as a leader
to talk on behalf of
entire union
same among the
crowd.

↓
along with management of company,
local administration convince him of
demerits of child marriage

↓
this person in turn would help
convince the entire group.