

TEST CODE 6 1 4 2 2

FIAS – MGP 2023 (C-6) – Sectional Test #11

Time Allowed : Three Hours
समय : तीन घंटे

ForumIAS

Maximum Marks : 250
अधिकतम अंक : 250

GENERAL STUDIES / सामान्य अध्ययन

Name Of Candidate परीक्षार्थी का नाम	DR. PRASHANTH S		
Roll No./अनुक्रमांक	1910109444	Medium/माध्यम	English <input checked="" type="checkbox"/> हिंदी <input type="checkbox"/>
Center Code/परीक्षा केंद्र	ONLINE	Date/दिनांक	28/1/2023

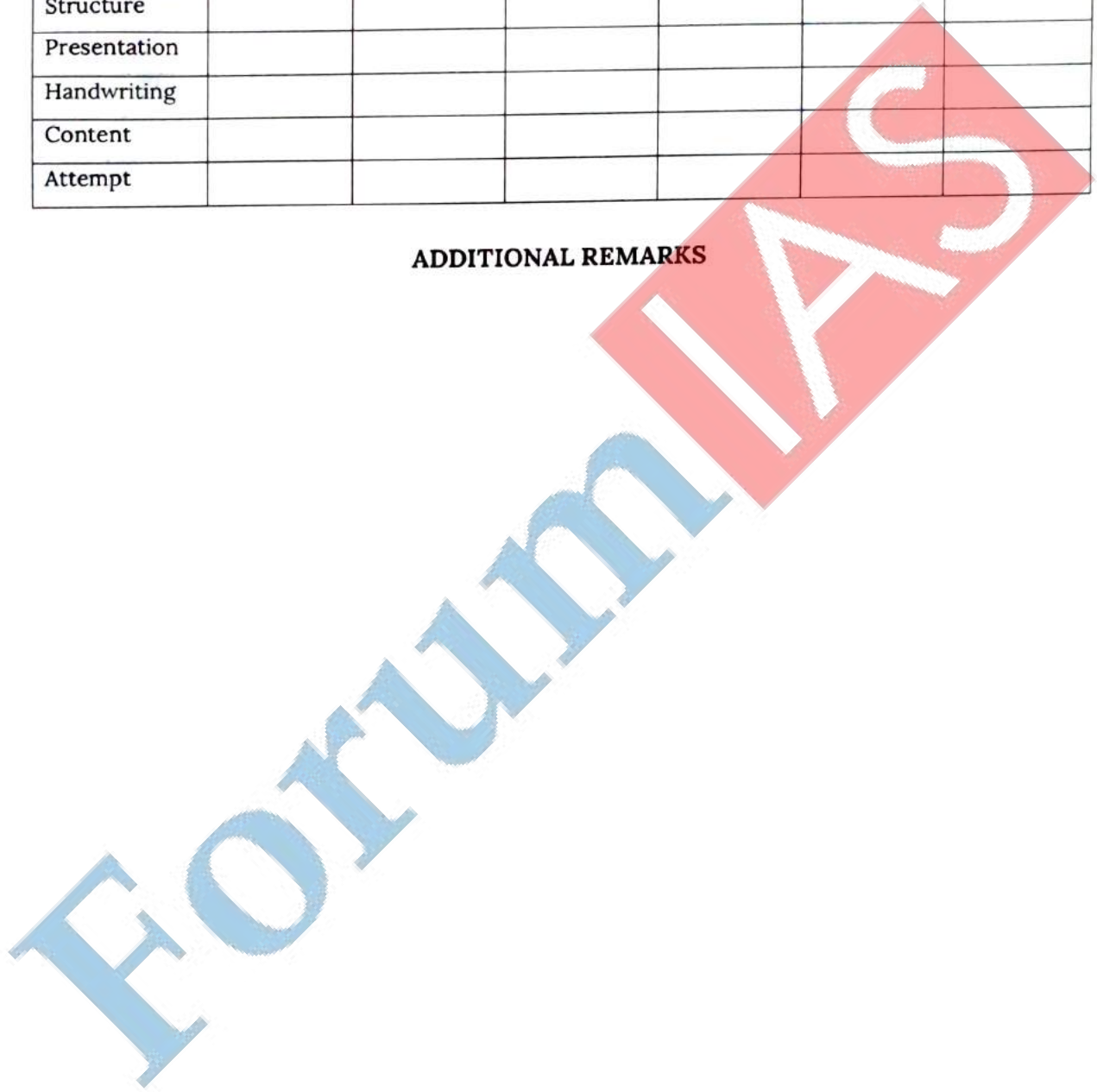
*Center Code : For Online - 1900 / Delhi : Karol bagh - 1901, ORN - 1902, Mukharji Nagar - 1903 / Patna : Boring Rd. - 2001 / Hyderabad : Jawahar Nagar - 2101

INDEX TABLE / अनुक्रमणिका			INSTRUCTION / अनुदेश	
Q. No. प्र.सं.	Max. Marks अधिकतम अंक	Marks Obtained प्राप्तांक	1. Please do furnish Name, Email, Roll No and Mobile in the answer sheet. कृपया उत्तर-पुस्तिका में नाम, ईमेल, रोल नंबर और मोबाइल नंबर भरें।	
1			2. There are TWENTY questions printed in ENGLISH & HINDI, all questions are compulsory. उत्तर पुस्तिका में अंग्रेजी/हिंदी में बीस प्रश्न दिए गए हैं, सभी प्रश्न अनिवार्य हैं।	
2			3. The number of marks carried by a question/part is indicated against it. प्रत्येक प्रश्न/भाग के लिए निर्धारित अंक उसके सामने अंकित किए गए हैं।	
3			4. Answers must be written in the medium authorized in the admission Certificate, which must be stated clearly on the cover of this Question-Cum-Answer (QCA) Booklet in the space provided. उत्तर प्रवेश पत्र में अधिकृत माध्यम में लिखे जाने चाहिए, जो कि दिए गए स्थान में इस प्रश्न-सह-उत्तर (क्यूसीए) पुस्तिका के कवर पर स्पष्ट रूप से लिखा जाना चाहिए।	
4			5. Word limit in questions, if specified, should be adhered to. Any page or portion of the page left blank in the Question-Cum Answer Booklet must be clearly Struck off. प्रश्नों में शब्द सीमा, यदि निर्दिष्ट हो, का पालन किया जाए। प्रश्न-सह-उत्तर पुस्तिका में खाली छोड़े गये किसी भी पृष्ठ या पृष्ठ के भाग को स्पष्ट रूप से काट दें।	
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Evaluator's Discretion/मूल्यांकन कर्ता का विवेक :			Start Time/प्रारंभ करने का समय :	End Time/समाप्त करने का समय :
			4.48 PM	7.58 PM
Total Marks/कुल अंक :			Mode Of Examination/ परीक्षा की विधि :	Online/ऑनलाइन <input checked="" type="checkbox"/> Offline/ऑफलाइन <input type="checkbox"/>
*Evaluator's Discretion is the marks awarded at the discretion of the evaluator based on your overall impression, on the basis of (but not limited to) your handwriting, presentation, use of diagrams, flowcharts, facts and figures or absolutely anything that he/she liked in your copy. मूल्यांकन कर्ता का विवेक अंक, आपकी लिखावट, प्रस्तुति, आरेखों के उपयोग, फ्लोचार्ट, तथ्यों और आकड़ों या समय रूप किसी अन्य विषय वस्तु, जो मूल्यांकन कर्ता को आपकी कॉपी में पसंद आयी के आधार पर (लेकिन इन्हीं तक सीमित नहीं) पर दिए गए अंक हैं।			For Office Use Only / केवल कार्यालय प्रयोग हेतु	
			ECN CODE/ ईसीएन कोड :	EG/ईजी : Evaluation Date/ मूल्यांकन तिथि :

Note: You can discuss your evaluated copy with the Mentor. Raise a ticket from your portal to schedule a mentor call or visit the offline centre to meet mentor (all 7 days, Timings - 11 AM to 6 PM). Further if you are unsatisfied with the evaluation, you can seek re-evaluation of the copy.

Parameters	Excellent	Very Good	Good	Average	Poor	Very Poor
Language						
Structure						
Presentation						
Handwriting						
Content						
Attempt						

ADDITIONAL REMARKS



Section - A

Q.1) a) What do you understand by following terms, in the context of public service?

(10 marks, 150 words)

- i) Integrity
- ii) Impartiality
- iii) Accountability
- iv) Objectivity
- v) Tolerance

सिविल सेवा के संदर्भ में निम्नलिखित शब्दावल से आप क्या समझते हैं?

(10 अंक, 150 शब्द)

- i) सत्यनिष्ठा
- ii) निष्पक्षता
- iii) जवाबदेही
- iv) वस्तुनिष्ठता
- v) सहिष्णुता

i) Integrity refers to the foundational integral values of morality internalized by the individual or society

Eg: Integrity of Karmaveer "Kamaraj"

ii) Impartiality refers to the display of same attitude towards multiple contrasting factions / parties

Political neutrality = Impartiality + Non-partisanship

Eg: Civil servants display similar attitude to policy making irrespective of change of government

iii) Accountability refers to institutional mechanisms that entail answerability, enforceability & responsibility from an individual

Eg: IPS officer is accountable to produce the criminals before due process of law

iv) Objectivity refers to clear & sacrosanct analysis of an object / situation under clearly defined parameters without any bias.

Eg: a) Procedural assessment by rule of law must be objective in nature

b) Objective assessment for Civil Services Prelims Exam

v) Tolerance involves accommodation & cooperation towards conflicting opinions / views / beliefs without display of ill-will

Eg: Tolerance of hatred against rivals

Feedback
(For OFFICE use only)

Structure/ Presentation
Question Interpretation
Content
Value Addition
Total

b) While successful managers make profit for their organizations, it is leaders who build successful organizations. In light of this statement, differentiate between a manager and a leader. Examine why leadership is considered a foundational value for a civil servant. (10 marks, 150 words)

सफल प्रबंधक अपने संगठनों के लाभ के लिए कार्य करते हैं, जबकि एक नेता सफल संगठनों का निर्माण करते हैं। इस कथन के आलोक में एक प्रबंधक और एक नेता के बीच अंतर स्पष्ट कीजिए। परीक्षण कीजिए कि नेतृत्व को एक सिविल सेवक के लिए एक मूलभूत मूल्य माना जाता है। (10 अंक, 150 शब्द)

While Managers entertain managerial description to their roles and sustain current status, it is leaders who build successful organizations.

Leader.

- | Manager | Leader |
|---|---------------------------------------|
| 1) Effectively manages the organization | Effectively manages & rebuilds better |
| 2) Complacent in decision making | Assertive in decision making |
| 3) No role in team-building | Team-builder |
| A) Status-Quoist | Innovative |
| 5) Ineffective output-wise | Effective in output |

Leadership as a Foundational value for a

civil servant involves:

a) Mix of Emotional Intelligence involving Leadership with Aptitude produces desired results.

Eg: APJ Abdul Kalam taking employee's children to circus

b) Assertive leaders with relentless courage are much needed.

Eg: Gandhiji led the Freedom Movement backed by Ahimsa

c) Reciprocity of Compassion in leaders express faith & good-will

Eg: Goodfellows society of the TATAS.

d) Acceptance of success & failures alike in leaders

Eg: Moral acceptance of defeat in elections

Thus, leaders are born out of managers and an integral civil servant leads the pack than follow such pack.

Feedback

(For OFFICE use only)

Structure/ Presentation
Question Interpretation
Content
Value Addition
Total

Q.2) a) Differentiate between the following:

(10 marks, 150 words)

- i. Empathy and Compassion
- ii. Aptitude and attitude

निम्नलिखित के बीच अंतर स्पष्ट करें :

(10 अंक, 150 शब्द)

- i. समानुभूति (Empathy) और करुणा (Compassion)
- ii. अभिसमता (Aptitude) और अभिवृत्ति (attitude)

Empathy

- 1) Refers to placing one's self in another situation and experiencing similar emotions

- 2) Lower form of emotional drive involving only Pathos (emotions)

- 3) Eg: Empathy for an accident victim

Compassion

Refers to the motivational desire to alleviate suffering along with due empathy towards the individual / society

Higher emotional drive involving both action. (Ethos) & Pathos (emotions)

Eg: Admitting an accident victim to the hospital due to empathy & compassion

Antipathy Apathy Sympathy Empathy Compassion

Increasing nature →

Aptitude

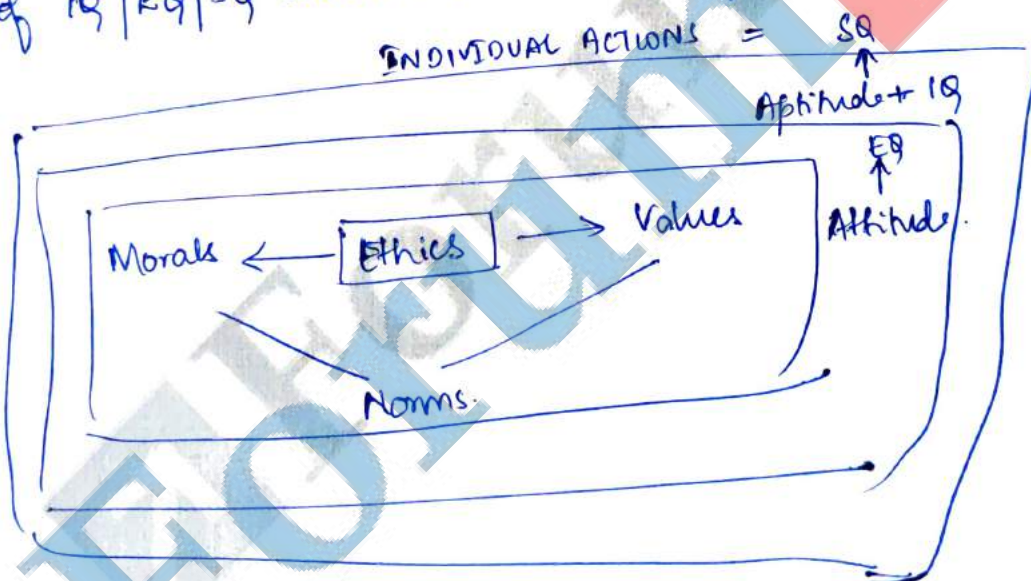
- 1) Refers to the emotional inner desire to learn new things and nurture qualities over a period
- 2) Promotes intelligence
- 3) Objective in nature by way of IQ/EQ/SQ assessment

Attitude

Refers to the understanding and display of values & morals over an individual / society

Promotes Behaviour

Subjective display of reflective attitude



Feedback

(For OFFICE use only)

Structure/ Presentation
Question Interpretation
Content
Value Addition
Total

b) Ethical competence of civil servants goes beyond complying with the law, and extends to satisfying their individual conscience. Examine. (10 marks, 150 words)

सिविल सेवकों की नैतिक क्षमता कानून के परिपालन से परे है और उनके व्यक्तिगत विवेक को संतुष्ट करने तक विस्तारित है। परीक्षण करें। (10 अंक, 150 शब्द)

Role based rather than rule based
transformation of law is the need of the hour
as envisaged by the Honble PM of India.
Ethical competence goes beyond complying with
the law in the following ways:

1) Compliance with principles of natural justice
than legal action
Eg: Tribunals, Lok Adalats, Gram Nyalayas

2) Common Good Principle:

Eg: Restituting 20,000 Aadhar cards of Tribals
in Odisha was for the common good than
following legal procedure

- 3) Mapping schemes to rightful beneficiaries by identifying spirit of the initiative.
Eg: Providing family cards and government services to migrants & destitutes
- 4) Grievance redressal mechanisms through effective outreach
Eg: Promote direct meetings with collectors, entertain complaints
- 5) Social responsibility than legal responsibility:
Eg: Prashant Nair IAS (Collector Bno) used social media for encouraging volunteers to clean ponds

Thus, the term "Civil Servant" implies that the public are the masters and Mission Karmayogi is a right program to emphasize this direction

Feedback

(For OFFICE use only)

Structure/ Presentation
Question Interpretation
Content
Value Addition
Total

Q.3) What does each of the following quotation mean to you?

a) "Honesty is the first chapter in the book of wisdom"-Thomas Jefferson (10 marks, 150 words)

निम्नलिखित उद्धरण आपके लिए क्या मायने रखता है?

a) 'ईमानदारी ज्ञान की पुस्तक में पहला अध्याय है' - थॉमस जेफरसन (10 अंक, 150 शब्द)

Plato's theory of morality refers to
Wisdom, Courage, Temperance & Justice as
integral to a honest life.

1) Honesty thus is the highest virtue
expected by the society & the inner conscience
of an individual that guides attitude, behaviour
& action.

2) Wisdom solely does not include
aptitude and intelligence, but is supplemented
by moral virtues such as honesty, Integrity
& Probity

3) An individual without upholding
the basic tenet of honesty loses character

leading to failure of talent

Eg: Winning marathon race by doping & lying about its usage.

4) A talented individual who is both honest & with aptitude succeeds in life.

Eg: APJ Abdul Kalam about his failure of rocket launch at ISRO

5) Honesty saves the reputation inspite of ones deeds & hence, the ultimate wisdom.

Eg: Mahatma Gandhi confessing to his father of smoking

Jainism entails tenets of Ahimsa, Asteya, Apangraha, Brahmacharya & Dharma as the

ultimate truth / wisdom. Honesty is the backbone of the 5 tenets of such ultimate wisdom as

told by Thomas Jefferson.

Feedback

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Structure/ Presentation
Question Interpretation
Content
Value Addition
Total

b) "Nearly all men can stand adversity, but if you want to test a man's character, give him power." - Abraham Lincoln. (10 marks, 150 words)

b) "दुनिया का हर व्यक्ति परेशानियों का सामना कर सकता है, पर यदि आप किसी व्यक्ति के चरित्र का पता लगाना चाहते हैं तो उसे सत्ता सौंप दें।" - अब्राहम लिंकन। (10 अंक, 150 शब्द)

Abraham Lincoln, the former president of the United States has rightly described the link between character & power.

The following connect character & power:

i) Power may act as source of empowerment to the character of individual.

Eg: Women Sarpanches in Panchayats have been empowered constitutionally.

ii) Financial empowerment builds moral turpitude in an individual/society

Eg: CSR initiatives taken by the TATA group

iii) Political empowerment brings accountability, responsibility & probity in actions

Eg: Civil servant with patriarchal mindset

enforcing legislations on downy against women.
Power not only enforces positive behaviour,
but may corrupt morally:

- 1) "Power" and abuse of power for private gains entail corruption
Eg: Coalgate scam, 2G scam, Commonwealth scam.
- 2) High-handedness of civil servants & politicians
Eg: Civil servant in Haryana slapping a member of the public
- 3) "Power" brings crisis of conscience against unethical acts distorting values of integrity
- 4) Examples of individuals who withstood adversities & power include APT Abdul Kalam, Gandhiji etc.

Thus, Power acts as a symbol of individual conscience in making/breaking character

Feedback
(For OFFICE use only)

Structure/ Presentation
Question Interpretation
Content
Value Addition
Total

c) "It is easy to dodge our responsibilities, but we cannot dodge the consequences of our dodging of responsibilities."- Josiah Stamp
(10 marks, 150 words)

c) अपनी जिम्मेदारियों से बचना आसान है, लेकिन हम अपनी जिम्मेदारियों से बचने के परिणामों से बच नहीं सकते। - जोशिया स्टाम्प
(10 अंक, 150 शब्द)

Responsibility refers to the entrusted role and work enumeration upon an individual or society with certain expectations / results (outcome-oriented).

As Josiah Stamp regards it may be easy to shirk responsibilities in day-to-day life.

Eg: Civil servant sitting over files - Red tapism in bureaucracy.

But it becomes difficult to hide the consequences of such inaction & dereliction of duty.

Eg: The same civil servant turns

responsible for his action / inaction and is accountable & answerable.

Safeguards to ensure accountability out of entrusted responsibility include:

- Individual :
- a) Crisis of Conscience
 - b) Ethical dilemma

- Societal :
- a) Grievance redressal mechanisms eg: CPGRAMS
 - b) Civil society organizations Eg: ADR, MESS

- Legal mechanism :
- a) Accountable to Judiciary. Writ of Mandamus
 - b) RTI Act, 2005
 - c) Citizen's charter in states like Kerala.

"What you sow, shall you reap" turns out an old adage, but rightful to the situation of dodging responsibilities, that entail legal & moral action.

Feedback

(For OFFICE use only)

Structure/ Presentation
Question Interpretation
Content
Value Addition
Total

Q.4) a) Where the roots of private virtue are diseased, the fruit of public probity cannot but be corrupt. What do you understand by probity? Discuss ways of inculcating probity in public life.

(10 marks, 150 words)

जहाँ निजी हित की जड़ें रोगग्रस्त हैं, वहाँ लोक निष्ठा (ईमानदारी) का फल विकृत नहीं हो सकता। लोक निष्ठा (ईमानदारी) से आप क्या समझते हैं? सार्वजनिक जीवन में लोक निष्ठा (ईमानदारी) उत्पन्न करने के तरीकों पर चर्चा कीजिए।

(10 अंक, 150 शब्द)

Probity refers to strict adherence to strong moral values of integrity, honesty & uprightness. Eg: Gandhiji's adherence to non-violence was a mark of his moral values of probity.

The following are the ways to inculcate Probity in Public life:

* SOCIAL:

1) Personal Upbringing:

Behaviour inculcated since childhood by Parents, friends, school and society promote personal & public attitude

Eg: Teaching values of honesty & truth as the best policy

2) Moral Education along with Integrated curriculum:

Moral instruction classes as part of the school curriculum reinforces positive behaviour Eg: lives of Gandhi, Lal Bahadur Shastri

3) Persuasion:

Persuasion helps to reinforce positive behaviour of probity amongst general public
Eg: Viraad se Vishwas scheme for Income Tax Returns

4) Legal Mechanisms:

- i) Stringent enforcement of legal safeguards such as Prevention of Corruption Act
- ii) Integrity Pacts in Business Models
- iii) Reverse auctioning of tenders
- iv) 360° appraisal (2nd ARC)
- v) RTI Act

Hence, Probity can serve as the best tool for both public and private life in building our future society.

Feedback

(For OFFICE use only)

Structure/ Presentation	
Question Interpretation	
Content	
Value Addition	
Total	

b) Evaluate the role of citizen's charter in making governance citizen centric. Also, recommend some measures to make citizen's charters more effective. (10 marks, 150 words)

शासन को नागरिक केन्द्रित बनाने में नागरिक चार्टर की भूमिका का मूल्यांकन कीजिए। इसके अलावा, नागरिक चार्टर को अधिक प्रभावी बनाने के लिए कुछ उपायों की सिफारिश कीजिए। (10 अंक, 150 शब्द)

Citizen's charter refers to the assured standards of governance and public service delivery guaranteed by institutions.

Role of Citizen's charter:

- i) Citizen's charter ensures citizen-centric governance by listing the following:
- Quality of service - satisfaction
 - Quantity of service - parameters of public service.
 - Efficiency of service - expected time for service delivery
 - Grievance redressal mechanisms - Dispute resolution
 - Feedback parameters

The above tools of the citizen charter are a framework to ensure that the citizen is

the ultimate master.

Measures to make Citizen charter more effective include:

- 1) Legal enforcement of citizen charter by statutory Backing
- 2) Prompt Grievance redressal mechanisms - both online & offline Eg: CPGRAMS
- 3) Prominent detailed enumeration of citizen's charter to rule out subjectivity with details of concerned officers & helpline
- 4) e-Governance to be enabled to rule out red tapism Eg: TN eSEVAI, Gyandoot

Right to Public Service Delivery must be enabled as a legal right throughout the country as in Bihar, Kerala etc. to ensure effectiveness of citizen's charter

Feedback
(For OFFICE use only)

Structure/ Presentation
Question Interpretation
Content
Value Addition
Total

Q.5) a) Differentiate between the following:

(10 marks, 150 words)

- (i) code of conduct and code of ethics
- (ii) Accountability and responsibility

निम्नलिखित के बीच अंतर स्पष्ट कीजिए :

(10 अंक, 150 शब्द)

- (i) आचार संहिता और नैतिक संहिता
- (ii) उत्तरदायित्व और जवाबदेही

Code of Conduct

- 1) Refers to descriptive guidelines that determine mode of action of civil servant in day-to-day activities

- 2) Objective in nature
- 3) Can entail legal action for flouting code of conduct
- 4) Eg. Code of Conduct in Civil servants - CCS rules

Code of Ethics

Refers to guidelines of values & morals that shape individual behaviour & action of civil servant

- Subjective in nature
- Cannot entail legal action generally in case of minor deviations
- Code of Ethics to be formulated (2nd ARC)

Accountability

- 1) Refers to institutional mechanisms that govern answerability, enforceability of an individual for a particular action
- 2) May have legal backing based on job description
- 3) Enforceable & ensurable by the beneficiary
- 4) Major roles may be entrusted
- 5) Eg: Accountability of Executive to Legislature

Responsibility
Refers to mechanisms that entail only answerability entrusted

to the individual
May have moral backing rather than legal backing

Non-enforceable or non-ensurable by beneficiary.

Minor roles may be entrusted

Eg: Responsibility of mother to take care of children

Feedback

(For OFFICE use only)

Structure/ Presentation
Question Interpretation
Content
Value Addition
Total

b) A system where there is no overarching global authority, national interests invariably dominate ethical concerns. Discuss the statement and critically examine the utility of ethical principles in international relations. (10 marks, 150 words)

एक ऐसी प्रणाली जहाँ कोई सर्वसमावेशक वैश्विक प्राधिकारण नहीं है, राष्ट्रीय हित हमेशा नैतिक चिंताओं पर हावी होते हैं। इस कथन पर चर्चा कीजिए और अंतरराष्ट्रीय संबंधों में नैतिक सिद्धांतों की उपयोगिता का समालोचनात्मक परीक्षण कीजिए। (10 अंक, 150 शब्द)

The recent Russia-Ukraine war conflicts and the Trade war between USA-China inspite of presence of international organizations such as UN, WTO are examples of national conflicts on a global order.

National Interests concerning war include:

i) Territorial Disputes:

Eg: India & China over Arunachal Pradesh.

ii) Military Disputes:

Eg: Surgical strikes at Uri, Pathankot between India-Pakistan

iii) Trade Disputes:

Eg: USA & China engaging in Trade War

ii) Religious Disputes:

Israel - Palestine conflict over Jerusalem.

Ethical concerns:

1) Warfare may be justified as enumerated by Just War Theory in cases of more good than harm over a just cause.

Eg: Holocaust in Germany led the Allied Powers to lead war over Germany.

2) Warfare may do more harm than good, leading to loss of life, economic hardships, international ostracisation. Eg: Russia - Ukraine war.

3) Utilitarian Principle: Mill's theory of utilitarianism governs the action of one's country for its ultimate happiness to be ethical.

The world ultimately is one family - 'Vasudhaiva Kutumbakam' and the strong values of Peace, friendship & love must be extended across the global order.

Feedback (For OFFICE use only)	
Structure/ Presentation	
Question Interpretation	
Content	
Value Addition	
Total	

Q.6 a) Right to Information Act, 2005, aims to make the governance process transparent and accountable, however, the sunshine legislation is beset with several challenges. Analyse.

(10 marks, 150 words)

सूचना का अधिकार अधिनियम, 2005 का उद्देश्य शासन प्रक्रिया को पारदर्शी और जवाबदेह बनाना है, हालांकि, यह व्यापक (Sunshine) कानून कई चुनौतियों से घिरा हुआ है। विश्लेषण कीजिए।

(10 अंक, 150 शब्द)

Right to Information Act, 2005 amended
in 2019 has enabled transparency, accountability
and effective governance in the country

Challenges to RTI Act, 2005 include:

1) Preventive legal clauses in the RTI Act:

Section 8 of the RTI Act has sections which
may be used to prevent information from being
disclosed. Eg: Fiduciary relationship between
bank & customer preventing non-disclosure.

2) Other legal sanctions that prevent include:

a) Official Secrets Act, 1928: Information relating
to national security, foreign relations may not
be disclosed

- 3) Subjective nature of discretion of the Public Information officer in disclosing information
- 4) Absence of maximum penalty under the Act
Eg: Rs 25,000/- is the maximum penalty that can be imposed by the CIC
- 5) Composition & tenure of the CIC under the amended act has reduced the tenure to 3 yrs of the CIC & other Information Commissioners and removed parity clause with the Election Commission
- 6) Delay in the process & large pendency at CIC

Way Ahead :

- Constitutional status to the chief Information Commission & the RTI Act
- Increased Penalty for non-disclosure without valid reasons

The RTI Act has been an eye-opener and game-changer in the field of governance & must be strengthened appropriately with safeguards constitutionally

Feedback

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Value Addition
Total

b) What do you understand by 'Nishkam Karma'? Discuss the importance of 'Nishkam Karma' in the life of a civil servant. (10 marks, 150 words)

b) 'निष्काम कर्म' से आप क्या समझते हैं? एक सिविल सेवक के जीवन में 'निष्काम कर्म' के महत्व की चर्चा कीजिए। (10 अंक, 150 शब्द)

"Nishkama Karma" as envisaged by the Bhagavad Gita refers to selfless acts done without seeking fruitful consequences. Lord Krishna describes the same to Arjuna in the epic Mahabharata.

Eg: Mother Theresa's service to the leprosy affected

The importance of Nishkama Karma in life of

civil servants include:

a) Selflessness:

The acts of selflessness help civil servants and their actions change lives of millions

Eg: Aringthong Pame, IAS officer built road in Manipur out of his savings.

b) Satisfaction:

The act of Nishkama Karma.

brings satisfaction and moral turpitude to the self & society

Eg: Lal Bahadur Shastri lending his jacket at Tashkent

B) Moral Precedence:

The life of such humans stand an example for individuals at power

Eg: APJ Kalam taking children of his employees to a picnic.

d) Reciprocity:

Acts of an individual without any expectations for the sake of probity entail good-will & reciprocity from the society

Eg: Langar by Sikh Gurudwara, Zakat in Islam, Annadhanam in Hinduism.

The above acts are vital qualities in civil servants and brings objectivity & probity in both personal & public life.

Feedback
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Structure/ Presentation
Question Interpretation
Content
Value Addition
Total

Section - B

Q.7) You are the managing director of an upcoming advertising company which has made a name for itself in the market in a very short time. Varun is a star employee of your company who has consistently given good performance. Some of the most popular advertisements of the company, in recent times, have been an outcome of Varun's creative ideas. Since his joining, Varun has helped in almost doubling the revenues of the company, by bringing new clients and improving the brand equity of the company. You place high value in Varun's professional competence and are in the process of giving him a bigger responsibility in the company.

However, you have been hearing rumours from various sections about the attitude of Varun towards his female colleagues. It has come to your notice that Varun is habitual of passing loose and lewd comments on the female employees of the company. Furthermore, Varun regularly sends indecent messages on phone to all the employees, including female workers. One day, Geetanjali, an employee working in Varun's team comes to you visibly disturbed. She complains to you about the repeated misbehaviour of Varun towards her. She informs you that Varun has on many occasions made undesirable physical advances towards her. She also tells that last evening before her shift was about to end, Varun called her in his cabin and tried to touch her inappropriately. She requests you to conduct an enquiry by the internal complaints committee (formed under POSH Act). She also tells you that in case appropriate action is not taken against Varun, she will be forced to resign from her position. You personally know Geetanjali as a dedicated and honest employee of the company. You are aware that she is the sole breadwinner of her family and has to support her teen-age brother and ailing mother. You also understand that unless the situation was really serious, Geetanjali would not have thought of resignation. On the other hand, an enquiry against Varun may affect the financial growth of the company. Also, you know that if Varun is fired for his actions, many big clients may leave the company.

- What are the ethical issues involved in this case study?
- Evaluate the different options available to you. In this situation, which option will you adopt and why?
- What steps will you take to ensure a safer workplace for women in your company?

(20 marks, 250 words)

आप एक आने वाली विज्ञापन कंपनी के प्रबंध निदेशक हैं जिसने बहुत ही कम समय में बाजार में अपना नाम बना लिया है। वरुण आपकी कंपनी के एक स्टार कर्मचारी हैं जिन्होंने लगातार अच्छा प्रदर्शन किया है। कंपनी के कुछ सबसे लोकप्रिय विज्ञापन, हाल के दिनों में, वरुण के रचनात्मक विचारों का परिणाम रहे हैं। अपने शामिल होने के बाद से, वरुण ने नए ग्राहकों को लाकर और कंपनी की ब्रांड इक्विटी में सुधार करके कंपनी के राजस्व को लगभग दोगुना करने में मदद की है। आप वरुण की पेशेवर क्षमता में उच्च मूल्य रखते हैं और कंपनी में उन्हें एक बड़ी जिम्मेदारी देने की प्रक्रिया में हैं। हालाँकि, आप विभिन्न वर्गों से वरुण के अपनी महिला सहयोगियों के प्रति रवैये के बारे में अफवाहें सुनते रहे हैं। आपके संज्ञान में आया है कि वरुण को कंपनी की महिला कर्मचारियों पर अमद्र और भद्दे कमेंट करने की आदत है। इसके अलावा, वरुण नियमित रूप से महिला कर्मचारियों सहित सभी कर्मचारियों को फोन पर अमद्र संदेश भेजता है। एक दिन, वरुण की टीम में काम करने वाली एक कर्मचारी गीतांजलि आपके पास आती है, जाहिर तौर पर परेशान दिखाई देती है। वह आपसे बार-बार वरुण के प्रति दुर्व्यवहार की शिकायत करती है। वह आपको बताती है कि वरुण ने कई मौकों पर उसके प्रति अवांछित शारीरिक भोषण करने की कोशिश की है। वह यह भी बताती है कि कल शाम उसकी शिफ्ट खत्म होने वाली थी, वरुण ने उसे अपने कैबिन में बुलाया और उसे गलत तरीके से छूने की कोशिश की। वह आपसे आंतरिक शिकायत समिति (POSH अधिनियम के तहत गठित) द्वारा जांच कराने का अनुरोध करती है। वह आपको यह भी बताती है कि अगर वरुण के खिलाफ उचित कार्रवाई नहीं की गई, तो उसे अपने पद से इस्तीफा देने के लिए मजबूर किया जाएगा। आप व्यक्तिगत रूप से गीतांजलि को कंपनी के एक समर्पित और ईमानदार कर्मचारी के रूप में जानते हैं। आप जानते हैं कि वह अपने परिवार की एकमात्र कमाने वाली है और उसे अपने किशोर भाई और बीमार मां का समर्थन करना है।

आप यह भी समझते हैं कि जब तक स्थिति वास्तव में गंभीर नहीं होती, गीतांजलि ने इस्तीफे के बारे में नहीं सोचा होता। दूसरी ओर, वरुण के खिलाफ जांच कंपनी की वित्तीय वृद्धि को प्रभावित कर सकती है। साथ ही, आप जानते हैं कि अगर वरुण को उनके कार्यों के लिए निकाल दिया जाता है, तो कई बड़े ग्राहक कंपनी छोड़ सकते हैं।

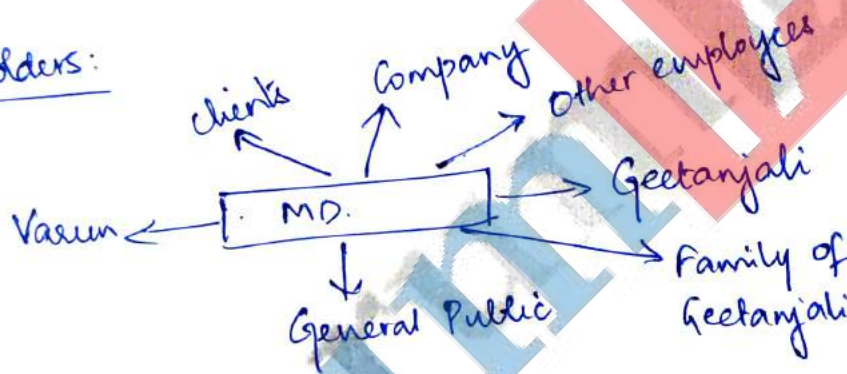
- इस केस अध्ययन में कौन से नैतिक मुद्दे शामिल हैं?
- आपके पास उपलब्ध विभिन्न विकल्पों का मूल्यांकन करें। ऐसी स्थिति में आप कौन सा विकल्प अपनाएंगे और क्यों?
- आपकी कंपनी में महिलाओं के लिए सुरक्षित कार्यस्थल सुनिश्चित करने के लिए आप क्या कदम उठाएंगे?

(20 अंक, 250 शब्द)

The above case depicts the instances of sexual harassment faced by women at workplaces.

Stakeholders:

1)



Ethical issues:

- Growth of Company vs Loss of company.
- Professional Behaviour vs Personal Behaviour.
- Modesty of women vs Professional integrity.
- Reputation of company vs Silence towards unethical Behaviour.
- Family of Vasun vs Family of Geetanjali

b) Different options available to me include:

i) Leave the matter silently and drop Geetanjali

Advantages

- 1) Saves company from financial loss & loss of talent of Varun
- 2) Varun feels more loyal to the company for saving his job

Disadvantages

- 1) Loss of a honest & responsible employee like Geetanjali
- 2) Serves as an encouragement & emboldens the actions of Varun.
- 3) May lead to company's disreputation.

ii) Take action on Varun and remove him from job

Advantages

- 1) Prompt action serves as deterrent in future
- 2) Upholding of morals than talent

Disadvantages

Loss of clients & talent to the company.

(ii) Take action on Varun and advise Gitanjali to refrain from resigning

Advantage

- 1) Holds the rule of law by conducting Enquiry
- 2) Deterrent action for other employees

Disadvantage

- 1) Varun may feel exposed and harm Gitanjali
- 2) He may leave the company leading to financial loss to company

I will adopt the 3rd option wherein I will call Varun, and conduct an Enquiry under the company constituted Vishakha Committee. (Sexual Harassment Complaints Cmtee) and if proven true, will entail disciplinary action against Varun.

Meanwhile, I will assure Gitanjali that such incidents do not occur in the future and request her not to resign ^{that} her identity will be safe. I will assure the clients that such incidents which outrage modesty of a woman do not occur in the future (against Art 21 & 51A - fundamental duties), thus leading to reposing of trust & faith over the company by concerned stakeholders.

Steps to include a safer workplace are:

- i) Constituting a Vishakha Committee with women members as per SC guidelines (Vishalcha Yadav vs State of Rajasthan).
- ii) Information, education and communication against sexual violence of employees.

3) Prompt redressal of any such complaints by the enquiry committee.

4) Protection from harassment & concealment of identity of the concerned employee.

5) Entertain sexual violence as gender-neutral crime

Thus, eradication of gender based sexual violence through positive measures ensures SDG 5 compliance in institutes.

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Feedback

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Value Addition
Total

Q.8) You are the General manager of a chemical company, XYZ, located in Panchnagar. Panchnagar is situated on the banks of the river Panch, which is a tributary of one of the major rivers of the country. XYZ was established in Panchnagar with active policy support from the government 20 years ago. XYZ is a major source of employment for the people of Panchnagar. XYZ is involved in various social activities. XYZ has built a primary hospital to attend to the health requirements of the people. It has also built a school in Panchnagar, and gives scholarships to the needy and meritorious children.

Though XYZ is making a tremendous contribution to the social and economic growth of Panchnagar, your executive director is not happy with the profits incurred by XYZ in the last quarter. He has exhorted you to cut unnecessary costs and improve the revenue of the company.

One day, you receive a letter from an NGO working for environment conservation. The NGO appreciates your company's work for the development of Panchnagar. However, the NGO has cautioned you about certain negative environmental and social impacts associated with the functioning of XYZ. The letter appraises you that a highly toxic chemical is being discharged into the Panch river by the XYZ. According to the studies conducted by the NGO, the toxic chemical may be carcinogenic and may adversely impact the health of people who depend on the river for their water needs. Further, the river is endemic to several endangered species. The release of the chemical waste into the Panch river may be a reason for the declining population of these species. The letter also informs you about a new filtration technology that has been effective in filtering out the toxic waste in question. The NGO's letter exhorts you to take corrective steps to rectify the issue by deploying the new filtration technology.

After reading the letter you approach your executive director and brief him about the release of the possibly carcinogenic chemical into the Panch river. You also advise him to install the new filtration technology to ensure that toxic chemical is not discharged into the river. The executive director informs you that he is aware of the new technology which, in his opinion, is not only very expensive but also has a high recurring maintenance cost. The executive director tells you that XYZ is a law-abiding company and all its waste discharges are in compliance with relevant statutory and environmental guidelines. He further reminds you that XYZ is already contributing substantially to the socio-economic development of Panchnagar. Also, the executive director is of the view that the NGO is working in its own vested interests and should not be taken seriously.

- What arguments can you advance to show that doing nothing about the possibly carcinogenic chemical is not morally correct?
- What alternatives do you have in order to ameliorate the situation under the given circumstances? (20 marks, 250 words)

आप पंचनगर में स्थित एक रासायनिक कंपनी, XYZ के महाप्रबंधक हैं। पंचनगर पंच नदी के तट पर स्थित है, जो देश की प्रमुख नदियों में से एक की सहायक नदी है। XYZ की स्थापना 20 साल पहले सरकार से सक्रिय नीति समर्थन के साथ पंचनगर में हुई थी। XYZ पंचनगर के लोगों के लिए रोजगार का एक प्रमुख स्रोत है। XYZ विभिन्न सामाजिक गतिविधियों में शामिल है। XYZ ने लोगों की स्वास्थ्य संबंधी जरूरतों को पूरा करने के लिए एक प्राथमिक अस्पताल का निर्माण किया है। इसने पंचनगर में एक स्कूल भी बनाया है और जरूरतमंद और मेधावी बच्चों को छात्रवृत्ति देता है।

पंचनगर के सामाजिक और आर्थिक विकास में एक जबरदस्त योगदान दे रहा है, आपका कार्यकारी निदेशक पिछली तिमाही में XYZ द्वारा किए गए मुनाफे से खुश नहीं है। उन्होंने आपको अनावश्यक लागतों में कटौती करने और कंपनी के राजस्व में सुधार करने का आह्वान किया है।

एक दिन, आपको पर्यावरण संरक्षण के लिए काम कर रहे एक गैर सरकारी संगठन से एक पत्र प्राप्त होता है। NGO पंचनगर के विकास के लिए आपकी कंपनी के काम की सराहना करता है। हालांकि, एनजीओ ने आपको XYZ के कामकाज से जुड़े कुछ नकारात्मक पर्यावरणीय और सामाजिक प्रभावों के बारे में आगाह किया है। पत्र आपको बताता है कि XYZ द्वारा एक अत्यधिक जहरीले रसायन को पंच नदी में छोड़ा जा रहा है।

NGO द्वारा किए गए अध्ययनों के अनुसार, जहरीला रसायन कार्सिनोजेनिक हो सकता है और उन लोगों के स्वास्थ्य पर प्रतिकूल प्रभाव डाल सकता है जो अपनी पानी की जरूरतों के लिए नदी पर निर्भर हैं। इसके अलावा, नदी कई लुप्तप्राय प्रजातियों के लिए स्थानिक है। पंच नदी में रासायनिक कचरे का छोड़ा जाना इन प्रजातियों की घटती आबादी का एक कारण हो सकता है। पत्र आपको एक नई निस्पंदन तकनीक के बारे में भी सूचित करता है जो प्रश्न में जहरीले कचरे को छानने में प्रभावी रही है। NGO का पत्र आपको नई निस्पंदन तकनीक को लागू करके समस्या को सुधारने के लिए सुधारात्मक कदम उठाने का आह्वान करता है।

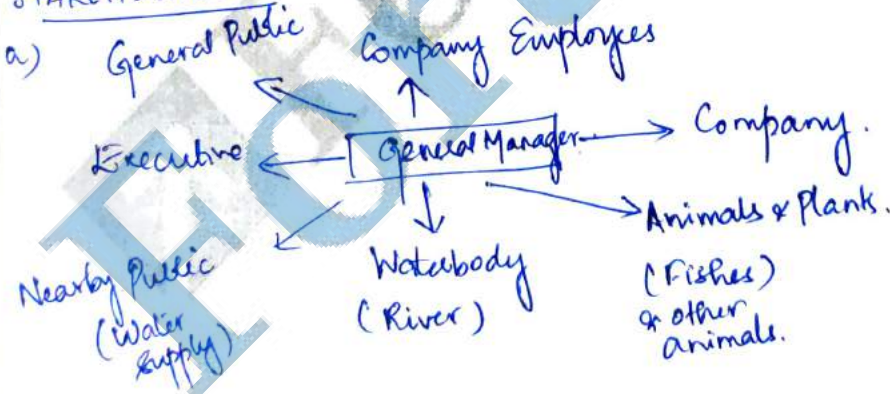
पत्र पढ़ने के बाद आप अपने कार्यकारी निदेशक से संपर्क करते हैं और उन्हें पंच नदी में संभावित कैंसरकारी रसायन के छोड़े जाने के बारे में जानकारी देते हैं। आप उसे यह भी सलाह देते हैं कि नई निस्पंदन तकनीक स्थापित करें ताकि यह सुनिश्चित किया जा सके कि जहरीले रसायन को नदी में नहीं छोड़ा जाए। कार्यकारी निदेशक आपको सूचित करता है कि वह नई तकनीक से अवगत है, जो उनकी राय में, न केवल बहुत महंगा है, बल्कि उच्च आवर्ती रखरखाव लागत भी है। कार्यकारी निदेशक आपको बताता है कि XYZ एक कानून का पालन करने वाली कंपनी है और इसके सभी अपशिष्ट निर्वहन प्रासंगिक वैधानिक और पर्यावरणीय दिशानिर्देशों के अनुपालन में हैं। वह आगे आपको याद दिलाता है कि XYZ पहले से ही पंचनगर के सामाजिक-आर्थिक विकास में महत्वपूर्ण योगदान दे रहा है। साथ ही, कार्यकारी निदेशक का विचार है कि NGO अपने निहित स्वार्थों में काम कर रहा है और इसे गंभीरता से नहीं लिया जाना चाहिए।

a) आप यह प्रमाणित करने के लिए कौन से तर्क दे सकते हैं कि संभावित कार्सिनोजेनिक रसायन के बारे में कुछ नहीं करना नैतिक रूप से सही नहीं है?

b) दी गई परिस्थितियों में स्थिति को सुधारने के लिए आपके पास क्या विकल्प हैं? (20 अंक, 250 शब्द)

The given case is an instance of industries discharging toxic effluents into water bodies. Eg: Industries in Kerala were recently charged for the same.

STAKEHOLDERS:



- a) The arguments of the company are morally incorrect for the following reasons:
- 1) Lives of endangered species & the public relying on the river are at stake.
 - Common good principle entails the course of action best to the maximum people.
 - 2) Mill's theory of Utilitarianism states that the ideal course here lies in the maximum happiness of stakeholders.
 - 3) Compassionate Capitalism describes that the company undertake the matter with due compassion.
 - 4) Normative ethics entail that the rightful recourse to the situation is wastewater treatment.
 - 5) The reputation & morale of the individual in public view drops down without environmental impact assessment.

b) Recently, the Uttarakhand High Court declared rivers as Living Bodies - Against the Right to Livelihood & Environment & Against Article 51A (Fundamental duties)

b) The Best course of Alternative Action in Current scenario includes:

1) The Environment Impact Assessment must be undertaken by the Company.

2) Analyse if the observations of the NGO are true

3) Enhance Confidence of investors & stakeholders to raise funds.

4) Enforce austerity measures in other areas.

5) Employ to see if less costlier technologies exist for purification

b) Go for the technology, that is cheapest and efficient in water purification.

↳ Ensure all legal principles are met, especially when company is engaged with social activities.

The protection of the environment is thus, not just a moral but legal obligation under Art-51A and hence, strict compliance must be ensured.

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Feedback

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Structure/ Presentation
Question Interpretation
Content
Value Addition
Total

Q.9) Prashant is an IAS officer who was recently posted as the new health secretary of Nav Pradesh. Nav Pradesh is a backward state with a large population living below the poverty line. After assuming the charge as the health secretary, Prashant found that the state-run hospitals of Nav Pradesh are in poor condition and are unable to cater to the high incidence of diseases among people. Every year seasonal diseases like dengue, malaria etc., cause havoc in the state. In order to improve health indicators of people, especially in the backward areas, a multi-speciality hospital was being constructed in Nav Pradesh. The contract for the construction of the hospital was awarded to a private construction firm, Swati constructions Pvt. Ltd. As the state's new health secretary, Prashant wanted to expedite the construction of the hospital.

On a surprise inspection of the hospital site, Prashant found several on-ground irregularities. He saw that the construction material was of very poor quality. Further, the pace of construction was also very slow. On enquiring upon the slow pace of work, the site manager informed him that the adequate number of people are not hired in order to save cost. Also, he found that many children were working on the construction site. Prashant was surprised by these facts, and he at once started a review of the project. Upon enquiring, Prashant found that project was approved two years earlier by Prashant's predecessor, who was later promoted to the post of chief secretary. Prashant found grave irregularities in the process by which the project was awarded to Swati constructions Pvt. Ltd. It also came to Prashant's notice that the land acquisition for the construction of multi-speciality hospital was done without proper due-diligence. Also, the price quoted by Swati constructions was relatively high than what was quoted by other bidders at the time of the bidding process. On further enquiry, Prashant came to know that the proprietor of Swati constructions was a close relative of the health minister of the state. Moreover, past records of Swati constructions had not been meticulous. Swati constructions was accused by many of its former clients with regard to poor construction quality and delayed completion of projects. Further, Swati constructions was also entangled in a legal suite related to a land fraud, wherein some farmers alleged that Swati constructions had forcibly acquired their agricultural lands.

An honest and upright official, Prashant immediately appraised the chief secretary about these facts. However, the chief secretary told him that it is common for the construction companies to breach the stipulated time limit, and it is not a big issue. Also, he assured Prashant that the pending case against Swati constructions was a fabricated one and lacked any merit. He informally told Prashant that his act of approving the bid of Swati constructions was in a way responsible for his promotion. He also told him that his cooperation in this matter will be well appreciated with not only a promotion but also a posting of his choice. The chief secretary also hinted that it will be unwise for Prashant to upset the minister in charge of his ministry, as it might sabotage his professional growth. Moreover, the chief secretary explained to Prashant that if he hindered the process of the construction of the hospital, then it would not only be an economic loss for the exchequer but also be counter-productive for the poor health situation in the state, as the whole process would have to be started again. Prashant was in a state of dilemma with respect to his future course of action.

- What are the ethical dilemmas faced by Prashant?
- Examine the merits and demerits of various courses of actions available to Prashant.
- If you were in Prashant's shoes, which course of action will you choose and why?

(20 marks, 250 words)

प्रशांत एक आईएएस अधिकारी हैं जिन्हें हाल ही में नव प्रदेश के नए स्वास्थ्य सचिव के रूप में नियुक्त किया गया था। नव प्रदेश एक पिछड़ा राज्य है जहां बड़ी आबादी गरीबी रेखा के नीचे रहती है। स्वास्थ्य सचिव के रूप में कार्यभार संभालने के बाद, प्रशांत ने पाया कि नव प्रदेश के सरकारी अस्पतालों की स्थिति खराब है और लोगों में बीमारियों की उच्च घटनाओं को पूरा करने में असमर्थ हैं। राज्य में हर साल डेंगू, मलेरिया आदि मौसमी बीमारियां कहर बरपाती हैं।

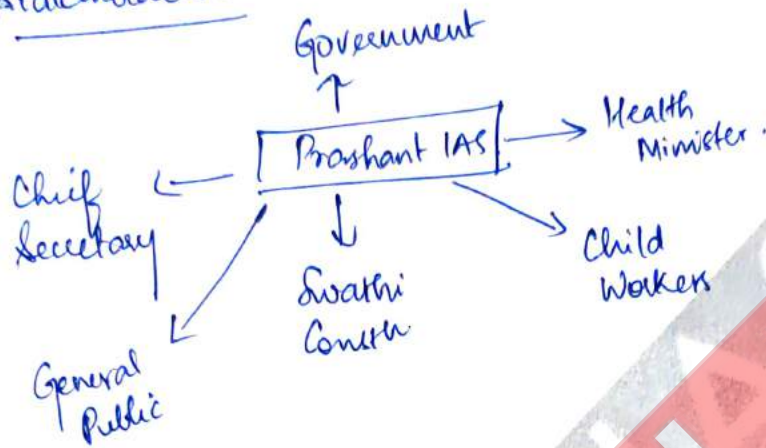
नव प्रदेश में विशेष रूप से पिछड़े क्षेत्रों में लोगों के स्वास्थ्य संकेतकों में सुधार के लिए एक मल्टी स्पेशलिटी अस्पताल का निर्माण किया जा रहा था। अस्पताल के निर्माण का ठेका एक निजी निर्माण फर्म स्वाति कंस्ट्रक्शन प्राइवेट लिमिटेड को दिया गया था। लिमिटेड राज्य के नए स्वास्थ्य सचिव के रूप में, प्रशांत अस्पताल के निर्माण में तेजी लाना चाहते थे। अस्पताल स्थल का औचक निरीक्षण करने पर प्रशांत को कई जमीनी अनियमितताएं मिलीं। उन्होंने देखा कि निर्माण सामग्री बेहद घटिया किस्म की है। साथ ही निर्माण की गति भी काफी धीमी थी। काम की धीमी गति के बारे में पूछताछ करने पर, साइट प्रबंधक ने उन्हें बताया कि लागत बचाने के लिए पर्याप्त संख्या में लोगों को काम पर नहीं रखा गया है। साथ ही, उन्होंने पाया कि निर्माण स्थल पर कई बच्चे काम कर रहे थे। प्रशांत इन तथ्यों से हैरान था, और उसने तुरंत परियोजना की समीक्षा शुरू कर दी। पूछताछ करने पर, प्रशांत ने पाया कि परियोजना को दो साल पहले प्रशांत के पूर्ववर्ती द्वारा अनुमोदित किया गया था, जिसे बाद में मुख्य सचिव के पद पर पदोन्नत किया गया था। प्रशांत ने उस प्रक्रिया में गंभीर अनियमितताएं पाईं जिसके द्वारा परियोजना स्वाति कंस्ट्रक्शन प्राइवेट लिमिटेड को प्रदान की गई थी। लिमिटेड, प्रशांत के संज्ञान में यह भी आया कि मल्टी-स्पेशलिटी अस्पताल के निर्माण के लिए भूमि अधिग्रहण उचित परिश्रम के बिना किया गया था। इसके अलावा, स्वाति कंस्ट्रक्शन्स द्वारा निर्धारित मूल्य बोली प्रक्रिया के समय अन्य बोलीदाताओं द्वारा निर्धारित मूल्य की तुलना में अपेक्षाकृत अधिक था। आगे की पूछताछ पर, प्रशांत को पता चला कि स्वाति कंस्ट्रक्शन्स का मालिक राज्य के स्वास्थ्य मंत्री का करीबी रिश्तेदार था। इसके अलावा, स्वाति निर्माण के पिछले रिकॉर्ड अच्छे नहीं थे। स्वाति कंस्ट्रक्शन्स पर इसके कई पूर्व क्लाइंट्स ने खराब कंस्ट्रक्शन क्वालिटी और प्रोजेक्ट्स के देरी से पूरा होने का आरोप लगाया था। इसके अलावा, स्वाति कंस्ट्रक्शन भी एक भूमि धोखाधड़ी से संबंधित कानूनी प्रावधान में उलझा हुआ था, जिसमें कुछ किसानों ने आरोप लगाया था कि स्वाति कंस्ट्रक्शन ने जबरन उनकी कृषि भूमि का अधिग्रहण किया था।

एक ईमानदार और सख्त अधिकारी, प्रशांत ने तुरंत मुख्य सचिव को इन तथ्यों से अवगत कराया। हालांकि, मुख्य सचिव ने उन्हें बताया कि निर्माण कंपनियों के लिए निर्धारित समय सीमा का उल्लंघन करना आम बात है, और यह कोई बड़ा मुद्दा नहीं है। साथ ही, उन्होंने प्रशांत को आश्वासन दिया कि स्वाति निर्माण के खिलाफ लंबित मामला मनगढ़ंत था और इसमें कोई अनियमितता नहीं थी। उन्होंने अनौपचारिक रूप से प्रशांत को बताया कि स्वाति कंस्ट्रक्शन की बोली को मंजूरी देने का उनका कार्य एक तरह से उनके प्रचार के लिए जिम्मेदार था। उन्होंने उन्हें यह भी बताया कि इस मामले में उनके सहयोग की न केवल पदोन्नति बल्कि उनकी पसंद की पोस्टिंग से भी सराहना की जाएगी। मुख्य सचिव ने यह भी संकेत दिया कि प्रशांत के लिए अपने मंत्रालय के प्रभारी मंत्री को परेशान करना नासमझी होगी, क्योंकि इससे उनके पेशेवर विकास में बाधा आ सकती है। इसके अलावा, मुख्य सचिव ने प्रशांत को समझाया कि यदि वह अस्पताल के निर्माण की प्रक्रिया में बाधा डालता है, तो यह न केवल सरकारी खजाने के लिए आर्थिक नुकसान होगा, बल्कि राज्य में खराब स्वास्थ्य स्थिति के लिए भी प्रतिकूल होगा, क्योंकि पूरी प्रक्रिया फिर से शुरू करनी होगी। प्रशांत अपनी भविष्य की कार्यवाही के संबंध में दुविधा की स्थिति में था।

- प्रशांत को किन नैतिक दुविधाओं का सामना करना पड़ा?
- प्रशांत के लिए उपलब्ध कार्यों के विभिन्न पाठ्यक्रमों के गुण और दोषों की जांच करें।
- यदि आप प्रशांत के स्थान पर होते, तो आप कौन-सी कार्यवाही चुनेंगे और क्यों?

(20 अंक, 250 शब्द)

The case pertains to irregularities in
construction of buildings and tender allotments
in the government sector.

Stakeholders:Ethical issues:

- 1) Breach of tender contract terms by Swathi Constr.
- 2) Conflict of interest in entrusting project.
- 3) Nepotism (i.e. Corruption) shown by Chief Secretary & Health Minister.
- 4) Child labourers being employed in project.
- 5) Lives of General Public at stake (Article 21 - Right to Life)
- 6) Responsibility of Government to ensure health of citizens as welfare state (Art 38).

b) Various options include:

1) Stay silent and conceal the matter.

Advantage

i) Get Promotions

ii) In good books of health minister & chief secretary

Disadvantages

Triggers crisis of conscience.

Against code of ethics

2) Take the matter to the media & expose

i) Will entail public discussion

ii) May lead to cancelling contract

Damages the faith on Govt.

Breach of code of conduct of civil servant

3) Take the matter to the chief minister & cancel the tender & entertain action

i) Will resolve crisis of conscience

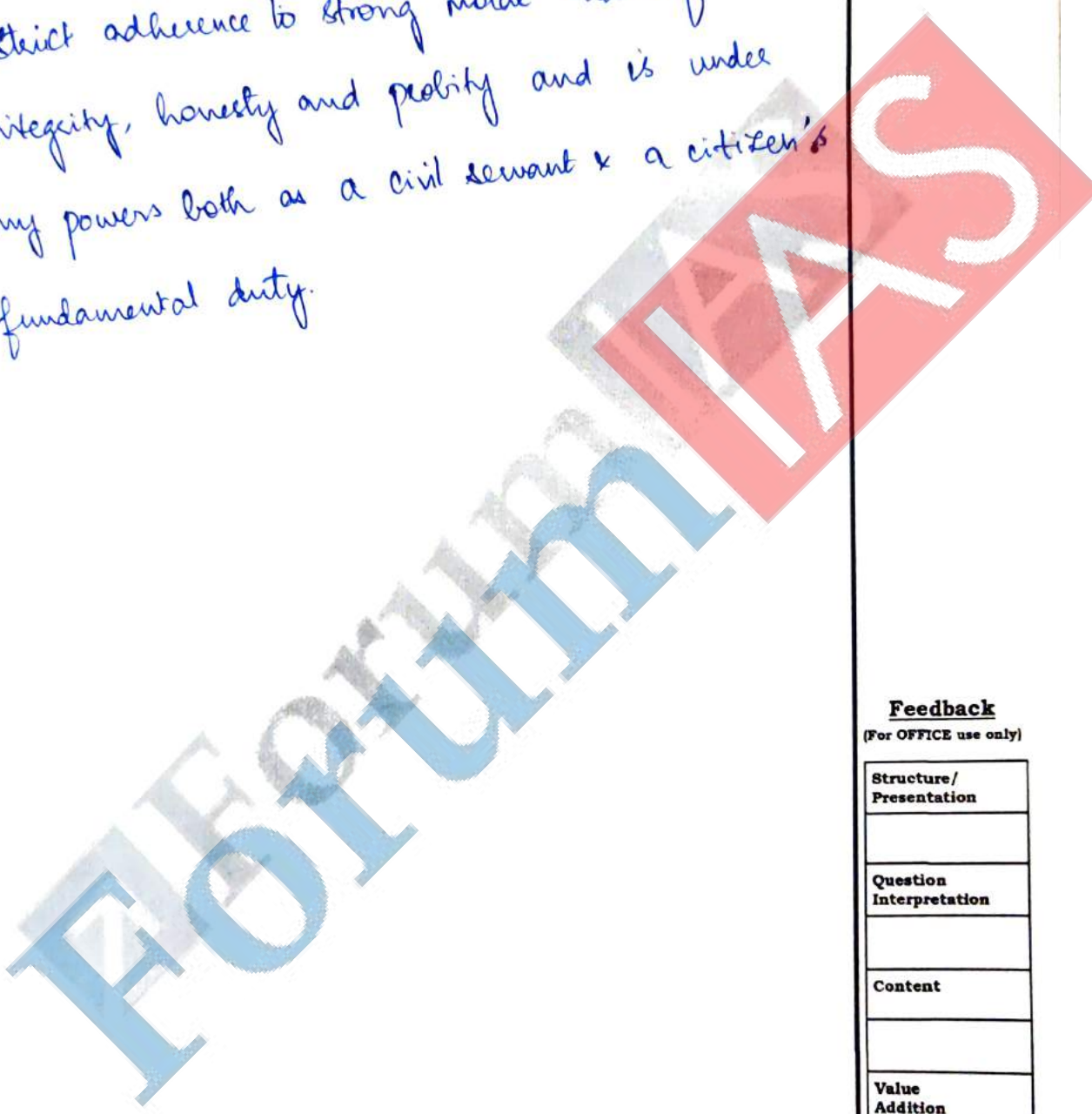
ii) Imposes faith on Govt.

Waste of money of the exchequer.

Bad opinion of chief secretary & health minister

- My course of action would include:
- i) Preparing a detailed report on the matter and apprising the Chief Minister of the various ethical issues & legalities.
 - ii) Sending a legal notice to Swathi Constructions on poor quality materials & delay.
 - iii) Inform the nearby police station to rescue child workers and ensure protection & education.
 - iv) Inform the Public Works Department for building assessment.
 - v) Suspension of the tender and if proven, that by wrong means, it was undertaken, reopen the tender process.
 - vi) Apprise the relevant stakeholders by Government notice of the changes and ensure probity in the process.

The above course of action entertains strict adherence to strong moral values of integrity, honesty and probity and is under my powers both as a civil servant & a citizen's fundamental duty.



Feedback

(For OFFICE use only)

Structure/ Presentation
Question Interpretation
Content
Value Addition
Total

Q.10) Kamal is an Indian Administrative Service (IAS) officer. He has been recently transferred as the Municipal commissioner of the Kartavya Nagar Municipality. Kamal is an honest and no non-sense officer. He has been known for having a tough stance against corruption, lethargy, and indiscipline at the workplace. In his new responsibility as the Municipal commissioner, Kamal finds that the day-to-day functioning of the municipal office is in a very sorry state. The inefficiency and ineffectiveness have brought matters to such a pass that even the basic responsibilities like cleanliness of the city, upkeep of public places, redressal of grievances etc., are not fulfilled. Upon enquiring, Kamal finds that the reason for rampant indiscipline and corruption in the municipal office is primarily a group of errant employees. While they do not work themselves, they also create nuisance in the office, thereby disrupting the work of other sincere employees. Moreover, it also comes to Kamal's knowledge that these employees indulge in corrupt practices by demanding bribes from people for petty tasks. Further, Kamal has noticed that the undisciplined employees come to office late, leave early and also remain absent from work without permission. Kamal gets to know that the ringleader of these employees is a close relative of a local MLA.

In order to improve the working condition of the municipal office, Kamal warns the mischievous employees to mend their troublesome ways or to face strict disciplinary actions. However, Kamal's warning has little effect on the thick-skinned employees, who continue to work in their wayward ways. Finally, Kamal issues a show cause notice to all the troublesome employees for their various acts of indiscipline. As a retaliatory measure, a woman employee amongst these troublemakers files a complaint of sexual harassment against Kamal with the Women's commission. The commission has asked for Kamal's explanation in this matter. Also, this fabricated matter is publicised in the media to embarrass Kamal further. Moreover, the MLA begins pressuring Kamal to go soft on these employees. Some of the options before Kamal to handle this situation could be as follows:

- i) Give his explanation to the Commission and go soft on the disciplinary action.
 - ii) Ignore the commission and proceed firmly with the disciplinary action.
 - iii) Brief his higher-ups, seek directions from them and act accordingly
- a) Evaluate all the above courses of action and suggest the best course of action, giving your reasons for it.
- b) What according to you are the reasons behind poor work culture in public offices? Also, recommend measures to improve the same. (20 marks, 250 words)

कमल एक भारतीय प्रशासनिक सेवा (IAS) अधिकारी हैं। उन्हें हाल ही में कार्तव्य नगर नगर पालिका के नगर आयुक्त के रूप में स्थानांतरित किया गया है। कमल एक ईमानदार और विवेकशील अधिकारी हैं। उन्हें कार्यस्थल पर भ्रष्टाचार, अकर्मण्यता और अनुशासनहीनता के खिलाफ सख्त रुख अपनाने के लिए जाना जाता है। नगर आयुक्त के रूप में अपनी नई जिम्मेदारी में, कमल ने पाया कि नगरपालिका कार्यालय का दिन-प्रतिदिन का कामकाज बहुत ही दयनीय स्थिति में है। अक्षमता और अप्रभावीता ने मामलों को इस हद तक पहुंचा दिया है कि शहर की सफाई, सार्वजनिक स्थानों के रखरखाव, शिकायतों के निवारण आदि जैसी बुनियादी जिम्मेदारियों को भी पूरा नहीं किया जाता है। पूछताछ करने पर, कमल ने पाया कि नगर निगम कार्यालय में व्याप्त अनुशासनहीनता और भ्रष्टाचार का कारण मुख्य रूप से पथभ्रष्ट कर्मचारियों का एक समूह है। जबकि वे खुद काम नहीं करते हैं, वे कार्यालय में भी उपद्रव पैदा करते हैं, जिससे अन्य ईमानदार कर्मचारियों के काम में बाधा आती है। इसके अलावा, कमल के संज्ञान में यह भी आता है कि ये कर्मचारी छोटे-मोटे कामों के लिए लोगों से रिश्वत मांगकर भ्रष्टाचार में लिप्त हैं। इसके अलावा, कमल ने देखा कि अनुशासनहीन कर्मचारी कार्यालय में देर से आते हैं और जल्दी निकल जाते हैं और बिना अनुमति के काम से अनुपस्थित भी रहते हैं। कमल को पता चलता है कि इन कर्मचारियों का सरगना एक स्थानीय विधायक का करीबी रिश्तेदार है।

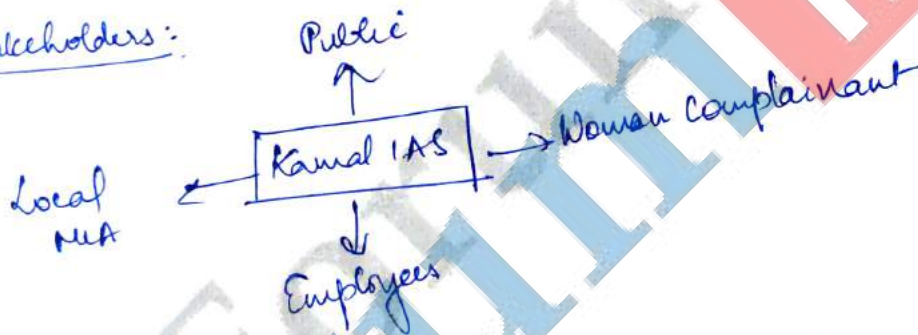
कमल ने नगर निगम कार्यालय की कार्य स्थिति में सुधार लाने के लिए पथभ्रष्ट कर्मचारियों को अनुशासनहीन व्यवहार को सुधारने या सख्त अनुशासनात्मक कार्रवाई करने की चेतावनी दी है। हालांकि, कमल की चेतावनी का मोटे चमड़ी वाले कर्मचारियों पर बहुत कम प्रभाव पड़ता है, जो अपने तरीके से काम करना जारी रखते हैं। अंत में, कमल सभी पथभ्रष्ट कर्मचारियों को उनके अनुशासनहीनता के विभिन्न कृत्यों के लिए कारण बताओ नोटिस जारी करता है।

जवाबी कार्रवाई के तौर पर इन उपद्रवियों में से एक महिला कर्मचारी कमल के खिलाफ महिला आयोग में यौन उत्पीड़न की शिकायत दर्ज कराती है। आयोग ने इस मामले में कमल से स्पष्टीकरण मांगा है। साथ ही कमल को अधिक बदनाम करने के लिए इस मनगढ़ंत मामले को मीडिया में प्रचारित किया जाता है। साथ ही विधायक कमल पर इन कर्मचारियों पर नरमी बरतने का दबाव बनाने लगते हैं। कमल के सामने इस स्थिति को संभालने के लिए कुछ विकल्प इस प्रकार हो सकते हैं :

- i) आयोग को अपना स्पष्टीकरण दें और अनुशासनात्मक कार्रवाई पर नरम हो जाएं।
 - ii) आयोग की उपेक्षा करें और अनुशासनात्मक कार्रवाई के साथ दृढ़ता से आगे बढ़ें।
 - iii) अपने उच्च अधिकारियों को सूचित करें, उनसे निर्देश प्राप्त करें और तदनुसार कार्य करें।
- a) कार्यवाही के उपरोक्त सभी प्रारूपों का मूल्यांकन करें और इसके लिए अपने कारण बताते हुए कार्यवाही का सबसे अच्छा विकल्प सुझाएं।
- b) आपके अनुसार सार्वजनिक कार्यालयों में खराब कार्य संस्कृति के क्या कारण हैं? साथ ही इसमें सुधार के उपाय सुझाएं। (20 अंक, 250 शब्द)

The above case is an instance of red tapism in the public works department of the Municipal Corporation.

Stakeholders:



2) Option 1: Give his explanation to go soft disadvantage.

1) May escape from action by Commission

2) Collusion by employees - MIA - Kamal IAS may reap benefits

Crisis of conscience from values of Probity
Inaction against employees

Encourages red-tapism

2) Ignore the Commission & proceed firmly with
Disciplinary Action

Advantages

- 1) Uphold rule of law by
disciplinary action
- 2) Deterrent role for future
employees

Disadvantages

Against the legal statute of
the Commission
May entail disciplinary &
legal action against me.

3) Brief his higher-ups, seek directions & act
accordingly

- 1) Upholds subservience to
hierarchy
- 2) Onus upon seniors & colleagues
to protect the dignity of the
institution

May turn out that
Kamal lacks assertive &
incapacitance on his part.

May have to follow
senior's order

The best course of action according to me is to inform my superior and continue with the disciplinary proceedings by following due procedure of law. I will also send a written reply to the Commission of the happenings and place myself under Enquiry and ensure cooperation, as it upholds the rule of law and ensures devotion to my duty. Probity prevents crisis of conscience.

c) Reasons behind poor work culture include:

- 1) Red-tapism and corruption machinery
- 2) Lack of Accountability mechanisms & internal controls
- 3) "Chalta hai" Attitude of superior & supervisors.
- 4) Lack of punishment & deterrent measures.

Recommendatory measures include:

1) Stringent anti-corruption laws Eg: AML Act.

2) Audit & appraisal report of employees-360° (2nd ARC).

3) Integrity scoring patterns like in UK to be followed.

4) Surprise checks by flying squads.

Thus, training and capacity building ensures effective role Based governance of important positions & responsibilities.

(Don't Write anything
in this Area/ इस स्थान
पर कुछ न लिखें)

ForumIAS

Feedback
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Structure/ Presentation
Question Interpretation
Content
Value Addition
Total



Q.11) You are a Public Information Officer (PIO) at the home ministry. On a daily basis you receive several applications under the Right to Information (RTI) Act, 2005. On gathering the information for a particular query, you find that the information is related to some decisions which were taken by you. You took the decision in good faith, which appeared correct at the time of decision making. The immediate impact of your actions was in line with your expectations. However, in hindsight, the long-term impacts of the decisions were counterproductive, and the decision seems to be made with malafide intentions. There were other employees also who were party to this decision. The disclosure of the solicited information, may lead to disciplinary actions. There is a possibility that you and some of your colleagues, who were involved in the decision-making process, may also be punished. You know that a non-disclosure, delayed disclosure, part-disclosure or a camouflaged disclosure will lead to a lesser punishment or even no punishment at all. You are aware of several cases in your department where non-disclosures have virtually gone unnoticed. Moreover, concealing the information will also save you, your colleagues, and the department itself from huge embarrassment. You know that it is your lawful mandate to disclose complete information in a proper and timely manner. In your years of service, you have been a sincere, dedicated, honest, conscientious officer. However, this time, you are well aware that the complete disclosure of information may cause harm to not only your career but also that of your colleagues. Moreover, your colleagues are pressuring you to withhold the information. Further, you have recently taken a huge education loan to fund the college education of your son. As the sole breadwinner of the family, you shoulder the responsibility of catering to the needs of your elderly parents, which involves their recurring medical costs. In these circumstances, any disciplinary action against you may also negatively affect you and your family's financial well-being. Now, you are in a state of dilemma over your future course of action.

a) What are various ethical dilemmas in the above case study?

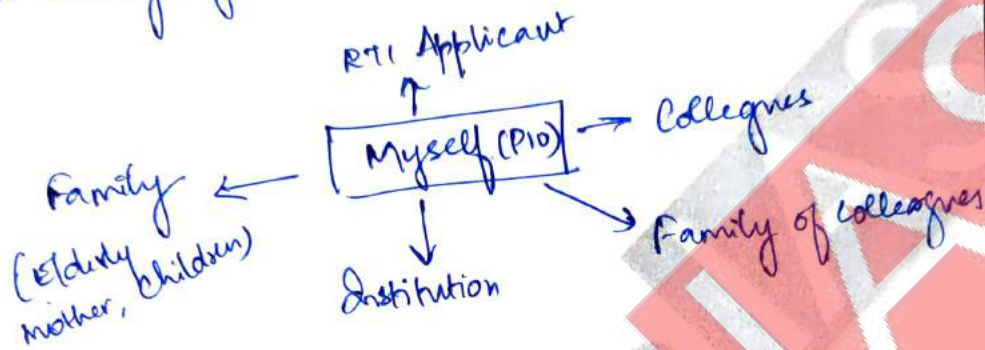
b) Evaluate the merits and demerits of various courses of action available to you. Also, which course of action will you choose and why? (20 marks, 250 words)

आप गृह मंत्रालय में जन सूचना अधिकारी (PIO) हैं। सूचना का अधिकार (RTI) अधिनियम, 2005 के तहत आपको दैनिक आधार पर कई आवेदन प्राप्त होते हैं। किसी विशेष प्रश्न के लिए जानकारी एकत्र करने पर, आप पाते हैं कि जानकारी आपके द्वारा लिए गए कुछ निर्णयों से संबंधित है। आपने नेकनीयती से निर्णय लिया, जो निर्णय लेने के समय सही लगा। आपके कार्यों का तत्काल प्रभाव आपकी अपेक्षाओं के अनुरूप था। हालांकि, अन्य दृष्टि में, निर्णयों के दीर्घकालिक प्रभाव प्रतिकूल थे, और निर्णय दुर्भावनापूर्ण इरादे से किया गया प्रतीत होता है। अन्य कर्मचारी भी थे जो इस निर्णय के पक्षकार थे। मांगी गई जानकारी के प्रकटीकरण से अनुशासनात्मक कार्रवाई हो सकती है। ऐसी संभावना है कि आप और आपके कुछ सहकर्मी, जो निर्णय लेने की प्रक्रिया में शामिल थे, को भी दंडित किया जा सकता है। आप जानते हैं कि एक गैर-प्रकटीकरण, विलंबित प्रकटीकरण, आंशिक-प्रकटीकरण या एक छलावरण प्रकटीकरण से कम सजा या यहां तक कि कोई सजा भी नहीं होगी। आप अपने विभाग में ऐसे कई मामलों से अवगत हैं जहां गैर-प्रकटीकरण पर किसी का ध्यान नहीं गया है। इसके अलावा, जानकारी छुपाने से आप, आपके सहकर्मी और स्वयं विभाग भी अधिक बदनामी से बचेंगे। आप जानते हैं कि उचित और समयबद्ध तरीके से पूरी जानकारी का खुलासा करना आपका कानूनी अधिकार है। अपनी सेवा के वर्षों में, आप एक ईमानदार, समर्पित, सत्यनिष्ठ, कर्तव्यनिष्ठ अधिकारी रहे हैं। हालांकि, इस बार, आप अच्छी तरह से जानते हैं कि जानकारी के पूर्ण प्रकटीकरण से न केवल आपके करियर को बल्कि आपके सहकर्मियों को भी नुकसान हो सकता है। इसके अलावा, आपके सहकर्मी आप पर जानकारी छिपाने का दबाव बना रहे हैं। इसके अलावा, आपने हाल ही में अपने बेटे की कॉलेज शिक्षा के लिए एक बड़ा शिक्षा ऋण लिया है। परिवार के एकमात्र कमाने वाले के रूप में, आप अपने बुजुर्ग माता-पिता की जरूरतों को पूरा करने की जिम्मेदारी उठाते हैं, जिसमें उनकी आवर्ती चिकित्सा लागत शामिल है। इन परिस्थितियों में, आपके खिलाफ कोई भी अनुशासनात्मक कार्रवाई आपको और आपके परिवार की वित्तीय स्थिति को नकारात्मक रूप से प्रभावित कर सकती है। अब, आप अपने भविष्य की कार्रवाई को लेकर दुविधा की स्थिति में हैं।

द्व उपरोक्त केस अध्ययन में विभिन्न नैतिक दुविधाएं क्या हैं?

b) आपके लिए उपलब्ध कार्यवाही के विभिन्न प्रारूपों के गुण और दोषों का मूल्यांकन कीजिए। इसके अलावा, आप कौन से कार्यवाही का विकल्प चुनेंगे और क्यों? (20 अंक, 250 शब्द)

The case study is an instance of retribution for actions done in good faith in daily governance & public service delivery.



Ethical dilemmas:

- 1) Disclosure of information vs Non disclosure.
- 2) Accountability vs Self interests
- 3) Common good vs Personal Good.
- 4) crisis of conscience of myself stuck in an ethical dilemma
- 5) Future of colleagues and family of colleagues
- 6) No element of dereliction of duty vs Negligence.
- 7) Previous precedents of being unnoticed.

8) Loopholes in the RTI Act to escape action.

Courses of Action here include:

Option 1: Do not disclose information

Advantages

1) Saves myself & colleagues from dept. action.

2) Lives of families & livelihood protected

Disadvantages.

Breach of trust imposed by RTI Act by applicant

Loss of trust & red-tapism of institution.

Option 2: Inform seniors & take order.

1) Might save myself from dept action

2) Experience may help me & other colleagues

Lack of assertiveness & incapacity on my part

crisis of conscience to follow orders

Option 3: Disclose Information & face action.

Advantages

- 1) Crisis of conscience resolved
- 2) Act followed in letter & spirit

Disadvantages

Might face dept. action.

Loss of reputation in
service & hatred of
employees may be caused

I will choose Option 3 as it adheres to strict moral values of Probity - Integrity, honesty & uprightness in governance.

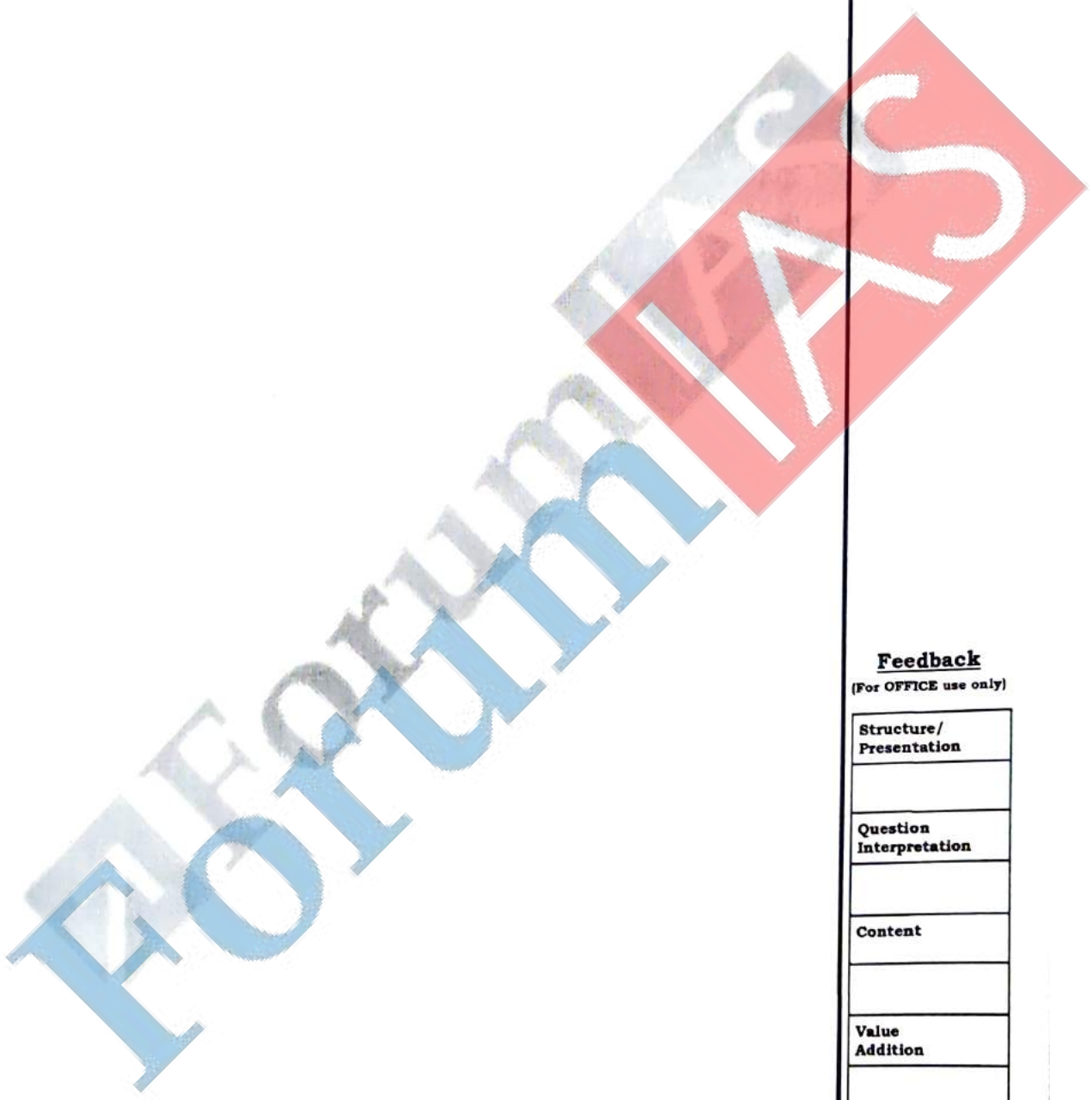
I will disclose information & inform my seniors that the concerned decisions were taken in good faith & no malafide (mens rea) to it.

As the primary decision maker, I will undertake responsibility to it and face departmental

action, without concealing any information.

My act of disclosure of information
voluntarily & accept of mistake (negligence)
acts as mitigating factors and hence, there is
a chance of acquittal of myself & colleagues
than risk concealment & live with a crisis of
conscience.

Thus, acts of probity, honesty, integrity
are ideal qualities in ensuring both
transparency in work & individual life.
(Public) (Private)



Feedback

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Structure/ Presentation
Question Interpretation
Content
Value Addition
Total

Q.12) Rohan was a new intern at ABC computers, a company that deals in assembling and sales of desktops. ABC computers is a leading company in its field, and it was a dream come true for Rohan to get an opportunity to intern at the company. Rohan is an ethical and upright person who does his duty with utmost sincerity and dedication. Rohan's hard work at ABC computers was well recognized and his superiors were satisfied with his performance. One day, Avinash, Rohan's team leader, gave him a file and instructed him to deliver it to Mr. Manoj, the General Manager of XYZ Chemicals, a Public Sector Unit (PSU). Avinash told Rohan that the contents of the file were confidential as it contained the company's quotation for a tender of 100 computers required by XYZ chemicals. Rohan felt encouraged that Avinash had chosen him for this important task. As instructed, Rohan reached the office of XYZ chemicals on time. While waiting for his turn to meet the General Manager, Rohan noticed the citizen's charter of the XYZ chemicals on the wall. Apart from explicit provisions for transparency and checking corruption, there was a dedicated section for grievance redressal in the citizen's charter. Rohan mentally appreciated the initiative of having a citizen's charter at public offices. On his turn, Rohan greeted Mr. Manoj and presented him with his company's quotations. Mr. Manoj looked visibly satisfied with the quotations, however, he asked Rohan as to what incentives were there for him personally, for approving the quotations. Rohan was shocked by this question, and before he could say anything, Mr. Manoj himself hinted that he expects 10% of the quotation value to be delivered to him, as a token of gratitude for approving the quotation of ABC computers over the quotations of other companies. A man of scruples, Rohan was offended at the proposition of Mr. Manoj, who was directly demanding a bribe for doing his stipulated duty. He requested Mr. Manoj to consider the quotations on their competitive merit, and to not embarrass him by demanding a bribe. Mr. Manoj asked Rohan to leave and also told him that his attitude may become a problem for him and his company in the future. Rohan felt harassed by the threats of Mr. Manoj. While leaving XYZ chemicals, Rohan remembered the grievance redressal section in the citizen's charter. He wrote a detailed application of complaint against Mr. Manoj on the letter head of ABC computers, and submitted it with the grievance redressal authority of XYZ chemicals.

On returning to his office, he apprised Avinash about all that transpired at XYZ chemicals. Rohan expected his company to initiate an official complaint against Mr. Manoj. However, he was shocked with the response of his company. Avinash blamed Rohan for spoiling the relations of the company with a long-time client. He also questioned Rohan's authority for writing a complaint on the company's letterhead without consulting his superior. He further belittled Rohan's actions by telling him that Mr. Manoj has always ensured that ABC computers got preferential treatment over its competitors. Furthermore, Avinash asked Rohan to apologise to Mr. Manoj, and take back his complaint. He also hinted that if he refused to comply, his internship in the company will be ended with immediate effect.

- What are the ethical issues involved in this case study?
 - Rohan considers you a wise person and seeks your advice. As a friend of Rohan, what advice will you give him under these circumstances?
 - What are the reasons for the acceptance of this kind of corruption? What steps can be taken to tackle the same?
- (25 marks, 250 words)

रोहन ABC कंप्यूटरों में एक नया प्रशिक्षु है, यह एक कंपनी है जो डेस्कटॉप के संयोजन और बिक्री का काम करती है। ABC कंप्यूटर अपने क्षेत्र में एक अग्रणी कंपनी है, और रोहन के लिए कंपनी में प्रवेश का अवसर प्राप्त करना एक सपने के सच होने जैसा था। रोहन एक नैतिक और ईमानदार व्यक्ति है जो अपने कर्तव्य को पूरी ईमानदारी और समर्पण के साथ करता है। ABC कंप्यूटरों में रोहन की कड़ी मेहनत को खूब सराहा गया और उसके वरिष्ठ अधिकारी उसके प्रदर्शन से संतुष्ट थे।

एक दिन, रोहन के टीम लीडर अविनाश ने उसे एक फाइल दी और उसे एक सार्वजनिक क्षेत्र की इकाई (PSU) XYZ केमिकल्स के महाप्रबंधक श्री मनोज को देने का निर्देश दिया। अविनाश ने रोहन को बताया कि फाइल की सामग्री गोपनीय है क्योंकि इसमें XYZ केमिकल्स के लिए आवश्यक 100 कंप्यूटरों की निविदा के लिए कंपनी का भाव विवरण है। रोहन ने उत्साहित महसूस किया कि अविनाश ने उसे इस महत्वपूर्ण कार्य के लिए चुना था। निर्देश के अनुसार रोहन समय पर XYZ केमिकल्स के ऑफिस पहुंच गया। महाप्रबंधक से मिलने के लिए अपनी बारी की प्रतीक्षा करते हुए, रोहन ने दीवार पर XYZ रसायनों के नागरिक चार्टर को देखा। पारदर्शिता और भ्रष्टाचार की जाँच के लिए स्पष्ट प्रावधानों के अलावा, नागरिक चार्टर में शिकायत निवारण के लिए एक समर्पित अनुभाग था। रोहन ने सार्वजनिक कार्यालयों में सिटीजन चार्टर होने की पहल की मानसिक रूप से सराहना की। अपनी बारी पर, रोहन ने श्री मनोज का अभिवादन किया और उन्हें अपनी कंपनी के भाव विवरण प्रस्तुत किए। श्री मनोज भाव विवरण से संतुष्ट दिख रहे थे, हालांकि, उन्होंने रोहन से पूछा कि भाव विवरण को मंजूरी देने के लिए व्यक्तिगत रूप से उनके लिए क्या प्रोत्साहन था। मनोज ने खुद संकेत दिया कि उन्हें उम्मीद है कि अन्य कंपनियों के भाव विवरण पर ABC कंप्यूटरों के भाव विवरण को मंजूरी देने के लिए कृतज्ञता के प्रतीक के रूप में भाव विवरण मूल्य का 10 प्रतिशत उन्हें दिया जाएगा। मिस्टर मनोज के प्रस्ताव पर रोहन नाराज था, जो सीधे तौर पर अपने निर्धारित कर्तव्य को करने के लिए रिश्त की मांग कर रहा था। उन्होंने श्री मनोज से उनकी प्रतिस्पर्धी योग्यता के आधार पर भाव विवरण पर विचार करने और रिश्त की मांग करके उन्हें शर्मिदा न करने का अनुरोध किया। श्री मनोज ने रोहन को जाने के लिए कहा और उसे यह भी बताया कि भविष्य में उसका रवैया उसके और उसकी कंपनी के लिए एक समस्या बन सकता है। श्री मनोज की धमकियों से रोहन परेशान महसूस कर रहा था। रोहन ने XYZ केमिकल छोड़ते समय सिटीजन चार्टर में शिकायत निवारण खंड को याद किया। उन्होंने ABC कंप्यूटर के लेटर हेड पर श्री मनोज के खिलाफ शिकायत का एक विस्तृत आवेदन लिखा, और इसे XYZ रसायनों के शिकायत निवारण प्राधिकरण के पास जमा कर दिया। अपने कार्यालय लौटने पर, उन्होंने अविनाश को XYZ केमिकल में होने वाली हर चीज से अवगत कराया। रोहन को उम्मीद थी कि उनकी कंपनी श्री मनोज के खिलाफ आधिकारिक शिकायत शुरू करेगी। हालांकि, वह अपनी कंपनी की प्रतिक्रिया से हैरान थे। अविनाश ने रोहन पर लंबे समय से क्लाइंट के साथ कंपनी के संबंध खराब करने का आरोप लगाया। उन्होंने कंपनी के लेटरहेड पर अपने वरिष्ठ से परामर्श किए बिना शिकायत लिखने के लिए रोहन के अधिकार पर भी सवाल उठाया। उन्होंने रोहन के कार्यों को और भी कम करके बताया कि श्री मनोज ने हमेशा यह सुनिश्चित किया है कि ABC कंप्यूटरों को अपने प्रतिस्पर्धियों पर अधिमान्य उपचार मिले। इसके अलावा, अविनाश ने रोहन से मिस्टर मनोज से माफी मांगने और उसकी शिकायत वापस लेने को कहा। उन्होंने यह भी संकेत दिया कि अगर उन्होंने अनुपालन करने से इनकार किया, तो कंपनी में उनकी उपस्थिति तत्काल प्रभाव से समाप्त कर दी जाएगी।

- a) इस केस अध्ययन में कौन से नैतिक मुद्दे शामिल हैं?
b) रोहन आपको एक बुद्धिमान व्यक्ति मानता है और आपकी सलाह लेता है। रोहन के मित्र होने के नाते इन परिस्थितियों में आप उसे क्या सलाह देंगे?
c) इस तरह के भ्रष्टाचार को स्वीकार करने के क्या कारण हैं? इससे निपटने के लिए क्या कदम उठाए जा सकते हैं?

(25 अंक, 250 शब्द)

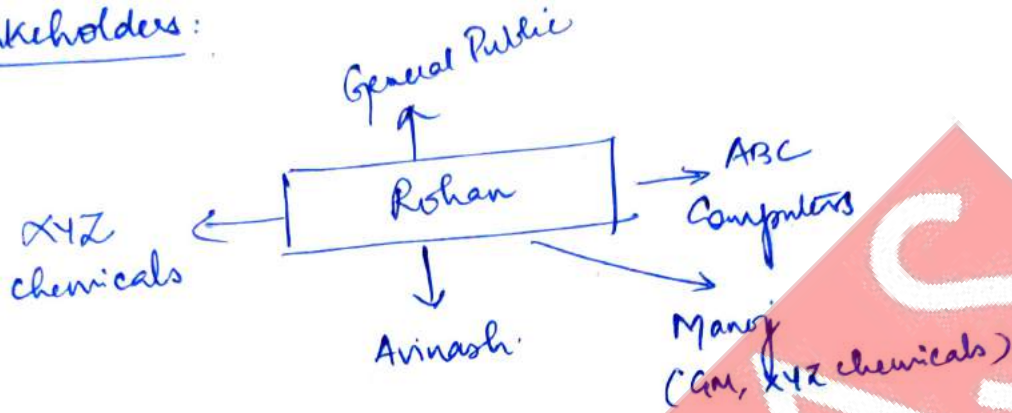
The above case is an instance of
corrupt practices in the corporate sector
and putting down a meritorious individual &
his morals.

UPSC

Candidate must adhere to the word limit specified in the question.
Any page or portion of the page left blank must be clearly struck off.

इस हार्शिय में प्रश्न संख्या लिखें।
Only write question number in this margin

Stakeholders:



A) Ethical Issues:

- 1) Personal Interests vs Professional Ethics of Rohan
- 2) Issues of corruption - Bribery & Nepotism in the institutions
- 3) Against corporate governance & ethics - loss of trust of shareholders
- 4) Crisis of conscience of Rohan
- 5) Effectiveness of Institutional safeguards against corruption
- 6) Complaint on Company letterpad by Rohan
- 7) Retribution by Manoj over Rohan.
- 8) Deontologic ethics - Means rather than ends of ABC & XYZ company

UPSC

Candidate must adhere to the word limit specified in the question.
Any page or portion of the page left blank must be clearly struck off.

- B) As a friend, I would advice Rohan to:
- Take the issue to the management of ABC. Computers about the incident & Manoj's actions.
 - If the company does not support, resign from the institute (if convincing does not work)
 - Send a detailed mail about the happenings & inform XYZ chemicals that you are not a part of the company (if resigning), but would raise the issue as a fellow citizen & former employee
 - If no action by XYZ chemicals, inform the Anti-Corruption Bureau & vigilance teams to take action (since XYZ is a PSU)
 - Adhere to strict principles of probity & seek internship at a different place where talent & morals are respected thus avoiding crisis of conscience
 - Hence, I would advise Rohan not to apologize or take back the complaint & proceed accordingly.

UPSC

Candidate must adhere to the word limit specified in the question.
Any page or portion of the page left blank must be clearly struck off.

Only write question number in this margin

c) Reasons for acceptance of Corruption:

- 1) Viewed as an incentive to prevent red-tapism
- 2) Hedonic Ethics: Acts of individual pleasure take premost precedence.
- 3) "Chalta hai" Attitude of employees
- 4) Lack of preventive vigilance & stringent measures
- 5) Lack of credits/incentives to honesty & probity in employees
- b) Danger to life & property of whistleblowers.
Eg: Satyendra Dubey in Golden Quadrilateral scam

Effective steps include:

- 1) Preventive vigilance by surprise checks, Flying Squads
- 2) Incentives like "Best Employee of the Year" Award
- 3) Ensuring Integrity Pacts & Reverse auctioning in tenders
- 4) e-Governance Portals & Platforms Eg: TN RESEVAI

UPSC

प्रश्न संख्या लिखें।

Only write question number in this margin.

Candidate must adhere to the word limit specified in the question.
Any page or portion of the page left blank must be clearly struck off.

उम्मीदवारों को इस हाशिए में नहीं लिखना चाहिए।

Candidates must not write on this margin.

5) Grievance redressal promptly through e-Portals
Eg: CPGRAMS

6) Legal Backing of Social Audit Eg: MGNREGA

7) Statutory status of Citizens Charter.

8) Effective anti-corruption laws Eg: Lokayukta

'Business without Ethics' was regarded.

as one of the Seven Deadly Sins by Mahatma.

Gandhi & thus, an effective deterrent to Corporate Governance.