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GENERAL STUDIES (TEST CODE : 860)

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Medium Hindi/Eng.	ENG	Registration Number	17524
Center	ORN	Date	8-8-2017

INDEX TABLE

Q. No.	Maximum Marks	Marks Obtained
1(a)	10	
1(b)	10	
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4(a)	10	
4(b)	10	
5(a)	10	
5(b)	10	
6	10	
7	10	
8	10	
9	20	
10	20	
11	20	
12	20	
13	20	
14	20	

Total Marks Obtained:

Remarks:

INSTRUCTIONS

- Do furnish the appropriate details in the answer sheet (viz. Name, Registration Number and Test Code).
उत्तर पुस्तिका में सूचनाएं भरना आवश्यक है (नाम, प्रश्न-पत्र कोड, विद्यार्थी क्रमांक आदि)।
- There are **FOURTEEN** questions printed in **ENGLISH & HINDI** इसमें चौदह प्रश्न हैं तथा अंग्रेजी और हिन्दी में छपे हैं।
- All questions are compulsory.
सभी प्रश्न अनिवार्य हैं।
- The number of marks carried by a question/part is indicated against it.
प्रत्येक प्रश्न/भाग के अंक उसके सामने दिए गए हैं।
- 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. No marks will be given for answers written in medium other than the authorized one.
प्रश्नों के उत्तर उसी माध्यम में लिखे जाने चाहिए जिसका उल्लेख आपके प्रवेश पत्र में किया गया है और उस माध्यम का स्पष्ट उल्लेख प्रश्न-सह-उत्तर (क्यूसीए) पुस्तिका के मुख्य पृष्ठ पर अंकित निर्दिष्ट स्थान पर किया जाना चाहिए। उल्लिखित माध्यम के अतिरिक्त अन्य किसी माध्यम में लिए गए उत्तर पर कोई अंक नहीं मिलेंगे।
- Word limit in questions, if specified, should be adhered to.
प्रश्नों में शब्द सीमा, जहाँ विनिर्दिष्ट है, का अनुसरण किया जाना चाहिए।
- Any page or portion of the page left blank in the Question-Cum-Answer Booklet must be clearly struck off.
उत्तर पुस्तिका में खाली छोड़ा हुआ पृष्ठ या उसके अंश को स्पष्ट रूप से काटा जाना चाहिए।

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EVALUATION INDICATORS

1. Alignment Competence
2. Context Competence
3. Content Competence
4. Language Competence
5. Introduction Competence
6. Structure - Presentation Competence
7. Conclusion Competence

Overall Macro Comments / feedback / suggestions on Answer Booklet:

1.

2.

3.

4.

5.

6.

All the Best

Answer the following questions in not more than 150 words each:

1. (a) Marketing has become a crucial link in the success of a business. With suitable examples, discuss the ethical issues involved in marketing of a product or service. How can these issues be resolved? 10

किसी व्यवसाय की सफलता में विपणन (मार्केटिंग) एक महत्वपूर्ण कड़ी बन गया है। उचित उदाहरणों सहित किसी उत्पाद या सेवा के विपणन में निहित नैतिक मुद्दों की चर्चा कीजिए। इन मुद्दों का समाधान किस प्रकार किया जा सकता है?

Marketing is the most effective strategy to improve the sale of products and thus crucial to a business.

Since marketing has emerged as directly competitive process where competing firms fight for common space, there have arisen certain ethical issues -

- (a) False advertising - depicting a product to fare better than it actually is
- (b) Shaming competitors - rather than one's own product being promoted, companies indulge in shaming others' products
- (c) Marketing presents an ethical dilemma between personal values and professional values for persons engaged in marketing.

eg. A marketing professional may not like the product which he has to sell, and even in such circumstances, he has to resort to focus on

- ↳ either the efficacy of product alone
- ↳ or ~~lie~~ lying that he has used the product and likes it

In present competitive scenario, such occurrences have become increasingly common and can be resolved by

- Code for ethical marketing
- Keeping one's personal preferences aligned to work ethics as far as possible
- fair marketing practices to be enforced strictly by regulators such as Competition Commission of India.

1. (b) Value education empowers a person to confront the myriad challenges of contemporary Indian society. Discuss. 10

मूल्य आधारित शिक्षा किसी व्यक्ति को समकालीन भारतीय समाज की अनगिनत चुनौतियों का सामना करने में सक्षम बनाती है। चर्चा कीजिए।

Values are certain principles which provide a ready guidance for judgement of an action as right or wrong.

Value education is imparting the core values of Indian society to a person which enable him to be morally upright in times of ethical crisis, and an ethical person in day to day behaviour.

Values such as respecting elders, telling truth, not stealing, love and compassion towards others help in establishing a fair and just society which respects the rights of individuals and establishes harmony in the society.

Constitutional values of secularism, democracy, fraternity, unity and

integrity help in effective judgement and application in certain circumstances where conflict may arise.

The contemporary Indian society is a mix of various cultures, with influence of modern and western ideas, thus making it even more in need of value education, so that people as a whole do not forget their core values. e.g. Value of respect for women can help in preventing increasing crime against women.

2. (a) Ethics is the first line of defence against corruption while law enforcement is remedial and reactive. Examine the statement with suitable examples. 10

नैतिकता, भ्रष्टाचार के विरुद्ध पहली रक्षा पंक्ति है, जबकि कानून का प्रवर्तन उपचारात्मक एवं प्रतिक्रियात्मक है। उचित उदाहरणों के साथ उक्त कथन का परीक्षण कीजिए।

Corruption has its genesis in behaviour which deviates from established standards of the society. Such a behaviour can be managed and minimised by application of ethical principles, moral education, value based judgement etc.

Law enforcement can only have deterrent effect for events of corruption in future. Thus it is remedial, and can only come into action once an act of corruption is done, thus reactive.

Ethics on the other works prior to law enforcement because it comes into play as soon as 'thought' of corruption arrives, and does not require the actual act to have taken place.

Thus by analysis of the very thought, which might lead to corruption, ethics provide first line of defence.

Example - An offer of bribe, if rejected because the public servant is ethical, cuts the very genesis of corruption.

Alternatively, if the bribe is accepted or demanded, and then a complaint is made, the law enforcement will 'react' to the complaint to provide a redressal.

Another example can be that ethics only can erase even the thought of corruption by introducing virtuous behaviours in a person. Law enforcement can, although stop corruption out of fear, but not from the ~~virtue~~ virtue and thought.

2. (b) Discuss the influence that parents have on values of their children and the role they can play in transmitting good values and resisting negative influences. Why is it that, at times, the values of children differ from that of their parents? 10

अपने बच्चों के मूल्यों पर माता-पिता के प्रभावों एवं अच्छे मूल्यों का संचार करने एवं नकारात्मक प्रभावों का प्रतिरोध करने में माता-पिता द्वारा निभायी जा सकने वाली भूमिका की चर्चा कीजिए। ऐसा क्यों होता है कि कभी-कभी बच्चों के मूल्य (मान्यताएं), उनके माता-पिता के मूल्यों से भिन्न होते हैं?

Parents are the first step in socialisation of children. The values imparted by parents are most influential because of following

- Family is basic unit of society
- During childhood, parents are the only judge of right & wrong for the children

Role of parents.

- ↳ Attentive parents can impart good and moral values which can create a strong value frame for the child.
- ↳ Determining certain values as most revered, for example, respecting elders not telling a lie etc can infuse a good moral character of the child.

↳ Forbidding certain things at childhood stage leads to better child rearing
eg. A thief says that when I stole 5 rupees in my childhood, my mother instead of scolding me, appreciated me, thus leading to me being a thief today.

However, there might be a difference in values of parents and children because of

- ↳ Socialization of parents and children occurs in different settings
- ↳ Overall change in society over a period of a generation, thus making children more receptive of newer values
- ↳ Generational + Communication Gap can cause the values not to be instilled in similar manner as parents

Although different, the values of children have their origin in the values imparted in them at a younger age.

3. (a) What does 'public service' means to you? Describe the various ways in which one can serve the public. Does one necessarily serve the public better by entering the civil services? Justify your stand. 10

आपकी दृष्टि में 'लोक सेवा' का क्या अर्थ है? उन विभिन्न तरीकों का वर्णन कीजिए जिससे कोई व्यक्ति लोक सेवा कर सकता है। क्या कोई व्यक्ति सिविल सेवाओं में प्रवेश कर अनिवार्य रूप से बेहतर लोक सेवा करता है? अपने दृष्टिकोण का औचित्य सिद्ध कीजिए।

Gandhiji said that meaning of life is to lose yourself in the service of others. Public service ^{or} service of others is helping those in need to the best of your abilities. The needs can vary from basic needs of food & shelter to higher needs of luxury or spirituality. Every person, with considerations for others is doing a public service.

Ways to serve public

- ↳ As an administrator or part of government, by providing the public effective admin.
- ↳ As part of civil society - by supporting and standing with people in need whether of a community e.g. peasants or society as a whole e.g. environment.

NGOs and Pressure groups come in this domain.

↳ Being a service provider,
making lives easier → e.g.
banking professionals.

↳ As a citizen - just by helping people
in need around you.

To serve public, entering civil services is one of the many ways, but can be 'better' means of serving public depending on individual capacities. For example, A person with administrative and leadership qualities can serve better as a civil servant, while someone with good business acumen can serve better by being an entrepreneur.

3. (b) What do you understand by 'civic virtue' in public life? What are the challenges in practising it in today's time? How can these challenges be overcome? 10

सार्वजनिक जीवन में 'नागरिक सदगुण' (सिविक वर्चू) से आप क्या समझते हैं? वर्तमान समय में इनका अनुसरण करने में आने वाली चुनौतियाँ क्या हैं? इन चुनौतियों से पर कैसे विजय प्राप्त की जा सकती है?

4. (a) The lives of great leaders inspire us in many ways. Which leader has had a lasting impact on you and in what way? Mention one outstanding value that you have imbibed from him/her and its importance to being a civil servant. 10
- महान व्यक्तित्व (ग्रेट लीडर्स) का जीवन हमें अनेकों प्रकार से प्रेरित करते हैं। आपके ऊपर किस व्यक्तित्व का चिरस्थायी प्रभाव पड़ा है और किस प्रकार? आपके द्वारा उस व्यक्तित्व से आत्मसात किए गए एक उत्कृष्ट गुण एवं एक सिविल सेवक होने में उसके महत्व का उल्लेख कीजिए।

Leaders become leaders through a life full of struggles, hardships & exemplary work, thus are a constant source of inspiration.

Learnings from lives of leaders can impact a person's life to a great extent as impacted by Mahatama Gandhi on my life.

Gandhi's ideals of truth, selfless service, being kind and benevolent has impacted me profoundly. His talisman for a situation of self doubt is extremely helpful in dealing with day to day actions. His teachings provide meaning to my actions making them more effective. Among many values, his compassion for

people has influenced me most. Compassion integrates sympathy with action. Thus, as a civil servant, compassion enables one to be a part of problem solving in a way that considers the emotional aspects and connect with the people. Everyday ills around us which generate a sense of sympathy can be tackled better if Compassion as a value is imbibed as a civil servant. It will also ~~break~~ fill the divide between general public and civil servants.

4. (b) Governance is the vital link in our quest for prosperity and equity. What should be the key elements of ethical governance to eliminate corruption and bureaucratic delays? Examine. 10

समृद्धि एवं समता की दिशा में हमारे प्रयासों में गवर्नेंस (शासन) एक महत्वपूर्ण कड़ी है। भ्रष्टाचार एवं नौकरशाही के कारण होने वाले विलम्बों को समाप्त करने के लिए नैतिक शासन के महत्वपूर्ण तत्व क्या होने चाहिए? परीक्षण कीजिए।

Governance provides an able structure with adequate and equal opportunities for betterment of lives. But mere 'governance' does not ensure prosperity and equity. For governance to be effective, ethical considerations are necessary. For ethical governance and removal of corruption and bureaucratic delays, certain elements are required

- (1) Dedication to public service, so as to make bureaucracy more concerned of the society
- (2) Moral education, as imparting morals can lead to high levels of integrity in public servants.

(3) Code of ethics - For civil servants, a code of ethics to guide them in times of ethical crisis. The present Code of Conduct (Civil Service Conduct Rules) is not holistic in approach and deals with conduct in specific circumstances only.

(4) Values of Integrity, Honesty, Objectivity and Transparency - acting both as a guidance and source for ethical governance.

5. (a) Has excessive profit seeking by corporates undermined the trust of public in the private sector? Giving examples, examine the reasons for failure of corporate governance in India. 10

क्या कॉर्पोरेट्स की अत्यधिक लाभ प्राप्त करने की इच्छा ने निजी क्षेत्र में जनता के विश्वास को कमजोर किया है? उदाहरण प्रस्तुत करते हुए, भारत में कॉर्पोरेट शासन की विफलता के कारणों का परीक्षण कीजिए।

Corporate Governance based on profit maximisation has eroded public trust in corporates to some extent. They are viewed in purely business terms whose objective is merely profit with little regard to society. This is in contrast to govt which is viewed as vehicle for public welfare.

The erosion of trust has led to failure of corporate governance in India.

Reasons for failure.

- (1) Poor business ethics of private sector
- (2) Declining role of morale & moral standards in private sphere
- (3) Increasing competition and economic insecurities.

- (4) Incidents where few individuals, for vested interests, undermine ethical action.
e.g. Satyam - artificially inflated share prices for personal gain of few.
- (5) Profit as the only motive in essential services such as health by private sector e.g. denying entry to critically ill or delaying operations till hospital bill is submitted, even in extreme cases.

Although, with adequate awareness and education on business ethics coupled with moral values, private sector's image can be changed. Corporate Social Responsibility is also an effective tool in this context.

5. (b) Income inequality, resource mismanagement and health hazards are some of the negative consequences of globalization. In this context, what are some of the ethical dilemmas that civil servants face today? How has the approach to handling these undergone a change? 10

आय असमानता, संसाधनों का कुप्रबंधन एवं स्वास्थ्य संबंधी खतरे वैश्वीकरण के कुछ नकारात्मक परिणाम हैं। इस संदर्भ में, सिविल सेवकों द्वारा वर्तमान में सामना की जाने वाली कुछ नैतिक दुविधाएँ क्या हैं? इनसे निपटने के लिए अपनाए जानेवाले दृष्टिकोण में किस प्रकार परिवर्तन हुआ है?

Globalisation has led to fusion of hitherto isolated economic spheres. It has led to income inequality, social ills and health hazards as negative effects. Thus civil servants face certain dilemmas

↳ Growth vs Inclusive growth

i.e. providing one person resource to create more value, or many persons who'll create lesser value as a whole

Earlier, public welfare was sole priority with closed economy and govt monopoly on many sectors. Today, civil servants keep a balance between growth and inclusive growth. Earlier the focus was growth, now with increasing inequalities

inclusive growth takes the priority.

↳ Health hazards such as lifestyle diseases becoming more common, even in people with less resources, thus, increased responsibility of civil servants.

Although they are aided with better technologies for their control.

↳ Resources are increasingly becoming a cause for conflict since resource ~~mismatch~~ mismanagement and resource crunch has led to increased conflict and distress among larger ~~section~~ section of society.

6. Discuss the role and importance of independent directors for corporate governance. 10

कार्पोरेट गवर्नेंस में स्वतंत्र निदेशकों की भूमिका एवं महत्व पर चर्चा कीजिए।

Corporate Governance is doing business to maximise shareholder interest with fairness to society as a whole. A company is governed through a Board of Directors, appointed by shareholders, who in turn appoint the management. ~~These~~ Independent directors are those without any stake in the company and whose priority is to ensure the company mgmt is fair and ethical in its practices. Independent directors see to it that the company is run with proper rules and regulations and follows the correct approach of corporate governance. The concept of independent directors rely on the fact, that they do not have any interest in the profit maximisation of

the company, thus will be neutral while managing its affairs and will be looking for interest of not only shareholders, but all other stakeholders such as employees, labour unions, government, customers and consumers, and public at large. To ensure this, the Companies Act, 2013 makes at least half of the directors mandatorily to be independent directors.

7. Is there a conflict between morality and freedom? Discuss with reference to Kant's views on categorical imperative. 10

क्या नैतिकता एवं स्वतंत्रता के बीच कोई संघर्ष है? निरपेक्ष आदेश (categorical imperative) पर कांट के विचारों के संदर्भ में चर्चा कीजिए।

8. "Since at the beginning and end of our lives we are so dependent on other's kindness, how can it be that in the middle we neglect the kindness towards others?" - The Dalai Lama. Bring out what you understand by this quote and discuss its relevance in the Indian society. 10

"जब हम अपने जीवन के प्रारम्भ एवं अंतिम अवधि में दूसरों की दयालुता/करुणा पर बहुत अधिक निर्भर रहते हैं, तो जीवन के मध्यावधि में हम दूसरों के प्रति दयालुता/करुणा की उपेक्षा कैसे कर सकते हैं?" - दलाई लामा। स्पष्ट कीजिए कि इस उद्धरण से आप क्या समझते हैं और भारतीय समाज में इसकी प्रासंगिकता की चर्चा कीजिए।

The Dalai Lama, in this statement is emphasising the self-centric and hypocritic approach of humans, which is revealed if there is lack of values and ethical behaviour.

During childhood and old age, we remain dependent on those who are able for even our basic needs such as eating food or daily hygiene. But, while we are in working age, our only priority is work with economic benefit as our only goal, thus forgetting values such as kindness. While as a child or old person, we have help solely on kindness basis and not

out of economic motives of those who help us.

In present context, the Indian society is placed at a point where in coming years, the older population is going to increase. Thus, those who are helping today are going to need help tomorrow. In such a scenario, reciprocity, kindness and love & compassion are greatly required as moral values to be inculcated in today's children.

In the following questions, carefully study the cases presented and then answer the questions that follow (in around 250 words):

9. You, a reporter currently working as an intern, accompanied a small group of reporters to a political event organized by the ruling party's state unit. The party was followed by dinner where you were also asked to join. Here, you noticed that alcohol was being served to some members of the ruling party. Consumption of alcohol had been declared illegal in the state a few months ago and the ban is being enforced strictly across the state. The other reporters in your group ignored the issue and asked you to ignore it as well. However, it was clear to you that the law was not being followed.

(a) Identify the issues involved in this scenario.

(b) What are your duties in such a scenario?

(c) What course of action would you follow and why?

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आप एक प्रशिक्षु संवाददाता (रिपोर्टर) के रूप में, सत्ताधारी दल की राज्य इकाई द्वारा आयोजित एक राजनीतिक कार्यक्रम में संवाददाताओं के एक छोटे से समूह के साथ गए हैं। कार्यक्रम के बाद रात्रि-भोजन में आपसे सम्मिलित होने के लिए कहा गया। रात्रि-भोजन के दौरान आपने ध्यान दिया कि सत्ताधारी दल के कुछ सदस्यों को शराब परोसी जा रही थी। उस राज्य में कुछ महीनों पहले शराब के सेवन को अवैध घोषित किया गया था और पूरे राज्य में कठोरतापूर्वक इस पर प्रतिबन्ध लगाया जा रहा है। आपके समूह के अन्य संवाददाताओं ने इस मुद्दे को अनदेखा किया और आपको भी इसे अनदेखा करने के लिए कहा। हालांकि, आपको यह स्पष्ट रूप से ज्ञात था कि कानून का पालन नहीं किया जा रहा था।

(a) इस परिदृश्य से जुड़े मुद्दों की पहचान कीजिए।

(b) इस परिदृश्य में आपके कर्तव्य क्या हैं?

(c) आप क्या कदम उठाएंगे और क्यों?

As an intern reporters, in this case I find myself amid certain issues -

(1) Violation of law in my presence -

If I am not part of the solution i.e. I do not report the issue, I become a party to the crime, whether I drink alcohol or not.

- (2) Dereliction of duty by fellow journalists will put me into an ethical dilemma of whether to listen to seniors or do my duty.
- (3) Serving alcohol, in the ruling party's event sends a message that the govt itself is not serious in the implementation of the law.

Finding a situation which is illegal and unethical calls for following certain duties such as

- Responsibility towards job
- Ethical journalism
- Observing and following law
- Duty to be a responsible citizen
- Being watchful, objective and honest in reporting the matter
- Unbiased action
- Persuasion of seniors accompanying me

Course of action → will be guided by morals and values - with upholding law being a core value.

First, I will approach my seniors again to persuade them to report it at the spot. If unsuccessful, I will file a report in my office to my seniors with complete details of the incident and a request to publish. If it is still not published, as a responsible citizen, I will file report the matter to law enforcement.

If I am successful in persuading my seniors at the spot, I will approach the organisers of the party stating to them that serving alcohol is illegal & should be stopped. Not only will it lead to punishment, but also bad publicity for the newly enforced law.

10. You are posted as the Sub-Divisional Magistrate (SDM) in a district. As the SDM it is your responsibility to conduct interviews and select a candidate for the post of an ASHA worker in the district. On the day you are conducting the interviews, you are approached by the MLA of the local constituency who asks you to choose a particular lady for this position by overlooking the other candidates. On checking her documents you find that she is eligible in all respects. The MLA implores that she should be given the post on compassionate grounds as her husband was a soldier who was martyred in a war. Some of the options to handle the situation could be as follows:

- (a) Ignore the MLA and proceed with the process of selection.
- (b) Speak to your superior and seek his guidance on the matter.
- (c) Appoint the lady to the post as it is a compassionate appointment.

Also suggest other possible options.

Evaluate each of these options and suggest the best course of action, giving reasons for it.

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आप एक जिले में सब-डिविजनील मजिस्ट्रेट (SDM) के पद पर नियुक्त हैं। SDM के रूप में, जिले में आशा (ASHA) कार्यकर्ता के पद हेतु साक्षात्कार आयोजित करना एवं उम्मीदवार का चयन करना आपकी जिम्मेदारी है। जिस दिन आप साक्षात्कार ले रहे हैं, उसी दिन आपके पास स्थानीय निर्वाचन क्षेत्र के एक विधायक (MLA) आते हैं और आपसे अन्य उम्मीदवारों की उपेक्षा कर, इस पद के लिए एक विशिष्ट महिला का चयन करने के लिए कहते हैं। उसके दस्तावेजों की जांच करने से आपको ज्ञात होता है कि वह सभी दृष्टियों से पात्र है। विधायक का निवेदन है कि उस महिला को अनुकंपा के आधार पर यह पद दिया जाना चाहिए क्योंकि उसका पति सैनिक था जो युद्ध में शहीद हुआ था। इस स्थिति से निपटने के लिए कुछ विकल्प इस प्रकार हो सकते हैं:

- (a) विधायक की अनदेखी की जाए और चयन प्रक्रिया को आगे बढ़ाया जाए।
- (b) अपने वरीय (वरिष्ठ) अधिकारी से कहा जाए और मामले पर उनका मार्गदर्शन मांगा जाए।
- (c) महिला को उक्त पद पर नियुक्त कर दिया जाए क्योंकि यह नियुक्ति अनुकंपा के आधार पर है।

अन्य संभावित विकल्पों का सुझाव भी दीजिए।

इनमें से प्रत्येक विकल्प का मूल्यांकन कीजिए एवं कारण बताते हुए सर्वोत्तम कार्यवाही का सुझाव दीजिए।

As a public servant, doing my duty
with integrity will be my prime
approach. In this case, I face an

ethical concern - as, even if I appoint the lady on adequate grounds, still it can be seen as under the influence of MLA.

Analysis of available options

(a) Ignore the MLA and proceed with selection

Merits → Full display of honesty & integrity
→ Fair to other applicants for the position

Demerits → Conflict with MLA may harm the cooperation of political executive and bureaucracy in my district.

→ The lady not getting job will be hardship for her as she is a widow of martyr.

(b) Guidance from Seniors

Merits → Possibility of sound advice

Demerits → Delegation of your own duty (responsibility)
→ Might be another influence, apart from MLA.

→ shows my inefficiency to handle a small ethical concern.

(c) Appointing the lady

Merits → Good rapport with MLA
Benefit for that lady

Demerits → Unfair administration
Due process not followed
Rights of other applicants not upheld.

Other possible options.

(d) Talk to the MLA regarding appointment process and need for making it fair

(e) Search for government programmes for welfare of martyrs' widows and ask the lady to get help from those.

(f)

Best course of action -

Speak to the MLA clarifying to him that you'll treat the lady as any other eligible applicant for the process. Even if she fairly secures the job, it becomes your duty to show that not only what you did was impartial but without any political influence. For this, marks and weightage given to certain parameters can also be released in public domain.

If she is not selected, then best course of action will be to make her aware of other schemes of which she can take benefit of.

By following above course of action, I can be ethical in administration since the appointment will be fair and just.

Also, I can ensure the welfare of the lady even if she is not selected.

11. You are officer-in-charge of a very important railway junction, which is an artery of trade and commerce. A peasant disturbance has been brewing in your district for the past few weeks. Their discussions with the political and district leadership has borne no fruit and it has come to the stage that now they are protesting by organizing a sit-in on the railway tracks near the station. They have thereby succeeded in blocking movement of all trains. This disruption is causing significant harassment for the passengers waiting at the platform as well.

(a) What will be your course of immediate action?

(b) How can emotional intelligence act as a tool in handling this issue?

(c) What steps will you take so that such incidents are not repeated in the future?

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आप एक अति महत्वपूर्ण रेलवे जंक्शन के प्रभारी अधिकारी हैं। यह रेलवे जंक्शन व्यापार और वाणिज्य का एक मार्ग है। आपके जिले में पिछले कुछ सप्ताह से कृषक-अशांति की परिस्थितियाँ बनती जा रही हैं। राजनीतिक और जिले के (स्थानीय) नेताओं के साथ किसानों की वार्ता का कोई परिणाम नहीं निकला है और यह अशांति एक ऐसी अवस्था में पहुँच गई है कि अब वे स्टेशन के निकट रेल की पटरियों पर धरने का आयोजन कर विरोध प्रदर्शन कर रहे हैं। इस प्रकार वे सभी ट्रेनों के संचालन को बाधित करने में सफल हो गए हैं। इस व्यवधान के कारण प्लेटफार्म पर प्रतीक्षारत यात्रियों को भी काफी परेशानी का सामना करना पड़ रहा है।

(a) आपकी तात्कालिक कार्यवाही क्या होगी?

(b) भावनात्मक बुद्धिमत्ता इस मुद्दे से निपटने हेतु एक साधन का कार्य कैसे कर सकती है?

(c) भविष्य में ऐसी घटनाओं की पुनरावृत्ति रोकने के लिए आप कौन-से कदम उठाएंगे?

The above case presents a scenario where the peasants are holding the railway junction as a bargain strategy for fulfilling their requests. It also shows expression of anger and frustration on part of farmers.

Immediation action . requires me to act with rational and emotional attitude

in an appropriate measure.

Immediate Action - Go to the site with appropriate police force (to ensure prevention of any violence and disturbance), and counsel the leaders of the agitation by providing them immediate relief

- ↳ Representing their demands before State Admin.

- ↳ Provide counseling for legal routes for their distress

- ↳ Giving them assurance of taking their demands to higher authorities in lieu of vacating the area.

Alongwith this, adequate food & water and resting measures for passengers at platform, diversion of certain trains to other routes.

Emotional intelligence is an important tool for handling such issues which are outcome of brewing public distrust.

Being emotional about the situation can lead to either the situation deteriorating (outright removal of peasants using force) or there being no result. Here, emotional attitude should be mixed with rational approach of problem solving, which takes into account the emotional considerations of people.

Steps to prevent such incidents.

- ↳ If economically viable, block access (fencing, wall, security presence) at such an important junction of trade
- ↳ Request the District Admin to ~~consult~~ cooperate in case such an issue starts to boil.
- ↳ Awareness in peasants and ~~others~~ also general public regarding how the rail route is lifeline to economy of their area, thus blocking it is hurting them only in the longer run.

12. You are representing India in an international bidding for oil exploration in a country. Other, richer countries are also bidding for the project. You are sure that your bid of exploration is better as well as cheaper than that of others, and that you will definitely win the bid. A day before the auction, you come to know that other countries are employing every means, including bribing the authorities for being successful. Some of the officials of the home country have also contacted you and made some demands in exchange for assurance of India winning the bid. You are aware of the criticality of this bid in terms of domestic economic and strategic implications. Based on above information, answer the following questions.

(a) Specify the ethical dilemma(s) that you face in this situation.

(b) Do ethical concerns really matter in international transactions or are they secondary to domestic interests?

(c) What will be your course of action in the above situation? Justify with merits and demerits.

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आप एक देश में तेल का अन्वेषण करने के लिए लगाई जाने वाली अंतर्राष्ट्रीय बोली (नीलामी) में भारत का प्रतिनिधित्व कर रहे हैं। इस परियोजना के लिए अन्य धनी देश भी बोली लगा रहे हैं। आप सुनिश्चित हैं कि तेल अन्वेषण के लिए आपकी बोली अन्यो से बेहतर और साथ ही सस्ती भी है और यह कि निश्चित ही आप बोली जीत लेंगे। नीलामी से एक दिन पूर्व आपको ज्ञात होता है कि अन्य देश सफल होने के लिए अधिकारियों को रिश्वत देने समेत सारे तरीके अपना रहे हैं। उस (गृह) देश के कुछ अधिकारियों ने भी आपसे संपर्क किया है और भारत को इस बोली में विजय प्राप्त कराने का आश्वासन देने के बदले कुछ मांगें रखी हैं। आप घरेलू आर्थिक एवं रणनीतिक निहितार्थों की दृष्टि से इस बोली के महत्व से अवगत हैं। उपर्युक्त सूचना के आधार पर निम्नलिखित प्रश्नों के उत्तर दीजिए।

(a) निर्दिष्ट कीजिए कि इस स्थिति में आप किस/किन नैतिक दुविधा/दुविधाओं का सामना करते हैं।

(b) क्या अंतर्राष्ट्रीय लेन-देन में नैतिक चिंताएँ सचमुच मायने रखती हैं या वे घरेलू हितों की तुलना में गौण (द्वितीयक) हैं?

(c) उपर्युक्त स्थिति में आपकी कार्यवाही क्या होगी? गुणों और अवगुणों सहित उसका औचित्य सिद्ध कीजिए।

Ethical dilemmas are the construct of
conflicting principles in a particular
scenario. Here the ethical dilemmas
include -

(1) Honesty vs Benefit of country

whether to prefer the benefit of your country by bribing the officials responsible for exploration bid, or be moral and honest, not resorting to bribing, even at the cost of the economic & strategic loss possibility.

(2) Classic duty based and consequence based dilemma - whether ends can justify means.

(3) Personal integrity vs Public good - whether integrity to be sacrificed or not if the larger national interest is fulfilled.

Ethical concerns matter in international transactions as they create an upright perception regarding a country's image.

Being unethical at a stage for short term gains will erode the image of the country in the long run - thus

diluting its strategic advantage and soft power. For example, in this case if a country earns the exploration by bribing, it is highly possible that they will cause harm to the other country for their vested interests. Such a case demands upright and ethical behaviour.

Course of Action.

- Convince the officials by emphasising that India's bid is cheaper and better, thus in overall interest of that country.
- Making the argument that a bid won by bribing will be detrimental to their interest as there is further scope of unethical practice by such a country - which can be against their interests as well.
- If unsuccessful, approach the head of the exploration project and making

him aware of the same considerations .
There is high possibility that the
demand for bribe were made by
officials with vested interests , and
the issue can be resolved by approaching
the head .

If there is no resolution , two options
are there → approaching the Foreign
Affairs Ministry for
timely intervention ,
→ ensuring that the issue
is raised at higher
diplomatic levels

By following the above course of action,
I can try to make my case more
effectively, not resort to bribing so
that India's image is not lowered ,
and also keep seniors and External Affairs
Ministry in loop , thus increasing
chances of adequate action .

13. You are the CEO of a film production company, which has not been doing well financially for some time. Your company is now relying on its forthcoming movie, which is about to be released shortly. The movie has a cast of reliable actors and even before its release, trade pundits have predicted that the movie will be a hit.

However, you face a conundrum as one of the actors in the movie is a citizen of a neighbouring country with which relations have been disturbed and a war like situation exists. While the political atmosphere was different when the movie was being filmed, now there is a widespread public demand, with a local political party at the forefront, for replacing the actor from the movie or a ban on the release of the movie itself, if the actor is not replaced.

While you are aware of the mood of the nation and the public repercussions of releasing the movie in its present form, you also know that it is not feasible to replace him at this stage as he has a substantial role in the movie. There is also a section in the film fraternity that does not want you to compromise in the wake of threat by the local party as it compromises freedom of speech and expression as well as artistic creativity.

(a) What are the options available to you?

(b) Evaluate each of the options and state their merits and demerits.

(c) What course of action would you take and why?

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आप एक फिल्म निर्माण कम्पनी में मुख्य कार्यकारी अधिकारी (CEO) हैं। यह कम्पनी कुछ समय से वित्तीय रूप से अच्छा प्रदर्शन नहीं कर रही है। आपकी कम्पनी अब अपनी आगामी फिल्म पर निर्भर है। यह फिल्म शीघ्र ही रिलीज (प्रदर्शित) होने वाली है। इस फिल्म में विश्वसनीय अभिनेताओं को लिया गया है। इस फिल्म के रिलीज होने के पूर्व ही व्यापार-पंडितों ने अनुमान लगा लिया है कि यह फिल्म हिट होगी।

हालांकि, आप एक विचित्र परिस्थिति का सामना कर रहे हैं, क्योंकि फिल्म में सम्मिलित एक अभिनेता एक ऐसे पड़ोसी देश का नागरिक है जिसके साथ संबंध बिगड़ गए हैं और युद्ध जैसी स्थिति बनी हुयी है। हालांकि जब फिल्म को फिल्माया जा रहा था तब राजनीतिक माहौल भिन्न था। अब स्थानीय राजनीतिक पार्टी के नेतृत्व में, उस अभिनेता को प्रतिस्थापित करने या अभिनेता को प्रतिस्थापित न करने पर फिल्म रिलीज होने पर ही प्रतिबंध लगाये जाने के संबंध में जनता में व्यापक स्तर पर मांग उठ रही है।

अब जबकि आप देश की मनोदशा एवं फिल्म को उसके वर्तमान स्वरूप में जारी करने से जनता में होने वाली प्रतिक्रियाओं से अवगत हैं, किन्तु साथ ही आप यह भी जानते हैं कि फिल्म की इस अवस्था में उस अभिनेता को प्रतिस्थापित करना व्यवहार्य नहीं है क्योंकि फिल्म में उसकी पर्याप्त भूमिका है। सिनेमा जगत में एक वर्ग ऐसा भी है जो नहीं चाहता कि आप स्थानीय पार्टी की धमकियों को देखते हुए समझौता करें, क्योंकि यह वाक् एवं अभिव्यक्ति की स्वतंत्रता और साथ ही कलात्मक रचनात्मकता से भी समझौता होगा।

(a) आपको कौन-से विकल्प उपलब्ध हैं?

(b) प्रत्येक विकल्प का मूल्यांकन कीजिए और उसके गुणों और अवगुणों को बताइए।

(c) आप कौन-सी कार्यवाही का अनुसरण करेंगे और क्यों?

This case involves the ethical concerns arising out of following issues

- Freedom of speech and expression vs Demand of public and the local party
- Financial loss vs Feelings for the country
- Cultural issue vs Political issue

Options available and their evaluation -

- (1) Ignore the public sentiment and local party threat and release the movie

Merits - → Right to freedom of speech exercised, Artistic creativity explored

→ Financial situation will improve

Demerits → Chance of public anger and violence, can hurt the image and finances of the company even more

→ Bowing down to forceful demands

curbing freedom of speech

(2) Do not release the movie

Merits → Can uphold a 'nationalistic' image of company

Demerits → Financial loss, curbing of expression, setting up bad precedent

(3) Release the movie by changing the role of Actor → will be financially not possible, thus cannot be adopted.

(4) Taking public into confidence and addressing apprehensions of party workers.

Merits → Harmony maintained
Financial loss avoided

Demerits → A precedence may be set where opposition to such works can become frequent, based on different issues.

Course of action,

I'll release an information letter for general public stating how the presence of the foreign actor is a matter of cultural expression and not an issue of nationalistic sentiment. Secondly, the movie includes hundreds of people working together, thus those people depend on the movie for their livelihood, and ban on movie will hurt their interests.

Next, I'll hold a meeting with representatives of the local party and explain to them how a mid-way solution can be reached

- ↳ financial argument as discussed above
- ↳ how the situation at the time of making of movie was different
- ↳ how presence of 1 foreign actor should not erase the work done by other hundreds of citizens.

↳ how, a solution can be reached
for further projects

If still not successful, I'll go ahead and
release the movie asking for adequate
protection from law enforcement and
government.

14. Big firms often undertake sub-contracting to complete large infrastructure projects in a timely manner. You recently joined one such firm as a manager responsible for awarding these contracts. Looking at the past records, you find that all contracts for the past few years have been awarded to a particular firm, X. Your superior has asked you to award an upcoming contract to the same firm. Although, not binding, company procedure maintains that sub-contracting work should be offered after competitive bids. This is to ensure that the firm most suitable for the project in terms of operations and finance gets the contract. When you discuss this with your superior, he insists that hiring of the firm X has been done as per legal norms of the company and no official rule has been violated. You decide to contact the owner of the firm X. After doing so, you realize that he is the nephew of your superior, who is also a shareholder in the company.

(a) State the ethical issues involved in the case.

(b) Does this form of transaction between two private parties constitute a conflict of interest? Justify.

(c) Evaluate the possible ways of awarding contracts in such a situation with their merits and demerits. Also state which method would be more suitable in each situation.

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बड़े फर्म प्रायः वृहद् अवसंरचना परियोजनाओं को समयबद्ध रूप से पूरा करने के लिए प्रायः उप-संविदा (सब-कॉन्ट्रैक्ट) प्रदान करती हैं। आप हाल ही में इन संविदाओं को प्रदान करने हेतु जिम्मेदार प्रबंधक के रूप में, इस प्रकार की एक फर्म में सम्मिलित हुए हैं। पिछले रिकार्डों को देखने पर आपको ज्ञात होता है कि पिछले कुछ वर्षों में सभी संविदाएँ एक विशिष्ट फर्म X को दी गयी हैं। आपके वरिष्ठ (सीनियर) ने एक भावी संविदा को उसी फर्म को प्रदान करने के लिए आपसे कहा है। यद्यपि बाध्यकारी न होते हुए भी, फर्म उपसंविदात्मक कार्यों को प्रतिस्पर्धी बोलियों के आधार पर प्रदान करने की प्रक्रिया का पालन करती रही है। इसका उद्देश्य यह सुनिश्चित करना होता है कि संचालनों एवं वित्त के संबंध में सर्वाधिक उपयुक्त फर्म को संविदा प्राप्त हो। जब आप अपने वरिष्ठ से इसकी चर्चा करते हैं तो वह जोर देता है कि कम्पनी X को कम्पनी के विधिक मानदण्डों के अनुसार नियुक्त किया गया है और किसी भी आधिकारिक नियम का उल्लंघन नहीं किया गया है। आप X फर्म के मालिक से संपर्क करने का निर्णय करते हैं। ऐसा करने के बाद, आपको ज्ञात होता है कि वह आपके वरिष्ठ अधिकारी का भतीजा है, और उस फर्म में आपके वरिष्ठ की भी हिस्सेदारी (शेयर) हैं।

(a) इस मामले में समाहित नैतिक मुद्दों को स्पष्ट कीजिए।

(b) क्या दो निजी पक्षों के बीच इस प्रकार के लेन-देन में हितों का टकराव निहित होता है? अपने उत्तर का औचित्य सिद्ध कीजिए।

(c) ऐसी स्थिति में संविदा प्रदान करने के संभावित तरीकों उनके गुणों एवं अवगुणों के साथ मूल्यांकन कीजिए। साथ ही स्पष्ट कीजिए कि प्रत्येक स्थिति में कौन-सी पद्धति सर्वाधिक उपयुक्त होगी।

Ethical issues involved in this case arise from following

- The not binding company procedure
- ~~your~~ ^{My} knowledge of the owner of X being nephew of my superior
- Following rules in letters, not in spirit
- Conflict of interest of superior

These issues require an analysis and appropriate course of action based on business ethics.

Such a form of transaction between two private parties comes under the scope of business ethics and personal ethics.

This can also constitute a conflict of interest as depicted below

- ↳ Detrimental to company interests if firm X ~~is~~ ^{is} awarded contract without due procedure

↳ Although ^{my} superior is shareholders of the company, but still he does not represent all other shareholders. Thus by awarding the contract to ~~firm~~ X, he is being dishonest to his co-shareholders, and also to other applicants for the contract.

Although this transaction seems private, but involves the larger interest of the firm (in which other shareholders also have stake). Thus it falls into ambit of conflict of interest - with my superior caught in two conflicting roles → ~~private~~ personal role of his duty towards his nephew
→ professional role as a shareholders working for profit maximisation

In cases such as above, contracts can be awarded following a certain fixed procedure -

- (1) The company ~~may~~ management can draft flexible but binding guidelines for awarding contracts, get them approved by shareholders.
- (2) A provision for recusal of the person who faces a conflict of interest should be there.
- (3) Objective parameters of bidding and auction, or outsourcing can be laid out.

Making the contract awarding more strict has certain merits such as

- ↳ Effective corporate governance
- ↳ Upholding shareholders interest
- ↳ Preventing situations with excess discretion
- ↳ Avoiding conflict of interest
- ↳ Increased efficacy of the company
- ↳ Better work culture

but such procedure can make some delays and thus financial losses, also it might reduce efficiency of the company as well.

A better outcome course of action will include mandatory disclosure of any conflict of interest faced by a person of the company, and his refusal from a position of power.

